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The Role of Transportation in Campus Emergency Planning, MTI Report 08-06

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The Role of Transportation in Campus Emergency Planning



MTI Report 08-06



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MTI REPORT 08-06

THE ROLE OF TRANSPORTATION IN CAMPUS EMERGENCY PLANNING

June 2009

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The initial draft versions of these annexes were used in a Standardized Emergency Management System (SEMS) training class by the San José State University Emergency Operations Center staff members, led by Vice President for Finance and Administration Rose Lee and Vice President for Student Life Veril Phillips. The complete set of annexes formed the basis for the University's participation in the statewide 2007 Golden Guardian exercise that was based on a pandemic flu scenario. The authors owe a debt of gratitude to the SJSU Emergency Operations Center team for their useful comments on the annexes and their ideas for inclusion of additional topics.

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EXECUTIVE SUMMARY

Colleges and universities represent a concentration of population that is generally ill-prepared for emergencies. Most members of the campus community are young, often away from home for the first time, with low personal incomes and little financial reserves, and are unused to being self-sufficient. Often they are residing on campus without their own cars, frequently by university mandate. When college and university campuses are involved in providing room and board to their students, they will also be expected to provide care and shelter during a disaster until alternative accommodations can be arranged.

In 2005, Hurricane Katrina created the greatest natural disaster in American history. The states of Louisiana, Mississippi and Alabama sustained significant damage, including 31 colleges and universities. Other institutions of higher education, most notably Louisiana State University (LSU), became resources to the disaster area. LSU's role in Katrina rescue and recovery efforts is an excellent example of how disasters, natural or by acts of humans, impact institutions of higher learning.

The federal Department of Homeland Security, under Homeland Security Presidential Directive-5, requires all public agencies that want to receive federal preparedness assistance to comply with the National Incident Management System (NIMS), which includes the creation of an Emergency Operations Plan (EOP). Universities, which may be victims or resources during disasters, must write NIMS-compliant emergency plans. While most university plans address public safety and logistics management, few adequately address the transportation aspects of disaster response and recovery.

Campus Emergency Operations Centers (EOCs) tend to focus their emergency plans on immediate response by the university's police/security, and by local fire and emergency medical services (EMS) personnel. For many emergencies there also had to be a close working relationship with the city transportation department to manage road access, service restoration, and resource priority setting. Universities should also work with the local transit agency to use buses, paratransit and other vehicles to support an emergency response, including movement but also sheltering in place. Coordination with the state highway agency is essential for ensuring access bringing material to the campus for response and recovery, and for evacuation/movement planning. If available, heavy rail can be a partner for the movement of goods and personnel.

Most EOPs show transportation as a unit under Logistics that deals with vehicles, called "rolling stock." There should also be a unit under Operations that involves the integration of transportation infrastructure personnel and assets in the response phase, because without road access damage assessment, search and rescue may be difficult to conduct.

The State of California Office of Emergency Services provides the basic template for an EOP that complies with both the Incident Command System (ICS) and NIMS, as required by federal law. It includes compliance with the California State-mandated Standardized Emergency Management System (SEMS), which is required of all state agencies, including publicly funded education organizations.

California's Local Government EOP Annex Checklists were used as the base model to develop the university EOP checklist set, including the innovative Transportation Unit for

the Operations Section. These checklists and position descriptions are included in [Appendix A](#) through [Appendix E](#).

This report was created with the needs of San José State University (SJSU) in mind, and after the draft checklists included in this report were developed, they were tested in a half-day exercise on the SJSU campus. During the 2007 statewide “California Golden Guardian” exercise, the SJSU EOC staff used the draft checklists to guide their discussions of strategies and goals for the operational period. In the “After Action” meeting the participants provided comments and suggestions to the authors that were incorporated into the final versions of the checklists.

This Mineta Transportation Institute (MTI) report describes the value of integrating transportation infrastructure into the campus emergency plan, including helicopter operations. In the report’s Literature Review chapter, the authors offer a list of materials that can be used to educate and inform campus leadership on campus emergency impacts, including books about the Katrina response by LSU and Tulane Hospital, contained in the report’s bibliography. Also included are a complete set of EOP checklists and organizational charts updated to acknowledge lessons learned from Katrina, 9/11, and other wide-scale emergencies, including the 1995 Hanshin-Awaji Earthquake (Kobe, Japan) and 2007’s Virginia Technical University shootings.

The goal of this project is to create a model university EOP checklist set that integrates transportation assets appropriately through both Operations and Logistics Sections. This model can become a resource nationally, as the ICS and NIMS are national mandates; and within California, where SEMS is also required. Although the addition of a Transportation Unit in the Operations Section is required by neither system, it is recommended based on the research that comprises the core of this publication.

Campus emergency planners can quickly update their existing emergency management documents by integrating selected elements from each Appendix, or create their own NIMS-compliant plans by adapting the complete set of appendixes to their university’s structure.

Appendixes A through E are available for colleges, universities, and municipalities to download for their own emergency planning use, and to personalize as needed while creating their own Emergency Operations Plan. Please go to: <http://www.transweb.sjsu.edu/MTIportal/research/Appendix.html> for PDF, HTML and Word versions of those sections.

INTRODUCTION

Colleges and universities represent a concentration of population that is generally ill-prepared for emergencies. Most members of the campus community are young, often away from home for the first time, with low personal incomes and little financial reserves, and unused to being self-sufficient. Often they are residing on campus without their own cars, frequently by university mandate. When college and university campuses are involved in providing room and board to their students, they will also be expected to provide care and shelter during a disaster until alternative accommodations can be arranged.

Campus Emergency Operations Centers (EOCs) tend to focus their emergency plans on immediate response by the university's police/security, and by local fire and emergency medical services (EMS) personnel. For many emergencies there also has to be a close working relationship with the city transportation department to manage road access, service restoration, and resource priority setting. Universities should also work with the local transit agency to use buses, paratransit and other vehicles to support an emergency response, including movement but also sheltering in place. Coordination with the state highway agency is essential for ensuring access bringing material to the campus for response and recovery, and for evacuation/movement planning. If available, heavy rail can be a partner for the movement of goods and personnel.

Most Emergency Operations Plans (EPOs) show transportation as a unit under the Logistics Section that deals with vehicles, called "rolling stock." There should also be a unit under the Operations Section that involves the integration of transportation infrastructure personnel and assets in the response phase, because without road access, damage assessment and search and rescue may be difficult to conduct.

The goal of this project is to create a model university EOP checklist set that integrates transportation assets appropriately through both Operations and Logistics Sections. This model can become a resource nationally, as the incident command system (ICS) and the National Incident Management System (NIMS) are national mandates; and within California, where the Standardized Emergency Management System (SEMS) is also required. Although the addition of a Transportation Unit in the Operations Section is required by neither system, it is recommended based on the research that comprises the core of this publication.

METHODOLOGY

The State of California Office of Emergency Services provides the basic template for an Emergency Operations Plan (EOP) that complies with the Incident Command System (ICS), the state-mandated Standardized Emergency Management System (SEMS), and the National Incident Management System (NIMS) mandates. California's Local Government EOP Annex Checklists were used as the base model to develop the university EOP checklist set, including the innovative Transportation Unit for the Operations section.

After the draft checklists were developed, they were tested in a half-day exercise at San José State University (SJSU). During the 2007 statewide "California Golden Guardian" exercise, the SJSU Emergency Operations Center (EOC) staff used the draft checklists to guide their discussions of strategies and goals for the operational period. In the "After Action" meeting, the participants provided comments and suggestions to the authors that were incorporated into the final versions of the checklists.

LITERATURE REVIEW

Based on Homeland Security Presidential Directive-5 (Bush 2003), all public agencies that want to be eligible for federal disaster preparedness assistance funding must use NIMS for managing the event (DHS 2004 and Edwards 2007, 35). Therefore, most local and state governments and many large universities have adopted the NIMS format for their Emergency Operations Plans (EOP). Examples of municipalities adopting the NIMS format include the Emergency Operations Plans of the City of San José and the City and County of San Francisco, which are available for view on each city's website. These are based on the State of California Office of Emergency Services model Emergency Operations Center (EOC) checklists that are available at the state website. However, the State checklists place the Transportation Unit within the Logistics Section, focused on rolling stock. Field level experience has caused both San José and San Francisco to place Transportation within the Operations Section as well, because of the key role that transportation infrastructure, such as roadways, highways and bridges, plays in emergency operations.

Larger universities have adopted formal emergency operations plans, but often without a focus on transportation infrastructure as a part of the Operations Section. The University of Washington's plan places the Transportation Unit within the Logistics Section. It describes the role of transportation as coordinating "transit, vehicles, fuel and drivers" (University of Washington 2005, 2:8.). The lead agencies are listed as the University Facilities/Transportation Department and King County Transit, again demonstrating a clear focus on vehicles rather than infrastructure. In the EOC Operations Section description it states that Facilities Services will provide "campus roadway information" (University of Washington 2006, 2:4), but nowhere in that plan is there a description of an interface with the city, county, or state for roadway conditions.

University of California at Berkeley's EOP describes the need for medical transportation within its Operations Section (University of California, Berkeley 2005, 49). It also references the need to make contracts for "Supplies and Delivery" (University of California, Berkeley 2005, 80). The description of the Transportation Unit under the Logistics Section focuses on the university's vehicle fleet, but does acknowledge the need to inventory the condition of transportation assets. The role is described as follows: "Obtain information on the status of local and regional transportation routes (freeways, BART, aviation). Plan for transportation to and from UCB for VIPs and UCB staff" (University of California, Berkeley 2005, 84–85). There is no tie-in to emergency response for the campus or support of Operations Section activities.

University of California at Santa Barbara's Emergency Operations Plan also places the Transportation Unit in the Logistics Section only. The entire plan contains one sentence about transportation: "... coordinate the allocation of campus vehicles and provide for supplies of gasoline for emergency use" (University of California at Santa Barbara 2002, 31). The campus' Logistics Section Manager [sic] checklist has one bullet related to transportation: "Provide logistics support to field operations in the following areas as required: Ground Support Unit (Transportation)" (University of California at Santa Barbara 2002, 41).

Stanford University's Campus Emergency Plan has an Action Checklist for the EOC Policy Group. Under "Emergency Goals and Response Priorities," the first section is "Life Safety, Infrastructure and Program Priorities." The third subsection states, "Systems that sustain emergency response" and lists "Transportation Systems" (Stanford University 2003, 24). But there is no guidance regarding what information about what kind of transportation is referenced. Under the Operations group one bulleted item states, "Assess the need for evacuations (buildings, sectors of the campus or the entire campus)," but does not tie this action to transportation. Further down in the same checklist is stated, "Establish special services, as necessary: e.g., sheltering, communications, transportation" (Stanford University 2003, 26). There is no reference to city or state transportation assets or the availability of roadways, even though access to Stanford depends on state highways and city streets.

California State University at Long Beach also has an ICS/SEMS/NIMS-based Emergency Operations Plan. The EOC Organization Chart in that document's Appendix C shows a Communications and Transportation Unit with a University Police Department member in charge as one of four units under the Logistics Section. The Logistics Chief's job description includes "acquiring ...transportation services." However, the written documentation for the Logistics Section available online provides only written guidance and checklists for three units, not including transportation (California State University at Long Beach 2003).

Researchers have recognized some of the roles played by transportation during disasters. For example, following the World Trade Center attack in 1993, the street level traffic chaos was documented in disaster scene photographs, and these photographs are used to illustrate the importance of organized street level traffic management during disaster responses (O'Hare 2002). In *Handbook of Crisis and Emergency Management* (2001), Masaru Sakamoto described the impact on the community following the loss of transportation lines after the Hanshin-Awaji Earthquake in the chapter "Crisis Management in Japan" (564–565). Jenkins and Edwards-Winslow have described the crucial role played by transportation agency assets in the response to the attacks on the World Trade Center in 2001 (Jenkins and Edwards-Winslow 2002). Cooper and Block (2006), chroniclers of Hurricane Katrina, describe the loss of life resulting from the destruction of all transportation routes and resources as the floodwaters inundated streets, interstates, railways and ports. Bracher and Devlin (2005) describe the many roles that transportation played in Louisiana State University's sheltering and medical care operations after Katrina, noting that it has become "a university model for disaster response." Carey (2006) describes the role of transportation in evacuating Tulane Hospital of over 1,200 patients, including those from the critical care units.

Kendra and Wachtendorf (2003) have studied the importance of creativity in responding to disasters. They note that following the 9/11 attacks on the World Trade Center, the leaders of New York City and its supporting organizations engaged in "entrepreneurial creativity" to resolve the challenges they faced. Examples include the development of a "waterborne evacuation" system that was created on the spot using a Coast Guard plan that was intended for rescuing thousands of people involved in a ferry boat accident (132). Instead the plan was used to move thousands of stranded victims of the bombing across the water to New Jersey and Brooklyn, where the transportation infrastructure was intact. The Coast Guard's existing Certificate of Inspection for the boats that were

used in the evacuation provided the safe capacity figures for each boat, thereby also providing the needed regulation for boat loading that ensured that the most people were moved as quickly and safely as possible (133).

Yet another application of transportation resources in a creative way was the use of existing transit system welders and iron workers to deconstruct the World Trade Center's destroyed towers in support of the search and rescue mission, while their comrades shored up the subway lines beneath to support the heavy equipment that was operating in the plaza area above the subways (Siano 2002). The 3,500 Metropolitan Transportation Authority (MTA) workers constituted 60% of those at Ground Zero in the early days of the rescue effort. Within minutes after the North Tower's collapse, MTA had assembled "a two-mile long convoy of specialized heavy construction equipment" to assist. New York City Transit's construction project generators powered traffic lights, illuminated the search and rescue area, and maintained operations for Verizon's fiber-optic nodes (Jenkins and Edwards-Winslow 2002, 31).

But the traditional functions of transit and transportation were also crucial in the hours immediately after the airplane attacks against the Twin Towers. Following existing plans, MTA workers checked miles of subway tunnels to ensure that traffic could safely pass on the streets overhead. On the 1&9 subway line alone there were 1,340 feet of structural damage, including areas of total collapse (Siano 2002). Inspections and rapid shoring permitted the surface transportation and transit assets to serve the needs of the search and rescue operation. Workers had to measure how the vibrations of train service restoration might affect the buildings in the areas of Lower Manhattan damaged by the collapse of the towers (Jenkins and Edwards-Winslow 2002, 29). New York City Transit buses carried thousands of police officers and emergency workers into the damaged areas (Jenkins and Edwards-Winslow 2002, 31). This was based on a plan originally developed for buses to support hurricane evacuations (29).

The World Trade Center attack required New York's Office of Emergency Management to use plans it had developed earlier for a variety of events. Exercises for biological warfare, hurricanes and routine management of building collapses all led to the creation of plans for using transit, rerouting traffic, and even sealing the car tunnels to New Jersey (Jenkins and Edwards-Winslow 2002, 29). These plans showed a clear understanding of the role of transit and transportation in the operations elements of disaster response, as well as in logistics support.

TRANSPORTATION AND UNIVERSITY EMERGENCY PLANNING

While creativity is essential in disaster management, Kendra and Wachtendorf (2003) caution that “exercises of creativity during the pressure of a response to an emergency may give rise to future complications.... the greater the magnitude, scope and duration of a disaster, the greater or more frequent the complications may be” (135). Thus, university emergency planners would be well advised to thoroughly think through the obvious applications of resources and personnel, and plan for their uses in advance. The New York City experience with applying its plans to the management of the World Trade Center catastrophe demonstrates the benefits of this approach.

It is clear that no emergency response can occur unless the first responders can get to the site of the problem. This means that surface streets must be able to bear the load of the vehicles, be free of impediments (both physical and human) to the passage of the responders, and must be connected into a usable continuous system from the responders’ point of origin to the point of rescue, and from the disaster scene to the point of shelter or definitive care for the victims.

TRANSPORTATION IN THE LOGISTICS SECTION

In the State of California’s SEMS model, transportation is part of the Logistics Section. Traditionally the transportation function is understood as one of physical logistics support. The EOC and field units could rely on the Transportation Branch to get rolling stock from within the organization’s own resources, or from the local transit agency or a contractor. The Transportation Branch usually has three subdivisions: “Rolling Stock,” “Heavy Equipment,” and “Transit Connection.”

The Rolling Stock Unit maintains an inventory of all the vehicles owned by the organization, or for which they have a long-term lease. Resources may include campus buses, pool cars and vans, and specialty vans used by a rehabilitation program or child care program. The Heavy Equipment Unit maintains a list of equipment owned by the campus, on long-term lease to the campus, or being used on the campus by contractors. It is a good practice to include a disaster clause in all campus construction contracts that permits the Logistics Chief to divert the contractor’s equipment and personnel to disaster response and recovery operations at the contracted rate, with the understanding that the contract will be extended with no penalty to the contractor to allow adequate time to complete the original work. The Heavy Equipment Unit also has contact information for rental equipment companies in the area. Their inventory typically includes various types of trucks, road repair equipment, tree trimming equipment, and dirt/rubble/debris removal equipment. All of these resources may be used in responding to or recovering from a variety of disasters, for search and rescue operations, road restoration operations or debris removal operations.

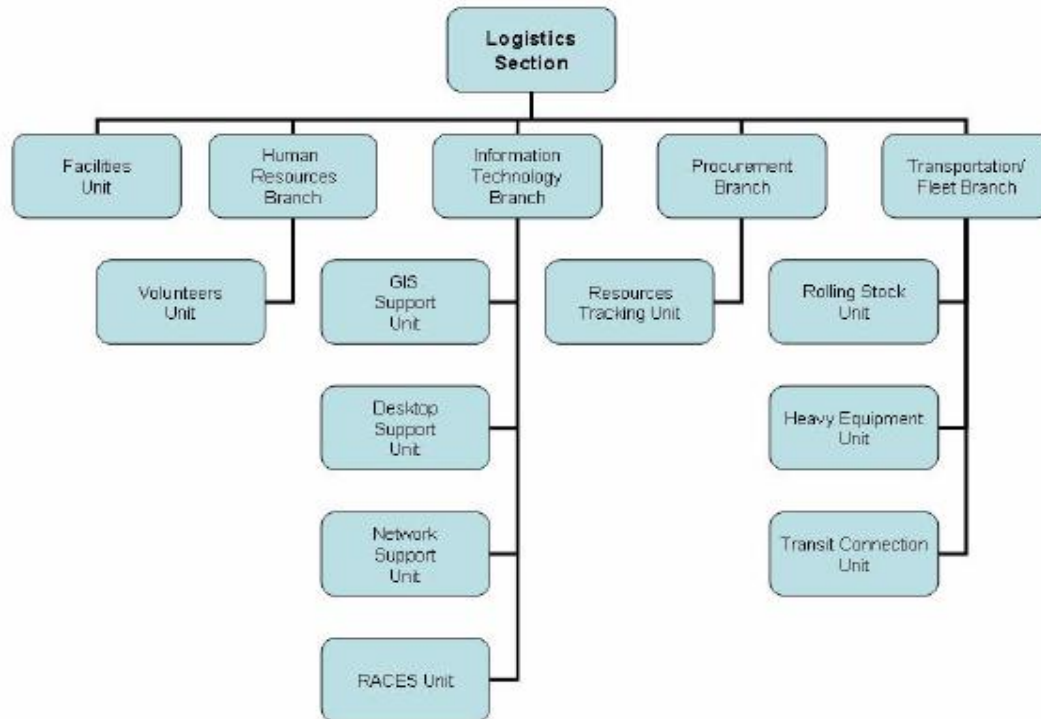


Figure 1 Sample EOC organization chart, Transportation Branch in the Logistics Section

The third category of Logistics' Transportation Branch activity is Transit Connection. This unit's focus is on acquiring the use of large-capacity vehicles to support the Operations Section with the movement of personnel into and victims out of the disaster area. Buses may be used for transportation of first responders to the disaster site, as they were during the 9/11 response as previously noted. They may be used to move people during an evacuation to minimize the number of vehicles on the roads. Buses may become transportation of necessity for people who do not own or have access to cars. Buses with paramedics on board may also serve as ambulances for large numbers of victims with minor injuries that may require tetanus shots, minor medical treatment, or medical clearance. They may also serve as mobile shelters for displaced dormitory residents or stranded commuter students, faculty or staff, as they protect people from the elements, offer air conditioning or heating, and provide seating so people can fill out disaster-related forms or eat simple meals. Paratransit vans can also be used to supplement the ambulance fleet for people on backboards, with injuries that give them limited mobility, or those in wheelchairs.

To ensure access to buses that the other EOC sections need to carry out the emergency plan, the Transit Connection Unit must maintain a list of 24-hour contact information for every transit company in the area, ambulance companies, and school districts with buses. Organizations with buses that may be needed during a disaster must ensure that

they have labor agreements with the drivers and mechanics that permit them to work in disaster conditions. Bus companies need an adequate supply of spare tires, as disaster-related debris, such as jagged metal and large pieces of broken glass and masonry, will damage most bus tires. Therefore, the bus companies must have contracts for emergency fuel and replacement tire delivery that will include deliveries during a disaster, to the extent the roadways permit.



Figure 2 An example of campus transportation that can be used for evacuation or sheltering (SJSU's Spartan Express parking shuttle)

Between disasters the Transit Connection Unit must conduct periodic reviews of their bus and ambulance company contact information. When the semi-annual calls are made to confirm the names and contact information of the authorized personnel who can release the buses for university use, the campus EOC staff member must also ask if the drivers and mechanics are continuing to receive training regarding their disaster roles, and whether the contracts for disaster deliveries of fuel and tires are being maintained. The Associated Press photographs of the "drowned" school buses in New Orleans during Hurricane Katrina demonstrated how useless it is to have access to buses if there is not also access to drivers, mechanics, fuel and tires.



Figure 3 A collection of vehicles can be beneficial in a campus emergency—an SJSU forklift



Figure 4 SJSU electric maintenance vehicle with gas-powered tree trimming tool

TRANSPORTATION IN THE OPERATIONS SECTION

Within the Operations Section of the EOC is the Construction and Engineering Branch, which provides an appropriate location for the Transportation Infrastructure Unit. The role of this group focuses on the operational elements of transportation on the campus and in the immediately surrounding neighborhoods. This unit has four functions: traffic management, road repairs, road debris management, and bridge and levee surveillance.

Traffic management is the most complex activity. This group provides support material to the field forces from the Construction and Engineering branch. These include barricades and delineators for traffic control and road closure, sandbags, and the operation of existing fixed and portable electronic signs. These items may be used to create limited access into parts of the campus, and traffic contraflow inside the campus or at the merge points with public streets. They will also be used to block areas for heli-spots. They will assist in organizing and enforcing carpooling for the campus. This team also maintains contact with the local community's EOC Traffic Management team to obtain information on area road closures and traffic management arrangements that could affect access to the campus, and to obtain data from community traffic cameras near the campus.



Figure 5 SJSU's Facilities Development and Operations Headquarters

The Road Repair Group is responsible for the damage assessment of all garages, parking lots, roads, sidewalks, bike paths and other similar facilities belonging to the university. They also provide the engineering services for the reconstruction of the facilities, and coordinate with Procurement in the Logistics Section to make contracts for materials, or for contractors to make the repairs when they exceed campus staff capabilities. Finally they ensure that all the roads are clean and safe for use, overseeing or conducting street sweeping, washing, mud removal, and oil abatement.

The Road Debris Management team oversees the removal of all debris from garages, parking lots, roads, sidewalks, bike paths and other similar facilities of the university. They operate wood chippers for the removal of tree-related debris, re-install street lights that have fallen over, remove animal carcasses, and any other material that interferes with the safe use of the facilities. The Road Debris Management Group coordinates with the Procurement Branch of the Logistics Section to obtain any supplies, material or staffing to complete the tasks.

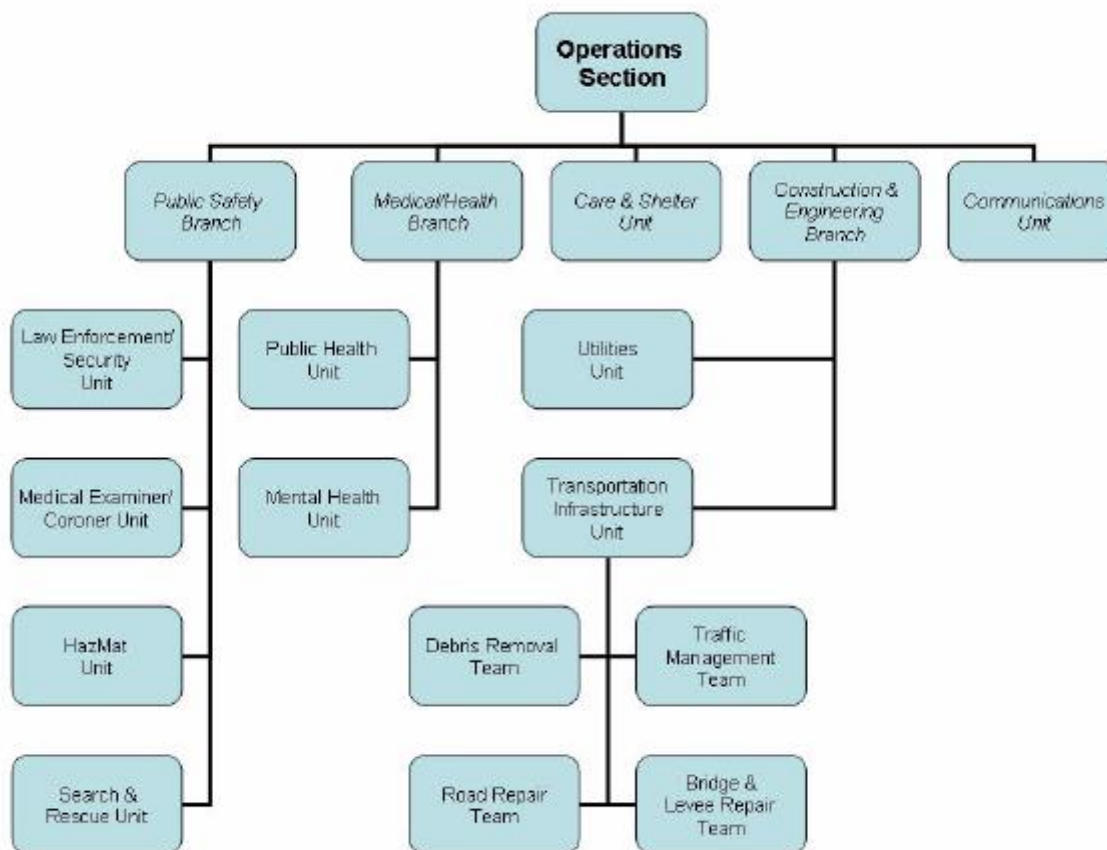


Figure 6 Sample EOC organization chart, Transportation Unit in the Operations Section

The Bridge and Levee Surveillance Team is activated during flooding or after an earthquake or tornado. The team members monitor the water level, the condition of the bridge and levee facilities, and conduct damage assessment of the bridges and levees. They report any damage to the Construction and Engineering Branch and advise on engineering for needed repairs. They coordinate with the Procurement Branch of the Logistics section to obtain contracts for supplies and personnel to augment campus repair capabilities.

TRANSPORTATION AND ALL HAZARDS EMERGENCY MANAGEMENT

It is clear that transportation has a critical role in disaster management. Some applications of transportation and transit resources can be expected and planned for. As Kendra and Wachtendorf (2003) note, “Plans promise coherence in a dynamic situation, and the ability to bring many possible contingencies within the ambit of predictability” (135). However, a hallmark of disasters is their unpredictability, so the more information

that is gathered in the plan, the broader the foundation for managing the disaster's unpredictable “micro-events that require separate management” (136).



Figure 7 SJSU's Emergency Operations Center (EOC) Operations Section work station, located in the campus police office

Kettl (2007) provides a poignant example of just such a micro-event that occurred on 9/11. Many of the victims of the 9/11 Pentagon attack were burned, and the “region’s hospitals ran short of skin grafts. The usual procedure would be to fly in replacement skin from another location” (34). However, on 9/11, when it became clear that more hijackers might be in the air, Secretary of Transportation Norman Y. Mineta ordered the Federal Aviation Administration to ground all American aircraft and to seal American air space. (9/11 Commission Hearing 2003). “Medical officials created a nonstop relay of drivers to transport seventy feet of skin from Texas to Washington. Local police officers in jurisdictions along the way provided escorts... an extraordinary feat of coordination” (Kettl 2007, 34).

In New York and Washington after the 9/11 attacks, transportation managers used both creativity and plans to create disaster response and recovery. Transportation was at the heart of the activity—providing streets for first responders to drive on and heavy equipment for repairs, ensuring the safety of subway tunnels and creating high occupancy rules for car tunnels, cutting steel to find the living in the burning pile at Ground Zero, and providing monitoring equipment to ensure the safety of Lower Manhattan’s remaining buildings.

College and university campuses may face natural, technological or human caused disasters. Events such as the 2007 shootings at Virginia Tech have caused some campus emergency managers to focus on human criminal behavior, while others have focused on the potential use of university supplies for terrorism. Natural hazards, however, recur annually or cyclically in most communities across the nation. All hazards

emergency management will depend on roads and highways, rolling stock and heavy equipment to resolve the damage and danger, whatever its cause.



Figure 8 Partial view of SJSU's EOC

Sometimes campus emergency managers have to help disaster victims who are not even from the campus, or from their own community. For example, Louisiana State University became a shelter for thousands of people made homeless by 2005's Hurricane Katrina from the New Orleans area (Bacher and Devlin 2005), and San José State University—two thousand miles away in California—became a temporary home for just under 100 of Katrina's victims. In each case, the university's president and the community's emergency manager received assistance from transit and transportation resources to support the victims. From free transit passes to bus service from the floodwater, transportation capability and facilities mattered.

The Logistics role of transit and transportation in a disaster has always been clear, as people must be moved to safety and goods must be moved to support response and recovery. However, the 1995 Hanshin-Anaji Earthquake, 9/11, and Katrina each provided lessons reinforcing the role of transportation in Operations. Campus emergency plans must integrate transportation into the Operations Section to ensure that the coherence essential for good emergency management is in place whenever disaster strikes. The Transportation Research Board should support future research to ensure that ICS and NIMS are amended nationally to include a Transportation Unit in the Operations Section at all levels of government so that transportation knowledge and expertise will be immediately available as the Operations Chief makes his contribution to the operational period's Action Plan.



Figure 9 City of San José EOC's Construction and Engineering Branch



Figure 10 City of San José EOC's Logistics Section



Figure 11 City of San José EOC's Operations Section



Figure 12 City of San José EOC's Planning and Intelligence Section

APPENDIX A

UNIVERSITY EMERGENCY PLAN: MANAGEMENT SECTION

This appendix establishes policies and procedures and assigns responsibilities to ensure the effective management of campus emergency response section. It provides information on the campus emergency management structure, activation of emergency response and recovery procedures, and Emergency Operations Center (EOC) data. See [Figure 13](#).

Objectives

The overall objective of the Management Section is to ensure the coordination of response forces and resources in preparing for and responding to situations associated with natural disasters, technological incidents and human-caused events. Specific events include:

- Managing and coordinating emergency response and recovery operations, both at the field level and in the EOC.
- Determining the need for, and level of, campus emergency declarations.
- Coordinating and providing liaison with appropriate Federal, State, and local government agencies, as well as applicable private sector entities.
- Requesting and allocating resources and other support.
- Establishing priorities among emergency response requirements and adjudicating any conflicting demands for support.
- Activating and utilizing communications systems.
- Preparing and disseminating emergency public information.
- Overseeing campus alerting based on Federal agency warnings or local government actions.
- Developing adequate mitigation plans and projects.

Concepts of Operations

Campus emergency response and recovery operations will be managed in one of three modes, depending on the magnitude of the emergency. Before a discussion of the three modes, it is necessary to describe the Emergency Operations Response Levels.

Emergency Operations Center Response Levels

Emergency operations centers are planned to respond to events from small, localized emergencies to regionwide catastrophes. To facilitate the planning process, professional emergency planners have established the following three levels of response, with respect to peacetime emergencies.

