

San Francisco State University Multi-Hazard Emergency Plan

February 2009

- *Preparedness*
- *Response*
- *Recovery*
- *Mitigation*



SF STATE

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Preface

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February 20, 2009

To the San Francisco State University Community:

Perhaps never in our nation's history has the threat of disaster been so much on the minds of individual citizens, communities, government agencies and universities across the country. In the years since 9/11, we have seen both natural and man-made major disasters, ranging from hurricane Katrina to the massacre at Virginia Tech. While events such as these are both alarming and painful, they also serve to re-affirm the resolve of our nation, our communities and our college campuses to mitigate threats and prepare not just to survive, but to prevail.

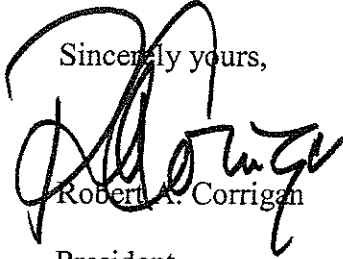
Ensuring the safety and well-being of the SF State community has always been a top concern for me. This has historically been a very safe campus and I want you to know that a great many people continue to work together to keep it so. We cannot provide absolute protection against disaster, but we can promise you that your safety will remain our highest priority. This is work in which all of us -- not just the University Police Department -- have a role.

Within the pages of this revised multi-hazard plan, we have incorporated lessons learned from Virginia Tech, state-of-the-art information and technology and earthquake science, to help provide the safest and most secure campus possible.

But however good our planning, our most essential resource is you, the individual members of this community, taking personal responsibility in times of crisis. I urge you to become involved now by getting trained and working with the new SF State Office of Emergency Preparedness to practice what this plan teaches.

Consider this your personal invitation to get involved. Start by preparing a survival plan for yourself, your family and your workplace. Use the planning guidelines provided in this document. Join emergency response teams in your community. Know that what you *plan* to do in an emergency is exactly what you *will* do.

Make a plan -- make a difference.

Sincerely yours,

Robert A. Corrigan
President

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LETTER OF PROMULGATION

This revision of the San Francisco State University Emergency Plan is in accordance with the California State University Emergency Management Program – Executive Order 1013. This plan addresses the challenges and responsibilities of pre-event mitigation and post-event recovery in addition to preparedness and response. It conforms to the tenets of the California State Emergency Plan and the Standardized Emergency Management System (SB 1841).

The purpose of this plan is to provide the framework for coordination and full mobilization of University and external resources. It outlines strategies to prepare for, respond to and recover from an emergency or disaster that could impact the campus or the region. As part of the strategy, this plan:

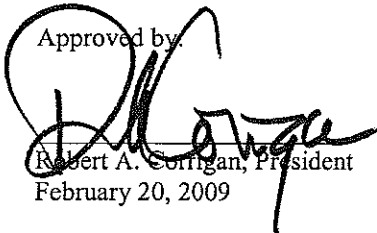
- Identifies authorities and assigns responsibilities for planning, response, and recovery Activities;
- Identifies the scope of potential hazards that form the basis for planning;
- Establishes the emergency management team and organizational structure that will manage the response;
- Identifies other jurisdictions and organizations with whom planning and emergency response activities should be coordinated, and
- Outlines the process of disseminating emergency information and instructions to the campus community.

Departments identified in this plan with emergency responsibilities will develop and maintain standard operating procedures and checklists for contingency operations. Each emergency response department must be trained in the ICS / SEMS operating systems and have a working knowledge of functions and actions described herein. These departments will actively participate in the planning process with the Emergency Preparedness Coordinator, to ensure that their assigned responsibilities actively support the implementation of this plan.

Divisions and departments not assigned campus-wide emergency responsibilities must also conduct emergency planning to ensure that they can resume normal operation as soon as possible after an emergency event. The Emergency Preparedness Coordinator is a resource in this effort.

This plan is a dynamic document. Annual revision, upgrade, improvement and testing of the plan are required to ensure campus readiness.

Approved by:


Robert A. Corrigan, President
February 20, 2009

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RECORD OF CHANGES

#	Date	Description
1	February 20, 2009	Total Plan Revision
2	February 20, 2009	Building Evacuation Plans Revised
3		
4		
5		

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HARD COPY DISTRIBUTION LIST

Department / Office / Position	Location
Chancellor's Office	CO – LB
President's Office	ADM 562
Vice President, Academic Affairs & Provost	ADM 455
Vice President, Student Affairs and Dean of Students	SSB 403
Vice President & CFO, Administration and Finance	ADM 354
Vice President, University Advancement	ADM 151
University Counsel	ADM 562
Director, Department of Public Safety & Chief of Police	UPD, CORP YD
Deputy Chief of Police	UPD, CORP YD
Emergency Coordinator, Office of Emergency Preparedness	UPD, CORP YD
Director, University Communications	ADM 156
AVP & CIO,	ADM 101
Executive Director, DoIT	ADM 121
AVP, Enrollment Management	SSB 108
AVP, Facilities & Service Enterprises	CORY YD 102
Director, Student Health	SHS
Interim Director, Counseling & Psychological Services	SSB 208
Managing Director, DPRC	SSB 110
AVP, Capital Planning, Design & Construction	CORP YD202
AVP, Fiscal Affairs	ADM 350
AVP, Human Resources, Safety & Risk Management	ADM 252
Executive Director, Risk Management	ADM 252
Director, Environmental Health & Occupational Safety	ADM 252
Executive Director, University Housing	MWH
Chair, Academic Senate	ADM 551
Emergency Building Coordinators	
Executive Asst., VP – FCO Administration & Finance	ADM 354
Operations Coordinator, School of Business	BUS 325
Technical Services, College of Creative Arts	CA 10
Project Manager, DTC	DTC 657
Facilities Ops Specialist	GYM
Associate Director, University Housing	MWH
Assistant to the Dean, College of Humanities	HUM 484
Operations Coordinator	HSS

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Department / Office / Position	Location
Building Coordinator, Library	LIB
Department Manager, Psychology / College of Ethnic Studies	EP 301
Executive Director of Operations, COSE	SCI / HH /TH 310
Health and Safety Specialist	TH 216
Executive Director, Marian Wright Edelman Institute	HSS 257
Director, Early Childhood Development Center	ECEC
Plant Engineer, Student Center	SC – C142
Center Manager, Cesar E. Chavez Institute	3004 16 th St. SF, CA
Admin Analyst / Business Coordinator, Public Research Institute	PP 750
Director, Sierra Nevada Field Campus, COSE	TH 323
Assistant to the Director, DPRC	SSB 402
Director, Campus Assets and Space Management	CORP YD
Administrative Coordinator, Romberg Tiburon Center	RTC

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FOREWARD

This Emergency Operations Plan specifically addresses the emergency management organization for San Francisco State University and is modeled after the State of California Emergency Plan.

The mission of the SF State Emergency Preparedness Program is to safeguard lives and property in the event of a disaster and restore the campus to full functional capability as soon as possible.

The Plan becomes effective for SF State when hazardous conditions reach or have the potential of reaching proportions beyond the capacity of normal campus operations to handle.

The major goals of the Plan are to provide direction and guidance in the preservation of life, the protection of property, and the continuity of San Francisco State operations. Secondary objectives include:

- Assignment of authority, responsibility, and operations within the emergency management organization to assure effective management of critical resources.
- Coordination emergency operations with other emergency response agencies.
- Development of mutual aid and other support agreements with appropriate local and state agencies.

There are three parts to the San Francisco State Emergency Operations Plan

Part One is the Basic Plan, describing the SF State Emergency Management Organization, the concept of emergency operations, the phases of emergency management and standard administrative practices. The basic plan is intended to be general in its application and to provide for flexibility during response and recovery.

Part Two provides an overview of our emergency organization and response operations. Operational checklists are provided to clarify specific actions for each team member. Mutual Aid organizations, local government agencies and other CSU campuses that have support responsibilities are also included. Finally, a description of potential hazards that could impact SFSU is also provided.

Part Three deals directly with the emergency response organization's transition to the recovery phase of emergency operations. Specific information is provided for the conduct of emergency operations and the performance of emergency duties. Appendices in this section include department specific plans for managing their Department Operations Center (DOC).

This emergency plan is not meant to stand-alone. It is intended to be used in conjunction with plans and associated standard operating procedures already in place on campus, with local jurisdictions, City & County of San Francisco (CCSF), local CSU campuses the Chancellor's Office, the State of California and the Federal Government. Other specific contingency plans also support this plan.

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PROFILE OF SAN FRANCISCO STATE UNIVERSITY

Location and Characteristics

Located in the southwest corner of the City of San Francisco, SF State has one of the largest enrollments in the CSU system, and the smallest campus, at just 133 acres.

Known as the Sunset District of San Francisco, this area is largely residential with one of the largest apartment rental complexes in the City, Park Merced. On the northern boundary of campus is the Stonestown Apartment complex, which was acquired by the University in 2005 and is now University Park North. Also acquired in 2005, were 66 units in Park Merced, located along the southern campus border. The campus currently offers 2,270 units of housing for close to 30,000 students each semester.

The campus consists of a variety of structures that range from several one-story modular classrooms, to multi-story buildings, with the tallest located in the Village at Centennial Square, at 15-stories. Currently there are 57 structures on main campus, including residential units.

Access / Egress Routes

The campus is bounded by 19th Avenue on the east, Holloway and Font south, Lake Merced Boulevard on the west, with Winston and Buckingham Way on the north. Significant neighbors are, The Stonestown Shopping Center along Buckingham Way opposite University Park North, to 19th Ave and Lake Merced reservoir and park that encompasses Harding Park and Golf course on the west. Both Lake Merced Boulevard and 19th Avenue are 6 lane roads, providing primary access to I-280. 19th Avenue is a primary route to Hwy 1 and the Golden Gate Bridge.

Special Events

On any given day at any given time, the campus may have groups of various sizes gathered on campus for sporting events, theatrical productions and other performing arts. SFSU is also a primary site for social/political demonstrations in direct response to global issues.

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San Francisco State University

Access symbol key

- M Accessible men's restroom
- W Accessible women's restroom
- U Accessible unisex restroom
- (nonaccessible restrooms not shown)
- 4/4/4 Floor numbers (only listed if limited)
- 5 TTY phone (5)
- V Videophone booth (1)
- E Elevator(s) (floors shown if limited)
- A Accessible entrance
- P Accessible entrance with power door
- P Accessible Parking (#s indicate floors)

Location key

Administration (ADM)	H7	Library Annex I & II	C2-3
Bookstore	G6	Little Theatre (Creative Arts)	H5
Burk Hall (BH)	G4-5	Maloney Field (hardball)	E2-3
Business (BUS)	G-7	Mail Services	D4
C. Chavez Student Center	G5-6/H5	Mary Park Hall (MPH)	E-F1
Car Rental/Lot 25	B3	Mary Ward Hall (MWH)	F1-2
Child Care Center (Assoc. Stud.)	E1/F2	McKenna Theatre (CA)	H-4
Children's Campus	C2	Memorial Grove	G6
Conference Center (Towers)	F3	Parking Garage (main)	E3-4
Coppola Theatre (FA)	H5	Parking & Transportation	D3
Corporation Yard	C-D3	Physical Therapy	G6
Cox Stadium	E5-6	Police	D3
Creative Arts (CA)	H4-5	Recycling	E4
Dining Center (City Eats)	F2	Science (SCI)	F-G7-8
Ethnic Studies & Psychology (EP)	F5	Seven Hills Center	F2
Facilities	D3	Shipping & Receiving	D4
Fine Arts (FA)	G-H4-5	Softball Field	H1
Garden of Remembrance	G5	Student Housing Office (MWH)	F2
Greenhouse	E7-8	Student Services/OneStop Cen. (SSB)	F4
Gymnasium (GYM)	F5-6	Studio Theatre (Creative Arts)	H5
Health Center (SHS)	F4-5	Sutro Library	A-B4
Hensill Hall (HH)	F7-8	Temporary Buildings	E7/F6/F7/G6
HSS	G-H7-8	Tennis Courts	D2
Humanities (HUM)	G-H3-4	Thornton Hall (TH)	E7/F7
Jack Adams Hall (Stud. Cent.)	G5-6	The Towers	F2-3
Knuth Hall (Creative Arts)	H4-5	University Park North	A-B4-5/C4-5/D4-8/E7-8
Labor Archives	A4-5/B4	University Park South	H1-4/11-7
Library (Closed, see relocations key)	H6	Village at Centennial Square	F3/G2-3



Symbol key

- 18 Public Transit
- B BART Shuttle Stops
- S ATM Machines
- 20 Parking Lots
- P Metered Parking
- E Emergency Phone
- S Smoking Area
- B On-campus Bike Route
- B On-campus Bike Parking
- M MUNI M Line Station

Library project relocations

Until the completion of the J. Paul Leonard Library's major expansion, seismic strengthening, and renovation visit these locations for collections and services:

HSS (H7)

- Check out books requested online
- Reserve services
- Media listening/viewing
- Laptop checkout
- Research assistance

Library Annex I (C3)

- Computers
- Study space
- Research assistance
- Video editing
- Current periodicals
- Reference books

C. Chavez Student Center (G5-6)

- Campus copy center
- Study space

Burk Hall (G4-5)

- Academic Technology
- Center for Teaching & Faculty Development

Student Services (F4)

- Maurice Schiffman Rm.

For more, visit www.sfsu.edu/newlibrary

Access path key*

- Accessible Route—This path generally conforms to accessibility standards.
- Areas that may be a travel hazard (where the slope exceeds the standard maximum ramp slope [8.3%], or the cross-slope is significant [exceeds 4%]).
- Ramp (5%–8.3%)—Complying ramp along the accessible route.
- Lighter shade indicates path continues underneath overhang.

*Note: The map and information on pathways are limited by the scale. The accessible route should be clear to a person at a location, while the dashed line is intended to indicate where keener observation may be necessary to locate the accessible route. Pathways are generally asphalt and subject to weathering, erosion, uplifting, and other changes that may create navigational issues. SFSU is committed to maintaining the accessible route. Please report any irregularities to Disability Programs and Resource Center, 415-338-2472 (voice, TTY).

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Part One

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1.1 THE BASIC PLAN

INTRODUCTION

FUNCTION

This Plan defines the emergency management system that will be used for all emergencies either occurring on or affecting the campus or any off-site center. It describes the San Francisco State emergency management organization and is supported by other contingency plans and operating procedures.

The University President is responsible for the final review and approval of this Plan. The President has delegated primary authority and responsibility to the Vice President for Student Affairs and Dean of Students, who functions when required as the Emergency Operations Executive, to execute this Plan in an emergency situation.

The Vice President for Student Affairs and Dean of Students is further responsible for assuring the development, implementation, and required training necessary to effectively staff the Emergency Operations Center. During an emergency, prepared staff whose leadership, staffing, and functions have been predetermined and rehearsed will activate the EOC.

RELATIONSHIP TO SEMS

This Plan establishes the policies, concepts, and general protocols required to implement the Standardized Emergency Management System (SEMS). California's Emergency Services Act (Government Code 8607[d]) requires the use of SEMS during emergency response by state agencies. The San Francisco State emergency management organization will use SEMS throughout the four phases of a disaster: mitigation, preparedness, response, and recovery. Integrating all emergency management activities, throughout all phases of an emergency and across all functions, increases accountability, provides continuity of resource application, establishes a clear chain of command and coordination, and identifies responsibilities for critical task performance.

PURPOSE, SCOPE AND ASSUMPTIONS

PURPOSE

This Plan establishes an emergency management system for the main campus in San Francisco, California and all campus off-site centers.

This Plan is designed to be compatible with both SEMS and the Incident Command System (ICS). Part Two of this Plan includes a set of Functional Unit Annexes that describe specific response and recovery responsibilities in relation to specific kinds of emergencies such as a major earthquake, flood, or hazardous materials incident. Responsibility for discharging the duties associated with these functions is outlined in the Matrix of Responsibility, which is

located in Part 2-Annex A (Managing Emergency Operations), along with the flow chart of the Emergency Management Organization in ICS format.

This Plan includes:

- A description of the University's emergency operations team;
- A description of mutual aid use during non-declared and declared emergencies to ensure effective coordination of needed resources;
- General policies to guide emergency management activities;
- Guidance on inter-agency coordination to deliver assistance;
- Specific responsibilities of the various levels of the University's emergency management organization;
- Inter-agency & inter-governmental shared responsibilities and support capabilities; &
- Supporting plans and procedures.

SCOPE

This Plan applies to all elements of the campus' emergency management organization during all phases of emergency management.

Off campus centers are responsible for ensuring their preparedness in coordination with this Plan. Satellite facilities operating as tenants are responsible for coordinating with the property management organization at their respective locations.

The primary audience of this Plan is intended to be the University's emergency management organization, the CSU Chancellor's Office and local CSU campus emergency responders supporting this Plan.

This Plan is also a reference for emergency management professionals from surrounding local jurisdictions, the City and County of San Francisco, and the State of California, along with volunteer agencies and interested members of the public.

This plan is intended as an operational document for emergency management at San Francisco State University.

ASSUMPTIONS

The following assumptions apply to this Plan:

- Emergency management activities are accomplished using SEMS;
- Emergency activation and response is best coordinated at the lowest level required;
- The SF State Emergency Management Organization will maintain operational control and responsibility for emergency management activities within our area of responsibility, unless otherwise superseded by statute or agreement;
- Mutual aid is requested when needed and provided as available;

- Mitigation activities conducted prior to the occurrence of a disaster result in a potential reduction in loss of life, injuries, and damage; and
- Supporting plans and procedures are updated and maintained by the responsible campus department.

1.2 CONCEPT OF OPERATIONS

OPERATIONAL PRIORITIES

Special consideration is given to the following priorities when conducting emergency operations:

1. Protecting life (**highest priority**), property, and the environment.
2. Meeting the immediate emergency needs of students, faculty, staff and guests, which include rescue, medical care, food and shelter.
3. Temporarily restoring facilities that are essential to the health, safety, and welfare of our campus population (such as sanitation, water, and electricity).
4. Mitigating hazards that pose a threat to life, property, and the environment.

This Plan considers the full spectrum of emergency responses to a hazardous condition. Some emergencies, preceded by a buildup period, may provide advance warning while other emergencies occur with little or no advance warning. In either event, all available elements of the campus emergency management organization must respond promptly and effectively to minimize the damage to life, property, and operations.

STANDARDIZED EMERGENCY MANAGEMENT SYSTEM

SEMS is the system required by Government Code §8607 (a) for managing response to multi-agency and multi-jurisdiction emergencies in California. SEMS is based upon the Incident Command System adapted from the system originally developed by FIRESCOPE (Firefighting Resource of California Organized for Potential Emergencies).

- SEMS is intended to standardize response to emergencies involving multiple jurisdictions or multiple agencies for on-scene management of natural, technological or man made disasters or emergencies.
- SEMS is intended to be flexible and adaptable to the needs of all emergency responders in California.
- In times of emergency or disaster, San Francisco State University will coordinate with the City and County of San Francisco, other CSU campuses, the Chancellor's Office, the State of California, and the Federal Government to manage the emergency.

ORGANIZATIONAL LEVELS

Activated as necessary:

- **Field Response Level** commands emergency response personnel and resources to carry out tactical decisions and activities in direct response to an incident or threat.

- **Local Government Level** manages and coordinates the overall emergency response and recovery activities within the jurisdiction.
- **Operational Area Level** manages and/or coordinates information, resources and priorities among local governments within the operational area and serves as the coordination and communications link between the local government level and the regional level.
- **Regional Level** manages and coordinates information and resources among operational areas within the mutual aid region designated pursuant to Government Code Section 8600 and between the operational areas and the state level. The regional level along with the State level coordinates overall state agency support for emergency response activities.
- **State Level** manages State resources in response to the emergency needs of the other levels, manages and coordinates mutual aid among the mutual aid regions and between the regional level and State level, and serves as the coordination and communication link with the federal disaster response system.

SEMS incorporates the use of the ICS, the Operational Area concept, Multi-Agency or Inter-Agency coordination and the California Master Mutual Aid Agreement. SEMS helps unify all elements of California's emergency management organization into a single integrated system. Its use is required for all State agencies.

The Emergency Services Act further requires that, when assigned by the Governor, State agencies will carry out required emergency response and recovery activities. San Francisco State University will need to cooperate with local jurisdictions, the Operational Area (San Francisco City & County) and the State to prepare for -- respond to and mitigate the effects of an emergency.

ORGANIZATIONAL FUNCTIONS

ICS is the organizational management system from which SEMS operates, utilizing the following concepts of:

- Common Terminology
- Manageable Span-of-Control
- Unity of Command
- Integration of Communications

Accordingly, this organizational structure is based around five principal functions that can be performed at any incident. These are: Command, Operations, Planning, Logistics and Finance. ICS allows for a modular and rapid expansion to meet the needs imposed by the incident. ICS can be used during any serious multi-disciplinary (e.g. fire, law enforcement, medical) emergency within a jurisdiction and is particularly useful for any kind of incident involving multiple jurisdictions and agencies. All levels of government will use this organizational structure.

Some incidents, particularly those involving earthquakes, fires or hazardous materials, can escalate requiring further activation of the emergency management system. In such cases, one or more Incident Command Posts may be established to assist in managing emergency operations.

Coordination and communications will be established between the City & County of San Francisco, other CSU system emergency preparedness staff and the university EOC, when activated.

SEMS will be utilized when the university activates its EOC or when a campus and local emergency has been declared or proclaimed. When the EOC is activated, communications and coordination will be established between the Incident Commander (in the field) and the EOC. Coordination of non-SFSU fire and law enforcement resources will be accomplished through their respective mutual aid systems. The same five principal functions of ICS will be utilized in the EOC as well as in the field.

