

***REDWOODS COMMUNITY  
COLLEGE DISTRICT***



**EMERGENCY  
OPERATIONS  
PLAN**



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**DISASTER RESISTANT**  
**CALIFORNIA COMMUNITY COLLEGES**

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## DISCLAIMER

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The material presented in this emergency operations plan, including all supplemental materials have been written in accordance with federal and state guidelines and makes every effort to be in compliance with local, state and federal mandates, guidelines, regulations, laws, and current standards. It is not the intent of this Plan to replace or void other mandated plans or operational directives. For example, this Plan is not a tactical manual for law enforcement or an operations manual for fire fighters or hazardous materials specialists responding to events on campus. This Plan cannot anticipate all possible emergency events or situations and emergency responses. Therefore, it should not be used without competent review, verification, and correction (where appropriate) by qualified emergency management professionals and where relevant, legal counsel. To remain current, this Plan should be reviewed annually and changed or updated as necessary. The members of the Incident Management Team and other elements identified by the district's Emergency Operations Plan should test this Plan and its various elements through training and exercises. Conditions may develop during operations where standard methods will not suffice and nothing in this Plan shall be interpreted as an obstacle to the experience, initiative, and ingenuity of the team members in overcoming the complexities that exist under actual emergency conditions.

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## ASSUMPTIONS

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The district Emergency Operations Plan is based on a realistic approach to the problems likely to be encountered on a campus during a significant incident or disaster. The following are general guidelines:

**A major incident or disaster may occur at any time of the day or night, weekend or holiday, during clear or inclement weather, with little or no warning.**

Since events in an emergency are not predictable, published emergency operations plans *will serve only as a guide and checklist, and may require modification in order to meet the requirements of the emergency.*

Disasters may affect widespread areas, therefore city, county and federal emergency services may be delayed or unavailable. The district can expect a delay of 72 hours or considerably longer before off-campus emergency services resources become available.

A state of emergency may be declared if current conditions or information indicates that such a condition is developing or is probable. Only the CEO or other authorized official in their absence may declare a campus state of emergency when conditions warrant such a declaration.

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*Declaring a state of campus emergency gives the district the right to restrict access to the campus to authorized persons (per the penal code). Violators who do not leave when requested or attempt unauthorized entry may be arrested.*

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## **AUTHORITY---EXTENSION OF STATE EMERGENCY PLAN**

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The California Emergency Plan, promulgated in accordance with the provisions of the California Emergency Services Act, provides statewide authorities and responsibilities and describes the functions and operations of government at all levels during extraordinary emergencies. Section 8568 of the Act states in part that “the State Emergency Plan shall be in effect in each political subdivision of the state, and the governing body of each political subdivision shall take such action as may be necessary to carry out the provisions thereof.” This district Emergency Operations Plan is, therefore, considered to be an extension of the State Emergency Plan.

The authority of the district to respond to emergencies and disasters is governed by:

- The Standardized Emergency Management System (SEMS) as described by California Government Code 8607(a), for managing response to multi-agency and multi-jurisdiction emergencies in California;
- The National Incident Management System (NIMS), as prescribed by Homeland Security Presidential Directive-5 – Management of Domestic Incidents.
- [Presidential Policy Directive / PPD-8: National Preparedness](#)
- Authority granted from the State Chancellor of the California Community College System.
- Other relevant statutes including those cited in the appendix “Laws, Codes, and Legal References”.

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## **INTRODUCTION AND PURPOSE**

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This document, with its associated and included documents, information and contingency plans for different types of emergencies, constitutes the Emergency Operations Plan for the Redwoods Community College District. This Plan will be used in conjunction with additional site-specific maps and operational information for all covered entities within the district.

For brevity and clarity the district Emergency Operations Plan is henceforth referred to in this document as ‘this Plan’ or ‘the Plan’ and will be interpreted to include all entities administered by the district and apply to all employees. Entities include but are not limited to offices, accredited colleges and non-accredited sites where the district has primary responsibility for use

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and management. This Plan will use the term “district” and will apply to all affected entities and the term “campus” is meant to be any accredited or non-accredited facility. “CEO” is meant to be either the district chancellor or college president where relevant. The term “employees” is meant to include all faculty, staff, and board of trustee members directly associated with the district. “District Public Safety” (DPS) is intended to mean all sworn and non-sworn personnel whose primary task is protection of life safety, property and the environment.

This district is a single college district whose CEO is the Superintendent/President. The superintendent/president has responsibility for day-to-day operations and emergency management including mitigation, preparedness, response and the recovery.

This Plan addresses how the district will respond to extraordinary events, major incidents, or disasters, from mitigation and preparation through response and recovery and is intended to be in compliance with state and federal guidelines and policies including but not limited to SEMS and NIMS.

The response to significant incidents or disaster situations shall be conducted within the guidelines provided in this Plan. All employees of the district have access to this Plan and are expected to understand the policies, procedures, and methods contained in this Plan before a significant incident or disaster occurs. Training is to be provided to personnel as required, and periodic exercises are to be used to test the Plan, procedures, and readiness of district employees.

This Plan describes the Incident Management Team, complete with titles, job descriptions, and duty checklists. The organization is based on the Standardized Emergency Management System (SEMS) and the Incident Command System (ICS), which provide clear line of authority, direction, and communication during emergencies. The organizational structure is capable of adapting to any significant incident or disaster to which employees, the district and/or emergency response agencies would be expected to respond. It provides for common terminology, simplifies multi-jurisdictional response and also provides flexibility to expand or contract in a rapid and logical manner as organizational needs of the situation increase or decrease.

The entire district or individual campus involved in the same significant incident or disaster will use the ICS system. In the event of a localized emergency, such as one limited to a single building or area, the ICS can be implemented by appropriate personnel present at or responding to the scene.

The Emergency Operations Plan is for significant incidents or disasters and is designed to protect lives and property through effective use of pre-planning and training, exercises and drills, and available personnel and resources during emergency operations. The Plan is placed into operation whenever a natural or human-caused significant incident or disaster affects the district that exceeds normal or routine operations. The Plan’s purpose is to:

- Protect the health and safety of students, employees, and visitors;
- Protect personal and district property;
- Protect the environment;
- Preserve the orderly continuity of district functions;

- Establish lines of authority, responsibility, functions and operations of the district during emergencies;
- Provide contingency plans for disasters and major emergencies, which may affect the district;
- Provide a basis for the coordination of emergency operations with the management of critical resources during emergencies;
- Identify the district's role for mutual aid to the city/county during a major incident; and
- Coordinate emergency operations with other emergency response agencies.

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## **ORGANIZATION AND ADMINISTRATIVE AUTHORITY**

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All employees are vital to the success of the Emergency Operations Plan and are designated "Disaster Service Workers," subject to such disaster service activities as may be assigned to them by supervisors, incident management or by law (Government Code, Section 3100-3101).

### **Emergency Organizational Structure**

The structure of the emergency organization is based on the following:

- Clear lines of authority and effective channels of communication;
- Simplified functional structure;
- Incorporation of all available personnel and resources into the emergency organization; and
- Continuous effective leadership at the administrative level.

In most situations, the first qualified person on the scene will assume control as the Incident Commander (IC) until relieved by designated and trained IC. Responding emergency service personnel, such as fire or law enforcement, will assume the responsibility of containment and/or control in certain situations. The Incident Command System shall be used for any incident requiring an organized and systematic emergency response. As individuals report to the incident command post (ICP or the emergency operations center {EOC}), the ICS structure will grow to meet the needs of the incident.

Changes in the organizational structure may be required to satisfy specific situations. The Incident Commander or Emergency Operations Center Director will confirm such changes. As qualified employees become available they will fill necessary vacant positions of authority. Also, as necessary, the Incident Commander or EOC Director can delegate tasks to trained alternates. This delegation will reduce response time during a significant incident or disaster. While smaller incidents may necessitate the establishment of only an Incident Command Post (ICP), the district will designate a location on each campus for an Emergency Operations Center (EOC), equip the EOC, and maintain it as part of planning and preparation prior to a major incident or disaster. This does not preclude the Incident Commander (IC) from changing the location at the time of the incident due to safety and/or logistical needs or requirements.

The district's primary responsibility is to aid the individual campus in time of a major incident or disaster. Their role is to obtain, deliver, and coordinate needed resources to the affected campus site. There is no prohibition for a joint college-district EOC so long as the district maintains the support role assisting the campus on an as-needed basis during and after a major incident or disaster.

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## LEVELS OF EMERGENCY

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The following terms define the general scope and status of emergency situations as determined by the Incident Commander (IC). Emergency level designations help provide the incident management team and the campus community with a quick, broad definition of the intensity of the current situation. An emergency level designation could, and probably will, change as the situation is clarified and response efforts progress.

**Stand By** The situation does not require immediate Incident Command Post (ICP) or Emergency Operations Center (EOC) activation; however, it could escalate to a higher emergency level, and/or it may require immediate "rumor control" response. IC contacts Incident Management Team (IMT) members, briefs on current situation and provides direction if necessary.

**Level One** The situation is determined to be a real or perceived threat to the health, safety and welfare of the campus community and/or the campus buildings and grounds, which requires a coordinated, but limited emergency response beyond the scope of routine operations. IC activates a limited ICP or EOC, notifies appropriate IMT members, and directs necessary actions based on the Emergency Operations Plan until emergency or threat no longer exists. The IC may activate CERT members to respond if a team exists or other persons capable. This level often requires outside emergency service evaluation and/or action.

**Level Two** The situation has caused numerous personal injuries or fatality(ies) and/or significant facility damage, which require full involvement of the IMT members to successfully manage containment and recovery. IC activates an EOC, notifies all primary IMT members, and directs necessary actions based on the Emergency Operations Plan until the emergency or threat no longer exists. The IC will activate as many CERT members or other persons capable as needed. This level always requires outside emergency service action and could require mutual aid support.

**Level Three** The situation has caused massive casualties and/or facility damage, which requires full involvement of the IMT and all available CERT members and staff, in addition to student and community volunteers to successfully manage containment and recovery. IC activates a full EOC, notifies all IMT and CERT members, and directs necessary actions based on the Emergency Operations Plan until emergency or threat no longer exists and "all clear"

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signal has been given. This level always requires outside emergency service action and mutual aid support.

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## **PREPAREDNESS FACTORS**

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### **Mutual Aid and Agreements**

Mutual aid, including personnel, supplies and equipment, will be provided and/or utilized in accordance with the California Master Mutual Aid Agreement (JPA) and other written agreements.

Designated campus Incident Command (IC) Section Chiefs and Emergency Operation Center (EOC) Section Chiefs are responsible for written agreements, protocols and/or memorandums of understanding, purchase agreements, and other relevant documents with the appropriate public agencies, NGO's, non-profit organizations and commercial establishments (public and private), which may provide support to and/or recovery from an major incident or disaster. Copies of all such agreements will be filed at the district CEO's office and in Attachments section of this Plan.

### **Training**

All employees are to attend required training that complies with legal disaster preparedness and response requirements. Employees will also be given information on procedures for emergency evacuations, and reporting/handling emergencies (e.g., fire, earthquake, campus violence, hazardous materials spills, etc.), and their role as a Disaster Service Worker. Individuals who, in a time of a major incident or disaster, will be responsible for reporting to an incident command post, emergency operations center or have a specific response function will be given additional training to aid them in their duties and responsibilities.

### **Types of Emergencies**

Potential significant incidents or disaster situations addressed in this Plan, together with supporting information and contingency plans, include:

- Aircraft Crash
- Barricaded Suspects(s), Shooting, Gunman and Sniper
- Bomb Threat or Detonation
- Civil Disturbance or Demonstration
- Earthquake
- Evacuation
- Fire and Explosion
- Flooding
- Hazardous Materials Incident
- Severe Winds/Storms

- Utility Failure

Additional significant incidents or disaster situations will be added to this Emergency Operations Plan as necessary or required.

### Priorities

In the event of a major incident or disaster, the district has established the following priorities for response actions. The following are in priority order:

- **Protection of life:** Evacuation and/or rescue operations from hazardous areas, shelter-in-place, and containment of life-threatening hazards.
- **Care and treatment of casualties:** Providing first aid care to the sick and injured. This may include short-distance transport to Triage or Medical Aid Stations.
- **Preservation of property and resources:** Containing and eliminating risks to facilities and systems that could cause serious property loss or environmental damage beyond that already sustained.
- **Providing information:** Dissemination of warnings and emergency information to stakeholders and public.
- **Restoration of essential services:** Restoring essential functions, services, and facilities to allow continuity of basic operations.
- **Assisting community recovery:** Assisting employees, students, and the surrounding community in recovering from the significant incident or disaster.

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## PROCLAMATION OF CAMPUS STATE OF EMERGENCY

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Proclaiming an official state of emergency gives the CEO the right to control access to campus property or facilities, including removing or authorizing the arrest persons who trespass or interfere with emergency response or engage in criminal activities such as looting.

The authority to proclaim a campus state of emergency rests with the campus CEO, but to avoid any unnecessary delay, in their absence the authority may be designated using the succession list below. The proclaiming official must complete and sign a *Proclamation of a Campus State of Emergency*.

1. College President/Superintendent
2. Vice President, Instruction & Student Development
3. Vice President, Administrative Services
4. Director, Public Safety Officer
5. Manager, Public Safety
6. Director, Maintenance & Operations
7. Manager, Maintenance
8. Director, Information Services

#### 9. On-duty Public Safety Officer

In the President's absence, the first administrator from the above list who can be reached will be the acting Incident Commander until the Incident Management Team is assembled to assume control.

During any major campus emergency, District Public Safety in collaboration with district employees present shall immediately begin appropriate procedures to meet the emergency and safeguard persons and property. In the event of earthquakes, aftershocks, fires, storms, or major disasters occurring in or about the campus, or which involve district property, District Public Safety will attempt to determine the extent of any damage to district property. District Public Safety shall also consult with the CEO, designated administrator or Incident Management Team regarding the emergency and the possible need for a declaration of a campus state of emergency.

When this proclamation is made, only registered students, faculty, staff and affiliates (e.g., persons required by employment) are authorized to be present on campus. District Public Safety will ask those who cannot present proper identification (registration or employee/student identification card, or other identification) showing their legitimate business on campus to leave the campus.

The CEO or his/her designee is authorized to order evacuation of all or part of the campus and direct students, faculty, staff, and affiliates to evacuation zones or to leave campus.

*Unauthorized persons remaining on campus may be subject to arrest in accordance with the California Penal Code. Authorized personnel include (but are not limited to) College and District administrators and managers, faculty and staff members who have been assigned emergency response duties (e.g., CERT members), and mutual aid personnel (e.g., American Red Cross, law enforcement, fire fighters, CERT members from adjoining jurisdictions, etc.). All others must be issued an emergency pass by District Public Safety before being allowed to enter the immediate disaster site.*

**PROCLAMATION  
OF A  
CAMPUS STATE OF EMERGENCY**

WHEREAS, THE REDWOODS COMMUNITY COLLEGE DISTRICT Emergency Operations Plan empower the President/Superintendent or their designee to proclaim a Campus State of Emergency, when the campus has been affected by a significant incident, major emergency or disaster; and

WHEREAS, the President/Superintendent or their designee does hereby find:

That conditions of peril to the safety of persons and property have arisen within the \_\_\_\_\_ campus caused by \_\_\_\_\_, commencing at or about (location) \_\_\_\_\_, on the date of \_\_\_\_\_ at approximately (time) \_\_\_\_\_, warranting the necessity for, and proclamation of, a Campus State of Emergency;

NOW, THEREFORE, IT IS HEREBY PROCLAIMED AND ORDERED that said Campus State of Emergency shall be deemed to continue to exist until its termination is proclaimed by the President/Superintendent of the Redwoods Community College District or their designee.

IT IS FURTHER ORDERED that a copy of this proclamation be forwarded to the County of Humboldt, Del Norte and/or Mendocino as deemed appropriate.

\_\_\_\_\_  
*President/Superintendent* Date

## ACTIVATION OF EMERGENCY OPERATIONS PLAN, INCIDENT COMMAND SYSTEM & IMT NOTIFICATION

### Activation of this Emergency Operations Plan

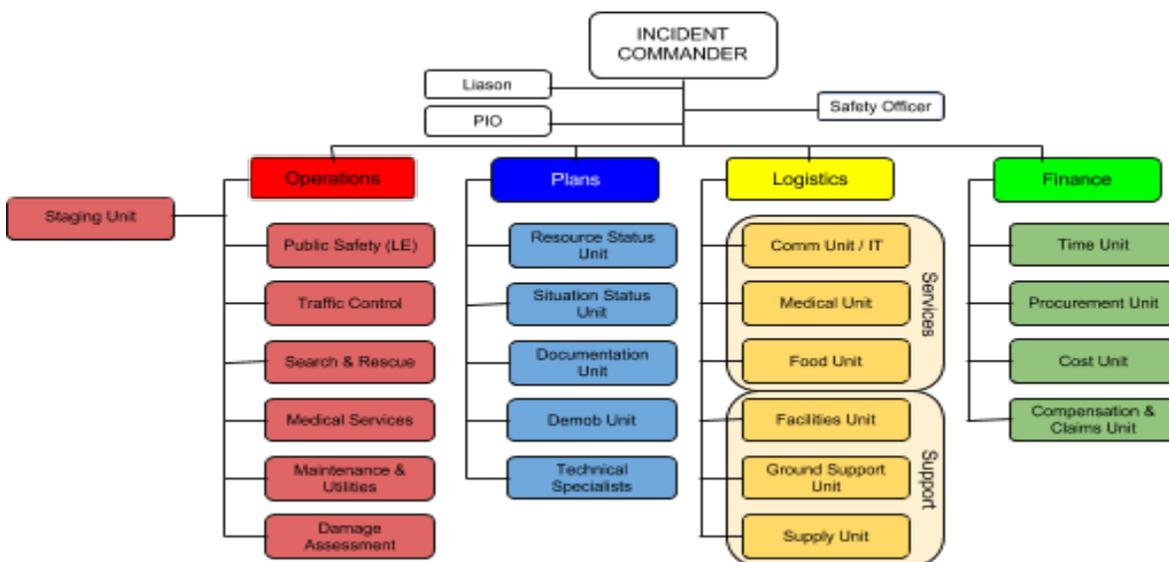
Upon receiving notification from District Public Safety, other law enforcement or fire agencies, the district, or any other verifiable and credible source that an emergency does or may exist, or in response to a local, regional, state, or federal declaration of emergency that affects or involves the district, the CEO or their designee, will quickly assess the magnitude of the emergency. If necessary, a response will be initiated, relevant elements of this Plan activated, and the appropriate Incident Management Team (IMT) members will be ordered to establish an Incident Command Post (ICP) or report to the Emergency Operations Center (EOC). The IC can activate other district-based emergency response personnel.

### Notification of Employees and Students

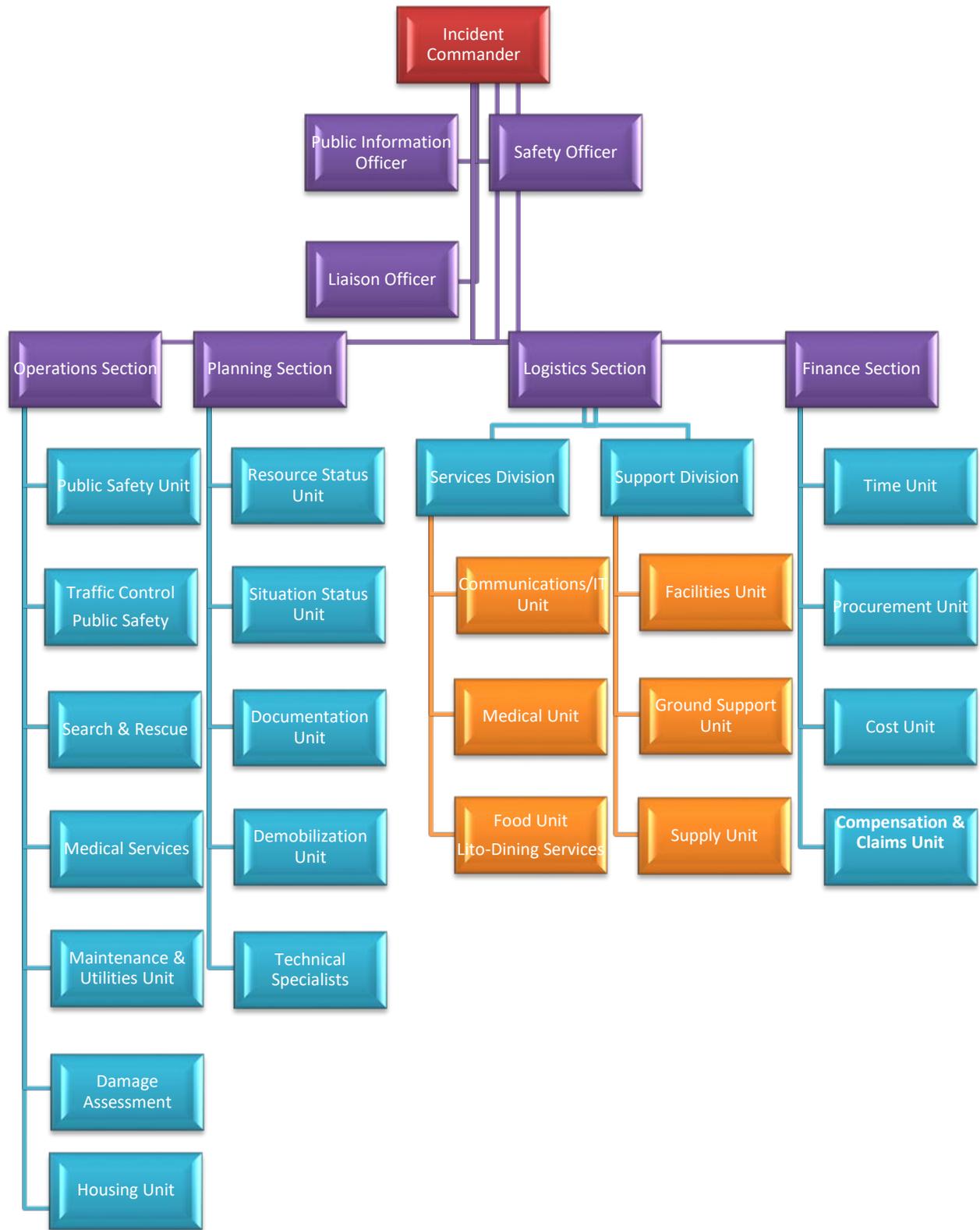
The IC, with consultation from IMT Section Chiefs, will determine appropriate campus safety response and notify all stakeholders or field contact personnel (Building Monitor Team Leader and Building Monitors) through the most direct, efficient, and available communications method (emergency notification system, classroom emergency phones, email, website, social media, phone tree, public address system, radios, bullhorns, runners, etc.). This information can include response instructions and/or situation reports.

### Incident Command Structure

The [Incident Command System Organizational Chart](#) is broken down into five major sections:







The ICS structure is vertical with all responsibility and duties initially placed with the Incident Commander. As the needs of the major incident or disaster are identified, the Incident Commander will activate any of the four sections. Next, each section chief will activate units within their section as needed. If one individual can simultaneously manage all positions within his or her responsibility, no other positions will be activated.

Employees who are assigned roles in the Incident Command System will need to receive advance training and practice to perform their tasks smoothly in an emergency.

### **Incident Command Post (ICP)**

If the emergency involves only one building or a small part of the campus or in the initial phase of a major incident or disaster, an alternate to full EOC activation is to stage an Incident Command Post (ICP). This can be achieved by strategically placing a command vehicle (e.g. District Public Safety patrol car) with communications capability as near to the emergency scene as is safe and appropriate. This ICP will be staffed and have the minimal necessary equipment and supplies to be functional and operational. This equipment can be obtained from the EOC and/or Disaster Cache and may include:

- Barricades, barrier tape, and signs for the scene.
- Portable campus radios, mutual aid capable radio and FRS radios.
- Cell and satellite phone.
- Portable public address system.
- Small Incident Command kit.
- Campus telephone directory, Emergency Operations Plan
- Pop-up shade shelters

### **Emergency Operations Center (EOC)**

The Incident Commander (IC) can request activation of the EOC based on a "standby level" emergency. If the IC declares a Level 1-3 incident, the campus EOC will be activated. The EOC is a facility for centralized direction and control of the emergency organization and the campus community.

Primary EOC: Campus Security Office

Secondary EOC: Board of Trustees room in SS/AD building

If none of the above are available, the IC and/or the Operations Chief will select an alternate location. At least one member of the Incident Management Team or their cadre is to staff the EOC at all times until the emergency situation ends. To the extent possible, the EOC will be equipped with emergency power generators, lighting, mobile radios, satellite, cellular and conventional telephones, Internet, and the Incident Command kit.

### **Telephones**

Conventional telephone lines will be designated as “essential service lines”, which may provide for usage in the event of a system overload. Phones will only be of value as long as phone service is not disrupted. Cellular telephone service will also be employed. This too, assumes that the infrastructure still exists and that the systems are not overloaded.

### **Radio Equipment**

If available, the communications cache will be staged at the ICP or EOC and will be equipped with a minimum of one (1) base station communications cache. This cache will be capable of broadcasting on all campus and district frequencies along with county communications, city and county partners, selected other mutual aid frequencies, and amateur radio (RACES & ARES). The ICP and/or EOC will each be equipped with six additional radios with chargers. Refer to Emergency Communication Plan in the Attachments section for specific details.

### **Basic ICS equipment and materials at Primary and Alternate sites**

Each ICS Section will have a box designated for that function. The box will contain the necessary position vests identifying the function, hard hats and other relevant safety equipment, a copy of the Emergency Operations Plan, a checklist of responsibilities for the position, required clerical and incident documentation materials, and any other necessary supplies and equipment needed or unique to that function.

### **Equipment and materials that will be made available to the ICP or EOC during the time of a major incident or disaster:**

- Any unassigned district/campus radios.
- Equipment and materials stored in the Campus Disaster Cache.
- Facilities and Maintenance equipment and supplies not already in use for emergency response.
- Equipment and supplies located in the campus bookstore and cafeteria, Student Health Center, or in any work area, division office, and storage. All equipment or supplies taken must be documented for later replacement or reimbursement.

### **Medical Aid Stations**

Triage sites are generally located near the site of major incident or disaster. After triage and limited treatment, patients are generally transported to medical facilities nearby. In cases of an major incident or disaster where this transport is not possible or will be delayed, patients will be transported to the on-campus medical aid stations. The location of the medical aid stations are:

Primary: Health Occupations

Secondary: Mobile triage station at designated evacuation site

If none of the above are available, the IC and/or the Operations Chief will select an alternate location.

## **FACULTY AND STAFF RESPONSIBILITIES**

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### **President/Superintendent**

The President/Superintendent or their designee is responsible for the safety of district property and its stakeholders and for policy direction during and after a significant incident or disaster. They are responsible to ensure that the IMT is appropriately trained, exercised, and prepared to assume control of the incident.

### **Administrators, Deans, and Division Chairs**

Every administrator, dean and division chair may appoint a specific person(s) as Building/Facility Monitor for every area under their control, and has the following general responsibilities prior to and during any emergency:

Before the Emergency:

- Develop and maintain a "telephone tree" for notifying all departmental or area employees in case of an emergency. This contact list will include home and cellular phone numbers and personal email addresses. These lists contain personal information and must be safeguarded. Develop and maintain a list of employees who would be on duty at any particular time. Have instructors maintain current class attendance rosters.
- Work with district Emergency Preparedness & Safety Committee and Public Safety Department to develop and integrate site or building specific emergency response plans into the district Emergency Operations Plan and make available to all employees with follow-up discussions, on-the-job training or explanation as required. Plans should include basic procedures for alerting stakeholders, evacuation, establishing head count, locating emergency supplies, and other procedures specific or appropriate to each building.

Ensure that all employees know of the presence and location of any emergency equipment (e.g., bullhorns, first aid kits, emergency lighting, etc.) staged in the building. This equipment must be stored in a location that is both available for immediate emergency use and secure from tampering or unauthorized removal or use. Building Monitors are responsible for periodic inspection to ensure this equipment remains in working order at all times.

Emergency Situations:

- Inform all employees under your direction of the emergency condition.

- Evaluate the impact the emergency has on your activity/operation and take appropriate action. This may include ceasing operations and initiating building evacuation, shelter-in-place or lockdown. Evaluation should include but not be limited to:
  - injuries: first aid needs, employees or students trapped or missing;
  - facility damage: unsafe conditions, blocked access, gas, water or sewage leaks, electrical problems or hazards; and
  - hazardous materials spills: what, where, how much, etc.
- Designate a person to maintain emergency communications (telephone, radio, runner, etc.) with the ICP or EOC.
- Have all employees under your supervision keep a log ([ICS 214](#)) of activities and hours worked in order to receive FEMA reimbursement.

### **Faculty and Supervisors**

Each faculty member and staff supervisor has the responsibility to:

Before the Emergency:

- Attend required basic major incident/disaster training and become familiar with the district's Emergency Operations Plan and the emergency response procedures that apply to their work area.
- Educate their students or coworkers concerning emergency response procedures as well as evacuation procedures for their building and/or area.
- Inspect and evaluate their assigned building facility or area in advance to determine the impact a fire, earthquake, active shooter, or other major event could have. Report all safety hazards to the district Facilities and Maintenance Department. Submit service requests to correct hazards to the Facilities and Maintenance Department.

Emergency Situations:

- Inform their students and/or staff of the emergency and initiate emergency procedures as outlined in the Emergency Operations Plan. Follow directions given by campus managers or administrators, District Public Safety, or other authorized emergency personnel (law enforcement, fire fighters, etc.).
- Keep a log ([ICS 214](#)) of hours worked and your activities for FEMA.

## **INDIVIDUAL RESPONSIBILITIES & INSTRUCTIONS FOR EVERY DISTRICT EMPLOYEE**

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### **Disaster Service Workers**

*California Government Code* (Sections 3100 & 3101) declares that public employees are disaster service workers, subject to such disaster service activities as may be assigned to them by their superiors or the law. The term "public employees" includes all persons employed by the state or any county, city, state agency, or public district. This law applies to public school employees in the following cases: 1) when a local emergency has been proclaimed, 2) when a State emergency has been proclaimed, or 3) when a federal disaster declaration has been made.

These laws have two ramifications: 1) public school employees may be pressed into service as Disaster Service Workers by their superiors, and may be asked to do jobs other than their usual duties for periods of time exceeding their normal working hours; and 2) in those cases, their Worker's Compensation Coverage becomes the responsibility of the state government (CalEMA). The district, however, pays their overtime pay. These circumstances apply only when a local or State emergency has been proclaimed or declared.

#### Before the Emergency:

- Arrange to have an out-of-area telephone contact number for family members to call in case local phone system shuts down lines within the immediate area.
- Considering the potential of infrastructure failure subsequent to a major region-wide incident or disaster, the employee (DSW) should make necessary contingency plans and preparations for themselves and their family members should the employee (DSW) be unable to return home for three days (or considerably longer) after a disaster. This should include but not be limited to: child and elder care, pet care, personal needs, etc.
- The employee (DSW) must attend all mandated emergency preparedness and response training. Each employee is strongly urged to participate in additional training that includes but is not limited to: first aid and CPR, search and rescue, ICS, CERT, etc.
- Employee (DSW) is strongly urged to have a personal cache of emergency supplies and equipment stored in their vehicle or other disaster resistant location that includes but is not limited to: 5-7 days' worth of food, water and medications, extra eye glasses, a sleeping pad and blanket or sleeping bag, a change of clothes including work clothes and gloves, comfortable walking shoes, small personal first aid kit and sundries, battery operated light, and radio.

#### Emergency Situations:

- If the employee is a member of the district IMT or CERT, assist in immediate emergency response in their area or where they are located at time of the major emergency or disaster

(e.g., help with evacuation, rescue, medical assistance if properly trained) but respond to their pre-arranged staging areas as soon as practicable. If unable to do so, continue to assist in immediate emergency response in your area (e.g., help with evacuation, rescue, medical assistance if properly trained, procurement of supplies, etc.).

- Stay on campus or return to campus if possible, to assist in emergency/disaster response. Much work will need to be done to ensure the security and safety of the buildings, provide assistance to injured or stranded students, assist Red Cross shelters if requested, and ultimately reopen the campus. The special skills possessed by campus and district employees will be required to accomplish these goals.
- Keep a log ([ICS 214](#)) of hours worked in disaster response and activities involved in or accomplished. The log will assist the district in cost recovery for emergency response expenses. The log will be added to the permanent record of the disaster response effort, which is necessary for future emergency planning and legal challenges, which may result from the district's method of handling the disaster.
- Realize that in a significant incident or major disaster, it may be safer to remain on campus than to attempt a dangerous trip home on impassable or damaged roads.

### **Post Disaster Shelters**

Schools are required by both federal statute and state regulation to be available as shelter sites following a disaster. The American Red Cross has access to schools in damaged areas to set up its mass care facilities, and local governments have a right to use schools for the same purposes.

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## **DURING A MAJOR INCIDENT OR DISASTER**

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### **Warning Phase**

Upon receipt of a warning or the observation that an emergency situation is imminent or likely to occur soon, the district will initiate actions to increase its readiness. During this phase, action is taken to warn and/or evacuate endangered occupants and, if reasonable, to protect property. The district CEO or their designee is notified immediately. Events that may trigger increased readiness activities include, but are not limited to:

- Issuance of a credible long-term earthquake prediction;
- Receipt of a flood or potential dam failure advisory;
- Receipt of special severe weather statement;
- Issuance of utility failure or shutdown advisory;
- Conditions conducive to local severe wildland fires, such as the combination of high heat, strong winds, and low humidity;
- Incident in adjacent area or municipality (with activated mutual aid) that has potential to affect the campus;
- An significant hazardous materials incident; and

- Information or circumstances indicating the potential for acts of violence, civil disobedience or terrorism.

The Emergency Operations Plan will be activated as needed, at the direction of the Incident Commander (IC). Increased readiness activities may include, but are not limited to, the following activities:

- Briefing of CEO and the Incident Management Team on the situation;
- Reviewing and updating elements of Emergency Operations Plan;
- Increasing public information efforts to employees, students, other stakeholders or community; methods may include updating and/or activating (loading) web pages to campus or district web site, use of mass notification system, classroom emergency phone, etc.;
- Accelerating training efforts;
- Inspecting critical facilities and equipment, including testing warning and communications systems;
- Hardening critical facilities and equipment to reduce loss or damage;
- Warning threatened members of the population;
- Conducting precautionary evacuations in the potentially impacted area(s);
- Mobilizing special teams and/or recruiting additional staff and Disaster Service Workers and pre-positioning resources and equipment; and
- Establishing or activating Emergency Operations Center and/or staging areas.

### **Impact Phase**

If there is no prior warning, the first response is usually by those persons at the scene and/or by fire and/or law enforcement units with the emphasis placed on minimizing the effects of the major incident or disaster. Generally, emergency responders will be best equipped to establish a field-based incident command post with an Incident Commander (IC) in charge. The Incident Commander may decide to increase the level of response. The Standard Emergency Management System (SEMS) and National Incident Management System (NIMS) will be used.

When demands of the significant incident or disaster exceed the capacity of local resources and additional personnel and/or materials are required to respond, the IC may request mutual aid. "Mutual Aid System" means the system that allows for the progressive mobilization of resources to/from emergency response agencies, local governments, Operational Areas, regions, and the state with the intent of providing adequate resources to requesting agencies. Mutual aid includes requesting aid from the district, the other campus in the district, other community college districts, the City/County Office of Emergency Services, or the City and/or County Emergency Operations Center (EOC). Fire and/or law enforcement will request and render aid through established channels. Additional aid is generally requested through the City and/or County Emergency Operations Center (EOC), depending on the nature and extent of the significant incident or disaster. Within the framework of the California Disaster and Civil Defense Master Mutual Aid Agreement, several discipline-specific mutual aid coordinators may operate from the district EOC, such as fire, search and rescue, law enforcement, medical, and public works. If the situation warrants, a local state of emergency may be proclaimed by the campus or district, an ICP or EOC activated and staffed, and the City and County Emergency Operations Center advised.

Examples (not necessarily in specific order) of initial response activities include, but are not limited to:

- Making all necessary notifications;
- Disseminating warnings, emergency public stakeholders;
- Conducting evacuations and/or search and rescue operations;
- Treating the injured and caring information, and instructions to the district for displaced persons;
- Conducting initial damage assessments and surveys;
- Assessing need for mutual aid assistance;
- Restricting movement of vehicles or people and unnecessary access to affected areas;
- Establishing a unified command;
- Coordinating with local, state, and federal agencies working in the field;
- Developing and implementing incident action plan(s); and
- Transmit status updates to Operational Area as needed.

### **General Criteria to Activate an EOC**

Extended emergency operations involve the coordination and management of personnel and resources to mitigate an emergency and facilitate the transition to recovery operations. Field response personnel will continue to use the Incident Command System (ICS) to manage field operations. EOC staff will support field response personnel in mitigating the affects of the major incident or disaster.

Examples of when to activate and open the campus EOC include but are not limited to:

- Required resources are beyond local capabilities;
- The significant incident or disaster is of a long duration (more than a few hours);
- Major policy decisions may be needed;
- A local, regional, state or federal emergency affecting the district is declared;

EOC staff (Incident Management Team) will be organized around the five Standard Emergency Management System (SEMS) functions:

- Incident Commander
- Operations
- Planning/Intelligence
- Logistics
- Finance/Administration

Examples of extended response activities may include bur are not limited to:

- Preparing detailed damage assessments;
- Operating mass care facilities;
- Operating a mass vaccination or immunization facility;
- Conducting and/or assisting with coroner operations;
- Procuring required resources to sustain operations;
- Documenting situation status;
- Protecting, controlling, and allocating vital resources;

- Restoring vital utility services;
- Tracking resource allocation;
- Conducting advance planning activities;
- Documenting expenditures;
- Developing and implementing incident action plans for extended operations;
- Dissemination of emergency public information;
- Declaring a local emergency;
- Prioritizing resource allocation; and
- Coordinating between agencies.

### **Policy Group**

In addition to the ICS functions is the important decision-making role of the Policy Group. This group includes the district President and vice presidents (and others at the discretion of the CEO). The incident commander or EOC Director will recommend to the Policy Group the need for establishment of goals and objectives to operate the campus and district during an extended incident and through the recovery phase. Examples include monetary policy, when to reopen the campus for classes, how to proceed with rebuilding, dealing with the death of students or employees, etc.

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## **AFTER AN EMERGENCY**

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### **Recovery Phase**

As the immediate threat to life, property, and the environment subsides, the rebuilding of the district will begin through various recovery activities. This plan does not specifically identify the district's recovery operations.

Recovery activities involve the restoration of services and rebuilding the affected area(s). Recovery activities may be both short-term and long-term, ranging from restoration of essential utilities such as water and power, to mitigation measures designed to prevent future occurrences of a given threat facing the district. The district will be involved in recovery activities.

The County Office of Emergency Services will facilitate with local, state, and federal officials to coordinate local, state, and federal assistance programs and establishes support priorities.

If major damage has occurred to district infrastructure or property, a recovery committee will be formed at the direction of the CEO to coordinate planning and recommendations for recovery and reconstruction. This committee will incorporate representation from the affected district.

The Recovery Phase includes but is not limited to the following objectives:

- Reinstatement of district and program objectives and goals;

- Restoration of essential services and facilities;
- Restoring all utilities;
- Permanent restoration of damaged or destroyed property;
- Restoration of normal district services;
- Financial restitution from insurance carriers, state and federal sources that includes determining and recovering costs associated with response and recovery and applying for state and federal assistance programs;
- Establishing and staffing Local Assistance Centers and Disaster Assistance Centers; and
- Research to uncover residual hazards, develop advance knowledge or notification of future disasters, and improve future emergency operations.

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## **AMERICANS WITH DISABILITIES ACT COMPLIANCE AND POPULATIONS WITH ACCESS AND FUNCTIONAL NEEDS**

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Populations with disability, access and functional needs include those members of the community that may have additional needs before, during, and after a major incident or disaster in functional areas, including but not limited to maintaining, independence, communication, transportation, supervision, and medical care. In this district individuals in need of additional response assistance may include but not limited to those who:

- Have disabilities;
- Are elderly;
- Are children;
- Are from diverse cultures;
- Have limited English proficiency or are non-English speaking; or
- Are transportation disadvantaged.

To ensure compliance with the Americans with Disabilities Act (ADA) and to provide the best service to the community, the district adheres to the policy summarized below. In addition, considerations for special needs populations are addressed district-wide in all emergency planning efforts. A disability will not prevent accessibility to services or facilities provided by the district.

- The district will work to accommodate special populations and those with disabilities in the most integrated setting appropriate to their needs.
- The district will not exclude or deny benefits of any sort to those with disabilities, access or functional needs.
- During emergency situations, the district will make reasonable modifications to policies, practices, and procedures if necessary to avoid discrimination.

- Attempt to shelter populations with disabilities, access or functional needs or divert them to shelters with special needs facilities.
- Eligibility for care and sheltering will not be dependent on a personal care attendant.
- Populations with disabilities, access or functional needs will never be forced by the district to occupy a specific shelter or take a particular action designed for their benefit. Effort will be made to address access and functional needs for people with disabilities and older adults to allow for sheltering in general population shelters.
- During preparedness and mitigation activities, the district will provide preparedness instruction to our campus community with disabilities; access or functional needs to better prepared them in times of crisis.
- Emergency notification systems will be accessible to ensure effective communication for people who are deaf/hard of hearing, blind/low vision, or deaf/blind.
- Attempt to make evacuation plans to accommodate individuals with mobility impairment, the elderly and those with transportation disadvantages.

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## PRESERVATION OF VITAL RECORDS

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

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

- Protect the rights and interests of individuals. Examples include student transcripts, business records, personnel records, student patient records, Hazardous Material Business Plan, and criminal record information.
- Conduct emergency response and recovery operations. Records of this type include personnel rosters, Emergency Operations Plan, utility system maps, and locations of emergency supplies and equipment.
- Reestablish normal administrative functions. Included in this group are financial records, payroll records, and purchase orders.
- Educational Records. Faculty and staff material, grant material, exams, and grades. Each key department is responsible for designating a custodian of vital records and ensuring that vital record storage and preservation is accomplished. Vital record storage methods that might be used include but are not necessarily limited to:
  - Duplication (either hard copy or removable computer disk)
  - Dispersal
  - Fireproof containers
  - Vault storage (both on and off campuses)

In addition, it is each employee's responsibility to maintain complete and timely backups of the data on assigned computers.

## **REDWOODS COMMUNITY COLLEGE DISTRICT EMERGENCY OPERATIONS PLAN**

### **APPROVAL**

*This Emergency Operations Plan will constitute an integral part of the Redwoods Community College District's response to significant incidents or disasters as required by law and policy.*

*This Emergency Operations Plan as written and amended is hereby approved as the official and approved plan for Redwoods Community College District. It shall be used when a major incident or disaster occur, as described in this document. All CEO's, vice presidents, deans, directors, managers, division and department heads shall ensure that it is implemented to the best of their abilities.*

**As promulgated and dated below:**

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*Signature, President/Superintendent*

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**Date**

**REDWOODS COMMUNITY COLLEGE DISTRICT  
EMERGENCY OPERATIONS PLAN**

**APPROVAL**

**Prepared by:** \_\_\_\_\_

**Chair, Emergency Preparedness & Safety Committee**

**Approved by:** \_\_\_\_\_

**President**

**Concurred by:** \_\_\_\_\_

**Vice President, Instruction & Student Development**

\_\_\_\_\_

**Vice President, Administrative Services**

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**Human Resources**

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## INTRODUCTION TO THE INCIDENT COMMAND SYSTEM

This section specifies the responsibilities and tasks assigned to the district's Incident Management Team to ensure the effective management of significant incidents or disaster operations. It provides information on the district's emergency management structure, activation of emergency response and recovery procedures, and district EOC information flow.

### Emergency Management Organization

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

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

**Policy Group (Executive Group):** In addition to the ICS functions is the important decision-making role of the Policy Group. This group includes the district's management team that may include but not limited to chancellor, the vice chancellors, the college presidents, the vice presidents (and others at the discretion of the CEO). The EOC Director will make recommendations to the Policy Group on goals and objectives to operate the campus for the recovery period. Examples include monetary policy, when to reopen campus for classes, and how to proceed with rebuilding.

**Command/Management** Section has overall responsibility for the management of the response operation. The person in charge of **Management** is the EOC Director. They work in the EOC with the Incident Commander and Section Chiefs for Operations, Logistics, Planning/Intelligence, and Finance/Administration and respective branch personnel.