Level I

A minor to moderate incident characterized by adequate local response capability and sufficient resources to favorably resolve the situation. A LOCAL EMERGENCY may or may not be proclaimed. This would include localized power outages, localized flooding, and community-wide traffic signal failures.

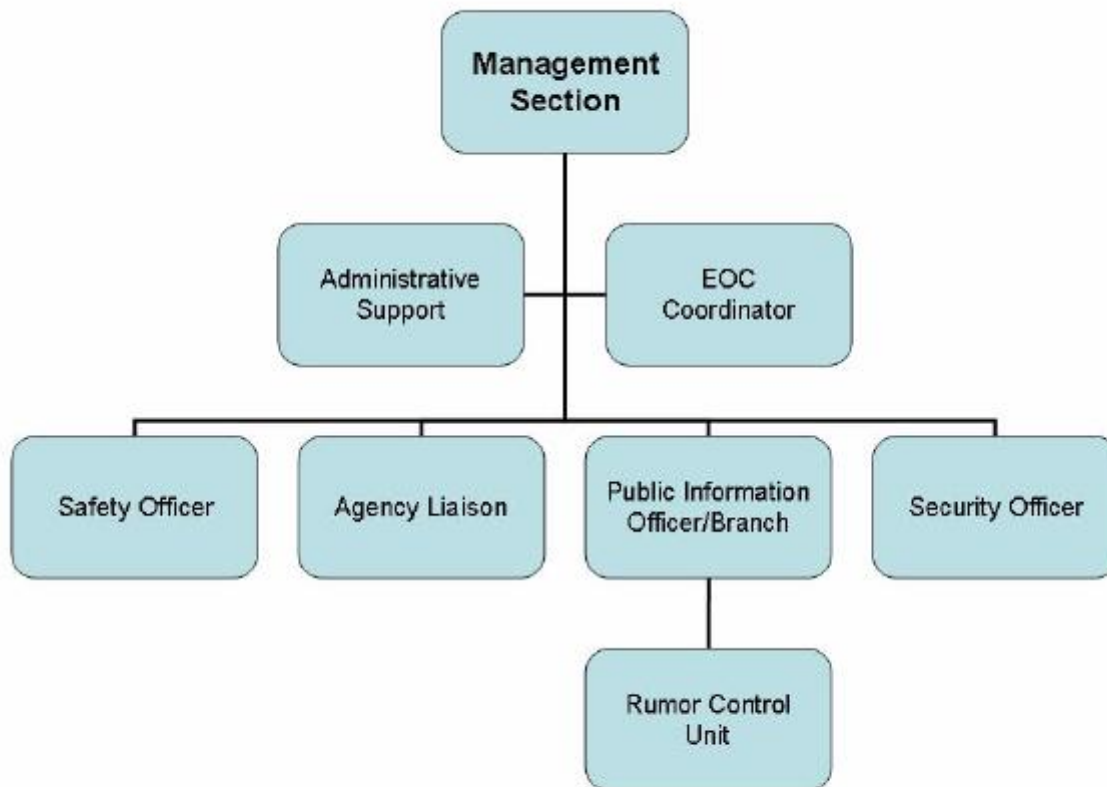


Figure 13 Management Section chart

Level II

A moderate to severe emergency characterized by a need for Mutual Aid to ensure a favorable resolution of the situation. In most cases, a LOCAL EMERGENCY will be proclaimed. A STATE OF EMERGENCY may be proclaimed. Such events would include an earthquake with localized damage, a category 1–2 hurricane, or a terrorist attack on infrastructure.

Level III

A major disaster, exemplified by depletion of resources and Mutual Aid response capability area-wide, necessitating extensive statewide and Federal assistance. Generally, a LOCAL EMERGENCY and STATE OF EMERGENCY will be proclaimed. A Presidential Disaster Declaration may or may not be issued. Such events would include an earthquake with region-wide damage, a category 3 and above hurricane, and a multi-jurisdiction flood, or flooding at disparate locations within one jurisdiction.

The three campus emergency response and recovery operation modes are as follows:

Decentralized Coordination and Direction

This management mode is similar to day-to-day operations and is employed in Level I responses. The campus EOC is not activated.

Centralized Coordination-Decentralized Direction

This mode of operation is employed in some Level I and all Level II responses, characterized by involvement of several departments. Key management level personnel from the principal involved departments operate from the EOC. Typical emergency management activities under this mode include:

- Campus-wide situation analysis and damage assessment
- Campus-wide public information operations
- Determining resource requirements and coordinating resource requests
- Establishment and maintenance of a logistics system.

Centralized Coordination and Direction

This mode is employed in Level III disasters. The campus EOC is fully activated, and coordination and direction of response and recovery actions are conducted from the EOC.

Emergency Periods

The emergency management organization will ordinarily function within the context of one of the following three periods.

Pre-Emergency Period

During this period, response and recovery resources and equipment are maintained in operable condition, Emergency Operations Plans are periodically exercised and updated, and staff is periodically trained.

Emergency Period

When a disaster occurs, or appears imminent, the Management Section Chief will be notified. This person will, in turn, activate all or portions of the campus emergency management system. The EOC may be activated, depending on the severity of the situation. A campus emergency may be proclaimed.

Should an emergency occur without warning, management of the initial response will be in a de-centralized mode by on-duty personnel. Centralized management, if required, will be instituted as soon as possible. Initial response efforts will concentrate on the preservation of life, protection of the environment and property, situation analysis, and hazard containment. Subsequent actions will focus on care and shelter operations, damage assessment and documentation, and the development of public information. Emergency management staff will consider declaring a campus emergency and notifying the Regional Emergency Operations Center and Chancellor's Office, as appropriate.

Post-Emergency Period

Post-emergency activities will stress restoration of campus autonomy, disaster relief, and situation analysis with a view toward mitigation of future hazards. The EOC will most likely be deactivated, and any proclamations previously made will be terminated or continued based on the mitigation and recovery work underway.

EMERGENCY MANAGEMENT ORGANIZATION

In the case of San José State University (SJSU), the university emergency management organization is headed by the Vice President for Finance and Administration who also serves as Director of Emergency Services, who in turn coordinates with the President's Office sitting as the Emergency Policy Group. The Director of Emergency Services is supported by a staff comprised of campus departments organized under the Standardized Emergency Management System (SEMS) and assigned primary and support duties in the Matrix of Responsibilities, contained later in this chapter (see [Table 1](#)).

Collectively, the university emergency management organization has overall responsibility for:

- Organizing, staffing, and operating the EOC;
- Operating communications and alerting systems;
- Providing the Public Information Officer (PIO) function;
- Providing resource management;
- Providing situation analysis and damage assessment; and
- Overall management of emergency response and recovery operations.

Direction and Control

In an emergency requiring activation of the EOC, or in an emergency requiring response by more than one department, whether or not the EOC is activated, or in cases where a proclamation of CAMPUS EMERGENCY, STATE OF EMERGENCY, or STATE OF WAR EMERGENCY, the following command relationships will apply:

MANAGEMENT SECTION CHIEF—The Director of Emergency Services, who is the Vice President for Finance and Administration, or designated alternate. This individual is responsible for overall incident/campus-wide coordination and management of the response effort. The most likely base of operations will be the EOC. Staff officers assigned to the EOC and the SEMS organization will support the Director.

EOC COORDINATOR—Emergency Services Coordinator, or designated alternate. This individual's responsibilities will include the management and supervision of the administrative functions of the EOC. This individual is responsible for maintaining the operational readiness of the EOC facilities and staff members.

ON-SCENE MANAGEMENT—The university subscribes to and utilizes the Incident Command System (ICS) as required by SEMS and the National Incident Management System (NIMS). Generally, the University Police/Security Department will provide Incident Commanders (ICs) in the field for campus events, human-caused emergencies and disasters on campus, and natural disasters impacting the campus. In the case of

SJSU, the University Police/Security Department will create Unified Command with City of San José Fire Department when the resources of the San José Fire Department are the primary resources needed to resolve an event. This would include:

- Terrorism events involving chemical, biological, nuclear or radiological materials, or explosive materials
- Fire suppression operations
- Hazardous material incidents
- Urban search and rescue operations
- Heavy rescue operations
- Radiological accidents
- Earthquake overall response
- Flood Incidents with an off-campus source
- Multiple casualty incidents
- Evacuation operations in combination with any of the above events

In some instances, campus or city authority may be pre-empted by State or Federal authority. In those instances, the campus Incident Command System will act directly under the authority of the duly authorized representative of the State or Federal government.

Mutual Aid Region Emergency Management

The university is located in a State emergency management region and a region for mutual aid purposes. The State emergency management region has staff support available from the State emergency management agency and other State agencies. The State emergency management regional office also serves as a Regional EOC when necessary. The primary mission of the regional emergency management organization is to support university, city and Operational Area response and recovery operations, and to coordinate Mutual Aid Regional response and recovery operations. There are 24 professions with mutual aid agreements in California, including law enforcement, which the University Police/Security Department may access through the existing Law Enforcement Mutual Aid system.

Emergency Operations Center

The University Emergency Operations Center (EOC) is located inside the University Police/Security Department. Access to the EOC will be provided by on-duty University Police/Security Department personnel.

Instructions for activating the EOC are kept within the entrance to the EOC Operations Room.

If an emergency situation is too large to be coordinated from the field, or if a major disaster occurs, the Incident Commander or the Management Section Chief orders the activation of the EOC. The EOC provides a place where emergency operations can be centralized for better communication. The EOC has tables, phones, FAX, radios, computers, maps, reference documents, operating procedures, and office supplies.

If the Emergency Operations Center is unusable, mobile radios, cellular phones and personal laptop computers will permit re-location of the EOC to any appropriate location if circumstances dictate.

Table 1 Matrix of Responsibilities: Emergency Functions of Campus Departments

Function	Principal	Support
Management Section Chief	Finance and Administration	
EOC Coordinator	University Police/Security	
Administrative Support	F&A	
Public Information Officer	Campus Public Affairs Director	
Liaison Officer	F&A	
Safety Officer	EH&S	
Security Officer	University Police/Security	
Operations Section Chief	University Police/Security	
• Public Safety Branch	University Police/Security	
ME/Coroner	University Police/Security	County ME/Coroner
Hazardous Materials	ERT	Community Fire Department
Law Enforcement/Security	University Police/Security	Community Police Department
Search & Rescue	University Police/Security	Community Fire Department
• Care and Shelter Unit	Student Housing	American Red Cross
• Communications Branch	Police/Security Dispatch	RACES
• Construction & Engineering Branch	Facilities	
Transportation Infrastructure Unit	Facilities	City/State Transportation
Utilities Unit	Facilities	Local Utilities
• Medical/Health	Student Health Center	
Public Health	Student Health Center	County Public Health
Mental Health	Counseling Center	County Mental Health, American Red Cross
Planning/Intelligence Section Chief	Campus Physical Planning	
• Situation Status	IT/GIS	
Demobilization	University Police/Security	
Documentation	IT/GIS	
Technical Specialists	ERT	
• Damage Assessment	Facilities	Professional Engineers
• Recovery Planning	F&A	
Logistics Section Chief	Facilities	
• Facilities	Facilities	
• Human Resources	Human Resources	
Volunteers	Human Resources	Volunteer Center, NGOs
• Information Technology	IT	
• Procurement	Contracting	
Resource Tracking	Contracting	
• Transportation/Fleet	Fleet Manager	Community Public Transit
Finance/Admin Section Chief	Finance	
Cost Accounting	Finance	
Risk Management/Compensation/Claims	Finance	
Time Keeping	Human Resources	

EOC Activation

Determine if the EOC should be activated:

- Authorization from Management Section Chief or request from Incident Commander (IC).

If so:

- Instruct University Police/Security Dispatch or Emergency Services Coordinator to initiate alert/recall procedures for key personnel.
- Instruct the Emergency Services Coordinator to:
 - Initiate EOC setup procedures,
 - Make feeding and housing arrangements for EOC staffers, and
 - 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, for example).

Once EOC staff has been assembled, conduct an initial Action Planning briefing, situation overview, and EOC orientation. Conduct periodic Action Planning briefings throughout the emergency.

Poll the Situation Status Branch 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
- Areas of the campus affected or threatened
- Containment potential
- Fatalities and injuries
- Damage assessment figures expressed in dollar amounts

Determine the need to activate the campus alerting system.

Use Disaster Accounting procedures.

Coordinate all media releases through the Public Information Officer.

The Management Section Chief may proclaim a campus emergency, and notify the appropriate university and State agencies.

The text of a sample resolution proclaiming a campus emergency may be as follows:

RESOLUTION NO. _____

A RESOLUTION PROCLAIMING EXISTENCE OF A CAMPUS EMERGENCY

INSERT SAMPLE RESOLUTION HERE, BASED ON PREVIOUS PROCLAMATION
OR ON DRAFT BY LOCAL LEGAL COUNSEL ...

Alerting and Warning

National Warning System (NAWAS)

NAWAS is a dedicated wire-line system that provides two-way voice communications between Federal Warning Centers, a State's Warning Points, and local Warning Points. The system in California consists of four elements:

- NAWAS, Federal-California link
- NAWAS, State-County Warning Points circuits
- County-City warning systems
- Local warning devices and systems

NAWAS (Federal)

The system is activated from two Federal facilities, located in Colorado Springs, Colorado, and Olney, Maryland.

NAWAS (California)

California ties into the national system with a primary dropout at OES Headquarters in Sacramento. Circuits then extend to 51 county warning points and three federal facilities (see [Figure 14](#)). California Highway Patrol Headquarters in Sacramento serves as the alternate State Warning Point.

Both Federal and State circuits are monitored 24 hours a day at OES Headquarters, the alternate State Warning Point, and each county warning point.

County Warning System

The Emergency Alert System will be used to contact the public in an effected area.

Dissemination of Attack Warnings

The Federal Warning Centers disseminate warning information to State Warning Points over NAWAS. State Warning Points disseminate the information they receive over NAWAS to the local Warning Points. In addition, State agency radio systems, teletype and telephone circuits are used ensuring maximum dissemination. Each local Warning Point further disseminates the warning over local Public Safety communications channels. The County disseminates information, under the authority of the Sheriff's Watch Commander, to other jurisdictions and the media through the systems described above.

Based on the information received from the county Warning Point, the Management Section Chief, or designated alternate, will decide whether or not to issue a warning order to the campus population. Appropriate campus resources including police/security vehicles with loud speakers may be used. Other resources available for dissemination of the warning order are the campus radio, radio or television, and volunteer door-to-door canvassers.

Special warning requirements include classrooms and places of public assembly, as well as warning people with hearing impairment and non-English speaking groups.

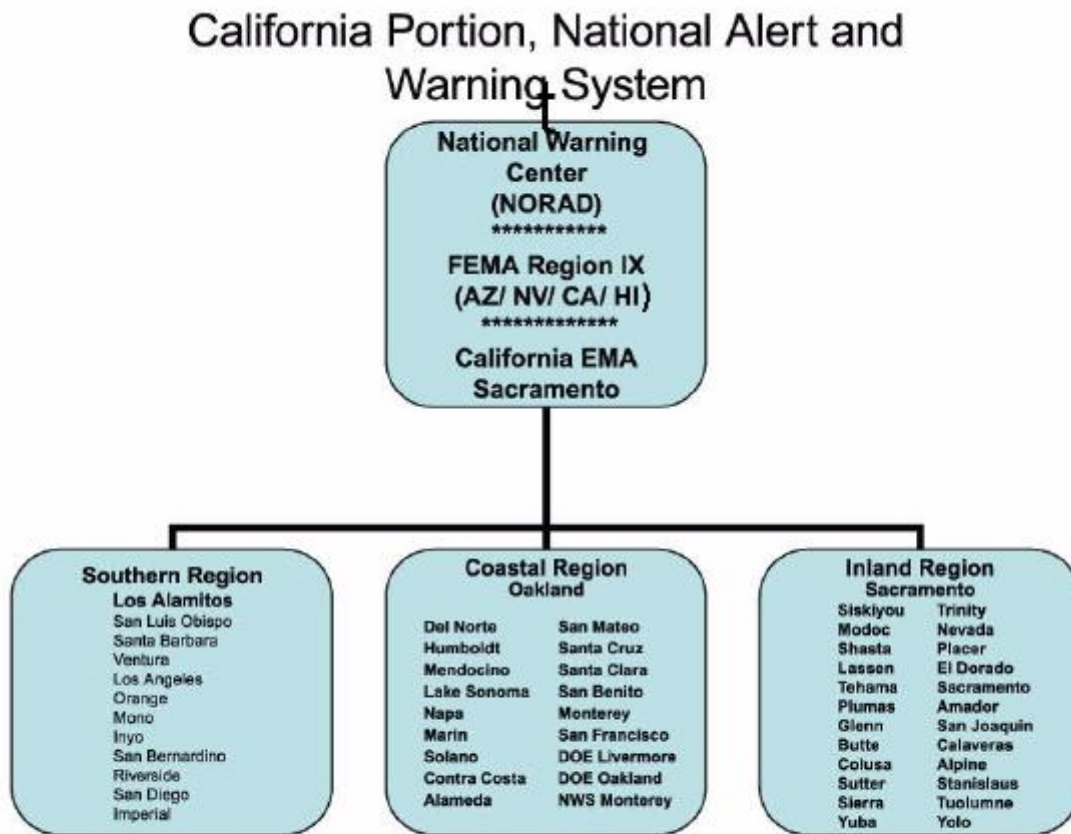


Figure 14 California portion, national alert and warning system (NAWAS)

Alerting and Notification of Key Employees

University Police/Security Dispatch will notify Key Employees of an impending or actual emergency, as well as activation of the EOC. Dispatchers have access to a current list of home telephone numbers and pager numbers to be utilized during non-business hours. Alert and recall phone trees are maintained by each university department assigned a response and recovery mission.

[NOTE: if this is not in place it should be developed.]

This system will also be utilized to alert/notify/recall the Emergency Policy Group.

MANAGEMENT SECTION ORGANIZATION: POSITION DESCRIPTIONS AND RESPONSIBILITIES

This section includes the position descriptions and list of responsibilities for those individuals involved in the Management Section of the campus' emergency response team. Also included is a generic checklist for all positions within the Management Section.

Included are descriptions (and in some cases, support materials) for:

- Management Section Chief (Also includes EOC Action Planning documents)
- EOC Coordinator
- Administrative Support
- Liaison Officer
- Public Information Branch, including Public Information Officer and Rumor Control Unit Leader. Also includes templates for news releases.
- Safety Officer
- Security Officer

GENERIC CHECKLIST

(For all positions)

Activation Phase:

- Check in with the Security Officer upon arrival at the EOC.
- Report to Management Section Chief, other Section Chief, Branch Coordinator, or other assigned supervisor.
- Set up workstation and review your position responsibilities.
- Establish and maintain a position log, which chronologically describes your actions taken during your shift.
- Determine your resource needs, such as a computer, phone, plan copies, and other reference documents.
- Ensure that the situation status/resource tracking system (Web EOC, RIMS or similar) is operational.

Demobilization Phase:

- Deactivate your assigned position and close out logs when authorized by the Management Section Chief.
- Complete all required forms, reports, and other documentation. All forms should be submitted through your supervisor to the Planning/Intelligence Section, as appropriate, prior to your departure.
- Be prepared to provide input to the After Action Report.
- If another person is relieving you, ensure he/she is thoroughly briefed before you leave your workstation.
- Clean up your work area before you leave.
- Check out with the Security Officer and leave a destination and phone number where you can be reached.

MANAGEMENT SECTION CHIEF

******Read This Entire Position Checklist Before Taking Action******

Responsibilities:

1. Establish the appropriate staffing level for the university EOC and continuously monitor organizational effectiveness ensuring that appropriate modifications occur as required.
2. Exercise overall management responsibility for the coordination between Emergency Response Agencies within the campus. In conjunction with the General Staff, set priorities for response efforts. Ensure that all campus actions are accomplished within the priorities established.
3. Ensure that Inter-Agency Coordination is accomplished effectively within the campus EOC.

Activation Phase:

- Determine appropriate level of activation based on situation as known.
- Mobilize appropriate personnel for the initial activation of the campus EOC.
- Respond immediately to EOC site and determine operational status.
- Obtain briefing from whatever sources are available.
- Ensure that the EOC is properly set up and ready for operations.
- Ensure that an EOC check-in procedure is established immediately.
- Ensure that an EOC organization and staffing chart is posted and completed.
- Determine which sections are needed, assign Section Chiefs as appropriate and ensure they are staffing their sections as required.
 - Operations Chief
 - Logistics Chief
 - Planning/Intelligence Chief
 - Finance/Administration Chief
- Determine which Management Section positions are required and ensure they are filled as soon as possible.
 - Liaison Officer
 - EOC Coordinator
 - Public Information Officer
 - Safety Officer
 - Security Officer
 - Administrative Support
- Ensure that telephone and/or radio communications with Regional EOC are established and functioning
- Schedule the initial Action Planning meeting.
- Confer with the general staff to determine what representation is needed at the campus EOC from other emergency response agencies.
- Assign a liaison officer to coordinate outside agency response to the campus EOC.

Operational Phase:

- Monitor general staff activities to ensure that all appropriate actions are being taken.
- Ensure that the Liaison Officer is providing for and maintaining effective interagency coordination.
- Based on current status reports, establish initial strategic objectives for the campus EOC.
- In coordination with Management Staff, prepare management function objectives for the initial Action Planning Meeting.
- Convene the initial Action Planning meeting. Ensure that all Section Chiefs, Management Staff, and other key agency representatives are in attendance. Ensure that appropriate Action Planning procedures are followed (refer to EOC Action Planning documents).
- Once the written Action Plan is completed by the Planning/Intelligence Section, review, approve, and authorize its implementation.
- Provide a briefing on the Action Plan to the Emergency Policy Group, or to the President, as appropriate.
- Conduct periodic briefings with the general staff to ensure strategic objectives are current and appropriate.
- Formally issue Local Emergency Proclamation for the campus, and coordinate the proclamation with other emergency response agencies, as appropriate.
- Brief your relief at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

Demobilization Phase:

- Authorize demobilization of sections, branches, and units when they are no longer required.
- Notify the Regional EOC and other appropriate organizations of the planned demobilization, as appropriate.
- Ensure that any open actions not yet completed will be handled after demobilization.
- Ensure that all required forms or reports are completed prior to demobilization.
- Be prepared to provide input to the After Action Report.
- Deactivate the EOC at the designated time, as appropriate.
- Proclaim termination of the emergency response and proceed with recovery operations.

EOC ACTION PLANNING FORMAT

Concept of Operations

During an EOC activation, the Management Section must receive timely information regarding the progress of the event in order to make appropriate decisions. This information comes in the form of reports from the four General Staff sections: Operations, Planning/Intelligence, Logistics and Finance. The information must be timely, succinct, and decision-oriented.

Roles and Responsibilities

Each Section Chief is responsible to collect and provide to the Management Section Chief timely information to assist in the management of the disaster. The Action Planning Briefing is a half hour structured presentation during which each Section Chief summarizes critical information from his section, and recommends activities for the section during the next operational period. The Management Section Chief then sets the overall goals for the next operational period, and sets the length of the operational period.

Procedures

The Planning/Intelligence Section Chief will post a campus map showing the event/emergency/disaster area(s), and bring a flip chart with the operational period goals listed for each section. He begins the briefing with a summary of conditions: weather, tides, nightfall/sunrise times, damage assessment to date, and Situation Summary.

Each Section Chief develops a five minute presentation with the following features:

- Description of the event progress to date/ work within his section.
- Review of the Section's goals, and its success in completing the actions for the past action planning period.
- Map of the event and the section's deployment, if any.
- A flip chart sheet with a summary of the presentation points on the top half, and a list of the top three to five decision points that the Management Section Chief needs to address on the bottom half.

When all Section Chiefs have completed the presentations, the Management Section Chief will review the decision points raised by each Section Chief, and obtain any additional information that he needs to make decisions and set goals. He will then make the requested decisions, set the goals for the next operational period, and set the length of the new operational period.

Following the Decision Briefing, the Section Chiefs will return to their Sections, and brief their subordinates regarding the new Action Plan, including overall goals and operational period length. Together with the Branch and Unit leadership, the Section Chiefs will each set the goals for the individual sections for the next operational period, and provide the

new goals to the Planning/Intelligence Section Chief for incorporation into the Action Plan.

ACTION PLANNING CHECKLIST

1. Management Section Chief authorizes the opening of the EOC, and designates the activation level. The Management Section Chief establishes the initial operational period, and the time of the initial briefing.
2. During the initial operational period, each Section Chief:
 - a. Develops a summary of community conditions related to the Section's role.
 - 1). Management Section concerns include EPIO, legal, intergovernmental relations, and declaration status.
 - 2). Operations Section concerns include community impact, areas affected, law, fire and care and shelter needs/actions.
 - 3). Planning/Intelligence Section concerns include weather, tide, damage assessment, anticipated events.
 - 4). Logistics Section concerns include actions to support Operations.
 - 5). Finance Section concerns include activation of disaster accounting procedures
 - b. Develops a list of three to five priority decision points or action steps to be taken within the next operational period, with proposed time frames for completion
 - c. prepares maps, charts, lists or other aids for use during the initial Action Planning Meeting
3. At the initial action planning meeting, each Section Chief has five minutes to make the presentation, supported by any visual aids, including the list of three to five decision points on a large sheet of paper that will be posted in the meeting.
 - a. The Planning Section Chief opens with:
 - 1). A map of the event impact locations.
 - 2). A summary of conditions (weather, tide, sunrise/sunset), and damage assessment data.
 - 3). A forecast of conditions that will impact the management of the disaster at future times (e.g., 6 hours, 12 hours, 24 hours), including a statement regarding whether the overall situation appears to be getting better or worse.
 - 4). A review of the three to five decision points for this section's guidance during the next operational period.
 - b. The Operations Section Chief provides:
 - 1). A summary of community conditions.
 - 2). A summary of the activities in this section.
 - 3). A review of the three to five decision points for this section's guidance during the next operational period.
 - c. The Logistics Section Chief provides:
 - 1). A summary of logistics status.
 - 2). A review of the three to five decision points for this section's guidance during the next operational period.
 - d. The Finance/Administration Section Chief provides:

-
- 1). A summary of financial management considerations.
 - 2). A review of the three to five decision points for this section's guidance during the next operational period.
- e. The Management Section Chief provides:
 - 1). A summary of EPIO, legal, inter-governmental and declaration status considerations.
 - 2). A review of the three to five decision points for this section's guidance during the next operational period.
 - f. The Director of Emergency Services reviews the information provided and takes the following actions:
 - 1). Provides direction to each Section Chief regarding decision points raised.
 - 2). Provides three to five goals for the overall management of the incident for the next operational period.
 - 3). Sets the length of the next operational period.
 - g. The Planning Section Chief:
 - 1). Assembles the Action Plan for the next operational period, and distributes it to all section chiefs.
 - 2). Prepares the situation status report and forwards it to the regional EOC.
4. At each succeeding Action Planning Meeting, the same format is followed, with relevant information up-dated.
 - a. The length of the operational period may vary from hours to days, depending on the needs of the management of the event.
 - b. The EOC facility may be closed at any time during any operational period at the direction of the Management Section Chief.
 - c. Action Planning Meetings may continue to be held throughout the recovery period at the discretion of the Management Section Chief.

EOC COORDINATOR

******Read This Entire Position Checklist Before Taking Action******

Responsibilities:

- Facilitate the overall functioning of the campus EOC.
- Assist and serve as an advisor to the Management Section Chief and General Staff as needed, providing information and guidance related to the internal functions of the EOC and ensure compliance with campus emergency plans and procedures.
- Assist the Liaison Officer in ensuring proper procedures are in place for directing agency representatives and conducting VIP/visitor tours of the EOC.

Activation Phase:

- Follow generic Activation Phase Checklist.
- Assist the Management Section Chief in determining appropriate staffing for the EOC.
- Provide assistance and information regarding section staffing to all general staff.

Operational Phase:

- Assist the Management Section Chief and the General Staff in developing overall strategic objectives as well as section objectives for the Action Plan.
- Advise the Management Section Chief on procedures for enacting emergency proclamations, emergency ordinances and resolutions, and other legal requirements.
- Assist the Planning/Intelligence Section in the development, continuous updating, and execution of the EOC Action Plan.
- Provide overall procedural guidance to General Staff as required.
- Provide general advice and guidance to the Management Section Chief as required.
- Ensure that all required communications are made to the Regional EOC and Chancellor's Office.
- Ensure that all communications with appropriate emergency response agencies are established and maintained.
- Assist Management Section Chief in preparing for and conducting briefings with Management Staff, the Emergency Policy Group, the media, and the campus community.
- Assist the Management Section Chief and Liaison Officer in establishing and maintaining an Interagency Coordination Group comprised of outside agency representatives and executives not assigned to specific sections within the EOC.
- Assist Liaison Officer with coordination of all EOC visits.
- Provide assistance with shift change activity as required.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.

ADMINISTRATIVE SUPPORT

****Read This Entire Position Checklist Before Taking Action****

Responsibilities:

1. Assist the Management Section Chief or other EOC staff with taking meeting notes, creating documents, managing/filing/archiving information.
2. Assist OES staff with the creation of the final reports required by outside agencies.
3. Collect information for the Action Plan during the Action Planning Briefing. Coordinate with the Planning/Intelligence Section Chief to transfer the information into the final Action Plan for each Action Period.

Activation Phase:

- Follow generic Activation Phase Checklist.
- Check in with the Management Section Chief and obtain your priorities and specific assignment.
- Coordinate with the Logistics Section Chief to obtain additional administrative support if needed for Action Planning Briefings, report writing, or for the Public Information Branch.
- Contact the EOC sections or branches that you may be supporting, and advise them of your availability and assigned work location in the EOC.

Operational Phase:

- Assist the Management Section Chief in preparing for the first Action Planning Briefing.
- Participate in the Action Planning Briefing. Assist the Planning/Intelligence Section Chief with the development of the Action Plan document.
- Provide secretarial support to the Management Section Chief, and to other section chiefs as assigned.
- Maintain logs and files associated with your position.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.
- Assist OES staff with the creation of the final reports required by outside agencies.

LIAISON OFFICER

****Read This Entire Position Checklist Before Taking Action****

Responsibilities:

1. Oversee all liaison activities, including coordinating outside agency representatives assigned to the campus EOC and handling requests from other EOCs for campus EOC agency representatives.
2. Establish and maintain a central location for incoming agency representatives, providing workspace and support as needed.
3. Ensure that position specific guidelines, policy directives, situation reports, and a copy of the EOC Action Plan are provided to agency representatives upon check-in.
4. In conjunction with the EOC Coordinator, provide orientations for VIPs and other visitors to the EOC.
5. Ensure that demobilization is accomplished when directed by the Management Section Chief.

Activation Phase:

- Follow generic Activation Phase Checklist.
- Obtain assistance for your position through the Personnel Unit in Logistics, as required.

Operational Phase:

- Contact agency representatives already on-site, ensuring that they:
 - Have signed into the EOC
 - Understand their assigned functions
 - Know their work locations
 - Understand campus EOC organization and floor plan.
- Determine if additional representation is required from:
 - Other agencies
 - Volunteer organizations
 - Private organizations
 - Utility not already represented.
- In conjunction with the Management Section Chief and EOC Coordinator, establish and maintain an Interagency Coordination Group comprised of outside agency representatives and executives not assigned to specific sections within the EOC.
- Assist the Management Section Chief and EOC Coordinator in conducting regular briefings for the Interagency Coordination Group and with distribution of the current EOC Action Plan and Situation Report.
- Request that agency representatives maintain communications with their agencies and obtain situation status reports regularly.

- With the approval of the Management Section Chief, provide agency representatives from the campus EOC to other EOCs as required and requested.
- Maintain a roster of agency representatives located at the Campus EOC. Roster should include assignment within the EOC (Section or Interagency Coordination Group). Roster should be distributed internally on a regular basis.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.
- Release agency representatives who are no longer required in the Campus EOC when authorized by the Management Section Chief.