EOC Emergency Management Functions

- **Management:** This function provides for the overall management and coordination of response and recovery activities through the joint efforts of the university, the CSU system, local governmental agencies, and private organizations.
- **Operations:** This function is responsible for coordinating all jurisdictional operations in support of the response to the emergency through implementation of the action plan.
- **Planning/Intelligence:** This function is responsible for collecting, evaluating, and disseminating intelligence and information; developing the action plan in coordination with the other functions; and maintaining documentation.
- **Logistics:** This function is responsible for providing facilities, personnel, equipment, food and shelter, and materials.
- **Finance/Administration:** This function is responsible for financial and administrative aspects not assigned to the other functions.

MUTUAL AID

The statewide mutual aid system is codified in the California Disaster and Civil Defense Master Mutual Aid Agreement. All counties, incorporated cities, and the State of California have adopted the Agreement, which was developed in 1950. The Master Mutual Aid Agreement creates a formal structure wherein each local jurisdiction retains control of its own facilities, personnel, and resources, but may also receive or render assistance to other jurisdictions within the State. Written policies and procedures have been developed for several disciplines that function on a statewide basis.

In addition to Fire and Law -- Emergency Medical, Coroner, and Search and Rescue systems exist. Due to size and geography, the State is divided into six Mutual Aid Regions. The Office of Emergency Services provides administrative oversight for the mutual aid regions through three Administrative Region Offices. San Francisco State is located within the Coastal Regional Area with offices located downtown Oakland. State agency representatives will establish liaison with their local counterparts to relay information and mutual aid requests. The OES regional manager will coordinate inter-regional mutual aid and state assistance as necessary at the request of the Operational Area Coordinators. Additionally, Fire and Rescue, and Law Enforcement Coordinators are assigned at the Operational Area level.

With respect to San Francisco City & County, as Executive Officer, the Mayor is the Operational Area Coordinator, and the Mutual Aid Regional Coordinator is the State OES Region II Manager.

During a proclaimed emergency, inter-jurisdictional mutual aid will be coordinated at the appropriate Operational Area or mutual aid regional level whenever available resources are:

- Subject to State or Federal control.
- Subject to military control.
- Located outside the requesting jurisdiction.
- Allocated on a priority basis.

The university will, whenever possible, provide incoming mutual aid forces with portable radios, using local frequencies. In addition:

- Local agencies receiving mutual aid are responsible for logistical support of reporting personnel.
- Requests for, and coordination of, mutual aid support will normally be accomplished through established channels (CSU campus to campus and the Chancellor's Office) and (Campus to Cities/Operational Area to Mutual Aid Region to State level).

Requests will specify, at a minimum:

- Number and type of personnel needed.
- Type and amount of equipment needed.
- Reporting time and location.
- Authority to which responding personnel will report.
- Access routes.
- Estimated duration of emergency operations.

San Francisco State University will provide mutual aid upon:

- Request from other CSU campuses for emergency assistance and support. When SF State University is not affected, the Emergency Preparedness Coordinator or designated UPD personnel will function as the university liaison to other CSU campus Emergency Operations Centers during an emergency to coordinate SF San Francisco's response effort.
- Request from local governments that have declared a Local Emergency.
- Direction from the Office of Emergency Services (OES) to render emergency assistance.

- Gubernatorial declaration of a state of emergency in an area including SF State.
- The proclamation of a state of war emergency as defined in California Emergency Services Act (Chapter 7, Division 1, Title 2, California Government Code).
- A Federal declaration of a national emergency.

The City & County of San Francisco will:

- Develop and maintain Standard Operating Procedures consistent with the State Emergency Plan and Master Mutual Aid Agreement.
- Maintain liaison with neighboring jurisdictions and the County Emergency Management Organization.
- Designate staging areas for incoming support and recovery operations
- Provide Coordination of intra-county mutual aid.
- Maintain liaison with State OES personnel.
- Request mutual aid from the State OES Coastal Region Manager.

State OES – Coastal Region will:

- Maintain liaison with State, Federal, and local authorities.
- Provide planning guidance and assistance to county and local jurisdictions.
- Respond to requests for mutual aid.
- Provide a clearinghouse for emergency operations information.

State OES – Headquarters will:

- Perform executive functions assigned by the Governor.
- Coordinate response and recovery operations of State agencies.
- Provide a clearinghouse for emergency operations information.
- Prepare and disseminate proclamations from the Governor.
- Receive and process requests for mutual aid.
- Receive and process requests for Federal disaster assistance.
- Direct the allocation of Federal and out-of-state resources.

1.3 PHASES OF EMERGENCY MANAGEMENT

Four primary phases of emergency management are outlined below, relating to campus mitigation, preparedness, response and recovery activities occurring before, during, and after an emergency or disaster has occurred.

MITIGATION

Activities that either prevent the occurrence of an emergency or reduce the community's vulnerability in ways that minimize the adverse impact of a disaster or other emergency are examples of mitigation.

Specific hazard mitigation plans are prepared following a federally declared disaster. They reflect the current risk analysis and mitigation priorities specific to the declared disaster. Mitigation planning also includes a review of ways to eliminate or reduce the impact of future disasters. Once a disaster has occurred, the University may be involved in complying with the hazard mitigation requirements of Section 406 of the Federal Disaster Relief Act of 1974.

PREPAREDNESS

NORMAL OPERATIONS

This Plan is considered to be in effect at all times to provide authorization to accomplish essential emergency preparedness activities. The preparedness phase involves activities undertaken in advance of an emergency in accordance with the Emergency Services Act and the State Emergency Plan. These activities will provide operational capabilities and improve effective response to disasters. Actions such as:

- Developing and revising disaster plans and hazard analyses.
- Writing mutual aid operational plans.
- Training response personnel.
- Improving public information and communications systems.
- Conducting exercises to validate the planning process

are all examples of the planning activities conducted under this phase.

Those individuals and departments assigned emergency responsibilities will participate in developing and maintaining current Standard Operating Procedures (SOPs) and checklists for the support of the EOC. Elements of these procedures include:

- Provision to support, maintain, staff, direct and control University resources during the a major disaster.
- Specific emergency actions that will be assumed by staff and designated successors during an emergency.
- Circumstances under which successor emergency authorities will become effective, and when they will be terminated.

- Current department personnel notification rosters and recall procedures, and the means to implement. Develop a communication system to implement call-out rosters for all levels of personnel assigned to the EOC, including field and support function team.
- Establishment of a system for communicating with the EOC, UPD dispatch, Facilities dispatch and work order control center; and to manage and track organizational resources, response field personnel as well as sustained contact with the EOC.
- Developing mutual aid and other support agreements with appropriate local and state agencies, vendors, and “sister” departments within the CSU system.
- Track and maintain damage assessment reports, casualties, evacuation status, radiation levels, chemical exposure, etc., into the EOC.
- Support for cleanup and recovery operations following disasters.
- Training of assigned response staff and campus volunteers to augment emergency functions.

INCREASED READINESS

San Francisco State will take appropriate action to increase readiness as a crisis begins to develop. Actions taken during the buildup of a crisis situation are designed to increase the university’s ability to respond effectively. Departments must consider increasing their readiness for an emergency upon the issuance of a credible, long-term prediction or advisory that could impact the County or State, or a rapidly deteriorating international situation that could lead to a possible attack upon the United States. Actions to be accomplished during this phase include but are not limited to:

- Inspections of critical facilities.
- Reviewing and updating emergency plans and SOPs.
- Briefing President’s Cabinet
- Updating resource lists
- Mobilizing resources.
- Testing warning and communications systems.
- Disseminating accurate, timely, emergency public information.
- Recruiting staff as Disaster Service Workers (DSWs).

RESPONSE

PRE-IMPACT

When the San Francisco State emergency management organization recognizes the likelihood of a pending disaster, actions will be taken to save lives and protect property first. The response phase is activated to coordinate emergency response activities.

The level of response necessary will be determined to meet the impending emergency. If the situation warrants, or upon notification from the City & County of San Francisco’s (CCSF) Emergency Management Organization, an Operational Area emergency will be declared.

Actions:

- Implement campus EBS warning, and Connect-Ed mass notification system, update emergency info line, implement SFSU webpage alert message with instructions.
- Continue to monitor, evaluate the projected threat and mobilize as appropriate.
- Activating the EOC using established guidelines.
- Consult Policy Group to consider evacuation and campus closure as indicated.
- Marshal personnel, equipment, supplies as necessary.

IMMEDIATE IMPACT

During this phase, emphasis is placed on saving lives, gaining control, and minimizing the effects of the disaster. Immediate response actions will be taken by San Francisco State emergency responders and may include CSU System mutual aid, local government and Operational Area responders.

Actions:

- Activate EOC and ICS protocols.
- Issue emergency instructions to the campus community.

IMMEDIATE EMERGENCY

If an emergency occurs without warning, the EOC will be activated as rapidly as conditions permit. If a San Francisco State emergency is declared, the City of San Francisco will be notified and may be requested to proclaim a local emergency.

Actions:

- Conduct evacuation and/or rescue operations as required.
- Issue emergency instructions to the campus community.

SUSTAINED EMERGENCY

As the emergency continues, assistance is provided to victims of the disaster and efforts are made to reduce secondary damage. Regional or statewide mutual aid may be provided to assist with these efforts and response support facilities may be established. Resource requirements will continually change to meet the needs of the incident.

Actions:

- Provide for the care and treatment of casualties.
- Preserve the crime scene if necessary
- Collect, identify, and contact CCSF to manage the deceased.
- Provide for the care and shelter of displaced persons in partnership w/local agencies.

RESPONSE LEVELS

Emergency response generally includes three levels of activity. Detailed emergency action plans for responding to the various emergencies are provided in Part 2.

Level I Response Mode - Decentralized Coordination

This management mode is operative under normal conditions in which emergency situations are responded to by the usual management procedures and local resources are adequate. The EOC is not activated and coordination with local agencies is through UPD dispatch.

Level II Response Mode- Centralized Coordination

This mode of operation is used for emergency responses that require several functional units within the Plan to be activated. In these situations, key EOC personnel will meet in a central location to provide emergency coordination. Their activities include but are not limited to:

- Establishing a situation assessment function.
- Establishing a public information function.
- Determining resource requirements and coordinating resource requests.
- Establishing and coordinating the logistical systems necessary to support emergency services.

Level III Response Mode-Highest Interagency Coordination and Discretion

This mode of operation will be utilized following a major disaster that would render it impossible for San Francisco State to effectively respond or function at Level I or II. In this situation, the EOC will be activated and all coordination and direction activities, including interagency coordination, would be accomplished from the EOC. The emergency management team would report (if practicable) to the EOC to implement ICS.

RECOVERY

At the onset of an emergency, actions are taken to enhance the effectiveness of recovery operations. Recovery is both a short-term activity intended to return vital life-support systems to operation, and a long-term activity designed to return infrastructure systems to pre-disaster conditions. Recovery also includes cost recovery activities.

As soon as practical following a major emergency, normal management of San Francisco State operations will be restored. Disaster assistance for affected persons will be coordinated through joint State and Federal Disaster Assistance Centers in the local area. If major damage has occurred, the recovery aspects of this Plan will be implemented to coordinate planning and decision-making for recovery and reconstruction efforts.

Actions:

- Implement health and safety measures.
- Protect, control, and allocate vital resources.
- Restore and/or activate essential facilities and systems.
- Enforce police powers to maintain campus security.
- Establish access controls, erecting traffic barricades, etc.
- Deploy digital signage as needed to facilitate public information

1.4 CONTINUITY OF AUTHORITY

The California Government Code, the State Constitution, and the Emergency Services Act provide legal authority for the continuity and preservation of government in the event the individuals appointed are unable to serve. The concept of continuity of government is comprised of three elements:

- Standby officers for the governing body
- Alternate seat of government
- Preservation of vital records

The ultimate responsibility for emergency management on campus belongs to the President. To ensure the orderly continued operations of the university, the President may delegate functions to other administrators. However, this delegation does not remove final authority and responsibility from the President.

LINES OF SUCCESSION

In the absence of the President being able to designate a successor, the line of succession, in emergency operations, for the President will be the following:

- Vice President for Academic Affairs & Provost
- Vice President for Student Affairs and Dean of Students
- Vice President & CFO for Administration and Finance
- Vice President for University Advancement

The designee will conduct response and recovery operations until the President returns to campus. The President, or in his/her absence, his designee, has the authority to:

- Declare a Campus Emergency
- Issue a Closure of Campus Order
- Issue an Administrative Leave Order

The line of succession for department heads, chairs, deans, or administrators is established according to college and individual department operating procedures.

ALTERNATE GOVERNING OFFICES

Emergency operations for response will continue to be held in the NEC conference room in the Administration Building, 5th Floor. If the building is damaged, the location for an alternate EOC will be the University Police Department Conference on the Corp Yard.

Portable trailers may be rented to provide temporary offices for the President, Vice Presidents, University Counsel, Human Resources, Information Technology, Administration and Finance and University Communications. These offices will be located in proximity to the EOC.

PRESERVATION OF VITAL RECORDS

A major disaster could result in damage to administrative offices and destruction of records fundamental to day-to-day university operations. To assist in the recovery and reconstruction period following a disaster, proactive measures must be taken to protect essential records.

Vital records are defined as those records that are essential to:

Protect the rights and interests of individuals. Examples include student transcripts, business records, personnel records, student patient records, Hazardous Material Business Plan, and criminal record information.

Conduct emergency response and recovery operations. Records of this type include personnel rosters, Emergency Operating Procedures, utility system maps, locations of emergency supplies and equipment.

Reestablish normal administrative functions. Included in this group are financial records, payroll records, and purchase orders.

Educational... Faculty and staff research, journal articles, grant material, exams, and grades. Each department is responsible for designating a custodian for vital records, and ensuring that vital record storage and preservation is accomplished. Vital records storage methods that might be utilized include but are not necessarily limited to:

- Duplication (either hard copy or removable computer disk)
- Dispersal
- Fireproof containers
- Vault storage (both on and off campus)

Detailed direction on preservation of vital records is located in Part Two. At San Francisco State business continuity, business resumption and vital records protection is an ongoing and active process.

In addition, it is each employee's responsibility to maintain complete and timely record back up of the data on assigned computers by use of the zip drives or CD's and other technology that continues to emerge.

1.5 DECLARATION OF EMERGENCY

CAMPUS

In an emergency and as conditions warrant, an official proclamation by the University President or his/her designee will have the following effects and provide legal authority to:

- Promulgate orders and regulations necessary to provide for the protection of life and property, including closure of campus.
- Facilitate participation in mutual aid from State agencies, CSU campuses, or local jurisdictions.
- Activate campus personnel, logistical resources (and campus facilities) for emergency response to an emergency.
- Ensure emergency response personnel are acting with authority to manage, control, and participate in activities outside the regular scope of employees' duties.
- Provide an appropriate procedure for rostering emergency workers.
- Ensure appropriate coverage of Workers' Compensation, reimbursement for extraordinary expenses, and state and Federal disaster relief funds, where applicable.
- Implement documentation of damages, expenses, and recording of cost for reimbursement for extraordinary expenses and to seek federal disaster relief where appropriate.
- Impose penalties for violation of lawful orders under Education Code Section 89031.
- Conduct emergency operations without facing liabilities for performance, or failure of performance (Article 17 of the Emergency Services Act).

San Francisco State University will proclaim a formal CAMPUS EMERGENCY when additional assistance is required from other CSU campuses or if local, State, and possibly Federal assistance will be needed. San Francisco State will request a resolution from the City & County of San Francisco if conditions extend into the larger community. The University's formal declaration will also be submitted to the Chancellor's Office.

Procedures to declare a CAMPUS EMERGENCY are shown in Part Two. The President may follow the procedures stated to allow for a campus closure and issuance of administrative leave to university employees

Requests for mutual aid will be initiated when additional material and/or personnel are required to respond to the emergency. Fire and law enforcement agencies will request or render mutual aid directly through established channels. The University President or his/her designee must authorize any action, which involves financial outlay by the campus, or a request for military assistance.

LOCAL EMERGENCY

The emergency may include the City of San Francisco as well as the campus. In that case the authority to proclaim a Local Emergency lies with the Mayor of San Francisco, or in his absence, the designated alternate. The governing body must also proclaim the termination of the LOCAL EMERGENCY as soon as conditions warrant. A proclamation of LOCAL EMERGENCY provides the governing body the authority to:

- Provide mutual aid consistent with the provisions of local ordinances, resolutions, emergency plans, and agreements.
- Receive mutual aid from State agencies.
- In the absence of a State of War Emergency or State of Emergency, seek recovery of the cost of extraordinary services incurred in executing mutual aid agreements.
- Promulgate orders and regulations necessary to provide for protection of life and property.
- Promulgate orders and regulations imposing curfew.
- Additionally, certain immunities from liability are provided for in the Emergency Services Act.

When the local resources are overwhelmed, the City & County of San Francisco will in their role as County Operational Area, proclaim a local area emergency that will include all applicable jurisdictions.

STATE OF EMERGENCY

The Governor may declare a STATE OF EMERGENCY when conditions warrant and/or when the mayor or chief executive of a city or the chairman of the Board of Supervisors or county administrative officer, requests the proclamation. Alternately, the Governor may proclaim a STATE OF EMERGENCY in the absence of a request if it is determined that 1) conditions warrant a proclamation and 2) local authority is inadequate to cope with the emergency.

The proclamation must be in writing, be well publicized, and filed with the Secretary of State as soon as possible following issuance. The proclamation is effective upon issuance.

During a STATE OF EMERGENCY, the Governor has the authority to promulgate, issue, and enforce orders and regulations within the affected area and employ State personnel, equipment, facilities, and other resources to mitigate the effects of the emergency. A STATE OF EMERGENCY must be terminated as soon as conditions warrant.

If the Governor requests and receives a Presidential declaration of an EMERGENCY or a MAJOR DISASTER under Public Law 93-288 (Federal Disaster Relief Act of 1974), he/she will appoint a State Coordinating Officer (SCO). A duly appointed Federal

Coordinating Officer and the SCO will coordinate and control State and Federal efforts in support of City and County operations.

1.6 GOALS, OBJECTIVES & DESIGNATED RESPONSIBILITIES OF THE SAN FRANCISCO STATE EMERGENCY ORGANIZATION

The primary goal of this plan is to provide for effective coordination and management of emergency operations. The following objectives support this goal:

- Ensure SEMS is applied to emergency management in any disaster impacting the campus;
- Establish and staff an augmented emergency communications system;
- Request and coordinate mutual aid according to established procedures;
- Respond to requests for resources and other support; maintain liaison with local, State, and Federal government agencies, the CSU System and the private sector, ensure that resources are available to support mutual aid;
- Manage the movement, reception, and care of the campus community during an evacuation; and
- Restore essential services.

Responsibility for planning, organizing, training, and other preparedness activities necessary to allow the campus emergency management organization to carry out these assigned tasks are assigned to the campus by the Chancellor's Office and the State.

This designation of responsibilities to San Francisco State University is intended to ensure coordinated emergency management. The responsibilities are assigned in accordance with the general criteria listed below:

- All essential emergency responsibilities are assigned.
- Specific emergency responsibilities are assigned to departments and are generally compatible with or related to their regular functions.
- Each primary task is assigned to one area or department.
- Support tasks are assigned to as many areas or departments as appropriate.

CSU System resources may be requested to provide support under specific emergency situations even if the support function is not assigned in this Plan.

This Plan identifies the emergency management response organization and hazards or potential threats that could impact the campus, identifies situations that may be faced by emergency responders, and outlines planned responses to those emergencies.

CALIFORNIA EMERGENCY MANAGEMENT ORGANIZATION

Summarized below is how San Francisco State University fits into California's emergency management organization:

LOCAL GOVERNMENT

Government Code Section 8680.2 defines a local government agency as "any city, city and county, county, county office of education, community college district, school district, or special district".

SF State Emergency Management Organization

San Francisco State University is considered a State Agency under SEMS guidelines. SF State will function in the San Francisco County Operational Area in a manner consistent with a local government agency in the areas of networking, planning, training and exercising, and reporting the operational status of the university.

University Police, at the direction of the Vice President for Student Affairs acting as the Emergency Operations Executive, supports and manages this Plan for the University. The Emergency Preparedness Coordinator is responsible for overall campus emergency planning, including the maintenance and operational readiness of this Plan.

The campus emergency management organization is comprised of designated campus officials responsible for emergency operations on the campus. Key to the emergency management organization is the establishment of the EOC. During an emergency, the EOC may be activated and consequently staffed to the extent required. The current organizational chart for the campus emergency management organization is shown in Part II of this Plan.

City & County of San Francisco Emergency Management Organization

As the City of San Francisco Chief Executive Officer, the Mayor is responsible for the overall efforts of the Emergency Services organization.

OPERATIONAL AREA

City & County of San Francisco

Under SEMS, the Operational Area (OA) is an intermediate level of the State's emergency organization, which encompasses the County and all political subdivisions located within the County, including co-located State Agencies. The OA manages information, resources, and priorities among local governments within the OA.

The OA is a focal point for all local emergency management information and the provision of all non-CSU related mutual aid. As a State Agency, under SEMS guidelines, SF State University has unique resources, capabilities, and vulnerabilities, which must be included in the activities at the OA to ensure that the needs of the campus community are best met in times of disaster. Preparedness activities need to include all governmental levels involved in

emergency response. Increased participation in OA emergency management activities by SF State provides the campus with an improved capability to share needed resources and speed their mobilization.

State Agency Responsibilities

The Office of Emergency Services (OES) is the lead State Agency for all aspects of emergency management, including planning, response coordination, recovery coordination, mitigation efforts, and training. State Regional Emergency Operations Centers (SREOC) and the State Operations Center (SOC) staff are responsible for coordinating the State's emergency response to disasters, including provision of mutual aid and the allocation of essential supplies and resources. OES is responsible for development of the State Emergency Plan. During emergency operations, it receives and disseminates emergency alerts and warnings. OES coordinates and acts on mutual aid requests reaching the State level, coordinates emergency response and recovery activities with the Federal government, and directs and coordinates recovery programs to mitigate future disasters and to recover disaster costs.