The EOC Director is responsible for all activities within the EOC, authorizes all request, media releases, and approval of the Incident Action Plan. The Incident Action Plan reflects the incident objectives, overall priorities, and supporting activities for the incident. The person in charge of **Command** is the Incident Commander (IC). When an Incident Command Post is established the lead person in charge is referred to as the Incident Commander. He/She will manage the field incident and all other incident supporting activities. The IC can expand his/her operation by assigning section functions.

Regardless of which management position is needed, the IC will follow ICS and request that Logistics fill any required function. If a section position is not filled, the responsibilities of those duties lie with the position Section Chief. If a Section Chief is not present, the responsibilities may be filled by a Branch Director or Unit Leader within their section, but the ultimate responsibility remains with the Incident Commander.

**Operations Section** supports and coordinates all activities in the field including those of Public Safety, Law Enforcement, Fire, Search and Rescue, Utilities & Damage Assessment, and Medical Operations branches. Specific activities can include traffic control, fire suppression activities controlled by the campuses, tending the generators, campus utilities, conducting debris clearance, and performing triage/first aid. Fire suppression will be handled by the responding Fire Department. Operations is responsible for coordination and response to an incident and works closely with the Planning/Intel Section to develop the Incident Action Plan that outlines all response activities. This section also coordinates the response in accordance with the approved Incident Action Plan. Mutual aid resources (e.g., fire and law enforcement), and the management of convergent volunteers are coordinated through the Operations Section. In the field, the Operations Section is responsible for the tactical decisions and depending upon the circumstances can often involved a joint unified command structure.

**Logistics Section** includes Communications, Medical, Food, Ground Support, Facilities, and Supply, and controls the acquisition and dispersal of all equipment, supplies, and personnel that support response efforts. The set-up of the EOC with technical support and equipment is the Logistics Section responsibility. Additional responsibilities include the sheltering needs of first responders, community care and shelter, and transportation coordination. All requests for assets,

whether within the district or mutual aid from supporting agencies, are coordinated through the Section.

**Planning/Intelligence Section** includes Situation Analysis, Resource Status, Documentation, Demobilization and technical specialists. This section is responsible for collecting, evaluating, processing, and disseminating information related to the field incident or EOC support needs. The Planning Section coordinates with Operations and Logistics in the development of Incident Action Plans.

**Finance/Administration Section** is responsible for all financial aspects of the response and recovery phase of significant incident or disaster. Activities include recording personnel time and equipment cost and cost recovery through State and FEMA Public Assistance Programs.

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## OPERATIONS SECTION

### Overview

The Operations Section manages the tactical operations of various district-site and campus-specific response elements involved in the disaster/emergency.

- Protect life and property.
- Carry out the objectives of the EOC Action Plan.
- Ensure coordinated incident response.
- Cooperate with other sections within the EOC.
- Coordinate with the field operations.

These response elements may include but are not limited to the following branches, groups, teams, task forces and single resources.

- Medical Services Branch
- Utilities and Damage Assessment Group
- Search and Rescue Group/Team
- Evacuation/Alert Group
- Hazardous Materials Teams
- Building Inspection Group
- Utilities Group
- District Public Safety Branch
- CERT Teams/Building Monitors

Add or Delete Units as required.

### Objectives

The Operations Section is responsible for coordination of the District response elements for the duration of the incident. The Operations Section is also responsible for carrying out the objectives of the Incident Action Plan and requests additional resources as needed to support its field operations. Not all field units will be needed in every disaster/emergency.

### Staffing

Positions in the Section may include:

- [Operations Section Chief](#)
- [District Public Safety Branch Director](#)
- [Movement/Traffic Control Group Supervisor](#)
- [Search and Rescue Branch Director](#)
- [Medical Services Branch Director](#)
- [Utilities and Damage Group Supervisor](#)

## Operations Section Chief

### Function

Ensure that all operational functions and their support and coordination are carried out. Ensure those operational objectives and assignments identified in the EOC action plan are carried out effectively. Establish the appropriate level of branch organization within the section and continuously monitor the effectiveness of that organization. Make changes as required. Exercise overall responsibility for the coordination of branch activities within the section. Report to the Incident Commander on all matters pertaining to section activities.

Coordinate changing incident situations and emergency response requirements with the Planning, Logistics, and Finance Section Chiefs. Assist in writing the After-Action Report.

### Action—Start-Up

- Check-in upon arrival at the EOC.
  - Report to the Incident Commander.
  - Obtain a briefing on the situation.
  - Review your position responsibilities.
  - Determine if other section staff are at the EOC.
  - Ensure that the Operations Section is set up properly and that appropriate personnel, equipment, and supplies, including maps and status boards, are in place.
  - Review activated EOC structure and know where to go for information or support.
  - Clarify any issues you may have regarding your authority and assignment and review the roles of your branch and Group Supervisors.
  - Open and maintain section logs.
  - Meet with the Communications Unit Leader, if established, for updated information.
  - Obtain EOC briefing, assess both internal and external communications systems, and request changes as needed.
  - Establish operating procedure with Logistics Communications Unit for use of telephone and radio systems. Make priorities or special requests known.
  - Attempt to determine ETA of activated EOC personnel who are not yet on site.
  - Establish contact with other supporting agency's EOCs. Determine status of any requests for assistance.
  - Meet with Planning/Intelligence Section Chief. Obtain and review any major incident reports. Obtain additional information that may affect your section's operation.
  - When appropriate, ensure that your District representatives are in place or en-route to other affected EOCs.
  - Establish communications with Agency Representatives as soon as possible.
  - Based on the situation, as known or forecast, determine likely future Operations Section needs.
  - Review Operations Section and Branch responsibilities to ensure responsibilities are being fulfilled by presently activated personnel.
  - Make a list of key issues currently facing your Section. Establish action items which need to be accomplished by Operational Section within the next operational period.
  - Continue to activate organizational elements (Branches, Divisions, Groups or Teams) within the section as appropriate and needed.
-

- With coordination from the EOC and field units, determine future response needs and assess if mutual aid resources need to be requested.
- Request additional personnel when appropriate to maintain a two-shift 12-hour rotational EOC operation.
- Keep Incident Commander apprised of section status.
- Adopt a proactive attitude to anticipate situations and problems before they occur.

### **Operational Duties**

- Ensure that section logs and files are maintained.
- Anticipate potential situation changes, such as severe aftershocks or power loss, to create backup plans.
- Stay apprised of ongoing or changing situations and resource needs associated with your section. Monitor current status at all times.
- Provide regular situation and resources information updates to the Planning/Intelligence Section or as requested.
- Refer all media contacts to the PIO.
- Conduct periodic briefings with staff and work to reach a consensus on objectives for forthcoming operational periods.
- Attend and participate in Incident Commander planning meetings.
- Work closely with Planning/Intelligence Section in the development of Incident Action Plans.
- Work closely with Branch Directors to ensure Operations objectives are being addressed.
- Ensure all Operations Section resource request are coordinated through the Logistics Section.
- Ensure that intelligence information gathered by Operations is made available to the Planning/Intelligence Section.
- Ensure all fiscal and administrative requirements and documentation is coordinated through the Finance/Administration Section.
- Stay apprised of and report emergency expenditures to the Logistics Section. Notify the Finance Section immediately.
- Maintain Unit Logs ([ICS form 214](#)).
- Brief Operations Section Chief on critical problems that will require immediate action or solutions.
- Brief Branch Directors periodically on any updated information received.
- Continuously share status information with other sections as appropriate.
- Provide section brief to your relief prior to shift change.
- Deactivate Branches when they are no longer required. Ensure that all paper work is complete and logs are closed.

### **Deactivation/Demobilization**

- Authorize deactivation of Units or Branches within the section when no longer required. Ensure that any open actions are handled by section or transferred to other EOC sections as appropriate.
- Deactivate the section and close out logs when authorized by the Incident Commander.

- Ensure any open actions are coordinated and assigned to the appropriate outside agency for follow-up support.
- Ensure required forms or reports are completed prior to your departure.
- Be prepared to provide input to the After-Action Report.

## **District Public Safety Branch Director**

### **Function**

Per your level of sworn or non-sworn response abilities, mobilize available officers and staff, as well as ensure the Incident Command Post is available to deploy for field operations. Assess your common communication networks with allied law agencies and review any existing mutual aid agreements in place involving your agency. While primary duty is the protection of life and property, there will other duties such as EOC security, traffic control duties, and supporting search and rescue operations in the field.

### **Section Assignment**

- Operations

### **Action—Start-Up**

- Check in upon arrival at the EOC.
- Report to the Operations Section Chief and obtain a situation briefing.
- Review your position responsibilities.
- Clarify any questions you may have regarding your assignment.
- Ensure accurate and detailed records are maintained on all law or public safety operations.
- Notify your department of a 12-hour duty rotation and set up first 24-hour period.
- Adopt a proactive attitude. Think and plan ahead. Attempt to anticipate situations and problems before they occur.

### **Operational Duties**

- Assess situation, determine needs, and review response options depending upon staffing.
- In coordination with the Operations Section Chief, establish DPS priorities.

### **District Public Safety Priorities**

- Request quick “windshield” assessment of situation from in-field officers.
  - Establish connection to DPS dispatch center.
  - Prepare to prioritize calls for service.
  - Brief Operations Chief of DPS situation.
  - Attempt to establish available DPS agency resources per local or Operational Area LE/PS agreements.
  - When additional personnel or resources are needed, make requests in conjunction with Supply Unit Leader. Requests should include:
    - Reason for request
    - Number and type of resources needed
-

- The date and time personnel or resources are needed at scene or staging area
- Location of scene or staging area
- Contact person's name/designator and cell phone number at scene or in staging
- Coordinate DPS response efforts.
- Do not assign staff or DPS to situations exceeding their physical limitations or current departmental training.
- Remind field response commanders of need for safety.
- Establish a DPS staging area.
- Establish location of Forward Base of Operations (FBO).
- Ensure FBO is following approved ICS practices.
- Coordinate response efforts through the Incident Commander when unified command is established and mutual-aid rescue resources are used.
- Closely coordinate rescue resource needs with the Operations, Planning and Logistics Sections.
- Mark the location of fatalities. When feasible, provide security for deceased until relieved by Sheriff - Coroner.
- Regularly, or as requested, brief and update the Operations Section Chief on district public safety operations.
- Update status boards and maps.
- When possible, participate in the Incident Commander's planning meetings.
- Ensure radio communications are established.
- Ensure backup DPS cell phone or radio communications are functional.
- Require emergency supplies for DPS staff to be co-located into district public safety department.
- Brief your relief at shift change time.

### **Deactivation/Demobilization**

- Obtain authorization from the Operations Section Chief to deactivate operations.
- As appropriate, close down staging areas and field command posts.
- Release LE/PS agencies when no longer needed.
- Ensure that open actions are handled by regional or local LE/PS agencies or transferred to other EOC Sections as required.
- If mutual aid resources were used, complete all documentation involved with mutual aid resources.
- Ensure that any required reports or forms are completed prior to your release and departure.
- Be prepared to provide input to the After-Action Report.

## **Movement/Traffic Control Group Supervisor**

### **Function**

Coordinate Movement activities concerned with the evacuation of portions or the entire campus. Ensure protection of life and campus property while adhering to campus policies. Manage district public safety operations related to personnel movement and traffic control. Coordinate the provision of security for campus-based and related activities as part of the emergency response. Determine safe routes, destinations, and the number of individuals needing transportation assistance. Coordinate disaster-related traffic control issues to include checkpoints, priority routing of emergency vehicles, traffic control, and roadway closures. Assist with the alerting and warning of the campus population.

### **Section Assignment**

- Operations Section

### **Action—Start-Up**

- Check in upon arrival at the EOC.
- Report to the Operations Section Chief and obtain a briefing on the situation.
- Review your position responsibilities.
- Set-up Unit work area to include maps and status boards if appropriate.
- Assign additional Public Safety staff or CERT personnel as operationally required.
- Review emergency response team in place and know where to go for request, information, or support.
- Clarify any questions you may have regarding your assignment.
- Brief and ensure supporting personnel log on and off each assignment or response.
- Ensure accurate and detailed records are maintained on all district public safety and traffic control operations.
- Establish initial 24-hour shift coverage. Consider 12-hour assignments.
- Adopt a proactive attitude. Think and plan ahead. Attempt to anticipate situations and problems before they occur.

### **Operational Duties**

- Assist with activating EOC call-out for activated personnel, if not already accomplished.
- Initiate public safety call-back procedures.
- Establish Alerting and Warning notifications with traffic field personnel.
- In consultation with the Operations Section Chief, establish priorities for emergency response and assignments in relation to evacuation movement and traffic control.
- Ensure that procedures have been initiated to establish communications with local EOC(s) and emergency response agencies.
- When necessary, designate a Traffic Control Lead Officer.
- Thoroughly brief all supporting personnel.
- Ensure accurate and detailed records of district public safety related assignments and check-in/out times are maintained.

- Consult with other Branches and Sections to determine special security needs or problems.
- Receive and evaluate status reports from field personnel and determine appropriate district public safety response.
- Determine District public safety staffing needs, and schedule and assign duties as needed.
- If insufficient public safety personnel are available, coordinate through the Operations Section Chief and Planning Section (Resources Unit Leader) for additional mutual aid or volunteer support.
- As requested, assist the Operations Section Chief and Incident Commander in developing emergency action plans.
- Provide recommendations for alternative routes and traffic control procedures to the Operations Section Chief and Incident Commander.
- Provide recommendations for roadway and route debris clearance priorities. Coordinate these activities with Utilities and Damage Group Supervisor.
- Based upon field reports and requests, ensure that hazardous areas are appropriately marked and barricaded to prevent entry.
- If insufficient public safety personnel are available, coordinate the use of volunteers to staff movement/traffic control locations and checkpoints.
- When conditions require, or an evacuation is ordered, assign appropriate units to assist in notification and evacuation.
- Depending on the nature of the incident or potential of secondary hazards, ensure appropriate safety precautions are taken (i.e., approach upwind in HAZMAT incidents; do not enter contaminated areas, flooded areas, or collapsed structures cordoned off, etc.) Consult with the Safety Officer.
- Establish traffic and perimeter control as required for the affected area.
- Regularly, or as requested, brief and update the Operations Section Chief on the status of district public safety and traffic operations.
- Ensure requests for medical assistance from field personnel are coordinated with the Medical Services Branch.
- Notify Operations Section Chief of any fatalities.
- When feasible and appropriate, reallocate field personnel to Staging.
- Coordinate the relocation of personnel near hazardous or threatened areas to safe locations.
- When a shelter is established on campus, provide district public safety and crowd control services.
- During an evacuation, coordinate with the field operation personnel and Search and Rescue Branch Director to:
  - Assist in warning persons in the affected area.
  - Provide traffic control.
  - Ensure evacuated/searched buildings are properly marked.
  - Coordinate security and access control for evacuated areas.
  - Coordinate with Logistics Section to contract vehicle towing vendor to assist in removing disabled vehicles blocking evacuation routes or roadways.

- Coordinate with the Planning Section to maintain ongoing reports and updates for local and freeway traffic conditions to and from CALTRANS and/or the Operational Area.
- Ensure access to impacted areas are cleared for critical responding agencies, i.e., law enforcement, EMS, fire, and the delivery of essential provisions and resources.
- Review procedures with field personnel who have to deal with those attempting district access without appropriate authorization.
- Perform other additional law enforcement or traffic-related duties as assigned by the Operations Section Chief or Incident Commander.
- Thoroughly brief your relief at shift change time.

**Deactivation/Demobilization**

- Obtain authorization from the Operations Section Chief to return to normal law enforcement operations.
- As appropriate, request closure of staging areas and field command posts.
- Release subordinate and volunteer elements when no longer required.
- Ensure that open actions are handled by normal public safety operations or transferred to other EOC Sections as required.
- If mutual aid resources were used, release personnel and equipment as appropriate.
- Ensure that any required reports or forms are completed prior to your release and departure.
- Be prepared to provide input to the After-Action Report.

## **Search and Rescue Branch Director**

### **Function**

Coordinate emergency medical aid for mass casualty. Coordinate and assist in the location and removal of persons trapped in damaged or collapsed structures or other locations. Coordinate rescue and recovery operations through the Operations and Logistics Sections in conjunction with local fire and associated search and rescue teams.

### **Section Assignment**

- Operations

### **Action—Start-Up**

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

### **Operational Duties**

- Assess situation and determine need and feasibility of rescue operations.
- In coordination with the Operations Section Chief establish search and rescue priorities.
- Establish a staging area

## **Search and Rescue Priorities**

- Student Health Center
- Children's Center
- Classrooms
- Laboratories
- Faculty/Staff Offices
- When outside agencies respond, advise Fire and Haz-mat of known hazards and number of people in the hazard area.
- When additional personnel or resources are needed, make requests in conjunction with Operations Section Chief and Planning Section. Requests should include:
  - Reason for request
  - Number and type of resources needed
  - The date and time personnel or resources are needed at scene or staging area

- Location of scene or staging area
- On scene (branch/division) contact's name, designator and cell phone number
- Coordinate all rescue efforts with the Safety Officer. Ensure that:
  - A safety briefing is held at the beginning of each work period.
  - CERT/Building Monitor personnel are not assigned to tasks that are beyond their physical or trained capabilities.
  - The safety of your field response personnel. Field commanders should not place field personnel in situations where they can become victims themselves.
- Coordinate with Logistics Section to ensure:
  - Appropriate safety equipment and PPE is provided, such as helmets, goggles, gloves, etc.
  - Required rescue equipment to perform expected tasks, such as rope, shoring timber, cribbing, and pry bars, is provided.
  - Rescue operations have portable lighting for evening or interior operations.
- Establish a staging area.
- Coordinate response efforts through the Operations Section Chief when a Unified Command is established and mutual-aid rescue resources are used.
- Request that Maintenance and Operations personnel to rescue scenes to advise on structural, electrical, and mechanical hazards.
- Closely coordinate rescue resource needs with the Operations, Planning and Logistics Sections.
- Ensure receipt of and evaluate reports from field assessment teams for possible locations of trapped individuals. Ensure that all field reports that identify locations of trapped, injured, or deceased individuals are received and documented and provided to Operations Section Chief.
- Thoroughly brief and update CERT and in-field personnel on a continuing basis.
- Establish and enforce the procedures for marking structures that have been searched and cleared. Check the CERT Building Search Techniques.
- Coordinate rescue operations with the Medical Services Branch to ensure injured and rescued individuals receive appropriate medical care.
- Coordinate with Medical Services Branch to ensure all rescued individuals are medically triaged prior to release.
- Notify the Operations Section Chief of any fatalities.
- Mark the location of fatalities. When feasible, cover but do not remove deceased until advised by Coroner.
- Regularly, or as requested, brief and update the Operations Section Chief on search and rescue operations.
- Update rescue status boards and maps.
- When possible, participate in the IC's planning meetings.
- Ensure radio communications are established between all rescue teams, the Search and Rescue Branch and the Incident Command Post.
- Ensure volunteer rescue workers are appropriately registered and signed in with the Resources Unit.

- Carefully assess and/or prohibit the use of volunteer rescue workers in hazardous conditions, i.e., fires, hazardous materials incidents, damaged or collapsed structures.
- Coordinate with the Logistics Section to establish a reception/ reunification area for rescued individuals and families.
- Brief your relief at shift change time.

**Deactivation/Demobilization**

- Obtain authorization from the Operations Section Chief to deactivate Branch operations.
- As appropriate, close down staging areas and field command posts.
- Release subordinates and volunteers when no longer needed.
- Ensure that open actions are handled by campus public safety operations or transferred to other EOC Sections as required.
- If mutual aid resources were used, release personnel and equipment as appropriate. Complete all documentation involved with mutual aid resources.
- Ensure that any required reports or forms are completed prior to your release and departure.
- Be prepared to provide input to the After-Action Report.

## Medical Services Unit Branch Director

### Function

Responsible for directing the medical emergency response during critical incidents and major disasters. Responsible for coordinating district disaster medical operations with city and county agencies; coordinates the transportation of casualties to medical facilities and casualty collection points. The Health Occupations Building is the primary campus location for medical operations in the event disaster or critical incident needs exceed the immediate response capabilities of the local EMS system.

### Section Assignment

- Operations

### Action—Start-Up

- Check-in upon arrival at the EOC.
- Report to the Operations Section Chief and obtain a briefing.
- Review your position responsibilities.
- Activate support staff as appropriate.
- Clarify any questions you may have regarding your authority and assignment.
- Review the EOC structure in place and review information/support sources.
- When applicable, ensure the unit work area is set up properly and that appropriate personnel, equipment, and supplies, including maps and status boards are in place.
- If the Health Occupations Building is unusable due to severe damage or hazards, advise the Operations Section Chief to obtain an alternate location.
- Open and maintain accurate and detailed logs on your unit's activities.
- Ensure sufficient unit personnel assigned to maintain an initial two-shift operation. 24-hour coverage may be required during the first 72 hours of an incident.
- Adopt a proactive attitude. Think and plan ahead. Attempt to anticipate situations and problems before they occur.

### Operational Duties

- In consultation with the Operations Section Chief, assess the extent of district casualties and the resources required to manage them.
- Organize and coordinate Triage Teams. Ensure briefings of medical staff include:
  - Triage guidelines
  - Arrest of severe bleeding
  - Pain relief
  - Tagging the injured
  - Patient tracking
  - Identification and handling of fatalities
- Request through all Section Chiefs that field teams report persons requiring medical assistance.
- Determine number of and location of persons requiring medical assistance.
- Coordinate reports of injured with the Search and Rescue Branch Director for:

- Deployment of CERT/Search and Rescue (SAR) teams to identified locations
  - Retrieval and transfer of injured individuals to triage area
  - Ensure that current reports of injured and deceased are given to the Operations Section Chief.
  - If campus medical staff is overwhelmed and can't adequately respond to the incident, request mutual aid support through the Operations Section Chief.
  - Assign volunteer medical staff to designated triage locations.
  - Regularly brief the Operations Section Chief on the status of injured, deceased, and the overall medical operations.
  - Determine ongoing emergency medical support needs and submit requests through the Logistics Section to include:
    - Medical supplies
    - Portable generators
    - Emergency radios
    - Transportation for medical personnel to aid locations
    - Food and water supplies for patients and staff
  - Depending on the severity of the incident and resources available, establish a casualty collection point (CCP).
  - Ensure that injured requiring supplemental treatment are taken to the CCP.
  - When applicable, determine the following:
    - The number of injured, by triage category, and location.
    - The location and transport accessibility of CCPs on or near the campus. (Note: Use athletic fields when possible).
  - Monitor street conditions in and about campuses for access/egress of emergency vehicle.
  - The ongoing medical resource needs of the district.
  - Determine the status of personnel and facilities and the surge capacity at local hospitals and alternate care facilities.
  - Coordinate potential long-term medical resource personnel needs with the Planning Section (Resources Unit). Anticipate coordination needs with other campuses or county resources.
  - Coordinate the response activities of medical responders and campus medical and mental health personnel.
  - Coordinate transportation of casualties with the County Health Officer.
  - In consultation with the Logistics Section, determine which campus facilities can be used for emergency aid locations and temporary casualty care facilities.
  - Establish liaison with local Red Cross representatives for additional resources as required.
  - Help coordinate pre-disaster volunteer program.
  - Be prepared for requests from nearby areas for medical support.
  - In coordination with the County Health authorities and the Facilities Unit Leader identify sanitation, potable water, and other potential health hazards and initiate remedial actions as feasible.
  - In incidents involving mass casualties where medical aid and transportation personnel are insufficient to treat or transport casualties immediately, injured must be triaged, treated, and transported.
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- Ensure that triage procedures are in accordance with established guidelines.
- Ensure accurate and detailed records, logs, and tracking information are maintained on injured and deceased.
- As required, coordinate with the County Sheriff-Coroner's Office and County Health Officer for the establishment of temporary morgue facilities. Coordinate with Law Enforcement/Public Safety and/or responding law enforcement as a liaison to Sheriff-Coroner.
- Temporary morgue facilities should be established away from the triage area.
- Coordinate debriefing/crisis counseling for response workers with Mental Health personnel.
- Consult with Operations Section Chief and Logistics Section as to when and where to hold debriefings.

**Deactivation/Demobilization**

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

## **Utilities and Damage Group Supervisor**

### **Function**

Coordinate the inspections of District office/Campus structures, facilities, and grounds for damage, obstructions, and utility infrastructure failures. Coordinate building assessments to determine use and occupancy availability of structures. Prioritize assessments based on critical functions and operations and coordinate and manage emergency debris clearance. Coordinate and supervise structural engineering assessment teams. Coordinate and manage all Maintenance and Operations activities that may be involved in heavy rescue operations, and any duties that support law enforcement and fire service personnel in execution of access and perimeter control.

### **Section Assignment**

- Operations

### **Action—Start-Up**

- Check in upon arrival at the EOC.
- Report to the Operations Section Chief and receive briefing on current situation.
- Review your position responsibilities.
- Establish Branch work area to include maps and status boards when required.
- Activate Units or support staff as needed.
- Review activated EOC structure in place and know whom to contact for information and/or support.
- Clarify any questions you may have regarding your authority and assignment.
- Open and maintain accurate and detailed logs on your Branch's activity.
- Ensure sufficient Branch personnel are assigned to maintain a minimum two-shift operation.
- Adopt a proactive attitude, think and plan ahead. Attempt to anticipate situations and problems before they occur.

### **Operational Duties**

- Assign field teams to survey campus structures and grounds for damage, hazards, and debris problems and report findings to the Maintenance and Operations Branch.
- When structural assessments are required, designate teams to combine a structural engineer with a Maintenance and Operations or Facility Operations member who has been trained in the Safety Assessment Program (SAP) requirements.
- Coordinate damage reports from field assessment teams and correlate structural damage into the FEMA/State Structural Cost Analysis.
- Ensure detailed lists and logs of damage findings are maintained. This documentation should include detailed written descriptions, maps, diagrams, photographs, and video images.
- Direct Field Assessment teams to check for and report chemical, electrical, or any utility hazards as soon as possible.
- Regularly, or as requested, update the Maintenance and Operations Branch Director on damage status and general impact survey reported by field personnel.

- Determine resources required for emergency repairs and debris clearance. Coordinate any services request through Logistics Section
  - If District resources are insufficient to handle incident requirements, advise the Maintenance and Operations Branch Director to request mutual aid response.
  - Coordinate and arrange for contractor assistance and services through the Logistics Section.
  - Regularly, or as requested, provide the Operations Section Chief, Finance Section Chief, updated information on estimated damage and loss cost.
  - Ensure all field assessment teams are posting Hazard specific and SAP color-coded occupancy signage on all impacted or damaged facilities. SAP color signage is as follows:
    - **Red** – Condemned or unsafe for entry
    - **Yellow** – Damaged; short-term, controlled, and/or restricted entry only, unsafe for permanent occupancy
    - **Green** – Minor damage; building safe for occupancy
  - Following earthquakes, additional structural assessments may be required due to damage created by aftershocks. Ensure that SAP signage includes date and time of inspection to guarantee each structure is rechecked after each significant aftershock.
  - In earthquakes that cause extensive and visual damage, all structures should be Red-posted until cleared by structural engineers.
  - Coordinate with Public Safety Branch or Movement and Traffic Group Supervisor to post roads and walkways closure signage as required.
  - Consult with Section Chiefs to establish priorities for any debris clearance and repairs.
  - If additional support staff is required to manage a large event, request volunteer support through the Planning Section (Resources Unit).
  - Locate and determine availability of tools and equipment for debris removal and facility repair.
  - Ensure all tools and equipment are marked for identification. Ensure that all equipment is checked in and tracked during use.
  - In coordination with the Intelligence/Planning Section, the Logistics Section, and the Finance Section, develop requisition lists for additional equipment and materials needed for repairs, temporary facilities, and replacement of expended resources.
  - Determine increased fuel requirements for District vehicles and equipment during the emergency and coordinate with Logistics Section to ensure that sufficient stocks are available throughout the projected timelines.
  - In the event of flooding, coordinate with field personnel to ensure critical equipment and materials are moved away from impacted areas.
  - In the event of flooding or potential flooding conditions, ensure that electrical systems that may present a hazard are shut down.
  - Participate in Incident Commander's planning meetings.
  - In the event of directives to close the District, coordinate with Maintenance and Operations or Facilities Operations department to shut down any utility systems that may present a hazard when not monitored.
  - If necessary, coordinate with District Public Safety and/or Search and Rescue to notify each building of campus evacuation.
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- Ensure that once cleared, each building should be secured and marked as cleared.

**Deactivation/Demobilization**

- Release support staff when no longer needed. Ensure that all open actions are handled by the Branch or transferred to other EOC Sections as appropriate.
- Ensure that all required reports, forms, and documentation are completed prior to closing your branch and leaving.
- Be prepared to provide input to the After-Action Report.

## **Planning/Intelligence Section**

### **Overview**

The Planning/Intelligence Section is an extremely important function of the District's EOC. This Section will gather information from a variety of sources, including all activity on campuses or centers within the District plus other local government EOCs. This section's staff will analyze and verify information to use in the preparation and updating of internal EOC information and map displays. If staff is available, it is recommended the Situation Analysis function be staffed during any EOC. This section has an important function in overseeing the Planning Meetings and in preparing the Incident Action Plan. This section will collect and process incident documentation and prepare advance planning information as necessary. Technical Specialists assigned to the EOC will be part of the Planning/Intelligence Section. The Section Chiefs collaborate with the Planning Section Chief to support all Planning section activities.

### **Objectives**

The Planning Section ensures that damage assessment information is compiled, assembled, and reported in an expeditious manner to the various EOC sections and passed upward to the Operational Area. The Planning Section is also responsible for the detailed recording (Documentation Unit) of the entire response effort and the preservation of these records during and following the disaster.

The Planning Section will ensure that the following objectives are accomplished as required:

- Collect, analyze, and display situation information.
- Prepare periodic Situation Report.
- Prepare and distribute the Incident Action Plan.
- Facilitate Action Planning meetings.
- Provide technical support services to the various command sections and branches.
- Document and maintain files on all incident activities.
- Activate appropriate units and staff to support the Planning/Intelligence Section.
- Coordinate Unit activities within the section.
- Display situation and operational information with maps and visual aids.
- Keep Incident Commander informed as significant issues arise.
- Ensure that Status Reports are completed.
- Use Status Reports to support situation reports, Incident Action Plan, and After-Action Report.
- Prepare and initiate the post-disaster Recovery Plan.
- Maintain proper and accurate documentation to meet Cal EMA and FEMA filing requirements.
- Prepare required reports identifying extent of damage associated with dollar loss estimates.

## **Staffing**

Positions in this Section include:

- [Planning/Intelligence Section Chief](#)
- [Situation Unit](#)
- [Documentation Unit](#)
- [Resource Status Unit](#)
- [Demobilization Unit](#)
- Technical Specialists

## Planning/Intelligence Section Chief

### Function

The Planning Chief oversees up to five units such as the Situation Analysis, Documentation, Resource Status, Demobilization and Technical Specialists units. This position establishes the information collection throughout this Section of weather, environmental, hazards, etc. and is the keeper for all internal documentation. This Section keeps the Incident Commander and EOC current as far as situational status with alerts of significant changes. The Planning Chief coordinates and directs the planning meeting and assimilates the Action Plan for each operational period and oversees preparation of the incident demobilization plan.

### Actions—Start-Up

- Check-in upon arrival at EOC. ([ICS form 211](#))
  - Report to the Incident Commander and receive an updated situation briefing. ([ICS form 201](#))
  - Review your position responsibilities. (EOP and/or ICS FOG Manual)
  - Establish section work area to include maps, status boards, and support materials.
  - Staff required branches and units. ([ICS form 201](#))
  - Review activated EOC positions and know whom to contact for information or support. (Command and or Management Sections)
  - Clarify issues regarding your assignment and review duties and responsibilities. (EOP and/or Position Checklists)
  - Open and maintain accurate and detailed section logs. ([ICS form 214](#))
  - Meet with the Communications Unit Leader. ([ICS forms 205, 216 and 217](#))
  - Receive briefing on internal and external communications capabilities and limitations.
  - Determine the activation level of other EOCs through their Planning and Intelligence sections.
  - Track all jurisdictional reports from the County OA and local EOCs and forward to other Sections.
  - Outline key issues and action items to be accomplished within the next operational period.
  - Activate sufficient personnel in all units to maintain a two-shift operation.
  - Meet with Operations Section Chief and review any major incident reports.
  - Keep the Incident Commander informed of significant event changes.
  - Adopt a proactive attitude; plan ahead; anticipate problems before they occur.
-

**Operational Duties**

- Anticipate potential situation changes such as aftershocks, flooding, or fires.
  - Develop plan to support off-campus communications.
  - Meet regularly with other Section Chiefs and exchange any situation information.
  - Based on the situation as known or forecast, determine likely personnel support needs.
  - Track the current District-wide status at all times using the following:
    - Status of incident (out of control, contained, controlled)
    - Special hazards
    - Status of critical facilities (structural collapse, utilities)
    - Number of persons injured, fatalities
    - Property damage (estimated dollar loss) and send to Finance and Administration
    - Outside agencies/mutual aid (called, arriving, in-place)
    - Road conditions/access routes
    - Weather conditions (present and pending)
    - Shelters activated or needed
  - Maintain Planning/Intelligence Section position logs and other necessary files as needed.
  - Ensure that the Situation Analysis Unit is maintaining current information for the situation report.
  - Ensure Operations Incident and Status Reports are completed and accessible by Planning/Intelligence.
  - Ensure periodic situation report is produced and distributed to other sections.
  - Ensure status boards and displays are kept current and legible.
  - Ensure that the Public Information Branch has access to all status reports and displays.
  - Conduct periodic briefings with Section staff.
  - Work to reach consensus on section objectives for forthcoming operational periods.
  - Facilitate Incident Commander's Action Planning meeting two hours before end of each operational period.
  - Ensure section objectives are completed and ready for the next Action Planning meeting.
  - Ensure Incident Action Plan is complete and distributed prior to next operational period.
  - Work closely with each unit to ensure objectives.
  - Ensure Planning Section develops and distributes forecasts for events for the next operational period.
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- Ensure that the Documentation Unit maintains files on all EOC activities.
- Ensure Documentation Unit can copy and archive required documents.
- Provide technical specialists to all EOC sections as required.
- Ensure that fiscal and administrative requirements are coordinated through Finance/Administration.
- Ensure all media contacts are coordinated with the Incident Commander and PIO.
- Conduct periodic briefings with section staff, particularly as to priorities.
- Update the Incident Action Plan as needed.
- Brief your relief at shift change time.

**Deactivation/Demobilization**

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

## **Situation Unit**

### **Function**

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

### **Section Assignment**

- Planning/Intelligence

### **Actions—Start-Up**

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

### **Operational Duties**

- Collect field information on loss of life, injuries, and property damage.
  - Collect and consolidate list of available resources.
  - Identify locations of greatest impact.
  - List related events such as an earthquake causing a hazardous materials incident.
  - Ascertain damage to prioritize response needs and resource allocation.
  - Obtain status of transportation routes and utility issues.
  - Prepare a Situation Report for the Plans Coordinator and Public Information Officer (PIO).
  - Prepare briefing and recommendations for the Policy Group to cover these key points:
    - Nature and scope of the emergency
    - Response capability
    - Threat to life and property
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- Damage assessment data, expressed in dollar amounts
- Prepare and submit Situation Report to Operational Area.
- Initial report within four hours
- Subsequent reports to be submitted as conditions change
- Provide damage reports to Finance/Administration Section for dollar amount estimates.
- Obtain damage estimates for the purpose of applying for state and federal aid.
- Maintain resource status list including their locations.
- Evaluate all data for accuracy, clarity, relevance, timeliness, and believability.
- Prepare and maintain visual displays, charts, and maps of impacted areas.
- Prepare and post organization chart of the EOC and field staffing.
- Prepare periodic predictions and anticipate events for the most efficient disaster response.
- Obtain/attend situation briefings.
- Ensure personnel are prepared to work 12-hour rotating shifts.

**Deactivation/Demobilization**

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

## Documentation Unit

### Function

The Documentation Unit reports directly to the Planning/Intelligence Section Chief. The Documentation Unit assists EOC Sections in documenting emergency activities and ensuring they receive the documentation support they need. The Documentation Unit is also responsible for preparing the After-Action Report that is submitted to the District's EOC team, Campus teams, Operational Area, President's office and Cal EMA.

### Section Assignment

- Planning/Intelligence

### Actions—Start-Up

- Check-in upon arrival at the EOC.
- Report to the Planning/Intelligence Section Chief.
- Facilitate activation of the Operation Center.
- Review position responsibilities.
- Begin running history of EOC activities.
- Establish documentation filing system to include the following:
  - Declarations Emergency Alert System
  - OA Jurisdiction Activation forms Letters/memos
  - Situation Reports Road closures
  - News releases Weather reports
  - Briefings Message forms

### Operational Duties

- Document overall activities on activity logs and status boards.
- Maintain master copies of messages and activity logs.
- Maintain accurate, up-to-date, EOC activity files.
- Maintain storage of EOC files for legal, analytical, and historical purposes.
- Supervise the development of summary reports, briefings, etc.
- Assist with the development of the Action Plan.
- Review records for accuracy and completeness.
- Prepare Operational Period Action Summary.
- Provide information to the Plans Section Chief and Incident Commander.
- Coordinate information with Finance/Admin staff.

- Ensure all Documentation functions and personnel are prepared for established shift lengths.

**Deactivation/Demobilization**

- Deactivate when authorized by the Planning/Intelligence Section Chief.
- Ensure originals of all message forms, declarations, situation/status reports, surveys, activity logs, briefings, weather reports, road closures, news releases, Emergency Alert System, and needed forms are collected.
- Provide information to EOC teams as requested.
- Begin preparation of the After-Action Report.
- Assist with the development of the Demobilization Plan and Recovery Plan.
- Continue to maintain data on the emergency.

## Resource Status Unit

### Functions

Track available resources of personnel, teams, facilities, supplies, and major items of equipment available for assignment to or employment during incidents. Make certain that all assigned personnel and other resources have signed at the incident. Provide periodic briefings for the EOC Director and General Staff addressing Resource Status issues.

### Section Assignment

- Planning/Intelligence

### Actions—Start-Up

- Check-in upon arrival at the EOC.
- Report to the Planning/Intelligence Chief and receive current incident briefing.
- Initiate the system for tracking location and status of all assigned resources.
- Post personnel status information.
- Clarify any questions regarding the position.

### Operational Phase

- Monitor District personnel as to their family emergency needs or situations. If employee must be released to tend to emergency needs, document release time and estimated time of return. Request back-up personnel to fill position from District office or other Campus if necessary.
- Maintain accurate records of all resources used in an incident.
- Prepare and process resource status change information.
- Maintain a log of events to document all activities (ICS Form 214).
- Establish check-in function at incident locations.
- Post signs so that arriving resources can easily find incident check-in location(s).
- Prepare Organization Assignment List (ICS Form 203) and Organization Chart (ICS Form 207).
- Prepare appropriate parts of Assignment Lists (ICS Form 204).
- Prepare and maintain the Command Post display (to include organization chart and resource allocation and deployment).
- Maintain and post the current status and location of all resources.
- Maintain master roster of all resources checked in at the incident
- Record check-in information on Check-in Lists (ICS Form 211).

- Receive, record, and maintain resource status information on Resource Status Cards (ICS Form 219) for Single Resources, Strike Teams, Task Forces, and Overhead personnel.
- Monitor the current situation report and include recent updates.
- Prepare displays, charts, and lists reflecting current resource location and status.
- Prepare Organization Assignment List and Organization Chart.
- Provide guidance on the collection and reporting of resources needed.
- Assess personnel staffing needs. Coordinate with Section Chiefs to reassign Incident personnel to backfill requested positions.
- Maintain master file of shift schedules and work assignments submitted by Section Chiefs for their section staffs.
- Establish a pool of available volunteers based on skills, training, and availability.
- Establish a staging area for volunteers to receive their assignments and be sworn in as Disaster Services Workers.
- Ensure that all volunteer Disaster Services Workers receive their duty instruction, “Just in Time” training if required, and are provided:
  - I. D. cards
  - Volunteer employment certification
  - Information on worker’s compensation coverage
  - Situation briefing and update on any hazardous conditions related to the incident.
  - Ensure all volunteer assignments are based on individual’s physical capabilities, health status, skill level, and availability.
- Maintain detailed and accurate records of all volunteer work assignments.
- Instruct volunteers to report back to staging area upon completion of assignment and sign-out prior to departing.
- Ensure all volunteers are debriefed at completion of assignments.
- Demobilize/release volunteers as soon as possible. Volunteers should be demobilized prior to employed staff.
- In the event of an evacuation, take the necessary precautions to ensure the security of personnel records.
- Provide regular updates to the Incident Commander and Section Chiefs on the on-going personnel situation.

**Deactivation/Demobilization**

- Deactivate when authorized by the Planning/Intelligence Section Chief.
- Assist with the development of the Demobilization Plan and Recovery Plan.

## Demobilization Unit

### Function

Develop a Demobilization Plan for the EOC based on a review of all pertinent planning documents and status reports. Supervise the Demobilization Unit.

### Section Assignment

- Planning/Intelligence

### Actions—Start-Up

- Check-in upon arrival at EOC.
- Report to the EOC *Director* and receive an updated situation briefing.
- Review position responsibilities.
- Establish section work area with maps, status boards, and additional materials as needed.
- Determine what branches and units are staffed within the EOC.
- Review EOC positions and know whom to contact for information or support.
- Clarify any issues you may have regarding the assignment.
- Determine what duties and responsibilities need to be fulfilled prior to demobilization.
- Open and maintain accurate and detailed section logs.
- Receive briefing that details demobilization plan for field support.
- Communicate with Operations Chief on needed field demobilization activities.
- Coordinate demobilization with those still mobilized in the field.
- Track all regional reports about demobilization of county and local government agencies.
- Create a demobilization plan which outlines all Section responsibilities.
- Coordinate with Section Chief to determine which sections can be deactivated.
- Coordinate shifts of deactivate personnel based on priorities and needs.
- Keep the EOC Director informed of significant changes in demobilization events.
- Adopt a proactive attitude; anticipate situations and problems before they occur.

### Operational Phase

- Establish and maintain a position log and other necessary files.
- Review EOC personnel roster to determine size and scope for demobilization.
- Meet with the general staff to determine Demobilization Planning needs.
- Advise Planning/Intelligence Chief on the need for a formal written Demobilization Plan.

- Develop demobilization plan listing detailed specific release priorities and procedures.
- Establish which units/personnel should be demobilized first with each Section Chief.
- Establish time tables for deactivating or downsizing units.
- Determine if any special needs exist for personnel demobilization (e.g. transportation).
- Develop a checkout procedure to ensure all deactivated staff have cleared their positions.
- Obtain Demobilization Plan approval from the Planning/Intelligence Section Chief.
- Meet with Agency Reps to determine their demobilization assistance needs.
- Monitor implementation of the Demobilization Plan and handle any demobilization issue.

## Logistics Section

### Overview

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

### Objectives

The Logistics Section ensures that all other sections are supported for the duration of the incident. Any personnel, equipment, supplies, or services required by the other sections will be ordered through the Logistics Section. The Logistics Section will accomplish the following specific objectives during a disaster/emergency:

- Collect information from other sections to determine resource and personnel needs and to prepare for expected or extended operations.
- Coordinate provision of logistical support with the Incident Commander.
- Prepare required reports identifying the activities performed by the Logistics Section.
- Determine the District logistical response and support needs and plan and train for both immediate and long-term requirements.

### Staffing

Positions in this Section may be combined as needed and include the following positions:

- [Logistics Section Chief](#)
- Services Branch Director
- [Technology/Comm. Unit Leader](#)
- [Food Unit Leader](#)
- [Medical Unit Leader](#)
- Support Branch Director
  - [Ground Support Unit Leader](#)
  - [Supply Unit Leader](#)
- [Facilities Unit Leader](#)

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## Logistics Section Chief

### Function

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

### **Action—Start-Up**

- Check in upon arrival at the EOC ([ICS form 211](#)).
- Report to the EOC Director and obtain a briefing on the situation ([ICS form 201](#)).
- Review your position responsibilities (EOP and/or ICS FOG Manual).
- Establish section work station, including maps and status boards.
- Activate Logistics Section staff and provide a briefing on current situation ([ICS form 201](#)).
- Review organization in place in the EOC and know where to go for support and information (Command and or Management Sections).
- Clarify any issues with regard to your authority, assignment, and what others in the organization do (EOP and/or Position Checklists).
- Open and maintain accurate and detailed section logs ([ICS form 214](#)).
- Meet with Communications Unit Leader and obtain briefing on communications capabilities and restrictions within the District and external agencies. Establish procedures and priorities for use of telecommunications, Internet/Websites, and radio systems ([ICS forms 205, 216 and 217](#)).
- Establish contact with individual district facilities to determine their level of Logistic needs ([ICS form 204, ICS form 213](#)).
- Meet regularly with the other Section Chiefs to obtain updated information on the incident and resource needs of each Section (ICS form 203).
- Confirm your level of purchasing authority (Finance Section).
- Based on the projected situation, assess future logistics needs for resources and personnel (Planning Section and [ICS form 260](#)).
- Review the responsibilities for the units in your Section (EOP and/or Position Checklists).
- Activate positions within the Logistics Section as determined by the emergency or disaster ([ICS form 204, ICS form 260](#)).
- List key issues facing your Section and establish action items that will resolve these issues within the next operational period (Planning Section).
- Request additional personnel, as necessary, to maintain a two-shift operation.
- Adopt a proactive attitude. Think and plan ahead. Attempt to anticipate situations and problems before they occur.