PUBLIC INFORMATION BRANCH

During a disaster:

- The campus community and affected residents of adjacent neighborhoods will need, and have the right to accurate, timely public information.
- Local media will play a crucial role in the dissemination of public information.
- Telephone communications may be severely compromised or nonexistent.
- Radio and television stations without backup power, or those not protected against Electromagnetic Pulse (EMP), may be unable to broadcast.

Concept of Operations

The designated Public Information Officer (PIO) for the campus EOC is the (title of designated position). In this capacity, the PIO will be supported by (title of designated positions). These individuals may also act as PIO in the order listed in the event that the PIO is unable to serve.

Media representatives, as well as all government agencies, should be advised that the single official point of contact for the media during an emergency is the PIO.

Agreements with the information media relative to the dissemination of emergency public information (EPI) should be negotiated and finalized, pre-event, if possible. Generally, EPI will be disseminated to the campus and effected areas via press, Internet, radio, and television. A media center will be designated by the PIO, and media conferences will be conducted by the PIO at this location on a regular basis.

Communications

Circumstances permitting, the PIO should arrange for public information telephone access as follows in office space near the EOC:

- Minimum of three lines for media inquiry
- Minimum of one outgoing, unlisted line, not in rotary, for exclusive use of the PIO
- The basic service for outgoing calls is in (location). The PIO telephone position is in (location). In the event telephone service is not available, RACES volunteers will support the PIO in dissemination of emergency public information.

Duties and Responsibilities

Duties and responsibilities of the PIO include, but are not necessarily limited to:

- Preparing, in coordination with the EOC Coordinator and campus departments in advance, EPI materials that address survival tips for all hazards.
- Tasking response organizations to coordinate with the PIO office, and to clear press releases with the PIO prior to releasing information to the media for public consumption.
- Preparing of materials that describe the health risks, the appropriate self-help or first aid actions, and other appropriate survival measures for the current emergency.
- Preparing of EPI materials for the vulnerable populations and non-English speaking groups.

- Preparing of instructions for people who must evacuate from a high-risk area. Elements that should be addressed include: definition of the population at risk, evacuation routes, suggestions on the types and quantities of clothing, food, medical items and other personal items evacuees should take with them, locations of reception areas/shelters, and safe travel routes for return to residence.
- Preparing of instructions that identify centrally located staging areas and pickup points for evacuees without private automobiles or other means of transportation.
- Preparing of instructions for evacuee's use upon arrival in a hosting area which shows the location of reception centers, shelters and lodging, feeding facilities, and medical clinics.
- Referring inquiries on the status of evacuees to the Care and Shelter Unit or the American Red Cross (ARC) representative. Disaster Welfare Inquiry (DWI) services provided by the ARC usually require up to 48 hours to establish.
- Preparing EPI materials relative to support services available and damaged/restricted areas.
- Establishing and implementing a rumor control procedure.
- Coordinating with State, Federal, and private sector agencies to obtain technical information relative to health risks, weather, and related concerns.

Media Access

Access to disaster areas by accredited reporters is guaranteed, with certain exceptions, by Section 409.5 of the California Penal Code. The California Peace Officers Association suggests, "In general, authorized members of the news media are to be permitted free movement in the area as long as they do not hamper, deter, or interfere with the law enforcement or public safety functions." If access restrictions for the media are unavoidable, a pool system may be established. Under this system, a representative of each medium would be selected and escorted into the restricted area. Information, photos, and film footage would be shared with other media representatives.

PUBLIC INFORMATION OFFICER

******Read This Entire Position Checklist Before Taking Action******

Responsibilities:

1. Serve as the coordination point for all media releases for the university. Represent the campus as the lead Public Information Officer.
2. Ensure that the public, both campus and neighborhood members, within the affected area receive complete, accurate, and consistent information about life safety procedures, public health advisories, relief and assistance programs, and other vital information.
3. Coordinate media releases with the Management Section Chief and with Public Information Officers representing other affected emergency response agencies in the response, such as community public safety departments.
4. Develop the format for press conferences in conjunction with the Management Section Chief.
5. Maintain a positive relationship with media representatives.
6. Supervise the Public Information Branch.

Activation Phase:

- Report to the EOC and follow the Generic Action Checklist.
- Determine staffing requirements and make required personnel assignments for the Public Information Branch, as necessary.

Operational Phase:

- Obtain policy guidance from the Management Section Chief with regard to media releases.
- Keep the Management Section Chief advised of all unusual requests for information and of all major critical or unfavorable media comments. Recommend procedures or measures to improve media relations.
- Coordinate with the Situation Status Branch and identify method for obtaining and verifying significant information as it is developed.
- Develop and publish a media-briefing schedule, including location, format, and preparation and distribution of handout materials.
- Implement and maintain an overall information release program.
- Establish a media information center, as required, ensuring that there are necessary space, materials, telephones, and electrical power.
- Maintain up-to-date status boards and other references at the media information center. Provide adequate staff to answer questions from members of the media.
- Interact with City EOCs, as well as the State's regional EOC, and obtain information relative to public information operations.
- Develop content for Emergency Alert System (EAS) releases if available. Monitor EAS releases as necessary.

-
- In coordination with other EOC sections and as approved by the Management Section Chief, issue timely and consistent advisories and instructions for life safety, health, and assistance for the public.
 - Coordinate with the President's Office to ensure that they have accurate information to share with the callers regarding the emergency situation.
 - At the request of the Management Section Chief, prepare media briefings for members of the Emergency Policy Group and provide other assistance as necessary to facilitate their participation in media briefings and press conferences.
 - Ensure that a rumor control function is established to correct false or erroneous information.
 - Ensure that adequate staff is available at incident sites to coordinate with the media and conduct tours of the disaster area, if safe.
 - Provide appropriate staffing and telephones to efficiently handle incoming media and public calls.
 - Prepare, update, and distribute to the public via the media, the university's web site and other appropriate means, a Disaster Assistance Information Directory, which contains locations to obtain food, shelter, supplies and health services.
 - Ensure that announcements, emergency information and materials are translated and prepared for vulnerable populations, including non-English speaking and hearing impaired.
 - Monitor broadcast media, using information to develop follow-up news releases and rumor control.
 - Ensure that file copies are maintained of all information released.
 - Provide copies of all media releases to the Management Section Chief.
 - Conduct shift change briefings in detail, ensuring that in-progress activities are identified and follow-up requirements are known.
 - Prepare final news releases and advise media representatives of point-of-contact for follow-up stories.

Demobilizations Phase:

- Follow generic Demobilization Phase Checklist.

RUMOR CONTROL UNIT LEADER

****Read This Entire Position Checklist Before Taking Action****

Responsibilities:

1. Provide staffing for rumor control telephone bank and media monitoring.
2. Establish a "Disaster Hotline" with an up-to-date recorded message.
3. Supervise the Rumor Control Unit.

Activation Phase:

- Report to the EOC and follow the Generic Action Checklist.

Operational Phase:

- Obtain "confirmed" disaster information
- Correct rumors by providing factual information based on confirmed data.
- Establish a "Disaster Hotline" recorded message and provide updated message information periodically.
- Notify the Public Information Officer when the "Disaster Hotline" should be staffed with operators.
- When appropriate, operate a telephone bank for receiving incoming inquiries from the campus community.
- Refer inquiries from members of the media to the lead Public Information Officer or designated staff.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.

Templates for media responses

RESPONSE TO A MAJOR EARTHQUAKE SAMPLE RADIO MESSAGE UPDATE ON EARTHQUAKE

This is (name of person making announcement) at (name of college or university). The magnitude of the earthquake which struck the (name of locality) area at (time) today has been determined to be (value number) on the Richter scale. The epicenter has been fixed at (location of epicenter) by (scientific authority).

This office has received reports of (number of) deaths, (number of) injuries, and (number of) homes damaged. No dollar damage figure is yet available. University Police/Security and community fire units are on the scene to assist residents. (Continue with summary of situation.)

Aftershocks continue to be felt in the area. If you feel shaking, quickly seek shelter under a sturdy piece of furniture or in a supporting doorway. Do not use your telephone unless you need emergency help.

RESPONSE TO A MAJOR EARTHQUAKE SUMMARY STATEMENT FOR MEDIA

At approximately (time) today, an earthquake registering (value number) on the Richter scale struck the (locality) area, with its epicenter at (description of location). University Police/Security units were immediately dispatched to assess injuries and damage. (Indicate injuries, deaths, property damage, fires, etc., reported to date.)

(Number of) aftershocks were felt, the largest occurring at (time). No additional damage was reported (or specify damage). Over (number of) response personnel from University Police/Security and community fire agencies were called into action, and the staff of the campus public safety and Emergency Operations Center personnel were put on emergency status. The American Red Cross opened shelters at (location/address) for persons unable to remain in their campus residences, and reported lodging and feeding over (number of) persons. At (time) on (date), the President proclaimed the existence of a CAMPUS EMERGENCY. Damage to campus buildings has been estimated to exceed (dollar amount).

RESPONSE TO A HAZARDOUS MATERIAL INCIDENT SAMPLE RADIO MESSAGE: UNIDENTIFIED SPILL/RELEASE IN HEAVY TRAFFIC AREA

This is (name of person making announcement) at the (name of college or university). An unidentified substance which may be hazardous has been spilled/released at (specific location). Please avoid the area, if possible, while crews are responding. The best alternate routes are (describe alternate routes). If you are already in the area, please be patient and follow directions of emergency response personnel. The substance will be evaluated by specially trained personnel, and further information will be released as soon as possible. Thank you for your cooperation.

SAMPLE RADIO MESSAGE: LOW HAZARD/CONFINED SPILL/RELEASE NO GENERAL EVACUATION

This is (name of person making announcement) at the (name of college or university). A small amount of (specific name of substance), a hazardous substance, has been spilled/released at (specific location). Streets are blocked, traffic is restricted, and authorities have asked residents in the immediate area to evacuate. Please avoid the area. The material is slightly/highly toxic to humans and can cause the following symptoms: (list signs and symptoms of adverse reactions).

If you think you may have come in contact with this material, you should (insert recommendations of emergency actions in case of contact). For your safety, please (give health instructions and helpline number, if available) avoid the area if at all possible. Alternate routes are (describe alternate routes) and traffic is being diverted. If you are

now near the spill/release area, please follow directions of emergency response personnel. Cleanup crews are on the scene. Thank you for your cooperation.

**RESPONSE TO A HAZARDOUS MATERIAL INCIDENT
SAMPLE SUMMARY STATEMENT FOR MEDIA
(ADAPT FOR SITUATION)**

At approximately (time) a.m./p.m. today, a spill/release of a potentially hazardous substance was reported to this office by (a citizen, employee, etc.). University Police/Security units were immediately dispatched to cordon off the area and direct traffic. The material was later determined to be a (hazardous or harmless) (insert name of hazardous chemical/substance/material/gas) which upon contact, may produce symptoms of (list signs and symptoms of adverse reactions). Precautionary evacuation of the (immediate or X-block) area surrounding the spill was (requested or required) by (name of agency). Approximately (number) persons were evacuated. Clean-up crews from (agency/company) were dispatched to the scene and normal traffic had resumed by (time), at which time residents were allowed to return to their homes. There were (no injuries reported or Number of injured persons), including (police, fire, university police/security) personnel, were treated at area hospitals for (specific injuries if known) and (number) were later released. Those remaining in the hospital are in (condition). Response agencies involved were (list).

SAFETY OFFICER

******Read This Entire Position Checklist Before Taking Action******

Responsibilities:

1. Ensure that all buildings and other facilities used in support of the campus EOC are in a safe operating condition.
2. Monitor operational procedures and activities in the EOC to ensure they are being conducted in a safe manner considering the existing situation and conditions.
3. Stop or modify all unsafe operations within the EOC, notifying the Management Section Chief of actions taken.

Activation Phase:

- Follow generic Activation Phase Checklist.

Operational Phase:

- Tour the entire EOC facility and evaluate conditions. Advise the Management Section Chief of any conditions and actions which might result in injuries (unsafe layout or equipment set-up, trip hazards as examples).
- Study the EOC facility and document the locations of all fire extinguishers, emergency pull stations, and evacuation routes and exits.
- Be familiar with particularly hazardous conditions in the facility, and take action when necessary.
- Prepare and present safety briefings for the Management Section Chief and General Staff at appropriate meetings.
- If the event which caused activation was an earthquake, provide guidance regarding actions to be taken in preparation for aftershock.
- Ensure that the EOC facility is free from any environmental threats, e.g., radiation exposure, air purity, water quality, for example.
- Keep the Management Section Chief advised of unsafe conditions, take action when necessary.
- Coordinate with the Financial/Administrative Section in preparing any personnel injury claims or records necessary for proper case evaluation and closure.
- Ensure that shift change is established and staffing notifications are made well in advance of the assigned reporting time; coordinate with Section Chiefs and Personnel Unit to ensure that adequate staff members with appropriate training are available, to establish and staff the second shift.
- Coordinate with the Logistics Section Chief to ensure that adequate and appropriate food and beverages are available for EOC staff.
- Monitor EOC staff for stress or psychological issues and obtain appropriate support from the Personnel Section (for example, onsite counseling, early relief).

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.

SECURITY OFFICER

******Read This Entire Position Checklist Before Taking Action******

Responsibilities:

1. Provide 24-hour security for the campus EOC check-in function.
2. Control personnel access to the EOC in accordance with policies established by the Management Section Chief.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Determine the current EOC security requirements and arrange for staffing as needed.
- Determine needs for special access to EOC facilities.
- Provide executive and V.I.P. security as appropriate and required.
- Provide recommendations as appropriate to Management Section Chief.
- Prepare and present security briefings for the Management Section Chief and general staff at appropriate meetings.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

APPENDIX B

UNIVERSITY EMERGENCY PLAN: OPERATIONS SECTION

This appendix includes the position descriptions and list of responsibilities for those individuals involved in the Operations Section of the campus' emergency response team. See [Figure 15](#). Also included is a generic checklist for all positions within the Operations Section.

Included are descriptions for:

- Operations Section Chief
- Public Safety Branch, including Law Enforcement/Security Unit, Medical Examiner/Coroner Unit, HazMat Unit, and Search and Rescue Unit
- Medical/Health Branch, including Public Health and Mental Health Units
- Care and Shelter Unit
- Construction and Engineering Branch, including Utilities Unit and the Transportation Infrastructure Unit. Transportation Infrastructure is further broken down into four groups: Debris Removal, Traffic Management, Road Repair, and Bridge and Levee Repair
- Communications Unit

DUTIES AND RESPONSIBILITIES

The Operations Section of the Emergency Operations Center does the following:

- Coordinates the university's operations in support of the emergency response through implementation of the university's Action Plans.
- Coordinates requests for mutual aid.
- Implements the goals and objectives of the EOC Action Plan for each operational period.

Public Safety Branch

Coordinates overall public safety-related response with the field level Incident Commanders; ensures that university assets are effectively mobilized in support of the field response; that Community Fire Department assets are appropriately integrated into the response, and that Community Police Department mutual aid is activated directly, and other mutual aid resources are activated through the State's regional EOC, when appropriate. Law enforcement mutual aid operates on a day-to-day basis as well as during emergencies.

Law Enforcement/Security Unit

Coordinates overall law enforcement/security in support of response to the emergency. This may involve traffic control, evacuation, evidence collection and protection, force protection, perimeter control, and access control. Coordinates with the County Medical Examiner/Coroner to ensure care for deceased victims.

Medical Examiner/Coroner Unit

Coordinates with the Law Enforcement/Security, Search and Rescue, and Medical Units to provide protection, identification and disposition of the fatalities, in concert with the County ME/Coroner.

Hazardous Materials Unit

Coordinates hazardous materials response. This may involve material identification, remedial actions, disposal, containment, personnel safety, and other response and recovery actions. Hazardous material mutual aid is coordinated through the Public Safety Branch for incident first response.

Search and Rescue Unit

Coordinates overall rescue activities. May include support to medical response, and coordinating fire-related activities with Community Fire Department.

Medical/Health Branch

Coordinates field-level medical response, participates in system for patient reception/hospital coordination, and patient support; coordinates mental health activities.

Public Health Unit

Ensures safety of food and water, provision of sanitation, and coordinates with Public Health officer to ensure that health concerns are addressed.

Mental Health Unit

Ensures provision of mental health care for campus victims and first responders; coordinates with County Mental Health for receipt or provision of mutual aid.

Care and Shelter Unit

Coordinates sheltering and feeding for displaced members of the campus residential community, and commuter students, faculty and staff who are unable to go home.

Construction and Engineering Branch

Coordinates the management and restoration/repair of the university's infrastructure.

Transportation Infrastructure Unit

Ensures that transportation infrastructure on the campus is assessed for damage, and repaired/restored as rapidly as possible to support emergency response activities; coordinates with EOC Operations Chief to ensure that incident transportation access needs are met; coordinates with off-campus transportation assets, including city, county and State transportation departments, and transit agencies.

Utilities Unit

Coordinates mutual aid, repairs to systems and supplements electric systems by shifting loads on campus; coordinates with off-campus utility sources.

Communications Unit

Ensure that information from the computer aided dispatch (CAD) is available to EOC decision-makers; ensures the ability to communicate across the disaster area through Radio Amateurs in Civil Emergency Services (RACES), organized messengers and other non-electronic methods.

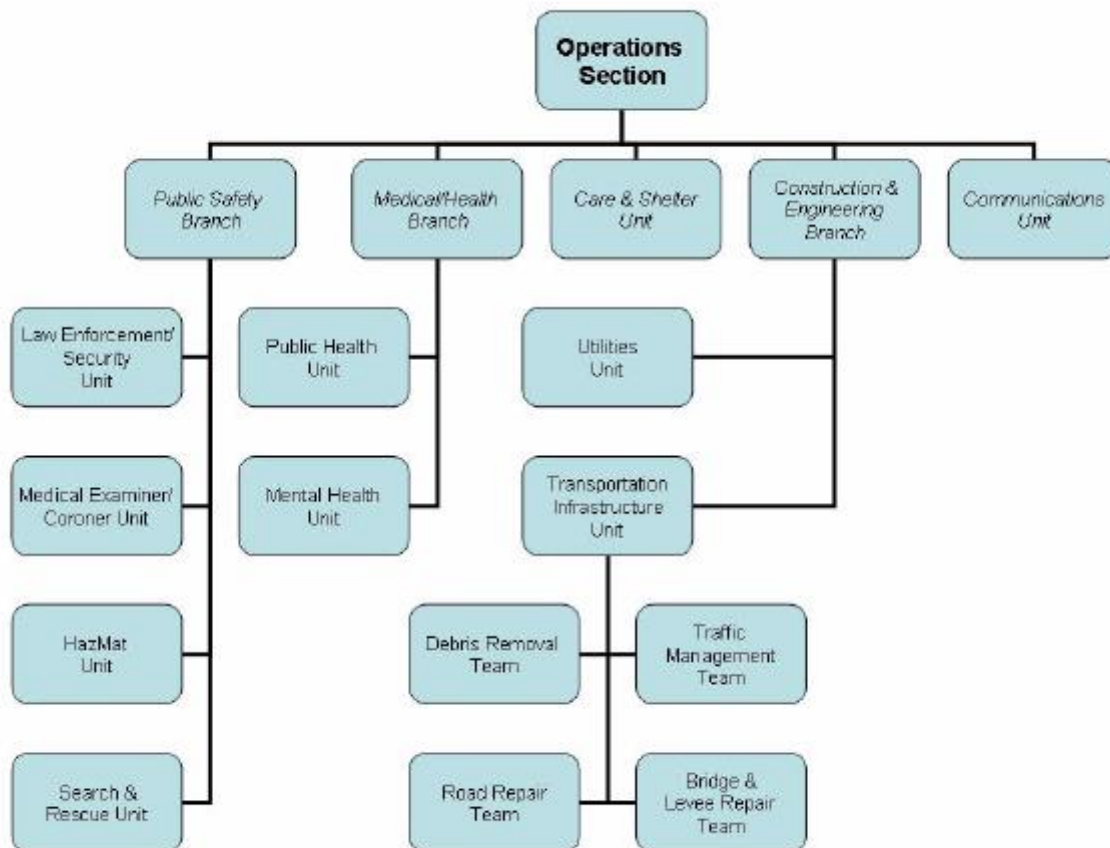


Figure 15 Operations Section chart

GENERIC CHECKLIST

(For All Positions)

Activation Phase:

- Check in with the Security Officer upon arrival at the university EOC.
- Report to Management Section Chief, other Section Chief, Branch Coordinator, or other assigned supervisor.
- Set up workstation and review your position responsibilities.
- Establish and maintain a position log, which chronologically describes your actions taken during your shift.
- Determine your resource needs, such as a computer, phone, plan copies, and other reference documents.
- Ensure that the electronic resource tracking system (Web EOC, RIMS or other system) is operational.

Demobilization Phase:

- Deactivate your assigned position and close out logs when authorized by the Management Section Chief.
- Complete all required forms, reports, and other documentation. All forms should be submitted through your supervisor to the Planning/Intelligence Section, as appropriate, prior to your departure.
- Be prepared to provide input to the After Action Report.
- If another person is relieving you, ensure he/she is thoroughly briefed before you leave your workstation.
- Clean up your work area before you leave.
- Check out with the Security Officer and leave a destination and phone number where you can be reached.

OPERATIONS SECTION CHIEF

******Read This Entire Position Checklist Before Taking Action******

Responsibilities:

1. Ensure that the Operations function is carried out, including coordination of response with field forces for all operational functions assigned to the university EOC.
2. Determine the status of field units, and provide support to the Incident Commander.
3. Develop Operations Section objectives for the Action Planning Briefing, and ensure that Operations Section objectives and assignments identified in the EOC Action Plan are carried out effectively.
4. Following the issuance of the Action Plan, brief all subordinates on the Plan, including the allocation of Operations Sections objectives to the various Branches and Units.
5. Provide overall supervision of the Operations Section. Establish the appropriate level of branch and unit organizations within the Operations Section, continuously monitoring the effectiveness and modifying accordingly. Exercise overall responsibility for the coordination of Branch and Unit activities within the Operations Section.
6. Ensure that the Planning/Intelligence Section is provided with Branch Status Reports and Major Incident Reports (utilizing the electronic management formats, if available).
7. Conduct periodic Operations briefings for the Management Section Chief as required or requested.

Activation Phase:

- Report to the EOC as directed; follow the Generic Activation Checklist.
- Ensure that the Operations Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps and status boards.
- Obtain a briefing from the Incident Commander, and a copy of the current Incident Action Plan.
- Meet with Planning/Intelligence Section Chief; obtain a preliminary situation briefing.
- Based on the situation, activate appropriate branches within the section. Designate Branch Directors and Unit Leaders as necessary.
 - Care & Shelter
 - Communications
 - Construction and Engineering
 - Transportation Infrastructure
 - Utilities
 - Medical/Health
 - Public Health
 - Mental Health
 - Public Safety
 - Law Enforcement/Security Unit
 - ME/Coroner Unit
 - HazMat Unit

- Search and Rescue Unit
- Determine need for Mutual Aid.
- Request additional personnel for the section for 24-hour operation when necessary.
- Obtain a current communications status briefing from the IT/Telecommunications Branch Coordinator in Logistics. Ensure that there are adequate equipment and frequencies available for the section.
- Obtain estimated times of arrival of section staff from the Human Resources Branch in Logistics.
- Confer with the Management Section Chief to ensure that the Planning/Intelligence and Logistics Sections are staffed at levels necessary to provide adequate information and support for Operations.
- Coordinate with the Liaison Officer regarding the Operations Section's need for Agency Representatives.
- Establish radio or cell phone communications with Incident Commander(s) on campus.
- Determine activation status of the community and any State level regional EOC, and establish communication links with the Operations Section in the regional EOC.
- Based on the situation as known or forecast, determine likely future needs of the Operations Section.
- Identify key issues currently affecting the Operations Section; meet with Section personnel and determine appropriate Section objectives for the first Action Planning Briefing.
- Review responsibilities of branches in the section; develop an Operations Plan detailing strategies for carrying out Operations objectives.
- Adopt a proactive attitude. Think ahead and anticipate situations and problems before they occur.

Operational Phase:

- Ensure that all section personnel are maintaining their individual position logs.
- Ensure that situation status and resources information is provided to the Planning/Intelligence Section on a regular basis, including Branch Status Reports and Major Incident Reports (electronic format if available).
- Ensure that all media contacts are referred to the Public Information Officer.
- Conduct periodic briefings and work to reach consensus among staff on objectives for forth-coming operational periods.
- Attend and participate in Management Section Chief's Action Planning meetings.
- Work closely with each Branch Director to ensure that the Operations Section objectives, as defined in the current Action Plan, are being addressed.
- Ensure that the branches coordinate all resource needs through the Logistics Section.
- Ensure that intelligence information from Branch Directors is made available to the Planning/Intelligence Section in a timely manner.

- Ensure that fiscal and administrative requirements are coordinated through the Finance/Administration Section (notification of emergency expenditures and daily time sheets).
- Brief the Management Section Chief on all major incidents.
- Complete a Major Incident Report for all major incidents; forward a copy to the Management Section Chief and Planning/Intelligence Section.
- Brief Branch Directors periodically on any updated information you may have received.
- Share status information with other sections as appropriate.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

PUBLIC SAFETY BRANCH

DUTIES AND RESPONSIBILITIES

The role of the Public Safety Branch is to:

1. Mobilize and deploy public safety resources of the university, including the University Police/Security Department, hazardous materials specialists, and medical resources; and coordinate fire-related activities with community fire department for fire fighting resources and fire suppression and rescue operations.
2. Coordinate fire safety measures appropriate to mitigation of fire hazards.
3. Coordinate containment and cleanup of hazardous material releases.
4. Assist in alerting and warning of the campus community, and surrounding neighborhoods when appropriate.
5. Coordinate the Law Enforcement/Security personnel in perimeter and traffic control.
6. Oversee Movement and Evacuation activities on campus, and coordinate with community EOC or police department regarding the impacts on city streets, especially those that might impact access to university facilities.
7. Ensure the safety and security of all personnel and assets of the university.
8. Direct search and rescue operations using university resources; coordinate with community fire department for additional assistance.
9. Coordinate heavy rescue operations with campus resources, community fire department resources, private sector firms, State's regional EOC, and State OES.
10. Ensure that fire protection systems are in good working order in campus shelters.
11. Advise decision makers of the risks associated with hazardous materials, as well as the circumstances for using water, foams, dispersants, or fog for extinguishing, diluting, or neutralizing hazardous materials, as needed.
12. Alert all emergency support services to the dangers associated with any hazardous materials and fire events on campus.

Units that may be activated are Law Enforcement/Security, Medical Examiner/Coroner, HazMat, and Search & Rescue.

PUBLIC SAFETY BRANCH DIRECTOR

******Read This Entire Position Checklist Before Taking Action******

Responsibilities:

1. Ensure that field units employ the Incident Command System (ICS) in management of on-scene incidents. University Police/Security personnel will act as Incident Commander during any of the following events on campus property:
 - a. Fire Suppression
 - b. Hazardous Material Incidents
 - c. Evacuations
 - d. Medical Emergencies
 - e. Multiple Casual Incident Events. See Countywide Multiple Casual Incident Plan for details.
 - f. Terrorist Attacks.
 - g. Urban Search and Rescue Operations
 - h. Heavy Rescue Operations
 - i. Airplane Crashes on campus. The Police Department will act as lead agency until the arrival of Federal agencies. The initial focus will be fire suppression, multiple casualty management and hazardous material evaluations and response. [Note: Additional information to be developed]
 - j. Radiological Incidents. The Police Department will act as lead agency until the arrival of State or federal agencies. Most likely, response actions will be limited to identification of the radioactive material involved, assisting Law Enforcement/Security in establishing perimeter control, and providing Radiological Monitoring personnel and equipment.
2. Coordinate all Public Safety activities.
3. Maintain communications with field units and ICS command posts.
4. Evaluate status reports and prioritize the commitment of rescue resources, hazardous materials management resources, sheltering resources and medical care resources.
5. Evaluate response capability and initiate requests for mutual aid.
6. Coordinate acquisition and delivery to the site of necessary personal protective equipment, including respiratory devices, clothing, equipment, and antidotes for personnel to perform assigned tasks in hazardous radiological, biological, explosive or chemical environments.
7. Submit requests for mutual aid through established channels. Requests should include, at a minimum:
 - a. Reason for request
 - b. Number and type of resources needed
 - c. When needed
 - d. Location where resources are to report
 - e. To whom resources report

The State's regional Fire and Rescue Coordinator, who serves on the staff of the State's regional OES Manager during a STATE OF EMERGENCY or STATE OF WAR EMERGENCY, is responsible for coordination and dispatch of mutual aid resources within the region.

8. Coordinate with community fire department in non-disaster search and rescue operations.
9. Assist with evacuation and warning of the campus community. Normally, evacuations will be ordered by the University Police Chief (or by the community police chief if there is no University Police Department), except in hazardous material or radiological events, when it will be at the direction of the on-scene Incident Commander, or in biological/health events when it will be under the authority of the State Health Officer.
10. Coordinate with the Logistics Section Facilities Unit to ensure that fire suppression systems are working in any campus mass care facilities.
11. When possible, supply incoming mutual aid forces with portable radios using local interoperable channels or other local frequencies; or ensure that their radio equipment is interoperable.

Activation Phase:

- Follow the Generic Activation Checklist.
- Obtain a briefing from the Operations Section Chief.
- Initiate and maintain a log of significant events and phone/radio calls. Pass this log on to your relief with instructions to maintain it.
- Based on the situation, activate appropriate units within the branch.
- Periodically poll unit leaders to determine, at a minimum:
 - Nature and scope of the emergency
 - Equipment and personnel committed and their locations
 - Anticipated equipment and personnel shortages.
- Update status boards and maps in the Public Safety Branch, and assist the Planning/Intelligence Section to update overall event status boards and maps.
- Based upon severity of the situation, place University Police/Security personnel on standby and initiate recall.
- Review the need for mutual aid. If required, prepare a request in conjunction with the Operations Section Chief.
- Determine the number and location of injuries and fatalities.
- Coordinate with County EMS to notify ambulance providers and hospitals to prepare to receive casualties.

In the event of an EARTHQUAKE, arrange for relocation of University Police/Security equipment to open, safe areas.

Poll field units to ascertain:

- Location of disaster-related infrastructure damage
- Response capability
- Location of broken gas and water mains, and downed power lines

- Status of hazardous material use and storage sites
- Status of critical facilities
- Location of collapsed buildings. Determine if buildings contain occupants.
- Status of major streets and highways providing access to the campus
- Status of backup power equipment
- Number and location of any fatalities and injuries

In the event of a FLOOD/DAM FAILURE, determine the boundaries of present and anticipated inundation areas. Map these areas on EOC map.

- Determine the number and approximate location of campus community members requiring evacuation.
- Request the local water utility to initiate monitoring of potable water supplies.
- Request the community water pollution control plant to report on the status of sanitation facilities.

In the event of a HAZARDOUS MATERIAL INCIDENT:

- Identify substance.
- Determine quantity and extent of release. Map these areas on EOC map using GIS when available.
- Determine the potential for fire, environmental pollution, and toxicity to humans and animals.
- Establish perimeter control.
- Instruct all responders to stay up-wind and up-hill from the release, and to use proper personal protection equipment.
- Notify County EMS to contact hospitals regarding incoming casualties. Advise County EMS of identity of substance, if known.
- Establish and operate decontamination stations. Ensure that no contaminated patient is transported.

Make certain that the following reporting requirements are fulfilled. Coordinate with campus hazardous materials response resources and community Hazardous Incident Team to notify the following:

- The designated Administering Agency.
- The State's regional EOC.
- Neighboring jurisdictions, or unincorporated areas that might be impacted.
- State Warning Center

Determine the identity of the responsible party as soon as possible.

In the event of an EVACUATION:

- Coordinate with University Police/Security field forces to determine safe routes from campus, and provide this information to the Operations Chief, and to the Planning/Intelligence Chief for inclusion on maps and in reports.
- Coordinate with community police to determine established evacuation routes to be used by campus community members, destination community for the campus community, and available shelters and resources at the destination. Ascertain what direction has been given to the community regarding number of people per vehicle,

personal support items each person must bring, and the location of shelters for the special needs population. Determine the availability of gas for evacuees within the community and along the evacuation routes.