1.7 ADMINISTRATIVE PRACTICES

- Emergency Management Leadership Group
- EOC Team and Policy Group participate in bi-annual preparedness exercises
- Annual Review of Emergency Operations Plan
- American Red Cross (ARC) Authorized Provider

1.8 EMERGENCY MANAGEMENT TRAINING & EXERCISES

The main objective of the San Francisco State emergency management organization is efficient and timely response during emergencies. A good plan is a first step toward that objective. Planning alone will not guarantee preparedness. Training is essential to make emergency operations personnel ready to respond effectively. This Plan includes provisions for training.

One element of this training program will be emergency simulation exercises that allow personnel to become thoroughly familiar with the procedures, facilities and systems used in emergency situations. These exercises are carried-out in several forms.

- **Orientation Seminars** are used to introduce or refresh participants to planning and procedures. They may involve lectures, panel discussions, media presentations or case studies. Such exercises can involve all levels of campus personnel particularly support service groups.
- **Tabletop Exercises** will provide a convenient and low-cost method of introducing officials to scenario-related problem situations for discussions and problem solving. Such exercises are a good way to see if policies and procedures exist to handle certain issues.
- **Functional Exercises** will be utilized to simulate actual emergencies. They will involve the complete emergency management staff and are designed not only to exercise procedures, but also to test the readiness of personnel, communications and facilities. Such exercises will be conducted at the EOC level.
- **Full Scale Exercises** are the most complex, and the ultimate goal of the training program. This is a full performance exercise, with a field component where local responders interact with the EOC through simulated messages. It provides the ultimate test for the planning process, logistics, communications and field operations.

CAMPUS EMERGENCY EQUIPMENT

Certain extraordinary emergencies, such as a major earthquake with a local or regional impact, could require the campus emergency management operations to operate for up to 96 hours without outside assistance.

The needs of the campus, in a sustained emergency situation, require that necessary equipment be in place and in operational order. Designated campus personnel have been issued P-Cards for use in the purchase of emergency equipment and supplies. Memorandums of Understanding will be put in place with local vendors to provide access to additional needed resources. Copies of these MOU's, to the extent possible, will be maintained by the Emergency Preparedness Coordinator in the University Police Department.

1.9 PLAN DEVELOPMENT AND MAINTANENCE

This Plan implements the emergency preparedness authority conveyed to the President by the CSU Chancellor. The planning in this document has been coordinated with local government, state agencies, and with the CSU System. The CSU Office of Risk Management acts as the clearinghouse for all CSU emergencies and planning, in coordination with State OES. This Plan is reviewed and recommended to the President for approval by the Vice President for Student Affairs. The campus Emergency Preparedness Coordinator maintains this Plan. Changes will be made, as warranted and major revisions will be published when required.

AUTHORITIES AND REFERENCES

San Francisco State's emergency planning must be consistent with applicable statutes and administrative orders. SF State must ensure that all personnel assigned specific responsibilities in support of this Plan are adequately trained and prepared to assume those responsibilities.

The authorities and references section, gives specific information located in Part III, which establishes: 1) the legal basis (statutes, ordinances, executive orders, regulations, proclamations) for emergency operations; and 2) the basis for delegation of emergency authority, i.e., enabling measures sufficient to ensure that specific emergency-related legal authorities can be exercised by elected or appointed leadership or their designated successors.

The **State's Emergency Plan**, promulgated in accordance with the provisions of the Emergency Services Act, provides statewide authority and responsibility, and describes the functions and operations of government at all levels during extraordinary emergencies. Sections 8567, 8587 and 8614 (a) provide the Governor with the authority to direct Executive Departments of the State to support such planning and preparedness and other emergency activities. Executive Order No. W-9-91 directs each agency to be responsible for "emergency planning, preparedness and training". Each agency shall establish a line of succession "and train its employees to properly perform emergency assignments."

The State's Emergency Plan uses a standard management approach allowing for individual plans of State agencies, to interact effectively. The CSU System is part of this effort. The Governor's Executive Order D-25-83 calls for the CSU to develop, maintain and support emergency planning and operations. The CSU Chancellor promulgated Executive Order No. 696, giving to the campus Presidents the responsibility to implement a multi-hazard emergency preparedness program. This Plan is, therefore, considered to be an extension of the State Emergency Plan.

Administrative Orders, prepared under the authority of the Governor's Executive Order W-9-91, expand upon and consolidate the emergency assignments of State agencies. CSU System-wide planning delegates authority and assigns emergency preparedness responsibilities to campuses.

Part Three of this Plan contains a complete inventory of all Federal, State, local, CSU and SFSU statutory authority, as well as planning documents such as Administrative Orders, Standby Orders and Executive Orders.

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THE CALIFORNIA STATE UNIVERSITY
OFFICE OF THE CHANCELLOR

September 7, 2007

BAKERSFIELD

CHANNEL ISLANDS

CHICO

MEMORANDUM

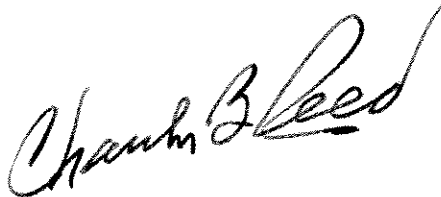
DOMINGUEZ HILLS

EAST BAY

TO: CSU Presidents

FRESNO

FROM: Charles B. Reed
Chancellor



FULLERTON

SUBJECT: California State University Emergency Management
Program — Executive Order No. 1013

HUMBOLDT

LONG BEACH

Attached is a copy of Executive Order No. 1013 relating to the California State University Emergency Management Program. This executive order delegates to each president or his/her designee the implementation and maintenance of an emergency management system on each campus that will be activated when an event has the potential for reaching proportions beyond the capacity of routine operations.

LOS ANGELES

MARITIME ACADEMY

MONTEREY BAY

In accordance with policy of the CSU, the campus president has the responsibility for implementing executive orders where applicable and for maintaining the campus repository and index for all executive orders.

NORTHRIDGE

POMONA

If you have questions regarding this executive order, please call Ms. Charlene M. Minnick, Chief Risk Officer, Systemwide Office of Risk Management at 562-951-4580.

SACRAMENTO

SAN BERNARDINO

CBR/mas

SAN DIEGO

Attachment

SAN FRANCISCO

cc: Vice Chancellors
Assistant Vice Chancellors
Executive Staff, Office of the Chancellor
Vice Presidents for Administration
Vice Presidents for Academic Affairs
Risk Managers
University Police Chiefs
Emergency Preparedness Coordinator/Manager
Environmental Health and Safety Directors
Chancellor's Office Divisional Heads

SAN JOSE

SAN LUIS OBISPO

SAN MARCOS

SONOMA

STANISLAUS

THE CALIFORNIA STATE UNIVERSITY
Office of the Chancellor
401 Golden Shore
Long Beach, California 90802-4210
(562) 951-4580

Executive Order: 1013
Effective Date: September 7, 2007
Supersedes: Executive Order No. 921
Title: California State University Emergency Management Program

This executive order is issued pursuant to Chapter II of the Standing Orders of the Board of Trustees of the California State University and in concert with The California Emergency Services Act in Chapter VII, commencing with Section 8550, of Division I of Title II of the Government Code.

I. Purpose

The purpose of the executive order is to maintain an emergency management program on each campus that will be activated when a hazardous condition or natural disaster reaches or has the potential for reaching proportions beyond the capacity of routine operations. This executive order supersedes and modifies Executive Order No. 921 to adopt the National Incident Management System and incorporate revisions to further define the responsibilities and needs of an effective campus emergency management program.

II. Definitions

1. "Campus Multi-Hazard/Preparedness Plan (Plan)" - A document that establishes and outlines the campus' planned response to an emergency. Each campus plan must be compliant with both the California State Emergency Management System (SEMS) as developed by the State Office of Emergency Services (OES), the National Incident Management System (NIMS) as developed by the Department of Homeland Security, and the Incident Command System (ICS).
2. "Emergency Coordinator" and "Emergency Manager" – Are used interchangeably and both mean the designated person with responsibility for campus-wide emergency management activities.

3. “Emergency Executive” – The designated campus executive, such as the Vice President of Business and Administration or other commensurate management position, with overall responsibility for campus-wide emergency management planning and execution of the campus Plan.
4. “Emergency Management Program” – A management framework for responding to and recovering from emergencies that may threaten the health and safety of the campus community or disrupt its programs and operations.
5. “Emergency Operations Center (EOC)” – A physical location at which the emergency management team convenes to establish and execute response strategies and tactics, deploy resources, and initiate the recovery process.
6. “Incident Command System (ICS)” – The nationally used standardized on-scene emergency management concept specifically designed to allow user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents without being hindered by jurisdictional boundaries. ICS is a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, with responsibility for the management of resources to effectively accomplish stated objectives pertinent to an incident.
7. “National Incident Management System (NIMS)” – A system mandated by the Homeland Security Presidential Directive/HSPD - 5 that provides a consistent nation-wide approach to enable all government, private-sector, and non-governmental organizations to work together during domestic incidents. The intent of NIMS is to be applicable across a full spectrum of potential incidents and hazard scenarios, regardless of size or complexity, and to improve coordination and cooperation between public and private entities in a variety of domestic incident management activities.
8. “Standardized Emergency Management System (SEMS)” – A system created by California Government Code Section 8607 that is designed to ensure that all public agencies have a common system to utilize in responding to emergencies. The California Office of Emergency Services administers SEMS.
9. “Training Record” – Documentation of training for employees, including employee name or other identifier, training dates, type(s) of training, training providers, and attendee sign-in sheets.

III. Responsibility

The president of each campus is delegated the responsibility for the implementation and maintenance of an emergency management program on campus and for ensuring the

following management activities are accomplished in support of the campus emergency management program:

1. Designate a primary and secondary person with responsibility for campus-wide emergency management. Such persons shall be referred to as the campus Emergency Coordinator or Emergency Manager.
2. Establish and equip a functional campus EOC consistent with SEMS, NIMS, and ICS guidelines.
3. Develop a campus Plan. On an annual basis or more frequently as needed, the Plan should be reviewed, updated, and distributed to the emergency management team members and others as identified by the campus.
4. Train campus community on the SEMS, NIMS, and ICS compliant campus Plan to include, at a minimum;
 - A. Overview training of every employee within one year of employment.
 - B. Specialized training annually for employees designated either as building coordinator or building floor marshal, EOC team member, or member of the campus emergency management team. Specialized training includes, but is not limited to, SEMS, NIMS, ICS, and crisis response.
 - C. Training records for all campus training shall be kept for a minimum of seven years.
5. Conduct administrative review of the campus multi-hazard/preparedness plan annually or more frequently as needed. Testing of simulated emergency incidents and emergency communications, including the periodic testing of mutual aid and assistance agreements, shall be conducted utilizing one of the following formats and varying the type of event:
 - A. Tabletop – Informal discussion of simulated emergency, no time pressures, low stress, useful for evaluating plans and procedures and resolving questions of coordination and responsibility. Testing of at least one hazard event should be done once a year.
 - B. Drill – Single emergency response function, single agency involvement, often a field component. Testing should be done at least once a year.
 - C. Functional Exercise – Policy and coordination personnel practice emergency response, stressful, realistic simulations, takes place in real time, emphasize emergency functions, EOC is activated. Testing should be done every other year.


- D. Full scale Exercise – Takes place in real time, employees treat real people and use emergency equipment, coordinates many agencies, including testing of mutual aid and assistance agreements, tests several emergency functions, EOC is activated, and produces high stress. Testing should be done every seven years, however activation of the EOC in response to an actual emergency or disaster will meet this testing requirement.
- E. Campus building evacuation drills – Conducted at least annually or more frequently as needed.

At the completion of each exercise or simulated emergency incident, full documentation of test results and lessons learned shall be documented in the form of a Corrective Action Plan or After Action Report, reviewed with the campus emergency management team, and maintained by the Emergency Manager or Emergency Coordinator for a period of not less than five years. Such reports will be made available to the Systemwide Office of Risk Management upon request. Activation of the EOC in response to an actual emergency or disaster will count as training in meeting the requirements of this section provided such emergency is well documented and discussed with the campus emergency management team.

- 6. Develop a roster of campus resources and contracts for materials and services that may be needed in an emergency situation including equipment, emergency power, communications, food and water, satellite and other mobile phone numbers, and update at least annually or as needed. The “updated as of date” should appear on each roster. Campus resources should be typed in accordance with NIMS guidelines to ensure compatibility of resources with other agencies. Resource typing includes its category, kind, and type.
- 7. Continually communicate the Plan to the campus community in a variety of methods through public education (e.g., web-posting of the Plan, except for active-shooter/terrorist responses plans) or other mechanisms for dissemination of hazard planning materials.
- 8. Once a year by December 1 or more frequently as needed, provide the Systemwide Office of Risk Management at the Chancellor’s Office a roster of emergency management team personnel as well as their designated back-up essential to the operation of the campus emergency management programs such as:
 - President
 - Emergency Executive
 - EOC Director
 - Emergency Manager/Emergency Coordinator
 - Public Information Officer

The roster shall include name, office and emergency telephone numbers, including satellite phone numbers. These lists will be kept confidential and used only in emergency situations.

9. Support the Systemwide Emergency Preparedness Taskforce (SWEPT), which is an advisory body for CSU systemwide emergency management. SWEPT is a multi-discipline committee comprised of University Police Chiefs, Emergency Coordinators, Risk Managers and Environmental Health & Occupational Safety Directors and charged with studying and proposing solutions to systemwide issues such as emergency communications, mutual assistance protocols, and training.
10. On an annual basis or more frequently as needed, interact and coordinate comprehensive emergency management activities with appropriate city, county, operational area, state, federal government and private agencies to increase the readiness of the university. Attendance can be verified by meeting minutes, which should be kept for a minimum of two years.


Charles B. Reed, Chancellor

Dated: September 7, 2007

Part Two

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FUNCTIONAL ANNEXES

Introduction to the Incident Command System

This section specifies the responsibilities and tasks assigned to San Francisco State Emergency Management Organization to ensure the effective management of emergency operations. It provides information on the University emergency management structure, activation of emergency response and recovery procedures, and Emergency Operations Center (EOC) data.

Emergency Management Organization

In order for all public service sectors to use the same terminology, the emergency management organization is arranged by functional responsibility. These responsibilities are grouped according to the Incident Command System (ICS) format to show the various duties and reporting relationships in each different ICS section. The functions are divided into five sections: Command/Management, Operations, Logistics, Planning/ Intelligence, and Finance/Administration. The personnel within the sections report to a Section Chief, which facilitates efficient response and establishes a single point of contact for each task. The following pages will provide descriptions and duties of each function within each of the ICS sections as well as checklists to help direct the actions of responders in the field and in the EOC.

The table below provides a brief summary of the titles and definitions of activities associated with these functions.

Command/Management	<i>Field:</i> Directing, ordering, and/or controlling of resources <i>EOC:</i> Responsible for overall emergency policy and coordination
Operations	<i>Field:</i> Coordinated tactical response of all operations in accordance with Incident Action Plan <i>EOC:</i> Coordinating jurisdictional operations in support of response
Planning/Intelligence	<i>Field:</i> Collection, evaluation, documentation, and use of information related to incident <i>EOC:</i> Collecting, evaluating, disseminating information, and maintaining documentation
Logistics	Providing facilities, services, personnel, equipment, and materials
Finance/Administration	Financial activities, cost analysis, and administrative aspects not assigned to other functions

Policy Group

In addition to the ICS functions is the important decision-making role of the Policy Group. This group includes the President, the Vice Presidents, University Counsel (and others at the discretion of the President), and the Chief of Police as their liaison. The Chief of Police advises the Vice President for Student Affairs as to the extent of the emergency, who in turn will advise

the President. The Vice President for Student Affairs in the capacity of Emergency Operations Executive (EOE), directs development and preparation, including policies and procedures, to ensure readiness of the Emergency Plan. The EOE will recommend to the Policy Group the need for establishment of goals and objectives to operate the university for the recovery period. Examples include monetary policy, when to reopen campus for classes, and how to proceed with rebuilding. The EOE may consult with any emergency team members in making these recommendations.

Command/Management

Command/Management Section has overall responsibility for the management of the response operation. The person in charge of **Command** is the Incident Commander (IC). This is a field position and therefore is usually “on-scene”. This function has a support staff of Assistant IC, Safety Officer, Liaison, and Public Information Officer. The IC can expand his/her operation by assigning section functions.

University Police will provide an IC for

Civil Disturbances	Light Search and Rescue Operations
Flooding, severe weather	Traffic Control Operations

San Francisco Fire Department will provide/assume IC position from University Police for:

Fire Suppression Operations	Hazardous Material Incidents
Heavy Rescue Operations	Radiological Incidents

University Facilities Services Department will provide skilled trades personnel as Technical Specialists for Utility Operations and Flooding

The person in charge of **Management** is the EOC Director. He/she works in the EOC with Section Chiefs for Operations, Logistics, Planning/Intelligence, and Finance/Administration and respective branch personnel. If the EOC is not activated, but a field command post is, an Incident Commander manages the incident.

Regardless of which management position is needed, he/she will follow ICS and request personnel to fill any of the aforementioned section positions. Both IC and EOC Director can approve and authorize the implementation of all Incident Action Plans. If the IC and EOC Director positions are activated, the Incident Action Plan is prepared in the EOC and reflects the Incident Objectives, overall priorities, and supporting activities for a designated operational period.

Operations

The *Operations* Section is responsible for all tactical command and coordinating the activities of Law Enforcement, Fire and Rescue/Search and Rescue, Communications, Construction and Engineering, and from Department Operating Centers (DOC's).

Medical Operations. Specific activities can include traffic control, fire suppression by SF Fire Department, tending the generators, utility lines, conducting debris clearance, and performing triage/first aid. Fire suppression will be handled by the SF Fire Department except that which can be handled by a fire extinguisher. Operations is responsible for and coordination of incident response. Operations is responsible for consulting with Planning/Intelligence to develop the Incident Action Plan and coordinating the response in accordance with that approved Action Plan. Mutual Aid resources will be coordinated within this section.

Logistics

Logistics Section provides personnel, supplies, and materials and is therefore supported by Supply and Purchasing, Communications, Care and Shelter, Transportation/Evacuation, and Personnel Resources. This section controls the acquisition of equipment, food and water, and personnel to support the response effort. Other duties include telephone/radio services, sheltering for first responders, convergent volunteers, and transportation for evacuation. All requests for assets, whether within the university or mutual aid from external agencies, would be ordered through the Section branches.

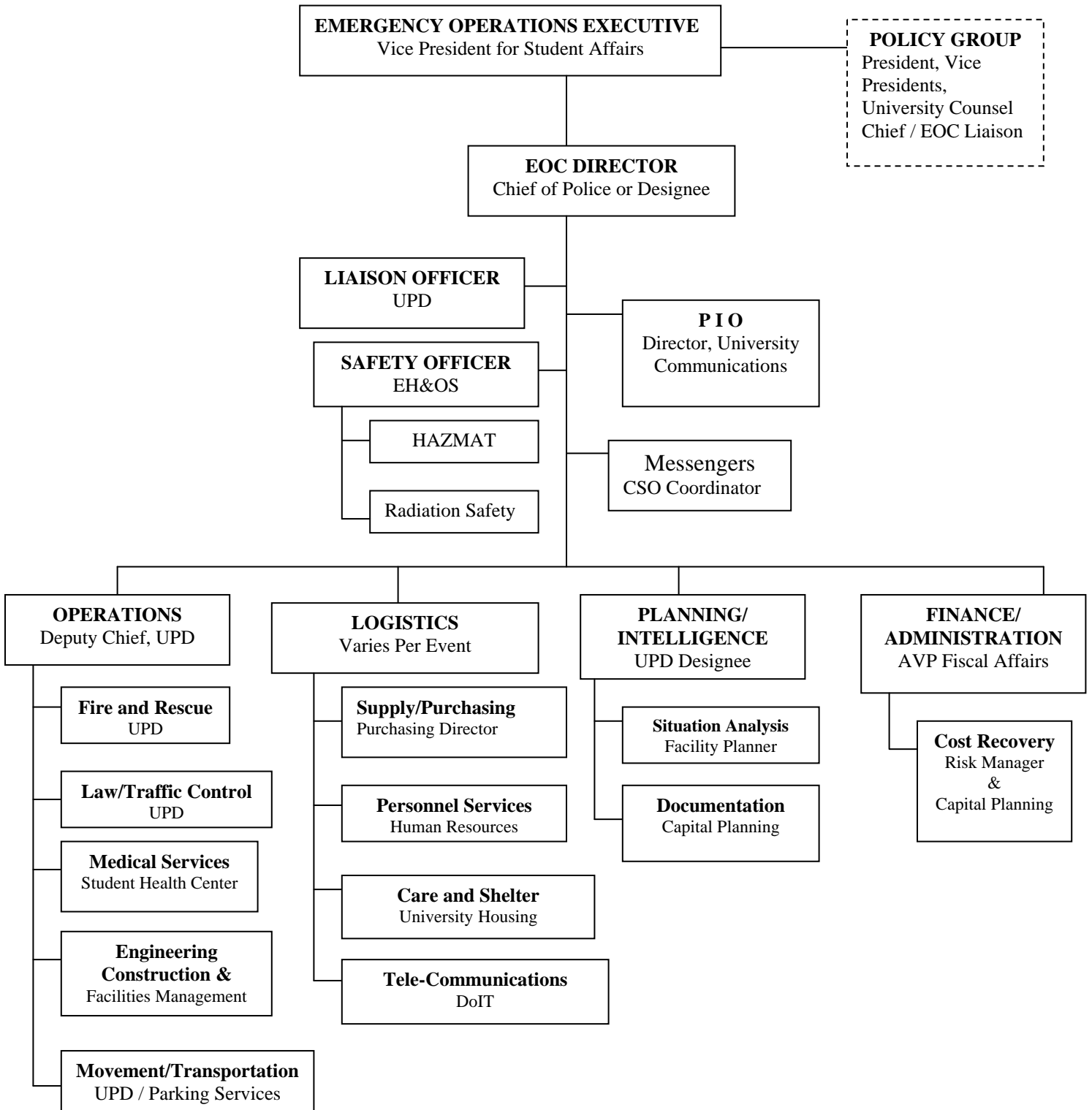
Planning/Intelligence

Planning/Intelligence Section includes Situation Analysis, Damage Assessment, and Documentation and Demobilization. This section is responsible for collecting, evaluating, processing and disseminating information related to the incident or emergency, and attempting to determine future developments. Planning coordinates with Operations in the development of Action Plans.