### **Operational Duties**

- Ensure that section logs and files are maintained.
- Anticipate potential situation changes, such as aftershocks or floods, and plan accordingly.
- Manage and maintain current display boards associated with your section.
- Ensure information reports or displays are clear and understandable.
- Hold regular planning meetings with Branch/Unit Coordinators.
- Ensure that requests for additional resources and personnel have been placed and delivery tracked to its destination point.
- Ensure that any media requests are referred to the PIO.
- Provide regular situational and resource updates to the Planning/Intelligence Section.
- Conduct periodic Logistics briefings for sections. Ensure that staff is aware of priorities, unfulfilled requests, and any issues or problems.
- Brief Incident Commander on critical issues or problems that need attention.
- Brief your relief staff prior to shift change.

**Deactivation/Demobilization**

- Deactivate Section positions as needed. Ensure any open actions are handled by remaining section staff or transferred to other EOC positions as required.
- Deactivate the Section and close out logs as authorized by the Incident Commander.
- Ensure that any required forms, reports, or documentation are completed prior to your departure.
- Be prepared to provide input to the After-Action Report.

## **Facilities Unit Leader**

### **Function**

Manage the provision for emergency shelter and feeding of all responders within the emergency organization as well as, the campus community in the event sheltering in place is required. Coordinate with the American Red Cross, County Operational Area and/or cities as to the availability of appropriate District resources for general public sheltering. Ensure that resource coordination occurs between District and requesting jurisdictions.

### **Section Assignment**

- Logistics Section

### **Action—Start-Up**

- Check in upon arrival at the EOC.
- Report to the Logistics Section Chief and receive a situation briefing.
- Review your position responsibilities.
- Establish unit work area to include maps and status boards and any additional support documentation.
- Activate support staff as needed.
- Review EOC activated positions and know whom to contact for information or support.
- Clarify any questions you may have regarding your assignment.
- Open and maintain accurate and detailed logs on your unit's activities.
- Ensure sufficient unit personnel are assigned to maintain an initial two-shift operation. Depending on incident needs, 24-hour operation using 12-hour rotating shifts may be required during the initial 72 hours.
- Adopt a proactive attitude. Think and plan ahead. Attempt to anticipate situations and problems before they occur.

### **Operational Duties**

- Determine the number of District community (students, faculty, and staff) that will require emergency sheltering. If sheltering needs are specific to the Campus or District and do not involve the community at large, the District will be responsible for its own internal sheltering needs.
- If the general public begins to enter the campus in anticipation, seeking shelter or safety, coordinate with the Logistics Section and the Incident Commander, to formally request to be activated as an American Red Cross Reception Site and Shelter.

- In coordination with the Operations, Utilities, and Damage Assessment Unit, identify facility for reception or sheltering and determine the facility's structural safety, post disaster, e.g. earthquake, flood, etc.
- When possible, coordinate with appropriate campus personnel to pre-designate buildings and facilities for reception center, care, Red Cross shelter locations, and animal shelter areas.
- Prior to opening a shelter site, request a campus Damage Assessment team to document the facility condition with photographs. Ensure both the interior and exterior of the building are documented.
- Immediately after closing a shelter site, request that any building damage is documented to submit for repair or reimbursement from the appropriate agency.
- When additional Facilities Unit personnel are required, request volunteer support through the Supply Unit Leader.
- When a Shelter activation request is made by the District EOC, coordinate all activations with the campus Facilities Unit.
- When activating as a shelter for a site-specific incident, e.g. apartment fire or neighborhood evacuation, continue to coordinate and brief the appropriate area contact (Red Cross) on check-in and/or sheltering operations.
- For a large disaster, coordinate and provide regular briefings on shelter operations with the Operational Area Facilities Unit.
- Ensure that designated Facilities Unit personnel are provided a situation briefing and have been assigned duties.
- Coordinate with Ground Support Unit Leader (if activated) to ensure appropriate signage is in place marking entrances to campuses and facilities.
- Coordinate with Red Cross representatives for the delivery of supplies and meals as needed.
- If the Red Cross does not, or is unable to include volunteer/staff feeding, arrange for alternative vendors or campus facilities to cater or prepare meals.
- Ensure that the Displaced Persons Check-in Center (do not substitute with responder check-in function under Plans Section) among the first stations opened and functional. Coordinate with Facilities Unit Leader that 24-hour staffing has been established.
- If unable to staff the Check-in Center or Shelter with internal staff, consult with Red Cross representatives for activation of Red Cross Disaster Welfare Inquiry Cadre personnel or use spontaneous volunteers if appropriate.
- Designate secondary shelter facilities in the event primary care centers become unsafe due to developing hazardous conditions (wind shift during HAZMAT incident, aftershocks following a major earthquake, etc.).

- Plan separate shelter facilities for incident responders and students, and/or general public. Responder shelters need to factor in day and night work shifts and a higher level of security.
  - Following the Red Cross guidelines for facility usage, attempt to meet the standards list below:
    - (1) toilet per (40) persons
    - 40 sq /ft for sleeping areas (5'x8' space) per person
    - (1) qt. of drinking water (minimum per person, per day, more if working). (5) gals of water per person per day for all uses
  - In coordination with the County Health authorities and the Safety Officer, identify sanitation, potable water, and other potential health hazards and initiate remedial actions as feasible.
  - Ensure household pets and animals are prohibited from shelter facilities with the exception of aide or guide dogs. Plan on establishing an animal shelter for domestic pets in general proximity to the human shelter.
  - If supplies and personnel are inadequate or not available to establish a campus-specific shelter, attempt to request mutual aid from the Operational Area and the Red Cross. If you are unable to establish mutual aid, contact the City EOC Facilities Unit Leader (if applicable) and verify if city shelters can accept portions of campus community for sheltering.
  - Additional sites and assistance may include:
    - Salvation Army
    - Local church groups
    - Local high schools
    - State and Federal military units
    - City and County Parks and Recreation Departments
    - Fairgrounds
  - When relocating shelter operations coordinate with the Safety Officer to ensure any new shelter location is inspected, including shower and toilet facilities and water supplies.
  - Ensure that procedures are established for communication between Shelter Check-in and the EOC.
  - Keep the Incident Commander and Logistics Section Chief briefed and updated on the shelter's status.
  - Obtain and update lists of designated and available shelter care facilities in the immediate area. Ensure this information is provided to the Incident Commander and Logistics Section Chief for distribution.
  - Ensure that updated registration, sign-in/out logs, and rosters are maintained of those housed at the campus shelter centers.
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- Establish pre-disaster Memorandums of Understanding (MOUs) with local vendors for the provisioning of food, potable water, cots and blankets and portable toilets.
- Thoroughly brief your relief at shift change time.

**Deactivation/Demobilization**

- Close Check-in Centers and Shelters and release staff when no longer needed. Ensure that open actions are handled by the Unit or transferred to other EOC Sections as appropriate.
- Ensure that all reports or forms are completed prior to your release and departure.
- Be prepared to provide input to the After-Action Report.

**Function**

This unit is responsible for the primary and back-up communication systems within the District and to all outside supporting and responding agencies during the emergency response and recovery periods. This position manages and maintains support of communication devices and the transmitting and receiving of radio, landline, and Internet communications.

**Section Assignment**

- Logistics Section

**Actions—Start-Up**

- Check in upon arrival at the EOC.
- Report to the Logistics Section Chief and receive an updated briefing.
- Review your position responsibilities.
- Establish work area to include maps, appropriate status boards, and any other support equipment needed.
- Activate support staff as needed.
- Review activated EOC positions and know where to go for information or support.
- Clarify any questions you may have regarding your assignment.
- Open and maintain accurate and detailed logs on the unit's activities.
- Ensure sufficient unit personnel assigned to maintain an initial two-shift operation. Initial 24-hour coverage may be needed during the first 72 hours of the incident.
- Adopt a proactive attitude. Think and plan ahead. Attempt to anticipate situations and problems before they occur.

**Operational Duties**

- Ensure operation of all communications. Coordinate with the Ground Support Unit to ensure adequate fuel for the generators.
- Coordinate in advance with Public Safety, Comm Tech or local ham radio groups for establishment and maintenance of radio systems.
- Furnish communications equipment necessary for the EOC/ICP and/or Field Units.
  - Ensure that technicians begin to assess and monitor District telephone systems and telecommunications network and information infrastructure for damage or power failure.
- Maintain telephone communications as possible. Identify in advance any pay phones in the general vicinity, check their status after the event.
- Coordinate with Logistics Chief and request from OA and City Logistics Section communication back-up support from local ARES/RACES teams.

**Deactivation/Demobilization**

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

## Supply Unit Leader

### Function

The Supply Unit Leader is primarily responsible for ordering personnel, equipment and supplies; receiving, and storing all supplies for the incident; maintaining an inventory of supplies; and servicing non-expendable supplies and equipment. The Supply Unit Leader (or the Receiving and Distribution Manager if activated) is also responsible for receiving and distribution of all supplies and equipment (other than primary resources) and the service and repair of tools and equipment.

### Section Assignment

- Logistics Section

### Action—Start-Up

- Check in upon arrival at the EOC.
- Report to the Logistics Section Chief to receive a briefing.
- Review your position responsibilities.
- Establish Unit work area to include maps, status boards, and other required equipment and material.
- Activate support staff as needed.
- Review activated EOC personnel and know where to go for information or support.
- Clarify any questions you may have regarding your authority and assignment.
- Open and maintain accurate and detailed logs on the Unit's activities.
- Ensure sufficient Unit personnel assigned to maintain an initial two-shift operation.
- Adopt a proactive attitude. Think and plan ahead. Attempt to anticipate situations and problems before they occur.

### Operational Duties

- Contact Section Chiefs and determine the number of personnel needed as well as their skill as required for both EOC and field duties.
- Participate in Logistics Section/Support Branch planning activities.
- Determine the type and amount of supplies en route.
- Review Incident Action Plan for information on operations of the Supply Unit.
- Develop and implement safety and security requirements.
- Order, receive, distribute, and store supplies and equipment.
- Receive and respond to requests for personnel, supplies and equipment.
- Organize physical layout of supply area.
- Establish procedures for operating supply area.

- Maintain inventory of supplies and equipment.
- Service reusable equipment.
- Monitor Unit activities and adjust as necessary.
- Consult with the Logistics Section Chief on critical issues that require immediate action.
  - Submit reports to the Support Branch Director (if activated).
  - Report all expenditures to the Procurement Unit.
  - Maintain Unit/Activity Log ([ICS Form 214](#)).
- Brief your relief prior to leaving your position.

**Deactivation/Demobilization**

- Release support staff when no longer needed. Ensure that open actions are handled by the Branch or transferred to other sections as appropriate.
- Ensure that all forms, reports, and legal documentation are completed prior to your release and departure.
- Be prepared to provide input to the After-Action Report.

## **Ground Support Unit Leader**

### **Function**

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

### **Section Assignment**

- Logistics Section

### **Action—Start-Up**

- Check in upon arrival at the EOC
- Report to the Logistics Section
- Obtain briefing from the Logistics Section Chief
- Review your position responsibilities
- Set-up section work station
- Review the Logistics organization and where to go for support and information
- Clarify any issues you may have with regards to your assignment
- Open and maintain accurate and detailed section log
- Adopt a proactive attitude; Think and plan ahead

### **Operational Duties**

- Determine operational status and location of all available CCD-owned vehicles.
- Determine amounts of available fuel in the fuel storage area.
- Take steps to ensure fuel reserves are sufficient to keep vehicles operational.
- Determine operational status of fuel storage and pumps; ensure emergency power is available in the event of area-wide power outages.
- Maintain accurate records of fuel used for emergency response operations.
- If feasible and when necessary, arrange for repair and maintenance of transportation and support vehicles.
- Coordinate and track the internal use and mutual aid deployment of all District vehicles.
- Determine and track the availability of District vehicles.
- Establish and coordinate the use and deployment of vehicles for transportation of personnel, equipment, and material.
- Establish which vehicles can be used for evacuations and transport of injured and “walking wounded.”

- Maintain transportation logs of vehicles to include:
  - Vehicle year, make, model and license number
  - Driver name
  - Transportation assignment for each trip
  - Beginning and ending mileage for each specific assignment
- If used for transport or evacuation, maintain list of the individuals transported and final destination.
- Determine the need for additional vehicles during the initial response period, such as flatbeds, skip loaders, and buses, etc.
- If additional support vehicles are required, coordinate with the Logistics Section Chief and the Incident Commander to transport vehicles from other District campuses or request mutual aid support from the Operational Area.
- If necessary, arrange for the use of privately owned vehicles to provide additional transportation needs.
- Provide regular and updated transportation briefings to the Incident Commander and Logistics Section Chief.
- If additional Branch personnel are needed, request additional support personnel through the Logistics Section Chief
- Use prior established MOUs with appropriate vendors for the provision of transportation resources and specialized equipment.
- As needed, request from the Planning Section the status of local roadway and recommended routes.
- If vehicle staging area established, coordinate security of vehicles with the Operations Section Chief.
- If a District evacuation is required, coordinate the following with Operations, Planning/Intelligence Section, and the Local Area Leaders:
  - Any predetermined or designated movement and evacuation routes in coordination with Campus staging areas.
  - Coordination of staging areas with Staging Unit Leader if evacuation becomes necessary.
  - When evacuation becomes necessary, request field personnel to place route signs on roadway and at intersections.
- Ensure that drivers are thoroughly briefed on:
  - Location of Campus or District staging areas
  - Designated transportation and evacuation routes

- Locate local community collection points and shelter care locations.
- Ensure that mass movement of District evacuees is coordinated through the Incident Commander and/or Operational Area Leaders.
- When appropriate, and in coordination with the Safety Officer and/or Logistics Section, ensure sanitation facilities and portable water are placed at evacuee staging areas.
- Consult with the Medical Services Unit to determine needs for medical evacuees.
- Consult with Children's Center to determine needs for evacuation of children and/or reunification staging area for parents and guardians.
- As needed, coordinate assignment of Public Safety personnel at traffic control points.
- If additional personnel are needed, request additional volunteer support through the Supply Unit.
- Establish a dispatch desk and driver pool.
- When feasible, establish direct communications between the transportation dispatch and the EOC.
- Establish and designate secondary-staging locations in the event the primary locations become unusable due to developing hazards or unsafe conditions.
- Provide regular briefings to the Operations Section Chief and the Incident Commander on the status of movement and/or evacuation operations.
- Ensure all section and unit personnel are aware of the locations of staging areas.
- As feasible, establish direct communications between assigned staging area personnel and the EOC.
- Coordinate with the Communications Unit to ensure evacuation information is disseminated to campus community. Provide the following information to evacuees:
  - Reason for the evacuation;
  - Designated "recommended evacuation routes," including road conditions, bridge and overpass collapses; and
  - The location(s) of campus staging areas.
- When available, obtain location of local community shelter sites.
- Establish staging areas in safe and easily accessible areas for pedestrians and the disabled.
- Ensure the PIO is fully briefed on all movement operations.
- Coordinate as necessary to ensure transportation needs of disabled persons are addressed.
- Coordinate with the Facilities Unit Leader to ensure additional resources for staging areas are available should the staging area be activated for an extended period.

- Maintain updated roster of evacuees transported from the campus to off-site Check-in Center or Shelter.
- Thoroughly brief your relief at shift change time.

**Deactivation/Demobilization**

- Close down staging areas and release support staff when no longer needed. Ensure that open actions are handled by the Branch or transferred to other EOC Sections as appropriate.
- If mutual aid resources were used, release drivers and equipment as appropriate and maintain all tracking or deployment records.

## Medical Unit Leader

### Function

The Medical Unit Leader, under the direction of the Service Branch Director or Logistics Section Chief, is primarily responsible for the development of the Medical Plan ([ICS Form 206](#)), obtaining medical aid and transportation for injured and ill incident personnel, establishment of responder rehabilitation and preparation of reports and records.

### Section Assignment

- Logistics Section

### Action—Start-Up

- Check in upon arrival at the EOC
- Report to the Logistics Section
- Obtain briefing from the Logistics Section Chief
- Review your position responsibilities
- Set-up section work station. If the Health Center is unusable due to severe damage or hazards, advise the Logistics Section Chief or Incident Commander to obtain an alternate location.
- Review the Logistics organization and where to go for support and information
  - Clarify any issues you may have with regards to your assignment
  - Open and maintain accurate and detailed section log
  - Adopt a proactive attitude; Think and plan ahead

### Operational Duties

- Coordinate pre-disaster volunteer program with campus's Personnel Services.
- Request and confirm the number of injured and their status.
- Establish and staff Medical Unit.
- Establish Responder Rehabilitation.
- Prepare the Medical Plan ([ICS Form 206](#)).
- Prepare procedures for major medical emergency.
- Declare major medical emergency as appropriate.
- Respond to incident requests for medical aid, medical transportation, and medical supplies.
- In consultation with the Incident Commander and Operations Section Chief, assess the extent of Campus or District casualties and the resources required to manage them.
- Request through all Section Coordinators that field teams report responders requiring medical assistance.

- Ensure that current reports of injured responders are given to the Resources Unit.
- If the Medical Unit is overwhelmed and can't adequately respond to the incident, request mutual aid support and submit a request for volunteers to the Supply Unit.
- Regularly brief the Incident Commander and Logistics Section Chief on the status of injured, deceased, and overall medical operations.
- Determine ongoing incident medical support needs and submit equipment requests through the Supply Unit to include:
  - Medical supplies
  - Portable generators
  - Emergency radios
  - The ongoing medical resource needs of the District.
- Determine the status of personnel and facilities and the surge capacity at local hospitals and alternate care facilities.
- Monitor and estimate potential long-term medical resource personnel needs. Anticipate coordination needs with other district facilities or county resources.
- Determine which district facilities can be used for emergency aid locations.
- Establish liaison with local NGO (Red Cross) representatives for additional resources as required.
- Coordinate debriefing/crisis counseling for response workers with Mental Health personnel.
- Consult with the Medical Services Branch to determine needs for medical evacuees.
- Thoroughly brief your relief at shift change time.
- Prepare and submit necessary documentation ([ICS Form 214](#)).

**Deactivation/Demobilization**

- Close down staging areas and release support staff when no longer needed. Ensure that open actions are handled by the Branch or transferred to other EOC Sections as appropriate.
- If mutual aid resources were used, release drivers and equipment as appropriate and maintain all tracking or deployment records.

## **Food Unit Leader**

### **Function**

The Food Unit Leader is responsible for supplying the food needs for the entire incident: responders, faculty and volunteers, students sheltering in place or members of the general public utilizing district facilities. This includes all remote locations (e.g., Camps, Staging Areas), as well as providing food for personnel assigned to or unable to leave tactical field assignments. Coordinate with the American Red Cross, County Operational Area and/or cities as to the availability of appropriate District resources for general public meal support. Ensure that resource coordination occurs between district facilities and requesting jurisdictions.

### **Section Assignment**

- Logistics Section

### **Action—Start-Up**

- Check in upon arrival at the EOC
- Report to the Logistics Section
- Obtain briefing from the Logistics Section Chief
- Review your position responsibilities
- Set-up section work station
- Check on existing kitchen facilities, if any
- Review the Logistics organization and where to go for support and information
- Clarify any issues you may have with regards to your assignment
- Open and maintain an accurate and detailed section log, including inventories.
- Adopt a proactive attitude; Think and plan ahead

### **Operational Duties**

- When possible, coordinate with appropriate campus personnel to pre-designate buildings and facilities for preparation and meal areas.
- Consider establishing pre-disaster Memorandums of Understanding (MOUs) with local vendors for the provision of food, kitchens, tables, chairs and potable water.
- Determine the number of District Community (students, faculty, and staff) that will require meals. If sheltering needs are specific to the district and do not involve the community at large, the district will be responsible for its own internal food needs.
  - In coordination with the Operations, Utilities, and Damage Assessment Branch, identify facilities for preparation and consuming of meals and determine the facility's structural safety, post disaster, e.g. earthquake, flood, etc.

- Coordinate with the Logistics Section Chief and Facilities Unit Leader to formally request to be activated as an American Red Cross Reception Site and Shelter if:
  - The general public begins to enter the campus in anticipation, seeking meals, shelter or safety.
  - Supplies and personnel are inadequate or not available to establish a campus-specific kitchen or meal area
- When a Shelter activation request is made by District EOC, coordinate all Food Unit activities with the Facilities Unit Leader.
- Attempt to request mutual aid from the Operational Area and the Red Cross or other NGOs. If you are unable to establish mutual aid, contact the City EOC Care and Shelter Coordinator and verify if city shelters can accept portions of the campus community for sheltering.
- Prior to opening a meal area or preparation site on behalf of an NGO, request a campus Damage Assessment team to document the facility condition with photographs. Ensure both the interior and exterior of the building are documented.
- Immediately after closing a meal area or preparation site, request that any building damage is documented to submit for repair or reimbursement from the appropriate organization.
- When district facilities activate as a shelter for a site-specific incident, e.g. apartment fire or neighborhood evacuation, continue to coordinate and brief the appropriate agency liaison on operational considerations.
- When additional personnel are required, request volunteer support through the Supply Unit Leader.
- For a large disaster, coordinate and provide regular briefings on Food Unit operations with the Facilities Unit Leader and Services Branch Director (if activated) as needed.
- Ensure that designated Food Unit staff is provided a situation briefing and has been assigned duties.
- If activated, coordinate with NGO representatives for the delivery of supplies and meals.
- If the NGO does not include volunteer/staff feeding, arrange for campus cafeterias to cater or prepare meals.
- Provide well-balanced menus whenever possible.
- Order sufficient food and potable water from the Supply Unit.
- Maintain an inventory of food and water.
- Maintain food service areas, ensuring that all appropriate health and safety measures are being followed.
- Supervise caterers, cooks, and other Food Unit personnel as appropriate.

- If needed, designate secondary facilities in the event primary preparation and meal sites become unsafe due to developing hazardous conditions (wind shift during HAZMAT incident, aftershocks following a major earthquake, etc.).
- Following the Red Cross guidelines for food and water consumption, attempt to meet the standards list below:
  - (1) qt. of drinking water (minimum per person, per day).
  - 2500 calories per person per day (approximately 3.5 lbs. of unprepared food)
- Additional sites and assistance may include:
  - Salvation Army
  - Local church groups
  - Local high schools
  - State and Federal military units
  - City and County Parks and Recreation Departments
  - Fairgrounds
- When relocating meal operations coordinate with the Safety Officer to ensure new location is inspected, including water supplies.
- Keep the Incident Commander, Logistics Section Chief and Support Branch Director (if activated) briefed and updated on the Food Unit's status.
- Thoroughly brief your relief at shift change time.

**Deactivation/Demobilization**

- Close down kitchen and meal areas and release support staff when no longer needed. Ensure that open actions are handled by the Section/Branch or transferred to other EOC Sections as appropriate.
- If mutual aid resources were used, release personnel and equipment as appropriate and maintain all tracking or deployment records.

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## **Finance/Administration Section**

### **Overview**

The Finance and Administration Section's primary responsibility is to maintain, to the greatest extent possible, the financial systems necessary to keep the District/Campus functioning during a disaster or emergency. These systems include payroll, purchasing and financial records, claims processing, and cost recovery documentation. The Finance and Administration Section also supervises the negotiation and administration of vendors, supply contracts, and procedures. The Finance and Administration Section positions will vary depending upon the need. The Section positions may be activated at a one-person level or a Unit level, depending upon the needs of the incident or extent of the disaster, the work to be accomplished, and the number of personnel needed.

### **Objectives**

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

- Provide financial support and coordination to District/Campus emergency operations.
- Manage all financial aspects of an emergency.
- Analyze costs related to the disaster.
- Track and record personnel time.
- Ensure all documents related to the emergency or disaster that commit the District to a financial obligation are properly prepared, tracked, and completed.
- Brief Sections on financial issues related to the emergency or disaster.
- Process purchase order and contracts in coordination with the Logistics Section.
- Process workers' compensation and other related claims.
- Handle travel expense claims and maintain all financial records of the incident.
- Supervise the negotiation and administration of vendor/supply contracts and procedures.
- Provide financial resources necessary for recovery.
- Investigate and process claims.
- Coordinate documentation for cost recovery.
- Work with State and Federal support on cost recovery.
- Coordinate the recovery of costs.

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

The Finance and Administration Section will be activated whenever EOC Director determines that the District/Campus is involved, or may soon be involved, in an emergency or disaster that will require Finance and Administration tracking and support.

The Finance and Administration Chief will activate the various units as the need arises. The extent of the disaster will determine the extent to which the Finance and Administration Section will mobilize. In a low-level emergency, only part of the section may be mobilized. In a

widespread disaster that damages communications and systems, the entire section should be activated. The Cost Recovery Unit will be activated in all cases.

In a widespread emergency that disrupts normal communications, all units in the Finance and Administration section are to assume they are activated and report to their assigned emergency location.

**Staffing**

Positions in this Section include:

- [Finance/Administration Section Chief](#)
- [Procurement Unit Leader](#)
- [Cost Recovery Unit Leader](#)
- [Compensation and Claims Unit Leader](#)

## **Finance/Administration Section Chief**

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### **Function**

The Finance/Administration Section is responsible for managing all financial aspects of an incident, to include: finance and cost analysis, tracking and recording of personnel time, ensuring all obligation financial documents initiated during the emergency or disaster are properly prepared and completed. All administrative personnel must be briefed on financial documentation related to the incident to ensure that issues requiring attention are completed. This Unit will maintain contact with Administration to explain financial impact, process purchase orders, and coordinate contracts with the Logistics Section. Duties also include processing workers' compensation claims, handling travel and expense claims, and the maintenance of all financial records of the emergency. Standard ICS Finance/Administration Section units may include a Time Unit, Procurement Unit, Compensation/Claims Unit, and a Cost Unit. Not all incidents will require activation of this section, or all units described.

### **Action—Start-Up**

- Check in upon arrival at the EOC.
- Report to the Incident Commander and obtain a briefing on the situation.
- Review your position responsibilities.
- Establish work area for maps, status boards, and additional support documentation.
- Determine appropriate staffing levels for incident sections and positions.
- Review activated incident sections for information or support.
- Clarify any issues you may have regarding your authority and assignment.
- Review the job responsibilities of others in your section.
- Open and maintain accurate and detailed section logs.
- Determine appropriate purchasing limits for the Logistics Section and brief the Logistics Section Chief.
- Meet with Operations and Logistics Section Chief and determine financial and administrative support needs.
- Based on present incident and future needs, begin to estimate potential future Finance/Administration Section personnel and support needs.
- Activate Finance and Administration Section positions as needed.
- In consultation with Section staff, identify objectives to be accomplished during the initial operational period.
- Request additional personnel as needed to maintain a two-shift operation.
- Adopt a proactive attitude. Think and plan ahead. Attempt to anticipate situations and problems before they occur.

### **Operational Duties**

- Ensure that Section logs and files of all activities are detailed and accurate.

- Anticipate potential situation changes, such as severe aftershocks and flooding, and develop contingency plans for all procedures requiring communication capability out of the District.
- Be aware of ongoing and changing events and issues at all times.
- Maintain current displays associated with your Section and ensure that such displays and/or information reports are clear and understandable.
- Provide situation and resource information to the Planning/Intelligence Section on a periodic basis, or as requested.
- Ensure that major incidents reports and status reports are completed by the Operation Section and are accessible by Planning/Intelligence.
- Participate in the Incident Commander's planning meetings.
- Provide assignments for support staff.
- Request damage reports from Planning and Logistics Sections. (Ensure both written and photographic documentation of damages is obtained.)
- In the event of an evacuation, take necessary organizational actions to ensure the security of records and District/Campus financial documentation.
- Ensure all Branch Directors who are utilizing private vendor or contract services are maintaining accurate records of equipment use and personnel time.
- Provide the Incident Commander with updates on cost-related information as requested.
- Keep the Incident Commander briefed on all incident-related business management issues requiring immediate attention.
- Ensure that all time and cost expenditure records are kept current and logged in a timely manner.
- Conduct periodic section briefings. Ensure staff is aware of identified priorities.
- Monitor section activities and adjust as appropriate.
- Brief Incident Commander on critical issues or areas that will require immediate attention and/or solutions.
- Share Finance and Administration Section updates and pertinent information with other Sections as required.
- Keep EOC apprised of the overall financial situation.
- Brief your relief at shift change time.

**Deactivation/Demobilization**

- Authorize deactivation of Section personnel when no longer needed. Ensure that open actions are handled by the Section or transferred to other EOC personnel as appropriate.
- Deactivate the Section and close out all logs when authorized by the Incident Commander.
- Ensure that any financial documents, tracking forms, and reports are completed prior to your release and departure.
- Be prepared to provide input to the After-Action Report.



## **Procurement Unit**

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### **Function**

Responsible for the procurement of essential supplies and services and to collect cost information, perform cost-effectiveness analyses, and provide cost estimates and make cost savings recommendations. Oversee and coordinate all operations concerned with purchasing or leasing equipment and resources. In coordination with the Finance Section, create contractual agreements for payment for any contracted emergency services. Coordinate vendor contracts not previously addressed by existing approved vendor lists. Coordinate with Supply Unit (Logistics) on all matters involving the need to exceed established purchase order limits.

### **Section Assignment**

- Finance/Administration

### **Action—Start-Up**

- Check in upon arrival at the EOC.
- Report to the Finance Section Chief and receive current briefing on the situation.
- Review your position responsibilities.
- Establish unit work area to include maps and status boards and any additional support documentation.
- Activate support staff as needed.
- Review EOC activated positions and where to go for information or support.
- Clarify any questions you may have regarding your authority and assignment.
- Open and maintain accurate and detailed logs on the unit's activities.
- Ensure sufficient unit personnel assigned to maintain an initial two-shift operation. 24-hour coverage may be required during the first 72 hours of an incident.
- Adopt a proactive attitude. Think and plan ahead. Attempt to anticipate situations and problems before they occur.

### **Operational Duties**

- In consultation with the Incident Commander/EOC Director and Logistics Section Chief, assess resources currently available and any additional supplies or services required for emergency operations.
- Coordinate and process requests for needed equipment, supplies, and material.
- If additional procurement support staff is required, request additional personnel through the Supply Unit (Logistics).
- Prior to an emergency or disaster, develop current vendor lists that include emergency and after-hours contact phone numbers, page numbers, etc.
- Monitor all emergency expenditures.

- Ensure that Sections and activated departments are compiling and documenting cost and related information using the Districts/Campus cost codes.
- Ensure that estimate costs are replaced with actual costs when verified.
- Verify cost data in the pre-established vendor contracts and/or agreements.
- Negotiate rental rates not already established or purchase prices with vendors as required.
- Obtain and record all cost data to cover:
  - Personnel
  - Equipment
  - Rental/contract equipment
  - Supplies from outside vendors
  - Contracts for special or emergency services
- As appropriate, develop pre-disaster MOUs with vendors to ensure availability of critical resources.
- Maintain an updated status of available resources and periodically, or as requested, brief the Incident Commander and other Section Chiefs.
- When and if appropriate, establish a staging area for the storage of supplies and equipment.
- Establish a vendor/contractor reporting and staging area in an easily accessible location.
- Interpret contracts and agreements and resolve any claims disputes as necessary.
- Finalize all agreements and contracts, as required.
- Coordinate arrangements regarding contract payments.
- Collect and maintain accurate and detailed documentation of all supplier contracts and any other disaster-related purchases.
- Finalize all agreements and send documents to Purchasing and Payroll for payment.
- Keep the Incident Commander and Finance Section Chief briefed on the status of all emergency procurements and contracts.
- Participate in the Incident Commander's planning meetings.
- In the event of an evacuation or campus closure, coordinate with the Operations Section and take the necessary organizational actions to ensure the security of supplies, equipment, and material.
- Monitor all Branch activities and adjust as necessary.
- Brief the Incident Commander and Logistics Section Chief on critical issues that will need immediate resolution.
- Share any information updates with other Sections and Branches as appropriate.
- Brief your relief at shift change time.
- Establish (or implement) an accounting system and special cost codes associated with this emergency.
- Collect and compile cost information at the end of each shift and compile cumulative cost records on a daily basis.

- Coordinate with the Documentation Unit on content and format of cost-related files to be transferred.
- Prepare and maintain a cost report to include cumulative analysis, summaries, and total expenditures related to the emergency.
- Organize and prepare records for audits as necessary.
- Review existing documentation to determine if there are additional cost items that may have been overlooked.
- Prepare cost estimates related to EOC objectives and strategies. Be prepared to discuss these at EOC planning meetings, if required.
- Prepare all required State and Federal documentation as necessary to recover allowable costs.

**Deactivation/Demobilization**

- Release support staff when no longer needed.
- Ensure that open actions are handled by the Branch or transferred to other EOC Sections as appropriate.
- Ensure that any critical financial documents, forms, and reports are completed prior to your release and departure.
- Be prepared to provide input to the After-Action Report.

## **Cost Recovery Unit**

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### **Function**

The Cost Recovery Unit Leader reports to the Finance/Administration Section Chief. Cost Recovery is the unit tracking expenditures for emergency response and recovery, and shall serve as the focal point for reporting summarized information to the District EOC, on total cost of response and loss estimates. The Cost Recovery Unit Leader will provide liaison for the District/campus with State and Federal representatives on cost, time, procurement, and claims activity for time lines and consistency, and provide advice on documentation, claim submission, audit preparation, and interpretations of fiscal matters.

### **Section Assignment**

- Finance/Administration

### **Action—Start-up**

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

### **Operational Duties**

- Provide information to the Finance/Administration Section Chief on the financial record keeping requirements for the emergency period.
- Assist in determining damaged areas and cost of damage. Work with the Planning/Intelligence Section to prepare a damage report.
- Based on available information, prepare an initial estimate of likely recovery issues that must be addressed. Document these in a preliminary report.
- Provide a briefing to the Finance/Administration Section Chief on cost recovery planning operations.

- In coordination with Logistics Section, develop a recovery plan and strategy for the District/Campus.
- Ensure that all personnel and equipment time-keeping records are accurately completed and transmitted to home agencies, according to policy.
- If necessary, develop an adequate staffing plan to ensure 24-hour operation of the Cost Recovery function in the EOC.
- Gather and analyze information on cost recovery issues, expenditures, revenues, and reimbursements.
- Meet with assisting and cooperating agency representatives as needed.
- Coordinate with the Advance Planning Unit to determine major mid-to-long-range social, economic, environmental, and political impacts.
- Coordinate meetings among Campus/County/State/Federal staff on finance matters.
- Advise the Finance/Administration Section Chief and Policy Group on cost recovery issues.
- Develop a final report on monetary issues.
- Manage all financial aspects and ensure financial records of the emergency are maintained, including emergency response activities, damage and repair/replacement estimates, and recovery activities.
- Ensure that financial and cost analysis information is provided as requested.
- Ensure compensation and claims functions are being addressed relative to the emergency.
- Provide financial input for demobilization and recovery planning.
- Ensure that all obligation documents initiated at the incident are properly prepared and completed.
- Ensure that the cost recovery function is performed, including:
  - Maintaining financial records of the emergency;
  - Tracking and recording of all agency staff time;
  - Processing purchase orders and contracts in coordination with Logistics Section; and
  - Handling travel and expense claims.
- Establish a cost recovery information gathering system.
- Track the use of equipment and personnel. Include:
  - Time began
  - Time ended
  - Site where work was performed
  - What work was done
  - By whom
  - Equipment used
- Coordinate with the Logistics Section to ensure an incident-specific purchase order number has been assigned for tracking and cost recovery.
- Maintain records of emergency operation expenses and billing and claims information.

- Develop reimbursement plans and begin compiling reimbursement claims for submission to the proper agencies.
- Ensure Logistics Section provides copies of all purchases made in support of the incident.
- Coordinate with the Finance Section to ensure that FEMA, Cal EMA, and other public reimbursement source documents and applications are consistent with the recovery strategy.
- In conjunction with the Finance/Administration Section, ensure that specific project timelines are developed to meet the goals and objectives of the recovery plan.
- Process state claims for reimbursement as needed.

**Deactivation/Demobilization**

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

## **Compensation and Claims Unit**

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### **Function**

The Claims and Compensation Unit Leader reports to the Finance/Administration Section Chief. Claims and Compensation manages the investigation and compensation of physical injuries and property damage claims involving the District/Campus arising out of an emergency, including completion of all forms required by workers' compensation programs and local agencies, maintaining files of injuries and illnesses associated with the event, providing investigation support of claims, and issuing checks upon settlement of claims.

### **Section Assignment**

- Finance/Administration

### **Action—Start-up**

- Check-in upon arrival at the EOC.
- Report to the Finance/Administration Section Chief and obtain a briefing.
- Review position responsibilities.
- Maintain log of events, documenting all activities.
- Establish workstation to include all appropriate maps and check phone numbers, supplies, etc.
- Determine the nature, scope, and severity of the emergency and potential or unforeseen issues that may impact Claims and Compensation.
- Ensure the Claims and Compensation unit of the Finance/Administration Section is adequately staffed to perform the required tasks.
- Request additional resources through appropriate Logistics Section Unit, as needed.

### **Operational Duties**

- Provide information to the Finance/Administration Section Chief on the financial record keeping requirements during the emergency or disaster.
  - Maintain a chronological log of all injuries occurring during the disaster or an emergency.
  - Prepare claims relative to damage to District/Campus property and notify and file claims with insurer.
  - Develop and maintain a log of potential and existing claims.
  - If necessary, develop an adequate staffing plan to ensure 24-hour operation of the Claims and Compensation function in the EOC.
  - Periodically review all logs and forms produced by Unit to ensure:
    - Work is complete.
    - Entries are accurate and timely.
    - Ensure the investigation of all accidents whenever possible.
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- Provide report of injuries and coordinate with the Safety Officer for mitigation of hazards.
- Ensure that individual departments complete a claim form for any injured personnel or volunteers working at the emergency.
- Obtain all witness statements pertaining to claims, as needed.
- Prepare appropriate forms for verifiable injury claims and forward to workers' compensation within the required time frame.
- Forward all equipment or property damage claims to the Recovery Unit.

**Deactivation/Demobilization**

- Deactivate the Unit and close out logs when authorized by the Finance/Administration Chief.
- Brief EOC personnel on all financial issues needing attention or follow-up.
- Ensure that any open actions are assigned to the appropriate department for follow-up support.
- Ensure that any required forms or reports are completed prior to your release and departure.
- Be prepared to provide input on the operations of the *Finance/Administration Section* to the After-Action Report.
- Participate in all debriefings and critiques of response to the emergency and provide input to the After-Action Report.
- Provide a final report to the Finance/Administration Section Chief and Planning/Intelligence Chief on personnel injuries, fatalities, and total property loss.

## **AIRCRAFT CRASH**

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**Purpose:**

To assist IMT in dealing with a downed aircraft (crash) or fallen debris on campus.

**Background:**

Anytown campus is near the flight paths of several major international and smaller regional airports.

**Immediate Actions:**

1. Immediately take cover under tables, desks, and other objects, which will give protection against falling glass or debris.
2. If directed to do so, or in case of fire, activate the building alarm.
3. In case of building evacuation, assist persons with disabilities to exit the building (help carry if necessary). Proceed directly to evacuation assembly areas, keep control of students, take roll, and await instructions.
4. If outdoors, keep students a safe distance from debris. Do not remain downwind from a burning plane. CAUTION: Always avoid power or utility lines.
5. Go to a clear area at least 500 feet from the affected building. Keep streets and walkways clear for emergency vehicles. Keep calm.
6. Render first aid as necessary.
7. If required, respond to the Emergency Operations Center (EOC). A mobile ICP may be used on an as-needed basis. Keep clear of the EOC unless you have information to report, or are part of the campus IMT.

**Concept of Operations:**

This type of emergency may cause fire and explosion, and injury to persons; therefore, the operational plan for fire and explosion will be reviewed for possible execution. Likewise, support plans for campus shutdown and medical procedures may be placed in effect simultaneously with this plan. This evaluation will be coordinated by the Incident Commander and begins with the following steps:

1. Immediately take cover under tables, desks, and other objects, which will give protection against falling glass or debris.
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2. Ascertain location of emergency.
3. Notify 9-1-1.
4. Operations Section should make an initial assessment of damages and report the results back to the Incident Commander.
5. Provide aid to injured and trapped individuals.

**Response:**

If required, the Incident Commander will activate the EOC. Based on the nature of the emergency, the following tasks will be completed:

District Public Safety, CERT or EOC Personnel:

1. Conduct fire suppression/rescue (if the fire department is not readily available).
2. Secure the immediate area.
3. Determine if evacuation is required, and the extent and duration of evacuation. Building Monitors are responsible for the evacuation of all people from their assigned buildings and for ensuring that only emergency response personnel enter an evacuated building.

## **BARRICADED SUSPECT(S)**

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One of the most difficult situations confronting the Police is a barricaded suspect(s). The prime ingredients for success in such a situation are to: (1) keep calm; (2) be patient; and (3) analyze each action prior to taking it.

### **Purpose:**

To provide guidelines for campus personnel in dealing with a barricaded suspect(s) incident on campus.

### **Immediate Actions:**

1. Lock and/or barricade doors.
  2. Turn off lights.
  3. Close blinds.
  4. Block windows.
  5. Turn off radios and dim computer screens.
  6. Keep calm, quiet, and out of sight.
  7. To protect yourself from gunfire, take cover behind thick desks, along concrete walls, and against filing cabinets.
  8. Silence cell phones.
  9. If injured, place signs in exterior windows.
  10. Leaving a secured area:
    - a. Consider risks before leaving.
    - b. Remember, the shooter is looking for 'targets of opportunity' and generally will need to be stopped by an outside force.
    - c. Rescue attempts should only be tried if they can be accomplished without endangering lives. When in doubt, shelter in place and wait for instructions from emergency personnel.
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11. Notify 9-1-1 from campus phones or pay phone. Do not hang up on the dispatcher until told to do so. Provide the following information:
  - a. The exact location of the barricaded suspect.
  - b. Description of suspect(s), type of weapon/explosive device and number of hostages (if any), number of known injured or killed.
  - c. Location and type of building, number of exits.
  - d. Possible location of suspect(s) (front or side window, roof, office, classroom.).
  - e. Whether any shots were fired by the suspect(s).
  - f. Any demands, information supplied by suspect(s).

**Objectives:**

1. Notify emergency response personnel and provide appropriate information.
2. Move non-essential persons away from the barricaded area.
3. Do not allow non-essential persons near the scene of the barricade situation.
4. Maintain calm.
5. Neutralize threat.
6. When safe, evacuate victims/potential victims away from the incident and to a safe area and provide emergency medical care for injured.
7. Assist in criminal investigation. Actions must not interfere with investigation.
8. Provide Critical Incident Crisis counseling.

**Emergency Operations:**

District Public Safety (via 9-1-1) should be alerted immediately. Operational (tactical) Command will be turned over to the appropriate emergency response personnel. This does not preclude the Incident Commander from beginning appropriate evacuation procedures prior to arrival of emergency response personnel. Each incident is different, so mandatory evacuation is not advisable. Due to the dynamic nature of these types of incidents, it may be safer to keep campus population locked-down and have emergency response personnel evacuate the premises or building(s).

If required, the Incident Commander will set up a command post in the most appropriate location near the scene (an area where the location of the suspect(s) can be observed while providing safety).

**Points to Remember:**

1. Number one priority is the safety of the people in the area and the officers at the scene.
2. Take time to analyze the situation and assess number of people in the involved building(s) or location and surrounding areas.

## **BOMB THREATS AND BOMB DETONATION**

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### **Purpose:**

To assist IMT personnel in dealing with a bomb threat received in the district.

### **Background:**

The majority of bomb threats are "crank," where a bomb is not planted. The caller achieves satisfaction by observing a building evacuated or increased activity because of his/her telephone call. Experience also shows that at facilities where evacuation is ordered, threats are more frequent than at facilities where outside activity is kept to a minimum.

Bomb threats and actual detonations, especially against public buildings, are becoming more frequent. Some are associated with civil disobedience and attempts at sabotage, while others are overt acts of terrorism. Therefore, it is necessary to evaluate the threat based on current conditions that exist on campus at the time the call is received.

There is a disturbing trend where those individuals who place actual explosive devices are targeting not only the physical structures but also bystanders, building occupants, police, and rescue workers. Indeed, there is an alarming increase in devices whose sole purpose is to injure, maim, or kill police and rescue workers.