- Have Transportation Infrastructure Unit coordinate with local and State transportation departments regarding road conditions between the campus and the destination community; determine if car pooling is preferred.
- Coordinate with Transportation/Fleet Unit to ensure that transportation assets are available for campus community members without cars; establish campus-based car pools; coordinate with Medical/Health to ensure that medically fragile and injured campus community members have appropriate vehicles available: ambulances, para-transit.

In the event of a RADIOLOGICAL incident, request University Police/Security to implement perimeter control.

- Dispatch trained radiological monitor to the scene with instructions to report radiation levels to EOC on a periodic basis.
- Request assistance from State OES, via the State's regional EOC.

LAW ENFORCEMENT/SECURITY UNIT

DUTIES AND RESPONSIBILITIES

The role of the Law Enforcement/Security Unit is to:

1. Mobilize, deploy, and organize University Police/ Security resources for traffic control, perimeter control operations and campus facility security.
2. Support alerting and warning of the campus community.
3. Assist Planning/Intelligence in completing their missions by reporting damage assessment information gathered by field units.
4. Plan and supervise evacuation operations.
5. Provide security in mass care facilities, multipurpose staging areas, casualty collection points, supply storage areas, critical facilities, and evacuated areas.
6. Oversee the protection of fatalities until such time as Medical Examiner/Coroner authorities are able to take over this responsibility; then provide security assistance as needed.

The Law Enforcement/Security Unit Leader will be provided by the University Police/Security Department. This position has the following responsibilities.

- Coordinating Law Enforcement/Security Operations on campus.
- Coordinating Law Enforcement/Security support to other campus response and recovery operations.
- Evaluating status reports and prioritizing the commitment of Law Enforcement/Security resources.
- Coordination of Law Enforcement mutual aid within the State structure.

POLICIES AND PROCEDURES

- The University Police/Security Chief is responsible for the maintenance of law and order on the campus.
- Patrols will be maintained in evacuated areas whenever possible.
- Determine if mutual aid resources have access to interoperable radios/frequencies. Incoming mutual aid forces should be provided radios with the inter-agency frequency or other local frequencies whenever possible, if their radios are not interoperable.
- National Guard forces committed to supporting local law enforcement operations will generally accept only broad mission-type orders, and will always remain under the command and control of the State Military Department.
- Only the Governor may request the President to assign federal troops to assist in maintaining law and order. Existing *posse committatus* regulations limit the type of duties that may be assigned to military forces.

LAW ENFORCEMENT/SECURITY UNIT LEADER

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Coordinate movement and evacuation operations during a disaster.
2. Alert and notify the campus community and the surrounding neighborhoods of the impending or existing emergency on the campus.
3. Coordinate Law Enforcement/Security and traffic control operations during the disaster.
4. Coordinate site security at incidents.
5. Supervise the Law Enforcement/Security Unit.

Activation Phase:

- Follow the Generic Activation Checklist.
- Provide an initial situation report to the Operations Section Chief.
- Based on the initial EOC strategic objectives, prepare Action Plan objectives for the Law Enforcement/ Security Unit and provide them to the Operations Section Chief prior to each Action Planning Briefing.

Operational Phase:

- Initiate/maintain a log of significant events, messages, and phone calls made and received. Pass this on to your relief with instructions to maintain it.
- Maintain current status of Law Enforcement/Security missions being conducted on the campus.
- Poll Law Enforcement/Security field units to determine:
 - Initial observations and intelligence relative to the scope and nature of the emergency.
 - Location and response capability of Law Enforcement/Security resources.
- Determine the number and location of uncommitted units and advise the Public Safety Branch Director of additional resources if needed.
- Provide the Public Safety Branch Director with an overall summary of Law Enforcement/Security Unit operations periodically or as requested during the Operational Period.
- Determine if curfew needs to be imposed. If curfew is to be imposed, review circumstances and legal powers with university legal adviser, prepare instructions and curfew order, submit to the Operations Chief for Management Section Chief's approval, and issue instructions to all campus Law Enforcement/Security personnel. Coordinate release of curfew order with the Public Information Officer (PIO). Notify community police department and provide a copy of the curfew order.
- If mass care facilities or Disaster Application Centers have been opened, instruct field commanders to assign personnel to provide security for these facilities.
- If barricades are needed to implement perimeter control, request these items from the Construction and Engineering Branch in the EOC.

- Periodically advise PIO of significant events.
- Provide security forces for the EOC and supply depots.
- On a regular basis, complete and maintain the Law Enforcement/Security Unit Status Report (Use electronic forms, if available).
- Refer all contacts with the media to the PIO.
- Ensure that all fiscal and administrative requirements are coordinated through the Finance/ Administration Section (notification of any emergency expenditures and daily time sheets).
- Prepare objectives for the Law Enforcement/Security Unit for the subsequent Operational Period; provide them to the Public Safety Branch Leader prior to the end of the shift and the next Action Planning briefing.
- Provide your relief with a briefing at shift change, informing him of all ongoing activities, unit objectives for the next operational period, and any other pertinent information.

In the event of an EARTHQUAKE, initiate urban search and rescue operations using campus resources.

- Instruct field commanders to assign officers to patrol vacated areas.
- Instruct field commanders to assign officers to conduct intelligence gathering and damage assessment operations, if possible.

In the event of a FLOOD/DAM FAILURE, instruct field commanders to provide perimeter and traffic control in affected areas on campus.

- Implement public warning measures on campus.
- Provide security and anti-looting patrols for inundation/evacuation areas.
- Poll field forces to determine if they are in threatened areas. Relocate personnel and equipment as necessary.
- Provide security for mass care facilities or Disaster Application Centers, as appropriate.

In the event of a HAZARDOUS MATERIAL INCIDENT, implement perimeter and traffic control.

- Ensure that all responders requested to assist at the warm zone/cold zone edge are issued, and utilize, proper personal protection equipment. Coordinate with the HazMat Unit if activated, or determine minimum requirements in this regard.
- If evacuation is ordered by the Incident Commander, coordinate the issuance of the order with the Operations Section Chief, the Management Section Chief and the PIO, time permitting.
 - Provide security and anti-looting patrols from the cold zone for evacuated areas.
 - Provide security for mass care facilities or Disaster Application Centers, as appropriate.

In the event of a RADIOLOGICAL INCIDENT, provide perimeter/access/traffic control.

- Implement alerting and warning measures on campus.
- Assist in evacuation, if ordered.

In the event of a NUCLEAR ATTACK, assist in alerting and warning the campus community.

- Assist in traffic control operations, particularly in areas closest to designated fallout shelters.
- Provide security for designated fallout shelters.

In the event of an EVACUATION, assist in determining the need to evacuate affected or threatened areas.

- If evacuation is appropriate, the university or community Chief of Police will issue a voluntary or mandatory evacuation order after consultation with the Management Section Chief, who must first declare a Campus Emergency. The decision to issue an evacuation order must be coordinated with the Care and Shelter Unit and the Transportation Infrastructure Unit.
- The Operations Section Chief must ensure that there are means for moving the impacted population before issuing the evacuation order.
- The Transportation Infrastructure Unit will provide traffic control for impacted roadways on campus, and coordinate with community transportation department off campus to ensure efficient traffic management between the campus and the anticipated mass care facilities.
- If University Police/Security resources appear to be insufficient to support Care and Shelter operations, request assistance through the State's regional EOC.
- Advise PIO, and Law Enforcement/Security Branch, Care and Shelter Unit and the Transportation Infrastructure Unit to instruct their field forces to take measures necessary to ensure that persons with special needs, such as elderly faculty, staff and students, people living with disabilities, and English-as-a-Second-Language campus community members, are made aware of the evacuation order.
- Establish assembly points, determine modes and obtain transportation resources, and ensure that routes are open and accessible from the campus.
- Coordinate with American Red Cross for general shelters and Salvation Army for special population shelters.
- Advise Transportation/Fleet Branch and Care and Shelter Unit to make arrangements for transportation and relocation to suitable shelters for those with special needs, such as people in wheelchairs, and people requiring specialized medical equipment.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

MEDICAL EXAMINER/CORONER UNIT

OBJECTIVES

With respect to Medical Examiner/Coroner (ME/C) operations, the overall objectives of the University Police/Security Department during response and recovery operations associated with disasters are:

- Identification, care, and storage of human remains.
- Determination of the cause and manner of death.
- Collection and storage of personal property and effects of the deceased.
- Notification of next of kin.

ORGANIZATION AND RESPONSIBILITIES

The County ME/C Office has statutory responsibility and authority for identifying dead persons and human tissue; determining and recording the cause, circumstances, and manner of death; and disposing of unclaimed and/or indigent deceased persons. In the absence of county authorities, within the property limits of the university, the Security/Police Department will, to the extent possible, perform the tasks delineated in this section.

During disaster response and recovery operations, the County ME/C Office will bear responsibility for:

- Coordinating countywide resources utilized for the collection, identification, and disposition of deceased persons and human tissue.
- Selecting an adequate number of qualified personnel to staff temporary morgue sites.
- Establishing collection points to facilitate recovery operations.
- Coordinating with search and rescue teams.
- Designating an adequate number of persons to perform the duties of Deputy Coroner.
- Identifying burial sites.
- Protecting the personal property and effects of the deceased.
- Notifying next of kin
- Establishing and maintaining a comprehensive record keeping system for continuous updating and recording of fatality numbers.
- Preparing and coordinating requests for mutual aid.

MUTUAL AID REGION

The State OES Region, Coroners Mutual Aid Coordinator (designated by the State Coroners Association) receives and responds to requests from County Coroners/Medical Examiners for mutual aid assistance from other jurisdictions and/or private sources. Should a present or anticipated emergency be of sufficient magnitude as to require the commitment of the resources of one or more counties, it is the responsibility of the Regional Coroners Mutual Aid Coordinator to organize and coordinate the dispatch of resources within the Region to the emergency area. The Regional Coroners Mutual Aid Coordinator shall advise appropriate officials at State OES of the situation. If the

Region's resources are overtaxed, the Regional Coroners Mutual Aid Coordinator will request assistance from the State level.

POLICIES AND PROCEDURES

Level I Event: Emergency

If the ME/C's office is equipped to handle the number of dead resulting from a disaster, the normal routine of examining, performing autopsies, fingerprinting, identifying, photographing and recording personal property of the deceased will usually be followed. If the number of fatalities overtaxes the ME/C's office, then a temporary staging or collection area may be staffed by funeral directors in the area.

Level II Event: Community Disaster

The normal functioning of the ME/C's morgue is likely to be disrupted. To facilitate the process of carrying out normal procedures, the establishment of multiple staging areas or morgue sites may be necessary. ME/C staff, funeral directors, and volunteers may staff collection areas in districts. These personnel may handle the operation details of the ME/C's facility for their district. It will also be necessary to establish fatality collection areas for persons who die while in the hospital or en route to treatment areas. To avoid additional trauma to surviving victims, it will be important to establish the fatality collection areas away from hospitals or treatment facilities.

Level III Event: Regional Disaster

Due to the anticipated number of fatalities, identification of the deceased can be expected to pose a significant problem. This problem may not be immediately resolved; therefore, extended operation of storage facilities, or alternative burial may be necessary.

It is imperative that bodies and possessions be tagged and labeled as to location found, as well as recording other information that will enhance identification.

It is likely that some bodies will not be identifiable prior to burial. Therefore it is essential that accurate documentation of gravesites, case numbers, and burial orders be kept. Each body should be tagged with a metal or plastic tag containing identification information.

Fatality Collection Areas (FCAs)

Should fatalities exceed the response capability of the ME/C's office, the ME/C's liaison will designate, organize, and arrange for the staffing of FCAs. The FCAs should be located as near as possible to the disaster site. The site selected for the FCA should have hot and cold running water, electricity, adequate parking, and communication links with the ME/C's office and the ME/C's liaison in the EOC. If possible the FCA should be located in an area away from public view, and should have facilities to safeguard property and effects of the deceased. Once the FCAs have been established, the ME/C's liaison may elect to secure refrigerated trucks, rail cars, or Conex boxes to assist in storage and transportation of remains.

Functions to be performed at the FCAs are:

- Receive remains.
- Identify the dead, record the identification, or collect and record evidence that may lead to later identification of buried remains.
- Receive, label, and impound the property of the dead.
- Keep records of names and numbers of dead.
- Conduct inquiry/locator services.
- File and record emergency death certificates.
- Photograph, X-ray, and chart teeth.
- Embalm bodies.
- Release bodies to mortuaries, or a transportation service for transport to burial sites.

Locating, Retrieving, and Tagging of Bodies

The removal and tagging of bodies is the legal responsibility of the ME/Coroner. Under ordinary circumstances the dead should be left exactly as they are found until an ME/Coroner deputy has conducted the required investigation. However, in a catastrophic disaster, expedient activities may be needed to protect the living from further trauma, permit the reuse of essential services facilities, or protect the dead from vectors, and stem the spread of disease. In that case, campus officials will have to determine that adequate ME/Coroner services are unavailable, and follow the ME/Coroner process.

The following policies and procedures will govern the recovery and identification process:

- Law Enforcement/Security personnel will secure the area as soon as possible.
- The following method of indicating the location of bodies at the disaster site will be used. The site will be marked off in grids and each grid is assigned a letter designation, in sequence. Bodies discovered in each grid are designated in sequence and prefixed with an alphanumeric designator.
- Body parts are identified and tagged using these numbers as the prefix, followed by the designation "P" for part. Parts will not be assigned to bodies at the scene.
- If circumstances permit, bodies and body parts should be photographed at the scene.
- Bodies should not be searched at the scene.
- Bodies will be removed from debris, tagged, put into body bags or otherwise suitably wrapped, and readied for transport to the FCA.
- Personal property will be tagged and sent with the body.
- Property and clothing not actually on a body will not be assigned to a body.

Expedient Burial

Expedient burial may become necessary when the number of victims becomes a public health hazard and the dead cannot be:

- Adequately refrigerated or embalmed to prevent decomposition;
- Processed and identified;
- Released to the next of kin; and
- Transported to and/or cared for by cemeteries, mausoleums, or crematoriums.

The decision to begin expedient burial must be made by the County Medical Examiner/Coroner and the County Health Officer, in conjunction with the State Department of Health Services.

Site selection will be governed by the nature, extent, and location of the disaster, as well as the number and location of the dead. Ideally, an existing cemetery would be the most logical location of an expedient burial site. If such a site is not available, consideration should be given to the following potential mass burial sites:

- Parks and recreational areas
- Flood control basins (dry weather only)
- Sides of freeways
- Areas beneath high power lines
- Rail yards and areas along rail lines
- Industrial or agricultural areas with large, open spaces.

Prior to internment in an expedient burial site, bodies should be processed as follows:

- Checked for jewelry or other items that may permit identification.
- Postmortem information has been properly documented.
- Fingerprints have been taken.
- Mandible and maxilla have been removed and properly stored, when possible.
- If the remains are not arterially embalmed, the body has been wrapped in celu-cotton or other absorbent material.
- Embalming fluid (2 to 3 gallons cavity fluid or 10% formalin) has been poured over the remains.
- Body has been wrapped in plastic sheeting or body bag and secured to prevent leakage.
- Both the body and the body bag have been tagged.
- If possible, the body has been placed in a wooden or metal container for burial; the container has been marked with corresponding identification numbers.
- The exact location of each body buried must be recorded on grid maps including dates, times, and other information necessary for exhumations.

Counseling Service

An information/locator service and counseling services should be set up by university staff, American Red Cross, County Mental Health workers, and the clergy, when possible. The county American Red Cross chapter has trained disaster inquiry workers who can assist with location of survivors, and connecting the ME/C office to the relatives who have called about the deceased.

MEDICAL EXAMINER/CORONER UNIT LEADER

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

- Coordinate with the ME/Coroner to establish and oversee an interim system for managing fatalities resulting from the disaster/event.
- Coordinate with the ME/Coroner to establish and oversee the operation of temporary morgue facilities and maintain detailed records of information relative to each fatality.

Activation Phase:

- Follow generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other appropriate files.
- Ensure that locations where fatalities are discovered are secured.
- At the direction of the ME/Coroner, ensure that temporary morgue facilities are established in accordance with guidelines established by the ME/Coroner.
- At the direction of the ME/Coroner, procure, through the Logistics Section, all necessary fatalities management equipment and supplies, such as temporary cold storage vehicles, body bags and embalming fluid. [NOTE: Do not use food storage facilities that are intended to be used for food after the disaster.]
- Coordinate with the Search & Rescue Unit to determine location and number of extricated fatalities.
- Ensure that human remains are transported from fatality collection points to temporary morgue(s), only if so advised by the ME/Coroner.
- Assist the ME/Coroner with identification of remains and notification of next of kin, as required.
- Keep the Law Enforcement/Security Unit Leader informed of the Unit's activities on a regular basis.
- Inform the Public Safety Branch Coordinator and the Public Information Branch of the number of confirmed fatalities resulting from the disaster or event. (NOTE: This information must be verified with the ME/Coroner prior to release.)
- Ensure that all media contacts are referred to the Public Information Branch.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

HAZMAT UNIT LEADER

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Determine the scope of hazardous materials incidents throughout the campus.
2. Assist in mobilizing hazardous materials teams at the request of the Incident Commanders.
3. Request assistance from mutual aid systems as needed.
4. Ensure that teams in the field are provided with adequate support.
5. Supervise the HazMat Unit.

Action Phase:

- Follow generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other appropriate files.
- Work closely with all Operations Section branch coordinators to determine the scope of HazMat incident response required.
- Coordinate with the Public Safety Branch Coordinator to determine missions for HazMat teams based on established priorities.
- Establish radio or cell phone communication with all HazMat teams in the field to determine the scope of support required.
- Coordinate with the Construction and Engineering Branch to provide onsite assistance with HazMat operations at the request of team leaders.
- Coordinate with the Medical Liaison and County EMS to determine medical facilities where victims of HazMat incidents can be transported following decontamination.
- Coordinate with the ME/Coroner's Liaison to provide onsite assistance in managing fatalities at HazMat scenes.
- Monitor and track the progress and status of each HazMat team.
- Ensure that HazMat Team Leaders report all significant events.
- Assist in establishing camp facilities (or commercial lodging) for mutual aid HazMat teams through Logistics, if not addressed at the ICP.
- Inform the Public Safety Branch Director of all significant events.
- Reinforce the use of proper procedures for media contacts. This is particularly critical in instances where the media is seeking technical information on the hazardous material, statistical information, or personal identities of injured victims or fatalities. All media contacts are to be through the EOC PIO or field PIO only.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

SEARCH & RESCUE UNIT LEADER

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Determine the scope of the search and rescue mission.
2. Assist in mobilizing Search and Rescue Teams at the request of Operations Chief or Field Incident Commanders.
3. Supervise the Search & Rescue unit.

Activation Phase:

- Follow generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain position log and other appropriate files
- Work closely with all Operations Section's Branch Directors to determine the scope of search and rescue assistance required.
- Coordinate with the Public Safety Branch Director to determine missions for search and rescue teams based on established priorities.
- Mobilize and deploy available search and rescue teams to locations on campus in a manner consistent with established policies and priorities.
- Establish radio or cell phone communication with all deployed search and rescue team leaders to determine the scope of support required.
- Work closely with the Logistics Section to determine the status and availability of search and rescue resources in the community/area, including organized FEMA USAR teams.
- Coordinate with the State Regional EOC to determine availability of search dog units.
- Coordinate with the Construction and Engineering Branch to provide on-site assistance with rescue operations at the request of team leaders.
- Coordinate with the Health/Medical Branch to provide onsite assistance to extricated victims requiring medical treatment.
- Coordinate with the ME/Coroner Unit to provide onsite assistance in managing fatalities at search locations.
- Ensure that each team leader develops a safety plan for each assigned mission.
- Monitor and track the progress and status of each search and rescue team.
- Ensure that team leaders report all significant events.
- Assist in establishing camp facilities (or commercial lodging) for mutual aid Search and Rescue Teams through the Logistics Section, if not addressed at the Incident Command Post.
- Inform Public Safety Branch Director of all significant events.
- Reinforce the use of proper procedures for media contracts. This is particularly critical in instances where the media is seeking statistical information or personal identities of injured victims or fatalities. All media contacts are to be through the EOC PIO or on-scene PIO only.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

MEDICAL/HEALTH BRANCH

OBJECTIVES

- Minimize loss of life, disability, and suffering by ensuring timely and coordinated disaster medical care.
- Coordinate the utilization of medical transportation and facilities and personnel within the university to benefit the victims of the disaster or emergency.
- Coordinate the procurement, allocation, and distribution of field level medical personnel, medical supplies, communications, and other related resources provided to the university, whether from university resources, contractors, or outside sources.

SUPPORTING ORGANIZATION

Multiple Casualty Incident Plan

The Multiple Casualty Incident Plan is developed and maintained by the County Emergency Medical Services Agency (EMS). EMS is responsible for:

- Coordinating the procurement and allocation of critical public and private sector medical resources required to support disaster medical operations.
- Coordinating the transportation of casualties and medical resources to health care facilities, including the establishment and operation of Casualty Collection Points.
- Coordinating the relocation of patients from damaged or unusable health care facilities.
- Maintaining liaison with the American Red Cross and volunteer agencies.

POLICIES AND PROCEDURES

Overall management of countywide disaster medical operations is the responsibility of the County Health Department. Expedient medical care and first aid for casualties will be provided through a network of Casualty Collection Points (CCP) and first aid stations operated by the County Health Department and supported by local hospitals and health care professionals.

The University Health Center will, to the extent possible, accomplish the tasks delineated in this annex, in the absence of county resources and authorities.

In the event county medical resources are unable to meet the needs of disaster victims, University Health Center may request mutual aid from neighboring jurisdictions through the State's regional EOC.

RECONNAISSANCE AND INFORMATION

The following information items are considered essential for effective management of disaster medical operations:

- Number, by triage category, and location of casualties on the campus.
- Location and helicopter accessibility of medical care stations on the campus.

- Accessibility by land route to campus medical care stations.
- Medical facilities that have the capability to decontaminate injured individuals that have been radiologically or chemically contaminated.

MEDICAL/HEALTH BRANCH DIRECTOR

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Ensure that all available university-based medical resources are identified and mobilized as required.
2. Provide assistance to Incident Command Post in establishing triage teams.
3. Contact County EMS to determine the status of medical facilities within the affected area.
4. Coordinate with the County EMS to ensure the transportation of injured victims to appropriate medical facilities as required.

Activation Phase:

- Follow generic Activation Phase Checklist.
- Identify campus community members who have medical training who could assist with the disaster medical care on campus: e.g., nursing faculty, nursing students with RN status, and students with EMT or other medical licenses.

Operational Phase:

- Establish and maintain position logs and other necessary files.
- Work closely with all Operations Section branch directors to determine the scope of disaster medical assistance required.
- Establish emergency triage and medical treatment points on campus.
- Prepare to administer inoculations, if warranted by threat of disease.
- Provide PIO with information on locations of triage and treatment centers on campus.
- Following the evacuation of an area, establish and operate emergency medical care centers or first aid stations to serve disaster workers/essential workers in the hazard area.
- Provide PIO with information on public health threats from the disaster event, e.g., radiation, chemical contamination.
- Establish and staff medical care stations at mass care facilities on campus.
- Identify hospitals, nursing homes, and other facilities that could be expanded into emergency care centers for campus disaster victims.
- If additional medical personnel are required, coordinate with the Medical/EMS Unit at the STATE Regional EOC.
- In conjunction with the community's Radiological Defense Officer, determine radiation levels of exposed individuals and methods for their decontamination, treatment, and care.
- Distribute antidotes, drugs, or vaccines to the campus community through Points of Distribution (PODs), contingent upon availability.
- Determine the status and availability of medical mutual aid resources through County EMS.

- Through county EMS determine whether hospitals and other medical facilities are able to treat disaster victims.
- Through county EMS determine status and availability of specialized treatment such as burn centers.
- Assist the Search and Rescue Unit Leader in providing triage and field level treatment for extricated victims.
- Coordinate with the County EMS to acquire suitable transportation for injured victims as required or requested.
- Coordinate with the Transportation Infrastructure Unit Leader to determine the best routes and access to campus for emergency medical vehicles.
- Establish and maintain communications with the State's regional EOC and determine status and availability of medical resources.
- Request, via the Medical/EMS unit in the State's regional EOC, personnel sufficient to achieve crisis augmentation of health/medical services, e.g., nurses' aides, paramedics, American Red Cross first aid volunteers, nurses, and other trained volunteers. Include a request for FEMA's Disaster Medical Assistance Teams, if appropriate.
- In conjunction with the Logistics Chief, access ambulance companies and para-transit to provide transportation and care of individuals from the disaster site to medical facilities. Coordinate with the Transportation Infrastructure Unit to determine safe and available routes.
- Coordinate with the Logistics Section to obtain necessary supplies and equipment to support disaster medical operations in the field.
- Inform the Public Safety Branch Director of all significant events.
- Reinforce the use of proper procedures for media contacts. This is particularly critical in emergency medical situations where statistical information is requested by the media.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

PUBLIC HEALTH UNIT

PROCEDURES

Water Supply

Providing no restrictions have been placed on the water supply, it is estimated that a minimum of one gallon of water, per person, per day will be required. Possible sources of water are municipal systems, private systems of agriculture and industry, and springs and wells that have been certified as potable by the Public Health Officer. Should these systems be unable to meet the minimum demand for water, rationing may have to be initiated.

If potable water is not available, it may be necessary to treat and disinfect non-potable water.

Periodically, the Health Department will conduct tests of water supplies to determine potability.

Sanitary Waste Disposal

When the community sanitary sewer is not operational, alternative methods may be needed for human waste. Heavy duty plastic bags from existing stock, or obtained through the Procurement Branch, may be used to line existing toilets, and removed to secure storage when used several times. Contracts should be made in advance for the retrieval and proper disposal of the used bags. To accommodate the increased population in shelters, human waste disposal units may have to be constructed. Campus Facilities personnel will supervise and inspect the construction of these units. To the extent possible, privately owned chemical toilets will be obtained on contract including safe disposal of their contents. Special attention will be given to rapid provision of portable sanitation to parks and fields being used as shelters.

Solid Waste Disposal

It is anticipated that most solid waste will accrue at mass care facilities, with organic wastes being of particular concern to public health officials. Therefore, it is recommended that organic and inorganic waste should be collected and stored separately. Organic wastes will require heavier, washable, watertight containers, with tight fitting lids. When deciding on types of containers and methods of collection, the following should be considered:

- One container will be needed for every 25 people at mass feeding facilities.
- Containers should always be stored outside buildings.
- Plastic bags may be used for storage, but only for short periods of time.
- Garbage collection from mass feeding facilities should be accomplished daily, if possible.

The following types of disposal are recommended:

1. Sanitary landfill (Preferred option).
2. Burial (Next best option). Non-organic waste may be stored in plastic bags for disposal later. Organic waste should be buried and covered with at least twelve inches of compacted soil.
3. Incineration. First aid stations will generate medical wastes, which should be incinerated on-site or buried temporarily for later legal disposal at a biological waste facility. Note: it may be necessary to use dry, non-garbage waste as a source of heat.

MASS FEEDING SERVICES

Some aspects of the food delivery system will need supervision to prevent the spread of disease and the spoilage or waste of food. Some of the most important are:

- Quality control of incoming foods in order to detect spoilage or contamination.
- Quality control of water supplied to food preparation centers.
- Provision for proper storage and cooking of food.
- Provision for proper disposal of solid and liquid waste.
- Provision for proper washing and sanitizing of utensils.
- Supervision of food preparation and serving.
- Supervision of cleaning of all food handling and serving areas.
- Control of insects and rodents in food stores, kitchens, and eating areas.
- Management of personnel, including training, health checks, and assignment to sanitary facilities.

It is anticipated that mass-feeding facilities will be filled to capacity, and additional facilities may be required to serve the population in need. Maintaining cleanliness and sanitation standards will be of utmost importance. All sections should be kept clean and disinfected and only potable water should be used in the feeding centers. In addition to this, three separate basins (one for personal use, one for the cleansing of cooking utensils and dishes, and one for the washing of fruits and vegetables) should be set up. All sinks should be provided with detergents, access to boiling water, and organic waste containers where grease and food scraps can be deposited. Dishes should be immersed in boiling water for five minutes, if possible, or treated with a suitable germicidal chemical in the final rinse.

Food handlers must practice good personal hygiene and be free of boils, sores, and communicable diseases. To ensure compliance with this policy, medical examinations should be required of all food handlers. Prior to reporting to the mass feeding facility to begin work, the new food handlers should attend a brief training session that stresses personal hygiene and emphasizes hand washing and wearing of special garments for food service and preparation.

If refrigeration at the mass feeding facility is inadequate, perishables will have to be delivered daily. Raw vegetables and soft-skinned fruit should not be served at mass feeding facilities, unless their wholesomeness can be assured.

PUBLIC HEALTH UNIT LEADER

******Read This Entire Position Checklist Before Taking Action******

Responsibilities:

1. Assess the status and availability of potable water for the campus.
2. Assess the status of the sanitation system service for the campus.
3. Coordinate with County Health Department to ensure that they are inspecting and assessing emergency supplies such as foodstuffs and other consumable for purity and utility.
4. Assess the need for a vector control plan for the affected disaster area(s) within the campus.
5. Supervise the Public Health Unit.

Activation Phase:

- Follow generic Activation Phase Checklist.
- Initiate/maintain a log of significant events, messages, and phone calls. Pass this along to your relief with instructions to maintain the log.

Operational Phase:

- Coordinate with the Utility Unit Leader to determine current status of sewer system, waste water treatment plants, and potable water supplies.
- If systems are damaged, request assistance from the local water utility, County Health Department or County Environmental Health Department to assess drinking water quality and potential health risk from ruptured sewer/sanitation systems.
- Develop an alternative distribution system for drinking water throughout the campus as required. If potable water supply is not adequate to meet demand, coordinate the location, delivery, and distribution of potable water with the Management Section and the Procurement Branch in the EOC. If mutual aid is needed, contact the State's regional EOC.
- Examine the need to impose water rationing. If water rationing is deemed appropriate:
 - Determine rationing quotas
 - Determine distribution points
- Coordinate the issuance of rationing orders and emergency public information relative to rationing, with the Management Section and the PIO.
- Determine if any mass care or mass feeding facilities have been opened, and provide appropriate services.
- Coordinate with the Logistics Section to obtain chemical (portable) toilets and other temporary facilities for the disposal of human waste and other infected waste.
- Inspect emergency supplies to be used in the EOC, by field emergency responders, and in campus mass care and feeding facilities, such as foodstuff, drugs, and other consumables, for purity and utility. Obtain the County Health Department guidelines for inspection of campus community supplies.

- Assign selected individuals to survey the campus. Instruct them to note, map, and report unusual concentrations of vectors, malfunctioning wastewater treatment facilities, dead animals, or other public health concerns.
- Determine the need for vector control, and coordinate with the appropriate public agency for vector control services as required.
- Inform the Medical/Health Branch Leader of all activities of the Public Health Unit periodically during the operational period, or as requested.
- Refer all contacts with the media to the Public Information Officer.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

MENTAL HEALTH UNIT LEADER

******Read This Entire Position Checklist Before Taking Action******

Responsibilities:

1. Ensure access to mental health care for all campus victims and first responders.
2. Supervise the Mental Health Unit.

Activation Phase:

- Follow generic Activation Phase Checklist.
- Assess the status and availability of counseling services for victims.
- Assess the status and availability of peer counseling for campus first responders.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Coordinate with the Operations Section Chief and Medical/Health Branch Director to determine the current status of mental health needs within the campus.
- Coordinate with County Mental Health Department to determine what mental health resources are available for community disaster victims and first responders, including peer counseling, community defusings, and post traumatic stress care.
- Assess the need for mental health mutual aid within the campus.
- Ensure that counseling services are available for the victims in shelters, including defusings.
- Ensure that peer counseling is available for campus first responders.
- Ensure that campus counseling resources such as the Counseling Center staff, campus-related clergy, faculty with counseling training and Housing staff are integrated into the mental health programming for the campus victims.
- Coordinate with campus-related clergy to open the Campus Chapel and offer religious services, religious counseling, and private meditation opportunities.
- Coordinate with County Mental Health to determine if they have requested mutual aid through the American Red Cross or professional organizations; offer university-based resources to aid the community victims, as appropriate.
- Inform the Medical/Health Branch Director of all activities of the Mental Health Unit periodically during the operational period, or as requested.
- Give goals and objectives for inclusion in the EOC Action Plan to the Medical/Health Branch Director.
- Coordinate with the Recovery Planning Branch Director to ensure that on-going mental health care needs are provided for in the Recovery Plan.
- Refer all contacts with the media to the Public Information Officer (PIO).