Finance/Administration

Finance/Administration Section is responsible for any financial aspects of the incident, and Damage Recovery. Activities included are recording of personnel time and equipment cost, providing reports to State and Federal officials, and establishing photographic documentation.

**EMERGENCY MANAGEMENT ORGANIZATION
SAN FRANCISCO STATE UNIVERSITY**



COMMAND/MANAGEMENT SECTION

OVERVIEW

Management is responsible for overall emergency policy and coordination through the joint efforts of governmental agencies and private organizations.

OBJECTIVES

The overall objective of emergency management is to ensure the effective management of response forces and resources in preparing for and responding to situations associated with natural disasters, technological incidents and national security emergencies. To carry out its responsibilities, the Management Section will accomplish the following objectives during a disaster/emergency:

- Overall management and coordination of emergency response and recovery operations, including on-scene incident management as required.
- Coordinate and liaison with appropriate federal, state and other local government agencies, as well as applicable segments of the faculty and student body.
- Establish priorities and resolve any conflicting demands for support.
- Prepare and disseminate emergency public information to inform, alert and warn the public.
- Disseminate damage information and other essential data.

CONCEPT OF OPERATIONS

The Management Section will operate under the following policies during a disaster/emergency as the situation dictates:

- The Standardized Emergency Management System (SEMS) will be followed.
- All existing University and departmental operating procedures will be adhered to unless modified by the University Incident Commander.
- All on-duty personnel are expected to remain on duty until properly relieved of duty.

- While in a disaster mode, operational periods will be 12 hours for the duration of the event. Operational periods will normally change at 6 a.m. and 6 p.m. Operational periods will be event driven.

UNIVERSITY PRESIDENT

Function: Establish policies for emergency response as required. Authorize protective/precautionary measures as warranted by the situation. Is the highest level of University authority during a disaster or major incident.

Action

Activation:

Consider the following actions during any major emergency affecting the University.

1. Report to the President's Office or alternate location if office is deemed unsafe.
2. Assess the situation, verify activation of Emergency Management Plan and/or EOC and obtain briefing of situation from Emergency Operations Executive. Declare a campus emergency if the situation warrants. Consult with the Chancellor's Office if feasible.
3. Activate and consult with the Policy Group.
 - Review Academic calendar in order to make decisions regarding reopening of campus operations
4. Authorize protective or precautionary measures as appropriate to include:
 - Evacuation
 - Sheltering in place
 - Campus closure
5. Issue necessary public announcements and statements through the Public Information Officer.
6. If campus closure is directed, ensure that the following executives are notified:
 - Vice President, Academic Affairs & Provost
 - Vice President, Student Affairs and Dean of Students
 - Vice President, Vice President & CFO for Administration & Finance
 - Vice President, University Advancement
 - University Counsel

- **EMERGENCY OPERATIONS CENTER DIRECTOR**
University Police Chief

Function: Responsible for operating and coordinating all emergency operations within campus jurisdiction under the Standardized Emergency Management System (SEMS) and the Incident Command System (ICS); requesting mutual aid, assist the Emergency Operations Executive; direct liaison with neighboring jurisdictions and appropriate State and Federal agencies, and facilitate the effective operation and coordination of the Campus Emergency Operations Center (EOC), liaison with Policy Group.

Action

Activation:

- Notify the EOE and determine appropriate level of activation based on the situation as known (if time permits).
- Mobilize appropriate personnel for initial activation of the EOC.
- Respond immediately to the EOC and determine operational status.
- Obtain briefing from available sources.

Start-up Actions:

- Ensure that Section Chiefs are in place as soon as possible and are staffing their respective sections (as required).
- Ensure that the management function is staffed as soon as possible at the level needed (EOC Manager, Information, Liaison, etc.).
- Open and maintain a position log.
- Schedule the first planning meeting.

- If appropriate, confer with Operations Section Chief (if activated and assigned) and other general staff to determine what representation, if any, is needed at the EOC from other agencies.
- Determine need, and establish if necessary a deputy director position.
- Request additional personnel support as needed for the organization.

Operational Duties:

- Establish and maintain contacts with adjacent jurisdictions/agencies and with other organizational levels as appropriate.
- Monitor section activities to ensure that all appropriate actions are being taken.
- Establish operational schedules and, in consultation with the EOE, establish response priorities.
- Provide periodic status updates to EOE and/or Policy Group as requested / required.
- Meet with PIO/Public Affairs to direct and review media releases, and conduct media briefings as appropriate.
- If activated and assigned, ensure that the Liaison Officer is providing for and maintaining positive and effective interagency coordination.
- Hold action-planning meetings with key staff (section and branch leaders) as appropriate.
- Thoroughly brief relief upon shift change.

Deactivation / Demobilization:

- Authorize deactivation of sections, branches or units when they are no longer required.
- Deactivate the EOC and close out logs when the emergency situation no longer requires activation.
- Ensure that all required forms or reports are complete prior to deactivation.
- Be prepared to provide input to the After Action report.

EMERGENCY OPERATIONS CENTER MANAGER
Deputy Chief, University Police Department

Function: Responsible for ensuring that the Campus Emergency Operations Center is activated and continually functions in a manner appropriate to the situation and initiating the implementation of the Emergency Operations Plan.

Ensure that all activated Sections and their Chiefs within the EOC, as well as all Campus Department Operating Centers (CDOCs), are functioning in compliance with SEMS and ICS; Coordinating campus response and resource usage with the CSU system mutual-aid processes, the surrounding jurisdictions, the Operational Area and appropriate state and federal emergency organizations.

This position is the contact for personnel assigned to the incident from assisting or cooperating agencies. These are personnel other than those on direct tactical assignments or those involved in a Unified Command. Ensuring that these personnel from other agencies receive a preliminary orientation on the current emergency operation and are assigned to the appropriate functions within the SFSU EOC.

Fulfilling the role of the EOC Director in his/her absence and/or as directed and coordinating all campus response in an emergency.

Action

Activation:

- Notify the EOC Director and determine appropriate level of activation based on the situation as known (if time permits).
- Mobilize appropriate personnel for initial activation of the EOC.
- Respond immediately to the EOC and determine operational status.
- Obtain briefing from available sources.

Start-up Actions:

- Assign staff to initiate check-in (SECURITY) procedures.
- Ensure that the EOC organization and staffing chart is posted and that arriving team members are assigned by name.
- Ensure that the EOC is properly set up and ready for operation.
- Ensure that the management function is staffed as soon as possible at the level needed (Information, Liaison, EOC Security, etc.).
- When appropriate, ensure that field agency representatives have been assigned to other facilities.
- Ensure that telephone and/or radio communications with other facilities are established and tested.
- Open and maintain a position log.
- Schedule the first planning meeting.
- Request additional personnel support as needed for the organization.

Operational Duties:

- Establish and maintain contacts with adjacent jurisdictions/agencies and with other organizational levels as appropriate.
- Monitor section activities to ensure that all appropriate actions are being taken.
- Thoroughly brief all incoming EOC and Section personnel on the emergency.
- Ensure that provision is made and maintained for positive and effective interagency coordination.
- Keep agencies that are supporting university response operations aware of incident status.
- Monitor incident response operations to identify current or potential inter-organizational problems.

- Periodically, or as requested, brief the EOC Director on current resource status, including limitations and capability of assisting agency resources.
- Participate in EOC Director's planning meetings.
- Thoroughly brief your relief at shift change time.
- Thoroughly brief relief upon shift change.

Deactivation / Demobilization:

- Deactivate the EOC and close out logs when the emergency situation no longer requires activation.
- Notify adjacent jurisdictions/agencies as necessary of planned time for deactivation.
- Ensure that all required forms or reports are complete prior to deactivation.
- Be prepared to provide input to the After Action report.

Public Information Officer
Director, University Communications

Function: The PIO is responsible for developing and releasing information about the incident to the news media, to incident personnel, and to other appropriate agencies and organizations. Only one PIO will be assigned for each incident, including incidents operating under Unified Command and multi- jurisdictional incidents. The PIO may have assistants as necessary who may also represent assisting agencies or jurisdictions.

Section Assignment: Reports to EOC Director

Action

Start-Up:

- Sign in upon arrival at the EOC with date and time notations.
- Report to the EOC Director and obtain a briefing on the situation.
- Review your position responsibilities.
- Set up Unit work area to include maps and status boards if appropriate.
- Unit work area should not be established in the EOC, but in a separate area.
- Review organization in place and know where to go for information or support.
- In coordination with the EOE and EOC Director, clarify any questions you may have regarding your assignment.
- Ensure accurate and detailed logs are maintained on Unit operations.
- Ensure sufficient Unit personnel are assigned to maintain an initial two-shift operation.
- Adopt a proactive attitude. Think and plan ahead. Attempt to anticipate situations and problems before they occur.

Operational Duties:

- Determine from EOC Director and EOE if there are any limits on information releases.
- Carefully coordinate media releases regarding law enforcement tactical or criminal information issues with the Operations Section Chief and EOC Director to ensure Government Code mandates and restrictions are followed.
- Develop material for use in media briefings.
- Obtain EOC Director's and EOE's approval of media releases.
- Notify media and conduct media briefings.
- Arrange for tours and other interviews or briefings that may be required.
- Obtain media information that may be useful to incident planning.
- Periodically, or as requested, provide media relations briefings to the EOC Director, EOE and / or Policy Group.
- Maintain current information summaries and/or displays on the incident and provide information on status of incident response operations to assigned personnel.
- Thoroughly brief your relief at shift change time.

Deactivation / Demobilization:

- Obtain authorization to deactivate the Unit from the EOC Director.
- Release assistant staff when no longer required.
- Ensure that any required reports or forms are completed prior to your release and/or departure.
- Be prepared to provide input to the After Action report.

SAFETY OFFICER
Hazardous Materials Coordinator / EH&OS

Function: The Safety Officer's responsibilities include developing and recommending measures for assuring personnel safety, and to assess and/or anticipate hazardous and unsafe operational conditions or situations. Only one Safety Officer will be assigned for each incident. Associated Public Health and Radiological personnel may be assigned by the Safety Officer as needed. Assistants may represent assisting agencies or jurisdictions.

Section Assignment: Reports to EOC Director

Action

Start-Up:

- Sign in upon arrival at the EOC noting date and time.
- Report to the EOC Director and obtain a briefing on the situation.
- Review your position responsibilities.
- Clarify any questions you may have regarding your authority and assignment.
- Review the organization in place and know where to go for information or support.
- If additional Unit staff is required, coordinate with the EOC Director on obtaining additional personnel.
- Set-up Unit work area to include maps and status boards as appropriate.
- Open and maintain accurate and detailed logs on Unit activity.
- Ensure sufficient Unit personnel or designees assigned to maintain an initial 24-hour operation.
- Determine need to activate EH&OS mutual aid agreement

- Adopt a proactive attitude. Think and plan ahead. Attempt to anticipate situations and problems before they occur.

Operational Duties:

- Identify hazardous situations associated with the incident.
- Establish reporting procedures with Sections to ensure receipt of information regarding operational safety hazards from field teams.
 - Note any identification of substance, quantity, and extent of release
 - Ascertain potential for fire, pollution.
 - Coordinate with *Disaster Medical* to notify hospitals.
 - Coordinate with *Radiological Officer* as needed.
- Review any operational action plans for safety implications.
- Exercise delegated emergency authority to stop and/or prevent unsafe acts.
- Periodically, or as requested, brief the EOC Director on operational safety issues.
- Coordinate the investigation of accidents that have occurred within the incident area.
- In consultation with the *Medical Services Branch Director*, review and approve the medical plan.
- Participate in the EOC Director's planning meetings.
- Thoroughly brief your relief at shift change time.

Deactivation / Demobilization:

- Obtain authorization from the EOC Director to deactivate Unit operations.
- Release subordinate and volunteer elements when no longer required.
- Ensure that open actions are handled by the Unit or transferred to other Sections as required.

- Ensure that any required reports or forms are completed prior to your release and departure.
- Be prepared to provide input to the After Action report.

OPERATIONS SECTION

OVERVIEW

The Operations Section manages the tactical operations of various SFSU response elements involved in the disaster/emergency.

- Protect life and property.
- Carry out the objectives of the EOC Action Plan.
- Ensure coordinated incident response.
- Cooperate with other sections of the SFSU emergency response team.

These response elements may include but are not limited to the following branches and field units:

Branches:

- Law Enforcement
- Medical Services
- Construction and Engineering
- Movement and Transportation

Field Units:

- Fire and Rescue
- Evacuation / Alert
- Hazardous Materials
- Building Inspection
- Utilities
- Counseling

OBJECTIVES

The Operations Section is responsible for coordination of all SFSU response elements for the duration of the incident. The Operations Section is also responsible for carrying out the objectives of the EOC Action Plan and requests additional resources as needed.

Public Safety oversees the Section duties; Physical Plant and Environmental Health and Safety handle most of the field units. Not all field units will be needed in every disaster/emergency.

OPERATIONS SECTION CHIEF
University Police Captain or designee

Function: Ensure that the operations function is carried out including the coordination of response for all operational functions assigned to the EOC. Ensure those operational objectives and assignments identified in the EOC action plan are carried out effectively. Establish the appropriate level of branch organization within the section and continuously monitor the effectiveness of that organization. Make changes as required. Exercise overall responsibility for the coordination of branch activities within the section. Report to the EOC Director on all matters pertaining to section activities.

Action

Start-Up:

- Sign in upon arrival at the EOC noting time and date.
- Report to the EOC Director.
- Obtain a briefing on the situation.
- Review your position responsibilities.
- Determine if other section staff are at the EOC.
- Ensure that the Operations Section is set up properly and that appropriate personnel, equipment and supplies, to include maps and status boards are in place.
- Review organization in place at the EOC. Know where to go for information or support.
- Clarify any issues you may have regarding your authority and assignment, and what others in the organization do.
- Open and maintain section logs.
- Meet with the *Communications Unit Manager* (if unit established).

- Obtain briefing on on-site and external communications capabilities and restrictions.
- Establish operating procedure with *Logistics Communications Unit* for use of telephone and radio systems. Make priorities or special requests known.
- Attempt to determine ETA of requested staff who are not yet on site.
- Establish contact with adjacent EOCs. Determine status of Operations sections at other EOCs. Determine status of any requests for assistance.
- Meet with *Planning/Intelligence Section Chief*. Obtain and review any major incident reports. Obtain additional information that may affect your section's operation.
- When appropriate, ensure that agency representatives from your jurisdiction are in place or enroute to other affected EOCs.
- Establish communications with Agency Representatives as soon as possible.
- Based on the situation as known or forecast, determine likely future *Operation Section* needs.
- Review responsibilities of all branches in section.
- Make a list of key issues currently facing your Section. Establish with assembled personnel action items to be accomplished within the next _____ hour period.
- Activate organizational elements (Branches, Units) within the section as appropriate and needed.
- Determine need for representation or participation of outside mutual aid system resource representatives.
- Request additional personnel when appropriate to maintain a two-shift EOC operation.
- Advise the *EOC Director* of Section status.
- Adopt a proactive attitude. Think ahead and anticipate situations and problems before they occur.

Operational Duties:

- Ensure that section logs and files are maintained.
- Anticipate potential situation changes, such as severe aftershocks and develop backup planning.
- Keep up to date on situation and resources associated with your section. Maintain current status at all times.
- Provide situation and resources information to the *Planning / Intelligence Section* on a periodic basis or as requested.
- Coordinate all media contacts with the *EOC Director* and *PIO*.
- Conduct periodic briefings with staff and work to reach a consensus on objectives for forthcoming operational periods.
- Attend and participate in *EOC Director's* planning meetings.
- Work closely with *Planning / Intelligence Section* in the development of action plans.
- If activated, work closely with Branch Directors to ensure Operations objectives are being addressed.
- Ensure all resource needs for your Section are coordinated through the *Logistics Section*.
- Ensure that intelligence information gathered by Operations is made available to the *Planning / Intelligence Section*.
- Ensure all fiscal and administrative requirements are coordinated through the *Finance / Administration Section*.
 - Notification of any emergency expenditures.
 - Daily time sheets.
- Brief *EOC Director* on major problems that need or will require solutions.
- Brief Branch Directors periodically on any updated information received.
- Continuously share status information with other sections as appropriate.

- Brief your relief at shift change.
- Deactivate Branches when they are no longer required. Ensure that all paper work is complete and logs are closed.

Deactivation / Demobilization:

- Authorize deactivation of organizational elements within the section when no longer required. Ensure that any open actions are handled by section or transferred to other EOC elements as appropriate.
- Deactivate the Section and close out logs when authorized by the EOC Director.
- Ensure any open actions are assigned to the appropriate agency or element for follow-on support.
- Ensure required forms or reports are completed prior to your departure.
- Be prepared to provide input to the After-Action Report.

Fire and Rescue Branch Director
SF Fire Department, or University Police Department Designee

Function: Coordinate operations for fire suppression, hazardous material incident response, and emergency medical aid (for mass casualty). Coordinate and assist in the location and removal of persons trapped in damaged or collapsed structures or other locations. Coordinate rescue and recovery operations through the Operations and Logistics Sections in conjunction with rescue resources provided by local Fire and heavy rescue teams.

Section Assignment: Operations

Action

Start-Up:

- Check in upon arrival at the EOC.
- Report to the Operations Section Chief and obtain a briefing on the situation.
- Review your position responsibilities.
- Clarify any questions you may have regarding your assignment.
- Consult with Operations Section Chief and EOC Director for assignment of rescue personnel.
- Ensure accurate and detailed records are maintained on all search and rescue operations.
- Establish initial 24-hour operation until all structures have been cleared.
- Adopt a proactive attitude. Think and plan ahead. Attempt to anticipate situations and problems before they occur.

Operational Duties:

- Assess situation and determine need and feasibility of rescue operations.
- In coordination with the *Operations Section Chiefs* and the *EOC Director*, establish search and rescue priorities. Consider:
 - Student Health Center
 - Child Development Center and Children's Campus
 - Residence Halls
 - Classrooms / Laboratories
 - Faculty / Staff office areas
- Request SF Fire Department teams, if necessary, to assess situation and advise need for Engine Company or county HAZMAT.
 - If required, prepare a request in conjunction with the *Operations Section Chiefs*. Requests should include, at a minimum.
 - Reason for request
 - Number and type of resources needed.
 - When needed.
 - Location and to whom resources are to report.
- Coordinate all rescue efforts with the *Safety Officer*. Ensure that:
 - Appropriate safety equipment is provided for rescue team personnel. (i.e., head protection, safety goggles, gloves, etc.)
 - Appropriate rescue equipment for the assigned tasks. (i.e., ropes, levers, shoring timber, pry bars, etc.)
 - If rescue operations will be occurring during darkness or in poorly lit buildings, ensure portable lighting is provided.
 - Rescue personnel are not assigned operations beyond their capabilities.
 - Do not become victims themselves.
- Establish a staging area and command post for rescue personnel and equipment.

- Assume joint on-scene Incident Command with heavy rescue (Fire) Commanders if Mutual Aid rescue resources are used.
- Request that Construction and Engineering assign Facilities personnel to rescue scenes to advise on structural, electrical and mechanical hazards during rescue operations.
- Closely coordinate rescue resource needs with the *Operations, Planning* and *Logistics* Sections.
- Ensure receipt of and evaluate reports from patrol and field assessment teams for possible locations of trapped individuals.
- Thoroughly brief and update rescue personnel on a continuing basis.
- Establish procedures for marking and posting structures that have been searched and cleared.
- Coordinate rescue operations with the *Medical Services Branch* to ensure the injured receive appropriate medical care.
 - All rescued survivors should be medically triaged to ensure welfare.
- Notify the EOC of any fatalities.
 - Mark the location of fatalities. When feasible, cover but do not remove unless deemed necessary for health or other compelling reasons.
- Periodically, or as requested, brief and update the *Operations Section Chief* and *EOC Director* on search and rescue operations.
 - Update status boards and maps.
- When feasible, participate in the EOC Director's planning meetings.
- Ensure radio communications are established between all rescue teams and the EOC and Search and Rescue Team Leader.
- Ensure volunteer rescue workers are appropriately registered and signed in with the *Personnel Branch*.

- ❑ Carefully assess and or prohibit the use of volunteer rescue workers in extremely hazardous conditions, i.e., fires, hazardous materials incidents, severely damaged or completely collapsed structures.
- ❑ Coordinate with the *Care and Shelter* Branch for the establishment of a reception area for reuniting rescued persons and families.
- ❑ Thoroughly brief your relief at shift change time.