### **Immediate Actions:**

1. Bomb threats usually occur by telephone. Remain calm and attempt to obtain as much information as possible from the caller by using the checklist on the following pages (checklist can also be found in the appendices). If you see a suspicious object or potential bomb, **DO NOT HANDLE THE OBJECT, OR TURN ROOM OR OFFICE LIGHTS ON OR OFF.** Begin moving people away from the immediate area around the suspected device.
2. Notify 9-1-1 from campus or pay phone, giving your name, location, and telephone number. Inform them of the situation, including any information you may have as to the location of the suspicious object or bomb, time it is set to explode, and the time when you received the call. Tell them if you completed the Bomb Threat Checklist. Do not hang up until told to do so.
3. Inform your supervisor and/or department head.

4. Officers will conduct a detailed bomb search. You may make a cursory inspection of your area for suspicious objects, but:
  - *Do not open drawers or cabinets.*
  - *Do not turn lights or any electrical switch on or off.*
  - *Do not pull fire alarm.*
  - *Report any suspicious object, device, or package but DO NOT touch it, tamper with it, or move it in any way.*
  
5. If you are instructed to evacuate (the police may elect not to use fire alarms):
  - Instruct students and staff to quickly collect their possessions and proceed to assigned evacuation assembly areas (at least 500 feet from buildings). Assist persons with disabilities.
  - Keep streets, fire lanes, hydrants, and walkways clear for emergency vehicles and crews.
  - Assist emergency crews as necessary, if requested.
  - Do not re-enter evacuated building until those in charge of evacuation say it is safe.

### **Concept of Operations:**

This type of emergency could precede or follow civil disobedience, be the action of disgruntled persons, an attempt at sabotage, or act of terrorism. Therefore, the police (9-1-1) should be alerted for the possible execution of civil disobedience and sabotage plans. Efforts to locate the bomb will be carried out by trained campus personnel until responding law enforcement personnel arrive. Should an actual detonation occur, the emergency plan for fire and explosion will simultaneously be executed.

In all cases, action on the bomb threat commences immediately after a suspicious device or object is discovered or a call is received.

### **Response:**

1. 9-1-1 should be alerted immediately in the event a suspicious package or device is observed or a bomb threat is received. Field operational control will be turned over to the appropriate responding law enforcement agency while overall incident command will be retained by the campus (as per this plan). Should an actual detonation occur, the emergency plan for fire and explosion will simultaneously be activated. Bomb threat procedures vary from other procedures in that there is no degree of positive action, the only exception being the decision to evacuate.

2. All communications will be made by telephone. Radios and cellular phones should not be used as their transmissions may cause the device to detonate.
3. To assist in the decision to evacuate, the following general guidelines have been established:
  - On-scene Incident Commander or ranking on-scene District Public Safety Officer, under specific circumstances, will make the decision to order an immediate evacuation.
  - Immediate evacuation will be ordered when a destructive device or a suspected device has been located.
  - Immediate evacuation will be ordered when the location of the bomb is given and the time for detonation is within 30 minutes.
  - Evacuation may be recommended even if the specific building or exact time is not identified.
  - Entrance into the evacuated area will be limited to essential personnel only.
  - In all cases, action on the bomb threat commences immediately after the call is received or a suspected device is found or observed. After 9-1-1 has been notified, the President's Office will be notified immediately thereafter.
4. Consider calling Facilities for logistical support (e.g., utility shut-off).

**What you should do if you receive the telephone bomb threat:**

Remember that the bomb threat caller is the best source of information about the bomb.

**When a bomb threat is called in:**

1. Obtain a Bomb Threat Checklist. Keep the caller on the line as long as possible. Ask him/her to repeat the message. Record every word spoken by the person.
2. If the caller does not indicate the location of the bomb or the time of possible detonation, ask him/her for this information.
3. Inform the caller that the building is occupied and the detonation of a bomb could result in death or serious injury to many innocent people. Pay particular attention to background noises, such as motors running, music playing, and any other noise which may give a clue as to the location of the caller.
4. Listen closely to the voice (male, female), voice quality (calm, excited), accents, and impediments. Immediately after the caller hangs up, document your observations on the Bomb Threat Checklist and contact 9-1-1.
5. Remain available, as law enforcement personnel will want to interview you.

**What you should do if you receive a written bomb threat:**

When a written threat is received, save all materials, including any envelope or container. Once the message is recognized as a bomb threat, avoid further unnecessary handling. Every possible effort must be made to retain evidence such as fingerprints, handwriting, typewriting or printing, paper, and postal marks. These will all prove essential in tracing the threat and identifying the writer. Call 9-1-1 immediately.

## **CIVIL DISTURBANCE OR DEMONSTRATION**

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### **Purpose:**

To assist IMT in dealing with a civil disobedience or disturbance.

### **Background:**

A civil disobedience or disturbance may take one of several forms including trespassing, riots, sabotage, and malicious destruction of property or other illegal actions. There is always the potential of escalation to a major emergency incident. Maximum preparation is required to appropriately cope with incidents that may occur.

### **Concept:**

The primary considerations in civil disobedience are to protect the safety of employees, students, and visitors while on campus premises; to reduce or prevent damage to campus facilities; to preserve the orderly conduct of the district's mission; and to protect constitutionally protected rights. Since prior warning of this type of an emergency might occur, instructions to personnel can be given and adequate precautions taken. Specific actions to be taken at this time will depend upon the seriousness or urgency of the incident, number of persons involved, any intelligence gathered about the incident, and on the type of civil disobedience confronting the district.

### **Immediate Actions:**

Note: Most campus demonstrations will be peaceful and everyone should attempt to carry on business as normally as possible. Avoid provoking or obstructing the demonstrators.

### **Dangerous or threatening disturbance:**

1. A threatening disturbance should be reported immediately to police at 9-1-1.
2. Alert all employees and students in the area to the situation.
3. Lock all doors, and secure all files, documents, and equipment.
4. If necessary, cease operations and evacuate. Contact Building Monitor, campus officials, District Public Safety or Police for further instructions if you are evacuated.

### **Non-threatening or non-dangerous demonstration:**

1. Campus staff should call District Public Safety, campus administrators or the staff person's immediate supervisor or Division Chair.
2. District Public Safety officers and campus administrators will assess the situation to determine if there is a violation of Time, Place and Manner or other district policies, law or if a danger or threat of danger exists. These officials will decide whether 9-1-1 is to be called or mutual aid with off-campus law enforcement is to be activated.
3. If a class or lecture is being disrupted by an individual or small group, the offending person(s) should be asked to leave. If they refuse, call police at 9-1-1 first, then time permitting, call your immediate supervisor.

**Incident Commander Responsibilities:**

1. Employees and students will be given instructions on evacuation and any restriction of movement into or out of campus buildings.
2. If there is actual or imminent threat to life and/or property, law enforcement personnel will take immediate, appropriate action.
3. Employees will be requested to avoid direct confrontation with the demonstrators.
4. As employees are briefed by the Incident Commander, steps will be taken to provide for the physical security of the area. The Operations Section will provide standby personnel and equipment for emergency shutdown of facilities and medical response, if needed.

The duration of the emergency condition may be abnormally long; therefore, the Incident Commander will direct the Logistics Section Chief to provide for the feeding of all involved staff, faculty, and outside first responders.

**After Incident Activities:**

Once the safety of all people is ensured and the danger to property and equipment is reduced, thorough documentation must be made. Priorities of work will be determined by the IMT and assigned by the Logistics Section Chief to the Facilities Unit Leader to restore facilities at the earliest practical time. Completion of this effort may involve restoration of public utilities, electrical and machinery areas, specialized areas, and other support facilities.

## **EARTHQUAKE**

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Campuses within a seismically active area face real potential for significant damage should a major magnitude earthquake occur. The exact time and place cannot be anticipated; therefore, disaster planning will help prevent or minimize the danger to life, property, and equipment. Safeguarding the lives of employees and students is paramount. There may be considerable fear as a result of a significant seismic event. The campus' response needs to be calming, decisive, and deliberate. The magnitude and severity of injuries as well as damage to facilities will dictate the level of response.

### **Purpose:**

To provide instructions for responding to an earthquake.

### **Immediate Actions:**

#### **If Indoors:**

1. **DUCK** or drop to the floor. Take **COVER** under a sturdy desk, table, or other furniture. Hold on to furniture you are under and protect face.

### **INSTRUCT OTHERS TO DUCK, COVER, AND HOLD!**

2. Stay away from glass windows, wall shelves, and heavy equipment.
3. **DO NOT RUN OUTSIDE. DO NOT EVACUATE UNTIL SEISMIC ACTIVITY CEASE.** Be aware that earthquake aftershocks may cause further damage.
4. Once the main tremor has ceased, calmly evacuate buildings to evacuation assembly area. Assist those with physical disabilities. Refer to section on evacuation.
5. The Emergency Operations Center (EOC) will be activated. A mobile ICP may be used on an as-needed basis. Stay away from the Emergency Operations Center unless you have an emergency. Instead, communicate with the building monitor or other designated official. If you are a member of the campus IMT or CERT, turn responsibility of your class over to another faculty or staff member and respond to your assigned assembly area.
6. Building monitor or other designated officials, Division Chair, Office Coordinator, IMT, or CERT member or other trained person(s) should utilize any equipment prepositioned in their building.
7. Injuries or damaged facilities should be reported to the building monitor or other designated official, supervisor, or CERT member. They will advise the EOC.

8. **GAS LEAKS** - If you smell gas, cease all operations. **DO NOT SWITCH LIGHTS ON OR OFF.** Vacate the building and then notify the building monitor or other designated official, Supervisor, CERT member, or EOC.
9. **HAZARDOUS MATERIALS INCIDENT** - Some gases are odorless and colorless. Do not enter any areas where hazardous materials are known or suspected to be stored until uniformed personnel or other trained authorized persons have inspected and cleared the areas.

If Outdoors:

1. Quickly move at least 300 feet away from buildings, utility poles, and other structures. **CAUTION: ALWAYS** avoid power or utility lines.
2. An Emergency Operations Center (EOC) will be activated. A mobile ICP may be used on an as-needed basis. Stay away from the Emergency Operations Center unless you have an emergency. Instead, communicate with the building monitor or other designated official. If you are a member of the IMT or CERT, turn responsibility of your class over to another faculty or staff member and respond to your assigned assembly area.
3. Building monitor or other designated officials, Division Chair, Office Coordinator, IMT, or CERT member or other trained person(s) should utilize any equipment prepositioned in their building.
4. Injuries or damaged facilities should be reported to the building monitor or other designated official, supervisor, or CERT member. They will advise the EOC.
5. **GAS LEAKS** - If you smell gas, cease all operations. **DO NOT SWITCH EQUIPMENT ON OR OFF.** Stay clean of the building(s) and notify building monitor or other designated official, Supervisor, CERT member or EOC.
6. **HAZARDOUS MATERIALS INCIDENT** - Some gases are odorless and colorless. Do not enter any areas where hazardous materials are known or suspected to be stored until uniformed personnel or other trained authorized persons have inspected and cleared the areas.

**Objectives:**

1. Notify designated campus personnel that a hazard(s) exists.
  2. Implement procedures for a campus-wide response effort.
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3. Interface successfully with city and county agencies.

**Emergency Operations:**

Activation of the Emergency Operations Center (EOC) and level of implementation of the district's Emergency Operations Plan will depend upon the number of injuries or fatalities, damage to the campus and local infrastructure, and potential hazards. When the EOC is activated, adjacent EOCs will be notified.

In the event of major damage and injuries, classes may be canceled and protective measures will be taken. Students, faculty and staff will be notified by the EOC (through the building monitor or other designated officials) of the necessity to evacuate, or relocate to shelters, etc.

In the event of evacuation to an off-campus site, the EOC will instruct, through its building monitors or other designated officials, students and staff to gather at the Staging Areas. Refer to map in appendices. Students and staff will be directed to the location of the nearest off-campus shelter and if available, advised of the conditions of local public roads. If available, transportation to these off-campus shelters will be provided for those students who have no other means of transport.

If evacuation is not possible, on-campus shelter facilities will be announced and building monitors or other designated officials will be assigned to each designated shelter. These officials will register the people in the shelter and maintain communication with the EOC.

If on-campus sheltering is required, the EOC will arrange transportation to the campus-designated shelters for disabled persons. Any relocation subsequent to initial campus sheltering will be coordinated by either the city or the county.

**At Time of a Major Earthquake the Incident Commander will initiate the following actions:**

- Activate EOC, Incident Management Team, CERT, and building monitors or other designated officials and implement Emergency Operations Plan.
- Make necessary contacts with outside resources. Instruct the Operations Section to survey campus buildings in order to identify structural damage. The Damage Assessment teams will make building assessments in order to identify seismic-induced structural hazards and turn off gas, electricity, and water as required.
- As appropriate, IC will order building monitors or other designated officials to coordinate evacuation to designated Staging Areas.

**Responsibilities:**

Refer to Emergency Operations Plan--Sections on "Job Descriptions" and "Duty Checklists" for IMT and CERT.

## **EVACUATION**

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### **Purpose & Objective:**

For a variety of causes and reasons, it may be necessary to relocate part or all of the campus community (students, faculty, and staff) to an on or off-campus location. This plan is to reduce the possibility of death and injury to members of the campus community through an organized evacuation procedure. This evacuation plan provides a process whereby the campus community can be alerted that a hazard exists; orderly and safe evacuations from danger areas can be done by safe routes; and, as necessary, outside agencies can be notified that an evacuation is occurring.

### **Immediate Action:**

#### Notification:

1. Faculty and staff are responsible for all students in their immediate charge. When evacuation is determined to be necessary by the Incident Commander or disaster or major incident makes evacuation an obvious action, the campus population may be notified through the following measures, appropriate to the specific circumstances at the time:
  - Email
  - Campus telephones
  - Public address system
  - Website and social media
  - Runners
  - Bullhorns
  - Building fire alarms
  - Flashing lights for hearing impaired/deaf persons
  - District emergency website
2. Upon being notified to evacuate, occupants will leave their buildings/classrooms immediately and proceed to the nearest plan-designated "Staging Area" or other area as advised. A map identifying the staging assembly area and appropriate evacuation route from the building should be posted in each classroom and work area. Unless it will cause unnecessary or unsafe delays, students, faculty, and staff are encouraged to take their possessions with them. Faculty should take their roll sheets with them and take roll once reassembled in the staging area.
3. Building monitors designated in the Emergency Operations Plan will assist district employees, students, and campus visitors and will ensure that evacuation instructions are

carried out according to building evacuation plans. People will be evacuated to designated “staging areas” around the campus. District Public Safety officers, building monitors, CERT members, or other authorized personnel will sweep through every building to ensure no one remains behind.

4. Evacuation of disabled persons and children (Child Development Centers) will be given high priority by building monitors in all emergencies; they will be evacuated in accordance with the building evacuation plan. Building monitors may request assistance from faculty. Based on specific circumstances, building monitors are responsible for designating the safest evacuation routes for disabled persons.
5. If total evacuation from the campus is necessary, specific instructions for a safe evacuation procedure will be given by the IC at that time. Building monitors and other support staff available on campus will be notified by the EOC and will report to assigned areas and stand by.

### **On-Campus Evacuation:**

#### Notification:

In the event that campus evacuation is the selected action, emergency alerting will may occur via the EOC through the methods mentioned above.

If the emergency occurs during normal operating hours, the alert and warning procedures will be activated by the IC. EOC personnel will make the notifications. Persons contacted will be given general instructions and advised to aid in the evacuation of persons in their particular area of responsibility or general location.

Each campus and district employee is responsible for knowing where the closest assembly area is to his/her work area(s) and two different routes to get there.

If only on-campus evacuation and relocation are necessary (e.g., the emergency is confined to a specific area and people are not required to leave campus), evacuated persons will remain at assembly areas(s) until an “all clear” signal or other instructions are given by the building monitors (orders must come from the IC).

#### Staging Areas:

Areas on campus have been designated as “staging areas” for on-campus evacuation. There is a staging area map in the appendix and posted in every classroom and work area.

#### Pedestrians and Vehicular Traffic:

District Public Safety or other designated emergency personnel will inform other persons on campus of evacuation instructions by utilizing available communication systems (RAVE Alert, bullhorns, building fire alarms, radios, runners, etc.) as appropriate to the specific situation.

All Clear:

The IC will coordinate an “all clear” sign or issuance of other instructions via RAVE Alert, runners, radios, or voice command to building monitors or other designated officials.

**Campus Evacuation:**Notification & Instructions:

In the event that a campus evacuation is ordered, evacuees shall follow official orders and directions. Based on the type and severity of the incident or emergency (Level 2 or 3 - e.g., significant earthquake, major industrial/hazardous materials incident, other significant event that has affected the local or regional infrastructure), the IC will attempt to provide local shelter information.

Evacuation Message to be Used During Normal Campus Hours:

The following statement is provided as a sample of an evacuation order made by District Public Safety Personnel, Incident Commander, or other authorized personnel.

"This is (name), (title). We are evacuating the campus. Please leave the campus immediately. Persons without transportation should attempt to obtain rides, if possible. If you are unable to obtain a ride, go to one of the following “staging areas” (name the areas). You will be transported to a safe, off-campus location." (this will need to be determined at time of disaster).

Students and Staff Without Transportation

Persons needing to evacuate who cannot obtain transportation will be instructed to proceed to the “staging areas” as designated on the campus maps. At the earliest opportunity, the EOC staff will, through the Logistics Section (Ground Support Unit) either request assistance from regional transportation agencies or designate vehicles and drivers to be dispatched. Each driver will be given instructions, as well as the destination point(s) for evacuation. A list of the names and destination of those transported will be maintained by each driver and given to the EOC. This list will be used to respond to public inquiries regarding individuals thought to be on campus at the time of the disaster or major incident. If those EOC sections are too impacted by the event, the EOC will attempt to contact other faculty and staff members.

Evacuation procedures for people with disabilities

The following guidelines should be considered when assisting a person with disabilities or injuries in an evacuation:

1. Assess how immediate the emergency is and communicate the nature of the emergency to the person.
2. Ask the person how she/he would like to be assisted or the best (safest) way to move them.
3. Evacuate mobility devices with the person, if possible (e.g., crutches, wheel chairs).

**Visual Impairments:** Describe the nature of the emergency and offer to guide him/her to the nearest emergency exit and staging area. Have the person take your elbow and escort him/her, advising of any obstacles such as stairs, narrow passageways or overhanging objects. When you have reached safety, orient the person to where he/she is and ask if further assistance is needed.

**Hearing Impairments:** Communicate with the person, by writing a note or through simple hand gestures, the nature of the emergency and what he/she is to do.

**Person using crutches, canes, or walkers:** Ask that person what method of assistance he/she prefers. Always evacuate mobility devices with the person, if possible.

**Persons using wheelchairs:** Ask the person what methods of assistance he/she prefers. Some people have minimal ability to move and lifting them may be dangerous to their well-being. Some persons using wheelchairs have respiratory complications. Remove them from smoke or fumes immediately. If the person needs to be moved in his/her chair, keep the following considerations in mind:

1. Always turn wheelchair so it is lowered down the stairs backwards (facing up the stairs), so the occupant cannot slip forward out of the chair and down the stairs.
2. Wheelchairs have many movable and weak parts.
3. Some persons have no upper trunk or neck strength. Push on the chair, not the person sitting in the chair.
4. Powered wheelchairs have very heavy batteries; an evacuation chair for stairs may be needed with the powered chair retrieved later.
5. If a seatbelt is available, use it.

If the person needs to be removed from his/her wheelchair for an evacuation, ask the following:

1. How he/she prefers to be moved from the wheelchair.
2. If pain or harm will result from moving extremities.
3. If any equipment is needed for immediate safety or life-support.

Wheelchairs should be retrieved as soon as possible and given high priority.

*If a student is in a wheelchair on a second floor, at a minimum the student's faculty member will stay with them until help arrives. At least one other person would be preferred. A student will also be assigned to wait by the front door of the building to alert responding fire units that there is a person who needs assistance on the second floor by the stairs. Fire personnel will be*

*responsible for removing the wheelchair bound student from the building and for retrieving the wheelchair if possible. In any event, the first priority is preservation of life, then preservation of property.*

*During an evacuation drill, the above procedures will apply also. The faculty member will wait with the student and will assign another student to stand by the main entrance to alert first responders to a person in a wheelchair needing evacuation assistance. In no instance will the student be left alone.*

## **FIRE AND EXPLOSION**

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### **Purpose**

A fire and/or explosion can occur on campus as the result of a criminal act (arson, bombing), negligence, equipment malfunction, earthquake-related damages, or weather related causes (fire storm, lightning). In response to all emergency situations, the primary concern is for the protection of the health and safety of its students and personnel, with a secondary priority for the protection of campus and district property. In the event of a fire, quick judgment at the site of the incident is required to determine the health risks involved in attempted containment (fire extinguisher) and the priority for evacuation.

### **Before a Fire or Explosion**

All employees must familiarize themselves with the following:

- Alarm location and operation
- Emergency exits and evacuation plan
- Fire extinguisher location and operation
- Location of other emergency supplies and equipment in their area

### **Immediate Action**

*Evacuation is the first priority. Fighting the fire is the second.*

- Safeguard lives
- CALL 9-1-1. Minimize property damage.

### **If You Smell Smoke or Detect a Fire:**

1. Prior to opening doors, using the back of your hand, feel if the door is HOT. If the door is HOT, do not open it. Find another exit. IF the door is not hot, stay low and open it cautiously.
2. If it's SMOKY, stay near the floor where less smoke accumulates.
3. Pull the fire alarm (this is a local alarm only). Call 9-1-1 and describe location, nature, and extent/size of smoke or fire.
4. Evacuate from the area to the designated assembly area.
  - a. Assist persons with disabilities and children.
5. Alert classes and workers nearby.

Fire Out of Control:

1. Immediately evacuate, as above.
2. Close but DO NOT LOCK all possible doors to confine the fire.
3. Pull the fire alarm.
4. Call 9-1-1 and describe the location, nature, and extent/size of fire.

Fire is Minor and Controllable:

1. Immediately evacuate, as above.
2. Direct fire extinguisher(s) toward base of flames.
3. Notify Facilities Office or Division Chair.
4. If there is any chance that this fire will reignite or if hazardous materials were involved, call 9-1-1 and describe location, nature, and extent/size of fire.

Clothing and/or Hair is on Fire:

1. STOP victim from running, DROP to the ground, ROLL to smother,
2. Do not use fire extinguisher on a person except as last resort - smother the fire by rolling victim in blanket, or cotton clothing.
3. Call 9-1-1 and describe location and nature of emergency.
4. Administer first aid and maintain an airway until EMS arrives.
5. Notify on-campus student health services and your supervisor or division chair.

**Explosion**

1. Call 9-1-1 giving your name, location, and telephone number. Tell emergency operator pertinent information including time and location of the explosion, extent of damage and number of casualties, and whether there is fire or collapsed buildings.
  2. Inform your supervisor and/or department head.
  3. If you are instructed to evacuate (the police may elect not to use fire alarms):
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- a. Instruct students and staff to quickly collect their possessions and proceed to assigned evacuation assembly areas (at least 500 feet from buildings). Assist persons with disabilities. Evacuation should not be unreasonably delayed by collection of personal possessions.
  - b. Keep streets, fire lanes, hydrants, and walkways clear for emergency vehicles and crews.
  - c. Assist emergency crews as necessary, if requested.
  - d. Do not re-enter evacuated building until those in charge of evacuation say it is safe to do so.
4. If you are a member of the IMT or CERT, respond to your assigned area.
  5. See appendix on "Bomb Threats and Bomb Detonation" in this chapter for more information.

### **Response**

If required, the IC will activate the EOC. Based on the extent of the explosion and subsequent injuries, fatalities or damage, the following tasks will be completed by District Public Safety, IMT, and CERT members (Operations Section):

1. Conduct fire suppression/rescue (if the fire department is not readily available) and search and rescue if safe to do so and secure the immediate area.
2. Request further notifications be made and/or determine if evacuation is required. Building monitors are responsible for the evacuation of all people from their assigned buildings and also are to ensure that only emergency response personnel enter an evacuated building.
3. When the emergency is over, the Incident Commander will issue the "All Clear".

## **FLOODING**

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### **Purpose**

To assist IMT in dealing with a flooding condition on campus.

### **Background**

Conditions of flooding could exist from weather conditions or man-made occurrences (i.e., broken water pipes, etc.).

### **Concept of Operations**

The predicted extent of a flood and the amount of time available before it arrives will determine the course of action to be taken. The following procedures would apply:

### **Response**

- Upon receipt of official information from credible sources (including but not limited to: your local county emergency communications center), the IC (Incident Commander) will be notified.
- If conditions warrant, the IC will notify the IMT and the Emergency Operations Plan will be activated.
- If conditions warrant, the IC will activate CERT members.
- Follow procedures for on or off-campus evacuation should that be necessary.
- Any evacuation of the campus will not be attempted until (a) it is approved by the Incident Commander (IC); (b) there are designated travel routes; and, when possible, (c) shelter facilities are staffed and opened for reception of flood victims (Logistics Section).

## **HAZARDOUS MATERIALS RELEASE**

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### **Purpose**

The purpose of this plan is to minimize hazards to employees, public health, or the environment from any unplanned, sudden or non-sudden release of hazardous materials, or waste. The plan is designed to set procedure for reporting all releases or threatened releases of hazardous materials.

### **Before a Hazardous Materials Release**

All campus and district employees who work with or around hazardous materials must familiarize themselves with the following:

- Alarm location and operation.
- Emergency exits and evacuation plan.
- Fire extinguisher location and operation.
- Spill and containment response measures for specific hazards in their area.
- Available spill response equipment.
- Materials Safety Data Sheets (MSDS) for materials in their area.
- Specific immediate first aid measures for hazards in their area.

### **Immediate Action**

- Safeguard lives.
  - Notify 9-1-1.
  - Minimize property damage.
1. Determine need to EVACUATE building
    - a. Alert others in building - activate alarm.
    - b. Evacuate immediately. Assist persons with disabilities or injuries. Ensure that evacuation routes avoids high risk areas.
    - c. If safe, activate containment protocols and procedures.
    - d. Close doors leading into the contaminated area(s) or building(s) to isolate release.
    - e. Move and stay upwind, up slope, upstream, at least 300 feet from building (to evacuation assembly areas, if safe).
    - f. Keep streets and walkways clear for emergency equipment.
  2. Notify 9-1-1. Be prepared to provide the following information:
    - a. Your name, department, and the phone number from which you are calling.
    - b. Exact location of release, including room number if inside a building.
    - c. Name of released material(s).

- d. Quantity of released material.
  - e. Appearance - solid, liquid, gas, odor, color, etc.
  - f. Injuries or physical effects to those who have been exposed and number affected.
  - g. Whether any victims are trapped within the isolated area.
  - h. Area of contamination.
3. If hazardous material is on a person, rescuers (caregivers) should be careful not to become contaminated while they remove any excess material and check Materials Safety Data Sheets (MSDS) to ensure that the following immediate treatment is appropriate. Unless contraindicated by MSDS or other competent source, this may include:
- a. Hazardous materials in eye: remove any excess contaminants and hold the eye open and flush with water at least 15 minutes.
  - b. Hazardous materials on skin: remove contaminated clothing and brush away any excess contaminants, then flush area with water in a safety shower or hose for at least 15 minutes.

***Seek medical attention immediately! Send (MSDS) with the injured!***

4. Do not return to the evacuated area until the area is declared safe by uniformed or other trained authorized personnel.

## **Objectives**

1. Determine if a release or exposure has occurred.
2. Determine the location of the release and exposure.
3. Call fire department (HAZMAT) and medical response if needed.
4. Protect public from immediate scene.
5. Evacuate or seek shelter in place (whichever is safer).
6. Decontaminate.
7. Clean up.

The County Office of Emergency Services is to be notified immediately regarding all releases or threatened releases of a significant quantity of hazardous materials.

Each campus and the district shall be in compliance with local, state, and federal regulations regarding the storage, inventory, notification to authorities, or the displaying of required placards. The responsible campus or district departments maintaining control over hazardous

materials will also maintain a current list of substances, quantities, and relevant MSDS and make this information available to the IMT, CERT, or other responders.

## **Emergency Operations**

The first step is to determine the existence or potential existence, of hazardous materials. Where unidentified substances or vapors are involved in these incidents, it is always prudent to assume they are toxic or hazardous until determined otherwise.

The Incident Commander will be responsible until the arrival of HAZMAT trained emergency response personnel. When trained emergency personnel arrive, the IC will relinquish field control of the release or incident to the appropriate agency (e.g., fire department) while retaining control of the overall incident. If required, the Incident Commander will activate the EOC, IMT, and CERT.

## **Responsibilities**

### **INCIDENT COMMANDER (IC)**

- Must determine if there is any potential danger to individuals in the area and take steps to notify and evacuate. Evacuation assistance will be furnished by the District Public Safety officers and other emergency responders if needed.

### **OPERATIONS (OPS)**

- Ascertain the location of any incident involving hazardous materials, contact the Incident Commander, and dispatch appropriate emergency equipment and personnel.
- Protect responders and bystanders from injury or contamination. Immediately take steps to secure the area and establish perimeter control at a safe distance until HAZMAT emergency response personnel arrive and assume this responsibility.
- Take appropriate steps to decontaminate all victims and response personnel. Local hospitals have facilities to assist in this procedure. Care must be taken to avoid spread of contamination by response vehicles leaving the scene.

### **LOGISTICS**

- When needed, contact appropriate hospitals and other medical services if individuals are transported by campus or district personnel. If outside emergency personnel are requested and respond (i.e., fire department), emergency personnel will be responsible for dispatching all necessary ambulances and coordinating the reception of victims at appropriate hospitals.

## **SEVERE WINDS**

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### **Purpose**

Windstorms, severe enough to cause damage, may occur at infrequent intervals and may be accompanied by torrential rains. Accurate meteorological predictions may be available and prior warning with sufficient time may enable the surrounding areas to prepare for emergency conditions.

Advanced warning of severe winds can be anticipated; however, warning of a tornado may only come immediately prior to an event. Therefore, the Emergency Operations Center will be activated as quickly as possible after a warning to ensure that all necessary actions are taken to minimize hazards to students, faculty, and staff, and reduce damage or loss to campus facilities.

### **Immediate Actions**

If the warning time is insufficient, it is generally safer to be inside permanent buildings than attempt to evacuate the campus. The best protection in the event of severe winds is to use the interior reinforced lower story rooms of the permanent campus buildings. Time permitting, employees and students in temporary structures will be moved to permanent concrete structures.

In the event of a *tornado* warning:

1. EOC will attempt to issue warning of approaching tornado.
2. Move everyone out of windowed areas.
3. Close doors and remain in interior, windowless rooms, hallways, or basements. Await further instructions issued by the IC or other officials.
4. Insofar as is practicable, Building Monitors will follow up on warnings to employees and students by making room-to-room inspections.

### **Objectives**

1. Warn campus community of impending wind or tornado.
2. Ensure the safety of personnel within buildings.
3. Anchor or store property and equipment.
4. Shutdown utilities if warranted.

5. After incident, inspect campus for injuries and damage.

### **Emergency Operations**

This type of emergency may cause fire and explosion, as well as flooding and injury and death to persons; therefore, the operational plan for fire, explosion and flooding will be reviewed for possible execution. Likewise, support plans for evacuation and medical procedures may be activated simultaneously with this Plan. In extreme cases, where outside areas are affected and travel disrupted, it may be necessary for employees and students to remain on the campus for an extended length of time. In this event, emergency shelter operations will be activated.

The best protection in a severe weather event is the use of the permanent campus buildings. Steps will be taken, therefore, to ensure the safety of personnel within buildings rather than to have them evacuate. Time permitting, employees and students in temporary structures will be moved to permanent concrete structures.

In the event of a tornado warning, attempts will be made to inform the campus of the approaching tornado. Employees and students will be requested to move out of all windowed areas, close doors, and remain in interior windowless rooms, hallways, or basements until further instructions are issued by the IC. Insofar as is practicable, Building Monitors will follow up on warnings to employees and students by making room-to-room inspections.

When warning of impending severe winds or tornado is received, property and equipment not properly anchored will be moved inside a building or tied down. Utilities will be shut down when there is a danger of fire or explosion.

Utilities will be restored as soon as the threat of the emergency is ended. Completion of this work may involve repair or restoration of public utilities, electrical, and specialized areas such as the computer center, offices, and other support facilities. Increased staffing may also be required to support food services, emergency procurement, and provisions for emergency, damage assessment, first aid, repairs, and security. Damaged areas require 24-hour security patrols by District Public Safety personnel or other designated members of IMT or CERT.

## **SHOOTING, ARMED INTRUDER or SNIPER**

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### **Purpose**

In the past, major acts of violence were, for the most part, extremely rare incidents on a college campus. However, violence in the form of multiple homicides, shootings, robberies, sexual assaults, and kidnappings has increased dramatically. As is the case in all emergencies, safeguarding lives is paramount. This plan is to provide guidelines for campus, district, and Emergency Operations Center personnel in dealing with a shooting on campus.

### **Before a Shooting**

All faculty and staff must be continually vigilant to the risk of violence on campus and to notify the District Public Safety Office of suspicions or observations. Be aware of:

- Unusually aggressive, odd, or scary behavior of student(s) or coworker(s).
- Threats of violence or retribution, either serious or said "jokingly".
- Co-worker(s) or student(s) who are distraught or suicidal.
- Overheard comments or rumors of some kind of planned or intended violence.
- Presence of gangs or cults that have a history or suggestive behavior of violence.
- Fights or other acts of non-lethal violence.
- Presence of guns, other weapons, suspicious objects.
- How to refer students or coworkers to crisis counseling and intervention.
- Learn how to access campus crisis intervention services (BIT Team).

### **Immediate Actions**

When the shooting begins or you are advised that a shooting on campus has taken place, you should do the following:

### **Immediate Actions**

1. **RUN.** If safe to do so, try to escape then notify 9-1-1 (see below)
  - a. Consider risks before leaving.
  - b. Remember, the shooter is looking for 'targets of opportunity' and generally will need to be stopped by an outside force.
  - c. When in doubt, shelter in place and wait for instructions from emergency personnel.
  
2. **HIDE.** Lock and/or barricade doors
  - a. Turn off lights
  - b. Close blinds

- c. Block windows
  - d. Turn off radios and dim computer screens
  - e. Keep calm, quiet, and out of sight
  - f. To protect yourself from gunfire, take cover behind thick desks, along concrete walls, or against filing cabinets. Avoid windows.
  - g. Silence cell phones.
3. **FIGHT.** ONLY if you have no other option, and the threat is clear, present and imminent, consider taking direct action against the shooter(s). This should be considered the absolute last option where to do nothing will result in you being shot and killed.
  4. If injured, place signs in exterior windows.
  5. Rescue attempts should only be tried if they can be accomplished without endangering lives.
  6. Call 9-1-1. Do not hang up on the dispatcher until told to do so. Provide the following information:
    - a. Clearly state there has been a shooting or someone has been shot.
    - b. The exact location of the suspect(s) including building, type of building, number of exits, room/office number, front or side window, roof, office, classroom, etc.
    - c. Number of shots fired by the suspect(s), if the suspect(s) is still shooting, and type of weapon(s) (rifle, shotgun, handgun, etc.) or explosive device(s).
    - d. Description of suspect(s), their clothing, jewelry, hats or glasses, vehicle used, and direction of travel.
    - e. Condition and number of hostages, and number of known injured or killed.
    - f. Any demands or information supplied by suspect(s).

## **Objectives**

1. Notify emergency response personnel as soon as possible and assist them in staging in a safe location.
2. Neutralize (stop) the threat. Only appropriately trained and equipped personnel can be utilized in this action.
3. When safe, evacuate victims/potential victims away from the incident and to a safe area, and provide emergency medical care for injured.
4. Assist in criminal investigation. Actions must not interfere with investigation.

5. Provide Critical Incident Crisis counseling.

### **Emergency Operations**

1. District Public Safety must be alerted immediately in the event of a shooting incident. Field operational control will be turned over to appropriate responding law enforcement officers or agency while overall Incident Command will be retained by the campus (as per this Plan). Each Incident is different, so mandatory evacuation is not advisable. Depending on the situation, it may be safer to have people shelter in place and have emergency response personnel evacuate the premises or building(s).
2. A command post will be set up away from the shooting incident and away from the path the suspect may take in exiting the area.
3. If safe, effort should be made to maintain surveillance of the suspect or the shooting location prior to the arrival of responding law enforcement units.
4. If evacuation occurs prior to the arrival of emergency personnel, evacuees may know the general or specific location of the suspect(s)/incident and should take the safest route out of the area. DO NOT move in the direction of the shooting.
5. If indicated, use the most effective means available (re: Communications Plan) to inform the campus community of the situation and give instructions. Building Monitors will attempt to notify occupants of the affected building(s) and surrounding building(s) of the situation, with instructions to either shelter-in-place (lockdown) or evacuate (and by which route to leave the buildings and to secure cover).
6. Specially trained law enforcement personnel will conduct a search for the suspect. The search will follow established tactical response policy and procedures.

## **UTILITY FAILURE**

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### **Purpose**

These events can occur at any time or location and significantly affect the campus and district's ability to function. While major utility failure may not be destructive, resulting fire, explosion, or panic can endanger life and property.

This type of incident can be caused by a variety of manmade or natural events. The immediate evaluation of the situation must be accurate and based on the most responsible information available. The decision on the need to evacuate or cancel classes must be made as soon as possible to help avoid confusion and/or panic.

### **Immediate Actions**

If utility failure occurs during regular hours, Monday through Friday, 8 A.M. to 5 P.M., notify campus facilities office at extension 4380 or 476-4380.

If there is **potential danger** resulting from failure or if failure occurs **after hours**, always notify District Public Safety via 4111 or 476-4111.

#### Electrical/Light Failure

Keep everyone in his/her seats for 15-30 seconds (just in case the event is a switching or temporary 'brown out' problem.) If lighting does not resume, conduct an orderly evacuation of the area. Since emergency building lighting may not provide sufficient illumination for safe exiting, especially at night or from interior rooms, faculty and staff are urged to know the location of the emergency flashlights in their work area and are also encouraged to have their own.

#### Plumbing Failure/Flooding

Stop using all potentially threatened electrical equipment immediately. Evacuate the area if necessary. Notify campus facilities at extension 4380. If you believe there is a life safety danger notify District Public Safety office via 4111 or call 9-1-1.

#### Gas Leak

Stop all operations. Do not use phone or switch lights or any electrical equipment on or off as electrical arcing can trigger an explosion! Get out of the building and call 9-1-1 from another building or away from the danger.

#### Ventilation Problem:

If smoke or suspicious odors come from the ventilation system, notify District Public Safety via 9-1-1 and campus facilities at extension 4111. If necessary, evacuate the area. If there is visible smoke call 9-1-1 and refer to section on FIRE/EXPLOSION.

### **Response**

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All campus and district personnel at the scene will safeguard the lives of employees and students. An accurate appraisal of the conditions is necessary to determine where and what equipment and/or personnel are needed. Employees and students should remain calm and follow instructions.

If an emergency exists that is **not** a gas leak, activate the building alarm. In case of a serious gas leak, notify building occupants verbally. (Never use any electrical switches if a gas leak is suspected!) Note: Call 9-1-1 from another building or away from the danger.

Evacuate the building(s) and assist persons with disabilities. Report to pre-designated evacuation staging areas. Stay out of the way of emergency personnel and vehicles. Do not return to an evacuated building until emergency personnel tell you that it is safe to do so. District Public Safety, Building Monitors, CERT members, or other authorized personnel will sweep through every building to ensure no one is left behind.

Where employees and/or students are permitted to remain, periodic situation checks will be made. Once the safety and welfare of personnel are ensured and the danger to property and equipment is reduced, recovery and repair operations will receive primary consideration.

If classes will be canceled/evacuated, the media will be notified by the appropriate Public Information Officer. District Public Safety will notify county transit authority so individuals arriving by bus will be advised as to the campus closure. Signs about the closure and estimated reopening will be posted at the entrances to the campus and the district's emergency website will be updated as needed.

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## GLOSSARY OF TERMS

**Acceptable Risk:** That level of risk (likelihood of occurrence and consequence of impact) for any activity or situation that is sufficiently low that society (or an organization within society that is managing the risk) is comfortable with it. Society (and an individual organization) does not generally consider expenditure in further reducing such risks justifiable. (Adapted from Australian National 1994).

**Accident:** "An unexpected or undesirable event, especially one causing injury to a small number of individuals and/or modest damage to physical structures. Examples would be automotive accidents or damage from lightning striking a house." (Drabek 1996, Session 2, p. 3)

**Activation:** A notification category that provides urgent information about an unusual occurrence or threat of occurrence, and orders or recommends that the notified entity activate its emergency response (usually via its emergency operations plan). An activation may be partial (stipulating the components of the EOP to activate, or some other indication of the level of commitment to be made by the notified entity) or full (stipulating full activation of the notified entity's EOP). It usually includes actionable information directing the notified entity on initial actions for mobilization, deployment, and/or response.

**Acts of God:** A fatalistic "syndrome whereby individuals feel no personal responsibility for hazard response and wish to avoid expenditure on risk reduction." (Smith 1996, 70). An unintentional hazard event (usually a natural hazard) whereby society feels that no individual or organization is responsible for the hazard occurrence or its impact, i.e., an "accident." This is an increasingly narrow category of hazards in the U.S., as society has begun to view almost all hazards or their impact as predictable, and that mitigation actions could be undertaken. In particular, risk management has presented the view that technological hazards are expected outcomes of planned risk behavior, and even that technological failure from a natural hazard is usually predictable and could have been avoided.

**After Action Report (AAR):** The document that describes the incident response and findings related to system response performance (see AAR process).

**After Action Report (AAR) process:** A focused, post-incident or post-exercise activity to capture objective observations, both positive as well as negative, related to response system performance. Its product is commonly referred to as "lessons learned," but a comprehensive process goes beyond the collection of "lessons learned" to accomplish objective improvements in procedures, assignments, equipment, training, and personnel to attain true organizational learning. This term "AAR process" is used by SEMS to describe the activity related to developing and conducting the After-Action Review, including meetings and documentation review and developing the after action report.

**Agency:** A division of government with a specific function, or a nongovernmental organization (e.g., private contractor, business, etc.) that offers a particular kind of assistance. In ICS, agencies are defined as jurisdictional (having statutory responsibility for incident mitigation) or assisting and/or cooperating (providing resources and/or assistance).

**Agency, Assisting:**

- An agency directly contributing tactical or service resources to another agency. (FIRESCOPE/NIMS 1999)
- An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. (NIMS) See also Supporting Agency.

**Agency, Cooperating:**

- An agency supplying assistance other than direct operational or support functions or resources to the incident management effort. (NIMS)
- An Agency supplying assistance including but not limited to direct tactical or support functions or resources to the incident control effort (e.g. Red Cross, law enforcement agency, telephone company, etc.). (FIREScope/NIMS 1999)

**Agency, Supporting:** An agency providing suppression or other support and resource assistance to a protecting [fire] agency. (FIREScope/NIMS 1999)

**Agency Representative:** A person assigned by a primary, assisting, or cooperating Federal, State, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency. (NIMS)

**Alert:** Method in which campus community is informed of an emergency (verbal notification by telephone, radio, digital, in person, or designated alarm signal). It is a notification category between “advisory” and “activation” that provides urgent information and indicates that system action may be necessary. An alert can be used for initial notification that incident activation is likely, and for ongoing notification throughout an incident to convey incident information and directed or recommended actions.

**All Clear:** Method in which campus community is informed of the conclusion or dismissal of an emergency threat (verbal notification by telephone, radio, digital, in person, or designated alarm signal).

**All-hazards:** A descriptor that denotes a specific strategy for managing activities in an emergency management program. Throughout the four phases of EM, management structure, processes and procedures are developed so they are applicable to every significant identified hazard. The remaining hazard specific interventions are layered on top of the basic components as indicated and presented through “incident” annexes in the emergency operations plan (EOP). For example, the procedures for notifying appropriate personnel during EOP activation would use the same process across all hazard types, even though the types of personnel notified and mobilized may vary by hazard.

**American Red Cross:** The American Red Cross is a humanitarian organization, led by volunteers, that provides relief to victims of disasters and helps people prevent, prepare for, and respond to emergencies. It does this through services that are consistent with its Congressional Charter and the Principles of the International Red Cross Movement. (FEMA State and Local Guide 101)

**Area Command (Unified Area Command):** An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multijurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post. (NIMS)

**Assessment:** Survey of a real or potential disaster to estimate the actual or expected damages and to make recommendations for preparedness, mitigation, and relief action. (Reference Center 1998)

**Assumptions (management definition):** Statements of conditions accepted as true and that have influence over the development of a system. In emergency management, assumptions provide context, requirements and situational realities that must be addressed in system planning and development, and/or system operations. When these assumptions are extended to specific operations, they may require re-validation for the specific incident.