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

CARE AND SHELTER UNIT

OBJECTIVES

The overall objectives of care and shelter operations are:

- Provide food, clothing, shelter, and other basic necessities of life, on a mass care basis, to persons unable to provide for themselves as a result of a disaster.
- Provide an inquiry service to reunite separated families or respond to inquiries from relatives and friends outside the affected areas.
- Assure an orderly transition from mass care, to separate living, to post-disaster recovery.
- Prepare for occupancy and operation of fallout shelters during a surge or mobilization period.
- Organize and manage fallout shelters in the event of a nuclear attack.

PARTNERS

American Red Cross

The American Red Cross (ARC), as mandated by Federal Law 36-USC-3 and reaffirmed in Public Law 93-288, provides disaster relief in peacetime.

At the State level, the Statement of Operational Relationships between the ARC and the California Emergency Management Agency, and the Memorandum of Understanding between the ARC and the California Department of Social Services establishes the operating relationships among these agencies.

Emergency mass care includes providing:

- Emergency lodging for disaster victims in public or private buildings.
- Food and clothing for persons in emergency mass care facilities.
- Food for disaster workers if normal commercial feeding facilities are not available.
- Registration and inquiry service.

The ARC acts cooperatively with State and local government and private sector relief organizations to provide emergency mass care to persons affected by disasters in peacetime. There is no legal mandate for American Red Cross involvement in a State of War Emergency. However, by decision of chapter Boards of Directors, the Red Cross Chapter Disaster Committees in California may, if incorporated into the civil defense plans of political subdivisions, serve as a component of civil defense to assist with emergency mass care operations.

County Non-Governmental Organizations (NGOs)

The county may have an agency that serves as the focal point for the non-governmental organizations within the county that assist with emergency and disaster relief. Member agencies can assist campus organizations in the care and shelter function for campus community disaster victims, including special needs populations.

ORGANIZATION AND RESPONSIBILITIES

The Care and Shelter Unit Leader will:

- Lead the Care and Shelter Unit in the university EOC.
- Have overall responsibility for coordination of Care and Shelter operations within the university.
- Encourage the interface of other private sector relief agencies in support of the campus relief effort, especially locally organized non-governmental organizations, including ARC.
- Arrange for the opening and operation of mass care facilities until such time as the ARC or other non-government organizations are available to serve. ARC has no responsibility for shelters it did not open or authorize. The university will be responsible for such shelters on campus.

Registration and Inquiry

During peacetime response and recovery operations, the ARC has the responsibility for conducting Registration and Inquiry operations. The ARC has trained Disaster Welfare Inquiry personnel, a system to recruit volunteer workers, and a tested program to handle mass inquiries. During most disasters, a Registration and Inquiry Center is established in the ARC Chapter office closest to the incident. On occasion, the ARC may designate a Headquarters for Disaster Operations. In the event fallout shelter operations are initiated, Registration and Information Coordinators in Reception and Care Centers have the responsibility for registration of shelter inhabitants.

Communications should be established between the Inquiry Center and shelters, hospitals, and coroners' offices and morgues serving the university. Registration lists and location changes are sent to the Center daily, if practicable. If possible, inquiry and response information should be sent by email, teletypewriter exchange (TWX) or packet radio in order to provide a written record of the communications. Although every effort is made to locate all victims, it is probable that some campus community members will relocate without registering. In light of this, the Care and Shelter Unit Leader should request the PIO to issue bulletins requesting relocatees to notify relatives of their whereabouts, as well as register at an Inquiry Center.

Shelter Guidelines

Because of the variety of disasters that could occur at the university, it is impractical to list specific shelter sites that might be used to house and feed the community. A variety of factors will be considered in selecting site-specific shelters, such as proximity to the disaster site, without being within the disaster area; adequate transportation to the facility for those in the affected area; location in relation to a hazmat event (up-wind or cross-winds, uphill); location in relation to a flood event (high ground, stable soil).

Types of shelters are listed in priority order for use:

Small Scale/Limited Evacuation Event:

Public accommodations (hotels/motels)

- Salvation Army facilities

- Other existing temporary housing facilities
- University-owned facilities, including parks and sports facilities

Large Scale/General Evacuation Event:

- Nearest campus building neither in the disaster area, nor downwind of a hazmat event
- Community shelters (obtain information from the County or State's Regional EOC)
- Public accommodations or Salvation Army facilities will be reserved for special needs groups

Lodging Operations

- In widespread disasters, all suitable buildings, other than those being used for other emergency functions, may be used for lodging. The university will determine which facilities are best suited for the number and type of campus community members needing housing. Upon request of the local community and approval by the President, campus facilities may be used to shelter other disaster victims. An agreement will be made regarding which agency will obtain FEMA reimbursement for the sheltering services.
- In large-scale disasters, commercial lodging facilities such as motels and hotels should be reserved for medically fragile populations that require special facilities.
- When possible, most of the lodging operations will be performed by personnel normally associated with the facility. However, in large-scale disasters, the shelterees, under the supervision of the facility manager, are expected to assist with many, if not most, of the operations.
- Pets will not be allowed in lodging facilities. Whenever practical, they will be housed in temporary animal control facilities. The county Humane Society has a plan for providing support.
- Only minimal health care will be available in mass care facilities.
- Following an earthquake in the period while buildings are being assessed for damage and safe re-entry, the Transportation/Fleet Unit may be asked to acquire buses as temporary shelters, especially during inclement weather.

Feeding Operations

Mass feeding operations on campus will be the joint responsibility of Campus Catering and the American Red Cross, with the support of community NGOs where possible.

- During peacetime operations, arrangements will be made, when possible, for mobile feeding and refreshment services, as well as food delivery to emergency responders in the field.
- Ordinarily, the normal dining facilities or an alternate central facility will be established for mass feeding.
- Mass feeding schedules will be published and distributed.
- Special diets will be provided, if possible, including those medically required, and those based on community member food preferences based on culture or religion.

Fallout Shelter Operations

A list of public shelters, compiled from the National Facility Survey List, as well as the American Red Cross shelter listing, is kept on file in the County Office of Emergency Services. This list is updated as necessary, but not less than annually. In the event fallout shelter operations are implemented, available space (10 sq. ft. per person) will be allocated on a first-come, first-served basis. Currently, a fallout shelter deficit exists in most counties. Therefore, it is anticipated that given adequate lead-time, construction of new fallout shelters, upgrading of existing shelters and homes, and use of expedient shelters will be necessary. At this time there may be no shelters in a community adequate to protect the population against blast or thermal radiation. Therefore, those citizens in assumed high risk areas with respect to the direct, prompt effects of a nuclear weapon detonation, will be notified of the potential danger by Emergency Alert System channels, and, based upon an informed decision, may elect to spontaneously evacuate the area, or remain in place, as the case may be.

Currently, designated fallout shelters are not stocked with food, water, and other essentials. In the event fallout shelter operations are implemented, city and county authorities will provide what food and water they can for shelterees. However, it is doubtful that governmental agencies will be able to provide sufficient provisions for the anticipated 14-day stay period in the fallout shelters. Therefore, shelterees will be instructed to bring water, nonperishable food items, blankets or sleeping bags, infant care items, medical needs, personal hygiene supplies and other essentials with them to the shelter.

During a crisis period, those designated shelters, which are unmarked, will be marked by public safety personnel.

Given adequate lead-time, the city Radiological Defense Officer will recruit and train additional radiological monitors and fallout shelter managers, sufficient to ensure that one each is available and assigned to a designated fallout shelter.

Communications between fallout shelters and the designated fallout shelter complex headquarters will be maintained by telephone where possible. However, it is likely that in the event of a nuclear attack, phone systems will be rendered inoperable. Therefore, communications will be maintained by whatever means necessary, with the preferred method being hand held radios, and RACES equipment and volunteers. Frequencies will be assigned by the county Emergency Services Coordinator.

Management of fallout shelters will be the joint responsibility of the Care and Shelter Unit Leader and a designated University Radiological Defense Officer.

Public fallout shelters will, to the extent possible, be kept free of contamination by requiring shelterees to decontaminate prior to entry, as well as monitoring of shelterees, particularly those that are entering for the first time, or reentering after exposure to the environment outside the shelter.

CARE AND SHELTER UNIT LEADER

******Read This Entire Position Checklist Before Taking Action******

Responsibilities:

- In coordination with volunteer and private agencies, provide clothing, shelter, and other mass care services as required to disaster victims within the campus community.
- Supervise the Care and Shelter Unit.
- Coordinate with the Campus Counseling Center, County Mental Health and NGO's to ensure that appropriate mental health services are available to disaster victims.
- Ensure that care and shelter information for disaster victims is available in appropriate languages and through appropriate means for persons with disabilities and those with limited English reading skills, such as campus employees. Coordinate with the PIO to obtain needed written materials.
- Coordinate with the Management Section Chief to ensure that appropriate support services are available to disaster victims at a Disaster Application Center that might be opened, with special reference to language and disability issues.

Activation Phase:

- Follow the Generic Activation Checklist.
- Initiate/maintain a log of significant events, messages, and phone calls. Pass this on to your relief with instructions to maintain.
- Alert the American Red Cross and other NGOs that either:
 - Operations will be initiated immediately, or
 - Operations are likely to be initiated.

Operational Phase:

- Maintain a Care and Shelter Unit position log and other necessary files.
- Coordinate with the Planning/Intelligence Section to determine the condition of the preferred campus facilities that may be needed as shelters. Request a windshield damage assessment survey of the property, if none has been completed, before announcing a potential location.
- Once general conditions on the property are determined, dispatch Planning/Intelligence Section Damage Assessment Unit staff to investigate the following attributes of each facility, at a minimum:
 - Structurally sound?
 - Utility services operational?
 - Sanitation facilities operational and adequate?
 - Does the facility have cooking, serving, and dining areas and equipment? If so, what is the capacity? Or is the facility within easy walking distance of a separate feeding facility?
 - Is the facility stocked with foodstuffs?

- In the event water service is disrupted, or it is determined that the facility's water supply is contaminated, does the facility have a stockpile of canned or bottled water?
- What is the housing capacity of the facility?
- Does the facility have a stockpile of beds, cots, and linen? If so, how many?
- Does the facility have showers? If so, what is the capacity?
- Is the facility suitable for coed housing?
- Is the facility suitable for housing the critically ill?
- Is outdoor space available to safely accommodate residents who do not wish to be inside a building, especially after an earthquake?
- If this is an attack situation and the facility is a designated fallout shelter:
 - Does the facility contain radiological monitoring equipment? If not, coordinate delivery with the state's regional EOC.
 - Does the shelter have an assigned manager? If not, assign one.
 - Does the shelter have an assigned radiological monitor? If not, coordinate assignment of one with the Hazardous Materials Unit.
 - Is the shelter clearly marked?

If Care and Shelter operations are initiated, or appear to be imminent, coordinate with the Public Safety Branch to determine, at a minimum:

- Boundaries of the damage or evacuation area(s).
- Number of displaced people requiring food and shelter. (It is anticipated that a portion of the disaster victims will arrange for their own food and shelter).
- Number of disaster victims with special needs such as the critically ill/injured, persons with disabilities, the elderly, infirm, limited-English speaking. To the extent possible, designate space within lodging shelter facilities to house these individuals.
- Based upon data received in the previous steps, allocate shelter space and assign disaster victims to facilities. Coordinate allocations and assignments with the Public Safety Branch for transmission to field units. Be conscious of community psychological needs, as well as physical needs, when selecting shelter sites.
- Coordinate the information flow between Care and Shelter facilities and the EOC as required. If phone service is unavailable, coordinate with RACES to place HAM operators at shelters.
- Update maps and status boards as required.
- Request the American Red Cross to set up Disaster Welfare Inquiry services. If ARC is unable to do this, use university resources to set up this service.
- Assign shelter/reception center teams. Try to place bilingual staff at centers serving campus disaster victims with limited English skills.
- If fallout shelter operations are initiated, draft a shelter-stocking plan.
- Provide the Operations Section Chief and the Planning/Intelligence Section Chief with an overall summary of Care and Shelter Unit Operations periodically during the operation period or as requested.
- Complete and maintain the Care & Shelter Status Reports (using electronic forms if available).

- Ensure that coordination of all mass care activities occurs with volunteer agencies as required.
- Ensure that coordination of all mental health services activities occurs with the Campus Counseling Center, County Mental Health Department, and related NGOs.
- Prepare objectives for the Care and Shelter Unit for the subsequent operational period; provide them to the Operations Section Chief prior to the end of the shift and the next Action Planning meeting.
- Refer all contacts with the media to the Public Information Officer.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

CONSTRUCTION AND ENGINEERING BRANCH

OBJECTIVES

- Conduct emergency repair/restoration of roadways, bridges and tunnels.
- Conduct emergency debris clearance and roadway recovery operations.
- Support damage assessment teams.
- Determine the safety of emergency operations facilities, campus shelters, reception and care centers, and evacuation routes in a post-disaster environment.
- Inspect, designate, and, when essential for life safety, demolish hazardous structures.
- Assist Public Safety Branch in conducting urban search and rescue operations.
- Restore utilities to critical and essential facilities.
- Ensure potable water supply during an emergency.
- Provide sanitation services during an emergency.
- Protect the water supply and sewage system from the effects of hazardous material incidents, in conjunction with system owners.
- Conduct flood fight operations.
- Drain flooded areas.
- When requested, identify and prepare campus heli-spots.
- Assist in crisis upgrading of existing fallout shelters to at least a PF of 40.
- Assist in construction of new fallout shelters.
- Assist in preparation and dissemination of emergency public information relative to upgrading of campus shelters to provide fallout protection, and construction of expedient shelters.

ORGANIZATION AND RESPONSIBILITIES

The University Construction and Engineering Branch Director is responsible for coordination and allocation of campus resources required for utility restoration, debris clearance, transportation infrastructure recovery, fallout shelter construction and upgrade, and campus search and rescue operations. Pre-disaster registration of campus experts, such as College of Engineering professors and students, Applied Arts and Sciences professors and students, and others with needed skills, can provide a list to augment staff resources.

Additional support may be obtained from the following:

- Associated General Contractors (AGC) of America and the Engineering and Grading Contractors Association (EGCA) are available to any legally constituted authority conducting emergency response and recovery operations.
- The Structural Engineers Association of California (SEAOC) has a large number of volunteers who may be made available to support government agency efforts directed toward damage assessment and determining the serviceability of damaged buildings. Through the Association, other types of engineers (civil, mechanical, electrical, safety) may be obtained.

- The Concrete Sawing and Drilling Association of California may provide assistance in heavy rescue operations.

POLICIES AND PROCEDURES

Post-Event Inspection of Facilities and Structures

Inspections to determine serviceability will be conducted in accordance with the Damage Assessment Plan for Volunteer Engineers, and the Damage Assessment Plan for Building Officials (published and issued by State EMA).

Debris Clearance

Eligibility criteria and administrative procedures relative to the application for federal grants to assist in defraying costs incurred in performing emergency debris clearance are outlined in State and Federal disaster planning documents. Finance/Administration Section will complete and coordinate such applications with the County OES.

Transportation Infrastructure Recovery

Construction and Engineering Branch and Public Safety Branch staff will survey damage to transportation infrastructure and report their findings to the Operations Section Chief.

Priority will be given to:

- Assessment of damage to roadways and access/egress requirements.
- Assessment of availability of evacuation routes.
- Identification, establishment, and operation of alternate routes.
- Reestablishment of service on critical surface arteries.

CONSTRUCTION/ENGINEERING BRANCH DIRECTOR

******Read This Entire Position Checklist Before Taking Action******

Responsibilities:

1. Survey all utility systems, and restore systems that have been disrupted, including coordinating with utility service providers in the restoration of disrupted services.
2. Coordinate the repair of damage to campus facilities.
3. Survey all other campus infrastructure systems, and coordinate their restoration.
4. Assist other sections, branches, and units as needed.
5. Supervise the Construction/Engineering Branch.

Activation Phase:

- Follow the Generic Activation Checklist.
- Based on the situation, activate the necessary units within the Construction/Engineering Branch:
 - Utilities Unit
 - Transportation Infrastructure Unit
- Provide an initial situation report to the Operations Section Chief.
- Based on the initial EOC strategic objectives, prepare objectives for the Construction/Engineering Branch and provide them to the Operations Section Chief prior to each Action Planning Briefing.

Operational Phase:

- Ensure that branch and unit position logs and other necessary files are maintained.
- Maintain current status on all construction/engineering activities being conducted on the campus.
- Establish campus detour routes, and coordinate with community EOC regarding city-initiated detour routes that may affect the campus.
- Poll field units to determine structural adequacy of university buildings, roads, and bridges
- Determine and document the status of transportation routes within and serving the campus.
- Coordinate debris removal services as required.
- Assist Utility Unit in status assessment and restoration of vital services.
- Assist Transportation Infrastructure Unit in coordination of evacuation operations, particularly route selection and marking, and debris removal.
- If power to the EOC is lost, arrange for backup.
- Provide the Operations Section Chief and the Planning/Intelligence Section Chief with an overall summary of Construction/Engineering Branch activities periodically during the operational period or as requested.
- Ensure that all Utilities, Transportation Infrastructure and Construction/Engineering Status Reports are completed and maintained (Utilize electronic forms, if available).
- Refer all contacts with the media to the Public Information Officer.

- Ensure that all fiscal and administrative requirements are coordinated through the Finance/Administration Section (notification of any emergency expenditures and daily time sheets).
- Prepare objectives for the Construction/Engineering Branch for each subsequent operational period; provide them to the Operations Section Chief prior to the end of the shift and the next Action Planning briefing.
- Provide your relief with a briefing at shift change, informing him of all ongoing activities, branch objectives for the next operational period, and any other pertinent information.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

UTILITIES UNIT LEADER

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Assess the status of utilities; provide Utility Status Reports as required.
2. Coordinate restoration of damaged utilities with utility companies.
3. Supervise the Utilities Unit.

Activation Phase:

- Report to the EOC as directed; follow the Generic Activation Checklist.
- Coordinate with utility companies to strengthen life safety services in any patient care facilities, such as the student health service or medical teach facilities such as surgi-centers or hospitals; and for any campus community members who depend on electricity for medical equipment, such as oxygen generators.
- Coordinate with the Logistics Section Facilities Unit to ensure that the EOC generator is working and has adequate fuel.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Establish and maintain communications with the utility providers for the university.
- Determine the extent of damage to utility systems serving the university: water, sanitary sewers, wastewater treatment plant, storm drains; electricity, gas, cable television and telecommunications services.
- Determine the location of all damaged gas and water mains, waste water lines and downed power lines.
- Ensure that all information on system outages is consolidated and provided to the Situation Analysis Unit in the Planning/Intelligence Section and the PIO.
- Coordinate with utility companies to determine the anticipated time of system restoration.
- Ensure that support to utility providers is available as necessary to facilitate restoration of damaged systems on campus.
- Ensure that the back-up power supplies for all critical facilities are working and have adequate fuel remaining. If any are inoperative, consult the Logistics Section Facilities Unit for the location and availability of generators on campus; and consult Logistics Section Procurement Branch for access to rented or purchased generators and fuel.
- Keep the Public Health Unit and Recovery Planning Branch informed of any damage to storm drain, sewer and sanitation systems, as well as possible water contamination problems.
- Keep the Construction/Engineering Branch informed of the restoration status.
- Complete and maintain the Utilities Status Report (Use electronic forms if available).
- Refer all contacts with the media to the Public Information Officer.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

TRANSPORTATION INFRASTRUCTURE UNIT LEADER

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Assess the status of all streets, roadways, sidewalks, bicycle paths, garages and parking lots (transportation infrastructure) on the campus.
2. Coordinate with local and State transportation agencies to determine the status of streets, highways and bridges that relate to access to the campus, including the interstate highway system.
3. Coordinate with local and State transportation agencies to determine available evacuation routes, travel routes from the campus to hospitals, and possible traffic control available to speed access on these routes, such as one-way, contra-flow, signal control.
4. Develop a Transportation Corridor Plan that identifies routes of ingress and egress, and staging areas to facilitate the movement of response personnel, the affected population, and shipment of resources and materials. Distribute this plan to the Operations Chief, the Planning/Intelligence Situation Status Branch, and the Transportation/Fleet Branch.
5. When requested, identify and prepare heli-spots.
6. Coordinate information on restoration of damaged transportation assets with the agency that owns the asset.
7. Supervise the Transportation Infrastructure Unit.

Activation Phase:

- Follow the Generic Activation Checklist.
- Establish and maintain a position log and other necessary files.
- Establish and maintain communications with the transportation agencies that own the streets, highways and bridges that provide access to the campus.

Operational Phase:

- Determine the extent of damage to streets, roads and highway systems serving the university.
- Ensure that all information on road closures and damage is consolidated and provided to the Situation Status Unit in the Planning/Intelligence Section.
- Coordinate with the Logistics Facilities Unit and Procurement Branch to ensure the rapid restoration of on-campus streets and other transportation assets.
- As needed establish Traffic Infrastructure Unit Groups: Road Debris Removal, Traffic Management, Road Repair and Bridge and Levee Surveillance.
- When requested, identify and prepare helispots. Obtain information on size and glide path requirements from the requesting agency.
- Keep the Construction/Engineering Branch informed of the restoration status.
- Refer all contacts with the media to the Public Information Officer.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

ROAD DEBRIS REMOVAL GROUP

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Understand the capability for removing debris from the road using university resources.
2. Coordinate with Logistics Section Procurement Branch to maintain a list of other sources of road debris removal resources.
3. Oversee road debris removal operations.

Activation Phase:

- Follow Generic Activation Phase Checklist.
- Check in with the Transportation Infrastructure Unit Leader and obtain your priorities and specific assignment.
- If time permits, contact all university units with road debris removal equipment to confirm their status and location. Recommend appropriate steps for preparing the equipment, such as filling up gas tanks, or taking the equipment to shelter or high ground.

Operational Phase:

- Give the Construction and Engineering Branch Director an updated list of available equipment before the first Action Planning Briefing.
- Oversee the removal of debris from university-owned transportation infrastructure, using university equipment such as wood chippers for the removal of tree-related debris; re-install fallen street lights; removal animal carcasses and other material that interferes with the safe use of the university's transportation infrastructure.
- Maintain logs and files associated with your position.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.

TRAFFIC MANAGEMENT GROUP

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Maintain an inventory of all university-owned traffic management equipment.
2. Coordinate with Logistics Section Procurement Branch to maintain a list of alternative sources of traffic management equipment, with 24-hour contact information for each.
3. Oversee traffic management operations.

Activation Phase:

- Follow Generic Activation Phase Checklist.
- Check in with the Transportation Infrastructure Unit Leader and obtain your priorities and specific assignment.
- If time permits, contact all university units with traffic management equipment to confirm their status and location. Recommend appropriate steps for safeguarding the equipment, such as fueling the delivery vehicles, and taking the equipment and its delivery vehicles to shelter or higher ground.

Operational Phase:

- Give the Construction and Engineering Branch Director an updated list of available equipment before the first Action Planning Briefing, such as barricades, delineators, electronic signs, and sandbags
- Support University Police/Security with traffic management operations on campus and at merge points with community streets; with the development and enforcement of carpooling for the campus; and with flood fighting materials.
- Maintain contact with the community EOC to share information on road conditions on campus and get information on traffic management and road conditions affecting the campus; and get information from community traffic cameras, if available, that cover areas adjacent to the campus.
- Maintain logs and files associated with your position.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.

ROAD REPAIR GROUP

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

- Maintain an inventory of all university-owned transportation infrastructure, including garages, parking lots, roads, sidewalks, bike paths.
- Maintain an inventory of all road construction as-built plans.
- Maintain an inventory of all transportation infrastructure repair equipment and materials.
- Coordinate with the Logistics Section Procurement Branch to maintain a list of alternate sources of transportation infrastructure repair equipment and materials.

Activation Phase:

- Follow Generic Activation Phase Checklist.
- Check in with the Transportation Infrastructure Unit Leader and obtain your priorities and specific assignment.
- If time permits, contact all university units with transportation infrastructure repair equipment and materials to confirm their status and location. Recommend appropriate steps for preparing equipment, such as filling up gas tanks, or taking vehicles, equipment and materials to shelter or higher ground.

Operational Phase:

- Give the Branch Director an updated list of available vehicles, equipment and materials before the first Action Planning Briefing.
- Provide engineering services for reconstruction of damaged transportation infrastructure.
- Coordinate with the Planning/Intelligence Section Recovery Planning Branch to ensure that transportation infrastructure is clean and safe for use by overseeing street sweeping, street washing, mud removal, oil abatement, street light reinstallation, and similar activities.
- Keep the Construction/Engineering Branch Director informed of the status of transportation infrastructure restoration projects.
- Maintain logs and files associated with your position.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.

BRIDGE AND LEVEE SURVEILLANCE GROUP****** Read This Entire Position Checklist Before Taking Action ********Responsibilities:**

1. Monitor the condition of bridges and levees, and conduct damage assessment.
2. Monitor the water levels at bridges and levees.

Activation Phase:

- Follow Generic Activation Phase Checklist.
- Check in with the Transportation Infrastructure Unit Leader and obtain your priorities and specific assignment.
- If time permits, conduct a baseline survey of all bridges and levees.

Operational Phase:

- Give the Branch Director an updated list of all campus bridges and levees.
- Regularly survey condition and water level of bridges and levees, starting as soon as it is safe and after every aftershock, major storm, or other triggering factor.
- Report water levels and any damage or impending failures to the Construction and Engineering Branch Director.
- Maintain logs and files associated with your position.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.

COMMUNICATION UNIT LEADER

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Create the master EOC log. Log significant events from the computer aided dispatch system (CAD).
2. Access CAD information regarding calls for service. Print out the CAD for the Action period; highlight the calls that are related to the disaster with blue highlighter, and Code 3 calls unrelated to the disaster in yellow. Analyze the calls for services and provide the Operations Chief with an analysis to present as part of his Action Planning report.
3. Assist the Operations Chief and Branch Directors with accessing information on the deployment of field forces in support of the disaster.
4. Assist in the creation and distribution of the Incident Action Plan in coordination with the Planning/Intelligence Section Chief. Provide Situation Status data from the EOC Log.

Activation Phase:

- Follow generic Activation Phase Checklist.
- Check in with the Operations Section Chief and obtain priorities and specific assignment, including the need for additional communications support staff.
- Contact the EOC sections or branches, and advise them of your availability to log their significant events, resource deployments and critical information.

Operational Phase:

- Assist the Operations Section Chief in preparing for the Action Planning briefings by providing the most recent CAD summaries and critical information from the EOC log.
- Assist the Planning/Intelligence Section Chief with the development of the Action Plan.
- Provide communications information to other Section Chiefs and Branch Directors, as needed.
- Maintain logs and files associated with your position.

Demobilization Phase:

- Follow generic Demobilization Checklist.
- Save the log on the desktop and to a CD and/or external drive. Make one hard copy of the complete log. Give the portable electronic version and the printout to the EOC Coordinator. Forward an electronic version of all documentation to the Planning/Intelligence Section.
- Ensure that the work area is clean, the computer turned off, and all equipment is returned to its drawer or box.

APPENDIX C

UNIVERSITY EMERGENCY PLAN: PLANNING INTELLIGENCE SECTION

This section includes the position descriptions and list of responsibilities for those individuals involved in the Planning and Intelligence Section of the campus' emergency response team. See [Figure 16](#). Also included is a generic checklist for all positions within the Planning and Intelligence Section.

Included are descriptions for:

- Situation/Status Branch positions, including demobilization, documentation and technical specialists units
- Damage Assessment Unit
- Recovery Unit, including the subunits of housing, refuse, vector and animal control, and streets and drains

DUTIES AND RESPONSIBILITIES

The role of the Planning/Intelligence Section is to

1. Maintain all situation intelligence that is developed within the EOC in a log and appropriate database formats.
2. Collect, evaluate and disseminate information within the EOC.
3. Coordinate the Action Planning Briefings, conduct the Action Planning Briefings, and create the written Action Plan at the direction of the Management Section Chief.
4. Display critical information through status boards, maps and computer displays.
5. Perform data analysis and prepare reports and other documentation for later use in developing required reports, for reimbursement, and for lessons-learned reviews.
6. Identify any future emergency response concerns by obtaining weather information, and other information related to the ability to manage the disaster (such as sunrise/sunset, shortages, and external events, for example).
7. Conduct damage assessment to determine the extent and value of the loss of campus property.
8. Develop the Recovery Plan for the event, including emergency and temporary housing for campus residents, and stranded commuter students, faculty, and staff; refuse management and debris removal, restoration of utilities and other campus support services, and related tasks.

Staff for the Planning/Intelligence Section includes at least the Chief and three branch directors—Situation Analysis Branch; Damage Assessment Branch; Recovery Branch. Additional staff will be requested by the Chief based on the level of activity within the section.

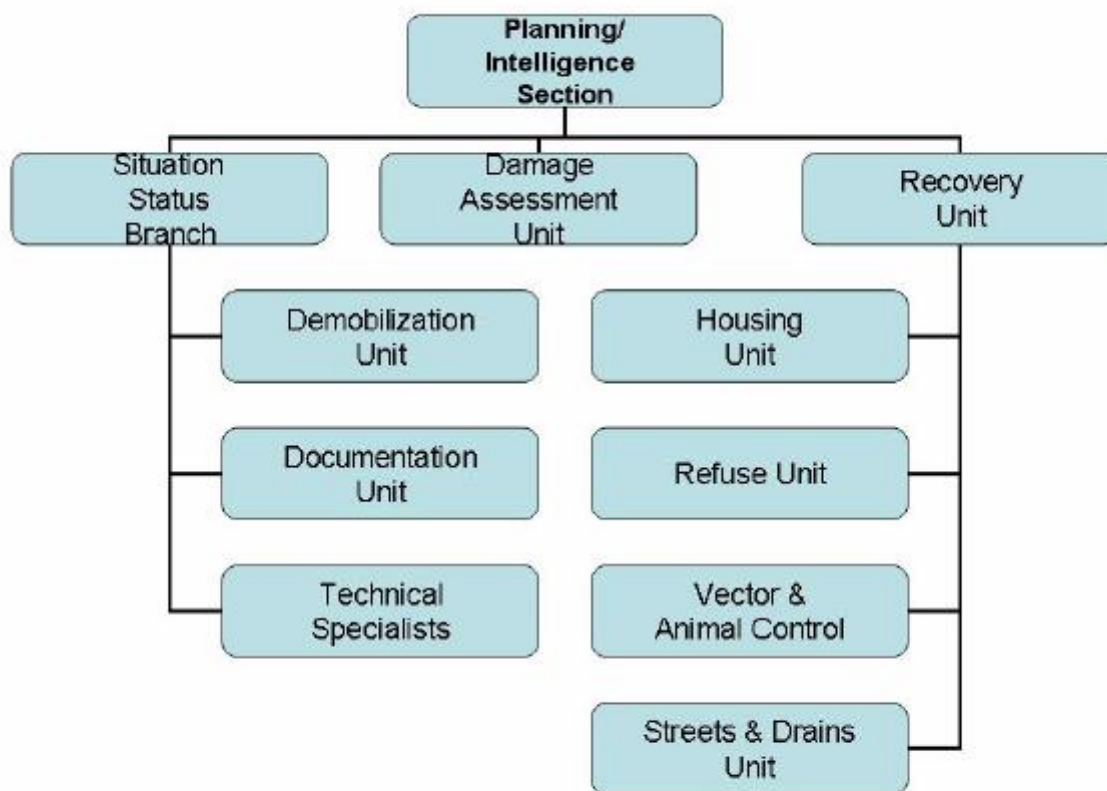


Figure 16 Planning Intelligence Section chart

GENERIC CHECKLIST

(For All Positions)

Activation Phase:

- Check in with the Security Officer upon arrival at the university EOC.
- Report to Management Section Chief, Section Chief, Branch Coordinator, or other assigned supervisor.
- Set up workstation and review your position responsibilities.
- Establish and maintain a position log, which chronologically describes your actions taken during your shift.
- Determine your resource needs, such as a computer, phone, plan copies, and other reference documents.
- Ensure that situation status/ resource request system (such as Web EOC, RIMS or similar tool) is operational.