Deactivation / Demobilization:

- ❑ Obtain authorization from the EOC Director to deactivate Branch operations.
 - ❑ As appropriate, close down staging areas and field command posts.
 - ❑ Release subordinate and volunteer elements when no longer required.
 - ❑ Ensure that open actions are handled by normal public safety operations or transferred to other EOC Sections as required.
- ❑ If Mutual Aid resources were used, release personnel and equipment as appropriate.
- ❑ Ensure that any required reports or forms are completed prior to your release and departure.
- ❑ Be prepared to provide input to the After Action report.

Law Enforcement / Traffic Control Coordinator **University Police Department / Parking & Transportation Unit**

Function: Maintain law and order, the protection of life and university property, and ensure adherence to university policies and regulations by the university community. Manage police operations. Coordinate the provision of security for university based and related activities as part of the emergency response. Coordinate disaster related traffic control issues to include checkpoints, priority routing of emergency vehicles, traffic control and roadway closures. Perform the alerting and warning of the university population.

Section Assignment: Operations

Action

Start-Up:

- Sign in upon arrival at the EOC noting date and time.
- Report to the *Operations Section Chief* and obtain a briefing on the situation.
- Review your position responsibilities.
- Set-up Branch work area to include maps and status boards if appropriate.
- Assign subordinate law enforcement staff as operationally required.
- Review organization in place and know where to go for information or support.
- Clarify any questions you may have regarding your assignment.
- Brief and ensure subordinate personnel log on and off each assignment or response. Ensure appropriate entries are being made in Computer Aided Dispatch. (CAD system)
- Ensure accurate and detailed records are maintained on all law enforcement and traffic control operations.

- Establish initial 24-hour shift coverage. Consider 12-hour assignments.
- Adopt a proactive attitude. Think and plan ahead. Attempt to anticipate situations and problems before they occur.

Operational Duties:

- Initiate Emergency Operations Center staff call-out if not already accomplished.
- Initiate Public Safety call-back procedures.
- Initiate Alerting and Warning operating procedures.
- In consultation with the *Operations Section Chief* and *EOC Director*, establish priorities for emergency response and assignments.
- Ensure that procedures have been initiated to establish communications with local EOC(s) and emergency response agencies.
- When appropriate, designate a *Communications Unit Officer* and *Traffic Control Unit Officer*.
- Thoroughly brief all supporting personnel.
- Ensure accurate and detailed records of law enforcement disaster related assignments and time are maintained.
- Consult with other Branches and Sections to determine special security needs or problems.
- Receive and evaluate status reports from patrol and field personnel and determine appropriate law enforcement response.
- Determine law enforcement staffing needs and assign and schedule as appropriate.
- If insufficient public safety personnel are available coordinate through the *Operations Section Chief* and *Personnel Branch Director* for additional Mutual Aid or volunteer support.
- As required, assist the *Operations Section Chief* and *EOC Director* in developing emergency action plans.

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- Provide recommendations for traffic control procedures to the *Operations Section Chief* and *EOC Director*.
 - Provide recommendations for roadway and route debris clearance priorities. Coordinate these activities with *Construction and Engineering*.
 - Based upon field reports and requests, ensure that hazardous areas are appropriately marked and barricaded to prevent entry.
 - If insufficient public safety personnel available, coordinate the use of volunteers to staff static locations and checkpoints.
 - Supervise law enforcement and traffic field units and adjust operations as required.
 - When conditions require, or an evacuation is ordered, assign appropriate units to assist in notification and evacuation.
 - Depending on the nature of the incident or secondary hazards, ensure appropriate safety precautions are taken. (i.e., approach upwind/upstream in HAZMAT incidents, do not enter contaminated areas, flooded areas or collapsed structures cordoned off, etc.) Consult with the *Safety Officer*.
 - Ensure operational staging areas and command posts are sited or repositioned as required.
 - Establish traffic and perimeter control as required for the affected area.
 - Periodically, or as requested, brief and update the *Operations Section Chief* and the *EOC Director* on the status of law enforcement and traffic operations.
 - Ensure requests for medical assistance from field personnel are coordinated with the Medical Services Branch.
 - Advise City Coroner of any fatalities.
 - When feasible and appropriate, assign field personnel to assist in search and rescue operations.
 - Coordinate assistance by field personnel to relocate persons near hazardous or threatened areas to safe locations.

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- If established, provide law enforcement and crowd control services at care and shelter locations.
 - In the event of an evacuation, and in coordination with the *Movement Branch Director*, assign personnel to:
 - Assist in warning persons in the affected area.
 - Provide traffic control.
 - Ensure evacuated / searched buildings are marked as cleared.
 - Coordinate security and access control for evacuated areas.
 - Call contracted towing vendor and put on standby to assist in removing disabled vehicles blocking evacuation routes or roadways.
 - Establish communications with co-jurisdictional agencies and the Operational Area and obtain status checks on area law enforcement or traffic conditions.
 - Ensure priorities for movement in impacted areas are provided to essential operations, i.e., law enforcement, EMS, fire and the delivery of essential provisions and resources.
 - Establish the primary checkpoint for check-in at predetermined locations for those entering university property.
 - Establish a pass/I.D. card for issuance to authorized personnel.
 - Assist in establishing criteria pursuant to Penal Code Section 409.5 .
 - Procedures must be established with field personnel for challenging those without appropriate authorization.
 - Perform other additional law enforcement or traffic related duties as assigned by the *Operations Section Chief* or *EOC Director*.
 - Thoroughly brief your relief at shift change time.

Deactivation / Demobilization:

- Obtain authorization from the EOC Director to return to normal law enforcement operations.

- As appropriate close down staging areas and field command posts.
- Release subordinate and volunteer elements when no longer required.
- Ensure that open actions are handled by normal public safety operations or transferred to other EOC Sections as required.
- If Mutual Aid resources were used, release personnel and equipment as appropriate.
- Ensure that any required reports or forms are completed prior to your release and departure.
- Be prepared to provide input to the After Action report.

Medical Services Branch Director **Director, Health Center or Alternate Designee**

Function: Is responsible for directing the university's medical emergency response during critical incidents and major disasters. Is responsible for coordinating campus disaster medical operations with city and county agencies; coordinates the transportation of casualties to medical facilities and casualty collection points. The Student Health Center is the primary university unit for medical operations in the event disaster or critical incident needs exceed the immediate response capabilities of the local EMS system. Coordinates the need for Mental Health services to provide counseling for response workers.

Section Assignment: Operations

Action

Start - Up:

- Sign in upon arrival at the EOC noting date and time.
- Report to the *Operations Section Chief* and obtain a briefing on the situation.
- Review your position responsibilities.
- Call out support staff as appropriate.
- Clarify any questions you may have regarding your authority and assignment.
- Review the organization in place and know where to go for information or support.
- When applicable, ensure the Branch work area is set up properly and that appropriate personnel, equipment and supplies, to include maps and status boards are in place.
 - If the Health Center is unusable because of severe damage or hazards, advise the *Operations Section Chief* and *EOC Director* to obtain an alternate location.
- Open and maintain accurate and detailed logs on your Branch's activities.

- Ensure sufficient Branch personnel assigned to maintain an initial two-shift operation. 24-hour coverage may be required during the first 72 hours of an incident.
- Adopt a proactive attitude. Think and plan ahead. Attempt to anticipate situations and problems before they occur.

Operational Duties:

- In consultation with the *EOC Director* and *Operations Section Chief*, assess the extent of university casualties and the resources needed to handle them.
- Organize and coordinate Triage Teams. Ensure briefings of medical staff include:
 - Triage guidelines.
 - Arrest of severe bleeding.
 - Use of intravenous solutions.
 - Pain relief.
 - Tagging the injured.
 - Patient tracking.
 - Identification and handling of fatalities.
- Request through all Section Chiefs that field teams report persons needing medical assistance.
- Determine number and location of persons needing medical assistance.
 - Response teams to respond to reports of injured persons.
 - Ensure updated status reports of injured and deceased are provided to the *Personnel Branch Director*.
- If there are insufficient university medical staff to adequately respond to the incident, request Mutual Aid support and task the *Personnel Branch* for volunteer assistance.
 - Assign volunteer medical staff to aid locations or activities as needed.
- Periodically, or as requested, brief the *EOC Director* and *Operations Section Chief* on the status of injured and dead, and the overall medical response.
- Determine ongoing emergency medical support needs and submit requests through the EOC, to include:

- Medical Supplies
 - Portable generators
 - Emergency radios
 - Transportation for medical personnel to aid locations
 - Food and water supplies for patients and staff.
-
- Depending on the severity of the incident and resources available, establish a Casualty Collection Point (CCP).
 - Ensure that injured requiring supplemental treatment are taken to the CCP.
 - When applicable, determine the following:
 - The number of injured, by triage category, and location.
 - The location and helicopter accessibility of CCPs on or near the university. (Use the athletic field north of the Physical Education building).
 - Surface roadway status information to determine accessibility to the university, and from the university to local medical facilities and CCPs.
 - The medical resource needs of the university.
 - The status of personnel, facilities and services of operational local medical clinics.
 - Do facilities have capabilities to handle chemically or radiologically contaminated victims.
 - Maintain updated status reports on injured, dead and estimated long-range medical needs for provision to City/County authorities.
 - Direct the activities of university medical and health personnel in assisting local responders on campus.
 - Coordinate the university's disaster medical response and transport of casualties with the County Health Officer.
 - In consultation with the *Logistics Section*, determine which on-campus facilities can be used for emergency aid locations.

- Establish liaison with local Red Cross representatives for additional resources as required.
- Establish temporary casualty care facilities and aid stations.
- Coordinate pre-disaster volunteer program with university *Personnel Services*.
- Be prepared for requests from nearby areas for medical support.
- In coordination with the County Health authorities and the *Safety Officer*, identify sanitation, potable water and other potential health hazards and initiate remedial actions as feasible.
- In incidents involving mass casualties where medical aid and transportation personnel are insufficient to treat or transport casualties immediately, injured must be triaged (prioritized) for treatment and transport.
 - Triage procedures to be in accordance with established guidelines and those adopted by local jurisdictions.
- Ensure accurate and detailed records, logs and tracking information are maintained on patients.
- As required, coordinate with the San Francisco Department of Public Health and Coroner's Officer for the establishment of temporary morgue facilities. Coordinate with *University Police* and/or San Francisco Police as a liaison to Sheriff-Coroner.
 - Temporary morgue facilities will be established away from the triage area.
- Coordinate debriefing/crisis counseling for response workers with Mental Health personnel (Student Health Center psychiatrist).
 - Consult with *EOC Director* and *Logistics Section* as to when and where to hold debriefings.

Deactivation / Demobilization:

- Release subordinate elements when no longer required. Ensure that open actions are handled by the Branch or transferred to other EOC Sections as appropriate.

- Ensure that any required reports or forms are completed prior to your release and departure.
- Be prepared to provide input to the After Action report.

Construction / Engineering Branch Director **AVP, Facilities & Service Enterprises**

Function: Inspect university structures, facilities and grounds for damage, obstructions, and utility infrastructure failures. Assess use and occupancy availability of university structures. Prioritize assessments for essential repair operations and perform emergency debris clearance. Coordinate and supervise structural engineering assessment teams. Physical Plant personnel may assist in heavy rescue operations and support law enforcement and fire service personnel in execution of access and perimeter control.

Section Assignment: Operations

Action

Start-Up:

- Sign in upon arrival at the EOC noting date and time.
- Report to the *Operations Section Chief* and obtain a briefing on the situation.
- Review your position responsibilities.
- Set-up Branch work area to include maps and status boards if appropriate.
- If unable to be stationed in normal work area due to damage or unsafe conditions, advise the *Operations Section Chief*.
- Call out subordinate support staff as appropriate.
- Review organization in place and know where to go for information or support.
- Clarify any questions you may have regarding your authority and assignment.
- Open and maintain accurate and detailed logs on your Branch's activity.

- Ensure sufficient Branch personnel are assigned to maintain a minimum two-shift operation.
- Adopt a proactive attitude, think and plan ahead. Attempt to anticipate situations and problems before they occur.

Operational Duties:

- Assign field teams to survey university structures and grounds for damage, hazards and debris problems and report findings to the EOC.
 - Following an earthquake, assessment teams ideally would be composed of one structural engineer and one university operating engineer.
- Coordinate and correlate damage reports from UPD and Facilities' DOC.
- Ensure detailed lists and logs of damage are maintained. This documentation should include detailed written descriptions and both still photographs and videotape.
- Field teams should be directed to check for and report chemical and electrical hazards as soon as possible.
- Periodically, or as requested, update the EOC Director on damage status and information reported by field personnel.
- Determine resources required for emergency repairs and debris clearance.
- If university resources are insufficient to handle incident requirements, advise the *Logistics Section Chief* and *EOC Director* and request a Mutual Aid response.
- Coordinate and arrange for contractor assistance and services through the *Procurement Branch Director*.
- Periodically, or as requested, provide the *Operations Section Chief*, *Finance Section Chief* and the *EOC Director* with updated information on estimated damage/loss costs to university structures and facilities.
- Coordinate hazard posting by field assessment teams on all university structures.
- Red - Condemned or unsafe for entry.

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- Yellow - Damaged, short term, controlled and authorized entry only. Unsafe for permanent occupancy.
 - Green - Minor damage, building safe for occupancy.

 - In the event of earthquakes, multiple structural assessments may be required following aftershocks.

 - Following earthquakes that cause extensive, visually observable damage, all structures to be Red-posted until cleared by structural engineers.
 - Coordinate with *Law Enforcement* to post and close roads and walkways as required.
 - In consultation with other Section Chiefs, the EOC Director will establish priorities for debris clearance and repairs.
 - Call-out support staff as appropriate.
 - If insufficient support staff available, request volunteer support through the *Personnel Branch Director*.
 - Determine status and availability of hand tools and heavy equipment for debris removal and facility repair.
 - In coordination with the *Intelligence/Planning Section*, the *Logistics Section*, and the *Procurement Branch Director*, develop requisition lists for additional equipment and materials needed for repairs, temporary facilities and replacement of expended resources.
 - Determine fuel requirements for university vehicles and equipment used in the emergency and take action to ensure that sufficient stocks are available.
 - In the event of flooding, assign personnel to assist in moving critical equipment and material from endangered areas to upper floors or high ground.
 - In the event of flooding or potential flooding conditions, ensure affected or at risk electrical systems that could present a hazard, are shut down.
 - Participate in EOC Director's planning meetings.
 - In the event of directives to close the campus, assign personnel for the shut down of university utility systems.

- If necessary, assign personnel to assist university police staff in building to building contacts and notification (alerting and warning) of campus evacuation.

- Once cleared, buildings should be secured and marked.

Deactivation / Demobilization:

- Release support elements when no longer required. Ensure that open actions are handled by the Branch or transferred to other EOC Sections as appropriate.

- Ensure that any required reports or forms are completed prior to your release and departure.

- Be prepared to provide input to the After-Action Report.

Movement (Evacuation) Branch Director **Parking & Transportation Services , UPD**

Function: In consultation with the EOC Director, Operations and Logistics Sections Chiefs, coordinate movement activities concerned with the evacuation of all or part of the university. Consult with other Sections and Branches to determine the number of persons to be evacuated or moved. Determine safe routes, destinations, and number of persons needing transportation assistance and the available means of transportation to accomplish the needed movements.

Section Assignment: Operations

Action

Start-Up:

- Sign in upon arrival at the EOC noting date and time.
- Report to the *Operations Section Chief* and obtain a briefing on the situation.
- Review your position responsibilities.
- Set-up Branch work area to include maps and status boards if appropriate.
- Call out and/or arrange for subordinate support staff for assistance as needed.
- Review organization in place and know where to go for information or support.
- Clarify any questions you may have regarding your assignment.
- Open and maintain accurate and detailed logs on your Branch's activities.
- Ensure sufficient Branch personnel assigned to maintain an initial two-shift operation.
- Adopt a proactive attitude. Think and plan ahead. Attempt to anticipate situations and problems before they occur.

Operational Duties:

- In conjunction with the *Planning/Intelligence Section*, determine useable evacuation routes.
- In coordination with the *Operations* and *Planning/Intelligence Sections* and local and Operational Area Movement Coordinators, establish and/or determine:
 - Identify officially designated movement and evacuation routes.
 - Designated university staging area(s) for persons needing transportation.
 - Locations of local reception and care centers to which the evacuees will be transported.
- When appropriate, coordinate the placement of evacuation route signs with the *Logistics Section*.
- Consult with the *Medical Services Branch* to determine needs for medical evacuees.
- Consult with the Child Development Center and the Children's Campus to determine needs, and/or create a staging area for parents and guardians to respond for pick-up.
- As needed, coordinate assignment of personnel at traffic control points.
- Ensure that drivers are thoroughly briefed on:
 - The location of university staging areas
 - Designated transportation and evacuation routes
 - Local community collection points and shelter care locations
- Ensure mass movement of university evacuees is coordinated through the EOC Director and Operational Area Movement Coordinator.
- If insufficient designated Movement Branch personnel are available, request additional volunteer support through the *Personnel Branch Director*.
- When appropriate, in coordination with the *Safety Officer/Logistics Section*, ensure sanitation facilities and potable water are available if staging areas are to be occupied for extended periods of time.

- ❑ If insufficient university vehicles are available for transportation/evacuation, request Mutual Aid from City & County of San Francisco as the Operational Area via EOC.
 - ❑ When appropriate, consider staging all transportation vehicles in a centralized vehicle park.
 - ❑ Establish a dispatch desk and driver pool.
 - ❑ When feasible, establish direct communications between the transportation dispatch and the EOC.
- ❑ When appropriate and as needed, coordinate with the *Operations Section and UPD* for assignment to staging areas.
- ❑ Establish and designate secondary-staging locations in the event the primary locations become unusable due to developing hazards or unsafe conditions.
- ❑ Periodically, or as requested, brief the *Operations Section Chief* and *EOC Director* on the status of movement and/or evacuation operations.
 - ❑ Ensure all Section and Branch personnel are aware of the locations of staging areas.
 - ❑ As feasible, establish direct communications between assigned staging area personnel and the EOC.
- ❑ Coordinate with *Law Enforcement-Communications* to ensure evacuation information is fully disseminated. Provide the following information to university evacuees when feasible:
 - ❑ Reason for the evacuation.
 - ❑ Designated evacuation routes to take including appropriate information regarding road conditions, bridge and overpass collapses.
 - ❑ What to do if their vehicle breaks down.
 - ❑ The location(s) of university staging areas for those needing transportation.
 - ❑ When appropriate, obtain the location of local community mass care shelters where support and assistance may be obtained.

- When feasible, establish staging areas in locations that are safe, readily accessible to those on foot, and to disabled persons and transporting vehicles.
- Ensure the *Public Information Officer* is kept fully briefed on all movement operations. Coordinate media releases with the EOC Director and PIO to ensure that university closure and evacuation information is provided to the public.
- Coordinate with DPRC to ensure special transportation needs of disabled persons are addressed.
- Consult with Care and Shelter Branch Director for support resources for staging areas should they be occupied for extended periods.
- Maintain updated rosters of evacuees and the off campus care or staging areas to which they were transported.
- Coordinate Movement and Transportation Branch operations.
- Thoroughly brief your relief at shift change time.

Deactivation / Demobilization:

- Obtain authorization to deactivate Branch from the EOC Director.
- Close down staging areas and release supporting elements when no longer required. Ensure that open actions are handled by the Branch or transferred to other EOC Sections as appropriate.
- If Mutual Aid resources were used for transportation, make provisions for the release of drivers and vehicles as appropriate.
- Ensure that any required reports or forms are completed prior to your release and departure.
- Be prepared to provide input to the After Action Report.

Transportation Unit Coordinator
Facilities Management Designee

Function: Determine available university transportation resources for the movement of personnel, supplies and material. Coordinate and supervise the allocation of transportation resources for use in support of disaster response operations. Oversee and ensure procedures for maintenance and refueling of transportation equipment.

Section Assignment: Movement Branch Director

Action

Operational Duties:

- Determine operational status and location of all available university owned vehicles.
- Determine amounts of available fuel in aboveground storage at Material Control.
 - Take steps to ensure fuel reserves are sufficient to keep vehicles operational.
- Determine operational status of fuel storage and pumps; ensure emergency power is available in the event of area-wide power outages.
 - Maintain accurate records of fuel volumes used for emergency response operations.
- When feasible and if necessary, arrange for repair and preventive maintenance of transportation vehicles.
- Consider establishing a centralized vehicle park where all university owned vehicles may be staged during a major disaster.
- Coordinate for use of university vehicles.
- Determine status of university owned vehicles. Establish if some or all are available to be used for transport of personnel, injured or material.
- Maintain accurate logs of vehicles used for emergency service and transport. Include:

- Vehicle year, make, model, license number.
- Assigned driver and specific transportation assignment for each trip.
- Beginning and ending mileage for each specific assignment.
- Ensure accurate and detailed records involving emergency related transportation costs are maintained.
- Coordinate expenditures and acquisitions with the *Logistics Section* and *Finance Section Chiefs*.
- Attempt to determine the requirement for additional or special purpose vehicles during the initial response period. (i.e., flatbeds, skip loaders, buses, etc.)
 - If available university owned vehicles are insufficient to handle emergency operational needs, coordinate with the *Logistics Section Chief* and the *EOC Director* for a Mutual Aid request to the Operational Area.
- Coordinate the prioritization and use of transportation resources with the *Movement Branch Director*.
- When feasible and if necessary, arrange for the temporary use of privately owned vehicles as an additional transportation resource.
- Periodically, or as requested, brief the *EOC Director and Logistics Section Chief* on the status of Transportation operations.
- If insufficient Branch personnel are available, request additional staff through the *Logistics Section Chief*.
- Consider establishing pre-disaster MOUs with appropriate vendors for the provision of transportation resources and specialized equipment.
- As needed, obtain briefings from the *Movement Branch Director* and the *Planning/Intelligence Section* on local roadway status and designated route information.
- Assess and coordinate security needs of pool vehicles with the *Operations Section Chief*.
- Thoroughly brief your relief at shift change time.