**Assumptions, Preparedness:** Operationally relevant parameters that are expected and used as a context, basis or requirement for the development of response and recovery plans, processes, and procedures. For example, the unannounced arrival of patients to a healthcare facility occurs in many mass casualty incidents. This may be listed as a preparedness assumption in designing initial response procedures. Similarly, listing the assumption that funds will be available to train personnel on a new procedure may be important to note.

**Assumptions, Response:** Operationally relevant parameters that if not valid for a specific incident's circumstances, the EOP-provided guidance may not be adequate to assure response success. Alternative methods may be needed. For example, if a decontamination capability is based upon the response assumption that the facility is not within the zone of release, this assumption must be verified at the beginning of response.

**Authority:** The power or right to give orders and/or to make decisions. Authority may be delegated from one entity to another. See "responsibility" to contrast terms.

**Building Monitor:** Reports to Building Monitor Team Leader in OPERATIONS. Designated deans, managers or faculty responsible for communicating emergency response directions from Incident Commander to the faculty, staff, and students in assigned campus buildings and related Building Evacuation Assembly Areas. Determine status of individuals from assigned buildings (number present, injured, trapped, dead). Informs Building Monitor Team Leader of the status of the people in assigned buildings. If required, sounds the building's fire alarm.

**Calamity:** "A massive or extreme catastrophic disaster that extends over time and space." Notes the Black Death of the 14th century as an example. (Drabek 1996, Session 2, p.4)

**Campus:** The grounds and buildings of a higher education institution that may or not be accredited.

**Capability, Surge:** The ability to manage patients requiring unusual or very specialized medical evaluation and care. Surge requirements span the range of specialized medical and health services (expertise, information, procedures, equipment, or personnel) that are not normally available at the location where they are needed (e.g., pediatric care provided at non-pediatric facilities or burn care services at a non-burn center). Surge capability also includes patient problems that require special intervention to protect medical providers, other patients, and the integrity of the medical care facility.

**Capacity, Surge:** The ability to evaluate and care for a markedly increased volume of patients—one that challenges or exceeds normal operating capacity. The surge requirements may extend beyond direct patient care to include such tasks as extensive laboratory studies or epidemiological investigations.

**Casualty:** Any human accessing health or medical services, including mental health services and medical forensics/mortuary care (for fatalities), as a result of a hazard impact.

**Catastrophe:** "An event in which a society incurs, or is threatened to incur, such losses to persons and/or property that the entire society is affected and extraordinary resources and skills

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are required, some of which must come from other nations. An example would be the 1985 Earthquakes in Mexico City and other Mexican cities. Thousands of people—estimates vary markedly—died and tens of thousands were injured. At least 100,000 building units were damaged; reconstruction costs exceeded five billion dollars (with some estimates running as high as \$10 billion). Over sixty donor nations contributed to the recovery through programs coordinated by the League of Red Cross and Red Crescent Societies." (Drabek1996, Session 2, p. 4; citing Russell R. Dynes, E.L. Quarantelli, and Dennis Wenger. 1990. Individual and Organizational Response to the 1985 Earthquake in Mexico City, Mexico. Newark, Delaware: Disaster Research Center, University of Delaware)

**Chain of Command:** A series of command, control, executive, or management positions in hierarchical order of authority. (NIMS)

**Check-In:** The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site. (NIMS) This is a critical procedure in maintaining resource accountability during an incident.

**Checklist:** Written (or computerized) enumeration of actions to be taken by an individual or organization, meant to aid memory rather than provide detailed instruction. (FEMA State and Local Guide 101)

**Chief:** The ICS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section). (NIMS)

**Civil Defense (CD):** A historical term used to refer to "all activities and measures designed or undertaken for the following reasons: (a) to minimize the effects upon the civilian population caused by, or which would be caused by, an attack upon the United States or by a natural disaster; (b) to deal with the immediate emergency conditions which would be created by any such attack or natural disaster; and (c) to effectuate emergency repairs to, or the emergency restoration of, vital utilities and facilities destroyed or damaged by any such attack or natural disaster." (FEMA Higher Education Project) The term "civil defense" is now used increasingly. (UN 1992, 17)

**Civil Disturbances:** Group acts of violence and disorders prejudicial to public law and order within the 50 States, District of Columbia, Commonwealth of Puerto Rico, U.S. possessions and territories, or any political subdivision thereof. As more specifically defined in DoD Directive 3025.12 (Military Support to Civil Authorities), "civil disturbance" includes all domestic conditions requiring the use of Federal Armed Forces. (Title 32 CFR 185)

**Civil Emergency:** Any natural or manmade disaster or emergency that causes or could cause substantial harm to the population or infrastructure. This term can include a "major disaster" or "emergency" as those terms are defined in the Stafford Act, as amended, as well as consequences of an attack or a national security emergency. Under 42 U.S.C. 5121, the terms "major disaster" and "emergency" are defined substantially by action of the President in declaring that extant circumstances and risks justify his implementation of the legal powers provided by those statutes. (Title 32 CFR 185)

**College:** Accredited institution of higher education administered within a district.

**Command:** "The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority." (NIMS)

**Command Post (CP):** An ad hoc location established at or as near as possible to a disaster site, from which the incident commander (IC) functions. It contains the command, control, coordination and communications elements necessary to direct and manage the initial response to the event. (VHA Emergency Management Guidebook 2005)

**Command Staff:** In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed. (NIMS)

**Communications:** Technical means for two way and one way communications including campus, public pay and cellular telephones; two way radios; public address systems/loud speakers; mass text messaging; bullhorns; alarm signals; AM FM radios, TVs; and digital.

**Comprehensive Emergency Management (CEM):** "CEM refers to a state's responsibility and unique capability to manage all types of disasters by coordinating wide-ranging actions of numerous agencies. The 'comprehensive' aspect of CEM includes all five phases of disaster activity: mitigation, preparedness, prevention, response and recovery for all risks — attack, man-made, and natural — in a Federal, State, and Local operating partnership." (NGA 1978, 203)

**Comprehensive Environmental Response, Compensation and Liability Act (CERCLA):** Public Law 96-510, as amended. More popularly known as "Superfund," CERCLA provides authority for Federal and State governments to respond directly to hazardous substances incidents. (FEMA 1992, Appendix C)

**Concept of Operations:** A document that explains how a system and its components function through the successive stages of emergency response and recovery. The Concept of Operations complements the System Description. See "System Description."

**Consequence:**

- The effects from a hazard impact. See "hazard."
- The outcome of an event or situation expressed qualitatively or quantitatively, being a loss, injury, disadvantage or gain. (FEMA Higher Education Project)

**Consequence Management (COM):** Involves measures to alleviate the damage, loss, hardship, or suffering caused by emergencies. It includes measures to restore essential government services, protect public health and safety, and provide emergency relief to affected governments, businesses, and individuals. (FEMA, Weapons of Mass Destruction-Nuclear Scenario)

**Consequence Management:** "Relative to terrorism incident operations, measures to protect public health and safety, restore essential government services, and provide emergency relief to governments, businesses and individuals affected by the consequences of terrorism." (FEMA Disaster Dictionary 2001, 22; cites Federal Response Plan, "Terrorism Incident Annex.")

**Contingency:** A future event that is likely but not certain to happen. The consequences of the occurrence are such that one must address the likelihood of occurrence and the projected impact if it occurs. (VHA Emergency Management Guidebook 2005)

**Contingency Plan:** Proposed strategy and tactics (often documented) to be used when a specific issue arises or event occurs during the course of emergency or disaster operations.

**Contingency Planning:** "Asking about all the 'what if's' that might occur in the activities of an organization and the dangers faced in the external environment." (Lerbinger 1997, 267).

Developing plans to prevent, minimize, respond to and/or recover from an identified contingency. This is a component of preparedness planning during the preparedness phase of CEM, and it is also an important task of the incident plans section during incident response and recovery.

**Continuity of Government:** All measures that may be taken to ensure the continuity of essential functions of governments in the event of emergency conditions, including line-of-succession for key decision-makers. (FEMA Higher Education Project)

**Continuity of Operations (COOP) Program:** "The collective activities of individual departments and agencies and their sub-components to ensure that their essential functions are performed." In terms of FPC 65, the term "COOP" refers primarily to continuity of government, and is differentiated here from "continuity planning," which may be more comprehensive.

**Continuity Planning:** An internal effort within an organization to assure that the capability exists to continue essential business and service functions across a wide range of potential emergencies, including localized acts of nature, accidents, and technological and/or attack/terrorist-related emergencies. Accordingly, an effective Emergency Management program not only addresses the four phases of mitigation, preparedness, response and recovery, but also includes continuity planning activities to ensure that mission critical business operations.

(Adapted from VHA Emergency Management Guidebook 2005)

**Crisis:** ". . . a decisive or critical moment or turning point when things can take a dramatic turn, normally for the worse. . ." (Allinson 1993, 93; based upon Webster's New International Dictionary, Unabridged, 2nd ed.)

**Crisis Management:** "Measures to identify, acquire, and plan the use of resources needed to anticipate, prevent, and/or resolve a threat or act of terrorism." (FEMA Disaster Dictionary, 2001, 26; citing FEMA FRP, "Terrorism Incident Annex")

**Damage Assessment:** The process utilized to determine the magnitude of damage and the unmet needs of individuals, businesses, the public sector, the community and natural resources caused by a disaster or emergency event.

- **Damage Classification:** Evaluation and recording of damage to structures, facilities, or objects according to three (or more) categories:
- **Severe Damage** - which precludes further use of the structure, facility, or object for its intended purpose.
- **Moderate Damage** - or the degree of damage to principal members, which precludes effective use of the structure, facility, or object for its intended purpose, unless major repairs are made short of complete reconstruction.
- **Light Damage** - such as broken windows, slight damage to roofing and siding, interior partitions blown down, and cracked walls; the damage is not severe enough to preclude use of the installation for the purpose for which it was intended. (U.N. 1992, 19)

**Declaration:** The formal action by the President to make a State eligible for major disaster or emergency assistance under the Robert T. Stafford Relief and Emergency Assistance Act, Public Law 93-288, as amended.

**Demands, Agent Generated:** The term presented by Dynes et al to describe “the issues created by the disaster itself such as property damage, death, etc.” (Dynes et al, 1981)

**Demands, Hazard Generated:** Needs generated by the hazard impact itself and perceived as a responsibility of the incident response system. For example, the need to provide care of patients from an evacuated nursing home would constitute a hazard-generated demand for a jurisdiction. This term is an adaptation of “agent generated demand” (using the emergency management term “hazard” instead of “agent”). See “demands, agent generated.”

**Demands, Response Generated:** The needs created by the attempt to organize responders. (Adapted from Dynes et al, 1981) For example, the need to disseminate information across the multiple response organizations is a response generated demand that requires methodology that differs from day-to-day operations.

**Demobilization:** the ICS/IMS phase that begins the transition of Management, Operations, and Support functions and elements from the incident activities back to normal operations or to their baseline standby state as their operational objectives are attained.

**Deputy:** A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors. (NIMS)

**District:** The special entity comprising the community college district support functions and one or more accredited colleges and/or one or more unaccredited campuses and sites managed by the district.

**Disaster:** Disaster as a term is not defined in the NIMS Glossary. “Major Disaster” is defined in relation to Stafford Act assistance (see “Disaster, Major” below).

- **Disaster (Emergency management application):** A hazard impact causing adverse physical, social, psychological, economic or political effects that challenge the ability to rapidly & effectively respond. Despite a stepped up capacity and capability (call-back procedures, mutual aid, etc.) and change from routine management methods to an incident command/management process, the outcome is lower than expected compared to a smaller scale or lower magnitude impact (See “emergency” for important contrast between the two terms). This event seriously impairs or halts operations of the district and/or college(s), causes numerous casualties and severe property damage, requires coordinated effort of all district/college resources, and requires outside assistance from emergency services and disaster relieve agencies and organizations.
- **Disaster (Social science application):** Accidental or uncontrollable events, actual or threatened, that are concentrated in time and space, in which a society undergoes severe danger and incurs such losses to its members and physical appurtenances that the social

structure is disrupted and the fulfillment of all or some of the essential functions of the society is prevented. (Original author unknown)

- **Disaster, Ecological:** Events “that are caused principally by human beings and that initially affect, in a major way, the earth, its atmosphere, and its flora and fauna.” (Cited in FEMA Higher Education Project: Drabek and Hoetmer 1991, xxi)
- **Disaster, Major:** Any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought) or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which, in the determination of the President, causes damage of sufficient severity and magnitude to warrant major disaster assistance under the Stafford Act to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby. (Robert T. Stafford Act 102; 44 CFR 206.2 and 206.36)

**Disaster Cache:** A storage facility containing emergency water, shelter, search, and extrication equipment; medical and triage equipment; communications equipment; and lighting. This cache is to be activated in times of major incidents or disasters where additional equipment and supplies are required. This cache can be supplemented with additional equipment from the District Facilities Yard.

**Disaster Relief Act of 1974:** A Federal statute designed to supplement the efforts of the affected States and local governments in expediting the rendering of assistance, emergency services, and the reconstruction and rehabilitation of devastated areas (PL 93-288), as amended. (FEMA Instruction 5000.2)

**Disaster Response:** A sum of decisions and actions taken during and after disaster, including immediate relief, rehabilitation, and reconstruction. (U.N. 1992, 3)

**Disaster Risk Reduction:** "The systematic development and application of policies, strategies and practices to minimize vulnerabilities and disaster risks throughout a society, to avoid (prevention) or to limit (mitigation and preparedness) adverse impact of hazards, within the broad context of sustainable development." (U.N. ISDR 2002, 25)

**Disaster Service Worker (California):**

- It is hereby declared that the protection of the health and safety and preservation of the lives and property of the people of the state from the effects of natural, manmade, or war-caused emergencies which result in conditions of disaster or in extreme peril to life, property, and resources is of paramount state importance requiring the responsible efforts of public and private agencies and individual citizens. In furtherance of the exercise of the police power of the state in protection of its citizens and resources, all public employees are hereby declared to be disaster service workers subject to such disaster service activities as may be assigned to them by their superiors or by law. (California Gov't Code 3100)
- For the purpose of this chapter the term "disaster service worker" includes all public employees and all volunteers in any disaster council or emergency organization accredited by the California Emergency Council. The term "public employees" includes all persons employed by the state or any county, city, city and county, state agency or public district, excluding aliens legally employed. (California Gov't Code 3101)

**Domestic Emergency:** "Any natural disaster or other emergency that does not seriously endanger national security, but which is of such a catastrophic nature that it cannot be managed effectively without substantial Federal presence, or which arises within spheres of activity in which there is an established Federal role." (FEMA Disaster Dictionary 2001, 36; cites Domestic Emergencies Handbook, US Army Forces Command, March 15, 1999).

**Drill:** A training application that develops a combination or series of skills (for example – a drill of mobilizing the decontamination area). It can also be referred to as an “instructional drill” for clarity. A drill conducted primarily for evaluation rather than training should be referred to as an “evaluative drill.”

**Emergency:** "Any event requiring increased coordination or response beyond the routine in order to save lives, protect property, protect the public health and safety, or lessen or avert the threat of a disaster." (Michigan EMD 1998, 6). Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States. (NIMS)

**Emergency (emergency management application):** A hazard impact causing adverse physical, a social, psychological, economic or political effect that challenges the ability to rapidly & effectively respond. It requires a stepped up capacity and capability (call-back procedures, mutual aid, etc.) to meet the expected outcome, and commonly requires change from routine management methods to an incident command/management process in order to achieve the expected outcome (See “disaster” for important contrast between the two terms).

**Emergency Assistance:** Assistance that may be made available under an emergency declaration. In general, Federal support to State and local efforts to save lives, protect property and public health and safety, and lessen or avert the threat of a catastrophe. Federal emergency assistance may take the form of coordinating all disaster relief assistance (including voluntary assistance) provided by Federal agencies, private organizations, and State and local governments. Or, the Federal government may provide technical and advisory assistance to affected State and local governments for: the performance of essential community services; issuance of warnings of risks or hazards; public health and safety information, including dissemination of such information; provision of health and safety measures; management, control, and reduction of immediate threats to public health and safety; debris removal; temporary housing; and distribution of medicine, food, and other consumable supplies. (Stafford Act )

**Emergency Management:** Organized analysis, planning, decision making, and assignment of available resources to mitigate (lessen the effect of or prevent) prepare for, respond to, and recover from the effects of all hazards. The goal of emergency management is to save lives, prevent injuries, and protect property and the environment if an emergency occurs. (FEMA 1995, I-6).

**Emergency Management Assistance Compact (EMAC):** A congressionally ratified organization that provides form and structure to interstate mutual aid. Through EMAC, a disaster impacted state can request and receive assistance from other member states quickly and efficiently, resolving two key issues upfront: liability and reimbursement. (EMAC web site)

**Emergency Management Operations:** A term that can be used to denote the activities that occur during the response phase of an emergency event, based at the Emergency Operations Center and managed and directed by an Emergency Management Team. Emergency Management Operations include management of the EOC and activities administered by the

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Emergency Support Functions. Emergency Management Operations are intended to support the incident management team and the incident response, address countywide incident-related issues that are outside the scope of the incident management team, support the coordination with other jurisdictions and levels of government, and assist with keeping political authorities adequately informed.

**Emergency Management Team:** A term that can be used to describe the management unit that operates at the EOC, and is responsible for all Emergency Management Operations during an incident (this is distinct from an “incident management team” that is operating at the incident command post”). These responsibilities encompass:

- Directly supporting the Incident Management Team (IMT).
- Directly managing emergency issues (or delegating the management) related to the incident but outside the defined scope of the Incident Management Team.

**Emergency Manager:** The person who has the day-to-day responsibility for emergency management programs and activities. The role is one of coordinating all aspects of a jurisdiction’s mitigation, preparedness, response, and recovery capabilities. The local emergency management position is referred to with different titles across the country, such as civil defense coordinator or director, civil preparedness coordinator or director, disaster services director, and emergency services director. Within organizations, this person may be the safety director, emergency program coordinator or another title. (Adapted from FEMA Higher Education Project)

**Emergency Operations Center (EOC):** The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof. (NIMS). An emergency operations center (EOC) is a location from which centralized emergency management can be performed during response and recovery. The use of EOCs is a standard practice in emergency management, and is one type of multiagency coordinating entity. Local governments should have designated EOCs. The physical size, staffing, and equipping of a local government EOC will depend on the size and complexity of the local government and the emergency operations it can expect to manage. The level of EOC staffing will also vary with the specific emergency situation. A local government’s EOC facility should be capable of serving as the central point for:

- Coordination of all the jurisdiction’s emergency operations.
- Information gathering and dissemination.
- Coordination with other local governments and the operational area. (SEMS)

**Emergency Operations Plan (EOP):**

- The description of organizational authorities, relationships, functions, processes, and procedures that are used to manage response to, and recovery from, actual or potential incidents that may exceed the ‘everyday’ response capability of the jurisdiction. It includes a

standardized format that provides useful guidance and tools for promoting effective, coordinated response.

- The “response” plan that an entity (organization, jurisdiction, State, etc.) maintains for responding to any hazard event. It provides action guidance for management and emergency response personnel during the response phase of Comprehensive Emergency Management.
- An all-hazards document that specifies actions to be taken in the event of an emergency or disaster event; identifies authorities, relationships, and the actions to be taken by whom, what, when, and where, based on predetermined assumptions, objectives, and existing capabilities. (From the FEMA Higher Education Project)
- The “steady-state” plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards. (NIMS)

**Emergency Preparedness:** Activities and measures designed or undertaken to prepare for or minimize the effects of a hazard upon the civilian population, to deal with the immediate emergency conditions which would be created by the hazard, and to effectuate emergency repairs to, or the emergency restoration of, vital utilities and facilities destroyed or damaged by the hazard. (Stafford Act)

**Emergency Public Information:** Information that is disseminated primarily in anticipation of an emergency or at the actual time of an emergency and in addition to providing information as such, frequently directs actions, instructs, and transmits direct orders. (Simeon Institute 1998 & NIMS)

**Emergency Response Provider:** Includes Federal, State, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities. See Section 2 (6), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). Also known as Emergency Responder.

**Emergency Risk Management:** "Emergency risk management is a 'systematic process that produces a range of measures that contribute to the well-being of communities and the environment'. It includes: context definition; risk identification; risk analysis; risk evaluation; risk treatment; monitoring and reviewing; and, communicating and consulting." (Emergency Management Australia 2000, 1)

**Emergency Safety Procedures (ESP) for building occupants:** an annex to the EOP that describes the initial evacuation, shelter in place, and other reactive measures during the life-safety stages of an emergency that directly affects the facility. Also referred to as a Facility Emergency Plan (FEP), and by GSA as the Occupant Emergency Plan (or Program).

**Emergency Services:** The preparation for and the carrying out of functions, other than those for which military forces are primarily responsible, to prevent, minimize and repair injury and damage resulting from disasters, together with all other activities necessary or incidental to the preparation for and carrying out of the foregoing functions. These functions include, by way of illustration and not limitation, firefighting services, police services, medical and health services, rescue, engineering, warning services, communications, radiological, chemical and other special weapons defense, evacuation of persons from stricken areas, emergency welfare services, emergency transportation, emergency resource management, existing or properly assigned functions of plant protections, temporary restoration of public utility services, emergency sheltering, and other functions related to civilian protection. These functions also include the

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administration of approved regional, state and federal disaster recovery and assistance programs. (Arlington County, Virginia, EOP and CEMP)

**Emergency Worker:** A term used to encompass all personnel involved in an incident addressing either hazard generated demands or response generated demands. This term includes first and second responders, incident management personnel, support personnel including organizational personnel, emergency operations center managers and staff, and others significantly involved in incident activities.

**Entity:** A governmental agency or jurisdiction, private or public company, partnership, nonprofit organization, or other organization that has disaster/emergency management and continuity of operations responsibilities. (NFPA 1600, 2005)

**Epidemiology (public health application):** The study of the distribution and determinants of disease & other adverse health factors in human populations by time, place and person.

**Evacuation:** Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas. (NIMS)

**Event: this term has multiple definitions depending upon the context in which it is used:**

- A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events. (NIMS)
- A future activity that will include the activation of an ICS organization (ICS 300, Unit 4)
- An event can be used to differentiate “any unusual activity” from an “incident,” where an EOP and its response system are activated and ICS is implemented.

**Event, Extreme:** A term used commonly in the field of risk management to collectively describe emergencies and disasters: “low probability-high consequence events.” (Kunreuther H, Meyer R, Van den Bulte)

**Exercise:** A scripted, scenario-based activity designed to evaluate the system’s capabilities and capacity to achieve overall and individual functional objectives, and to demonstrate the competencies for relevant response and recovery positions. The purpose of exercise evaluation is to determine a valid indication of future system performance under similar conditions, and to identify potential system improvements.

**Exercise, Tabletop:** A scenario-based discussion that permits evaluation of the EOP and/or Recovery Plan, or elements thereof, through oral interaction and application of plan guidance. This is accomplished using minimal or no physical activity, hence the descriptor “table-top.” It is used to have individuals and teams describe their roles and responsibilities through a presented scenario, and to evaluate the performance of these roles and responsibilities in a relatively low stress environment. Through the use of simulation techniques, emphasis is placed on collaboration and cooperation, decision-making and team building in the context of a specified scenario. This format allows a significant amount of comment and coaching from the facilitator/s.

**Exercise, Functional:** The scenario-based execution of specific tasks and/or more complex activity within a functional area of the EOP. This is typically conducted under increased levels of stress and genuine constraints that provide increased realism, and so is less reliant upon orally presented simulation. Collaboration and cooperation and interactive decision-making are more focused within the exercised function and accomplished in real-time. Interaction with other

functions and “outside” personnel is simulated, commonly through the play of exercise controllers.

**Exercise, Full-Scale:** A scenario-based extension of a functional exercise to include all or most of the functions and complex activities of the EOP. It is typically conducted under high levels of stress and very real-time constraints of an actual incident. Interaction across all functions by the players decreases the artificial (oral) injects by controllers, and make the overall scenario much more realistic. Because of this, the full-scale exercise is a more comprehensive evaluation/validation of the EOP, its policies and procedures, in the context of emergency conditions.

**Exposure (risk & emergency management application):** The condition of being subjected to a source of risk.

**Extreme Event:** A collective term referring to emergencies and disasters. See “emergency” and “disaster.”

**Federal Response Plan (FRP):** A national level plan developed by the Federal Emergency Management Agency (FEMA) in coordination with 26 federal departments and agencies plus the American Red Cross. This plan was developed in 1992 and updated in 1999 to implement the Stafford Act in the provision of federal disaster to states and local communities in a Presidential-declared disaster. The National Response Plan superseded it in March 2004. (adapted from the VHA Emergency Management Guidebook 2005)

**Field Operations:** Field Operations are all activities within the defined scope of the “incident” (the incident scope is delineated by the incident commander through incident control and operational objectives). The Incident Management Team manages field operations, which are the for direct incident-scene actions for management of the emergency situation. The Incident Commander is the leader of Field Operations.

**Finance Section Chief (FINANCE):** Reports directly to the Incident Commander. Responsible for all financial procurement, tracking, and cost analysis aspects of the emergency and for any administrative aspects not handled by other functions.

**First Responder:** See “responder, first.”

**Forward Operating Base (FOB):** Is any position or site that is used to support tactical operations and is intended to improve response time to events or incidents. This position or site may used briefly or for an extended period of time and is traditionally supported by the incident command post or main operating base.

**Four Phases:** The time and function-based division within the Comprehensive Emergency Management: Mitigation (Prevention), Preparedness, Response, and Recovery.

**Function:**

- Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs. (NIMS)
- In the Incident Command System, refers to the five major activities (i.e., Command, Operations, Plans/Information, Logistics, and Finance/Administration). The term function is also used when describing the activity involved (e.g., the planning function). Intelligence is not considered a separate function under ICS.

**Functional Area:** A major grouping of the similar tasks that agencies perform in carrying out incident management activities. These are usually all or part of one of five ICS sections (command, operations, logistics, plans, finance/administration).

**Gale:** Wind with a speed between 34 and 40 knots. (U.N. 1992)

**General Staff:** A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. (NIMS)

**Geographic Information System (GIS):** A computerized database for the capture, storage, analysis and display of locationally defined information. Commonly, a GIS portrays a portion of the earth's surface in the form of a map on which this information is overlaid. (EM Australia 1995)

**Hazard:** A broad concept "that incorporates the probability of the event happening, but also includes the impact or magnitude of the event on society and the environment, as well as the sociopolitical contexts within which these take place. Hazards are the threats to people and the things they value, whereas risks are measures of the threat of the hazards. . ." (Cutter 1993, 2).

**Hazard Assessment:** (Sometimes Hazard Analysis/Evaluation) The process of estimating, for defined areas, the probabilities of the occurrence of potentially-damaging phenomenon of given magnitudes within a specified period of time. Hazard assessment involves analysis of formal and informal historical records, and skilled interpretation of existing topographical graphical, geological geomorphological, hydrological, and land-use maps. (Simeon Institute 1998)

#### **Hazard Types:**

- **Natural Hazard:** Any hazard produced primarily by forces of nature that result in human or property impact of sufficient severity to be deemed an emergency (see definition of an emergency). Natural hazards include hurricane, tornado, storm, flood, high water, wind-driven water, tidal wave, earthquake, drought, fire, infectious disease epidemic, or others.
- **Technological Hazard:** A hazard created primarily by manmade technology or unplanned and non-malicious actions, which result in human or property impact of sufficient severity to be deemed an emergency. Technological hazards include industrial, nuclear or transportation accidents, unintentional natural gas and other explosions, conflagration, building collapse from primary structural failure (insufficient supports during construction or renovation, corrosion or other predictable materials deterioration, overload of structural elements, etc.), power failure, financial and resource shortage, oil and other hazardous materials spills and other injury-threatening environmental contamination. Note interface between technological, natural and intentional origins: a structural collapse secondary to an earthquake is a natural hazard emergency; one secondary to a deliberate methane explosion is an intentional hazard emergency; one secondary to construction error is a technological hazard emergency.
- **Intentional Hazard:** A hazard produced primarily by threatened or executed intentional actions, threatening or resulting in human or property impact of sufficient severity to be deemed an emergency. Intentional hazards cover a very wide range of forces (chemical, biological, radiations, incendiary and explosive, cyber, disruption of services or products, and others). The intent may be sabotage, criminal actions, conflict and civil disobedience or disturbance, or acts of terrorism.

**Hazard, Conflict:** A subset of intentional hazards, including war, acts of terrorism, civil unrest, riots, and revolutions. Intentional Hazards from criminal intent would not be included in this term.

**Hazard Identification:** The process of recognizing that a hazard exists and defining its characteristics (Standards 1995).

**Hazard Mitigation:** Measures taken in advance of a disaster aimed at decreasing or eliminating its impact on society and environment (U.N. 1992, 41).

**Hazard Probability:** The estimated likelihood that a hazard will occur in a particular area.

**Hazard Risk:** A quantitative product of the probability of a hazard occurring and the projected consequence of the impact.

**Hazard Vulnerability Analysis (HVA):** A systematic approach to identifying all hazards that may affect an organization and/or its community, assessing the risk (probability of hazard occurrence and the consequence for the organization) associated with each hazard and analyzing the findings to create a prioritized comparison of hazard vulnerabilities. The consequence, or “vulnerability,” is related to both the impact on organizational function and the likely service demands created by the hazard impact.

**Hazardous Material (HAZMAT):** Any material that is explosive, flammable, poisonous, corrosive, reactive, or radioactive (or any combination), and requires special care in handling because of the hazards posed to public health, safety, and/or the environment. (Firescope 1994)

**Human-Made Disasters:** are disasters or emergency situations where the principal, direct cause(s) are identifiable human actions, deliberate or otherwise. Apart from "technological" and "ecological" disasters, this mainly involves situations in which civilian populations suffer casualties, losses of property, basic services and means of livelihood as a result of war or civil strife, for example: Human-made disasters/emergencies can be of the rapid or slow onset types, and in the case of internal conflict, can lead to "complex emergencies" as well. Human-made disaster acknowledges that all disasters are caused by humans because they have chosen, for whatever reason, to be where natural phenomena occurs that result in adverse impacts of people. This mainly involves situations in which civilian populations suffer casualties, losses of property, basic services and means of livelihood as a result of war, civil strife, or other conflict. (Simeon Institute)

**Heat Wave:** Marked warming of the air, or the invasion of very warm air, over a large area; it usually lasts from a few days to a few weeks. (WMO 1992, 294)

**Homeland Security:** “...a concerted national effort to prevent terrorist attacks within the United States, reduce America’s vulnerability to terrorism, and minimize the damage and recover from attacks that do occur.” (Office of Homeland Security42- No superseding definition has been published.)

**Homeland Security Exercise and Evaluation Program (HSEEP):** Doctrine and policy provided by the US Department of Homeland Security for exercise design, development, conduct and evaluation. The terminology and descriptions related to exercise in this document is a homeland security industry application of emergency management concepts and principles.

**Homeland Security Presidential Directive-5 (HSPD-5):** A Presidential directive issued February 28, 2003 on the subject of “Management of Domestic Incidents.” The purpose is to “enhance the ability of the United States to manage domestic incidents by establishing a single, comprehensive national incident management system.”

**Homeland Security Presidential Directive-8 (HSPD-8):** A Presidential directive issued December 17, 2003 on the subject of “National Preparedness.” The purpose is to establish

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“policies to strengthen the preparedness of the United States to prevent and respond to threatened or actual domestic terrorist attacks, major disasters, and other emergencies by requiring a national domestic all-hazards preparedness goal, establishing mechanisms for improved delivery of Federal preparedness assistance to State and local governments, and outlining actions to strengthen preparedness capabilities of Federal, State, and local entities.” (White House web site)

**Incident:** Multiple definitions:

- An unexpected occurrence that requires immediate response actions through an ICS organization. (ICS 300, Unit 4)
- Activity resulting from an actual or impending hazard impact, that requires action by emergency personnel to prevent or minimize loss of life or damage to property and/or natural resources. For organizations other than public safety agencies, this action is generally beyond the normal everyday actions of the organization. The emergency action is managed using the Incident Command System through the organization’s Emergency Operations Plan.
- An occurrence or event, natural or human-caused that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response. (NIMS)
- “Under the ICS concept, an incident is an occurrence, either human-caused or by natural phenomena, that requires action by emergency service personnel to prevent or minimize loss of life or damage to property and/or natural resources.” (FEMA Disaster Dictionary 2001, 62-63, citing National Wildfire Coordinating Group, Incident Command System, National Training Curriculum, ICS Glossary (PMS 202, NFES #2432), October 1994)

**Incident Action Plan (IAP):**

- An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods. (NIMS) See also “Action Plan.”
- The document in ICS/IMS that guides the response for that operational period. It contains the overall incident objectives and strategy, general tactical actions and supporting information to enable successful completion of objectives. The IAP may be oral or written. When written, the IAP may have a number of supportive plans and information as attachments (e.g., traffic plan, safety plan, communications plan, and maps). There is only one “incident action plan” at an incident; all other “action plans” are subsets of the IAP and their titles should be qualified accordingly (for example, the water purification action plan).

**Incident Command Post (ICP):** A facility established close to the incident scene (or elsewhere for a diffuse incident or one with multiple scenes), which serves as a base location for managing “field operations” – all activities within the defined scope of the “incident.” Located within the ICP are designated representatives of the major response agencies for that incident, filling

designated positions in the Incident Management Team. The Incident Commander designates the ICP location. If the ICP and EOC are co-located in the same building, their personnel and procedures should remain physically separated and functionally distinct.

**Incident Command System (ICS):**

- A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations. (NIMS)
- A standardized on-scene emergency management concept specifically designed to allow its users to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. (NWCG 1994)

**Incident Commander (IC):** The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site. (NIMS)

**Incident Management Team (IMT):** Incident Management Team (IMT):

- “The IC and appropriate Command and General Staff personnel assigned to the incident.” (NIMS)
- The management unit that directly manages the incident response, and defines the scope of the “incident.” The IMT provides guidance to responders by establishing Incident-specific goals, strategy and objectives, and oversees the development of incident tactics and tactical strategy by the incident operations chief.
- All IMT personnel have two pre designated alternates.

**Incident Objectives:** “Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished have been effectively deployed (sic). Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.” (NIMS)

**Incident Response:** The term used to indicate the management and operational actions conducted to address an impending hazard threat and/or actual hazard impact. It connotes a condition that is larger or more complex than the usual organizational actions, and that is usually accomplished by activating the organization’s Emergency Operations Plan. Incident response requires a management system (usually the Incident Command System under NIMS) that is commonly different than everyday management and everyday response, even in an everyday “emergency” organization such as fire or police.

**Individual Assistance:** Supplementary Federal assistance provided pursuant to a Presidential Declaration of emergency or major disaster under the Stafford Act to individuals and families adversely affected. Such assistance may be provided directly by the Federal Government or through State or local governments or disaster relief organizations.

**Intensity:** "...refers to the damage-generating attributes of a hazard. For example, water depth and velocity are commonly used measures of the intensity of a flood. For hurricanes, intensity typically is characterized with the Saffir/Simpson scale, which is based on wind velocity and storm surge depths...The absolute size of an earthquake is given by its Richter magnitude (and other similar magnitude scales), but its effects in specific locations are described by the Modified Mercalli Intensity (MMI) Scale...Earthquake intensity is also ascertained by physical measures such as peak ground acceleration (expressed as a decimal fraction of the force of gravity, e.g., 0.4 g), peak velocity, or spectral response, which characterizes the frequency of the energy content of the seismic wave." (Deyle, French, Olshansky, and Paterson 1998, 124.)

**Joint Field Office (JFO):** a temporary Federal facility established locally to coordinate operational Federal assistance activities to the affected jurisdiction(s) during Incident of National Significance (NRP, page 16).

**Joint Information Center (JIC):** A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC. (NIMS)

**Joint Information System (JIS):** Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort. (NIMS)

**Jurisdiction:** multiple definitions are used. Each is context dependent:

- A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health). (NIMS)
- A political subdivision (federal, state, county, parish, and/or municipality) with the responsibility for ensuring public safety, health and welfare within its legal authorities and geographic boundaries.

**Liaison Officer:** Reports directly to the Incident Commander assigned to establish and maintain direct coordination and information exchange with agencies and organizations outside the specific incident's ICS structure.

**Life-safety:** In emergency response, this indicates safety issues that are important in preventing injury or death for exposed responders or victims during an incident.

**Lightning:** Luminous manifestation accompanying a sudden electrical discharge that takes place from or inside a cloud or, less often, from high structures on the ground or from mountains. (WMO 1992, 358)

**Local Government:** A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. (HSPD-5 definition)

**Logistics Section Chief (LOGISTICS):** Reports directly to the Incident Commander.

Responsible to immediately establish communications lines for IMT. Responsible for acquiring all resources as directed by the IC or PLANNING Section. As needed, directs Communications Unit Leader, Supplies/Facilities Unit Leader, and Resource Unit Leader. Will have immediate access to the College's Disaster Cache.

**Major Disaster:** As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby. (NIMS)

**Management (general):** Management consists of decision-making activities undertaken by one or more individuals to direct and coordinate the activities of other people in order to achieve results that could not be accomplished by any one person acting alone. Effective management focuses on group effort, various forms of coordination, and the manner of making decisions. Management is required whenever two or more persons combine their efforts and resources to accomplish a goal that cannot be accomplished by acting alone. Coordination is necessary when the actions of group participants constitute parts of a total task. If one person acts alone to accomplish a task, no coordination may be required; but when that person delegates a part of the task to others, the individual efforts must be coordinated.

**Management (ICS –noun):** The ICS function related to directing and coordinating resources while establishing overall response objectives. Typically objectives are defined in a manner so that they are measurable and achievable within a defined period of time.

**Management (ICS – verb):** Decision making and decision-implementation that directs and coordinates activities to achieve a common goal. In ICS, this is accomplished by establishing objectives, assigning resources to the objectives and delineating the parameters within which the resources are to achieve the objectives. See “management by objective” and “incident objectives” for NIMS definitions (the term “management” is not explicitly defined in NIMS).

**Management by Objective:**

- “A management approach that involves a four-step process for achieving the incident goal. The... approach includes the following: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.” (NIMS)

- The proactive management strategy in ICS/IMS that directs and coordinates resources across the incident command system/incident management system by:
  1. Setting overall (control) objectives for the incident and objectives for each specific operational period.
  2. Assigning resources to achieve those objectives and to provide support.
  3. Providing plans, procedures and protocols to establish parameters within which assigned resources operate.
  4. Monitor progress towards achieving the incident objectives, reassess and revise the objectives, and revise assignments as indicated.

**Mass casualty incident (MCI):** A casualty-creating hazard incident in which the available organizational and medical resources (both “first” and “second response”), or their management systems, are severely challenged or become insufficient to adequately meet the medical needs of the affected population. Insufficient management, response, or support capability or capacity can result in increased morbidity and mortality among the impacted population. “Mass casualty” equates to a “disaster,” whereas “multiple casualty incident” equates to an “emergency.”

**Medical Aid Station:** Location at which immediate and delayed medical treatment is delivered. Mobile Triage Units supervise transport of injured from incident location or building evacuation assembly areas to first aid sites. While location of these sites may be influenced by the nature of the incident, for planning purposes, the primary First Aid site may be located in or adjacent to the Student Health Center. The Disaster Cache is equipped with pop-up shelters and cots to create one or more field stations.

**Medical Unit Leader:** Reports directly to OPERATIONS Section Chief. Determines health hazards, coordinates emergency medical resources, and manages medical response. Establishes triage operations and/or temporary morgue when necessary. Supervises and coordinates with Psychological Unit and medical mutual aid as needed. Supervises first aid volunteers as needed.

**Military Support to Civil Authorities (MSCA):** Those activities and measures taken by Department of Defense components to foster mutual assistance and support between DoD and any civil government agency in planning or preparedness for, or in the application of resources for response to, the consequences of civil emergencies or attacks, including national security emergencies. MSCA is described in DoD Directive 3025.1. The Secretary of the Army is designated as the DoD executive agent for MSCA. (Title 32 CFR 185)

**Mission:** In emergency management, an organization’s primary goal and expected control objectives. Mission critical systems: The combination of personnel, facilities, equipment, supplies and operating systems that are vital to for an organization to accomplish its mission.

**Mitigation:**

- The phase of Comprehensive Emergency Management that encompasses all activities that reduce or eliminate the probability of a hazard occurrence, or eliminate or reduce the impact from the hazard if it should occur. In comprehensive emergency management, mitigation activities are undertaken during the time period prior to an imminent or actual hazard impact. Once an imminent or actual hazard impact is recognized, subsequent actions are considered response actions and are not called “mitigation” – this avoids the confusion that occurs with

the HAZMAT discipline's use of mitigation, which applies to response actions that reduce the impact of a hazardous materials spill.

- Activities taken to eliminate or reduce the probability of the event, or reduce its severity or consequences, either prior to or following a disaster/emergency. (NFPA 1600, 2004)
- The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury. (NIMS)

### **Mobilization:**

- Activities and procedures carried out that ready an asset to perform incident operations according to the EOP. During the response phase of CEM, it is the stage that transitions functional elements from a state of inactivity or normal operations to their designated response state. This activity may occur well into the response phase, as additional assets are brought on line or as surge processes are instituted to meet demands.
- The process and procedures used by all organizations— Federal, State, local, and tribal—for activating, assembling, and transporting all resources that have been requested to respond to or support an incident. (NIMS).

**Moulage:** Cosmetic makeup and other effects to simulate appropriate injury and illness in victim “actors” during exercises and training.

**Multiagency Coordination Entity:** A multiagency coordination entity functions within a broader multiagency coordination system. It may establish the priorities among incidents and associated resource allocations, deconflict agency policies, and provide strategic guidance and direction to support incident management activities. (NIMS)

**Modified Mercalli Intensity Scale:** A measure of the effects of an earthquake in a specific location. (Deyle, French, Olshansky, and Paterson 1998, 124)

#### Intensity Detectability/Level Impact

I	Detected only by sensitive instruments
II	Felt by a few persons at rest, especially on upper floors
III	Felt noticeably indoors, but not always recognized as a quake
IV	Felt indoors by many, outdoors by a few
V	Felt by most people, damage to glass and plaster
VI	Felt by all, many frightened and run outdoors, damage small
VII	Everybody runs outdoors, damage to buildings varies
VIII	Panel walls thrown out of frames, fall of walls and chimneys
IX	Buildings shifted off foundations, cracked, thrown out of plumb
X	Most masonry and framed structures destroyed, ground cracked
XI	New structures still standing, bridges destroyed, ground fissures
XII	Damage total, waves seen on ground surface

**Multi-agency Coordination Systems:** Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multiagency coordination systems include facilities, equipment, emergency operation centers (EOCs), specific multiagency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS. (NIMS)

**Multi-jurisdictional Incident:** An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command. (NIMS)

**Multiple Casualty Incident:** A hazard impact with casualties in which the available organizational and medical resources, or their management systems, are severely challenged. A stepped up capacity and capability beyond the normal “first response,” usually involving the use of ICS for expanded management, is required to adequately meet the medical needs of the affected population. “Multiple casualty incident” equate to an “emergency,” whereas “Mass casualty” equates to a “disaster.”

**Mutual Aid:** Voluntary aid and assistance by the provision of services and facilities including but not limited to: fire, police, medical and health, communications, transportation, and utilities. Mutual aid is intended to provide adequate resources, facilities, and other support to jurisdictions whenever their own resources prove to be inadequate to cope with a given situation. (SEMS) Some authorities differentiate “mutual aid” from “cooperative assistance,” where the assisting resources are compensated for their response costs. Other authorities designate this as “compensated mutual aid.” The State of California has developed a Mutual Aid plan for disasters and major incidents including law enforcement, medical, coroner, fire, and search and rescue.

**Mutual-Aid Agreement:**

- Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner. National: Of a nationwide character, including the Federal, State, local, and tribal aspects of governance and polity. (NIMS)
- A pre-arranged agreement developed between two or more entities to render assistance to the parties of the agreement. (NFPA 1600, 2004)

**Mutual Aid System:** The system that allows for the progressive mobilization of resources to/from emergency response agencies, local governments, Operational Areas, regions, and the state, with the intent of providing adequate resources to requesting agencies. Within the framework of the California Disaster and Civil Defense Master Mutual Aid Agreement, several discipline-specific mutual aid coordinators may operate from the college campus EOC, such as fire and rescue, law enforcement, medical, and public works.