Demobilization Phase:

- Deactivate your assigned position and close out logs when authorized by the Management Section Chief.
- Complete all required forms, reports, and other documentation.
- Coordinate all the required information from all the EOC Sections for the final Action Plan, and submit the finished Action Plan to the Management Section Chief; keep a copy for the meetings and audits with FEMA.
- Be prepared to assist with writing the After Action Report.
- If another person is relieving you, ensure he is thoroughly briefed before you leave your workstation.
- Clean up your work area before you leave.
- Check out with the Security Officer, and leave your intended destination and a phone number where you can be reached.

PLANNING/INTELLIGENCE SECTION CHIEF

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Ensure that the following responsibilities of the Planning/Intelligence Section are addressed as required:
 - a. Collecting, analyzing, and displaying situation information
 - b. Preparing periodic Situation Status Reports for State OES
 - c. At the direction of the Management Section Chief, preparing and distributing the written EOC Action Plan at the beginning of each Action Planning Period, and facilitating the Action Planning Briefing at the end of each Action Planning Period
 - d. Conducting Recovery planning activities and preparing the report,
 - e. Providing technical support services to the various EOC sections and branches, and documenting and maintaining files on all EOC activities.
2. Establish the appropriate level of organization for the Planning/Intelligence Section.
3. Exercise overall responsibility for the coordination of branch/unit activities within the section.
4. Keep the Management Section Chief informed of significant issues affecting the Planning/Intelligence Section.
5. In coordination with the other Section Chiefs, ensure that Branch Status Reports are completed and used as a basis for Situation Status Reports for State EMA, and for the periodic EOC Action Planning Briefing reports to the Management Section Chief.
6. Supervise the Planning/Intelligence Section.

Activation Phase:

- Report to the EOC as directed.
- Ensure that the Planning/Intelligence Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps and status boards.
- Based on the situation, activate branches within the section as needed and designate Branch Directors or Unit Leaders for each element:
 - Situation Analysis Branch
 - Damage Assessment Branch
 - Documentation Unit
 - Recovery Branch
 - Demobilization Unit
 - Technical specialists
- Request additional personnel for the section as necessary to maintain a 24-hour operation.
- Establish contact with the state's regional EOC when activated, and coordinate required Situation Status Reports with the state's Planning/Intelligence Section.

- Meet regularly with Operations Section Chief; obtain and review any major incident reports they provide, and evaluate their impact on the EOC Action Plan.
- Review responsibilities of branches in section; develop plans for carrying out all responsibilities.
- Make a list of key issues to be addressed by Planning/Intelligence; in consultation with section staff, identify objectives to be accomplished during each Operational Period, and report these at each EOC Action Planning Briefing.
- Keep the Management Section Chief informed of significant events.
- Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.

Operational Phase:

- Ensure that Planning/Intelligence Section position logs and other necessary files are maintained.
- Ensure that the Situation Status Branch is maintaining current information for the situation status report, including a running log of significant events.
- Ensure that major incident reports and branch status reports are completed by the Operations Section and are accessible by Planning/Intelligence (using electronic tools if available).
- Ensure that a situation status report is produced and distributed to EOC Sections and the state's regional EOC, prior to the end of each operational period.
- Ensure that all status boards and other displays are kept current and that posted information is neat and legible.
- Ensure that the Management Section Public Information Branch has immediate and unlimited access to all status reports and displays.
- Conduct periodic briefings with section staff and work to reach consensus among staff on section objectives for forthcoming operational periods.
- Facilitate the Management Section Chief's Action Planning briefings approximately one hour before the end of each operational period.
- Ensure that objectives for each section are completed, collected and posted following each Action Planning meeting.
- Ensure that the EOC Action Plan is completed, signed by the Management Section Chief, and distributed prior to the start of the operational period.
- Work closely with each branch/unit within the Planning/Intelligence Section to ensure that the section objectives, as defined in the current EOC Action Plan, are being addressed.
- Ensure that the damage assessment of campus structures is completed rapidly. In an earthquake, repeat damage assessment after every major aftershock.
- Ensure that the Documentation Unit maintains files on all EOC activities and provides reproduction and archiving services for the EOC, as required.
- Ensure that the Recovery Planning Branch is able to make a recovery plan based on adequate information from the field.

- Provide technical specialists, such as energy advisors and hazardous materials specialists, to other EOC sections as required.
- Ensure that fiscal and administrative requirements are coordinated through the Finance/Administration Section.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

SITUATION STATUS BRANCH

Collection and analysis of information and data related to a disaster or emergency are crucial to the successful management of response and recovery operations. This section outlines the concept of operations, and policies and procedures that the university's emergency management organization will use to achieve this goal. This section also contains the Situation Reporting Form, and an emergency action checklist to be used by the Situation Status section in the EOC, as well as position checklists for the branch directors.

CONCEPTS OF OPERATIONS

As soon as possible following an incident, field units of the University Police/Security Department and Facilities Department will conduct a reconnaissance of affected areas to determine the extent and type of damage experienced throughout the campus, impacts on infrastructure and utilities, impacts on campus community members, and any other observations that can be made during disaster response field work. They will report this information to their respective branches or Section Chiefs at the EOC, who will ensure that it is shared with the Planning/Intelligence Section in a timely fashion. This information will be collected by the Situation Status Branch in the Planning/Intelligence Section, to become the basis for the opening briefing at each Action Planning Briefing, and incorporated into the required reports that are sent to the State's regional EOC and the Chancellor's Office via Internet or fax. It is crucial that this information be timely and accurate.

The Situation Status Branch will maintain visual displays of disaster-related information for use by other EOC Sections in managing their work. Such displays may include posted paper, whiteboards or computer displays. Information may also be shared via email if networked or wireless laptop computers are available.

As soon as practical, the Situation Status staff will obtain information on the disaster from external sources, including the National Weather Service, U.S. Geological Survey, local flood control agency, and any other sources appropriate to the specific disaster. They will add this information to their documentation for the Action Planning Briefing, and for use in the reports to the state. As soon as practical, the Situation Status staff will create a map of the disaster impacts on the campus and in the immediately surrounding community neighborhoods. The map will evolve with the event during the Action Period, and be prepared as an asset for the next Action Planning Briefing. The map presented at each Action Planning Briefing will be marked for ending time and date, and preserved as an asset of that briefing. The evolution of the map will then continue forward from that point until each successive Action Planning Briefing, at which time the map will once again be marked with time and date. In addition, Situation Status staff will post one copy of the last Action Planning Briefing map within the EOC's Operations Section work space for reference by all EOC Sections as they fulfill their goals for the Action Period. Where possible, the map should be made using GIS to incorporate critical features: road grid, waterways, special facilities (high occupancy, special populations, public safety) and other critical features already available through existing GIS databases. The posted map may be paper, or an electronic map sent to each computer in the EOC when computers are available.

The collected disaster information is the basis on which requests for disaster relief funding and mutual aid will be initiated; CAMPUS EMERGENCIES will be declared; and requests for gubernatorial and presidential declarations will be made.

POLICIES AND PROCEDURES

Intelligence Gathering

Within the context of this plan, intelligence can be grouped in three categories, as follows:

1. Information needed to determine the nature and extent of operational problems, and the immediate needs of disaster victims. During the early phases of an emergency, first priority is accorded to the collection and collation of this category of disaster intelligence.
2. Damage assessment information expressed in dollar amounts. Initial reports must be rapid, so approximation is all that is needed; accuracy will be developed later. This category of disaster intelligence information will be initially developed by the Damage Assessment Unit, and should lead to projections relative to short and long-term financial and economic impacts.
3. Information relative to both short and long-term recovery operations.

The California State Disaster Assistance Manual provides specific, detailed guidance relative to damage assessment and documentation. This manual is available from the state's region OES. Detailed information and forms are part of the state's electronic data system guidance available from the Region. See [Table 2](#). The Planning Intelligence Section staff, which is responsible for collating damage assessment information received from field units, should be familiar with these systems, and ensure that appropriate hard copy documents are always available for any EOC activation.

Table 2 Governor's Office of Emergency Services Situation Report Form

Attachment 1

GOVERNOR'S OFFICE OF EMERGENCY SERVICES**SITUATION REPORT**FROM: *University Emergency Operations*

OES Region: As designated

Law Mutual Aid Region: *As designated*Fire Mutual Aid Region: *As designated*

Event Name:

2. Report as of: *date & time of report*

3. Date/Time of Event:

4. Event Location:

5. Event Type:

10. Areas Affected:

11. Current Situation:

12. Current Situation Detail	Status	Details, Locations, Comments, etc.
a. Significant Damage		
b. Deaths		
c. Injuries		
d. Damaged Buildings		
e. Utility Problems		
f. Common Problems		
g. Road Problems		
h. Evacuations		
i. Critical issues		
j. Other Problems		

13. Major Incidents:

14. Response/Recovery priorities:

15. Date/Time of next Report:

16. Proclamations/Declarations:

a. Campus:

b. Gubernatorial Requested:

c. Director's Concurrence:

d. Gubernatorial Received:

e. Presidential Requested:

f. Presidential Received:

Response	Status	Details, Locations, Comments
a. E.O.C.(s) Activated		
b. Care & Shelter		
c. Construction & Engineering		
d. Hazardous Materials		
e. Fire & Rescue		
f. Law Enforcement		
g. Medical / Health		
h. Movement		
i. Utilities		
j. Disaster assistance programs/facilities		
k. Mutual aid received in last 24 hours?		
l. Mutual aid received in next 24 hours?		

18. Other Critical Information or General Comments:

19. Response actions taken and resources committed by function:

20. Report Prepared by:

- a. Phone:
- b. e-mail, if available:
- c. other:

SITUATION STATUS BRANCH DIRECTOR

******Read This Entire Position Checklist Before Taking Action******

Responsibilities:

- Upon arrival at the EOC, follow the Generic checklist, then check in with the EOC Coordinator. Request:
- Seating assignment
- Shift assignment
- EOC orientation
- Incident/situation briefing
- Initiate/maintain, as the case may be, a log. Pass this log on to your relief with instructions to maintain it.

Operational Phase:

- Set up status boards and maps.
- Issue Situation Report Forms to all EOC sections. Instruct Section Chiefs to periodically poll field units, complete the Situation Report Forms, and return them to the Situation Status Branch in the EOC.
- Prepare and submit to state Regional EOC Situation Report Forms as follows:
 - Initial report within 4 hours.
 - Subsequent reports to be submitted as conditions warrant; i.e., any significant changes should be reported, or at the beginning of each new Action Period.
- Post the raw data contained in the Situation Report forms to status boards and maps.
- Based upon data, prepare summaries and recommendations for the next Action Planning Briefing. Key considerations are:
 - Nature and scope of the emergency
 - Response capability on campus, need for off campus assistance
 - Threat to life and property
 - Damage assessment data, expressed in dollar amounts
- In the event of an EARTHQUAKE, collect the following information from the Damage Assessment Unit and Operations Section and post:
 - Location of collapsed campus critical facilities, such as University Police/Security facility, hazardous materials storage facility.
 - Status of utility services.
 - Location of collapsed buildings with trapped occupants. If possible, determine the number and condition of trapped occupants.
 - Location of broken gas and water mains.
 - Location of downed power lines.
 - Location of internal, garage-related or adjacent road closures.
 - Status of sanitation facilities.
 - Fatalities and injuries.
 - Periodic damage assessment figures, expressed in dollar amounts.

- In the event of a FLOOD or DAM FAILURE, collect the following information from the Damage Assessment Unit and Operations Section and post:
 - Boundaries of the inundation area(s).
 - Anticipated duration of the inundation period.
 - Status of roads adjacent to or serving the campus, and routes from campus to depart the community.
 - Status of campus critical facilities.
 - Status of utilities.
 - Status of sanitation system.
 - Status of water system. Include status report on any potential contamination of potable water supplies.
 - Fatalities and injuries.
- In the event of a HAZARDOUS MATERIAL or RADIOLOGICAL INCIDENT, collect the following information from the Damage Assessment Unit and Operations Section and post:
 - Identity of substance(s) involved.
 - Quantity of substance(s) involved.
 - Extent of the release, and plume direction.
 - Relative threat to life and property.
 - Boundaries of evacuation area(s).
 - Fatalities and injuries.
 - Wind speed and direction, as well as weather predictions.
 - Fatalities and injuries.

DOCUMENTATION UNIT LEADER

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Collect, organize and file all completed event or disaster related forms, including all EOC position logs, situation status reports, EOC Action Plans and other related information, just prior to the end of each operational period.
2. Provide document reproduction services to EOC staff.
3. Distribute the university EOC situation status reports, EOC Action Plan, and other documents, as required.
4. Maintain a permanent electronic archive of all situation reports and Action Plans associated with the event or disaster.
5. Assist the P/I Section Chief with the preparation and distribution of the After Action Report.
6. Supervise the Documentation Unit.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Maintain a position Log.
- Meet with the Planning/Intelligence Section Chief to determine what EOC materials should be maintained as official record.
- Meet with the Recovery Branch Director to determine what EOC materials and documents are necessary to provide accurate records and documentation for recovery purposes.
- Initiate and maintain a roster of all activated EOC positions to ensure that position logs are accounted for and submitted to the Documentation Unit at the end of each shift.
- Reproduce and distribute the Situation Status Reports and Action Plans. Ensure distribution is made to the state's regional EOC via electronic system or fax.
- Keep extra copies of reports and plans available for special distribution as required.
- Set up and maintain document reproduction services for the EOC.

Demobilization Phase:

- Follow Generic Demobilization Checklist.

DAMAGE ASSESSMENT UNIT

Collection and analysis of damage assessment information is crucial to the successful management of response and recovery operations.

CONCEPTS OF OPERATIONS

Immediate windshield surveys of damage will be conducted by University Police/Security and Facilities staff. Assigned field staff will conduct a reconnaissance of affected areas to determine the extent of damage, and will report this information to the Damage Assessment Unit of the Planning/Intelligence Section. This overview of damaged areas will become the basis for the development of a field inspection program. It is crucial that this information be timely, accurate, and where practicable, includes specific damage assessment figures in dollar amounts.

POLICIES AND PROCEDURES

Damage Assessment

Damage assessment teams will be composed of qualified individuals such as Facilities staff. The two types of damage assessment are defined as follows:

1. Individual Assistance Damage Assessment—describes private sector damage such as damage to personal property within labs and dorm rooms;
2. Public Assistance Damage Assessment—describes damage to public facilities such as campus buildings and facilities. Included in this category are costs associated with search and rescue operations, medical care, care and shelter, and rehabilitation operations on campus.

The Facilities staff will follow their SOP to provide a complete survey of the property within the damaged areas of the campus in a timely fashion. They will use ATC-20 formats for damage assessment, and post buildings using color-coded tri lingual signs. They will provide a complete survey of the facilities and infrastructure within the damaged areas of the campus. If the number of available Facilities staff members is inadequate to inspect the campus within a reasonable period of time, Building Officials' Mutual Aid may be requested from the state's regional EOC.

Dollar value estimates for the damaged buildings will be developed within the Planning/Intelligence Section. This will be a cooperative effort among campus departments with knowledge of building values, such as Facilities, Administration, Risk Management and faculty from Civil Engineering. Definitive information is available from Office of State Architect, if they can be reached.

All damage assessment reports will be provided to the Planning/Intelligence Section Damage Assessment Unit Leader in a timely fashion. The Damage Assessment Unit will aggregate the information and create the damage estimate information needed to complete the required forms. This information will be recorded on the required forms by the assigned Planning/Intelligence Section personnel, and sent to the state's regional EOC.

DAMAGE ASSESSMENT UNIT LEADER

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Request inspectors from the Office of State Architect to provide the official damage assessment and building condition reports.
2. Collect initial damage assessment information from the field through campus staff.
3. Coordinate with the Operations Section Construction and Engineering Branch to obtain damage information for utilities that serve the campus, and from any dam owners, if appropriate.
4. Develop detailed damage assessment information, with associated damage cost/value estimates.
5. Maintain detailed records on damaged areas and structures.
6. Coordinate with the Planning/Intelligence Section Chief to request Building Officials Mutual Aid if required to inspect structures and/or facilities.
7. Supervise the Damage Assessment Branch.

Activation Phase:

- Follow generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Deploy trained university personnel to the field according to their plan to complete the inspection of campus facilities, using ATC-20 as a basis, and tri-lingual signs indicating safety levels (red, yellow, green).
- Obtain initial damage assessment information from University Police/Security and Facilities staff, and keep the Section Chief informed.
- Coordinate with the American Red Cross, utility service providers, and other sources for additional campus and community damage assessment information.
- Prepare detailed damage assessment information, including estimate of value of the losses, and provide to the Planning/Intelligence Section Chief.
- Clearly label on a campus map each structure and/or facility inspected in accordance with ATC-20 standards and guidelines.
- Maintain a list of structures and facilities requiring immediate inspection or engineering assessment.
- If mutual aid is needed, initiate all requests for engineers and building inspectors through the REOC.
- Refer all contacts with the media to the Public Information Branch.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

RECOVERY PLANNING BRANCH

Recovery actions must be planned for early in a disaster, often while the disaster is still unfolding, and implemented as soon as life safety issues are resolved. The development of a recovery plan is a critical part of the disaster response period, enabling the property damage to be minimized, the economic damage limited, and the restoration of campus services to be rapid.

CONCEPT OF OPERATIONS

The Recovery Planning Branch consists of a Branch Director and associated Unit Leaders when appropriate. Units may include Housing, Refuse, Vector and Animal Control, and Infrastructure, if activated. The Recovery Branch reviews the damage assessment information and situation intelligence and develops a plan to assist with all aspects of campus restoration.

POLICIES AND PROCESURES

Housing

On-campus housing units may become uninhabitable due to disaster damage. The Housing Unit will ensure that short-term housing is found to allow the Care and Shelter Unit to close public shelters in a timely fashion. They will also work with State University System resources to speed repair and rebuilding of damaged campus housing. When necessary, the Housing Unit will coordinate with the Individual Assistance Officer appointed by the State to develop a Disaster Application Center (DAC) to coordinate the various types of assistance needed by the campus resident disaster victims.

Refuse Removal

Disasters frequently generate large amounts of damaged personal goods, building contents and building materials. Floods and earthquakes may also destroy infrastructure, requiring the removal of concrete, steel and other large building materials. This material must be removed from the campus quickly to facilitate physical and psychological recovery. Some material will be removed as excess refuse. Other material is hazardous and requires special handling. Still other items can be recycled if properly separated. The Refuse Unit will oversee the development of appropriate plans for the removal of disaster related debris. In addition, they will work with regional and State agencies to facilitate recycling wherever possible.

Vector and Animal Control

Disaster may displace wild animal populations from their natural habitats and drive them into community areas. Vermin, vectors and aggressive wild animals may seek shelter in campus landscaping, or in disaster-related ponds or mud. Domestic animals and pets may become separated from their families during disasters. They may run away or hide during disaster evacuations and be left behind. The Vector and Animal Control Unit will coordinate with county Vector Control to abate vector-related health hazards; and

coordinate with city Animal Services to ensure the rescue and safekeeping of domestic animals found on campus.

Streets and Drains

Public infrastructure is frequently damaged during a disaster. This unit will coordinate with the Operations Section Roadway Debris Removal Team to ensure that roads are cleaned to allow delivery of recovery services, such as refuse removal and emergency response capabilities. Streetlights and underground structures are also frequent victims of disaster damage. These need to be repaired to facilitate the flow of traffic within the campus. Storm drains, sanitary sewers, water lines and conduit may have been damaged and require repair to facilitate the reuse of campus facilities. The Streets and Drains Unit will coordinate this work with the Operations Section Construction and Engineering Branch to support campus recovery. This work will have to be coordinated with the community as the owner of most of the adjacent streets and much of the supporting infrastructure.

Public Information

The Recovery Planning Branch will coordinate with the Management Section Public Information Officers to ensure that appropriate notices are distributed to the news media and the public regarding recovery processes. Each Unit within the Branch will contribute appropriate material and assist with the development of media releases and media briefings.

Financial Recovery

The Recovery Planning Branch will carefully coordinate all information needed to obtain reimbursement of recovery related costs from higher levels of government, insurance carriers or responsible parties. They will provide the information to the Finance/Administration Section in a timely manner, and assist with the development of files and documentation to support the university's cost recovery efforts. The Recovery Branch will also work with other EOC sections to ensure that field forces develop appropriate documentation of their work to support reimbursement (videotape of repair and restoration work, photos, safe keeping of drawings, and similar activities).

RECOVERY PLANNING BRANCH DIRECTOR

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Collect and maintain documentation of all disaster information to facilitate the design of recovery work.
2. Coordinate all neighborhood level public facility recovery (such as utilities) with outside agencies and contractors.
3. Determine the mid-term and long term housing needs of disaster victims, and work with the university system to develop a plan to meet those needs.
4. Supervise the Recovery Planning Branch and all recovery operations.

Activation Phase:

- Report to the EOC when directed and follow the Generic checklist.

Operational Phase:

- Establish and maintain position log and other necessary files.
- Establish a Housing Unit within the Branch, if appropriate.
- Coordinate with the EOC Director to determine the disaster declaration level and the likely assistance that will flow from it (e.g., SBA only, public assistance and individual assistance if Presidential Disaster Declaration)
- When appropriate, coordinate the opening of a Disaster Application Center (DAC) that will provide “one-stop shopping” for campus-housed disaster victims, including federal, State and local agencies.
 - Coordinate with the Damage Assessment Branch to determine the estimated length of time victims will be unable to return to the campus-based housing, and organize outside agencies accordingly (e.g., post office to redirect mail, phone company to forward calls, newspaper delivery changes.).
 - Coordinate with county Social Services to include application for food stamps, welfare, or other available social service programs at the DAC.
 - Coordinate with the Medical/Health Branch’s Mental Health Unit to have a counseling outreach table at the DAC.
 - Coordinate with American Red Cross, Salvation Army, and other NGOs to have outreach tables for their services at the DAC.
 - Coordinate with County Public Health Officer to ensure that post-disaster medical information is available at the DAC (e.g., precautions to take if contaminated by flood water, appropriate immunizations)
 - Coordinate with Logistics Chief to obtain appropriate facility for the DAC, including furnishings, office equipment
 - Coordinate with the state’s regional EOC to get FEMA and State representatives to the DAC to discuss their programs (SBA, individual assistance, other)

- Coordinate with the state's regional EOC to get appropriate national NGO assistance to the DAC (e.g., Southern Baptist cooking team, Church of the Brethren child care assistance.)
- When appropriate establish the Refuse Unit for removal of disaster-related debris
 - Coordinate with Logistics Chief to contract for roll out boxes for flood damaged office contents, large appliances, carpeting, wall board, personal belongings
 - Staff on-campus refuse locations to monitor refuse discarded for appropriateness and campus source; offer a separate container for Household Hazardous Waste items such as cleaners, paint, and insecticides.
 - Coordinate with Logistics Chief to contract for recycling of construction debris (bricks, concrete, cinder block, asphalt)
- When appropriate, establish Streets and Drains Unit
 - Coordinate with Construction and Engineering and Logistics to obtain street sweeping services to remove mud from the streets and walkways in previously flooded areas
 - Coordinate with Construction and Engineering to ensure that street infrastructure is restored rapidly to facilitate debris removal and reconstruction
 - Coordinate with Construction and Engineering to ensure that flood debris is removed to facilitate campus restoration and traffic circulation
 - Coordinate with Construction and Engineering to ensure that storm drains, sanitary sewers, and sewer lift stations are inspected for proper functioning immediately after the disaster abates, and that needed repairs are conducted rapidly.
- Coordinate with PIO to issue any health and safety or service availability bulletins related to recovery issues
 - Location of rollout boxes, times available, rules regarding items accepted
 - Bulletins regarding drinking water safety, sanitary sewer availability
 - Bulletins regarding post-disaster health concerns from the County Public Health Officer
- Coordinate with Logistics Chief to contract with the local youth Conservation Corps or similar group, as needed, to assist with recovery work
 - Assist campus residents with moving large damaged goods to the collection points
 - Deliver health notices, clean-up advisories and other flood-related information door to door
 - Monitor roll out boxes and household hazardous waste collection points for appropriate usage
 - Provide translation services at roll out boxes and other refuse collection points
- Act as the liaison for the university with the city and other agencies to coordinate the recovery process as needed.
- Prepare all required State and federal documentation as necessary to recover all allowable disaster recovery costs.
- Organize and prepare Branch records for Planning /Intelligence Section Chief.

- Assist the EOC Coordinator and Planning/Intelligence Section Chief with preparation of the After Action Report.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

RECOVERY PLANNING BRANCH STANDARD OPERATING PROCEDURE (SOP)

DEFINITIONS

1. Recovery Planning is the projection of current situation intelligence into post disaster actions, activities, and organizational changes.
2. Immediate Recovery includes actions required to mitigate the effects of the disaster on the campus, and restore campus life to an acceptable level.
3. Long-term Recovery includes actions required to restore the campus to pre-disaster status, including the recovery of funds spent for campus disaster response.

OBJECTIVES

1. The objective of Recovery Planning is to anticipate the immediate needs of the campus for actions and activities to mitigate the effects of the disaster, and to organize the appropriate responses so that they may be implemented at the earliest possible time during or after the disaster. The Recovery Planning Branch will analyze disaster/situation intelligence as it is being collected with an eye to post-disaster actions to contain and remedy damage as quickly as possible. Actions would include consideration of synergistic relationships among disaster events (e.g. the earthquake, hazardous materials events, and air and water quality protection issues; or dam failure, flooding and water and sewer system usability). While Situation Status Branch members focus on the response, the Recovery Planning Branch members will look beyond the disaster event to its broader implications for the university, and develop action steps to normalize activities and restore the quality of campus life and the delivery of educational services.
2. The objective of Immediate Recovery is to restore essential public services and infrastructure to a functional level, thereby mitigating the effects of the disaster on the campus. Coordination among public agencies, special districts, utilities and private contractors is an essential element of Immediate Recovery planning. Close coordination with the Care and Shelter Unit, Mental Health Unit, and social services agencies is critical for the physical and psychological care of the campus community members, including the establishment of temporary housing and critical incident stress debriefing opportunities. Immediate recovery plans may be implemented while disaster response is continuing, at the discretion of the Management Section Chief.
A “one-stop” Disaster Application Center (DAC), where utilities, post office, and public assistance programs can be accessed at one location will assist campus residents with obtaining outside assistance. Federal programs will most likely be accessed by telephone registration, so mobile pay telephones should be considered for location at the DAC. Issues requiring priority setting should be articulated and referred to the Policy Group. Establishment of a streamlined system for inspection leading to re-occupancy of residential buildings on campus is essential. Advice should be provided to the Logistics Branch regarding the needs for streamlined procurement and contracting processes for priority campus restoration activities. Information should be collected on the activities of the university system related to repair, restoration and financial recovery.

3. The objective of Long-term Recovery is to restore the campus to its pre-disaster condition with as little disruption to students, faculty and staff as possible, and with maximum cost-recovery to the university. Activities include coordinating with agencies regarding reconstruction of infrastructure, sequencing of repairs, economic impact mitigation actions (e.g., business recovery), location of long-term temporary student housing facilities, and coordination with State and federal aid programs.

ORGANIZATION

1. The primary responsibility for gathering the information at all phases of the Recovery planning process lies with the Recovery Planning Branch of the Planning/Intelligence Section. The Recovery Planning Branch must compile their status reports, in cooperation with utilities and surrounding jurisdictions in the affected areas.

Recovery Planning Branch status report items should be forwarded to the State's regional EOC Planning/Intelligence Section if they fall into one of the following categories:

- a. Exceed the ability of the campus to accomplish:
 - May result in mutual aid from neighboring jurisdictions in the region;
 - May result in a request for mutual aid being relayed to the State.
- b. Impact neighboring jurisdictions:
 - May result in coordination through the city EOC;
 - May require coordination at the University System level.
- c. Requires State or Federal intervention/assistance:
 - Will be relayed to the State's regional EOC or OES Regional office.
2. It is the responsibility of the Recovery Planning Branch to provide up-dated information to the state's regional EOC Planning/Intelligence Section in a timely manner regarding all issues that have been referred through the state's regional EOC.
3. It is the responsibility of the Recovery Planning Branch to notify the state's regional EOC Planning/Intelligence Section when an incident is closed, when the disaster has been terminated, when the university EOC Recovery Planning Branch has closed, or when any other action that impacts previous service/assistance requests has occurred.
4. The state's regional EOC Planning/Intelligence Section will collect and aggregate data, and pass information to the State Operations Center in a timely manner, recognizing that disaster response requests will have priority for communication channels during the disaster event, until the event is declared under control.

TASK LISTS

Immediate Recovery:

1. Organize campus community and facility debris removal
 - a. Coordinate regulatory agency permitting
 - b. Contract with hauler

- Storm drain clearance
 - Public property clearance for liability purposes
2. Re-establish utility services where possible in coordination with the providers
 - a. In conjunction with the Public Health Unit, determine potability of water
 - b. In conjunction with the Public Health Unit, determine operability of sanitary sewers
 - c. In conjunction with the Utility Unit, work with gas, electric, phone, cable and other utilities to restore service as widely and rapidly as possible
 - d. Coordinate with regulatory agencies for work/activity permits
 - Regional Water Quality Control Board
 - Air Quality Management District
 - Public Utility Commission
 3. Activate the streamlined inspection processes plan
 - a. Maintain a separate inspection team for the disaster
 - b. Use volunteer and contract inspectors/engineers for disaster-related work to facilitate reimbursement, and maintain regular work schedule for Facilities staff, as far as possible
 - c. Obtain inspectors from the Office of State Architect as quickly as possible; or access their contract inspectors through them
 4. Activate the streamlined procurement system for emergency response and recovery activities
 - a. Emergency contract awards
 - b. Emergency purchasing through open purchase order, standing contracts, sole source vendors
 5. Based on the direction of the Management Section Chief, select a One-Stop Disaster Assistance Center site and prepare for activation
 - a. Ensure that it is safe and cleared of debris
 - b. Coordinate with the Utilities Unit to ensure that support services are available at the DAC
 - Sanitation
 - Phones: numbers and instruments for each position, at least
 - Electricity
 - Other utilities as needed and available
 - c. Coordinate with Facilities Unit for furnishings
 - Tables, file cabinets and chairs for office area
 - Lounge area furniture, including a playpen, changing table, coffee maker
 - Computers, printers, modems, fax machines
 - Office supplies, computer paper
 - Sanitation supplies
 - Coffee supplies
 - d. Coordinate with Mental Health Unit to use campus groups or NGOs
 - To provide hospitality in the lounge
 - To provide critical incident stress debriefing

- To provide on-site first aid capability
- e. Notify all interested agencies regarding location, hours of operation, and staffing expected of them
 - State EMA
 - FEMA
 - Local utility services
 - Post office
 - Banks
 - City/county offices
 - Housing Department
 - Social services/welfare
 - Animal control—lost/stray pets, pet boarding
 - Newspaper subscription representatives
 - Appropriate NGOs (at President’s discretion)

Long-Term Recovery:

1. Participate in priority setting for clean-up and infrastructure reconstruction for facilities that impact the campus recovery:
 - a. State highways
 - b. City and county roads
 - c. Bridges—Federal, State, county, railroad
 - d. Regional transportation grid evaluation
 - Railroad
 - Airport
 - Pipelines
2. Analyze ability to restore adequate numbers of permanent campus housing units.
 - a. Pre-sited locations for temporary residential trailers (may be provided by FEMA)
 - b. Location of potential vacant rental units near the campus (note that in a regional disaster affordable housing may be in short supply throughout the area near the university)
 - c. Resettlement of campus residents
 - Special financial arrangements
 - Financial assistance beyond Federal 30 day rent
 - Coordinate with community social services
 - Red Cross
 - Salvation Army
 - Goodwill
 - St. Vincent de Paul
 - Community NGO collaborative organization
 - Evaluate transportation needs if re-housed off campus
 - Public transit
 - Van pools

- Coordinate State and Federal financial aid programs through DAC
- 3. Develop a financial recovery plan for the campus
 - a. Evaluate disaster-related economic impact
 - Create program to assure maximum possible federal assistance
 - Create program to assure maximum possible disaster cost-recovery, campus-wide
 - Coordinate with Chancellor's Office
 - Assess impact on individual departments and researchers, and determine what coverage is available for their losses: records, materials, intellectual property, animals
 - Assess business interruption losses and potential coverage
 - Assess economic impact of loss of paid days of school, external education programs, other income producing activities
 - Assess business losses to campus-based businesses: university catering, Campus Events Center, sporting events, print shop, book store
 - b. Develop a plan to assist/attract new students, restart grants and income producing research, maintain/ attract faculty and staff.