Deactivation / Demobilization:

- Close down staging areas and vehicle parks and release subordinate elements and staff when no longer required. Ensure that open actions are handled by the Branch or transferred to other EOC Sections as appropriate.
- If Mutual Aid resources were used, release drivers and equipment as appropriate.
- Be prepared to provide input to the After Action Report.

LOGISTICS SECTION

OVERVIEW

The Logistics Section provides all necessary personnel, supplies and equipment procurement support. Methods for obtaining and using both university and outside facilities, equipment, supplies, services and other resources to support emergency response at all operational sites during emergency/disaster conditions will be the same as normal operations unless authorized by the university EOC Director or the President of the University.

OBJECTIVES

The Logistics Section ensures that all other sections are supported for the duration of the incident. Any personnel, equipment, supplies or services required by the other sections will be ordered through the Logistics Section.

The Logistics Section will accomplish the following specific objectives during a disaster/emergency:

- Collect information from other sections to determine needs and to prepare for expected operations
- Coordinate provision of logistical support with the EOC Director
- Prepare required reports identifying the activities performed by the Logistics Section
- Determine the University's logistical support needs and plan for both immediate and long-term requirement

Logistics Section Chief

Function: Ensures that the logistics functions that support the response structure are carried out. These include telecommunications, transportation, supplies, facilities, personnel, food, and ground support. Provides logistical support to all other sections within the EOC. Reports to the EOC Director on all matters pertaining to Section activities.

Action

Start-Up:

- Sign in upon arrival at the EOC noting date and time.
- Report to the *EOC Director* and obtain a briefing on the situation.
- Review your position responsibilities.
- Set-up section work station, including maps and status boards.
- Determine if other Logistics Section staff are in the EOC and meet with them.
- Review organization in place in the EOC and know where to go for support and information.
- Clarify any issues you may have with regards to your authority, assignment and what others in the organization do.
- Open and maintain accurate and detailed section logs.
- Meet with *Communications Unit Director* and obtain briefing on on-site and external communications capabilities and restrictions. Establish procedures and priorities for use of telecommunications and radio systems.
- Establish contact with adjacent EOC's and determine status of logistical functions. Determine status of any requests for assistance.

- Periodically meet with the other Section Chiefs and obtain updated information on the incident, resource needs of other Sections and determine your level of purchasing authority.
- Based on the situation as known or forecast, determine likely future logistics needs for resources and personnel.
- Review the responsibilities for the units in your section.
- Activate organizational elements as needed and designate coordinators.
- Make a list of key issues facing your Section and establish action items to be accomplished within the next _____ hour operational period.
- Request additional personnel as necessary to maintain a two-shift operation.
- Adopt a proactive attitude. Think and plan ahead. Attempt to anticipate situations and problems before they occur.

Operational Duties:

- Ensure section logs and files are maintained.
- Anticipate potential situation changes, such as aftershocks, and plan accordingly.
- Maintain current section status at all times.
- Maintain current displays associated with your section. Ensure information reports or displays are clear and understandable.
- Hold planning meetings with your Branch/Unit Coordinators.
- Ensure that orders for additional resources necessary to meet known or expected demands have been placed, and are being coordinated.
- Make sure that all media contacts or requests for information are fully coordinated with the *EOC Director*, the *Emergency Operations Executive* and the *PIO*.
- As required, provide situation and resource information to the *Planning/Intelligence* Section.

- Conduct periodic briefings for section. Ensure staff is aware of priorities and determine unmet needs or problems.
- Brief EOC Director on major problem areas that now need or will require solutions.
- Share status information with other sections as appropriate.
- Brief your relief at shift change time.

Deactivation / Demobilization:

- Deactivate organizational elements when they are no longer required. Ensure any open actions are handled by section or transferred to other EOC elements as appropriate.
- Deactivate the Section and close out logs when authorized by the EOC Director.
- Ensure that any required forms or reports are completed prior to your release and departure.
- Be prepared to provide input to the After-Action Report.

Care and Shelter Branch Director **Director, University Housing**

Function: Coordinate the provision of food and emergency shelter to disaster victims with the American Red Cross and available and appropriate university resources. Ensure a shelter care and food resource available to the university community in the event sheltering in place is needed. Coordinate shelter care and the use of university facilities for disaster victims from the local community. Coordinate use of university personnel and volunteer services in support of shelter operations.

Section Assignment: Logistics

Action

Start-Up:

- Sign in upon arrival at the EOC noting date and time.
- Report to the *Logistics Section Chief* and obtain a briefing on the situation.
- Review your position responsibilities.
- If unable to be stationed in normal work area due to damage or unsafe conditions, advise the *EOC Director*.
- Set-up Branch work area to include maps and status boards if appropriate.
- Call out subordinate staff as appropriate.
- Review organization in place and know where to go for information or support.
- Clarify any questions you may have regarding your assignment.
- Open and maintain accurate and detailed logs on your Branch's activities.
- Ensure sufficient Branch personnel assigned to maintain an initial two-shift operation. Depending on incident needs, 24-hour operation may be required during the initial 72 hours.

- ❑ Adopt a proactive attitude. Think and plan ahead. Attempt to anticipate situations and problems before they occur.

Operational Duties:

- ❑ Determine the number of university community members (students, faculty, and staff) that will require emergency care and shelter.
- ❑ When appropriate, and in coordination with the Logistics Section and the *EOC Director*, request formal assistance from the *American Red Cross*.
- ❑ In coordination with the *Operations Section Chief*, determine status and structural safety of university facilities designated as care and shelter locations.
- ❑ In coordination with the *Logistics Section Chief*, determine which designated university facilities will be needed for emergency care and shelter.
- ❑ When appropriate, coordinate pre-disaster designation of specific buildings and facilities as care and shelter locations.
- ❑ If insufficient designated Care and Shelter Branch personnel are available, request additional volunteer support through the *Personnel Branch Director*.
- ❑ When appropriate, and as needed, activate university care centers.
 - ❑ Consult and coordinate university shelter care operations with the *Operational Area Care and Shelter Chief* at CCSF - EOC.
 - ❑ Brief and assign designated shelter care staff.
 - ❑ Set-up designated sites for occupation and operation. Place signs and ensure other Section Chiefs are briefed on locations.
 - ❑ In coordination with Red Cross representatives, obtain required supplies. (Be aware that tents are available from our supplies).
 - ❑ In coordination with Red Cross representatives, arrange for food service for shelterees and disaster service workers.
 - ❑ Set-up a registration and inquiry desk. Coordinate with the Red Cross to ensure staffing on a 24-hour basis.

- Consult with local Red Cross representative for possible use of Red Cross Disaster Welfare Inquiry Cadre personnel.
- When feasible, designate secondary shelter facilities in the event primary care centers become unsafe due to developing hazardous conditions. (Wind shift during HAZMAT incident, aftershocks following a major earthquake, etc.)
- When normal water and sanitation facilities are unavailable, consider the following shelter planning guidelines:
 - (1) toilet per (40) persons.
 - 40 sq./ft. for sleeping areas, (5' x 8' space) per person.
 - (1) Qt. of drinking water (minimum per person, per day). (5) gals. of water, per person per day for all uses.
 - 2500 calories per person per day. (Approximately 3.5 lbs. of unprepared food).
- Ensure household pets and animals are prohibited from shelter facilities other than seeing eye dogs.
- When feasible and as appropriate, and in coordination with the *EOC Director*, establish direct communications between university care centers and the EOC.
- In coordination with established Mutual Aid Guidelines and Red Cross representatives, arrange care and sheltering for university students without resources in the event of a university evacuation.
- In coordination with the Logistics Section, the *EOC Director* and the *Operational Area*, arrange for the evacuation and relocation of mass care facilities endangered by hazardous conditions. Relocation resources may include:
 - American Red Cross
 - Salvation Army
 - Local Church groups
 - State and Federal military units
 - City and County of San Francisco Recreation and Parks Department

- Other emergency welfare agencies
- Coordinate with *Safety Officer* for the inspection of shelters; toilet facilities, and water supplies.
- In coordination with the *Logistics Section Chief*, ensure that procedures are established for communication between care center Registration and Inquiry desks and the EOC.
- Periodically, or as requested, brief the *EOC Director* and *Logistics Section Chief* on the status of shelter operations.
- Obtain, maintain, and update lists of designated and available shelter care facilities in the immediate area. Ensure this information is provided to the *EOC Director* and *Logistics Section Chief* for distribution.
- Ensure that updated rosters are maintained of those shelterees housed at the university shelter centers.
- Consider establishing pre-disaster MOUs with local vendors for the provision of portable toilets and potable water.
- Thoroughly brief your relief at shift change time.

Deactivation / Demobilization:

- Close down care centers and release subordinate elements when no longer required. Ensure that open actions are handled by the Branch or transferred to other EOC Sections as appropriate.
- Ensure that any required reports or forms are completed prior to your release and departure.
- Be prepared to provide input to the After Action Report.

Communications Unit Coordinator

Telecommunications - DoIT Designee and UPD Designee

Function: This unit within the Logistics section is responsible for the primary and back-up communication systems and procedures that will be used by response by response organizations/agencies during the emergency response and recovery periods. This position must ensure support of transmission of messages by radio, satellite, teletype or landline.

Section Assignment: Logistics Section

Action

Start-Up:

- Sign in upon arrival at the EOC noting date and time.
- Report to the *Logistics Section Chief* and obtain a briefing on the situation.
- Review your position responsibilities.
- Set-up work area to include maps and status boards if appropriate.
- Assign support staff as needed.
- Review organization in place and know where to go for information or support.
- Clarify any questions you may have regarding your assignment.
- Open and maintain accurate and detailed logs on your Branch's activities.
- Ensure sufficient Branch personnel assigned to maintain an initial two-shift operation. Initial 24-hour coverage may be needed during the first 72 hours of the incident.
- Adopt a proactive attitude. Think and plan ahead. Attempt to anticipate situations and problems before they occur.

Operational Duties:

- Coordinate with *Logistics Chief* and CCSF Logistics in providing staffing for RACES.
- Ensure operations of the teletype and communications console. Coordinate with *Construction and Engineering Branch/Auto Shop* to check generators
- Coordinate with Law Enforcement for provision and maintainance of radio systems
- Furnish communications service necessary to Emergency Operations Center or Mobile Command Post to cope with the disaster
- Maintain telephone communications. Check power-failure phones and payphones.

Deactivation/Demobilization

- Obtain authorization to deactivate Branch from the EOC Director.
- Ensure that any required reports or forms are completed prior to your release and departure.
- Be prepared to provide input to the After Action Report.

Personnel Branch Director
AVP / Director, Human Resources or Designee

Function: Maintain a roster of disaster service workers, allocate appropriate personnel to various sections and activities in accordance with established priorities. Establish and manage the volunteer worker program. Ensure accurate records are maintained on use of time, and worker's compensation claims related to the incident.

Section Assignment: Logistics

Action

Start-Up:

- Sign in upon arrival at the EOC noting date and time.
- Report to the *Logistics Section Chief* and obtain a briefing on the situation.
- Review your position responsibilities.
- If unable to be stationed in normal work area due to damage or unsafe conditions, advise the EOC Director.
- Set-up Branch work area to include maps and status boards if appropriate.
- Call out subordinate support staff as appropriate.
- Review organization in place and know where to go for information or support.
- Clarify any questions you may have regarding your authority and assignment.
- Open and maintain accurate and detailed logs on your Branch's activities.
- Ensure sufficient Branch personnel assigned to maintain an initial two-shift operation.

- Adopt a proactive attitude. Think and plan ahead. Attempt to anticipate situations and problems before they occur.

Operational Duties:

- Contact Section Chiefs and determine:
 - Number of personnel needed and skills required.
 - Number of injured and their status.
 - Number of fatalities.
 - Any outstanding family needs of university personnel.
- Perform an incident assessment with regards to personnel staffing. Coordinate with Section Chiefs on the best procedure for shift assignments for university staff.
- Maintain master file of shift schedules and work assignments submitted by Section Chiefs for their respective staffs.
- Establish a pool of available volunteers.
- Establish a staging area for volunteers to be temporarily located while awaiting assignments.
- Instruct all volunteers on Disaster Worker status and provide:
 - I. D. cards
 - Volunteer employment certification
 - Information on worker's compensation coverage
 - Briefing and emergency data concerning the incident.
- Personnel priorities should be based on greatest health and safety needs.
- Maintain records of all volunteer work assignments.
- Instruct volunteers to report back to staging area upon completion of assignment.

- Debrief volunteers after assignments to obtain information on possible operational improvements.
- Coordinate with *Supply/Purchasing* to provide food and drink for volunteers.
- Demobilize/release volunteers as soon as practicable.
- Periodically brief the *EOC Director* and the other Section Chiefs on the overall personnel situation.
- Participate in the *EOC Director's* planning meetings.
- In the event of an evacuation, take the necessary organizational actions to ensure the security of personnel records.
- Monitor Branch activities and adjust as necessary.
- Brief the *EOC Director* on major problem areas that now need or will require solutions.
- Share status information with other Sections and Branches as appropriate.
- Brief your relief at shift change time.

Deactivation / Demobilization:

- Release subordinate elements when no longer required. Ensure that open actions are handled by the Branch or transferred to other EOC Sections as appropriate.
- Ensure that any required forms or reports are completed prior to your release and departure.
- Be prepared to provide input to the After Action Report.

Supply / Purchasing Branch Director
Procurement Director or Designated Alternate

Function: Responsible for the procurement of essential supplies and services. Oversees and coordinates all operations concerned with obtaining resources. In coordination with the Finance Section, provides appropriate means of payment for contracted emergency services.

Section Assignment: Logistics

Action

Start-Up:

- Sign in upon arrival at the EOC noting date and time.
- Report to the Logistics Section Chief and obtain a briefing on the situation.
- Review your position responsibilities.
- Set up Branch work area to include maps and status boards if appropriate.
- Call out subordinate support staff as appropriate.
- Review organization in place and know where to go for information or support.
- Clarify any questions you may have regarding your authority and assignment.
- Open and maintain accurate and detailed logs on your Branch's activities.
- Ensure sufficient Branch personnel assigned to maintain an initial two-shift operation. 24-hour coverage may be required during the first 72 hours of an incident.
- Adopt a proactive attitude. Think and plan ahead. Attempt to anticipate situations and problems before they occur.

Operational Duties:

- In consultation with the EOC Director and other Section Chiefs, assess resources currently available and any additional supplies or services required for emergency operations.
- Coordinate and process requests for needed equipment, supplies and material.
- If insufficient procurement support staff are available, request additional personnel through the Personnel Branch.
- Pre-develop and have available, current vendor lists which include emergency and after hours contact phone numbers, page numbers, etc.
- As appropriate, develop pre-disaster MOUs with vendors to ensure availability of critical resources.
- Maintain an updated status of available resources and periodically, or as requested, brief the *EOC Director* and other *Section Chiefs*.
- When and if appropriate, establish a staging area for the storage of supplies and equipment.
- When possible and appropriate, establish a vendor/contractor reporting and staging area in an easily accessible location.
- Interpret contracts / agreements and resolve claims or disputes as necessary.
- Coordinate arrangements regarding contract payments.
- Collect and maintain accurate and detailed documentation of all supplier contracts and any other disaster related purchases.
- Periodically, or as requested, brief the *EOC Director* and *Finance Section Chief* on the status of all procurements and contracts in support of the emergency.
- Participate in the EOC Director's planning meetings.
- In the event of an evacuation or campus closure, coordinate with the *Operations Section* and take the necessary organizational actions to ensure the security of supplies, equipment and material.
- Monitor all Branch activities and adjust as necessary.

- Brief the EOC Director and Logistics Section Chief on major problem areas that now need or will require solutions.
- Share status information with other Sections and Branches as appropriate.
- Brief your relief at shift change time.

Deactivation / Demobilization:

- Release subordinate elements when no longer required. Ensure that open actions are handled by the Branch or transferred to other EOC Sections as appropriate.
- Ensure that any required forms or reports are completed prior to your release and departure.
- Be prepared to provide input to the After Action Report.

PLANNING SECTION

OVERVIEW

The Planning Section's primary responsibility is to collect, evaluate, display and disseminate incident information and status of resources. This section functions as the primary support for decision-making to the overall emergency organization. This section also provides anticipatory appraisals and develops plans necessary to cope with changing field events. During a disaster/emergency, appropriate EOC representatives will advise the Planning Section Chief on various courses of action based on their specialized knowledge and/or expertise.

OBJECTIVES

The Planning Section ensures that safety/damage assessment information is compiled, assembled and reported in an expeditious manner to the various EOC sections, appropriate affected cities, and the CCSF Operational Area via the San Francisco EOC. The Planning Section is also responsible for the detailed recording (Documentation Unit) of the entire response effort and the preservation of these records during and following the disaster. The Planning Section will accomplish the following specific objectives during a disaster/emergency:

- Collect initial situation and safety/damage assessment information.
- Display situation and operational information in the Emergency Operations Center (EOC) using maps and visual aids.
- Disseminate intelligence information to the Incident Commander, EOC Director, EOC Section Chiefs, Public Information Officer, General Staff and the San Francisco City & County (CCSF) Operational Area via the San Francisco EOC.
- Conduct mapping and recording operations.
- Prepare summary safety/damage assessment reports for dissemination to other EOC sections, affected cities, State OES, FEMA and the CCSF Operational Area via the CCSF EOC.
- Prepare required reports identifying the extent of damage and financial losses.
- Determine the campus post-event condition.
- Provide Planning support to other EOC sections.
- Ensure accurate recording and documentation of the incident.

- Prepare the Campus EOC Action Plan (explanation follows).
- Prepare the Campus After-Action Report.
- Prepare a post-disaster recovery plan.
- Maintain proper and accurate documentation of all actions taken to ensure that all required records are preserved for future use and State OES and FEMA filing requirements.
- Acquire technical experts for special interest topics or special technical knowledge subjects.

ACTION PLANNING

Action plans are an essential part of SEMS at all levels. Action planning is an effective management tool involving two essential items:

- A process to identify objectives, priorities and assignments related to emergency response or recovery actions.
- Plans which document the priorities, objectives, tasks and personnel assignments associated with meeting the objectives.

There are two kinds of action plans—*Incident Action Plans* and *EOC Action Plans*. EOC Action Plans (known simply as action plans) should focus on jurisdictional related issues. The format and content for action plans at the Incident level and at EOC levels will vary. The process for developing action plans is quite similar for all SEMS levels.

Incident Action Plans (Field Level)

At the field level, action plans developed for use at incidents are called Incident Action Plans (IAP). Incident Action Plans are required for each operational period. (An operational period is the length of time scheduled for the execution of a given set of operational actions as specified in the IAP.) Incident Action Plans may be either verbal or written.

Written Incident Action Plans are recommended for:

- Any multi-agency and multi-jurisdictional incident.
- Complex incidents.
- Long-term incidents when operational periods would span across shift changes.

The format for an Incident Action Plan will generally include the following elements:

- Incident objectives and priorities (overall, what do we want to achieve?).

- Primary and alternative strategies (as appropriate) to achieve incident objectives. (What are the ways in which we can achieve the objectives? How do the strategies compare in safety, speed, environmental impact, cost, etc.? Is current resource availability a limiting or dictating factor in strategy selection?)
- Tactics appropriate to the selected strategy. (Given a selected strategy, what are the specific tactics necessary to implement the strategy?)
- The kinds and number of resources to be assigned (determined by the tactics to be used).
- The operations organization necessary for the selected strategy and tactics (can include describing the incident geographically or functionally).
- Overall support organization including logistical, planning and finance/administration functions.
- A communications plan.
- Safety messages.
- Other supporting documentation needed, e.g. an incident map showing access, key facilities, etc.; a medical support plan, etc.

Action Planning at SEMS EOC Levels

Action planning at all EOC levels, like that of the field level, is based around the use of an operational period. The length of the operational period for the EOC is determined by first establishing a set of objectives and priority actions that need to be performed and then establishing a reasonable time frame for accomplishing those actions. Generally, the actions requiring the longest time period will define the length of the operational period.

Typically, operational periods at the beginning of an emergency are short, sometimes only a few hours. As the emergency progresses, operational periods may be longer, but should not exceed twenty-four hours. Operational periods should not be confused with staffing patterns or shift change periods. They may be the same, but need not be.

The initial EOC Action Plan may be a verbal plan put together in the first hour after EOC activation. It is usually done by the EOC Director in concert with the General Staff. Once the EOC is fully activated, EOC Action Plans need to be written out.

EOC Action Plans should not be complex or create a time-consuming process. The format may vary somewhat within the several EOC SEMS levels, but the EOC Action Plan should generally cover the following elements:

- Listing of objectives to be accomplished (should be measurable).
- Statement of current priorities related to objectives.
- Statement of strategy to achieve the objectives. (Identify if there is more than one way to accomplish the objective, and which way is preferred.)
- Assignments and actions necessary to implement the strategy.
- Operational period designation—the time frame necessary to accomplish the actions.
- Organizational elements to be activated to support the assignments. (Also, later EOC Action Plans may list organizational elements that will be activated during or at the end of the period.)
- Logistical or other technical support required.

Focus of the EOC Action Plan

The primary focus of the EOC Action Plan will likely be on jurisdictional issues. The plan sets overall objectives for the jurisdiction and may establish the priorities as determined by the jurisdictional authority. It can also include mission assignments to departments, provide policy and cost constraints, inter-agency considerations, etc. Properly prepared, the EOC Action Plan becomes an essential input to developing departmental action plans.

After-Action Reports

The completion of After-Action Reports is a part of the required SEMS reporting process. The Emergency Services Act, Section 8607(f) mandates that the State Office of Emergency Services (OES) in cooperation with involved state and local agencies, complete an After-Action Report within 120 days after each declared disaster.