**National Disaster Medical System (NDMS):**

- A cooperative, asset-sharing partnership between the Department of Health and Human Services, the Department of Veterans Affairs, the Department of Homeland Security, and the Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan. (NIMS)

- A federally coordinated initiative to augment the nation’s emergency medical response capability by providing medical assets to be used during major disasters or emergencies. NDMS has three major components: Disaster Medical Assistance Teams and Clearing-Staging Units to provide triage, patient stabilization, and austere medical services at a disaster site; an evacuation capability for movement of patients from a disaster area to locations where definitive medical care can be provided; and a voluntary hospital network to provide definitive medical care. NDMS is administered by the Department of Health and Human Services/U.S. Public Health Service, in cooperation with the Department of Defense, the Department of Veterans Affairs, FEMA, State and local governments, and the private sector. (Facts on the NDMS)

**National Incident Management System (NIMS):** A system mandated by Homeland Security Presidential Directive (HSPD) #5 that provides a consistent nationwide approach for state, local, and tribal governments as well as special districts; the private-sector; and nongovernmental organizations 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 state, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multi-agency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

**National Response Plan (NRP):** The National Response Plan establishes a comprehensive all-hazards approach to enhance the ability of the United States to manage domestic incidents. The plan incorporates best practices and procedures from incident management disciplines—homeland security, emergency management, law enforcement, firefighting, public works, public health, responder and recovery worker health and safety, emergency medical services, and the private sector—and integrates them into a unified structure. It forms the basis of how the federal government coordinates with state, local, and tribal governments and the private sector during incidents.

**Needs Assessment:** A specific form of evaluation, distinct from performance evaluation, that focuses upon “needs” rather than upon system performance. It is performed with commonly used evaluation methodology: surveys, interviews, meeting reports and others. These may take place both for programmatic as well as response and recovery purposes. Needs assessments are commonly performed during the conceptualization phase of program development or radical revision (“identifying the specific needs that a program should address”) or during response and recovery, when it is unclear what the incident needs may be. For example, the “modified cluster sampling” done after Hurricane Andrew to assess Floridians’ needs was a complex, formal response needs assessment. Conversely, a “suggestion box” is a very simple example of a programmatic needs assessment.

**Nongovernmental Organization (NGO):** An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross. (NIMS)

**Notification:** Information distributed to relevant personnel that contains important information regarding an actual or potential hazard impact and the response status of the organization. There are generally four categories of notification: update, alert, advisory, and activation.

**Objectives, Incident:** “Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.” (NIMS Glossary p 130)

**Operational Period:** A period for which an incident action plan is written. This is a functional period of time where tactical objectives are to be accomplished and reevaluated within a single shift of personnel. With the changing of the operational period comes the changeover of personnel. These periods are customarily 8-12 hours and usually not over 24 hours.

**Operations Section Chief (OPERATIONS):** Reports directly to the Incident Commander. Responsible for management of ALL incident field activities, including search and rescue, medical, and facility inspection and security.

**Plan:** A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan. (NIMS)

**Planning, Incident Action:** Activities that support the incident management process, including developing the incident action plan and support plans and accomplishing incident information processing. This is in contrast to preparedness planning, which is designed to ready a system for response. Incident response planning is generally referred to as “Incident actions planning” or “action planning.” See “Incident Action Plan.”

**Planning, Incident Response:** Another term for Incident Action Planning. See “Planning, Incident Action.”

**Planning Meeting:** A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and general tactics for incident operations, and for service and support planning. In the incident management process, the planning meeting establishes strategy and priorities based upon the goals and objectives developed in the management meeting. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan (IAP). (NIMS)

**Planning Section Chief (PLANNING):** Reports directly to the Incident Commander. Assists IC with action planning and strategy. Creates and maintains chart and map displays of current situation, and resource and personnel status. Keeps track of all related expenses.

**Policy Group:** In addition to the ICS functions is the important decision-making role of the Policy Group. This group includes the district chancellor, the vice chancellors, the college presidents and vice presidents (and others at the discretion of the chancellor or presidents). The incident commander or EOC Director will recommend to the Policy Group the need for establishment of goals and objectives to operate the college(s) and district during an extended incident and through the recovery phase. Examples include monetary policy, when to reopen the college(s) for classes, how to proceed with rebuilding, dealing with the death or students or employees, etc.

**Preliminary Damage Assessment (PDA):** A process used to determine the impact and magnitude of damage and the resulting unmet needs of individuals, businesses, the public sector, and the community as a whole. Information collected as a result of the PDA process is used by the State as a basis for the Governor's request for Federal assistance under the Stafford Act, and

by FEMA to document the recommendation made to the President in response to the Governor's request. (44 CFR 206.33)

**Preparedness:**

- The phase of Comprehensive Emergency Management that encompasses actions designed to build organizational resiliency and/or organizational capacity and capabilities for response to and recovery from disasters and emergencies. (adapted from the VHA Emergency Management Guidebook, 2005)
- Activities, programs, and systems developed and implemented prior to a disaster/emergency that are used to support and enhance mitigation of, response to, and recovery from disasters/emergencies. (NFPA 1600, 2004)
- The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management. (NIMS)

**Preparedness Organizations:** The groups that provide interagency coordination for domestic incident management activities in a nonemergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area. (NIMS)

**Prevention:** Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice. (NIMS)

**Public Assistance (PA):** Supplementary Federal assistance provided pursuant to a Presidential Declaration of emergency or major disaster under the Stafford Act to State and local governments or certain private, not-for-profit organizations other than assistance for the direct benefit of individuals and families. (FEMA/EMI 1996)

**Public Information Officer (PIO):** Reports directly to the Incident Commander and may interface with the Policy Group. The PIO is the authorized point of contact for the media and government agencies that desire information regarding the incident. Designates area for news media to stage and work, identifies location of the JIC if necessary, and arranges press conferences. Assembles and distributes releases and statements. Organizes and leads media tours when appropriate, safe, and cleared by IC.

**Public Health:** The art and science that addresses the protection & improvement of community health by organized community effort, including preventive medicine and sanitary & social science, or, simply put: “what we, as a society, do collectively to assure the conditions in which people can be healthy” (Institute of Medicine: The Future of Public Health – 1988).

**Public health emergency:** An occurrence or imminent threat of an illness or health condition that

1. Is believed to be caused by any of the following:

- Bioterrorism
- Appearance of a novel or previously controlled or eradicated infectious agent or biological toxin
- Natural disaster
- Chemical attack or accidental release
- Nuclear attack or accident; **and**

2. Poses a high probability of any of the following harms occurring in a large number of the affected population:

- Death
- Serious or long-term disability
- Widespread exposure to infectious or toxic agent posing significant risk of substantial future harm

(The center for Law and the Public’s Health at Georgetown and Johns Hopkins Universities)

**Radiation:** Emission or transfer of energy in the form of electromagnetic waves or particles. (WMO 1992, 492)

**Radiological Emergency:** A radiological incident that poses an actual, potential, or perceived hazard to public health or safety or loss of property. (FRERP, Appendix B)

**Reception Area:** This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down. (NIMS)

**Recovery:**

- The phase of Comprehensive Emergency Management that encompasses activities and programs implemented during and after response that are designed to return the entity to its usual state or to a “new normal.” For response organizations, this includes return-to-readiness activities.
- Activities and programs designed to return conditions to a level that is acceptable to the entity. (NFPA 1600, 2004)

- The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private- sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents. (NIMS)

**Recovery Plan:** A plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area. (NIMS)

**Resilience:** The capacity to recover successfully from loss and damage. The central features of resilience appear to be access to resources (particularly finance), access to information and services, the capacity to manage one’s own affairs and the capacity to deal with the stress and emotions generated by the disaster.<sup>59</sup> (Buckle 1995, 13)

**Resiliency:** The ability of an individual human or an organization to quickly recover from change or misfortune. It is commonly thought of as a “buoyancy” and an ability to “bounce back.”

**Resources:** Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC. (NIMS)

**Resources, Assigned:** Resources checked in and assigned to work tasks on an incident.

**Resources, Available:** Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area. (NIMS)

**Resource Management:** A system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreements; the use of special Federal, State, local, and tribal teams; and resource mobilization protocols. (NIMS) Resource management involves four primary tasks:

- Establishing systems for describing, inventorying, requesting, and tracking resources;
- Activating these systems prior to and during an incident;
- Dispatching resources prior to and during an incident; and
- Deactivating or recalling resources during or after incidents. (NIMS)

**Resource Typing:** A classification of resources whether human or otherwise. In ICS, “type” refers to a designated resource’s capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size; power; capacity; or, in the case of incident management teams, experience and qualifications. Resource typing also involves categorizing the resource by its kind (e.g., what the resource is, snow plow, strike team, etc.). Therefore, resource typing involves designations of “kind” and “type.”

**Resource Unit:** Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs. (NIMS)

**Responder, First:** Refers to individuals who in the early stages of an incident are responsible for the protection and preservation of life, property, evidence, and the environment, including emergency response providers as defined in Section 2 of the Homeland Security Act of 2002 (6 U.S.C. 101). It includes emergency management, public health, clinical care, public works, and other skilled support personnel (e.g., equipment operators) who provide immediate support services during prevention, response, and recovery operations.

**Response:**

- The phase of Comprehensive Emergency Management that addresses the immediate and short-term effects of the disaster or emergency. (Adapted from the VHA Emergency Management Guidebook 2005) It includes activities immediately before (for an impending threat), during, and after a hazard impact to address the immediate and short-term effects of the disaster or emergency.
- In disaster/emergency management applications, activities designed to address the immediate and short-term effects of the disaster/emergency. (NFPA 1600, 2004)
- Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice. (NIMS)

**Responsibility:** Obligation or duty to perform in a specific manner or achieve a defined result. While responsibility may be extended to another entity (along with delegated authority), the ultimate responsibility lies with the entity of highest authority within that authority domain. See “authority.”

**Richter Scale:** Logarithmic magnitude scale of earthquake energy, illustrated by typical impacts. Energies of earthquakes (Richter-scale Magnitude)(Reference Center 1998):

Magnitude Energies (TNT)

1 = 1.7 Kg

2 = 5.9 Kg

3 = 180 Kg

4 = 6 tons

5 = 199 tons

6 = 6,270 tons

7 = 100,000 tons

8 = 6,270,000 tons

9 = 199,000,000 tons

**Risk:** The expectation of loss from hazards and their impact. Risk is a function of probability (likelihood) of a hazard occurrence and the impact (consequences) of a hazard on the target of

the risk assessment. It connotes a relationship between the hazard and the target's vulnerability to the hazard. Risk can be addressed by managing probability (through mitigation) and/or managing impact (through mitigation, preparedness, response and recovery).

**Risk Analysis:** Risk analysis is the most sophisticated level of hazard assessment. It involves making quantitative estimates of the damage, injuries, and costs likely to be experienced within a specified geographic area over a specific period of time. Risk, therefore, has two measurable components: 1) the magnitude of the harm that may result (defined through vulnerability assessment); and 2) the likelihood or probability of the harm occurring in any particular location within any specified period of time (risk = magnitude x probability). A comprehensive risk analysis includes a full probability assessment of various levels of the hazard as well as probability assessments of impacts on structures and populations. (Deyle, French, Olshansky, and Paterson 1998, 134.)

**Risk Assessment:** Risk assessment is the process of measuring the potential loss of life, personal injury, economic injury, and property damage resulting from natural hazards by assessing the vulnerability of people, buildings, and infrastructure to natural hazards. Risk assessment answers the fundamental question that fuels the natural hazard mitigation process: 'What would happen if a natural hazard event occurred in your community.' A risk assessment tells you:

- The hazards to which your state or community is susceptible;
- What these hazards can do to physical, social, and economic assets;
- Which areas are most vulnerable to damage from these hazards; and
- The resulting cost of damages or costs avoided through future mitigation projects. (FEMA 2001, iii)

**Risk Factors:** Frequency of Occurrence

- Location
- Spatial Area (% of jurisdiction hazard likely to impact)
- Duration
- Secondary effects
- Seasonality
- Speed of onset
- Warning availability

**Risk Management:** The process of intervening to reduce risk-the making of public and private decisions regarding protective policies and actions that reduce the threat to life, property, and the environment posed by hazards. Generally, the risk management process attempts to answer the following questions:

- What can be done?
- What options or alternatives are available and what are their associated trade offs in terms of costs, benefits, and other (current and future risks?)

- What are the effects of current decisions on future options? (Shaw, 1999.)

**Runners:** Individuals responsible for relaying information between Incident Command Post, Emergency Operations Center and/or other functional units (Facilities, division offices, etc.). The function is especially necessary when telecommunications are not functioning. Runners must be clearly identified and instructions carried by runners must be in written form.

**Safety:** Safety, in the traditional sense, refers to monitoring and reducing the work-place risk of personnel casualties (injuries and deaths) to some acceptable level.

**Safety Officer (SO):** A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

**Section:** The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the branch and the Incident Command. (NIMS)

**Scenario-Based Planning:** Planning approach that uses a Hazard Vulnerability Assessment to assess impact on the organization based upon various threats that the organization could encounter. These threats (such as a hurricane, terrorist attack and so on) became the basis of the scenario. (VHA Emergency Management Guidebook 2005)

**Security:** Security in the traditional sense refers to monitoring and reducing the risk of human induced events that adversely affect people or property (intrusion of unauthorized personnel, theft, sabotage, assault, etc.), to some acceptable level.

**Severe Weather:** Any atmospheric condition potentially destructive or hazardous form human beings. It is often associated with extreme convective weather (tropical cyclones, tornadoes, severe thunderstorms, squalls, etc.) and with storms of freezing precipitation or blizzard conditions. (WMO 1992, 544)

**Security Officer:** Reports directly to OPERATIONS Section Chief. This position enforces laws, rules and regulations. Provides security for facilities and resources; controls vehicle and pedestrian traffic; assists in search and rescue, hazardous materials containment operations, and other assigned activities related to security.

**Search and Rescue Team Leader:** Reports to OPERATIONS Section Chief and supervises CERT teams. Responsible for orderly and safe search of campus buildings and grounds for the purpose of locating trapped and/or injured people and arranging for appropriate response.

**Section Chiefs:** Report directly to the Incident Commander. See LOGISTICS, PLANNING, OPERATIONS, and FINANCE.

**SEMS:** See Standardized Emergency Management System.

**Sensitive Incident:** Any incident with potential for adverse publicity to the district and/or college and/or the need to protect the confidentiality of involved individuals.

**Situation Analysis:** The process of evaluating the severity and consequences of an incident and communicating the results. (NFPA 1600, 2004)

**Situation assessment:** An assessment produced during emergency response and recovery that combines incident geography/topography, weather, hazard, hazard impact, and resource data to provide a balanced knowledge base for decision-making. Adequate situation assessment and dissemination of a comprehensive situation assessment (through situation reports and other means) creates the “common operating picture.”

**Situational awareness:**

- A person's state of knowledge or mental model of the situation around the individual and/or his/her operating unit, including an understanding of the evolving state of the environment.
- Situation awareness was originally an aviation term used to describe awareness of tactical situations during aerial warfare. It has now been adopted throughout aviation, and increasingly in other dynamic, complex, situations requiring human control. (The Free Online Dictionary)

**Situation report (SITREP):** A document that is developed and distributed during response as a means for disseminating a current situation assessment.

**Span of Control:** The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.) (NIMS)

**Stafford Act:**

- The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended.
- The Stafford Act provides an orderly and continuing means of assistance by the Federal Government to State and local governments in carrying out their responsibilities to alleviate the suffering and damage which result from disaster. The President, in response to a State Governor's request, may declare an "emergency" or "major disaster" in order to provide Federal assistance under the Act. The President, in Executive Order 12148, delegated all functions, except those in Sections 301, 401, and 409, to the Director, of FEMA. The Act provides for the appointment of a Federal Coordinating Officer who will operate in the designated area with a State Coordinating Officer for the purpose of coordinating state and local disaster assistance efforts with those of the Federal Government. (44 CFR 206.2)

**Staging Area:** Areas designated for collection of vehicles, resources and personnel ready to respond as needed. Also, key relocation areas during campus evacuation process.

**Stakeholder:** Essential personnel, individuals, groups of individuals, jurisdictions, or institutions that may significantly influence by the events, and/or the district/college(s) response to events, progress or success of the response process.

**Standardized Emergency Management Systems (SEMS):** As defined in Section 2401 of Title 19 of the California Code of Regulations – A system for managing response to multi-agency and multi-jurisdiction emergencies in California. SEMS consists of five organizational levels that are activated as necessary: Field Response, Local Government, Operational Area, Region, and State:

- **Field Response Level:** The level where emergency response personnel and resources carry out tactical decisions and activities in direct response to an incident or threat.
- **Local Government Level:** Cities, counties and special districts; local governments manage and coordinate the overall emergency response and recovery in their jurisdictions.
- **Operational Area Level:** A county and all political subdivisions within the county area.
- **Regional Level:** An area defined by state OES for the purpose of efficiently administering disaster services, includes multiple operational areas.

- **State Level:** The state level manages state resources in response to needs of other levels; coordinates the mutual aid program; and serves as coordination and communication link with the federal disaster response system.

**State:** When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). (NIMS)

**Storm Surge:** The difference between the actual water level under influence of a meteorological disturbance (storm tide) and the level that would have been attained in the absence of the meteorological disturbance (i.e. astronomical tide). (WMO 1992, 584)

**Strike Team:** A set number of resources of the same kind and type that have an established minimum number of personnel. (NIMS)

**Superfund:** The trust fund established initially under the Comprehensive Environmental Response, Compensation, and Liability Act and extended under the Superfund Amendments and Reauthorization Act to provide money that can be used during cleanups associated with inactive hazardous waste disposal sites. (FEMA 1992)

**Surge capability:** See “capability, surge.”

**Surge capacity:** See “capacity, surge.”

**Surge, Medical:** Describes the ability to provide adequate medical evaluation and care in events that severely challenge or exceed the normal medical infrastructure of an affected community (through numbers and/or types of patients). See “capacity, surge” and “capability, surge.”

**Surveillance, Public Health:** The ongoing, systematic collection, analysis, and interpretation of data about a specific health event, or to determine if a health event is occurring.

**Task Force:** Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader. (NIMS)

**Team (emergency management):** A nonspecific term for a group of personnel who work as a unit (with some incorporated leadership structure) to accomplish assigned tasks within incident management.

**Terrorism:**

- Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. (NIMS)
- “The unlawful use of force or violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives (FBI). Domestic terrorism involves groups or individuals who are based and operate entirely within the United States and U.S. territories without foreign direction and whose acts are directed at elements of the U.S. government or population.” (FEMA 2001)

**Tools:** Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities. (NIMS)

**Threat:**

- An indication of possible violence, harm, or danger. (NIMS)
- The possibility of a hazard occurrence; something that has the potential to cause harm.

**Thunderstorm:** Sudden electrical discharges manifested by a flash of light (lightning) and a sharp or rumbling sound (thunder). Thunderstorms are associated with convective clouds (Cumulonimbus) and are, more often, accompanied by precipitation in the form of rain showers or hail, or occasionally snow, snow pellets, or ice pellets. (WMO 1992, 622)

**Tornado:** A violently rotating storm of small diameter; the most violent weather phenomenon. It is produced in a very severe thunderstorm and appears as a funnel cloud extending from the base of a Cumulonimbus to the ground. (WMO 1992, 626)

**Training:** Training is instruction that imparts and/or maintains the skills (and abilities such as strength and endurance) necessary for individuals and teams to perform their assigned system responsibilities. Training objectives should be competency-based and specify a level of proficiency that relates to the relevant competencies (“awareness, operations, or expert”). As much as possible, training should address skills function under the conditions likely when the skill must be conducted.

**Triage Unit:** Reports to Medical Unit Leader when needed. Consists of teams that minimally include medical specialist and non medical assistant. Until outside emergency medical services can respond, teams are responsible for mobile checks of Building Evacuation Assembly Areas to evaluate injuries, set priorities, initiate treatment, and supervise transportation of injured to designated First Aid Site(s).

**Type:** A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size; power; capacity; or, in the case of incident management teams, experience and qualifications.

**Typhoon:** Name given to a tropical cyclone with maximum sustained winds of 64 knots or more near the center in the western North Pacific. (WMO 1992, 644)

**Unified Area Command:** A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional. (NIMS) Unified Command:

- An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP. (NIMS)
- This management structure brings together the Incident Managers of all major organizations involved in the incident, to coordinate an effective response while allowing each manager to carry out his/her own jurisdictional or discipline responsibilities. UC links the organizations responding to the incident at the leadership level, and it provides a forum for these entities to make consensus decisions. Under UC, the various jurisdictions and/or agencies and non-government responders may blend together throughout the organization to create an integrated response team. UC may be used whenever multiple jurisdictions or response

agencies are involved in a response effort. UC may be established to overcome divisions from:

- Geographic boundaries;
- Government levels;
- Functional and/or statutory responsibilities; or
- Some combination of the above. (Adapted from the U.S. Coast Guard)

**Unified Command:** "Under the Incident Command System (ICS) concept of operations, Unified Command is a unified team effort which allows all agencies with responsibility for an incident, either geographical or functional, to manage an incident by establishing a common set of incident objectives and strategies. This Unified Command effort is accomplished without losing or abdicating agency authority, responsibility, or accountability." (FEMA Disaster Dictionary 2001, 124; citing ICS Glossary)

**Unity of Command:** The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective. (NIMS)

**Volunteer:** Multiple definitions are used, with the issue of payment for services being the factor that is important to differentiate:

- A person agreeing to provide service outside the scope of his/her employer and/or employed position, without additional or specific compensation for this voluntary commitment. This differentiates the "volunteer" from personnel who provide service as part of their job position in an assigned resource. An individual offering or providing this service is a "volunteer" even if the volunteer's time is compensated through his/her usual employer and employment rate.
- For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f© and 29 CFR 553.101. (NIMS)

**Volunteer (typed):**

- Accepted volunteer: Volunteers who have been fully registered and credentialed, rostered into the volunteer management system, and assigned to an incident task.
- Affiliated volunteer: Volunteers who possess a pre-disaster association with an agency or organization that is incorporated in the disaster response, but their pre-event training, registration information, and skills verification may vary. Transfer of the information for each affiliated volunteer from their volunteer organization may expedite rostering of affiliated volunteers by the volunteer management system during an incident.
- Non-pre-registered volunteer: Volunteers who have not received prescreening, rostering, or briefing.

- **Pre-registered volunteer:** Volunteers who have received pre-screening, maintain up-to-date personal and credential information, and have a current understanding of the orientation briefing material to the satisfaction of the appropriate volunteer management system personnel, and therefore satisfy the criteria for rostering.
- **Recruited volunteer:** Volunteers with skills that could address unique or short-supply needs of the disaster response, and are individually requested by the response system (by name or by technical ability) to assist in the effort. They may be affiliated or unaffiliated volunteers.
- **Rostered volunteer:** A volunteer who has completed the registration process, having credentials verified, and has been entered into the volunteer management system database for potential assignment.
- **Spontaneous volunteer:** Volunteers presenting to help at the disaster scene that were neither recruited nor affiliated with an organization. Also referred to as “unsolicited volunteers.”
- **Support volunteers:** Volunteers without identified, verified technical skills, but may be valuable for performing unskilled support and other activities where professional skills are not indicated.
- **Unaffiliated volunteer:** Volunteers with no prior association with the volunteer management system or association with a recognized volunteer organization or traditional disaster response agency.

**Vulnerability:** The likelihood of an organization being affected by a hazard, and its susceptibility to the impact and consequences (injury, death, and damage) of the hazard. (Adapted from the VHA Emergency Management Guidebook 2005)

**Vulnerability Analysis:** The process of estimating the vulnerability to potential disaster hazards of specified elements at risk. For engineering purposes, vulnerability analysis involves the analysis of theoretical and empirical data concerning the effects of particular phenomena on particular types of structures. For more general socio-economic purposes, it involves consideration of all significant elements in society, including physical, social and economic considerations (both short and long-term), and the extent to which essential services (and traditional and local coping mechanisms) are able to continue functioning. (Simeon Institute 1998)

**Warning:** Dissemination of notification message signaling imminent hazard, which may include advice on protective measures. See also “alert.” (Adapted from U.N. 1992, 5). For example, a warning is issued by the National Weather Service to let people know that a severe weather event is already occurring or is imminent, and usually provides direction on protective actions. A “warning” notification for individuals is equivalent to an “activation” notification for response systems.

**Watch:** A watch is issued by the National Weather Service to let people know that conditions are right for a potential disaster to occur. It does not mean that an event will necessarily occur. People should listen to their radio or TV to keep informed about changing weather conditions. A watch is issued for specific geographic areas, such as counties, for phenomena such as hurricanes, tornadoes, floods, flash floods, severe thunderstorms, and winter storms. (Simeon Institute 1992)

**Weapons of Mass Destruction (WMD):** Generally refers to chemical, nuclear, biological agents or explosive devices that could be or was deployed against civilian populations (differentiates from military use).

**Wetlands:** Those areas which are inundated or saturated by surface or ground water with a frequency sufficient to support, or that under normal hydrologic conditions does or would support, a prevalence of vegetation or aquatic life typically adapted for life in saturated or seasonally saturated soil conditions. Examples of wetlands include, but are not limited to, swamps, fresh and salt water marshes, estuaries, bogs, beaches, wet meadows, sloughs, potholes, mud flats, river overflows, and other similar areas. This definition includes those wetland areas separated from their natural supply of water as a result of activities such as the construction of structural flood protection methods or solid-fill road beds and activities such as mineral extraction and navigation improvement. This definition is intended to be consistent with the definition utilized by the U.S. Fish and Wildlife Service in the publication entitled, *Classification of Wetlands and Deep Water Habitats of the United States* (Cowardin et al., 1977). (FEMA 1992)

**White Paper:** A “white paper” is an article that outlines a problem and provides a strategic approach to addressing the identified issue. It may state an organization's position or philosophy about a social, political, or other subject, or provide a not-too-detailed technical explanation of an architecture, framework, or product technology. Typically, a white paper explains proposed policy and/or proposed actions for a design and development effort. White papers are commonly used to enhance a decision-making process.

**Worker, Disaster:** A term that collectively describes all personnel involved with an incident. It is considered a more inclusive term than “responder.” See “Disaster Service Worker (California)”

## **GLOSSARY OF ABBREVIATIONS**

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AAR	After Action Report
ARES	Amateur Radio Emergency Service
CalEMA	California Emergency Management Agency
CDCP	Centers for Disease Control and Prevention
CEM	Comprehensive Emergency Management
CEO	Chief Executive Officer
CERT	Community Emergency Response Team
CP	Command Post
CWIRS	County-wide Integrated Radio System
DEM	Division of Emergency Management
DoD	Department of Defense
DPS	District Public Safety
EAS	Emergency Alert System
EMD	Emergency Medical Director
EMP	Emergency Management Program
EMS	Emergency Medical Services
ENS	Emergency Notification System
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPI	Emergency Public Information
FE	Functional Exercise

FEMA	Federal Emergency Management Agency
FOB	Forward Operating Base
FRERP	Federal Radiological Emergency Response Plan
HHS	U.S. Health and Human Services
HSPD	Homeland Security Presidential Directive
HVA	Hazard Vulnerability Assessment
IAP	Incident Action Plan
IC	Incident Command(er)
ICP	Incident Command Post
ICS	Incident Command System
IMT	Incident Management Team
IT	Information Technology
JFO	Joint Field Office
JIC	Joint Information Center
JIS	Joint Information System
LE/PS	Law Enforcement/Public Safety
MSAs	Multipurpose Staging Areas
MSCA	Military Support to Civil Authorities
MSDS	Material Safety Data Sheet(s)
NDMS	National Disaster Medical System
NFPA	National Fire Protection Association
NIMS	National Incident Management System

NRP	National Response Plan
NWCG	National Wildfire Coordinating Group
OES	Office of Emergency Services
OA	Operational Area
PA	Public Assistance
PDA	Preliminary Damage Assessment
PIO	Public Information Officer(s)
PSAP	Public Safety Answering Point
RACES	Radio Amateur Civil Emergency Services
SAR	Search and Rescue
SEMS	Standardized Emergency Management System
SITREP	Situation Report
SO	Safety Officer
TTX	Tabletop Exercise
UC	Unified Command
VHA	Veterans Health Administration
WHO	World Health Organization
WMO	World Meteorological Organization

## **RELEVANT LAWS, CODES AND LEGAL AUTHORITIES**

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*The following is intended to provide guidance to California Community Colleges and Districts and should not be construed as legal opinion or legal advice. For that, the Colleges and Districts should obtain advice from their legal counsel.*

### **GENERAL REQUIREMENTS (Federal and State)**

**Standardized Emergency Management System (SEMS):** SB 1841, Section 8607 of Government Code, California Emergency Services Act (Chapter 7 of Division 1 of Title 2) and California Code of Regulations Title 19, Division 2, sections 2400, 2443, 2402(i); Local governments including Community College Districts must use SEMS in order to be eligible for state funding of response related personnel costs occurring in response to an incident as defined in Government Code Section 2402(i).

**National Incident Management System (NIMS).** In 2004, the Department of Homeland Security released the National Incident Management System (NIMS) as required by Homeland Security Presidential Directive (HSPD) 5 - Management of Domestic Incidents (HSPD-5) and HSPD-8 Preparedness with subsequent amendments. This policy states in part; “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. HSPD-5 established and designated the NIMS Integration Center (NIC) as the lead federal entity to coordinate NIMS compliance. Since October 1, 2005, all 56 States and Territories were required to meet NIMS implementation requirements to be eligible to receive Federal preparedness assistance in the form of grants, cooperative agreements, and direct contracts.

**National Preparedness – Presidential Policy Directive (PPD) – 8 (2011).** “This directive is aimed at strengthening the security and resilience of the United States through systematic preparation for the threats that pose the greatest risk to the security of the Nation, including acts of terrorism, cyber-attacks, pandemics, and catastrophic natural disasters. Our national preparedness is the shared responsibility of all levels of government, the private and nonprofit sectors, and individual citizens. Everyone can contribute to safeguarding the Nation from harm. As such, while this directive is intended to galvanize action by the Federal Government, it is also aimed at facilitating an integrated, all-of-Nation, capabilities-based approach to preparedness.” In brief, it directs the development of a national preparedness goal that identifies the core capabilities necessary for preparedness and a national preparedness system to guide activities that will enable the Nation to achieve the goal. The system will allow the Nation to track the progress of our ability to build and improve the capabilities necessary to prevent, protect against,

mitigate the effects of, respond to, and recover from those threats that pose the greatest risk to the security of the Nation. The national preparedness goal shall define the core capabilities necessary to prepare for the specific types of incidents that pose the greatest risk to the security of the Nation, and shall emphasize actions aimed at achieving an integrated, layered, and all-of-Nation preparedness approach that optimizes the use of available resources.

**Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended, and Related Authorities as of June 2007.** The Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 100-707), signed into law on November 23, 1988; amended the Disaster Relief Act of 1974 (Public Law 93-288). The Stafford Act constitutes the statutory authority for most Federal disaster response activities especially as they pertain to the Federal Emergency Management Agency (FEMA) and FEMA programs.

**Higher Education Opportunity Act (HEOA), PL-110-315,** Revised Campus Safety and Security Reporting Requirements. Required by the Higher Education Opportunity Act (Public Law 110-315), July 2010. The Higher Education Act (HEA), as amended by the Higher Education Opportunity Act (HEOA), specifies new campus safety requirements in the following areas: hate crime reporting and emergency response and evacuation procedures – required of all Title IV institutions, and missing student notification and fire safety issues – required of any Title IV institution that maintains an on-campus student housing facility. These disclosures are required beginning with the Annual Security Report and Annual Fire Safety Report due on October 1, 2010. The statistics will also be collected via the Department of Education’s web-based Campus Safety and Security Survey beginning in August, 2010. In addition, existing guidance for defining on-campus student housing facilities and classifying burglaries has been updated.

**Family Educational Rights and Privacy Act (FERPA).** While the Family Educational Rights and Privacy Act (FERPA) generally requires parents or eligible students to provide educational agencies and institutions with written consent before the school discloses personally identifiable information from a student’s education records, FERPA allows schools to make necessary disclosures without obtaining prior written consent in order to address emergencies. It is essential that district/college officials understand the conditions under which they may disclose personally identifiable information from education records, without consent, in order to address emergency and safety issues. Understanding these provisions in FERPA empowers school officials to act decisively and quickly when the need arises and is an important part of emergency preparedness.

**The California Emergency Service Act** (Chapter 7 of Division 1 of Title 2 of the Government Code), in Article 3, Section 8568, states: "The state emergency plan shall be in effect in each political subdivision of the state, and the governing body of each political subdivision shall take such action as may be necessary to carry out the provisions thereof."

**Title 5, California Administrative Code,** Section 41302 states: "During periods of campus emergency, as determined by the President of the individual campus, the President may, after consultation with the Chancellor, place into immediate effect any emergency regulations,"

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procedures and other measures deemed necessary or appropriate to meet the emergency, safeguard persons and property and maintain educational activities."

**Title 5, California Administrative Code (Section 42402)** states, "The President of each campus is responsible for the educational effectiveness, academic excellence and general welfare of the campus over which he/she presides."

**Education Code Section 71095** states, (a) The chancellor's office, in consultation with the Governor's Office of Emergency Services and the Office of Homeland Security, shall, by January 1, 2009, develop emergency preparedness standards and guidelines to assist community college districts and campuses in the event of a natural disaster, hazardous condition, or terrorist activity on or around a community college campus.

(b) The standards and guidelines shall be developed in accordance with the Standardized Emergency Management System, developed by the Governor's Office of Emergency Services, and the National Incident Management System, and shall be reviewed by the Governor's Office of Emergency Services in a manner that is consistent with existing policy. The standards and guidelines may include, but are not necessarily limited to, all of the following components:

1. Information on establishing a campus emergency management team.
2. Provisions regarding overview training for every employee within one year of commencement of employment.
3. Information on specialized training for employees who may be designated as part of an emergency management team.
4. Information on preparedness, prevention, response, recovery, and mitigation policies and procedures.
5. Information on coordinating with the appropriate local, state, federal government authorities, and nongovernmental entities on comprehensive emergency management and preparedness activities.

**California Administrative Order 68-5 (March 8, 1968)** Assigns specific civil defense activities to the State Department of Education

## **CALIFORNIA GOVERNMENT CODE -- EMERGENCY SERVICES ACT**

### **CHAPTER 7. CALIFORNIA EMERGENCY SERVICES ACT**

Article 1. Purpose [8550-8551 ]

Article 2. General Definitions [8555-8561 ]

Article 3. Powers of the Governor [8565-8574 ]

Article 3.5. Oil Spills [8574.1-8574.10 ]

Article 3.7. Toxic Disasters [8574.16-8574.18 ]

Article 3.8. Hazardous Substances Emergency Response Training [8574.19-8574.23 ]

Article 4. California Emergency Council [8575-8582 ]

Article 4.5. Urban Heavy Rescue Act [8584-8584.1 ]

Article 5. Office of Emergency Services [8585-8589.7 ]

Article 5.5. State Assistance for Fire Equipment Act [8589.8-8589.22 ]

- Article 6. Advisory Committees [ 8591 ]
- Article 6.5. Accessibility to Emergency Services Information [8593-8593.3 ]
- Article 7. Other State Agencies [8595-8598 ]
- Article 7.5. Statewide Natural Disaster Volunteer Corps Program [8599-8599.2 ]
- Article 8. Mutual Aid Regions [8600 ]
- Article 9. Operational Areas [ 8605 ]
- Article 9.5. Disaster Preparedness [8607-8607.2 ] SEMS components, use, training.
- Article 10. Local Disaster Councils [8610-8614 ] (2009)
- Article 11. Mutual Aid [8615-8619 ] Mutual aid, exercising, local agency responsibility.
- Article 12. State of War Emergency [8620-8624 ]
- Article 13. State of Emergency [8625-8629 ]
- Article 14. Local Emergency [8630-8634 ]
- Article 15. Preservation of Local Government [8635-8644 ]
- Article 16. General Fiscal Provisions [8645-8654.1 ]
- Article 17. Privileges and Immunities [8655-8660 ]
- Article 18. Political Activity [8661 ]
- Article 19. Penalties and Severability [8665-8666 ]
- Article 20. Effect Upon Existing Matters [8668 ]

**CALIFORNIA EMERGENCY SERVICES ACT (excerpts) – selected Government Code  
8550-8587.7**

**8550.** (c) To provide for the assignment of functions to state agencies to be performed during an emergency and for the coordination and direction of the emergency actions of such agencies.

(d) To provide for the rendering of mutual aid by the state government and all its departments and agencies and by the political subdivisions of this state in carrying out the purposes of this chapter.

**8568.** The State Emergency Plan shall be in effect in each political subdivision of the state, and the governing body of each political subdivision shall take such action as may be necessary to carry out the provisions thereof.

**8570.** The Governor may, in accordance with the State Emergency Plan and programs for the mitigation of the effects of an emergency in this state:

(g) Institute training programs and public information programs.

**8571.** During a state of war emergency or a state of emergency the Governor may suspend any regulatory statute, or statute prescribing the procedure for conduct of state business, or the orders, rules, or regulations of any state agency, including subdivision (d) of Section 1253 of the Unemployment Insurance Code, where the Governor determines and declares that strict compliance with any statute, order, rule, or regulation would in any way prevent, hinder, or delay the mitigation of the effects of the emergency.

**8573.** This agreement is known as the Disaster & Civil Defense Master Mutual Aid Agreement. The agreement provides that all resources and facilities of the state, its various departments and

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agencies, and all of its political subdivisions, be made available on a voluntary basis to provide assistance to each other in time of local disaster. Most cities and counties in the state are signatory to the agreement. This agreement facilitates legal means of exchanging assistance between the numerous jurisdictions without the need for separate agreements among them.

Note: Aid is voluntary under a condition of local emergency, but it becomes obligatory under a State of Emergency, or State of War. The Master Mutual Aid Agreement has no provisions for payment.

**8587.** (a) During a state of war emergency, a state of emergency, or a local emergency, the secretary (California Emergency Management Agency – CalEMA) shall coordinate the emergency activities of all state agencies in connection with that emergency, and every state agency and officer shall cooperate with the secretary in rendering all possible assistance in carrying out the provisions of this chapter.

**8587.7** (a) The California Emergency Management Agency, in cooperation with the State Department of Education, the Department of General Services, and the Seismic Safety Commission, shall develop an educational pamphlet for use by grades Kindergarten to 14 personnel to identify and mitigate the risks posed by nonstructural earthquake hazards.

(b) The agency shall print and distribute the pamphlet to the governing board of each school district and community college district in the state, along with a copy of the current edition of the agency's school emergency response publication. The agency shall also make the pamphlet or the current edition of the agency's school emergency response publication available to a private elementary or secondary school upon request.

(c) The agency, as soon as feasible, shall make the pamphlet and the current edition of the agency's school emergency response publication available by electronic means, including, but not limited to, the Internet.

## **SEMS -- Section 8607-8607.2**

**8607.** (a) By December 1, 1993, the Office of Emergency Services, in coordination with all interested state agencies with designated response roles in the state emergency plan and interested local emergency management agencies shall jointly establish by regulation a standardized emergency management system for use by all emergency response agencies. The public water systems identified in Section 8607.2 may review and comment on these regulations prior to adoption. This system shall be applicable, but not limited to, those emergencies or disasters referenced in the state emergency plan. The standardized emergency management system shall include all of the following systems as a framework for responding to and managing emergencies and disasters involving multiple jurisdictions or multiple agency responses:

1. The Incident Command Systems adapted from the systems originally developed by the FIRESCOPE Program, including those currently in use by state agencies.
2. The multiagency coordination system as developed by the FIRESCOPE Program.
3. The mutual aid agreement, as defined in Section 8561, and related mutual aid systems such as those used in law enforcement, fire service, and coroners operations.
4. The operational area concept, as defined in Section 8559.

(b) Individual agencies' roles and responsibilities agreed upon and contained in existing laws or the state emergency plan are not superseded by this article.

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(c) By December 1, 1994, the Office of Emergency Services, in coordination with the State Fire Marshal's Office, the Department of the California Highway Patrol, the Commission on Peace Officer Standards and Training, the Emergency Medical Services Authority, and all other interested state agencies with designated response roles in the state emergency plan, shall jointly develop an approved course of instruction for use in training all emergency response personnel, consisting of the concepts and procedures associated with the standardized emergency management system described in subdivision (a).

(d) By December 1, 1996, all state agencies shall use the standardized emergency management system as adopted pursuant to subdivision (a), to coordinate multiple jurisdictions or multiple agency emergency and disaster operations.

(e) (1) By December 1, 1996, each local agency, in order to be eligible for any funding of response-related costs under disaster assistance programs, shall use the standardized emergency management system as adopted pursuant to subdivision (a) to coordinate multiple jurisdiction or multiple agency operations.

(2) Notwithstanding paragraph (1), local agencies shall be eligible for repair, renovation, or any other non-personnel costs resulting from an emergency.

(f) The office shall, in cooperation with involved state and local agencies, complete an after-action report within 120 days after each declared disaster. This report shall review public safety response and disaster recovery activities and shall be made available to all interested public safety and emergency management organizations.

#### **DEVELOPING DISASTER PLANS -- Section 8610-8614**

**8610.** Counties, cities and counties, and cities may create disaster councils by ordinance. A disaster council shall develop plans for meeting any condition constituting a local emergency or state of emergency, including, but not limited to, earthquakes, natural or manmade disasters specific to that jurisdiction, or state of war emergency; such plans shall provide for the effective mobilization of all of the resources within the political subdivision, both public and private. The disaster council shall supply a copy of any plans developed pursuant to this section to the Office of Emergency Services. The governing body of a county, city and county, or city may, in the ordinance or by resolution adopted pursuant to the ordinance, provide for the organization, powers and duties, divisions, services, and staff of the emergency organization. The governing body of a county, city and county, or city may, by ordinance or resolution, authorize public officers, employees, and registered volunteers to command the aid of citizens when necessary in the execution of their duties during a state of war emergency, a state of emergency, or a local emergency.

Counties, cities and counties, and cities may enact ordinances and resolutions and either establish rules and regulations or authorize disaster councils to recommend to the director of the local emergency organization rules and regulations for dealing with local emergencies that can be adequately dealt with locally; and further may act to carry out mutual aid on a voluntary basis and, to this end, may enter into agreements.

**8611.** Counties, cities and counties, and cities may provide for the calling of test exercises, either singularly or jointly, whenever, in the opinion of such political subdivisions, such test exercises are needed; provided, however, that with respect to any such test exercise no one shall have the power to command the assistance of any private citizen, and the failure of a citizen to

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obey any order or regulation pertaining to a test exercise shall not constitute a violation of any law.

### **MUTUAL AID -- Section 8615-8619**

**8615.** It is the purpose of the Legislature in enacting this article to facilitate the rendering of aid to areas stricken by an emergency and to make unnecessary the execution of written agreements customarily entered into by public agencies exercising joint powers. Emergency plans duly adopted and approved as provided by the Governor shall be effective as satisfying the requirement for mutual aid operational plans provided in the Master Mutual Aid Agreement.

**8616.** During any state of war emergency or state of emergency when the need arises for outside aid in any county, city and county, or city, such aid shall be rendered in accordance with approved emergency plans. It shall be the duty of public officials to cooperate to the fullest possible extent in carrying out such plans.

**8617.** In periods other than a state of war emergency, a state of emergency, or a local emergency, state agencies and political subdivisions have authority to exercise mutual aid powers in accordance with the Master Mutual Aid Agreement and local ordinances, resolutions, agreements, or plans therefor.

**8618.** Unless otherwise expressly provided by the parties, the responsible local official in whose jurisdiction an incident requiring mutual aid has occurred shall remain in charge at such incident, including the direction of personnel and equipment provided him through mutual aid.

**8619.** The Governor may on behalf of this state enter into reciprocal aid agreements or compacts, mutual aid plans, or other interstate arrangements for the protection of life and property with other states and the federal government, either on a statewide basis or a political subdivision basis. Prior to committing the personnel, equipment, or facilities of any political subdivision of this state, the Governor shall consult with the chief executive or governing body of such political subdivision. Such mutual aid arrangements may include the furnishing or exchange, on such terms and conditions as are deemed necessary, of supplies, equipment, facilities, personnel, and services.

### **GOVERNOR'S PROCLAMATION OF STATE OF EMERGENCY -- Section 8625-8629**

**8625.** The Governor is hereby empowered to proclaim a state of emergency in an area affected or likely to be affected thereby when:

- (a) He finds that circumstances described in subdivision (b) of Section 8558 exist; and either
- (b) He is requested to do so (1) in the case of a city by the mayor or chief executive, (2) in the case of a county by the chairman of the board of supervisors or the county administrative officer; or
- (c) He finds that local authority is inadequate to cope with the emergency.

**8626.** Such proclamation shall be in writing and shall take effect immediately upon its issuance. As soon thereafter as possible such proclamation shall be filed in the office of the Secretary of State. The Governor shall cause widespread publicity and notice to be given such proclamation.