APPENDIX D STATE UNIVERSITY EMERGENCY PLAN: LOGISTICS SECTION

This appendix includes the position descriptions and list of responsibilities for those individuals involved in the Logistics Section of the campus' emergency response organization. See [Figure 17](#). Also included is a generic checklist for all positions within the Logistics Section.

Included are descriptions for:

- Facilities Unit
- Human Resources Branch, including Volunteer Unit
- Information Technology Branch, including GIS Support, Desktop Support, Network Support and RACES Units
- Procurement Branch, including the Resources Tracking Unit
- Transportation/Fleet Branch, including the Rolling Stock, Heavy Equipment and Transit Connection Units

DUTIES AND RESPONSIBILITIES

The role of the Logistics Section is to

1. Procure facilities needed for emergency response and service provision
2. Ensure that adequate and appropriate personnel are available to staff all needed positions in the emergency response and support functions, whether through existing employees or contracts
3. Procure equipment and materials to support the emergency response, including technology support in the Emergency Operations Center
4. Ensure that adequate transportation/fleet assets are available to meet the needs of the emergency response.

Branches that may be activated are:

Facilities

Ensures that facilities needed to support the emergency response are available and functional.

Information Technology

Oversees the provision, maintenance, purchasing, leasing, renting, or assignment of communications equipment including radio, telephone, cell phones, and computer equipment; ensures that all telecommunication and computer-based capabilities needed for the EOC are functional.

Human Resources

Provides staffing for emergency response. Develops a call back plan for the staffing needed for 24 hour EOC coverage, and civilian staffing for emergency response and support functions. Processes Workers' Compensation claims for university employees

and university registered volunteers, and passes them to the Finance/Administration Risk Management, Compensation and Claims Unit. Passes registered Disaster Service Worker/Workers' Compensation claims on to State OES for processing.

Procurement/ Resource Tracking

Ensures the full functioning of the Emergency Operations Center by maintaining needed supplies, including janitorial services, feeding services and materials, as needed. Ensures that all supplies and equipment needed to support both field forces and the EOC are obtained in an expeditious, cost-conscious manner and in keeping with State and Federal reimbursement standards. Maintain overall control of all assets acquired for disaster response and recovery.

Transportation/Fleet

Coordinates the use of university fleet and other vehicle assets; obtains and coordinates the use of transportation resources; schedules commercial transportation as needed for shelter and evacuation of campus community, and for movement of emergency personnel and shipments of resources.

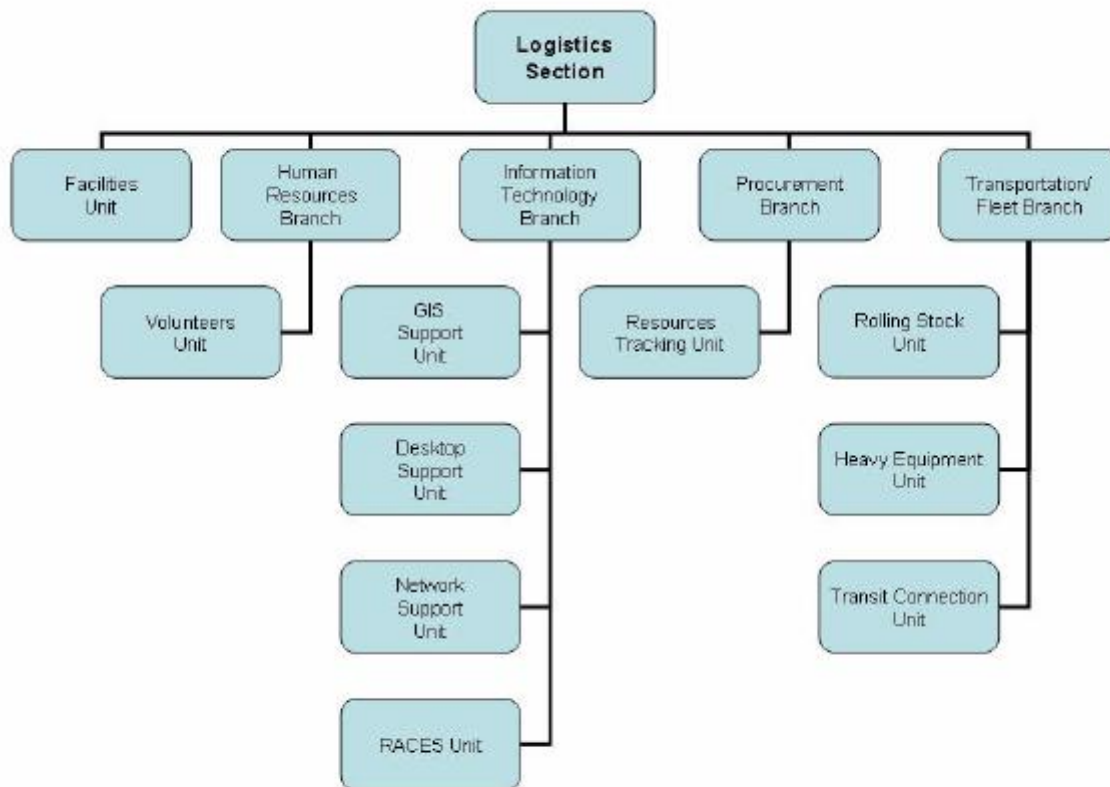


Figure 17 Logistics Section chart

GENERIC CHECKLIST

(For All Positions)

Activation Phase:

- Check in with the Security Officer upon arrival at the university EOC.
- Report to Management Section Chief, Section Chief, Branch Coordinator, or other assigned supervisor.
- Set up workstation and review your position responsibilities.
- Establish and maintain a position log, which chronologically describes your actions taken during your shift.
- Determine your resource needs, such as a computer, phone, plan copies, and other reference documents.
- Ensure that the electronic information management system (Web EOC, RIMS or other) is operational.

Demobilization Phase:

- Deactivate your assigned position and close out logs when authorized by the Management Section Chief.
- Complete all required forms, reports, and other documentation. All forms should be submitted through your supervisor to the Planning/Intelligence Section, as appropriate, prior to your departure.
- Be prepared to provide input to the After Action Report.
- If another person is relieving you, ensure he is thoroughly briefed before you leave your workstation.
- Clean up your work area before you leave.
- Check out with the Security Officer. Leave a destination and phone number where you can be reached.

LOGISTICS SECTION CHIEF

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Ensure the Logistics function is carried out in support of the University EOC. This function includes providing communication services, resource tracking, acquiring equipment, supplies, personnel, facilities, and transportation services; as well as arranging for food, lodging, managing the personnel insurance program registrations, and other support services as required.
2. Establish the appropriate level of branch and/or unit staffing within the Logistics Section, continuously monitoring the effectiveness of the organization and modifying as required.
3. Ensure section objectives as stated in the EOC Action Plan are accomplished within the operational period or within the estimated time frame.
4. Coordinate closely with the Operations Section Chief to establish priorities for resource allocation to activated Incident Commands within the campus.
5. Keep the Management Section Chief informed of all significant issues relating to the Logistics Section.
6. Ensure that campus emergency response workers have a message relay capability for contact with their families during disaster.
7. Coordinate with the Check-in/Check-out function to ensure that all EOC personnel are accounted for at all times while on duty.
8. Supervise the Logistics Section.

Activation Phase:

- Report to the EOC when directed, and follow the Generic Checklist.
- Ensure the Logistics Section is set up properly, including Check-In, and that appropriate personnel, equipment, and supplies are in place, including maps, status boards, vendor contract numbers and contact information, and other resource directories.
- Based on the situation, activate branches/units within section as needed and designate Branch Directors and Unit Leaders for each element:
 - Facilities
 - Human Resources
 - Information Technology
 - Procurement
 - Transportation/Fleet Branch
- Mobilize sufficient section staffing for 24-hour operations.
- Establish communications with the Logistics Section at the State's regional EOC if activated.

- Advise Branches and Units within the section to coordinate with appropriate branches in the Operations Section to prioritize and validate resource requests from Incident Command Posts in the field. This should be done prior to acting on the request.
- Meet with the Management Section Chief and General Staff between Action Planning Briefings to identify immediate resource needs.
- Follow State law and university policy regarding purchasing authority during emergency response, both before disaster declaration and after disaster declaration. Be sure that all section members are aware of which phase they are working in, and that they are following the requirements.
- Review FEMA rules for contracting during disasters before and after a federal declaration. Follow the rules for the appropriate phase.
- Assist Logistics Section branch and unit leaders in developing objectives for the section as well as plans to accomplish their objectives to prepare for the first operational period, or in accordance with the Action Plan.
- Provide periodic Section Status Reports to the Management Section Chief.
- Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.

Operational Phase:

- Ensure that Logistics Section position logs and other necessary files are maintained.
- Meet regularly with section staff and work to reach consensus on section objectives for forthcoming operational periods.
- Coordinate with all section members and prepare the written sheet of the Logistics Section questions, overviews, requests and direction and objectives at least 30 minutes prior to each Action Planning meeting.
- Attend and participate in EOC Action Planning Briefings.
- Ensure that all branches of the Logistics Section coordinate closely with the Finance/Administration Section prior to spending money or making financial commitments, and that all required documents and procedures are completed and followed.
- Ensure that transportation requirements, in support of response operations, are met through the Transportation/Fleet Branch.
- Ensure that all requests for facilities and facility support are addressed.
- Ensure that all campus resources are tracked and accounted for, as well as resources ordered through Mutual Aid.
- Provide section staff with information updates as required.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

FACILITIES UNIT LEADER

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Ensure that adequate essential facilities are provided for the response effort, including securing access to the facilities in a manner adequate to accomplish the mission.
2. Ensure that acquired buildings, building floors, and/or workspaces are returned to their original operational State when no longer needed.
3. Supervise the Facilities Unit.

Activation Phase:

- Follow generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Work closely with the EOC Coordinator and other sections in determining facilities and furnishings required for effective operation of the EOC.
- Coordinate with Branches and Units in the Operations Section to determine if assistance with facility acquisition and support is needed at the field level, and provide that assistance.
- Arrange for continuous maintenance of acquired facilities, and ensure that utilities and restrooms are operating properly.
- If facilities are acquired away from the EOC, coordinate with assigned personnel and designate a Facility Manager.
- Develop and maintain a status board or other reference that depicts the location of each facility, a general description of furnishings, supplies, and equipment at the site, hours of operation, and the name and phone number of the Facility Manager.
- Ensure all structures are safe for occupancy and that they comply with ADA requirements.
- As facilities are vacated, coordinate with the facility manager to return the location to its original operational state. This includes removing and returning furnishings and equipment, arranging for janitorial services, and locking or otherwise securing the facility.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

HUMAN RESOURCES BRANCH DIRECTOR

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Provide personnel resources as requested in support of the EOC and Field Operations.
2. Identify, recruit, and register volunteers as required.
3. Develop an EOC organization chart.
4. Supervise the Human Resources Branch.
5. Ensure that Workers' Compensation claims and Disaster Service Worker claims resulting from the response are processed within a reasonable time and passed to the Risk Management, Compensation and Claims Unit.
6. Ensure that workers have a message relay capability for contact with their families during disaster.
7. Coordinate with the Security Officer to monitor staff compliance with the Check-in/Check-out function.

Action Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Coordinate with the Security Officer to monitor staff compliance with the Check-in/Check-Out function to ensure that all EOC personnel are accounted for at all times while on duty.
- Establish and maintain personnel logs and other necessary files.
- In conjunction with the Planning/Intelligence Section Documentation Unit, develop a large poster size EOC organization chart depicting each activated position. As people check in, indicate the name of the person occupying each position on the chart. The chart should be posted in a conspicuous place, accessible to all EOC personnel.
- Coordinate with the Liaison Officer and Safety Officer to ensure that all EOC staff members, including volunteers, receive a current situation and safety briefing upon Check-in.
- Establish communications with volunteer agencies and other organizations that can provide personnel resources.
- Process all incoming requests for personnel support. Identify the number of personnel, special qualifications or training, where they are needed and the person or unit they should report to upon arrival. Determine the estimated time of arrival of responding personnel, and advise the requesting parties accordingly.
- Maintain a status board or other reference to keep track of requested personnel resources.
- Coordinate with the Management Section Liaison Officer and Security Officer to ensure access, badging or identification, and proper direction for responding personnel upon arrival at the EOC.

- To minimize redundancy, coordinate all requests for personnel resources from the field level through the EOC Operations Section prior to acting on the request.
- In coordination with the Management Section Safety Officer and the Operations Section Mental Health Unit, determine the need for crisis counseling for emergency workers, acquire mental health specialists as needed.
- Arrange for childcare services for EOC personnel as required.
- If directed by the Management Section Chief, establish campus volunteer registration locations with sufficient staff to screen and register volunteers, and issue to them disaster service worker identification cards.
- Keep the Logistics Section Chief informed of significant issues affecting the Human Resources Branch
- Work with Risk Management, Compensation and Claims to ensure that the Workers' Compensation claims resulting from the disaster are processed in a reasonable timeframe; and that Disaster Service Worker claims are sent to the State OES as quickly as possible.
 - Receive and process all Workers Compensation and Disaster Service Worker claims associated with the event.
 - Establish and maintain a chronological log of injury and illness reports during the event or disaster.
 - Investigate all injury or illness claims as soon as possible.
 - Prepare appropriate forms for all verifiable injury or illness claims and forward them to Workers' Compensation within the required timeframe consistent with university policy and procedures.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

PROCUREMENT BRANCH DIRECTOR

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Oversee the procurement and allocation of supplies and material not normally provided through mutual aid channels.
2. Coordinate procurement actions with the Finance/Administration Section.
3. Coordinate delivery of supplies and material as required.
4. Supervise the Procurement Branch.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Determine if requested types and quantities of supplies and material are available in campus inventory.
- Obtain procurement spending limits and purchasing codes from the Finance/Administration Section. Obtain a list of pre-designated emergency purchase orders as required.
- Ensure that all contracts identify the scope of work and specific site locations.
- Negotiate rental rates not already established, or purchase price, with vendors as required.
- Admonish vendors as necessary, regarding unethical business practices, such as inflating prices or rental rates for their merchandise or equipment during disasters.
- Finalize all agreements and contracts, as required.
- Complete final processing and send documents to Finance/Administration Section for payment.
- Verify costs data in the pre-established vendor contracts and/or agreements.
- Ensure that the branch processes purchase orders and develops contracts in a timely manner.
- Whenever possible, meet personally with the requesting party to clarify types and amount of supplies and material, and also verify that the request has not been previously filled through another source.
- In conjunction with the Resource Tracking Unit, maintain a status board or other reference depicting procurement actions in progress and their current status.
- Determine if the procurement item can be provided without cost from another campus or through the state's regional EOC.
- Determine unit costs of supplies and material from suppliers and vendors, and whether they will accept purchase orders as payment, prior to completing the order.
- Orders exceeding the purchase order limit must be approved by the Finance/Administration Section before the order can be completed.

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- If vendor contracts are required for procurement of specific resources or services, the Branch Director should develop the necessary agreements. Coordinate vendor contracts not previously addressed by existing approved vendor list.
 - Determine if the vendor or provider will deliver the ordered items. If delivery services are not available, coordinate pick up and delivery through the Transportation/Fleet Branch.
 - In coordination with the Human Resources Branch, provide food and lodging for EOC staff and volunteers as required. Assist field level with food services at Command Post, Rehab, or camp locations as requested.
 - In conjunction with local NGOs, coordinate donated goods and services from community groups and private organizations. Refer donors to the State EMA donation line for materials not able to be managed by local NGOs.
 - Keep the Logistics Section Chief informed of significant issues affecting the Procurement Branch.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

RESOURCE TRACKING UNIT LEADER

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Coordinate with the other units in the Logistics Section to capture and centralized resource status information.
2. Develop and maintain resource status boards in the Logistics Section.
3. Supervise the Resource Tracking Unit.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Coordinate closely with all branches in the Logistics Section, particularly Supply/Procurement, Human Resources, and Transportation/Fleet.
- As resource requests are received in the Logistic Section, post the request on a status board and track the progress of the request until filled.
- Status boards should track requests by providing at a minimum the following information: date and time of the request, items requested, priority designation, time the request was processed, and estimated time of arrival or delivery to the requesting party.
- Work closely with other Logistics Units and assist in notifying requesting parties of the status of their resource request. This is particularly critical in situations where there will be delays in filling the request. An additional status board may be developed to track resources used by the requesting party. Information categories might include the following: actual arrival time of the resource, location of use, and an estimate of how long the resource will be needed.
- Keep in mind that it is generally not necessary to track mutual aid resources unless they are ordered through the Logistics Section.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

TRANSPORTATION/FLEET BRANCH DIRECTOR

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. In coordination with the Operations Section Construction/Engineering Branch Director, the Operations Section Transportation Infrastructure Unit and the Planning /Intelligence Section Situation Status Branch, develop a transportation plan to support EOC operations.
2. Arrange for the acquisition or use of required transportation/fleet resources.
3. Supervise the Transportation/Fleet Branch.

Activation Phase

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Routinely coordinate with the Planning/Intelligence Section Situation Status Branch, the Operations Section Construction and Engineering Branch and the Operations Section Transportation Infrastructure Unit to determine the status of transportation routes in and around the city, including monitoring the progress of route recovery operations.
- Access the Transportation Infrastructure Plan that identifies routes of ingress and egress for the campus area, thus facilitating the shipment of resources and materials.
- Keep the Logistics Section Chief informed of significant issues affecting the Transportation/Fleet Branch.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

ROLLING STOCK UNIT

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Maintain an inventory of all university-owned vehicles.
2. Maintain an inventory of all long term leased vehicles.

Activation Phase:

- Follow Generic Activation Phase Checklist.
- Check in with the Logistics Chief and obtain your priorities and specific assignment.
- If time permits, contact all university units with vehicles to confirm their status and location. Recommend appropriate steps for preparing vehicles, such as filling up gas tanks, or taking vehicles to shelter.

Operational Phase:

- Give the Branch Director an updated list of available vehicles before the first Action Planning Briefing.
- Support Operations and Logistics activities, as requested.
- Maintain logs and files associated with your position.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.

HEAVY EQUIPMENT UNIT

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Maintain an inventory of all heavy equipment owned by the university.
2. Maintain a list of all leased heavy equipment and contractor's equipment on campus.
3. Maintain a list of companies that rent heavy equipment.

Activation Phase:

- Follow Generic Activation Phase Checklist.
- Check in with the Logistics Chief and obtain your priorities and specific assignment.
- If time permits, contact all university units with heavy equipment to confirm their status and location. Recommend appropriate steps for preparing vehicles, such as filling up gas tanks, or taking vehicles to shelter.

Operational Phase:

- Give the Branch Director an updated list of available heavy equipment before the first Action Planning Briefing.
- Support Operations and Logistics activities requiring heavy equipment assets, as requested.
- Coordinate with Procurement to obtain contracts or purchase orders for heavy equipment rental or lease.
- Maintain logs and files associated with your position.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.

TRANSIT CONNECTION UNIT

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Maintain a list of 24 hour contacts for all public, private bus companies and passenger rail services.
2. Maintain a list of 24 hour contacts for all public school buses.
3. Maintain a list of 24 hour contacts for all ambulance companies, especially those without a 9-1-1 emergency contract.

Activation Phase:

- Follow generic Activation Phase Checklist.
- If time permits, contact all bus and rail operators and ambulance companies to confirm the status and location of the vehicle, drivers and mechanics. Recommend appropriate steps for preparing the vehicles, such as filling up fuel tanks, or taking vehicles to shelter or high ground.

Operational Phase:

- Give the Branch Director an updated list of available heavy equipment before the first Action Planning Briefing.
- Coordinate with the Operations Section Care and Shelter Unit regarding plans for evacuation, relocation or medical transportation.
- Support Operations and Logistics activities requiring bus and ambulance assets, as requested. This may include acquiring large capacity vehicles for use in shelter or transportation of victims, or to support first responders as command posts, rehabilitation centers or other uses. Paratransit and ambulances, and ADA-compliant passenger or rail vehicles may be needed to move people with disabilities or injured disaster victims.
- Coordinate with Procurement to obtain contracts or purchase orders for the use of the rail, buses and ambulances, including personnel time and materiel consumed.
- Maintain logs and files associated with your position.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.

INFORMATION TECHNOLOGY BRANCH DIRECTOR

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Ensure radio, telephone, and computer resources and services are provided to EOC staff as required.
2. Oversee the proper operation of communications resources within the EOC.
3. Ensure that a communications link is established with the state's regional EOC.
4. Determine any changes in computer requirements for all EOC positions.
5. Ensure that the RACES (HAM) Radio Room is established including sufficient frequencies to facilitate operations, and coordinate with RACES leadership to ensure that adequate RACES operators are available for 24-hour coverage.
6. Develop and distribute a Communications Plan that identifies all systems in use and lists specific frequencies allotted for the event or disaster.
7. Supervise the communications branch.

Activation Phase:

- Follow the generic Activation Phase Checklist.
- Based on the situation, activate the necessary units within the Information Technology Branch: GIS Support Unit, Network Support Unit, Desktop Support Unit, and RACES Unit.
- Prepare objectives for the Information Technology Branch; provide them to the Logistics Section Chief prior to the initial Action Planning Briefing.

Operational Phase:

- Ensure that Information Technology Branch position logs and other necessary files are maintained.
- Keep all sections informed of the status of communications systems, particularly those that are being restored.
- Coordinate with all EOC sections/branches/units regarding the use of all communication systems.
- Ensure that the RACES (HAM) Radio Room is activated to receive and direct event or disaster related communications to appropriate destinations within the EOC.
- Ensure that adequate communications operators are mobilized to accommodate each EOC Section on a 24-hour basis, or as required.
- Ensure that electronic/web-based communications links are established with the State's regional EOC.
- Ensure that communications links are established with the community, county and other public entities using EOC-to-EOC radio, as appropriate.
- Continually monitor the operational effectiveness of EOC communications systems. Provide additional equipment as required.

- Ensure that technical personnel are available for communications equipment maintenance and repair.
- Mobilize and coordinate RACES amateur radio resources to augment primary communications systems as required.
- Keep the Logistics Section Chief informed of the status of communications systems.
- Refer all contact with the media to the Public Information Branch.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

INFORMATION TECHNOLOGY BRANCH RESOURCES

[California example, obtain from appropriate state]

EMERGENCY ALERT SYSTEM

The Emergency Alert System (EAS) is a network of public broadcast stations and interconnecting facilities, authorized by the Federal Communications Commission (FCC) to operate in a controlled manner during wartime, or during a state of disaster or national emergency. The system is designed to provide a communications link between government authorities and the public. Priority for use is:

1. Presidential messages
2. Local programming
3. State programming
4. National programming and news

STATE RADIO SYSTEMS

California Law Enforcement Radio System

Serves all EMA facilities and interconnects law enforcement agencies of counties and cities. The system is microwave inter-tied to provide statewide coverage. This system is the State's radio backup for the National Warning System.

California Emergency Services Radio System

A local government system serving all EMA facilities, numerous State agencies, and participating county level civil defense agencies. The system is microwave inter-tied to provide statewide coverage.

OES Fire Network

Serves all OES facilities and fire support equipment. Radio equipment on this network is located with fire services agencies in 52 counties. The network employs mountain top mobile relays and interconnects with the State Microwave System to provide statewide coverage.

TELETYPE

The California Law Enforcement Telecommunications System (CLETS) has 900 terminals statewide, and serves all counties and cities in the State.

COMMUNICATIONS SUPPORT

[California example, obtain from appropriate state]

California EMA

California State EMA has two mobile command complexes, each consisting of a communications van, an operations van, a command van, and a generator. One complex is located at Los Alamitos, and the other is located at State EMA Headquarters in Sacramento. Their primary mission is to provide a communications link between the disaster area and State EMA Headquarters. These complexes are capable of operating on all State radio communications systems, satellite systems, mutual aid radio systems, and Radio Amateur Civil Emergency Services (RACES). Whenever possible, radio operators should be provided by the local jurisdiction.

California National Guard (CNG)

The CNG has an assortment of communications equipment and capabilities, with limited in-place facilities. Most communications equipment is designed to serve CNG forces, although some reserve capability is available.

Radio Amateur Civil Emergency Service (RACES)

RACES operate on amateur radio (HAM) frequencies under authority of the FCC in support of emergency radio communications operations. RACES is frequently employed in augmentation of existing systems, as a substitute for damaged or inoperable systems, and to establish communications links with otherwise inaccessible areas.

REACT/GMRS (Citizens Band Radio)

CB operators can participate in civil defense activities on a voluntary basis, under the direction of civil defense authorities. REACT operates UHF repeaters and has an established organization.

POLICIES AND PROCEDURES

Since few uncommitted communications resources exist, the campus' system should be considered as all that is available during an emergency. Emergency reserve equipment is usually earmarked for use by the jurisdiction possessing it, and is thus not readily available for diversion to other jurisdictions. Even if available, it is usually not practical for use by other jurisdictions due to frequency or antenna mismatch. The Bay MACS Interoperability Project has a working system that overcomes these limitations in a specified area.

RACES will be used to back up campus communications systems. Special consideration will be given to employing RACES to augment disaster medical and public information activities.

During a STATE OF WAR EMERGENCY, privately owned radio systems, equipment, and facilities, subject to approval of the licensee, will be used to support the response activities of field forces not already linked to EOCs.

Electromagnetic Pulse (EMP), a phenomenon associated with the detonation of a nuclear weapon, can prove devastating to radio communication equipment and computers. The most reliable protective methods against EMP involve shielding the equipment by encasing it in metal containers. Since this method is fiscally impractical, protective actions will consist of unplugging equipment prior to a detonation, given adequate warning time.

RACES UNIT

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Maintain a radio room containing amateur band radios that are capable of reaching throughout the campus, and reaching the community's RACES volunteers or police department.
2. Maintain a group of trained volunteers who can operate the amateur band radios and systems.
3. Provide radio and packet radio services to support the EOC; assist with message relaying among the EOC sections.

Activation Phase:

- Follow Generic Activation Phase Checklist.
- Check in with the Logistics Chief and obtain your priorities and specific assignment.
- If time permits, hold a volunteer check-in net to determine where the members are located, on which bands they can be reached, and community conditions.

Operational Phase:

- Give the Branch Director an updated list of available volunteers.
- Provide communications support for field and EOC activities, as assigned by the Logistics Section Chief. Use packet radio for communications involving lists of numbers, names or other data that is hard to distinguish over the radio.
- Maintain logs and files associated with your position.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.

GIS SUPPORT UNIT

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Assist EOC staff with accessing GIS materials.
2. Assure that all GIS data and software are functioning. Assist Network Support Unit with equipment acquisition and maintenance.

Activation Phase:

- Follow generic Activation Phase Checklist.
- Check in with Management Section Chief and obtain your priorities and specific assignment, including the need for additional GIS support staff.
- Coordinate with the Logistics Section Chief to obtain additional GIS support staff if needed.
- Contact the EOC sections or branches that you may be supporting, and advise them of your availability and assigned work location in the EOC.

Operation Phase:

- Assist the Planning/Intelligence Section Chief in display/accessing GIS information as needed.
- Provide needed GIS information for the Action Plan document.
- Provide GIS support to other section chiefs as assigned.
- Maintain logs and files associated with your position.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist
- Provide GIS support to OES staff to support the creation of the final reports required by outside agencies.

DESKTOP SUPPORT UNIT

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Assist EOC staff with accessing computer-based materials, or creating computer-based materials, including word processing documents.
2. Assist Administrative Support positions, as needed.
3. Assist the Planning/Intelligence Section Chief with the creation and distribution of the Action Plan.

Activation Phase:

- Follow generic Activation Phase Checklist.
- Check in with the Logistics Chief and obtain your priorities and specific assignment, including the need for additional computer support staff
- Coordinate with the Human Resources Branch to obtain additional computer support staff if needed.
- Contact the EOC sections or branches that you may be supporting, and advise them of your availability and assigned work location in the EOC.

Operational Phase:

- Assist the Planning/Intelligence Section Chief in preparing for the first Action Planning Briefing.
- Assist the Planning/Intelligence Section Chief with the development of the Action Plan document.
- Provide computer support to other section chiefs as assigned.
- Maintain logs and files associated with your position.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.
- Provide computer-based files to assist OES staff with the creation of the final reports required by outside agencies.

NETWORK SUPPORT UNIT

**** Read This Entire Position Checklist Before Taking Action ****

Responsibilities:

1. Assist EOC staff with accessing computer-based materials, accessing inter-net sites, or creating computer-based materials, including GIS and word processing documents, and the State's RIMS and EAS access points. Train new EOC staff in hardware, software, and network functions, as needed.
2. Ensure that all computers, peripherals, computer systems, servers and networks are functioning. Perform repairs or obtain replacement equipment, as needed.

Activation Phase:

- Follow generic Activation Phase Checklist.
- Check in with the Logistics Section Chief and obtain your priorities and specific assignment, including the need for additional network support staff.
- Contact the EOC sections or branches that you may be supporting, and advise them of your availability and assigned work location in the EOC.
- Ensure that the campus computer network is functioning, and determine whether back-up power has been tested.

Operational Phase:

- Assist the Planning/Intelligence Section Chief in accessing RIMS, GIS, e-mail and all other computer-based systems required to document the events and meet State mandated reporting requirements.
- Assist the Planning/Intelligence Section Chief with the development of the Action Plan document, including required maps, and in forwarding the required documentation from the Action Planning Briefing to the State via the electronic system or fax.
- Provide network support to other section chiefs as assigned.
- Maintain logs and files associated with your position.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.
- Provide computer-based files, maps, and supporting materials, including RIMS, and EAS documents, to assist OES staff with the creation of the final reports required by outside agencies.

APPENDIX E

FINANCE/ADMINISTRATION SECTION

This appendix includes the position descriptions and list of responsibilities for those individuals involved in the Finance Administration Section of the campus' emergency response organization. See [Figure 18](#). Also included is a generic checklist for all positions within the Finance Administration Section.

Included are descriptions for:

- Cost Accounting Unit
- Risk Management, Compensation and Claims Unit
- Time Keeping Unit

The duties of the Finance Section are:

- Establish timekeeping procedures consistent with federal, state, and university guidelines for university employees and equipment.
- Provide guidance to other departments with respect to timekeeping, salary, benefits, and documentation procedures.
- Be responsible for all financial and cost aspects of the disaster, including record keeping, for reimbursement.
- Handle any property/equipment claims for compensation.
- Apprise the Management Section Chief of the current and projected financial status of the campus budget.
- Obtain eligible reimbursement and other funding from state and federal sources expeditiously.

SOPs of the Department of Finance and Administration provide details regarding the methods used for tracking FEMA reimbursements.