Section 2450(a) of the SEMS Regulations states that”Any city, city and county, or county declaring a local emergency for which the governor proclaims a state of emergency, and any state agency responding to that emergency *shall complete and transmit an After-Action Report to OES within ninety (90) days of the close of the incident period as specified in the California Code of Regulations, section 2900(j).*”

Use of After-Action Reports

After-Action Reports are made available to all interested public safety and emergency management organizations and serve the following important functions:

- A source for documentation of response activities.
- Identification of problems/successes during emergency operations.

- Analysis of the effectiveness of the components of SEMS.
- Describe and define a plan of action for implementation of improvements.

The SEMS approach to the use of After-Action Reports emphasizes the improvement of emergency management at all levels. The After-Action Report provides a vehicle for not only documenting system improvements, but also can, if desired, provide a work plan for how these improvements can be implemented.

It may be useful to coordinate the After-Action Report process when multiple agencies/jurisdictions are involved in the same emergency. Jurisdictions are encouraged to work together in the development of After-Action Reports when appropriate and feasible. For example, an operational area may take the lead in coordinating the development of an After-Action Report which involves several jurisdictions. If appropriate, jurisdictional reports may become part of an overall operational area report.

COORDINATION

Coordination is required in passing on information to and cooperating with other units and elements of the emergency organization. The dissemination of information, establishment of priorities and distribution of resources cannot be done by any one person—and probably not by any one agency or department; a concerted effort on the part of many individuals in many agencies or departments will be required.

Planning/Intelligence Section Chief **Public Safety Designee**

Function: The Plans Section Chief oversees Situation Analysis, Documentation, and the Incident Action Plan. Plans Section establishes special information collection activities as necessary, e.g., weather, environmental, toxics, etc. It assembles information on alternative strategies; provides periodic predictions on incident potential; reports significant changes in incident status; compiles and displays incident status information and oversees preparation of the incident demobilization plan.

Actions

Start-Up:

- Sign in upon arrival at EOC noting date and time.
- Report to the *EOC Director* and obtain a briefing on the situation.
- Review your position responsibilities.
- Set up section workstation, including maps and status boards.
- Determine if other section staff are at the EOC.
- Review organization in place in the EOC and know where to go for information or support.
- Clarify any issues you may have regarding your assignment, and what others in the organization do.
- Open and maintain accurate and detailed section logs.
- Meet with the *Communications Unit Coordinator*.
 - Obtain briefing on on-site and external communications capabilities and restrictions.
 - If necessary, establish operating procedure with *Communications Unit* for use of telephone and radio systems. Make priorities or special requests known.

- Establish contact with other adjacent EOC's. Determine status of Planning/Intelligence Sections at other EOC's (i.e. San Francisco, Daly City, Marin County, San Mateo, CSU East Bay and if necessary, the OA).
- Periodically obtain and review status and incident reports and other reports from adjacent areas that have arrived at the EOC.
- Develop a plan for carrying out all Section responsibilities.
- Activate organizational elements and their coordinators as needed.
- Make a list of key issues facing your section and establish action items to be accomplished within the next _____ hour period.
- Request sufficient personnel to maintain a two-shift operation.
- Adopt a proactive attitude. Think and plan ahead. Attempt to anticipate situations and problems before they occur.

Operational Duties:

- Ensure that section logs and files are maintained.
- Anticipate potential situation changes, such as severe aftershocks. Develop backup plans for all procedures requiring off campus communications.
- Periodically meet with other Section Chiefs and exchange available situation information.
- Based on the situation as known or forecast, determine likely future information and personnel support needs.
- Maintain current status at all times. The following information should be collected and displayed:
 - Status of incident (out of control, contained, controlled)
 - Special hazards (in addition to hazmat)
 - Status of critical facilities (structural collapse, utilities)
 - Number of persons injured, fatalities (*notify EOE, EOC Director and PIO*)
 - Property damage (estimated dollar loss). Pass information to *Finance/Administration*.
 - Outside agencies/mutual aid (called, arriving, in-place)

- Road conditions -- especially bridges
- Weather conditions (present and pending)
- Shelters activated or needed

- Ensure that all media contacts are fully coordinated with the *EOC Director*, *Emergency Operations Executive* and the *PIO*.
- Conduct periodic briefings with section staff, particularly as regards priorities.
- Attend *EOC Director's* planning meetings. Use policies set by *EOC Director* and *Policy Group* to develop Incident Action Plan. Brief branch/unit directors and coordinators.
- Upon approval of the Incident Action Plan, disseminate to all Sections in EOC and PIO. Update the Incident Action Plan as needed.
- Brief *EOC Director* on current or anticipated problems that may require solutions.
- Share status information with other sections as appropriate.
- Brief your relief at shift change time.

Deactivation / Demobilization:

- Authorize deactivation of section elements when no longer required. Ensure open actions are handled by section or transferred to other EOC elements as appropriate.
- Deactivate the section and close out logs when authorized by the *EOC Director*.
- Ensure that any required forms or reports are completed prior to your release and departure.
- Be prepared to provide input to the After Action Report.

Situation Analysis Coordinator **Work Control Coordinator**

Function: The Situation Analysis Coordinator reports to the Planning/Intelligence Section Chief. The Coordinator may also have the assistance of technical specialists who have specific expertise in the type of emergency or damage that has occurred. The Coordinator has two related responsibilities: coordination of information and projections of damage assessment and building safety inspections. The Coordinator must understand the "big picture," especially the interrelationships among simultaneously occurring events, or elements of the same event, and identify emerging trends and anticipate emerging needs.

Section Assignment: Planning/Intelligence

Action

Start-Up:

- Sign in upon arrival at the EOC noting date and time.
- Report to the Planning/Intelligence Section Chief and obtain incident briefing.
- Review position responsibilities.
- Clarify any questions you have regarding your position.
- Set up appropriate maps and check phone numbers.
- Ensure the status boards are ready for information and display maps in appropriate locations.
- Contact counterparts in other affected EOCs and establishing lines of communications.
- Maintain log of events, documenting all activities.

Operational Duties:

- Collect and consolidate initial reconnaissance information from field personnel and other sources, on damage to property and loss of life and injury, as well as available resources.
- Identify location of greatest impact, progress of the disaster, and development of related events (e.g., earthquake causing hazardous materials incidents).
- Determine the nature and extent of damage, for the purpose of priority setting for response and resource allocation. Coordinate information with *Logistics Section Chief*.
- Inquire about status of transportation routes, utilities, using television, City of San Francisco, and *Construction and Engineering* branch information.
- Prepare a Situation Report for the Plans Chief on the status of the emergency (area affected, transportation). Provide a copy to the Public Information Officer (PIO) as well for their use in briefing the media.
- Based upon raw data, prepare briefings and recommendations for the Policy Group. Key considerations are:
 - Nature and scope of the emergency
 - Response capability
 - Threat to life and property
 - Damage assessment data, expressed in dollar amounts
- Prepare and submit to City of San Francisco, Situation Report Forms (use RIMS) as follows:
 - Initial report within four hours (these reports will be sent to the OA)
 - Subsequent reports to be submitted as conditions warrant; i.e., any significant changes
- Make analysis available for operational and recovery planning, policy making, and development of public information materials.
- Coordinate with the *Construction and Engineering Coordinator* the identification and posting of structures and facilities which are unsafe.
- Give information to *Finance/Administration Section* for preparing consolidated damage reports, including dollar amounts, for the Policy Group and Chancellor's Office, and for transmittal to State OES.

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- Obtain damage estimates from the *Construction and Engineering* function for the purposes of applying for state and federal aid, and other financial assistance programs.
 - Coordinate with *Logistics Section* to maintain resource status system indicating current location and status of all resources and maintenance of a master list of all resources.
 - Evaluate all data for accuracy, clarity, relevance, timeliness, and believability.
 - Prepare situation reports that provide a rapid evaluation of the type of occurrence, types and extent of damage, and impact of the damage and availability of resources. (may use RIMS forms).
 - Prepare and maintain of visual displays, charts and maps, (to include organization chart of the EOC/field members involved in the emergency, impacted areas and damage incurred, and resource allocation and deployment).
 - Prepare periodic predictions as requested and anticipate events for the most efficient disaster response (e.g., timely requests for resources, mutual aid, and state and federal assistance; timely issuance of emergency public information).
 - Make situation analysis reports and predictions available in a timely manner, to the CCSF, for operational and recovery planning, policy making, and development of public information materials.
 - Anticipate events for the most efficient disaster response (e.g., timely requests for resources, mutual aid, and state and federal assistance; timely issuance of emergency public information).
 - Maintain and communicate disaster data with the CCSF, the Operational Area, via RIMS forms.
 - Obtain/attend situation briefings.
 - Authorize all information plotted on status boards and maps.
 - Ensure all Situation Analysis functions and personnel are prepared for the possibility of continuous 24-hour operation.

Deactivation/Demobilization:

- Begin deactivation when directed to do so by the *Planning/Intelligence Section Chief*.
- Brief your relief at shift change time.
- Ensure that all required forms are completed prior to deactivation.
- Be prepared to provide input to the After-Action report.
- Assist *Finance/Administration Section* in the recovery process and cost reimbursement efforts.
- Participate in the critique of EOC activities and After Action report preparation.

Documentation Coordinator Dean of Students Designee

Function: The Documentation Coordinator reports directly to the Planning/Intelligence Section Chief. The Documentation Coordinator assists EOC Sections in documenting emergency activities and ensuring they receive the documentation support they need. The Documentation Coordinator is also responsible for preparing the After Action Report that is submitted to the City, University President, Chancellor's Office, and State OES.

Section Assignment: Planning/Intelligence

Action

Start-up:

- Sign-in upon arrival at the EOC noting date and time.
- Report to the Planning/Intelligence Section Chief.
- Facilitate activation of the EOC.
- Review position responsibilities.
- Begin running history of EOC activities.
- Establish documentation filing system.

Declarations

OA Jurisdiction Activation forms

Situation Reports

Media Releases

Briefings

EBS/EAS Messages (*Emergency Broadcast System/Emergency Alert System*)

Letters/memos

Road Closures

Weather Reports

Message Forms

Operational Duties:

- Document overall activities on the activity logs and status boards.
- Maintain master copies of messages and activity logs.
- Maintain accurate, up to date, EOC activity files.
- Maintain storage of EOC files for legal, analytical and historical purposes.
- Supervise the development of summary reports, briefings, etc.
- Assist with the development of the Action Plan.
- Review records for accuracy and completeness.
- Prepare Operational Period Action Summary.
- Provide information to the *EOC Director* for report to State OES. Coordinate information with *Finance/Administration* staff.
- Ensure all Documentation functions and personnel are prepared for the possibility of continuous 24-hour operation.

Deactivation/Demobilization:

- Deactivate when authorized by the Planning/Intelligence Section Chief.
- Ensure originals of all message forms, declarations, situation/status reports, surveys, activity logs, briefings, weather reports, road closures, news releases, EBS/EAS messages are collected.
- Provide copies of pertinent information to President's Office, and Chancellor's Office upon request.
- Begin preparation of the After Action Report.
- Assist with the development of the Demobilization Plan and Recovery Plan
- Continue to maintain data on the emergency.

FINANCE SECTION

OVERVIEW

The Finance and Administration Section's primary responsibility is to maintain, to the greatest extent possible, the financial systems necessary to keep the University functioning during a disaster or emergency. These systems include payroll, student financial records, claims processing, and cost recovery documentation. The Finance and Administration Section also supervises the negotiation and administration of vendor and supply contracts and procedures.

OBJECTIVES

The Finance and Administration Section acts in a support role in all disasters and emergencies to ensure all required records are available for future use. The Finance and Administration Section will:

- Provide financial support and coordination to University emergency operations.
- Manage all financial aspects of an emergency.
- Analyze costs related to the disaster.
- Track and record personnel time.
- Ensuring all obligation documents initiated at the incident are properly prepared and completed.
- Brief administrative personnel on all incident related financial issues.
- Process PO's and contracts in coordination with the Logistics Section.
- Process W/C and other claims.
- Handle travel expense claims and maintain all financial records of the incident.
- Supervise the negotiation and administration of vendor/supply contracts and procedures.
- Provide financial resources necessary for recovery.
- Investigate and process claims.
- Coordinate documentation for cost recovery.

- Work with disaster agencies on cost recovery.
- Coordinate the recovery of costs.

FINANCE AND ADMINISTRATION ACTIVATION PROCEDURES

The Incident Commander/EOC Director is authorized to activate the Finance and Administration Section for response to a disaster/emergency.

The Finance and Administration Section will be activated whenever the Incident Commander or EOC Director determines that the University is involved or may soon be involved in a disaster/emergency that will require Finance and Administration response.

The Finance and Administration Chief will activate the various units as the need arises. The extent of the disaster will determine the extent to which the Finance and Administration Section will mobilize. In a low-level emergency, only part of the section will mobilize. In a wide spread disaster that damages communications and systems, the entire section will be activated.

The Cost Recovery Unit will be activated in all cases.

In a wide spread emergency that disrupts normal communications, all units of the Finance and Administration section are to assume activation and report to their assigned emergency location.

Finance / Administration Section Chief **Business and Financial Affairs Designee**

Function: The Finance / Administration Section is responsible for managing all financial aspects of an incident to include: Financial and cost analysis, tracking and recording of personnel time, ensuring all obligation documents initiated at the incident are properly prepared and completed. It is important to brief administrative personnel on all incident related financial issues needing attention or follow-up, maintain periodic contact with administration on financial / administrative matters, process purchase orders and contracts in coordination with the Logistics Section. Duties also include processing worker's compensation claims, handling travel and expense claims and the maintenance of all financial records of the emergency. Standard ICS Finance / Administration Section units may include a Time Unit, Procurement Unit, Compensation / Claims Unit and a Cost Unit. Not all incidents will require activation of this section, or all units described.

Action

Start-Up:

- Sign in upon arrival at the EOC.
- Report to the EOC Director and obtain a briefing on the situation.
- Review your position responsibilities.
- Set-up section work station, including maps and status boards.
- Determine if other section staff are at the EOC.
- Review organization in place and know where to go for information or support.
- Clarify any issues you may have regarding your authority and assignment and what others in the organization do.
- Open and maintain accurate and detailed section logs.

- Meet with *Communications Unit Coordinator* and obtain briefing on on-site and external communications capabilities and restrictions. Establish procedures for use of telecommunications and radio systems. Make priorities or special requests known.
- Determine appropriate purchasing limits to delegate to Logistics Section, and brief the *Logistics Section Chief*.
- Meet with *Operations* and *Logistics Section Chief* and determine financial and administrative support needs.
- Based on the situation as known or forecast, determine likely future Finance / Administration section personnel and support needs.
- Activate organizational elements and their coordinators as needed.
- Request additional personnel as needed for maintaining a two-shift operation.
- Adopt a proactive attitude. Think and plan ahead. Attempt to anticipate situations and problems before they occur.

Operational Duties:

- Ensure that section logs and files of all activities are maintained accurately and in detail.
- Anticipate potential situation changes, such as severe aftershocks and develop contingency plans for all procedures requiring off-site communications.
- Maintain current status at all times.
- Maintain current displays associated with your section and ensure that such displays and/or information reports are clear and understandable.
- Provide situation and resource information to the *Planning/Intelligence Section* on a periodic basis or as required.
- Ensure all media contacts are fully coordinated with the *EOC Director*, the *EOE* and the *PIO*.
- Participate in the *EOC Director's* planning meetings.
- Provide assignments for support staff.

- In coordination with the *Planning and Logistics Section*, collect and develop cost estimates of damage to facilities. (Ensure both written and photographic documentation of damage is obtained)
- In the event of an evacuation, take necessary organizational actions to ensure the security of records and university funds.
- Ensure all Branch Coordinators utilizing private vendor or contractor services are maintaining accurate records of equipment use and personnel time.
- Provide the *EOC Director* with updates on cost related information as requested.
- Periodically brief the *Emergency Operations Executive* on all incident- related business management issues needing attention.
- Ensure that all time and cost expenditure records kept current and logged in a timely fashion.
- Conduct periodic section briefings. Ensure staff is aware of priorities.
- Monitor section activities and adjust as appropriate.
- Brief *EOC Director* on major problem areas that now need or will require solutions.
- Share status information with other sections as appropriate.
- Keep EOE apprised of the overall financial situation.
- Brief your relief at shift change time.

Deactivation / Demobilization:

- Authorize deactivation of organizational elements when no longer required. Ensure that open actions are handled by the section or transferred to other EOC elements as appropriate.
- Deactivate the section and close out all logs when authorized by the *EOC Director*.
- Ensure that any required forms or reports are completed prior to your release and departure.
- Be prepared to provide input to the After Action Report.

Cost Recovery Coordinator **AVP Capital Planning Designee for FEMA Documentation**

Function: The Cost Recovery Coordinator reports to the Finance/Administration Section Chief. Cost Recovery is the campus coordinator of expenditures for emergency response and recovery, and shall serve as the focal point for reporting summarized information to the Chancellor's Office, on total cost of response and loss estimates. The Cost Recovery Coordinator will provide liaison for the campus with State and Federal representatives on cost, time, procurement and claims activity for timelines and consistency, and provide advice on documentation, claim submission, audit preparation, and interpretations of fiscal matters.

Section Assignment: Finance/Administration

Action

Start-up:

- Sign in upon arrival at the EOC noting date and time.
- Report to the Finance/Administration Chief and obtain a briefing.
- Review position responsibilities.
- Maintain log of events, documenting all activities.
- Set up appropriate maps and check phone numbers, supplies, etc.
- Determine the nature, scope, and severity of the emergency and potential roles for the Cost Recovery. Ensure appropriate staffing for those roles.
- Ensure the Cost Recovery unit of the Finance/Administration Section is adequately staffed to perform the required tasks.
- Ensure an incident-specific purchase order number has been assigned for tracking and cost recovery.

Operational Duties

- Provide information to the *Finance/Administration Chief* on the financial record keeping requirements for the emergency period.
- Assist in determining damaged areas and cost of damage. Work with the *Planning/Intelligence Section* to prepare a damage report.
- Provide a briefing to the *Finance/Administration Chief* on cost recovery planning operations.
- Ensure that all personnel and equipment time records are accurately completed and transmitted to home agencies, according to policy.
- If necessary, develop an adequate staffing plan to ensure 24-hour operation of the Cost Recovery function in the EOC.
- Gather and analyze information on cost recovery issues, expenditures, revenues and reimbursements.
 - Meet with assisting and cooperating agency representatives as needed.
 - Coordinate meetings between Campus/County/State/Federal staff on finance matters.
- Use cost accounting procedures developed for SFSU Disaster Cost Recovery.
- Advise the *Finance/Administration Chief* and Policy Group on cost recovery issues.
- Develop a final report on monetary issues.
- Manage all financial aspects and ensure financial records are maintained of the emergency including emergency response activities, damage and repair/replacement estimates and recovery activities.
- Ensure that financial and cost analysis information is provided as requested.
- Ensure compensation and claims functions are being addressed relative to the emergency.
- Provide financial input for demobilization and recovery planning.

- Ensure that all obligation documents initiated at the incident are properly prepared and completed.
- Ensure that the cost recovery function is performed, including:
 - maintaining financial records of the emergency
 - tracking and recording of all agency staff time
 - processing purchase orders and contracts in coordination with *Logistics Section*
 - processing worker's compensation claims received at the EOC
 - handling travel and expense claims
- Establish a cost recovery information gathering system.
- Track the use of equipment and personnel. Include:
 - Time began
 - Time ended
 - Site where work was performed
 - What work was done
 - By whom
 - Equipment used
- Coordinate with the *Logistics Section* to ensure an incident-specific purchase order number has been assigned for tracking and cost recovery.
- Maintain records of emergency operation expenses and billing and claims information.
- Develop reimbursement plans and begin compiling reimbursement claims for submission to the proper agencies.
- Ensure *Logistics Section* provides copies of all purchases made in support of the incident.
- Assist with recovery operations as appropriate.
- Process state claims for reimbursement as needed.

Deactivation/Demobilization:

- Deactivate the Unit and close out logs when authorized by the *Finance/Administration Chief*.
- Brief administrative personnel on all financial issues needing attention or follow-up.
- Ensure that any open actions are assigned to the appropriate department for follow up support.
- Ensure that any required forms or reports are completed prior to your release and departure.
- Be prepared to provide input on the operations of the *Finance/Administration Section* to the After Action Report.
- In conjunction with all Section Chiefs, determine reimbursable costs and generate the necessary forms or paperwork to recover these moneys.
- Participate in all debriefings and critiques of response to the emergency and provide input to the After Action Report.
- Provide a final report to the *Finance/Administration Chief* and *Planning/Intelligence Chief* on total costs and reimbursement programs.

SFSU Incident Planning Responsibilities

SECTION	ANNEX	RESPONSIBILITY FUNCTION
COMMAND		
	Management	University Police
	PIO	University Communications
	Radiological	EH&OS
	Public Health	Student Health Services
OPERATIONS		
	Alerting & Warning	University Police
	Fire & Rescue	EH&OS
	Law Enforcement	University Police
	Medical	Student Health Services
	Coroner	Student Health Services
	Utilities	Facilities Services
	Engineering	Capital Planning
PLANNING		
	Damage Assessment	Capital Planning
	Situation Analysis	UPD / Facilities
LOGISTICS		
	Care & Shelter	University Housing
	Communications	Telecomm/DoIT
	Evacuation	University Police
	Human Resources/Volunteers	Human Resources
	Supply & Purchasing	Fiscal Affairs / Purchasing
	Transportation	Parking & Transportation
FINANCE		
	Damage Recovery	Risk Management
	Finance & Admin	Fiscal Affairs

ACTIVATION OF THE EOC

Earthquake larger than 6.0 strikes the Bay Area

Hazardous spill, Tsunami, Flooding or extreme weather requiring evacuation of campus

Major traffic disruption on roadways and bridges to the campus.