**8627.** During a state of emergency the Governor shall, to the extent he deems necessary, have complete authority over all agencies of the state government and the right to exercise within the area designated all police power vested in the state by the Constitution and laws of the State of California in order to effectuate the purposes of this chapter. In exercise thereof, he shall promulgate, issue, and enforce such orders and regulations as he deems necessary, in accordance with the provisions of Section 8567.

**8627.5.** (a) The Governor may make, amend, or rescind orders and regulations during a state of emergency that temporarily suspend any state, county, city, or special district statute, ordinance, regulation, or rule imposing non-safety related restrictions on the delivery of food products, pharmaceuticals, and other emergency necessities distributed through retail or institutional channels, including, but not limited to, hospitals, jails, restaurants, and schools. The Governor shall cause widespread publicity and notice to be given to all of these orders and regulations, or amendments and rescissions thereof.

(b) The orders and regulations shall be in writing and take effect immediately on issuance. The temporary suspension of any statute, ordinance, regulation, or rule shall remain in effect until the order or regulation is rescinded by the Governor, the Governor proclaims the termination of the state of emergency, or for a period of 60 days, whichever occurs first.

**8628.** During a state of emergency the Governor may direct all agencies of the state government to utilize and employ state personnel, equipment, and facilities for the performance of any and all activities designed to prevent or alleviate actual and threatened damage due to the emergency; and he may direct such agencies to provide supplemental services and equipment to political subdivisions to restore any services which must be restored in order to provide for the health and safety of the citizens of the affected area. Any agency so directed by the Governor may expend any of the moneys which have been appropriated to it in performing such activities, irrespective of the particular purpose for which the money was appropriated.

**8629.** The Governor shall proclaim the termination of a state of emergency at the earliest possible date that conditions warrant. All of the powers granted the Governor by this chapter with respect to a state of emergency shall terminate when the state of emergency has been terminated by proclamation of the Governor or by concurrent resolution of the Legislature declaring it at an end.

#### **PROCLAMATION OF LOCAL EMERGENCY (Mutual Aid, Local Emergency Regulations, and Ordinances) -- Section 8630-8634**

**8630.** (a) A local emergency may be proclaimed only by the governing body of a city, county, or city and county, or by an official designated by ordinance adopted by that governing body.

(b) Whenever a local emergency is proclaimed by an official designated by ordinance, the local emergency shall not remain in effect for a period in excess of seven days unless it has been ratified by the governing body.

(c) (1) The governing body shall review, at its regularly scheduled meetings until the local emergency is terminated, the need for continuing the local emergency. However, in no event shall a review take place more than 21 days after the previous review.

(2) Notwithstanding paragraph (1), if the governing body meets weekly, it shall review the need for continuing the local emergency at least every 14 days, until the local emergency is terminated.

(d) The governing body shall proclaim the termination of the local emergency at the earliest possible date that conditions warrant.

**8631.** In periods of local emergency, political subdivisions have full power to provide mutual aid to any affected area in accordance with local ordinances, resolutions, emergency plans, or agreements therefor.

**8632.** State agencies may provide mutual aid, including personnel, equipment, and other available resources, to assist political subdivisions during a local emergency or in accordance with mutual aid agreements or at the direction of the Governor.

**8633.** In the absence of a state of war emergency or state of emergency, the cost of extraordinary services incurred by political subdivisions in executing mutual aid agreements shall constitute a legal charge against the state when approved by the Governor in accordance with orders and regulations promulgated as prescribed in Section 8567.

**8634.** During a local emergency the governing body of a political subdivision, or officials designated thereby, may promulgate orders and regulations necessary to provide for the protection of life and property, including orders or regulations imposing a curfew within designated boundaries where necessary to preserve the public order and safety. Such orders and regulations and amendments and rescissions thereof shall be in writing and shall be given widespread publicity and notice.

The authorization granted by this chapter to impose a curfew shall not be construed as restricting in any manner the existing authority of counties and cities and any city and county to impose pursuant to the police power a curfew for any other lawful purpose.

#### **PROTECTION AND PRESERVATION OF LOCAL GOVERNMENTS -- Section 8635-8644**

**8635.** The Legislature recognizes that if this state or nation were attacked by an enemy of the United States, many areas in California might be subjected to the effects of an enemy attack and some or all of these areas could be severely damaged. During such attacks and in the reconstruction period following such attacks, law and order must be preserved and so far as possible government services must be continued or restored. This can best be done by civil government. To help to preserve law and order and to continue or restore local services, it is essential that the local units of government continue to function.

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In enacting this article the Legislature finds and declares that the preservation of local government in the event of enemy attack or in the event of a state of emergency or a local emergency is a matter of statewide concern. The interdependence of political subdivisions requires that, for their mutual preservation and for the protection of all the citizens of the State of California, all political subdivisions have the power to take the minimum precautions set forth in this article. The purpose of this article is to furnish a means by which the continued functioning of political subdivisions will be assured. Should any part of this article be in conflict with or inconsistent with any other part of this chapter, the provisions of this article shall control.

Nothing in this article shall prevent a city or county existing under a charter from amending said charter to provide for the preservation and continuation of its government in the event of a state of war emergency.

**8636.** As used in this article, "unavailable" means that an officer is either killed, missing, or so seriously injured as to be unable to attend meetings and otherwise perform his duties. Any question as to whether a particular officer is unavailable shall be settled by the governing body of the political subdivision or any remaining available members of said body (including standby officers who are serving on such governing body).

**8637.** Each political subdivision may provide for the succession of officers who head departments having duties in the maintenance of law and order or in the furnishing of public services relating to health and safety.

**8638.** To provide for the continuance of the legislative and executive departments of the political subdivision during a state of war emergency or a state of emergency or a local emergency the governing body thereof shall have the power to appoint the following standby officers:

(a) Three for each member of the governing body.

(b) Three for the chief executive, if he is not a member of the governing body. In case a standby office becomes vacant because of removal, death, resignation, or other cause, the governing body shall have the power to appoint another person to fill said office.

Standby officers shall be designated Nos. 1, 2, and 3 as the case may be.

**8639.** The qualifications of each standby officer should be carefully investigated, and the governing body may request the Director of the Office of Emergency Services to aid in the investigation of any prospective appointee. No examination or investigation shall be made without the consent of the prospective appointee.

Consideration shall be given to places of residence and work, so that for each office for which standby officers are appointed there shall be the greatest probability of survivorship. Standby officers may be residents or officers of a political subdivision other than that to which they are appointed as standby officers.

**8640.** Each standby officer shall take the oath of office required for the officer occupying the office for which he stands by. Persons appointed as standby officers shall serve in their posts as standby officers at the pleasure of the governing body appointing them and may be removed and replaced at any time with or without cause.

**8641.** Each standby officer shall have the following duties:

(a) To inform himself or herself of the duties of the office for which the officer stands by. Officers and employees of the political subdivision shall assist the standby officer and each political subdivision shall provide each standby officer with a copy of this article.

(b) To keep informed of the business and affairs of the political subdivision to the extent necessary to enable the standby officer to fill his or her post competently. For this purpose the political subdivision may arrange information meetings and require attendance.

(c) To immediately report himself or herself ready for duty in the event of a state of war emergency or in the event of a state of emergency or a local emergency at the place and in the method previously designated by the political subdivision.

(d) To fill the post for which he or she has been appointed when the regular officer is unavailable during a state of war emergency, a state of emergency or a local emergency. Standby officers Nos. 2 and 3 shall substitute in succession for standby officer No. 1 in the same way that standby officer No. 1 is substituted in place of the regular officer. The standby officer shall serve until the regular officer becomes available or until the election or appointment of a new regular officer.

**8642.** Whenever a state of war emergency a state of emergency or a local emergency exists the governing body of the political subdivision shall meet as soon as possible. The place of meeting need not be within the political subdivision. The meeting may be called by the chief executive of the political subdivision or by a majority of the members of the governing body. Should there be only one member of the governing body, he may call and hold said meeting and perform acts necessary to reconstitute the governing body.

**8643.** During a state of war emergency a state of emergency or a local emergency the governing body shall:

(a) Ascertain the damage to the political subdivision and its personnel and property. For this purpose it shall have the power to issue subpoenas to compel the attendance of witnesses and the production of records.

(b) Proceed to reconstitute itself by filling vacancies until there are sufficient officers to form the largest quorum required by the law applicable to that political subdivision. Should only one member of the governing body or only one standby officer be available, that one shall have power to reconstitute the governing body.

(c) Proceed to reconstitute the political subdivision by appointment of qualified persons to fill vacancies.

(d) Proceed to perform its functions in the preservation of law and order and in the furnishing of local services.

**8644.** Should all members of the governing body, including all standby members, be unavailable, temporary officers shall be appointed to serve until a regular member or a standby member becomes available or until the election or appointment of a new regular or standby member. Temporary officers shall be appointed as follows:

(a) By the chairman of the board of supervisors of the county in which the political subdivision is located, and if he is unavailable,

(b) By the chairman of the board of supervisors of any other county within 150 miles of the political subdivision, beginning with the nearest and most populated county and going to the farthest and least populated, and if he is unavailable,

(c) By the mayor of any city within 150 miles of the political subdivision, beginning with the nearest and most populated city and going to the farthest and least populated.

## **PUBLIC EMPLOYEES AS DISASTER SERVICE WORKERS – assorted state codes as cited**

### **California Government Code**

**3100.** It is hereby declared that the protection of the health and safety and preservation of the lives and property of the people of the state from the effects of natural, manmade, or war-caused emergencies which result in conditions of disaster or in extreme peril to life, property, and resources is of paramount state importance requiring the responsible efforts of public and private agencies and individual citizens. In furtherance of the exercise of the police power of the state in protection of its citizens and resources, all public employees are hereby declared to be disaster service workers subject to such disaster service activities as may be assigned to them by their superiors or by law.

**3101.** For the purpose of this chapter the term "disaster service worker" includes all public employees and all volunteers in any disaster council or emergency organization accredited by the California Emergency Council. The term "public employees" includes all persons employed by the state or any county, city, city and county, state agency or public district, excluding aliens legally employed.

**3102.** (a) All disaster service workers shall, before they enter upon the duties of their employment, take and subscribe to the oath or affirmation required by this chapter.

**3103.** The oath or affirmation required by this chapter is the oath or affirmation set forth in Section 3 of Article XX of the Constitution of California.

**3107.** No compensation nor reimbursement for expenses incurred shall be paid to any disaster service worker by any public agency unless such disaster service worker has taken and subscribed to the oath or affirmation required by this chapter. It shall be the duty of the person certifying to public payrolls to ascertain and certify that such disaster service worker has taken such oath or affirmation. Whenever there is more than one officer certifying to public payrolls the governing body of a city or county or school district may designate and make it the duty of a certain officer or officers to ascertain and certify that such disaster service worker has taken such oath or affirmation. The governing body of a city or county or school district may designate and make it the duty of a local disaster service officer to ascertain and certify that each volunteer disaster service worker has taken such oath or affirmation.

Nothing in this chapter, however, shall prevent the correction of any technical error or deficiency in an oath taken pursuant to this chapter; provided, such correction is made before the disaster service worker is actually paid or reimbursed.

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**California State Constitution, Article XX, Section 3:** Members of the Legislature, and all public officers and employees, executive, legislative, and judicial, except such inferior officers and employees as may be by law exempted, shall, before they enter upon the duties of their respective offices, take and subscribe the following oath or affirmation:

"I, \_\_\_\_\_, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States and the Constitution of the State of California against all enemies, foreign and domestic; that I will bear true faith and allegiance to the Constitution of the United States and the Constitution of the State of California; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties upon which I am about to enter.

"And I do further swear (or affirm) that I do not advocate, nor am I a member of any party or organization, political or otherwise, that now advocates the overthrow of the Government of the United States or of the State of California by force or violence or other unlawful means; that within the five years immediately preceding the taking of this oath (or affirmation) I have not been a member of any party or organization, political or otherwise, that advocated the overthrow of the Government of the United States or of the State of California by force or violence or other unlawful means except as follows:

\_\_\_\_\_  
 (If no affiliations, write in the words "No Exceptions") and that during such time as I hold the office of (name of office) \_\_\_\_\_ I will not advocate nor become a member of any party or organization, political or otherwise, that advocates the overthrow of the Government of the United States or of the State of California by force or violence or other unlawful means."

And no other oath, declaration, or test, shall be required as a qualification for any public office or employment. "Public officer and employee" includes every officer and employee of the State, including the University of California, every county, city, city and county, district, and authority, including any department, division, bureau, board, commission, agency, or instrumentality of any of the foregoing.

**Labor Code 3211.92(b)** "Disaster service worker" includes public employees performing disaster work that is outside the course and scope of their regular employment without pay and also includes any unregistered person impressed into service during a state of war emergency, a state of emergency, or a local emergency by a person having authority to command the aid of citizens in the execution of his or her duties.

**Title 19. Public Safety, Division 2. Office Of Emergency Services**  
**Chapter 2. Emergencies And Major Disasters**  
**Subchapter 3. Disaster Service Worker Volunteer Program**

**§ 2570. Short Title.**

This subchapter shall be known and may be cited as the Disaster Service Worker Volunteer Program (DSWVP) Regulations.

**§ 2570.1. Purpose.**

The Legislature has long provided a state-funded program of workers' compensation benefits for disaster service worker volunteers who contribute their services to protect the health and safety and preserve the lives and property of the people of the state. This program was established to protect such volunteers from financial loss as a result of injuries sustained while engaged in disaster service activities and to provide immunity from liability for such disaster service worker volunteers while providing disaster service.

**NOTE**

Authority cited: Sections 8587 and 8580, Government Code. Reference: Section 8657, Government code, Sections 3211.9 through 3211.93a, Labor Code.

**§ 2570.2. Definitions.****(a) Disaster Service Worker.**

1. A disaster service worker is any person registered with a disaster council or the
2. Governor's Office of Emergency Services, or a state agency granted authority to register disaster service workers, for the purpose of engaging in disaster service pursuant to the California Emergency Services Act without pay or other consideration.
3. Disaster service worker includes public employees, and also includes any unregistered person impressed into service during a state of war emergency, a state of emergency, or a local emergency by a person having authority to command the aid of citizens in the execution of his or her duties.
4. Exclusion: Disaster service worker does not include any member registered as an active fire fighting member of any regularly organized volunteer fire department, having official recognition, and full or partial support of the county, city, town or district in which such fire department is located.

**(b) Disaster Service.**

1. Disaster service means all activities authorized by and carried on pursuant to the California Emergency Services Act, including approved and documented training necessary or proper to engage in such activities.
2. Exclusion. Disaster service does not include any activities or functions performed by a person if the disaster council with which the person is registered receives a fee or other compensation for the performance of that person's activities or functions.

**(c) Training.** For purposes of these regulations, training is a planned activity sponsored by a disaster council (or designated agency or authority) and may include classroom instruction, disaster drills or exercises, or related activities that are designed to enhance the disaster response skills (including safety) of the disaster service worker.

**(d) Disaster Council.** A disaster council is a public agency established by ordinance, which is empowered to register and direct the activities of disaster service workers within the area of the county, city, city and county, or any part thereof. In this respect, the disaster council is acting as an instrument of the state in aid of carrying out general state government functions and policy with regard to disaster services.

(e) Accredited Disaster Council. A disaster council may become accredited through certification by the California Emergency Council, or the Governor when the Emergency Council is not meeting, when the disaster council agrees to follow and comply with the rules and regulations established by the Emergency Council pursuant to the provisions of the Emergency Services Act. Upon certification, and not before, the disaster council becomes an accredited disaster council. A disaster council remains accredited only while the certification of the California Emergency Council is in effect and is not revoked.

(f) Auxiliary Fire Fighter. An auxiliary fire fighter is a person recruited, registered and trained as a supplement or reserve for unusual fire emergencies or disaster situations. Workers' compensation benefits for auxiliary fire fighters may be provided by the state. An auxiliary fire fighter is not a "volunteer fire fighter," who is a person recruited and trained to meet the day-to-day operational requirements of a fire department. Workers' compensation insurance premiums for the volunteer fire fighter are the responsibility of the local government or fire entity.

(g) Public Employee. All persons employed by the state or any county, city, city and county, state agency or public district, excluding aliens legally employed, are considered to be public employees.

(h) Convergent Volunteers. Convergent volunteers are individuals that come forward to offer disaster response and recovery volunteer services, during a disaster event. Convergent volunteers are not persons impressed into service at the scene of an incident.

#### NOTE

Authority cited: Sections 8567 and 8580, Government Code. Reference: Sections 8581, 8610 and 8612, Government Code; Sections 3100, 3211.9, 3211.91, 3211.92, 3211.93 and 3211.93a, Labor Code.

#### **§ 2571. Accredited Disaster Council.**

(a) Disaster councils shall be accredited in accordance with Sections 8581 (b) or 8612, Government Code.

(b) When applying for accreditation, disaster councils shall furnish the Governor's Office of Emergency Services with a certified copy of the ordinance, which has provided for the following:

- (1) a disaster council;
- (2) a Chairperson or director of the disaster council;
- (3) an Emergency organization; and,
- (4) compliance with the Emergency Services Act.

#### NOTE

Authority cited: Sections 8567 and 8580, Government Code. Reference: Sections 8579 (g), 8581 (b), and 8612, Government Code.

#### **§ 2572.1. Classifications and General Duties.**

The various classifications of disaster service workers and the general duties of the members of each classification shall be limited to those described below.

(a) Animal Rescue, Care and Shelter. Veterinarians, veterinary support staff and animal handlers providing skills in the rescue, clinical treatment, and transportation of all animals, including but not limited to companion animals, livestock, poultry, fish, exhibition animals, zoo animals, laboratory and research animals, and wildlife; assisting in the procurement of shelters, equipment, and supplies; documenting arrival, sheltering, treatment, and discharge or placement of animals.

(b) Communications. Install, operate and maintain various communications systems and perform related service, to assist officials and individuals in the protection of life and property.

(c) Community Emergency Response Team Member. Under the direction of emergency personnel or a designated team leader, assist emergency units within their block, neighborhood, or other area assignment; survey area conditions; disseminate information; secure data desirable for emergency preparedness planning; report incidents; and generally assist officials and individuals in the protection of life and property.

(d) Finance and Administrative Staff. Perform executive, administrative, technical, financial and clerical functions for the emergency organization.

(e) Human Services. Assist in providing food, clothing, bedding, shelter, and rehabilitation aid; register evacuees to promote reuniting families and to support the needs of special populations; compile authoritative lists of deceased and missing persons; and other phases of emergency human services, such as maintaining morale and administering to the mental health, religious or spiritual needs of persons suffering from the effects of the disaster.

(f) Fire. As auxiliary fire fighters or auxiliary wildland fire fighters, assist regular fire fighting forces or fire protection agencies to fight fire, rescue persons, and save property; control forest or wildland fires or fire hazards; instruct residents in fire prevention and property defense methods, methods of detecting fire, and precautions to be observed in reducing fire hazards.

1. For purposes of these regulations only, the ratios between auxiliary fire fighters, volunteer fire fighters, and paid fire fighters shall be one auxiliary for one volunteer and three volunteers for one paid fire fighter. The basis for applying these ratios is that the staffing of an engine company, truck company, or a squad shall not exceed six paid fire fighters, and a salvage and rescue company shall not exceed two paid fire fighters. A fire department that has no volunteer fire fighters is limited to three auxiliary fire fighters for each paid fire fighter in the companies and squads, staffed as above. These staffing standards are based on the number of first line (not reserve) apparatus operated by the fire department.
2. When auxiliary fire fighters are registered with other than an established fire service organization; for example, auxiliary fire fighters in a county or city emergency management services organization, a total number of eligible auxiliary fire fighters shall be computed for that city or unincorporated area. The emergency management services organization is entitled to register auxiliary fire fighters not otherwise registered with other established fire service organizations, and to a number not to exceed the allowable total as indicated in Section 2572.1 (f) (1), above.

(g) Laborer. Under the direction and supervision of the responding agency, performs general labor services and supports emergency operations.

(h) Law Enforcement. As Auxiliaries, assist law enforcement officers and agencies to protect life and property; maintain law and order; perform traffic control duties; guard buildings, bridges, factories, and other facilities; isolate and report unexploded ordnance.

(i) Logistics. Under the direction of the emergency organization, assist in procurement, warehousing, and release of supplies, equipment materials, or other resources. Assist in mobilization and utilization of public and private transportation resources required for the movement of persons, materials, and equipment.

(j) Medical and Environmental Health. Staff casualty stations, establish and operate medical and public health field units; assist in hospitals, out-patient clinics, and other medical and public health installations; maintain or restore environmental sanitation; assist in preserving the safety of food, milk, and water and preventing the spread of disease; perform laboratory analysis to detect the presence and minimize the effects of nuclear, chemical, biological, radiological or other hazardous agents.

(k) Safety Assessment Inspector. Survey, evaluate and assess damaged facilities for continued occupancy or use; assist in emergency restoration of facilities for utilities, transportation, and other vital community services; and provide recommendations regarding shoring or stabilization of damaged or unsafe buildings or structures.

(l) Search and Rescue. Under the direction of the appropriate authority, perform search and rescue operations in one or more of several areas including: search and rescue; urban search and rescue; or mine and confined space rescue.

(m) Utilities. Assist utility personnel in the repair and restoration of public utilities damaged by disaster.

#### NOTE

Authority cited: Sections 8587 and 8580, Government Code. Reference: Section 8580, Government Code.

#### **§ 2572.2. Scope Of Disaster Service Duties.**

Each disaster service worker in any classification shall, without regard to a formal designation or assignment, be considered to be acting within the scope of disaster service duties while assisting any unit of the emergency organization or performing any act contributing to the protection of life or property, or mitigating the effects of an emergency or potential emergency either:

(a) under the authorization of a duly constituted superior in the emergency organization; or,

(b) under the supervision and direction of the American Red Cross while carrying out its programs in consonance with state and local statements of understanding, or in carrying out a mission assigned to that agency by a responsible state or local authority.

#### NOTE

Authority: Sections 8567 and 8580, Government Code. Reference: Section 8580, Government Code.

#### **§ 2573.1 Registration and Training.**

(a) Registration. A person shall be deemed to be registered if the following information is on file with the Governor's Office of Emergency Services or with the appropriate authority as indicated in Section 2573.2:

1. name of registrant;
2. address of registrant;
3. date enrolled (established as the date the loyalty oath is administered);
4. classification of disaster service to which the volunteer is assigned; and,

5. a signed statement that the loyalty oath or affirmation was taken or subscribed before an officer authorized to administer oaths.
- (b) Training.
  1. Disaster councils may require each person registered as a disaster service worker to satisfactorily complete a course of training or instruction, including periodic refresher training. If warranted by the classification, disaster councils may require documented proof of professional certification or licensing.
  2. The disaster council (or designated agency or authority) shall ensure disaster training is approved, documented and supervised, and shall ensure disaster training is commensurate with the duties of the disaster service worker.
  3. Exclusions: Unless the volunteer is directly providing disaster services, activities that are not covered include parades, public exhibitions, physical fitness training or other training activities not related to disaster service.

**NOTE**

Authority cited: Sections 8567 and 8580, Government Code. Reference: Section 8580, Government Code.

**§ 2573.2 File Retention and Recordkeeping.**

(a) Documented proof of the oath or affirmation of any disaster service worker is an integral part of an injury claim for workers' compensation. File retention should follow the same rules as other public personnel records. The oath or affirmation shall be filed as follows:

1. State. File as prescribed by the State Department of Personnel Administration within 30 days of the date it was taken or subscribed.
2. County. File in the office of the county clerk. The oath may also be filed in either the office of the county auditor or in the office of the clerk of the board of supervisors.
3. City. File in the office of the city clerk.
4. Other Agencies or Districts. File with an agency or district designated officer or employee,

(b) All registration records shall be available for inspection by any officer or employee of the State Compensation Insurance Fund or of the Governor's Office of Emergency Services.

(c) The personnel officer or other individual designated by the disaster council shall be responsible for keeping the registration current, and for the accuracy and safekeeping of the official registration records.

(d) The California Emergency Council may prescribe additional registration requirements as it may deem necessary.

**NOTE**

Authority cited: Sections 8567 and 8580, Government Code. Reference: Section 3105, Government Code.

**§ 2573.3 Workers' Compensation Claims.**

(a) Claim Packages. Workers' compensation claims for injuries sustained by disaster service workers while performing disaster service, shall be filed under the same authorities and guidelines as claims filed by paid employees. The claim shall include:

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1. the appropriate claim and employer's report of injury forms as prescribed by the State Compensation Insurance Fund;
2. a written narrative account of the incident that may include witness statements; and, (3) a copy of the claimant's current disaster service worker registration form indicating the loyalty oath or affirmation was administered.

(b) Convergent Volunteers. For purposes of obtaining workers' compensation benefits through the disaster service worker program, convergent volunteers will be eligible when the requirements of disaster service worker are met in accordance with these regulations.

#### NOTE

Authority cited: Sections 8567 and 8580, Government Code.

Reference: Section 3211.92, Labor Code; Sections 5400 et seq., Labor Code and Section 3102, Government Code.

### **VOLUNTEERS – California Government Code Section 8599-8599.2**

**8599.** The Office of Emergency Services shall develop a plan for state and local governmental agencies to utilize volunteer resources during a state of emergency proclaimed by the Governor. The office shall consult with appropriate state and local governmental agencies and volunteer organizations in the development of this plan.

**8599.1.** The Office of Emergency Services shall provide the Assembly Committee on Earthquake Preparedness and Natural Disasters and the Senate Committee on Toxics and Public Safety Management with a status report on the development of the plan required by Section 8599 on or before July 15, 1991, and a final report with recommendations on what is required to implement the plan on or before October 31, 1991.

**8599.2.** The plan required by Section 8599 shall address, at a minimum, all of the following issues:

(a) A formal system for the utilization of volunteer resources by state and local governmental agencies during a proclaimed state of emergency.

(b) A definition of volunteer resources.

(c) The identification and listing of volunteer resources in California.

(d) An education program for volunteer resources on the needs and use of volunteers by state and local governmental agencies during a proclaimed state of emergency.

(e) An education program for state and local governmental agencies on the availability and utilization of volunteer resources during a proclaimed state of emergency.

(f) The coordination of volunteer resources during a proclaimed state of emergency.

(g) Definition and identification of volunteer skills and resources typically required by state and local governmental agencies during a proclaimed state of emergency.

(h) A volunteer resources emergency management system for responding to needs of state and local governmental agencies during a proclaimed state of emergency.

(i) A notification procedure of volunteer resources for participation in the plan.

(j) Communication needs of volunteer resources responding during a proclaimed state of emergency.

(k) Predisaster agreements for utilization of volunteer resources by state and local governments during a proclaimed state of emergency.

### **CALIFORNIA PENAL CODE (select sections)**

**§150** Posse Comitatus (Power of the County): Requires every able-bodied person above 18 years of age to aid and assist any peace officer (when lawfully required by the officer) in preventing a breach of peace, or commission of any criminal offense. In the event of an *emergency*, a peace officer can "deputize" private persons to assist in the police. Failure to assist the lawful request of the officer is a criminal offense.

**§403** Disturbance of Public Assembly or Meeting:

**§404(a)** Riot; defined: Any use of force or violence, disturbing the public peace, or any threat to use such force or violence, if accompanied by the immediate power of execution, by two or more persons acting together, and without authority of law. Refer also to §404.6. Incitement to Riot and §409 Remaining present (at riot, unlawful assembly) after warning to disperse.

*Misdemeanor crimes*

**§409.5** Authority of Peace Officer to close Disaster Area: (a) Whenever a menace to public health or safety is created by a calamity such as flood, storm, fire, earthquake, explosion, accident, or other disaster, officers may close the area to any and all unauthorized persons where the menace exists for the duration thereof by means of ropes, markers, or guards.

(b) Authorizes closing the immediate area surrounding an emergency field command post or any other command post activated to abate the calamity.

(c) Any unauthorized person who willfully and knowingly enters a closed area and willfully remains after receiving notice to evacuate or leave is guilty of a misdemeanor.

(d) Nothing in this section prevents a duly authorized media representative from entering areas closed pursuant to this section. (Press *must* be allowed to enter areas unless they create an immediate hazard to the personnel or rescue. Exclude press only with great caution!)

**§723 et seq. Suppression of Riots:** Provides information on requirements to disperse unlawful or riotous assemblies.

**§830.32. Community College Police:** Peace officers whose authority extends to any place in the state for the purpose of performing their primary duty or when making an arrest pursuant to §836 (*warrant, public offense, felony*) with respect to immediate danger to person or property, ... or pursuant to §8597 or 8598 of the Government Code.

### **DISASTER MITIGATION**

Senate passed its version of the Disaster Mitigation Act, after substituting the text of S. 1691 for the House-passed H.R. 707. The bill amends the Robert T. Stafford Disaster Relief and Emergency Assistance Act to establish programs for predisaster hazard mitigation, disaster preparedness, and mitigation assistance. The Senate bill also contains a section mandating that

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the Federal Emergency Management Agency (FEMA) promulgate regulations under which public entities would be required to purchase adequate levels of insurance or self-insurance as a condition of receiving disaster assistance.

## OTHER LEGAL REFERENCES

There are numerous other Federal and State laws, ordinances and regulations that pertain one way or another to disasters, disaster response, civil defense, national emergency plan, labor codes and health and safety issues. Some are arcane while others are merely archaic. I have attempted to eliminate duplication to sections cited above. The following list of legal citations is by no means all-inclusive or exhaustive.

### Federal

1. [Comprehensive Preparedness Guide \(CPG\) 101: Developing and Maintaining Emergency Operations Plans](#); h) The term *CPG 1-3* refers to FEMA's "Federal Assistance Handbook" promulgated as Civil Preparedness Guide (CPG) 1-3, as amended, by numbered changes thereto and by Civil Preparedness Circulars (CPC). CPG 1-3 sets forth detailed guidance on procedures which a State and, where applicable, its political subdivisions must follow in order to request financial assistance from FEMA. It also sets forth detailed requirements, terms, and conditions upon which financial assistance is granted. (Reorganization Plan No. 3 of 1978, E.O. 12127 and E.O. 12148) [47 FR 43381, Oct. 1, 1982, as amended at 48 FR 44545, Sept. 29, 1983]
2. Public Law 4, 58th Congress, January 5, 1905 (33 stat. 599); Authorizes the American National Red Cross to undertake activities for the relief of persons suffering from disaster
3. The Federal Civil Defense Act of 1950, Public Law 920, (basic civil defense law).
4. Public Law 875, 81st Congress, September 30, 1950.(emergency preparedness); Authorizes federal assistance to states and local governments in major natural disasters.
5. The Federal Civil Defense Guide (the national plan for emergency preparedness).
6. US Code of Federal Regulations, Title 44 and cross reference Executive Order 12148. PART 312—Use of Civil Defense Personnel, Materials, and Facilities for Natural Disaster Purposes: Prescribe the terms and conditions under which civil defense personnel, materials, and facilities, supported in whole or in part through contributions under the Federal Civil Defense Act of 1950, as amended, 50 U.S.C. app. 2251, *et seq.*, hereinafter referred to as "the Act", may be used for natural disasters, to the extent that such usage is consistent with, contributes to, and does not detract from attack-related civil defense preparedness. Authority: Sec. 803(a)(3) Pub. L. 97-86; sec. 401, Federal Civil Defense Act of 1950, as amended, 50 U.S.C. app. 2253; Reorganization Plan No. 3 of 1978; 3 CFR, 1978 Comp., p. 329; and E.O. 12148 of July 20, 1979, 44 FR 43239.  
<http://ecfr.gpoaccess.gov/cgi/t/text/text->

[idx?c=ecfr&rgn=div5&view=text&node=44:1.0.1.6.70&idno=44](#) Source: 47 FR 43381, Oct. 1, 1982, unless otherwise noted.

7. Executive Order 13347 (July 26, 2004); Individuals with Disabilities in Emergency Preparedness
8. Homeland Security Presidential Directive (HSPD) 20 (May 4, 2007); National Continuity Police. Cross reference National Security Presidential Directive (NSPD) 51
9. [National Response Framework](#)
10. Public Law 106-390 (2000); Disaster Mitigation Act of 2000.
11. Public Law 109-295 (2006); Post-Katrina Emergency Management Reform Act
12. Public Law 109-308 (2006); Pets Evacuation and Transportation Standards Act of 2006

## **State**

1. [California State Emergency Plan](#)
2. [California Disaster Assistance Act \(2009\)](#)
3. Governor's Executive Order W-9-91 (May 29, 1991); Delegation of authority to CalEMA for mass care and shelter programs in California and State, federal grant recovery programs for individuals and households, and Emergency Repatriation. Rescinds Executive Order D-25-83
4. Military and Veterans Code, Division 7, Chapter 1, Sections 1500 through 1600; Legal basis for civil defense in California.
5. Civil Code, Section 1714.5 and 1714.6, Liability for Civil Defense Activities: limits liability during a state of extreme emergency in connection with the use of civil defense and other facilities during any destructive operation, enemy attack, or any defense test. Civil Code Section 1714.6 relates to negligence as a matter of law and defenses for acts or omissions in complying with orders or proclamations of military and civil authorities
6. Education Code 16555.5; Authorizes school boards to grant use of school property and equipment for public use during disasters and emergencies and to cooperate in furnishing and maintaining services required by the community
7. Education Code 31301; limits personal liability of school District employees for injury or death resulting from civil defense and fire drills

8. Education Code Title 5, Section 560; Civil Defense and Disaster Preparedness Plans. (Adopted by the State Board of Education in July, 1973)
9. Government Code, Article 16, Section 8647, 8649, 8654 (2009); Gift, grant or loan services, equipment or supplies by federal government or private party, Claims for taking or damaging private property, Authority of Governor during emergency or major disaster, federal loans to local government.
10. Labor Code, Division 4, Part 1, Workmen's Compensation Benefits for Civil Defense and Disaster Service Workers.
11. Labor Code 3364.5; Notwithstanding Section 3351 of the Labor Code, a
12. volunteer, unsalaried person authorized by the governing board of a school district or the county superintendent of schools to perform volunteer services for the school district or the county superintendent shall, upon the adoption of a resolution of the governing board of the school district or the county board of education so declaring, be deemed an employee of the district or the county superintendent for the purposes of this division and shall be entitled to the workman's compensation benefits provided by this division for any injury sustained by him while engaged in the performance of any service under the direction and control of the governing board of the school district or the county superintendent.
13. Vehicle Code sections 40830, 41401, and 41402; relate to violations of the <sup>SEP</sup>Vehicle Code required in order to comply with regulations promulgated under federal law or the California Disaster Act
14. Orders, Rules, and Regulations Promulgated by the Governor to Take Effect upon the Existence of a State of Extreme Emergency as a Result of Enemy Attack or Warning that an Enemy Attack is Probable or Imminent.
15. Executive Order Number 67-D-1 (November 9, 1967); Relates to Section 1540 of the Military and Veterans Code, which provides for the assignment of civil defense activities to state agencies, including the State Department of Education
16. State of California Civil Defense and Disaster Plan.
17. Office of Emergency Services Bulletin Number 3, Section 1.
18. California Administrative Code, Title 25, Part 1, Chapter 1, Subchapter 2, Section 500, Administration and Enforcement Fees.
19. Health and Safety Code, Division 13, Part 3, Sections 19100 through 19170.
20. Health & Safety Code Division 20, Section 6.5, Sections 25115 and 25117; Section 6.95, Sections 2550 et seq.; Section 7, Sections 25600 - 25610; Hazardous Materials

21. Earthquake Protection Law (Riley Act).
22. Senate Bill 445 (Alquist) (1979); This bill authorizes local government to adopt special building standards for the reconstruction of any building (primarily old buildings constructed with unreinforced masonry) determined to be a hazard to life in the event of an earthquake.
23. Senate Bill 166 (Negrete McLeod) (2007); Requires the Chancellor's Office of the California Community Colleges, by January 1, 2009, to develop emergency preparedness standards and guidelines, as specified, to assist community college districts and campuses in the event of a natural disaster, hazardous conditions, or terrorist activity on or around campus
24. AB 2171, Fong. Public postsecondary education: community colleges: expulsion hearing.

### **Local and County Laws and Ordinances**

### **Other Guidances**

1. NFPA 1600 (2007); Standards on Disaster/Emergency Management and Business Continuity Programs
2. Regional Disaster Medical Health Coordinator Mutual Aid System (1990); The role of the RDMHC is to plan for and coordinate medical and health resources within one of California's six mutual aid regions during times of disaster or other major event requiring medical or health mutual aid.

***REDWOODS COMMUNITY  
COLLEGE DISTRICT***

***Attachment #1***

**CAMPUS CLOSURE  
PLAN**



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**DISASTER RESISTANT**  
**CALIFORNIA COMMUNITY COLLEGES**

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## **Table of Contents**

1. Disclaimer
2. Introduction
3. Safety, Notification & Compensation
4. Emergency and Critical/Essential Personnel
5. Shutdown Preparation
6. Resumption of Service
7. Approval

## **DISCLAIMER**

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This Plan does not contain sensitive information.

The Campus Closure Plan has been written making every effort to be accurate, and employing current practices used by higher education emergency managers. Where requirements exist, this Plan has been written with the intent to be in compliance. It is not the intent of this Plan to supersede or void other mandated plans or operational directives but rather to be an attachment to the district's Emergency Operations Plan. This Plan cannot anticipate all possible major incidents or disasters influencing its stakeholders or facilities. Therefore, it should be reviewed, verified and corrected where appropriate by competent emergency management professional(s) and where relevant, legal counsel, before use. The members of the Incident Management Team and other personnel identified by the district and campus' Emergency Operations Plans should test this Plan and its various elements through training and exercises and review it annually for currency. Conditions may develop during 'real world' events and resulting operations where standard methods will not suffice and nothing in this Plan shall be interpreted as an obstacle to the experience, initiative, and ingenuity of the team members in overcoming the complexities that exist under actual emergency conditions.

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## **INTRODUCTION**

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For brevity and clarity the district Campus Closure Plan is henceforth referred to in this document as 'this Plan' or 'the Plan' and will be interpreted to include all entities administered by the district and apply to all employees. Entities include but are not limited to offices, accredited colleges and non-accredited sites where the district has primary responsibility for use and management. This Plan will use the term "district" and will apply to all affected entities and the term "campus" is meant to be any accredited or non-accredited facility. "CEO" is meant to be either the district chancellor or college president where relevant. The term "employees" is meant to include all faculty, staff, and board of trustee members directly associated with the district. "District Public Safety" (DPS) is intended to mean all sworn and non-sworn personnel whose primary task is protection of life safety and property.

It is the policy of the district to remain open during regular business and instructional hours in order to maintain services to students, faculty, staff, and the public.

Emergency conditions due to severe weather, natural or human-caused disaster, major utility outages or other circumstances have occurred, and are expected to occur. This policy provides guidelines in the event the CEO orders closure of all or part of any campus or facility. The status

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of district classes offered at off-campus locations will be determined by the closure decision made by the district and local authorities or the management of that site.

The protection of human life and health is of the utmost importance. District property and other resources shall be protected and preserved wherever possible, consistent with the primacy of human health and safety.

To the extent possible based on the circumstances of the major incident, disaster or significant emergency, the district will continue to maintain services critical to public safety, protection of life and property, transportation, and buildings and road maintenance. Employees in critical service areas and in all other units that remain open will be required to make every reasonable effort to meet their employment responsibilities.

The district shall, to the extent possible, assist federal, state and local governments, disaster management and relief agencies, and may allocate facilities, equipment and personnel to assist in responding to a major incident or disaster. The district shall cooperate with federal, state and local disaster management and law enforcement agencies with respect to any major incident or disaster occurring on or near district property and/or involving district personnel or students.

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## **SAFETY, NOTIFICATION & COMPENSATION**

### **Employee and Student Safety**

Employees and students must judge for themselves the safety of traveling to the campus. The district encourages all employees to make good decisions. In those rare instances when the district or campus will be closed the district/campus will endeavor to inform people in a timely manner. Faculty and staff are expected to notify their dean, director or supervisor of their absence in the event that they are unable to report to work.

### **Notification**

District or campus closure decisions are determined by conditions on the campus or in the district offices. To the extent possible and reasonable, notice of an interruption in district or campus operations will be distributed to local media outlets, posted on the district and campus website, and disseminated to the campus community through email, classrooms emergency phones and the emergency notification system. While the district/campus will attempt to update messages for local media outlets, the best source for current information will most likely be the district and/or campus website.

## **Human Resources**

Standard and customary district (contract) guidelines governing attendance and pay will be in effect for tardiness and/or absenteeism during conditions in which the CEO president has not declared closure. Time lost from the regular work schedule during closure due to emergency conditions will be without loss of regular compensation for regular or probationary non-represented staff. Non-represented staff who are required to report to, or who offer and are approved to work while a closure due to emergency conditions is in effect, will be paid their regular compensation and any additional hours worked subject to F.L.S.A./Wage and Hour Overtime provisions, as applicable. Faculty and represented staff are subject to the compensation and overtime provisions of their respective collective bargaining agreements. Decisions to allow employees to not report to work or to leave work early and return home as a result major incident, disaster, or emergency conditions during any period in which the CEO has not declared closure will be the responsibility of the Dean or Director. Time lost from work under such circumstances will normally be charged to accrued employee leave or leave without pay.

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## **EMERGENCY AND CRITICAL/ESSENTIAL PERSONNEL**

### **Emergency Operations Personnel – Definition**

An Emergency Operations employee is one who performs a function that is essential to the maintenance of core district or campus operations during an emergency or critical incident of a duration that is expected to be greater than 24 hours when classes and most other institutional activities are suspended. These employees will be required to report to work (or otherwise satisfactorily fulfill their responsibilities) during an emergency or critical incident. Emergency Operations staff includes but is not limited to personnel who provide time and task sensitive emergency and operational support services to the campus.

### **Designating Emergency Operations Personnel**

The district and campus are expected to develop Business Continuity Plans to ensure that the necessary steps are taken to identify the impact of potential losses, maintain viable recovery strategies and recovery plans, and ensure continuity of services through training, plan testing, and maintenance. One element of such a plan is the identification of positions whose incumbents perform essential operating unit functions. The following guidelines may be used to determine which positions should be designated as emergency operations personnel:

- Employees whose duties include the maintenance or operation of district or campus systems or networks critical to the ability to meet essential student and employee needs during an emergency

- Employees whose duties include the maintenance or operation of district or campus infrastructure systems critical to the ability to meet essential student and employee needs during an emergency
- Employees whose duties involve responsibility for the welfare or safety of students or employees or the safeguarding of district or campus property including buildings, facilities, or other tangible assets.

### **Examples of Emergency Operations Personnel**

Examples of employees whose duties include the maintenance or operation of district or campus systems or networks critical to the ability to meet essential student and employee needs during an emergency or critical incident may include but are not limited to:

- Payroll and purchasing staff
- Human resources staff
- Network administrators for critical functions
- Computer support for critical information systems

Examples of employees whose duties include the maintenance or operation of district or campus infrastructure systems critical to the ability to meet essential student and employee needs during an emergency or critical incident may include but are not limited to:

- Utility operations
- Employees of facilities, such as HVAC technicians working on air handling systems of occupied facilities

Examples of employees whose duties involve direct responsibility for the welfare or safety of students and employees may include but are not limited to:

- District Public Safety officer, dispatchers, office staff, and community service officers
- Risk management and safety staff
- Select members of Incident Management Team and Campus Emergency Response Team

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## **SHUTDOWN PREPARATION**

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### **Shutdown Preparation Checklist**

If the district or campus is faced with the prospect of a long-term closure, it may be necessary to close all the buildings at some or all facilities managed by the district.

The checklist below is developed to assist with protecting the district's assets. The scope of preparation required depends upon the location of the space, the type of construction of the building, the location within that building and the severity and characteristics of incident or event causing the closure and shutdown. The checklist should be modified to address particular requirements.

**Assignments for district or campus departments****ACTION:**

- Fuel and move district vehicles to a safe location.
  - Fuel emergency generators and ensure extra supply of fuel is available.
  - Unplug computers, printers, and all other electrical equipment (except freezers and refrigerators).
  - Turn down refrigerators and freezers to the lowest practical settings and plug into emergency power where available.
  - Protect valuable paper files in place or move to a safe location.
  - Back up computer files; make more than one copy and store in several different locations.
  - Protect valuable paper and computer files as necessary for colleagues unable to reach their offices.
  - Check emergency phone numbers. Update emergency notification lists. Add temporary contact information if staying at a different location.
  - Secure radioactive isotopes, bio hazardous agents, recombinant materials, and hazardous chemicals to prevent breakage and release. Some locations may include but are not limited to the science/chemistry stock room, water treatment for swimming pools, sewage treatment plants, facilities shops, and theater prop design facilities.
  - Use plastic or other appropriate waterproof containers to “over pack” reactive chemicals.
  - Securely store all select agents within approved facilities with double containment.
  - Close and latch (or secure with tape) filing cabinets and cupboards.
  - Cover and secure or seal vulnerable equipment with plastic.
  - Remove all equipment and supplies stored or mounted in outdoor or rooftop locations.
  - Make sure arrangements have been made for the care of laboratory animals and living botanical specimens.
  - Remove regulators and cap gas cylinders. Ensure all cylinders are secure.
  - Remove computers, files, equipment, chemicals, wastes and supplies from the floor in areas that may flood.
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- Turn off indoor and outdoor fountains and other water works.