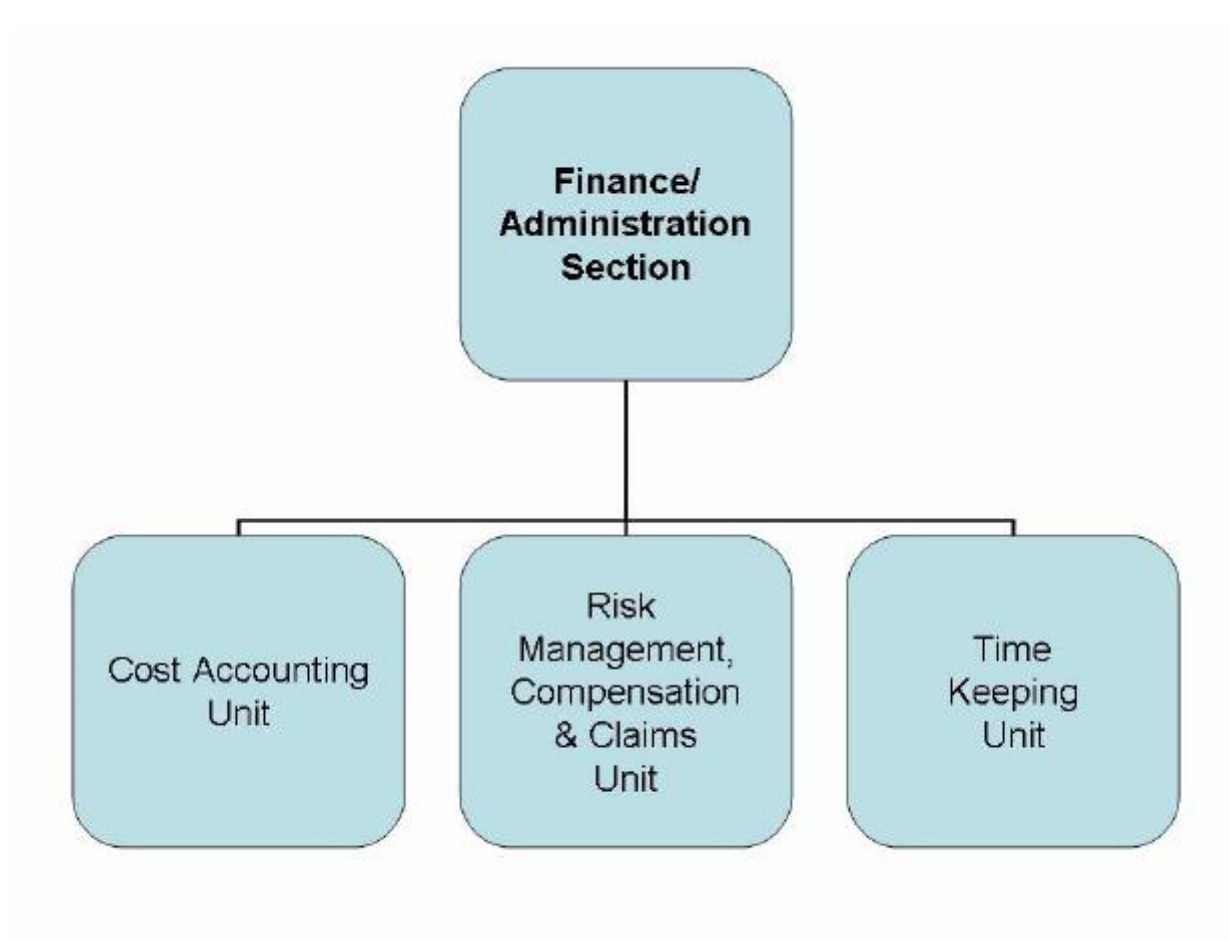


Figure 18 Finance Section chart

GENERIC CHECKLIST

(For All Positions)

Activation Phase:

Check in with the Security Officer upon arrival at the university EOC.

Report to Management Section Chief, Section Chief, Branch Coordinator, or other assigned Superior.

Set up workstation and review your position responsibilities.

Establish and maintain a position log, which chronologically describes your actions taken during your shift.

Determine your resource needs, such as a computer, printer, phone, plan copies, and other reference documents.

Ensure that any electronic support systems (Web EOC, RIMS, other) is operational.

Demobilization Phase:

Deactivate your assigned position and close out logs when authorized by the Management Section Chief.

Complete all required forms, reports, and other documentation. All forms should be submitted through your supervisor to the Planning/Intelligence Section, as appropriate, prior to your departure.

Be prepared to provide input to the After Action Report.

If another person is relieving you, ensure he is thoroughly briefed before you leave your workstation.

Clean up your work area before you leave.

Check out with the Security Officer, and leave a destination and phone number where you can be reached.

FINANCE/ADMINISTRATION SECTION CHIEF****** Read This Entire Position Checklist Before Taking Action ********Responsibilities:**

1. Ensure that all financial records are maintained throughout the event or disaster.
2. Ensure that all on-duty time is recorded for all university emergency response personnel.
3. Ensure that all on-duty time sheets are collected from field level supervisors or Incident Commanders and their staffs.
4. Ensure there is a continuum of the payroll process for all employees responding to the event or disaster.
5. Determine purchase order limits for the procurement function in Logistics.
6. Ensure that FEMA rules for contracting, including advertising and bid requirements are abided y in all acquisition activities, coordinated closely with the Procurement Unit.
7. Ensure that all travel and expense claims are processed within a reasonable time, given the nature of the situation.
8. Provide administrative support to all EOC Sections in coordination with the Human Resources Unit, as required.
9. Activate units within the Finance/Administration Section as required and monitor section activities continuously and modify the organization as needed.
10. Ensure that all recovery documentation is accurately maintained during the response and submitted on the appropriate forms to the Federal Emergency Management Agency (FEMA), State EMA and the Chancellor's Office.
11. Supervise the Finance/Administration Section.

Activation Phase:

- Follow the generic Activation Phase Checklist:
- Ensure that the Finance/Administration Section is set up properly and that appropriate personnel, equipment, and supplies are in place.
- Based on the situation, activate units within the section as needed and designate Unit Leaders for each element:
 - Time Keeping Unit
 - Risk Management, Compensation and Claims Unit
 - Cost Accounting Unit
- Ensure that sufficient staff is available for 24-hour schedule, or as required.
- Meet with the Logistics Section Chief and review financial and administrative support requirements and procedures, including FEMA requirements for contracts and bidding; determine the level of purchasing authority to be delegated to Logistics Sections.
- Meet with all Finance/Administration Unit Leaders and ensure that responsibilities are clearly understood.

- In conjunction with Finance/Administration Unit Leaders, determine the initial Action Planning objectives for the Action Planning Briefing.
- Notify the Management Section Chief when the Finance/Administration Section is operational.
- Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.

Operational Phase:

- Ensure that Finance/Administration position logs and other necessary files are maintained.
- Ensure that displays associated with the Finance/Administrative Section are current, and that information is posted in a legible and concise manner.
- Participate in all Action Planning Briefings.
- Brief all Finance/Administration Unit Leaders and ensure they are aware of the EOC objectives as defined in the Action Plan.
- Keep the Management Section Chief aware of the current fiscal situation and other related matters, on an on-going basis.
- Ensure that the Planning/Intelligence Recovery Unit maintains all financial records related to their work throughout the event or disaster.
- Ensure that the Time Keeping Unit tracks and records all university staff time.
- Ensure that the Time-Keeping Unit processes all time sheets and travel expense claims promptly.
- Ensure that the Cost Accounting Unit maintains all financial records related to the event or disaster.
- Ensure that the Finance/Administration Section provides administrative support to other EOC Sections as required.
- Ensure that all recovery documentation is accurately maintained by the Recovery Planning Branch during the response, and given to the Finance Section for submission on the appropriate forms to FEMA, the state EMA or the Chancellor's Office.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

RISK MANAGEMENT, COMPENSATION AND CLAIMS UNIT LEADER****** Read This Entire Position Checklist Before Taking Action ********Responsibilities:**

1. Oversee the investigation of property/equipment damage or loss claims involving the university, arising out of the event or disaster.
2. Complete all forms required.
3. Maintain a file of property/equipment damage or loss claims associated with the event or disaster, which includes results of investigations, and responsible parties.
4. Oversee the investigation of personal injury claims involving the university, arising out of the event or disaster.
5. Oversee the investigation of liability claims involving the university, arising out of the event or disaster.
6. Supervise the Risk Management, Compensation and Claims Unit.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Maintain a chronological log of property/equipment damage, personal injury or liability claims reported during the event or disaster.
- Investigate all property/equipment damage, personal injury or liability claims as soon as possible.
- Prepare appropriate forms for all property/equipment damage, personal injury or liability claims.
- Coordinate with the Logistics Section Facilities Unit and the Human Resources Branch regarding the mitigation of campus event-related hazards.
- Keep the Finance/Administration Chief informed of significant issues affecting the Risk Management, Compensation and Claims Unit.
- Forward copies of all equipment or property damage, personal injury or liability claims to the Cost Accounting Unit.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

COST ACCOUNTING UNIT LEADER

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Collect and maintain documentation of all disaster information for reimbursement from the Federal Emergency Management Agency (FEMA), State OES, or the Chancellor's Office.
2. Coordinate reimbursements with disaster assistance agencies.
3. Prepare and maintain a cumulative cost report for the event or disaster.
4. Supervise the Cost Accounting Unit and all aspects of financial recovery operations.
5. Ensure that FEMA rules for contracting and bidding are known and followed by the Procurement Unit and the Finance/Administration Section.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain position log and other necessary files.
- In conjunction with the Operations Chief and Logistics Chief, compute costs for use of equipment owned, rented, or donated or obtained through mutual aid.
- Obtain information from the Logistics Section Resources Tracking Unit regarding equipment use time.
- Ensure that the University's Finance Office establishes a disaster accounting system to include an exclusive cost code for disaster response.
- Ensure that each section is collecting cost recovery documentation daily at the end of each shift: overtime related to the section's work, equipment consumed or destroyed during their work.
- Meet with the Planning/Intelligence Section Documentation Unit Leader and review EOC Position logs, journals, all status reports and Action Plans to determine additional cost recovery items that may have been overlooked.
- Meet with Procurement Unit Leader to ensure that he knows and follows all FEMA rules for contracting and bidding, including the differences between types of work, such as emergency work, restoration work and public works contracts.
- Act as the liaison for the university with other government units and disaster assistance agencies, to coordinate the cost recovery process, where appropriate.
- Prepare all required state and federal documentation as necessary to recover all allowable disaster response and recovery costs.
- Contact and assist Incident Commanders and obtain their cumulative cost totals for the event or disaster, on a daily basis.
- Prepare and maintain a cost report for the Finance/Administration Chief, Management Section Chief, and Policy Group. The report should provide cumulative analyses, summaries, and total disaster/event related expenditure for the campus.

- Organize and prepare records for final audit.
- Assist the EOC Coordinator and Planning/Intelligence Section with preparation of the After Action Report.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

TIME KEEPING UNIT LEADER

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Track, record, and report all on-duty time for personnel working during the event or disaster.
2. Ensure that personnel time records, travel expense claims and other related forms are prepared and submitted to the budget and payroll office.
3. Supervise the time keeping unit.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain position logs and other necessary files.
- Initiate, gather, or update time reports from all personnel, including volunteers assigned to each shift; ensure that time records are accurate and prepared in compliance with university policy.
- Obtain complete personnel rosters from the Logistics Section Human Resources Unit. Rosters must include all EOC personnel as well as personnel assigned to the field level.
- Provide instructions for all supervisors to ensure that time sheets and travel expense claims are completed properly and signed by each employee prior to submitting them.
- Establish a file for each employee or volunteer within the first operational period to maintain a fiscal record for as long as the employee is assigned to the response.
- Keep the Finance/Administration Section Chief informed of significant issues affecting the Time-Keeping Unit.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

APPENDIX F

HOMELAND SECURITY PRESIDENTIAL DIRECTIVE-5

For Immediate Release
Office of the Press Secretary
February 28, 2003

Homeland Security Presidential Directive/HSPD-5

Subject: Management of Domestic Incidents

Purpose

(1) To enhance the ability of the United States to manage domestic incidents by establishing a single, comprehensive national incident management system.

Definitions

(2) In this directive:

(a) the term "Secretary" means the Secretary of Homeland Security.

(b) the term "Federal departments and agencies" means those executive departments enumerated in 5 U.S.C. 101, together with the Department of Homeland Security; independent establishments as defined by 5 U.S.C. 104(1); government corporations as defined by 5 U.S.C. 103(1); and the United States Postal Service.

(c) the terms "State," "local," and the "United States" when it is used in a geographical sense, have the same meanings as used in the Homeland Security Act of 2002, Public Law 107-296.

Policy

(3) To prevent, prepare for, respond to, and recover from terrorist attacks, major disasters, and other emergencies, the United States Government shall establish a single, comprehensive approach to domestic incident management. The objective of the United States Government is to ensure that all levels of government across the Nation have the capability to work efficiently and effectively together, using a national approach to domestic incident management. In these efforts, with regard to domestic incidents, the United States Government treats crisis management and consequence management as a single, integrated function, rather than as two separate functions.

(4) The Secretary of Homeland Security is the principal Federal official for domestic incident management. Pursuant to the Homeland Security Act of 2002, the Secretary is responsible for coordinating Federal operations within the United States to prepare for, respond to, and recover from terrorist attacks, major disasters, and other emergencies.

The Secretary shall coordinate the Federal Government's resources utilized in response to or recovery from terrorist attacks, major disasters, or other emergencies if and when

any one of the following four conditions applies: (1) a Federal department or agency acting under its own authority has requested the assistance of the Secretary; (2) the resources of State and local authorities are overwhelmed and Federal assistance has been requested by the appropriate State and local authorities; (3) more than one Federal department or agency has become substantially involved in responding to the incident; or (4) the Secretary has been directed to assume responsibility for managing the domestic incident by the President.

(5) Nothing in this directive alters, or impedes the ability to carry out, the authorities of Federal departments and agencies to perform their responsibilities under law. All Federal departments and agencies shall cooperate with the Secretary in the Secretary's domestic incident management role.

(6) The Federal Government recognizes the roles and responsibilities of State and local authorities in domestic incident management. Initial responsibility for managing domestic incidents generally falls on State and local authorities. The Federal Government will assist State and local authorities when their resources are overwhelmed, or when Federal interests are involved. The Secretary will coordinate with State and local governments to ensure adequate planning, equipment, training, and exercise activities. The Secretary will also provide assistance to State and local governments to develop all-hazards plans and capabilities, including those of greatest importance to the security of the United States, and will ensure that State, local, and Federal plans are compatible.

(7) The Federal Government recognizes the role that the private and nongovernmental sectors play in preventing, preparing for, responding to, and recovering from terrorist attacks, major disasters, and other emergencies. The Secretary will coordinate with the private and nongovernmental sectors to ensure adequate planning, equipment, training, and exercise activities and to promote partnerships to address incident management capabilities.

(8) The Attorney General has lead responsibility for criminal investigations of terrorist acts or terrorist threats by individuals or groups inside the United States, or directed at United States citizens or institutions abroad, where such acts are within the Federal criminal jurisdiction of the United States, as well as for related intelligence collection activities within the United States, subject to the National Security Act of 1947 and other applicable law, Executive Order 12333, and Attorney General-approved procedures pursuant to that Executive Order. Generally acting through the Federal Bureau of Investigation, the Attorney General, in cooperation with other Federal departments and agencies engaged in activities to protect our national security, shall also coordinate the activities of the other members of the law enforcement community to detect, prevent, preempt, and disrupt terrorist attacks against the United States. Following a terrorist threat or an actual incident that falls within the criminal jurisdiction of the United States, the full capabilities of the United States shall be dedicated, consistent with United States law and with activities of other Federal departments and agencies to protect our national security, to assisting the Attorney General to identify the perpetrators and bring them to justice. The Attorney General and the Secretary shall establish appropriate relationships and mechanisms for cooperation and coordination between their two departments.

(9) Nothing in this directive impairs or otherwise affects the authority of the Secretary of Defense over the Department of Defense, including the chain of command for military

forces from the President as Commander in Chief, to the Secretary of Defense, to the commander of military forces, or military command and control procedures. The Secretary of Defense shall provide military support to civil authorities for domestic incidents as directed by the President or when consistent with military readiness and appropriate under the circumstances and the law. The Secretary of Defense shall retain command of military forces providing civil support. The Secretary of Defense and the Secretary shall establish appropriate relationships and mechanisms for cooperation and coordination between their two departments.

(10) The Secretary of State has the responsibility, consistent with other United States Government activities to protect our national security, to coordinate international activities related to the prevention, preparation, response, and recovery from a domestic incident, and for the protection of United States citizens and United States interests overseas. The Secretary of State and the Secretary shall establish appropriate relationships and mechanisms for cooperation and coordination between their two departments.

(11) The Assistant to the President for Homeland Security and the Assistant to the President for National Security Affairs shall be responsible for interagency policy coordination on domestic and international incident management, respectively, as directed by the President. The Assistant to the President for Homeland Security and the Assistant to the President for National Security Affairs shall work together to ensure that the United States domestic and international incident management efforts are seamlessly united.

(12) The Secretary shall ensure that, as appropriate, information related to domestic incidents is gathered and provided to the public, the private sector, State and local authorities, Federal departments and agencies, and, generally through the Assistant to the President for Homeland Security, to the President. The Secretary shall provide standardized, quantitative reports to the Assistant to the President for Homeland Security on the readiness and preparedness of the Nation—at all levels of government—to prevent, prepare for, respond to, and recover from domestic incidents.

(13) Nothing in this directive shall be construed to grant to any Assistant to the President any authority to issue orders to Federal departments and agencies, their officers, or their employees.

Tasking

(14) The heads of all Federal departments and agencies are directed to provide their full and prompt cooperation, resources, and support, as appropriate and consistent with their own responsibilities for protecting our national security, to the Secretary, the Attorney General, the Secretary of Defense, and the Secretary of State in the exercise of the individual leadership responsibilities and missions assigned in paragraphs (4), (8), (9), and (10), respectively, above.

(15) The Secretary shall develop, submit for review to the Homeland Security Council, and administer a National Incident Management System (NIMS). This system will provide a consistent nationwide approach for Federal, State, and local governments to work effectively and efficiently together to prepare for, respond to, and recover from

domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, and local capabilities, the NIMS will include a core set of concepts, principles, terminology, and technologies covering the incident command system; multi-agency coordination systems; unified command; training; identification and management of resources (including systems for classifying types of resources); qualifications and certification; and the collection, tracking, and reporting of incident information and incident resources.

(16) The Secretary shall develop, submit for review to the Homeland Security Council, and administer a National Response Plan (NRP). The Secretary shall consult with appropriate Assistants to the President (including the Assistant to the President for Economic Policy) and the Director of the Office of Science and Technology Policy, and other such Federal officials as may be appropriate, in developing and implementing the NRP. This plan shall integrate Federal Government domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan. The NRP shall be unclassified. If certain operational aspects require classification, they shall be included in classified annexes to the NRP.

(a) The NRP, using the NIMS, shall, with regard to response to domestic incidents, provide the structure and mechanisms for national level policy and operational direction for Federal support to State and local incident managers and for exercising direct Federal authorities and responsibilities, as appropriate.

(b) The NRP will include protocols for operating under different threats or threat levels; incorporation of existing Federal emergency and incident management plans (with appropriate modifications and revisions) as either integrated components of the NRP or as supporting operational plans; and additional operational plans or annexes, as appropriate, including public affairs and intergovernmental communications.

(c) The NRP will include a consistent approach to reporting incidents, providing assessments, and making recommendations to the President, the Secretary, and the Homeland Security Council.

(d) The NRP will include rigorous requirements for continuous improvements from testing, exercising, experience with incidents, and new information and technologies.

(17) The Secretary shall:

(a) By April 1, 2003, (1) develop and publish an initial version of the NRP, in consultation with other Federal departments and agencies; and (2) provide the Assistant to the President for Homeland Security with a plan for full development and implementation of the NRP.

(b) By June 1, 2003, (1) in consultation with Federal departments and agencies and with State and local governments, develop a national system of standards, guidelines, and protocols to implement the NIMS; and (2) establish a mechanism for ensuring ongoing management and maintenance of the NIMS, including regular consultation with other Federal departments and agencies and with State and local governments.

(c) By September 1, 2003, in consultation with Federal departments and agencies and the Assistant to the President for Homeland Security, review existing authorities and regulations and prepare recommendations for the President on revisions necessary to implement fully the NRP.

(18) The heads of Federal departments and agencies shall adopt the NIMS within their departments and agencies and shall provide support and assistance to the Secretary in the development and maintenance of the NIMS. All Federal departments and agencies will use the NIMS in their domestic incident management and emergency prevention, preparedness, response, recovery, and mitigation activities, as well as those actions taken in support of State or local entities. The heads of Federal departments and agencies shall participate in the NRP, shall assist and support the Secretary in the development and maintenance of the NRP, and shall participate in and use domestic incident reporting systems and protocols established by the Secretary.

(19) The head of each Federal department and agency shall:

(a) By June 1, 2003, make initial revisions to existing plans in accordance with the initial version of the NRP.

(b) By August 1, 2003, submit a plan to adopt and implement the NIMS to the Secretary and the Assistant to the President for Homeland Security. The Assistant to the President for Homeland Security shall advise the President on whether such plans effectively implement the NIMS.

(20) Beginning in Fiscal Year 2005, Federal departments and agencies shall make adoption of the NIMS a requirement, to the extent permitted by law, for providing Federal preparedness assistance through grants, contracts, or other activities. The Secretary shall develop standards and guidelines for determining whether a State or local entity has adopted the NIMS.

Technical and Conforming Amendments to National Security Presidential Directive-1 (NSPD-1)

(21) NSPD-1 ("Organization of the National Security Council System") is amended by replacing the fifth sentence of the third paragraph on the first page with the following:

"The Attorney General, the Secretary of Homeland Security, and the Director of the Office of Management and Budget shall be invited to attend meetings pertaining to their responsibilities."

Technical and Conforming Amendments to National Security Presidential Directive-8 (NSPD-8)

(22) NSPD-8 ("National Director and Deputy National Security Advisor for Combating Terrorism") is amended by striking "and the Office of Homeland Security," on page 4, and inserting "the Department of Homeland Security, and the Homeland Security Council" in lieu thereof.

Technical and Conforming Amendments to Homeland Security Presidential Directive-2 (HSPD-2)

(23) HSPD-2 ("Combating Terrorism Through Immigration Policies") is amended as follows:

- (a) striking “the Commissioner of the Immigration and Naturalization Service (INS)” in the second sentence of the second paragraph in section 1, and inserting “the Secretary of Homeland Security” in lieu thereof;
- (b) striking “the INS,” in the third paragraph in section 1, and inserting “the Department of Homeland Security” in lieu thereof;
- (c) inserting “, the Secretary of Homeland Security,” after “The Attorney General” in the fourth paragraph in section 1;
- (d) inserting “, the Secretary of Homeland Security,” after “the Attorney General” in the fifth paragraph in section 1;
- (e) striking “the INS and the Customs Service” in the first sentence of the first paragraph of section 2, and inserting “the Department of Homeland Security” in lieu thereof;
- (f) striking “Customs and INS” in the first sentence of the second paragraph of section 2, and inserting “the Department of Homeland Security” in lieu thereof;
- (g) striking “the two agencies” in the second sentence of the second paragraph of section 2, and inserting “the Department of Homeland Security” in lieu thereof;
- (h) striking “the Secretary of the Treasury” wherever it appears in section 2, and inserting “the Secretary of Homeland Security” in lieu thereof;
- (i) inserting “, the Secretary of Homeland Security,” after “The Secretary of State” wherever the latter appears in section 3;
- (j) inserting “, the Department of Homeland Security,” after “the Department of State,” in the second sentence in the third paragraph in section 3;
- (k) inserting “the Secretary of Homeland Security,” after “the Secretary of State,” in the first sentence of the fifth paragraph of section 3;
- (l) striking “INS” in the first sentence of the sixth paragraph of section 3, and inserting “Department of Homeland Security” in lieu thereof;
- (m) striking “the Treasury” wherever it appears in section 4 and inserting “Homeland Security” in lieu thereof;
- (n) inserting “, the Secretary of Homeland Security,” after “the Attorney General” in the first sentence in section 5; and
- (o) inserting “, Homeland Security” after “State” in the first sentence of section 6.

Technical and Conforming Amendments to Homeland Security Presidential Directive-3 (HSPD-3)

(24) The Homeland Security Act of 2002 assigned the responsibility for administering the Homeland Security Advisory System to the Secretary of Homeland Security. Accordingly, HSPD-3 of March 11, 2002 (“Homeland Security Advisory System”) is amended as follows:

- (a) replacing the third sentence of the second paragraph entitled “Homeland Security Advisory System” with “Except in exigent circumstances, the Secretary of Homeland Security shall seek the views of the Attorney General, and any other federal agency

heads the Secretary deems appropriate, including other members of the Homeland Security Council, on the Threat Condition to be assigned.”

(b) inserting “At the request of the Secretary of Homeland Security, the Department of Justice shall permit and facilitate the use of delivery systems administered or managed by the Department of Justice for the purposes of delivering threat information pursuant to the Homeland Security Advisory System.” as a new paragraph after the fifth paragraph of the section entitled “Homeland Security Advisory System.”

(c) inserting “, the Secretary of Homeland Security” after “The Director of Central Intelligence” in the first sentence of the seventh paragraph of the section entitled “Homeland Security Advisory System”.

(d) striking “Attorney General” wherever it appears (except in the sentences referred to in subsections (a) and (c) above), and inserting “the Secretary of Homeland Security” in lieu thereof; and

(e) striking the section entitled “Comment and Review Periods.”

GEORGE W. BUSH

ABBREVIATIONS, ACRONYMS AND GLOSSARY

Action Planning	Meetings held in the emergency operations center (EOC) with the Management Section Chief and the EOC Operations, Planning, Logistics and Finance Section Chiefs, that result in an exchange of information and the establishment of goals and objectives for the jurisdiction for the next operational period.
Action Plan	Written plan created from the Action Planning meeting that includes goals and objectives, operational period, maps, organization chart and any auxiliary plans to be used during the covered operational period.
AGC	Associated General Contractors
ARC	American Red Cross
ATC-20 Format	Applied Technology Council's <i>Procedures for Postearthquake Safety Evaluation of Buildings</i> , provides guidance for lay persons in evaluating the safety of a structure after an earthquake.
Bay MACS	A tri-county mutual aid communications system encompassing San Benito, Santa Clara and Santa Cruz counties.
CAD	Computer-aided dispatch
CCP	Causality Collection Points
CLETS	California Law Enforcement Telecommunications System
CNG	California National Guard
DAC	Disaster application center
DWI	Disaster welfare inquiry
EAS	Emergency Alert System
ERT	Emergency Response Team
EMP	Electromagnetic pulse
EMA	Emergency Management Agency
EMS	Emergency Medical Services
EGCA	Engineering and Grading Contractors Association
EH&S	Environmental Health & Safety
EOC	Emergency Operation Center
EOP	Emergency Operations Plan
EPI	Emergency public information
F&A	Finance and Administration
FCA	Fatality collection areas
FCC	Federal Communications Commission
FEMA	Federal Emergency Management Agency
GIS	Geographic Information System
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
Incident Action Planning	Meetings held in the field at the Incident Command Post with the Incident Commander and the field-level Operations, Planning, Logistics and Finance Section Chiefs, that result in an exchange of information and the establishment of goals and objectives for the incident for the next operational period. The resulting Incident Action Plan not only guides field actions but is also sent to the EOC, where it helps to create the jurisdiction-wide goals.

Incident Action Plans	The plan for the field level responders for the next operational period that includes the goals and objectives, operational period, maps, organization chart and any auxiliary plans to be used during the covered operational period at that incident, which may be written or documented on a board or through orders.
IT	Information Technology
ME	Medical Examiner
MTA	Metropolitan Transportation Authority
NAWAS	National Warning System
NGO	Non-governmental organization
NIMS	National Incident Management System
OES	Office of Emergency Services
PF	Protection Factor
PIO	Public Information Officer
POD	Point of distribution
RACES	Radio Amateur Civil Emergency Service
REACT/GMRS	Radio Emergency Associated Communications Team, General Mobile Radio Service (citizens' band radios)
RIMS	Response Information Management System
Rolling Stock	Wheeled vehicles, especially transit assets, trucks and other heavy equipment.
S & R Unit	Search and rescue unit
SEAOC	Structural Engineers Association of California
SEMS	Standardized Emergency Management System
SOP	Standard Operating Procedure
UCB	University of California at Berkeley
VIP	Very Important Person
Web EOC	Emergency services software in use by some municipalities

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Frances L. Edwards is the Director of the Master of Public Administration program and Professor of Political Science at San José State University. She is also a Research Associate of the Mineta Transportation Institute at SJSU, and teaches emergency management in the Master of Transportation Management program. Her most recent research has been in global supply chain security, resulting in a chapter co-authored with Dan Goodrich, "Supply Chain Security and the Need for Continuous Assessment," to be published in *Supply Chain Security: International Innovations and Practices for Moving Goods Safely and Efficiently* by Praeger. In 2009, she delivered papers at the Department of Homeland Security Center of Excellence conference on MTI's research agenda, and at the American Society for Public Administration on "Legacy of Hurricane Katrina: The Challenges of International Goodwill." In 2008, Dr. Edwards delivered papers at the American Society for Public Administration on the financial impacts of Hurricane Katrina, and at the Stevenson Disaster Institute at Louisiana State University on cross border issues in disaster response. In June 2007, she was a guest of the Turkish government at the 2nd Istanbul Conference on Democracy and Global Security where she delivered a paper entitled "Police in Catastrophic Response: Lessons Learned from Hurricane Katrina." She also presented a paper at the American Society for Public Administration (ASPA) on "Collaborative Leadership in Dynamic Environments of Disasters and Crises: Collaboration at the Local Level"; and she received the Petak Award for the best paper in emergency management delivered at the 2006 conference.

Dr. Edwards was a 2006 Fellow of the Foundation for Defense of Democracies, and spent part of June 2006 in Israel at Tel Aviv University studying Middle Eastern terrorism. She chaired the 2006 NATO STS-CNAD meeting for 20 nations in Portugal, and presented a paper there on the evolution of American emergency management. The book, *NATO and Terrorism: On Scene! Emergency Management after a Major Terror Attack*, co-authored with Professor Friedrich Steinhausler of Salzburg University, grew out of the March 2006 NATO workshop. She was guest editor for the 2007, 2008 and 2009 Winter editions of *The Public Manager*, in which she published articles on Hurricane Katrina. Her most recent articles include, "Federal Intervention in Local Emergency Planning: Nightmare on Main Street," in the Spring 2007 issue of *State and Local Government Review*, and "An Ounce of Prevention Is Worth a Pound of Cure: Improving Communication to Reduce Mortality During Bioterrorism Responses," with Margaret L. Brandeau and other colleagues from Stanford University, in *American Journal of Disaster Medicine*, March/April 2008.

Previously, Dr. Edwards was Director of the Office of Emergency Services in San José, California for 14 years, including one year as acting assistant chief, San José Fire Department. She was Director of San José's Metropolitan Medical Task Force (MMTF), a CBRNE terrorism response unit, and head of the four-county "San José Urban Area Security Initiative." In 2004 she co-chaired the NATO Advanced Research Workshop in Germany where she delivered a paper on research needs to support first responders to CBRNE terrorism. In October 2001 the *Wall Street Journal* called San José the "best prepared city in the United States" for disasters. Dr. Edwards represented emergency

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Mr. Goodrich served in the United States Marine Corps for ten years, including leadership positions in Security Forces. He is Distinguished with both rifle and pistol, and a member of the President’s Hundred. He also served for six years in the Army Reserve Military Police as a small arms instructor and a member of the U.S. Army Reserve shooting team. He was recalled to active duty in 2003 to train reservists being deployed to Iraq and Iraqi civilian officials.

Mr. Goodrich serves as a consultant to the California Department of Transportation (Caltrans), and has provided training services for NASA/Ames Research Center staff in emergency management. He has delivered professional papers at eight conferences, and with Dr. Edwards he has co-authored a chapter, "Organizing for Emergency Management" in the ICMA textbook *Emergency Management*, and has three entries on nuclear topics in *The WMD Encyclopedia*. Mr. Goodrich has a Master of Public Administration degree from San José State University, and is a Certified Emergency Manager.

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