Terrorist attack on Bay Area Bridges or within San Francisco

Labor dispute or major demonstration that disrupts normal campus operations

If these events occur, activate the call out of the Emergency Management Team and place the EOC into operation.

The on duty dispatcher will call the Emergency Preparedness Coordinator or advise the front office personnel to initiate alert/recall procedures for Emergency Management Group & other key personnel.

Instruct first arriving Emergency Management Team member to:

- initiate EOC setup procedures
- arrange for additional phone hookup in the EOC
- make feeding and housing arrangements for EOC staffers
- make arrangements for the activation and release of emergency response personnel and provide for (24-hour) staffing of emergency response jobs (EOC staff, emergency support services, shelter teams, etc.).

Once EOC staff has been assembled, conduct an initial EOC staff meeting, situation briefing, and EOC orientation. Time and circumstances permitting, conduct periodic staff meetings and situation briefings throughout the emergency.

Poll the Situation Analysis section in the EOC to determine the nature, scope, and severity of the incident(s). Information thus obtained will influence decisions regarding emergency declarations and proclamations, requests for mutual aid, evacuation, and other vital considerations. Therefore, pay particular attention to:

- nature of the emergency(s)
- multiple incidents

- time of day – work day – weekend – semester break
- areas of the University or City affected or threatened
- containment potential
- injuries and fatalities
- damage assessment figures expressed in dollar amounts

Determine the need to activate the public warning system.

- In San Francisco, KCBS – 740 AM Radio Station for emergency and City of SF info.
- Connect-ED mass notification system, essential emergency team members

Determine the need to evacuate in affected or threatened areas. If evacuation is deemed appropriate, consult with the Executive Policy Group, time permitting, and issue the Closure of Campus order. Make certain that this action is coordinated with UPD & SFPD, Fire, Care and Shelter liaisons & Housing. With regard to evacuation operations:

- If University resources appear to be insufficient to support Care and Shelter operations, request assistance through CCSF-EOC or other CSU Housing Units.
- Advise PIO, UPD, Fire, and Care and Shelter liaisons to instruct their field forces to take measures to ensure that citizens with special needs, such as the elderly, infirm, hearing impaired, blind, and non-English speaking, are made aware of the evacuation order, assembly points, transportation modes and routes available.
- Advise Transportation, Care and Shelter liaisons to make arrangements for transportation and relocation to suitable shelters for those with special needs, such as people in wheelchairs, and people requiring specialized equipment (dialysis machines, special medications, etc).

Remind all EOC EMT members to implement proper accounting and documentation procedures. Damage Recovery can provide guidance regarding this item.

In the event of a Hazardous Material Incident, make certain that the following reporting requirements are fulfilled.

- Notify San Francisco Fire Dept., the designated Administering Agency.
- Notify SF City & County - OES & SF Department of Public Health.
- Notify the National Spill Response Center
- Notify State OES Warning Center
- If applicable, notify the owner of the business, or the carrier.

In the event of a Hazardous Material Incident, determine the identity of the responsible party, as soon as possible.

Coordinate media releases with the CCSF, SF Fire Department and the PIO.

If a proclamation of **CAMPUS EMERGENCY** appears in order, coordinate the preparation and announcement of the proclamation with the President or his designee and the University Counsel. A sample proclamation is included at the end of this checklist.

If a Gubernatorial or presidential declaration is needed, prepare and submit the request in conjunction with the Chancellor's Office and the CCSF-- EOC.

Part Three

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III. EOC DISASTER RECOVERY OPERATIONS

A. DISASTER RECOVERY DEFINITION

When an emergency or disaster is significant enough to interrupt the normal flow of SFSU operations, it will be necessary to activate the campus Emergency Operations Center (EOC).

As the EOC transitions from response to disaster recovery activities, Command of the EOC will transition from supporting the campus response to functioning as the coordination center for initial University Disaster Recovery activities.

Disaster Recovery involves the efforts necessary to restore the critical infrastructure needed for normal campus operations such as facilities, grounds, water, power, sanitation, HVAC, network services and telecommunications.

1. DISASTER RECOVERY PHASES

The Disaster Recovery Phase begins once all life-safety issues have been addressed and initial damage assessment has occurred. This phase is divided into three stages: the Short-Term Recovery Stage, the Mid-Term Recovery Stage and the Long-Term Recovery Stage.

a. Short - Term Recovery Stage

During the first hours and days after an emergency event [*Short-Term Recovery Stage*], the principal objectives will be to restore the necessary structural [facilities, HVAC systems, roadways and grounds] and non-structural, (power, water, sanitation, telecommunications.) .

The EOC Director and Section Chiefs provide direction and overall management of the campus disaster recovery effort, and the EOC provides the operational support necessary to accomplish these objectives.

b. Mid - Term Recovery Stage

In the first weeks after a major emergency event [*Mid-Term Recovery Stage*], the principal objectives will be to ensure the restoration of the all pre-identified business functions on campus considered to be critical to normal business operations.

Departments normally responsible for performing the critical business functions of the University will be responsible for recovering those

functions after a disaster. Business Resumption / Business continuity Teams must be identified in each department's emergency plans to recover critical business functions after a disaster.

c. Long - Term Recovery Stage

During the Long-Term Recovery Stage, the principal objective is to resume normal operations. More than likely, it will be during this stage of recovery that the EOC will be deactivated, and SFSU will resume its pre-disaster organizational structure. A Long-Term Recovery Team may be established, if warranted, to consider and coordinate strategic plan objectives and long-term recovery efforts.

Based on the size and nature of the disaster, the timeline to resume normal operations may be dependent on the extent of disrupted critical services on campus. Telephone and power service shortages, disruption of water supplies, damage to major transportation routes and transportation providers, and ongoing government emergency operations may hamper recovery activities.

In addition, the timeline to resume normal operations will be greatly dependent on the extent of damage to campus (structural) and to SFSU facilities (systems, communications, and non-structural) and non-duplicated vital records.

In a major disaster, the recovery efforts may take several weeks or months or even years to complete.

The SFSU EOC Team during Disaster Recovery Operations consists of:

- **EOC Director**
Associate Vice President for Facilities Services;
- **Operations Chief**
Director – Various: Determined by type of disaster;
- **Operations Chief for Information Systems**
Designee - Division of Information Technology;
- **Planning and Intelligence Chief**
Executive Director - Human Resources;
- **Logistics Section Chief**
Designee Appointed by EOC Director
- **Administration and Finance Chief**
Designee - Budget Administration & Operations); and
- Key individuals assisting each function.

2. ACTIVATION CRITERIA

During the Mid and Long Term Disaster Recovery Phases on campus, the Associate Vice President for Facilities Services, will serve as the EOC Director and will decide whether the EOC will remain activated to support disaster recovery operations, based on the following criteria:

Whenever an event has occurred that has affected campus operations and is of significant magnitude to require an active disaster recovery effort in excess of a normal working day and requiring the efforts of more than one Division on campus.

3. EOC LOCATIONS

- a. **NEC Conference Room, ADM Fifth Floor**
- b. **University Police Department, Conference Rm, CORP YD**

4. AUTHORIZED ACCESS LIST

Access into the EOC during Recovery Operations has been authorized for the following individuals:

University President
Vice President for Academic Affairs & Provost
Vice President & CFO for Administration & Finance
Vice President for Student Affairs and Dean of Students
Vice President for University Advancement
University Counsel
Director, University Communications
Director, Governmental Relations
Executive Director - Human Resources
Disaster Recovery Coordinator
AVP, Capital Planning, Design & Construction
Manager, Fiscal Affairs
Manager, Facilities Services
AVP Enrollment Management
Manager, DoIT
Director, Housing

B. EOC ROLES AND RESPONSIBILITIES

The roles and responsibilities assigned to SFSU staff throughout the disaster recovery process are based on (1) the University's normal or pre-disaster organizational structure and (2) the California Standardized Emergency Management System (SEMS).

1. COMMAND

Command provides overall management of all disaster recovery activities; conducts periodic strategy sessions with the President and the President's Cabinet; determines recipients and contents of all external notifications; establishes disaster recovery priorities; and establishes a Long-Term Recovery Team, if warranted, to consider and coordinate strategic plan objectives and long-term recovery efforts.

2. COMMAND SUPPORT

Command Support offers advice and counsel on legal, operational, and financial matters and performs a liaison role with government agencies, the media, and the CSU system.

3. EOC DIRECTOR

The EOC Director manages and coordinates all SFSU Disaster Recovery activities during the short and mid-term phases; ensures that all required functions within the EOC are activated, staffed, and operating effectively; conducts periodic planning meetings with the EOC Section Chiefs; and briefs President's Cabinet during their Policy Group meetings.

- **Public Information Specialist:**

Ensures that all internal (employee) messages are consistent with external (media) messages; directs the Internal Communications Unit in coordinating internal communication messages with external messages and the dissemination of messages to employees via any and all viable means.

4. OPERATIONS CHIEF

The Operations Chief receives structural damage reports from the Disaster Assessment Teams in the field; oversees structural and non-structural facilities functions, including damage assessment, support and restoration activities; provides periodic briefings to the EOC Director and Emergency Operations Center Team.

The following Branches report to the Operations Section Chief:

- a. **Structural Facilities Recovery Branch** - Assesses the structural facility damage; coordinates relocation to temporary and/or permanent workspace; and coordinates restoration of structural facilities
- b. **Non-Structural Facilities Recovery Branch** - Assesses the non-structural facility damage; coordinates repair and restoration of roads and grounds and all other non-structural facilities on campus.

5. **INFORMATION SYSTEMS OPERATIONS CHIEF**

The Systems Operations Chief determines if and when the Campus DoIT Disaster Recovery Plan will be invoked; oversees all systems recovery activities; and provides periodic briefings to the EOC Director and Emergency Operations Center Team.

The following Teams report to the Systems Operations Chief:

- a. **Recovery Management Branch** - Coordinates systems recovery activities of the University IT Recovery Teams.
- b. **Application Support Branch** - Establishes mainframe production processing, in conjunction with the Recovery Management Team, and provides troubleshooting and programming support during the recovery efforts.
- c. **Facility Support Branch** - Assesses systems damage; restores SFSU computing facilities; arranges and oversees restoration and replacement of computer equipment; and provides logistical support for the DoIT Recovery Teams.
- d. **Production Recovery Branch** - Establishes mainframe production processing and data entry services for established University critical functions.
- e. **Technical Recovery Branch** - Establishes network communications and recovers the critical mainframe computing environment and Local Area Network (LAN) servers.

- c. **Telecommunications Recovery Branch** - Assesses telecommunications damage; obtains alternative telecommunications devices; establishes and supports all EOC and Disaster Recovery telecommunication needs; and restores telecommunications university-wide.

6. **PLANNING/INTELLIGENCE CHIEF**

The Planning/Intelligence Chief oversees the planning for all disaster-related personnel activities; provides current and projected situation status reports; and provides periodic briefings to the EOC Director and Emergency Operations Center Team.

The following Units report to the Planning/Intelligence Chief:

- a. **Emergency Staffing Branch** - Coordinates and tracks emergency staffing and employee redeployment.
- c. **Situation Status Branch** - Collects, processes, and distributes information related to the current and projected situation; prepares situation status reports for use within the EOC; and develops and maintains general information displays and maps.
- d. **Advance Planning Branch** - Develops projections of the probable situation (36 to 72 hours in advance) given the current situation and priorities; recommends priorities for actions and resources; identifies issues to be addressed based on the probable situation in 36 to 72 hours; and prepares special reports and briefings for the EOC Director to use in strategy sessions.

7. **LOGISTICS SECTION CHIEF**

The Logistics Section chief oversees EOC logistics functions, including emergency procurement and contract processes; provides vendor coordination and EOC support for the Emergency Operations Center Team.

- a. **Emergency Procurement Branch** - Purchases goods as necessary to support the University Disaster Recovery efforts.
- b. **Emergency Contract Branch** - Activates stand-by contracts with vendors to stabilize and recover damaged critical records and executes emergency contracts as necessary to support the recovery efforts.

- c. **Vendor Coordination Branch** - Schedules and coordinates (in conjunction with the Disaster Recovery Coordinator) building access for vendors assisting in the recovery efforts.
- d. **EOC Support Branch** - Establishes shelter at the EOC and supports EOC operations as needed (clerical support, mail and/or messenger service, supplies, food/water, cots, etc.).
- f. **Employee Services Branch** - Determines the need for and scope of employee assistance following a disaster and provides support to employees and their families as needed. Employee assistance may include providing counseling; establishing community links for special childcare, elderly care, or shelter provisions; and/or arranging travel accommodations for employees reporting to remote locations.

8. **FINANCE/ADMINISTRATION CHIEF**

The Finance/Administration Chief oversees all disaster-related financial activities; develops short- and long-term financial strategies as appropriate; and provides periodic briefings to the EOC Director and Emergency Operations Center Team.

The following Units report to the Finance/Administration Chief:

- a. **Emergency Funds Branch** - Reports on the availability of emergency funds and obtains and provides emergency funds for disaster-related purchases.
- b. **Expense Tracking Branch** - Maintains records of all disaster-related expenditures; prepares disaster-related expense reports; ensures that emergency procurements and contracts are appropriately identified; and provides estimate of damage costs.
- c. **Documentation Branch** - Tracks time, events, resources, and damage and casualty information; assists the Emergency Operations Team in establishing and maintaining records, journals, and/or special reports; and maintains all official EOC records.

C. **EOC CRITICAL FUNCTIONS**

EOC CRITICAL FUNCTIONS POLICY GROUP	
✓	ACTION
	1. Ensure that all necessary EOC Sections have been activated.
	2. Schedule initial strategy session with EOC Director and Command Support.
	3. Conduct initial strategy session. <ul style="list-style-type: none"> • Determine recipients and content of initial communication messages (i.e., Faculty, staff and students and parents, media and the local community). • Discuss legal implications of event. • Discuss financial implications of event. • Determine whether adequate resources exist within the University to respond to the event and if necessary, who to contact for assistance (i.e., local, CSU System-wide and state agencies). • If damage estimates are severe enough that personnel may need to be relocated for longer than three weeks, assign this function to the Planning and Intelligence Section to begin planning long-term recovery strategies. • Schedule Disaster Recovery strategy sessions.
	4. Continue to oversee Disaster Recovery efforts, providing guidance to the EOC Director where needed, and setting strategy sessions at appropriate intervals.
	5. In conjunction with EOC Director, determine when to deactivate the EOC.

EOC CRITICAL FUNCTIONS EOC DIRECTOR	
✓	ACTION
	1. Re-orient the EOC from the Response phase to the Disaster Recovery phase.
	2. Contact the Operations Chief to obtain the current status of the University: <ul style="list-style-type: none"> • Structural Damage • Non-Structural Damage • Roads and Grounds • Other
	3. Contact IT Systems Operations Chief to obtain current status of systems: <ul style="list-style-type: none"> • Mainframe • LAN Servers • PBX • Voicemail • Electronic Mail • Other
	4. Conduct the initial Emergency Operations Center Disaster Recovery Team planning meeting as soon as possible. <ul style="list-style-type: none"> • Determine current situation status. • Determine appropriate length for current operational planning period. • Determine general priorities and objectives for the Recovery of SFSU. • Determine appropriate EOC activation level. • Determine appropriate EOC staffing level and schedule work shifts for team members and relief personnel--include time for debriefings between shifts. • If employee notification is warranted, activate Internal Communications Unit. • Direct Finance/Administration Chief to activate Emergency Funds Unit to obtain emergency funds. • Ensure that accurate and complete records are being maintained. Assign a FEMA compliance specialist to guide and monitor this function. • Whenever possible and appropriate encourage video recordings of recovery efforts and EOC operations for accurate after-action reports & FEMA.
	5. Ensure that all required functions within EOC are activated, staffed, and operating effectively.
	6. Ensure that Policy Group is kept current on situation status through regular briefings after each strategy session--involve Section Chiefs as appropriate.
	7. Ensure preparation of internal communication is dissemination to employees via all appropriate means; management and coordinate internal communication

EOC CRITICAL FUNCTIONS EOC DIRECTOR	
✓	ACTION
	messages with external communication messages.
	8. Thoroughly brief alternate or relief person prior to leaving post.
	9. Continue to manage priorities and resources as response and recovery activities progress.
	10. In conjunction with the Policy Group, determine when to deactivate EOC. Supervise deactivation.

EOC CRITICAL FUNCTIONS OPERATIONS CHIEF	
✓	ACTION
	1. Receive structural damage reports from Damage Assessment Teams.
	2. Obtain damage assessment reports from Damage Assessment Teams: <ul style="list-style-type: none"> • Telecommunications restoration. • Structural Facilities inspection. • Non-Structural inspection.
	3. Oversee EOC Support Unit. If warranted, contact Emergency Staffing Unit (Planning/Intelligence Section), for additional personnel resources.
	4. Obtain and allocate resources for repair and restoration activities on campus.
	5. Coordinate with the following Branches as appropriate: <ul style="list-style-type: none"> • Emergency Procurement Branches; • Emergency Contract Branches; • Vendor Coordination Branches.
	6. Participate in Emergency Operations Team planning meetings and strategy sessions as appropriate.
	7. Ensure that complete and accurate records are maintained by Operations Section.
	8. Thoroughly brief your alternate or relief person prior to being relieved.
	9. Continue to manage priorities and resources within Operations Section as Disaster Recovery activities progress.

EOC CRITICAL FUNCTIONS INFORMATION SYSTEMS OPERATIONS CHIEF	
✓	ACTION
	1. Obtain status reports from University IT Recovery Teams.
	2. Obtain damage assessment reports from Damage Assessment Team.
	3. Contact hot-site vendor to declare disaster, if warranted.
	4. Obtain and allocate resources for systems repair and restoration.
	5. Participate in Emergency Operations Disaster Recovery Team planning meetings and strategy sessions as appropriate.
	6. Ensure that complete and accurate records are maintained by System Operations Section.
	7. Thoroughly brief your alternate or relief person prior to being relieved.
	8. Continue to manage priorities and resources within the Information Systems Operations Section as Disaster Recovery activities progress.

EOC CRITICAL FUNCTIONS PLANNING / INTELLIGENCE CHIEF	
✓	ACTION
	1. Activate and oversee the following Units as appropriate: <ul style="list-style-type: none"> • Situation Status Unit • Advance Planning Unit
	2. Prepare internal communication messages and disseminate to employees via any all appropriate means; manage and coordinate internal communication messages with external communication messages. Supervise and manage outside media access.
	3. Collect, process, and distribute information related to current and projected situation.
	4. Identify issues to be addressed based on probable situation status in 36 to 72 hours.
	5. Participate in Emergency Operations Team planning meetings and PAB strategy sessions as appropriate.
	6. Ensure that complete and accurate records are maintained by the Planning / Intelligence Section.
	7. Thoroughly brief your alternate or relief person prior to being relieved.
	8. Continue to manage priorities and resources within the Planning/ Intelligence Section as Disaster Recovery activities progress.

EOC CRITICAL FUNCTIONS LOGISTICS SECTION CHIEF	
✓	ACTION
	1. Activate and oversee the following Branches as necessary: <ul style="list-style-type: none"> • Emergency Staffing Unit; • Internal Communications Unit; • Employee Services Unit.
	2. Determine personnel issues that need to be addressed, and initiate communications to resolve issues (i.e., union).
	3. Coordinate and track emergency staffing and employee redeployment.
	4. Determine the need for and scope of employee assistance and provide support services to employees and their families as needed. (Employee assistance may include providing counseling; establishing community links for special childcare, elder care, or shelter provisions; and/or arranging travel accommodations for employees reporting to remote locations.)
	5. Participate in Emergency Operations Disaster Recovery Team planning meetings and strategy sessions as appropriate.
	6. Ensure that complete and accurate records are maintained by the Logistics Section.
	7. Thoroughly brief your alternate or relief person prior to being relieved.
	8. Continue to manage priorities and resources within the Logistics Section as Disaster Recovery activities progress.

EOC CRITICAL FUNCTIONS FINANCE/ADMINISTRATION CHIEF	
✓	ACTION
	1. Activate and oversee the following Units as appropriate: <ul style="list-style-type: none"> • Emergency Funds Unit; • Expense Tracking Unit; • Documentation Unit.
	2. Provide emergency funds for disaster related purchases.
	3. Maintain records of all disaster related expenditures.
	4. Ensure that emergency procurements and contracts are appropriately identified.
	5. Provide estimate of damage costs.
	6. Track time, events, resources, and damages and casualty information.
	7. Maintain official EOC records of Finance Section actions.
	8. Develop short and long term financial strategies as appropriate.
	9. Ensure that accurate time records for personnel, including contracted personnel, and contractor's personnel are being maintained. (Time records are vital records that will be utilized for seeking disaster reimbursement.)
	10. Participate in Emergency Operations Center Disaster Recovery Team planning meetings and strategy sessions as appropriate.
	11. Ensure that complete and accurate records are maintained by the Finance/Administration Section. Assign a FEMA compliance specialist to monitor recordkeeping.
	12. Thoroughly brief your alternate or relief person prior to being relieved.
	13. Continue to manage priorities and resources within Finance/ Administration Section as Disaster Recovery activities progress.

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Part Four

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ATTACHMENTS

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Attachments

Department level plans are no longer available as attachments to the campus emergency plan.

Such plans are maintained at the department level and may be accessed at the department's website or by request to an individual department.

Likewise, campus building emergency plans are maintained by each building coordinator and are available at the building's website or by contacting the building coordinator directly.

A current listing of building coordinators is available on the inside front cover of the campus Communications Directory.

For information about emergency preparedness training visit the Office of Emergency Preparedness website at www.sfsu.edu/~upd/emergency or email eprep@sfsu.edu

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