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## **RESUMPTION OF SERVICE**

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District and campus emergency and essential personnel shall monitor the condition of the campus. All teams performing inspections of the campus should have a 2-way radio or other effective form of communication and remain in contact with the Incident Command Post or Emergency Operations Center.

The Incident Management Team working in collaboratively with District Public Safety officers, damage assessment personnel, facilities personnel, and other key emergency and essential personnel will determine the conditions of the campus. They will evaluate damage and develop response and recovery plans.

Returning personnel are advised to remain aware of their surroundings and to avoid contact with any hazards, including live animals that may be in the buildings or on the campus. They should also be aware of other physical hazards such as downed power lines, broken glass, biohazards or released chemicals, etc. Non-emergency or non-essential personnel should monitor the district and campus websites for information regarding resumption of services and direction where and when to report to campus.

The Damage Assessment personnel will complete assessment of damage to the campus's physical plant and auxiliary enterprises and through the ICP/EOC or Area Command establish communication with federal and state assistance offices.

When relevant, the CEO or their designee will notify the State Chancellor's Office and will notify the local jurisdiction and operational area EOC.

The Incident Management Team will continue to meet to develop and carry out plan to resume district and campus operations.

### **Post-Emergency Response**

Post-emergency response teams shall report to the ICP/EOC to check in, verify their role, and ensure they are properly identified to other teams before they begin any of their duties.

The following constitute the Post-emergency Response Teams:

**Safety Team:** Shall complete immediate survey of campus to identify and isolate safety hazards (biological, electrical, structural, gas leaks, etc.).

**Grounds Department personnel:** Shall with support enlisted from the ranks of Facility Services, shall provide minimum, one-way approaches to all buildings by clearing away debris. ICP/EOC will be notified upon clearing an approach to each building. Building perimeters shall be cleared after the approaches to each building are completed.

**Building Damage Assessment Teams:** Shall inspect departmental property and report on any condition such as broken windows, excessive water damage, structural damage, and physical and chemical hazards. In addition, members shall prepare an itemized report of equipment damage. These teams may call additional personnel as needed to expedite their actions so district or campus operations can resume sooner. These reports shall be made to the ICP/EOC.

**Central Utilities personnel:** Shall inspect and restore utilities, paying attention to immediate safety hazards. ICP/EOC shall be notified of this team's progress.

**Liaison Officer:** Shall act as the liaison between the district or campus and the local jurisdiction and/or Operational Area Emergency Operations Center.

**Public Information Office and Information Services:** Shall establish communication networks and inform the campus community, media, and public of any developments.

*Public Information Officer* will handle immediate media inquiries and shall update the district or campus Emergency Information Hotline as needed. They shall maintain close contact with the Incident Commander. See PIO Crisis Communication Plan.

*Director for Information Services* shall establish emergency communications, assess damage to telecommunications systems, and initiate repair procedures. They shall also establish emergency computing stations, assess damage to computing services, and initiate repair procedures and will maintain close contact with the ICP/EOC.

**District Public Safety and other law enforcement personnel:** Will secure campus from unauthorized access and looting. District Public Safety officers shall patrol the district's property and report to the Chief of District Public Safety on such conditions as washed out roads and sidewalks as well as any hazards observed. Only authorized personnel, with the proper identification shall be allowed onto campus until the "all clear" is given. The District Public Safety Chief will maintain close contact with the Incident Commander and keep them updated on the findings and progress of their team.

The Incident Commander shall prioritize the recovery based on the hazard assessment, immediate needs, and special needs. Their highest priority shall always be personnel safety. The Incident Commander through his Section Chiefs shall de-activate the various teams when it is determined that immediate hazards have been resolved, the initial assessment is complete, and special needs have been met.

The Incident Commander through the Documentation Unit Leader shall secure all documentation pertaining to the entire incident and prepare a report for submittal to the chancellor.

Non-essential and non-critical administrative and support personnel, faculty, students and other stakeholders should check district and campus websites and local media outlets for information about the status of their district and campus and relevant instructions.

## **APPROVAL**

*This Campus Closure Plan as an attachment to the district's Emergency Operations Plan will constitute an integral part of the Redwoods Community College District's response to significant incidents or disasters as required by law and policy.*

*This Campus Closure Plan as written and amended is hereby approved as an official attachment of the official and approved Emergency Operations Plan for Redwoods Community College District. All vice-presidents, deans, directors, managers, division and department heads shall ensure that it is implemented to the best of their abilities.*

**As promulgated and dated below:**

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**Kathryn Smith, President/Superintendent**  
**Redwoods Community College District**

**05/01/2015**



***REDWOODS COMMUNITY  
COLLEGE DISTRICT***

***ATTACHMENT #2***

**EMERGENCY  
COMMUNICATION  
PLAN**



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**DISASTER RESISTANT**  
**CALIFORNIA COMMUNITY COLLEGES**

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7. Approval

## **DISCLAIMER**

The Emergency Communications Plan has been written making every effort to be accurate, using current technologies and employing current practices used by higher education emergency managers. Where requirements exist, this Plan has been written with the intent to be in compliance. It is not the intent of this Plan to replace, supersede or void other mandated plans or operational directives but rather to be an attachment to the district's Emergency Operations Plan. This Plan cannot anticipate all possible major incidents or disasters influencing communication technologies or strategies. Therefore, it should be reviewed, verified and corrected where appropriate by competent professional(s), and where relevant, legal counsel, before use. The members of the Incident Management Team and other personnel identified by the district Emergency Operations Plan should test this Plan and its various elements through training and exercises and review and update annually. Conditions may develop during 'real world' events and resulting operations where standard methods will not suffice and nothing in this Plan shall be interpreted as an obstacle to the experience, initiative, and ingenuity of the team members in overcoming the complexities that exist under actual emergency conditions.

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## **ASSUMPTIONS**

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Since major incidents or disasters generally occur with little or no advanced warning, at any time of the day, on any day of the week and in any season or any weather, the events that occur during such an event are not predictable. This Plan will serve only as a guide, and may require modification in order to meet the dynamic requirements of the event(s).

Major incidents or disasters may affect widespread areas, therefore city, county, and federal emergency services may be delayed or unavailable. The district may expect a delay of 72 hours or considerably longer before off-campus emergency services resources become available. Furthermore, depending on the type of major incident or disaster, basic services may or will be lost for an equal period. These services may include, but are not limited to, electricity, water, sewage, land-based telephones, and conventional mobile (cellular) telephones.

During a major incident or disaster, neighboring jurisdictions and emergency services may be faced with the same loss of basic services. The district is part of the area's mutual aid infrastructure. This includes but is not limited to law enforcement, shelters, staging of emergency personnel and equipment, and serving as a Point of Distribution (POD) for mass immunization or vaccination.

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## **INTRODUCTION**

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For brevity and clarity the district Emergency Communications Plan is henceforth referred to in this document as ‘this Plan’ or ‘the Plan’ and will be interpreted to include all entities administered by the district and apply to all employees. Entities include but are not limited to offices, accredited colleges and non-accredited sites where the district has primary responsibility for use and management. This Plan will use the term “district” and will apply to all affected entities and the term “campus” is meant to be any accredited or non-accredited facility. “CEO” is meant to be either the district chancellor or college president where relevant. The term “employees” is meant to include all faculty, staff, and board of trustee members directly associated with the district. “District Public Safety” (DPS) is intended to mean all sworn and non-sworn personnel whose primary task is protection of life safety and property.

In reviewing major incidents and disasters that have occurred recently in the United States from large wildfires to major terrorist events, communication played a crucial role in success or failure, including life or death, during the critical first 12-72 hours. Experience has also shown that dependence on one mode of communication, especially one that may be vulnerable by the disruption to basic infrastructure, is shortsighted and prone to failure. To prevent this vulnerability, the district has adopted a multi-tiered approach to make communication more redundant and, therefore, more resilient. The district is also committed to updating the Plan as infrastructure needs or changes occur and as technological advances become available. The Plan is based on a realistic approach to communication needs and problems likely to be encountered within the district during a major incident or disaster.

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## **NEEDS ASSESSMENT**

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**To make the Plan successful for the district, the following must be accomplished:**

1. Communication equipment must be of the appropriate type and in sufficient quantity.
2. Equipment must be properly maintained and updated as demands or technological advancements occur.
3. Personnel must be trained how to operate the equipment.
4. Personnel must practice using all tiers of equipment during non-emergencies (e.g., drills, simulations, table-top exercises, large planned events, etc.).
5. Equipment must be properly prepositioned and accessible to personnel for rapid deployment.

**Analyzing the communication needs of the district recognizes the following requirements:**

1. Communication among the Incident Management Team (IMT) members.
  2. Communication among field personnel.
  3. Communication between Incident Command Post (ICP) and/or Emergency Operation Center (and IMT members) and field personnel.
  4. Communication between the ICP and/or EOC and mutual aid resources while the latter is en route and while working within the district.
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5. Communication between the district and the **county emergency communications center**.
6. Communication between Incident Commander (IC) or Incident Management Team (IMT) and managers throughout the district.
7. Communication between the district and their employees and students while on and/or off campus.

### **Summary of Redundant Tiers:**

1. Cellular telephones
2. Internet and intranet
  - a. Emergency web site
  - b. Social networking sites
  - c. Group sites (e.g. Angel™ and Google Groups™)
  - d. Email
3. Public address systems (including bullhorns)
4. Classroom emergency telephones
5. Office telephones
6. Emergency Notification System including text messaging
7. Satellite telephones
8. UHF two-way radio frequencies (both simplex and duplex)
9. FRS two-way radio frequencies
10. VHF two-way radio frequencies (simplex)
11. County emergency communications center and mutual aid radio frequencies
12. Amateur radio
13. Runners (messengers)
14. Telephone trees
15. Digital warning systems

## **ANTICIPATING, PLANNING AND RESPONDING**

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### **Before the Major Incident or Disaster**

The district will ensure that all their employees are aware of this Plan and are knowledgeable about the various methods which district managers may use to contact them during a major incident or disaster. Through delegation, the district will ensure that all students are aware of relevant elements of this Plan as it pertains to how the district will contact them or how they may obtain pertinent time-sensitive information during a major incident or disaster.

### **Initial Phase of a Major Incident or Disaster**

Since there is no way to predict the nature of, or when the major incident or disaster will occur, the immediate actions of the IC or IMT may differ. Some events are immediately evident (e.g., earthquake) requiring no notification of occurrence, only information on institutional status, what to do or where to go. Other events are not so evident (e.g. active shooter or hazardous materials release), requiring the IC or IMT to provide immediate and specific information as well as follow-up information. A third type of event that requires notification with information and instructions to employees and/or students is an event that occurs after hours.

For major incidents that require immediate notification to employees and/or students, the following procedures will be used depending on the nature of the incident:

1. A recorded or live message with the nature of major incident or disaster be issued through emergency telephones located in classrooms and office phones. An example of this would be in case of an active shooter, barricaded suspect or a hazardous materials release where you want employees and/or students to either shelter in place (including locking down) or evacuate via a very specific route.
2. Bullhorns with instructions. An example of this method would be for evacuation based on a bomb threat.
3. Activate the emergency notifications system (mass notification) including text messaging.
4. Building Monitors or other official(s) going room to room with instructions. An example of this method would be if the bullhorns were not available or if very quiet and discrete message delivery was required.
5. Activate evacuation klaxon and strobe with instructions issued outside the buildings and/or at the Emergency Staging Area(s). The most typical example of this would be during a fire.

For major incidents or disaster when the campus is largely unoccupied (e.g. a significant seismic event occurs late Saturday night), where required and timely notification with information and instructions to employees and/or students is necessary, the following methods will be used depending on the nature and severity of the incident, when it occurs, the status of local and regional infrastructure, and the predicted duration of the major incident or disaster.

The primary strategies are to notify and get critical personnel activated and responding to the campus, and facilitate/activate communications among the critical personnel en route to their campus. The same method for initial notification can also be used to provide updated information regarding the status of the campus and continuation of business and instructional operations to all employees and students. The following procedures will be used if available.

1. Activation of emergency notification system. Activation done by designated authorized personnel in the CEO's office or district public safety office.
2. Managers should utilize phone trees or similar tools to notify employees.
3. Faculty telephoning students based on information from class rosters.
4. Faculty notifying students using web-based programs like Angel™, Google Groups™, or email.

5. Change district/campus general website and emergency website, and social media sites (e.g. Twitter and Facebook).

### **Ongoing Communications During a Major Incident or Disaster**

There are several elements in providing effective communication during a major incident or disaster. Which element(s) employed and the frequency of the updates are dependent on the nature and severity of the incident, impact on district stakeholders, when it occurs, impact on basic services infrastructure, and the predicted duration of the major incident or disaster. This section outlines a flexible framework enabling incident managers and responders to change (expand or contract) as needed.

1. Webpage: The IMT will ensure that the general and emergency web pages and social media sites are updated to inform stakeholders of the status of the campus, and any special instructions. This update process will be redundant (alternate hosting outside local/regional area) and accessible by the Webmasters and authorized IMT members at any time and from off-site locations so changes can be near real-time.
  2. Email: The CEO or PIO's office will distribute email updates to all employees and (optionally) students with updates and specific instructions.
  3. Emergency Notification System: The CEO's offices will distribute updates to all registered stakeholders with updates and specific instructions.
  4. Classroom Emergency Phones and Office Phones: The Incident Commander or IMT will utilize this method of communication in times where students and/or employees are sheltering in place (lock down) or otherwise remaining inside classrooms and/or offices. It is predicted that this part of the communication framework will be used for only a few hours and not for extended periods.
  5. Public Address Systems (including bullhorns): These will be used on an as-needed basis.
  6. Cellular Phones (conventional): These devices are particularly useful for discrete communication between two individuals.
  7. Two-Way Radios: Using a successful model from both firefighting and search and rescue operations, IMT and first responders with different responsibilities will use different dedicated and discrete frequencies in the following format:
    - a. Command for IC/IMT: Channel 1
    - b. Search and Rescue and Emergency Medical including CERT:
    - c. Primary: Channel 2
    - d. Secondary: Channel 3
    - e. Law Enforcement & Security: Channel 4
    - f. Logistics: Campus Disaster Cache, transportation: Channel 5
    - g. Logistics: Base camp, shelters, etc.: Channel 6
    - h. Facilities & Damage Assessment: Channel 7
    - i. Campus-to-Campus: Channel 8
    - j. Additional Available Frequencies: Channel 9
  8. Mutual Aid: ICP or EOC is equipped with radio communication package capable of contacting **county emergency communications center**, mutual aid agencies and emergency responders, and be linked to the Radio Amateur Civil Emergency Service (R.A.C.E.S.) and/or Amateur Radio Emergency Service (A.R.E.S.).
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9. Satellite telephone: The ICP or EOC is not equipped with a satellite-based mobile phone.
  10. Runners: Human messengers will be used anytime other means are not available or less efficacious.
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**Amateur** (also called **ham**) **Radio** - The use of designated radio frequency spectrum for purposes of private recreation, non-commercial exchange of messages, wireless experimentation, self-training, and emergency communication. Amateur radio operation is coordinated by the International Telecommunication Union and in the United States governed under Part 97 of the FCC Rules and Regulations. Amateur radio operators must be licensed by the FCC and issued a call sign. The level of the license defines what frequencies and transmit power may be used.

**A.R.E.S.** - Amateur Radio Emergency Service - A corps of trained amateur radio operator volunteers organized to assist in public service and emergency communications. It is organized and sponsored by the American Radio Relay League. Communication failures have been a defining part of natural disasters and even some human-generated events. Amateur radio provides a means of communication "when all else fails".

**Duplex** - (Repeater Term) A communication mode in which a radio transmits on one frequency and receives on another. This typically greatly extends the range of the radio signal. See "Repeater" in this section.

**FRS** - Family Radios Service radios are compact, handheld, wireless 2-way radios that provide very good clarity over a relatively short range. FRS radios operate on 14 dedicated channels (1-14) operating in the 460 MHz band. Channels 1 to 7 are shared with low-power interstitial channels of GMRS, the General Mobile Radio Service. Channels 8-14 are designated by the Federal Communications Commission (FCC) expressly for FRS radio usage. FRS radios frequently have provisions for using sub-audible tone squelch (CTCSS and DCS) codes. FCC does not require license and licensees are permitted to transmit up to 500 milliwatts (or 1/2 watt). FRS radio transceivers and their antennas may not be modified to extend their range.

**GMRS** - General Mobile Radio Service radios is a licensed land-mobile FM UHF radio service in the United States available for short-distance two-way communication. GMRS radios are typically handheld portable devices much like Family Radio Service (FRS) radios, and share some frequencies with FRS. The GMRS-only channels are defined in pairs, with one frequency in the 462 MHz range for simplex and repeater outputs. There are eight channels exclusively for GMRS and seven "interstitial" channels shared with Family Radio Service (FRS). GMRS use requires an FCC license, and licensees are permitted to transmit at up to 50 watts on GMRS frequencies, depending on the type of station, but 1 to 5 watts is more common. Units are allowed to have detachable or external antennas.

**Hertz** - the standard unit used to measure frequency (one Hertz equals one complete cycle per second).

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**R.A.C.E.S.** - Radio Amateur Civil Emergency Service. - A standby radio service provided for in Part 97.407 of the Federal Communications Commission (FCC) rules and regulations governing amateur radio in the United States. The concept of a standby "Radio Amateur Civil Emergency Service" to replace the conventional "Amateur Radio Service" during wartime was developed in 1952. The resulting standby RACES service was designed to provide a quicker and smoother transition in the event the President ever needed to silence the regular Amateur Radio Service when invoking the War Powers Act. In addition to wartime communications, RACES can provide or supplement communications during emergencies where normal communication systems have sustained damage.

**Repeater** - A repeater receives a radio's transmission and re-transmits it. Repeaters usually enjoy the advantage of height and power to extend the range of the radio being used. The separation between these two frequencies is referred to as the "Offset."

**Simplex** - A communications mode in which a radio transmits and receives on the same frequency.

**UHF** - Ultra High Frequency 300 - 3000 MHz.

**VHF** - Very High Frequency 30 - 300 MHz.

## **APPROVAL**

*This Emergency Communications Plan as an attachment to the district's Emergency Operations Plan will constitute an integral part of the Redwoods Community College District's response to significant incidents or disasters as required by law and policy.*

*This Emergency Communications Plan as written and amended is hereby approved as an official attachment of the official and approved Emergency Operations Plan for Redwoods Community College District. All CEO's, vice presidents, deans, directors, managers division and department heads shall ensure that it is implemented to the best of their abilities.*

**As promulgated and dated below:**

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***Kathryn Smith* , President/Superintendent  
Redwoods Community College District**

**05/01/2015**

***REDWOODS COMMUNITY  
COLLEGE DISTRICT***

***ATTACHMENT #3***

**CRISIS (PIO)  
COMMUNICATION  
PLAN**



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**DISASTER RESISTANT**  
**CALIFORNIA COMMUNITY COLLEGES**

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## **DISCLAIMER**

The PIO Crisis Communications Plan has been written making every effort to be accurate, using current technologies and employing current practices used by higher education emergency

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managers. Where requirements exist, this Plan has been written with the intent to be in compliance. It is not the intent of this Plan to replace, supersede or void other mandated plans or operational directives but rather to be an attachment to the district's Emergency Operations Plan. This Plan cannot anticipate all possible major incidents or disasters influencing communication technologies or strategies. Therefore, it should be reviewed, verified and corrected where appropriate by competent professional(s), and where relevant, legal counsel, before use. The members of the Incident Management Team, especially the PIO and other personnel identified by the district Emergency Operations Plans, should test this Plan and its various elements through training and exercises. Conditions may develop during 'real world' events and resulting operations where standard methods will not suffice and nothing in this manual shall be interpreted as an obstacle to the experience, initiative, and ingenuity of the team members in overcoming the complexities that exist under actual emergency conditions.

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## **ASSUMPTIONS**

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Since major incidents or disasters generally occur with little or no advanced warning, at any time of the day, on any day of the week and in any season or any weather, the events during an emergency are not predictable. This Plan will serve only as a guide, and may require modification in order to meet the dynamic requirements of the event(s).

Major incidents or disasters may affect widespread areas, therefore city, county, and federal emergency services may be delayed or unavailable. The district may expect a delay of 72 hours or considerably longer before off-campus emergency services resources become available. Furthermore, depending on the type of major incident or disaster, basic services may or will be lost for an equal period. These services may include, but are not limited to, electricity, water, sewage, land-based telephones, and conventional mobile (cellular) telephones.

During a major incident or disaster, neighboring jurisdictions and emergency services may be faced with the same loss of basic services. The district is part of the area's mutual aid infrastructure. This includes but is not limited to law enforcement, shelters, staging of emergency personnel and equipment, and serving as a Point of Distribution (POD) for mass immunization or vaccination.

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## **INTRODUCTION**

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For brevity and clarity the district PIO Crisis Communications Plan is henceforth referred to in this document as ‘this Plan’ or ‘the Plan’ and will be interpreted to include all entities administered by the district and apply to all employees. Entities include but are not limited to offices, accredited colleges and non-accredited sites where the district has primary responsibility for use and management. This Plan will use the term “district” and will apply to all affected entities and the term “campus” is meant to be any accredited or non-accredited facility. “CEO” is meant to be either the district chancellor or college president where relevant. The term “employees” is meant to include all faculty, staff, and board of trustee members directly associated with the district. “District Public Safety” (DPS) is intended to mean all sworn and non-sworn personnel whose primary task is protection of life safety and property.

Crises can happen anywhere, at any time, and often occur when they are least expected. When a crisis does occur, events usually unfold rapidly, leaving little time for planning. That is why advance preparation is essential.

Some crises can be predicted and prevented, and the impact of those that cannot be avoided can be minimized if handled properly. Aside from tangible damage, a crisis can also impact or even destroy the district's reputation. The longer a crisis goes on, the more damage it can do to public support, employee and student morale, enrollment and fund raising. Therefore, it is necessary to handle crises in a swift and organized manner. The rapid release of accurate information regarding an accident, incident, natural disaster, emergency or controversial issue is clearly in the best interest of the district.

The Plan is based on a realistic approach to communication needs and problems likely to be encountered within the district during a major incident or disaster. It deals specifically with crisis communication, and coordinates with the district Emergency Operations Plans and its relevant elements and parts. This Plan is intended as a guide for the Public Information Office to effectively work with the Incident Management Team.

The CEO or their designee will activate this plan, if necessary, but the entire district community should be aware of the plan and their roles they in executing it. If any member of the district believes a crisis is pending or is under way, they should report it immediately to the CEO or District Public Safety. This notification should not substitute for or delay notification of 9-1-1 if relevant.

All employees are to direct media inquiries to the public information officer, CEO or their designee.

The goal of this Plan is to provide accurate information and visible leadership in a timely fashion. Without prescribed communication protocols in place, potentially damaging issues can negatively affect the institution's long-term image, credibility, and public relations. This crisis communication plan will offer some possible crisis scenarios and suggestions for handling those scenarios, but will also provide general guidelines for reacting to a crisis. A good crisis communication plan outlines what must be done in times of crisis, but must also be flexible enough to adapt to specific situations as they unfold. The plan must also be periodically tested and evaluated to ensure its effectiveness.

The district should attempt to follow these guidelines in an effort to respond quickly to any crisis or emergency, as well as to inform its public about the crisis.

This plan establishes communications protocols to ensure that campus officials and communicators are familiar with both procedures and their specific roles. More detailed and/or exact procedures to be followed should be developed and practiced. This plan is designed for internal use. The district does not assume any liability for actions of third parties who act in conjunction with this plan.

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## **ANTICIPATING AND PREPARING FOR A CRISIS**

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### **Anticipating a Crisis**

Anticipation is the key. District and campus officials should periodically assess threats and risks and know what possible crises are looming. They should anticipate worst-case scenarios of all predicted crises, and be prepared for how the media and the public will react to news of a crisis.

### **Preparing for a Crisis**

It is important to set up the framework of the crisis communication plan in advance. Some steps that should be taken in advance are:

- 1. Establish a crisis communication team:** <sup>[1]</sup><sub>SEP</sub>The team should consist of specific district employees who understand what their duties will be if a crisis occurs. The team should meet at least semiannually to ensure that all players are aware of their responsibilities.
- 2. Have all telephone/mobile numbers and e-mail addresses for key officials and local media easily available:** If a crisis occurs after hours, crisis communication team members and other important district or campus officials will need to be reached while off campus and off duty. These numbers should be compiled BEFORE a crisis strikes, and should be frequently updated.
- 3. Have local and statewide emergency numbers available:** Often a crisis that affects the district will also affect the local jurisdiction, municipality, county or surrounding areas. It is important for the district to maintain contact with city, county, state, and selected federal officials.
- 4. List possible locations for command/media center:** Consider where the crisis communication team will meet if a crisis strikes. If media are on campus covering the crisis, the district may wish to offer reporters a workspace or a place where they can attend press briefings or receive updates. Arrange in advance for a variety of rooms and locations so that the crisis team can be assured of quick access to those facilities when a crisis strikes. Consider locations for a Joint Information Center (JIC).

- 5. Compile a crisis kit:** The crisis kit should contain all of the above items and lists, along with a campus directory, local phone books, media lists and phone numbers, several legal pads, pens, highlighters, campus maps, city and state maps, a list of media addresses, district and campus letterhead (both paper and digital versions) for press releases, facts-at-a-glance (number of students, faculty and staff, etc.), laptop computer and printer for writing press releases and signage. A two-way radio should be issued from the Emergency Operations Center.
- 6. Prepare a standby statement:** The format of a statement can be drawn up and approved in advance. Accurate details can be inserted at the time of the event. This will save time during an actual crisis.
- 7. Prepare checklists for the district or campus community:** Many of your students and employees may not be familiar with some of the usual crises that occur in your region. It would be helpful to provide them with preparation checklists. An earthquake preparedness checklist and an evacuation plan are two such items that could assist the district community during a crisis. These checklists will be available from the district's emergency preparedness website and other on-campus venues.
- 8. Communicate to the media in advance:** Similar to other elements of emergency preparedness, it is key that the district and campus public information officer(s) communicate with the various media outlets *before* a crisis strikes. This will allow the crisis communication process to move more smoothly.

## **IDENTIFYING AND HANDLING A CRISIS**

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### **Identifying a Crisis**

Different types of crises call for different responses. It is important to identify a crisis while it is still in its early stages. Some may be minor, others severe. The district or campus response will depend upon the circumstances.

### **Handling a Crisis**

When crisis strikes, it is essential that the district or campus take immediate action. The key to success is to obtain the information, confirm its accuracy, disseminate the information as quickly as possible, and prepare to address the situation as it evolves. The following steps should be taken as soon as the crisis is identified:

#### **Action**

- 1. Gather the facts:** If a crisis occurs, district or campus officials must immediately gather all available facts. Having accurate information will enable district/campus PIO to respond to the crisis properly.
- 2. Convene the crisis communication team:** The core team members, comprised of the Public Information Officer and their staff and select members of the Incident Management Team, should immediately convene and decide the first course of action. Since this must be done swiftly, the core members should take the lead, and then bring in the rest of the team if the crisis warrants such action.
- 3. Activate all relevant plans:** In most cases the CEO have already activated the district Emergency Operations Plan.
- 4. Develop a plan to assist those who have been affected:** As the IMT develop strategies to help affected individuals/groups, provide information where to obtain grief counseling, mental health services, support groups, memorial services, safety seminars, posters and brochures that offer safety tips, hotline numbers that provide information to family members, and updated website information, etc. These will depend on the nature of the crisis.
- 5. Designate a media center:** Based on the type of crisis and the district or campus' particular needs, designate a media center. This may be designated a Joint Information Center (JIC).
- 6. Prepare a statement and background information:** Tailor the statements to the events that are unfolding, and prepare background information for the media. In all documents, stick to the facts and do not speculate.
- 7. Meet with city, county, or state officials, if necessary:** If the crisis is citywide, regional, or statewide, district/campus officials should be in contact with neighboring jurisdictions.

## 8. Communication--what to do (and not do) and what to expect:

- **Identify key audiences:** Determine which of the district or campus' stakeholders need to be informed of the situation, and in what order:
  - students, faculty, staff, and minors attending the campus
  - district's Board of Trustees
  - the media
  - families of students, faculty, and staff
  - general public & groups using facilities
  - prospective students & alumni
- **Designate a district or campus spokesperson(s):** It is best to designate only one spokesperson so the district or campus provides a unified, consistent message to their stakeholders and the public. The CEO or the designated PIO are the likely spokespersons. It is essential that INT, emergency personnel, police, state officials, campus administrators, etc., keep the spokesperson updated of the latest developments.
- **Provide guidance to the public:** If the crisis involves a health risk, district or campus officials should follow recommendations of their county health office(r) when offering guidance to the public about symptoms, treatments, and whether to contact physicians. If the crisis involves a possible evacuation, district or campus officials should inform the public about areas to be evacuated and time lines for the evacuations. The district or campus should also direct the public regarding where to go for more information—radio, TV, Web sites, etc.
- **Activate the crisis hotline number:** The number is ???-??-???? or 1-800-??-????. This number should be activated, frequently updated and publicized in the event of a crisis. In particular, if students are involved in a crisis, their parents will need a number to call to find out if their family members are in danger, need to be evacuated, etc.
- **Develop messages:** District or campus officials should develop a few clear, simple messages for stakeholders and the media. These messages should be delivered repeatedly and clearly, and by one voice. The messages should demonstrate concern about what is happening and for the people involved, and should explain what the district or campus is doing to solve the problem.
- **Anticipate the tough questions:** The crisis communication team should make a list of all possible tough questions that the media or the public might ask. By composing responses to these questions, the spokesperson can be better prepared for interviews and press briefings.
- **Communicate the message and the facts:** The facts of the crisis, an official statement, and the key message(s) should be communicated to the district or campus' stakeholders. For internal audiences, use broadcast e-mail, broadcast voice mail, the district and/or campus' homepage, the telephone emergency hotline, emergency notification system, and

campus media. Always make sure internal audiences are the first to be informed. For external audiences, use the media by holding press briefings or issuing official statements. The first press briefing or statement should come out within five hours of the event or crisis.

- **Identify which mediums are available to communicate your message:** The time of day, day of the week, whether it is a holiday, and whether or not there is a power outage or other impacts to the district or campus infrastructure will help determine which methods of communication can be used to communicate the message.
- **Control the message:** The district or campus should stick to the facts and to its main messages, thus controlling what information is disseminated. This information should be completely truthful and forthcoming. All "bad" news should be told up-front and all at once; otherwise, it will trickle out slowly and the negative media coverage will continue day after day.
- **Control the flow of information:** The Public Information Office should control the flow of information by holding a series of press briefings for the media—weekly, daily, or hourly, depending upon the nature of the crisis. This enables the district or campus to operate in a proactive manner, while providing the media with a timetable for when they can expect an update.
- **Keep it consistent:** Keep the message consistent with all constituencies. Never tell one constituency anything that is not being told to the media.
- **Do not guess or speculate:** If you do not know the answer, say so and offer to track down the answer.
- **Never respond with “No comment”:** Instead explain why you cannot answer the question (i.e., ‘we do not have those details confirmed at this time’; ‘we will provide you with an update when we do have an answer to that question’).
- **Off the record:** Never speak off the record. The media can use any information released.
- **Next of Kin:** If an injury or death has occurred, do not release the name(s) of the injured/deceased until all next of kin (immediate family) have been notified.
- **Damage assessments and responsibility:** Do not provide damage estimates, discuss responsibility for the incident, or discuss legal liability in any way.
- **Be available:** 24 hours a day until the crisis is resolved.
- **Telephone Operators:** Notify district and campus’ telephone operators and other employees to direct all media inquiries to the Public Information Office without commenting or speculating on the situation. Be sure to provide them with the contact information.

- **Do not discuss illegal activity at any time:** Say “Police are investigating. We are cooperating.” Refer all questions to the appropriate law enforcement agency.
- **Responsibility and liability:** Do not admit responsibility or liability.
- **Family:** In cases when media request interviews with family members, provide the family with a media liaison so that they can protect their privacy if they so choose.
- **Employees:** Any requests for interviews with employees should be vetted through the PIO and district legal counsel.
- **Avoid “side comments” meant to be humorous.**
- **Hypothetical and negative questions:** Do not accept hypothetical questions. Do not repeat negatives in a question. Taken out of context, these remarks can be very damaging.
- **Keep Informed:** All Public Information Office employees who work with the media should be briefed on the situation and informed as to what details they can release. Other district or campus employees who answer phones should be informed of where/how to direct media calls. Typically, all media calls should go to the spokesperson or to the Public Information Office.
- **Keep track of media calls and requests:** The spokesperson should keep a list of all the reporters with whom they have talked to. This will enable the district or campus to look for news clippings and to later evaluate how the crisis was handled.
- **Respond to the media quickly and fairly:** The media provides a way for the district or campus to get its message to the public. The media will also shape public opinion about how the district or campus is responding to the crisis. Therefore, it is important to cooperate with the media, to be sensitive to media deadlines, and to provide all reporters with the same information. Do not provide exclusive stories.
- **Dispel the rumors:** During times of crisis, rumors may run rampant. If rumors containing flawed information become prevalent, the spokesperson will need to dispel them publicly. When discussing students who have been affected by a crisis, check to make sure they do not have a Buckley Hold (Family Educational Rights & Privacy Act of 1974) on their personal information. These holds may mean we cannot release their personal information, and in some cases, means we cannot even acknowledge that they are students in the district. Also, do not release the names of anyone who is injured or killed until their next of kin have been notified.
- **Joint releases:** When the crisis is citywide, countywide, regional or statewide, stay in contact with city, county and state officials, and consider issuing joint press releases with those officials.
- **Set good policy:** Setting good district or campus policy is the best way to avoid a crisis and to avoid criticism. No amount of good public relations can make up for bad policy.

- **Do the right thing:** Being ethical and doing what is right for those involved in a crisis will automatically lead to good public relations. Public relations cannot (and should not) conceal information or lie about facts.
  - **Choose words and phrases carefully:** Don't unnecessarily panic stakeholders by being overly dramatic. If possible and appropriate, use language that will ease the public's concern while still being truthful.
  - **Court of law vs. court of public opinion:** District or campus legal counsel and the Public Information Office should work together to make sure as much information as possible can be released without jeopardizing any possible investigations or forthcoming litigation.
  - **Victim, villain, or hero:** Anyone involved in a crisis can be portrayed by the media as a victim, a villain, or a hero. The district or campus can become a hero if it acts responsibly and takes the proper action. Doing "the right thing" is the best public relations strategy. Good public relations cannot help bad policy or poor decision-making.
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## WHAT THE MEDIA WILL ASK?

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### Casualties

1. Number killed or injured or who escaped (use caution with initial numbers).
2. Nature of injuries received.
3. Care given to the injured.
4. Disposition of the dead.
5. Prominence of anyone who was killed, injured, or escaped.
6. How escape was handicapped or cut off.

### Property Damage

1. Estimated value of loss.
2. Description of property.
3. Importance of the property.
4. Other property threatened.
5. Insurance protection.
6. Previous emergencies in the area.

### Causes

1. Testimony of participants.
  2. Testimony of witnesses.
  3. Testimony of key responders—the crisis management team, police, fire, etc.
  4. How emergency was discovered.
  5. Who sounded the alarm?
  6. Who summoned aid?
  7. Previous indications of danger.
-

Rescue and Relief

1. The number of people engaged in rescue and relief operations.
2. Any prominent person in relief crew.
3. Equipment used.
4. Physically disabled persons rescued.
5. Care of destitute and homeless.
6. How the emergency was prevented from spreading.
7. How property was saved.
8. Acts of heroism.

Description of the crisis or disaster

1. Extent of emergency and predicted duration.
2. Blasts and explosions.
3. Crimes of violence.
4. Attempts at escape or rescue.
5. Collapse of structures.
6. Color and size of flames.
7. Extent of spill.
8. Spreading hazards or risk outside boundaries of campus.

Accompanying incidents

1. Number of spectators, spectator attitudes, and crowd control.
2. Unusual happenings.
3. Anxiety, stress of families, survivors, etc.

Legal actions

1. Inquests, coroner's reports.
2. Police follow-up.
3. Insurance company actions.
4. Professional negligence or inaction.
5. Law suits (legal action) stemming from the incident.

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## **CRISIS MEETING AGENDA**

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During an initial briefing about the crisis, the following specific agenda items will be reviewed:

1. Situation report:  
*What appears to have happened.*  
*Confirmed facts (when, immediate known consequences, likely consequences).*  
*Scope of proposed situation.*
-

2. Initial response status:  
*What is being done, why, by whom.*  
*Likely implementation time and hoped-for results.*
3. Initial communications status:  
*Who knows, who needs to know immediately and later on.*  
*Alert switchboard.*
4. Short-term response requirements:  
*Delegate crisis communications responsibility.*  
*What must be done in the next several hours and how.*  
*What human and material resources are available or needed.*
6. Short-term communication process:  
*Staff, faculty, students, families, etc.*
7. Next meeting time.

## EVALUATION

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Experience is the best teacher. After the crisis is over, it is beneficial to evaluate how the district or campus handled it. Knowing what actions were done well and what could be improved will only help refine the crisis communication plan and make it more effective in the future.

- **View/read media coverage:** The best way to evaluate the district or campus' dealings with the media is to watch and read the media coverage of the crisis. Seeing how the press covered each of the district or campus' actions can help form future media strategies.
  - **Debrief:** The crisis communication team should convene after the crisis ends to evaluate every action taken and the crisis communication plan itself. It is important to learn from successes and from mistakes.
  - **Test the plan:** To ensure that the plan works and is kept up-to-date, it should be tested and evaluated semiannually.
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## IMMEDIATE RESPONSE CHECKLIST

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### Step One—First Alert

- Alert Director of the Public Information Office.
- Inform switchboard to direct all media calls to the Public Information Office.
- Assess situation and level of impact.
- Decide to issue a written statement or to hold a press briefing.
- If necessary, decide location for press briefing.
- Alert switchboard and media to time and location of press briefing.

### Step Two—Get the Facts

- Gather known facts.
  - Verify nature and scope of incident with IMT, District Public Safety or other first responders.
-

- Determine if there are injuries and/or fatalities (do not release names).
- Assess public health risk (if any).
- Determine which authorities must/should be consulted.
- Consult immediately with responding agencies to coordinate release of information.
- Begin to craft message for release to media, use key messages worksheet.
- Begin to plan to inform internal stakeholder audiences.

### **Step Three—Verify and Keep the Information Moving**

- Time code all information as it arrives.
- Verify all facts before releasing.
- Keep appropriate senior officials up-to-date.
- Keep in frequent contact with appropriate government and legal authorities.
- Begin plan to inform internal, stakeholder audiences.

### **Step Four—Prepare for Media (Calls and Visits)**

- Start media contact record.
- Brief and rehearse designated media spokesperson. Go through “What information media will want” list and rehearse what verified information will be made available.
- Discuss media inquiry strategy.
- Activate prearranged media room/area (on or off site).
- In hosting a press conference or briefing, stand behind a podium to create a workable barrier between you and aggressive media reporters.
- Get approval for media statement (as handout or release).
- Designate officials who will read statements or speak during press briefing.
- Review guidelines for dealing with the media with each Public Information Office employee.

**Step Five—When Reporters Arrive**

- Ask media for official media credentials and to sign in.
- Inform reporters and their video crews of restrictions on movement/photography/filming.
- Proceed with briefing.
- Advise media of time and place of next and future updates.
- Follow-up on additional media inquiries.

**Step Six—Media Follow-up & On-going Media Relations**

- Monitor media coverage.
- Assess and correct factual errors.
- Advise media of any significant new developments.
- Log all media contacts.
- Evaluate effectiveness of plan and revise as necessary.

**LOCAL MEDIA CONTACT INFORMATION**

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<b>Radio Media</b>	<b>Telephone Number &amp; Email</b>	<b>Television &amp; Print Media</b>	<b>Telephone Number &amp; Email</b>
CBS Affiliate			
NBC Affiliate			
NPR Affiliate			
FOX Affiliate			
CNN Affiliate			
Independent New Service			

**OTHER MISSION-CRITICAL CONTACT INFORMATION**

Contact	Contact Name	Telephone Number	Email
Public Transit District		Work: Home: Cell: Fax:	
District/campus PIO		Home: Work: Cell: Fax:	
District Webmaster		Home: Work: Cell: Fax:	
Campus Webmaster		Work: Home: Cell: Fax:	
Local Jurisdiction PIO		Work: Home: Cell: Fax:	
State Chancellor's Office PIO		Work: Home: Cell: Fax:	

Local Utility District (Water and Power)		Work: Home: Cell: Fax:	
Adjoining Higher Education Institutions		Work: Home: Cell: Fax:	
N.G.O. Partners (e.g. American Red Cross, local C.E.R.T., etc.)		Work: Home: Cell: Fax:	

**MEDIA LOG SHEET**

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Message for: \_\_\_\_\_

Date/time of call: / / ; : a.m. p.m. \_\_\_\_\_

Caller: \_\_\_\_\_

Phone number: ( ) \_\_\_\_\_

Summary of inquiry: \_\_\_\_\_

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Who responded to inquiry? \_\_\_\_\_

Time and date inquiry was handled: / / ; : a.m. p.m. \_\_\_\_\_

Summary of response: \_\_\_\_\_

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Further action needed? \_\_\_\_\_

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**APPROVAL**

*This PIO Crisis Communication Plan as an attachment to the district's Emergency Operations Plan will constitute an integral part of the Redwoods Community College District's response to significant incidents or disasters as required by law and policy.*

*This PIO Crisis Communication Plan as written and amended is hereby approved as an official attachment of the official and approved Emergency Operations Plan for Redwoods Community College District. All CEO's, vice presidents, deans, directors, managers division and department heads shall ensure that it is implemented to the best of their abilities.*

**As promulgated and dated below:**

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***Kathryn Smith* , President/Superintendent  
Redwoods Community College District**

**05/01/2015**

***REDWOODS COMMUNITY  
COLLEGE DISTRICT***

***Attachment #4***

**INFLUENZA PANDEMIC  
EMERGENCY  
OPERATIONS PLAN**



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**DISASTER RESISTANT**  
**CALIFORNIA COMMUNITY COLLEGES**

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## **DISCLAIMER**

The Pandemic Influenza Emergency Operations Plan has been written making every effort to be accurate, using current technologies and employing current practices used by higher education emergency managers. Where requirements exist, this Plan has been written with the intent to be in compliance. It is not the intent of this Plan to replace, supersede or void other mandated plans or operational directives but rather to be an attachment to the district's Emergency Operations Plan. This Plan cannot anticipate all possible emergency events or situations and emergency responses. Therefore, it should be reviewed, verified and corrected where appropriate by competent professional(s), and where relevant, legal counsel, before use. The members of the Incident Management Team and other personnel identified by the district Emergency Operations Plan should test this Plan and its various elements through training and exercises and review and update annually. Conditions may develop during 'real world' events and resulting operations where standard methods will not suffice and nothing in this Plan shall be interpreted as an obstacle to the experience, initiative, and ingenuity of the team members in overcoming the complexities that exist under actual emergency conditions.

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## **INTRODUCTION**

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For brevity and clarity the district Influenza Pandemic Emergency Operations Plan is henceforth referred to in this document as 'this Plan', 'the Plan' or the 'Pandemic Plan' and will be interpreted to include all entities administered by the district and apply to all employees. Entities include but are not limited to offices, accredited colleges and non-accredited sites where the district has primary responsibility for use and management. This Plan will use the term "district" and will apply to all affected entities and the term "campus" is meant to be any accredited or non-accredited facility. "CEO" is meant to be either the district chancellor or college president where relevant. The term "employees" is meant to include all faculty, staff, and board of trustee members directly associated with the district. "District Public Safety" (DPS) is intended to mean all sworn and non-sworn personnel whose primary task is protection of life safety and property.

Influenza is a viral respiratory illness that infects humans and other animal species. Most people are familiar with seasonal influenza, commonly called "the flu", which occurs regularly. The seasonal influenza virus mutates (changes) readily resulting in strains to which humans may have limited immunity.

Occasionally, a new influenza virus emerges that can easily infect humans, is easily transmitted from human to human, and causes more severe illness. In contrast to seasonal influenza, this represents a more significant public health threat due to the potential to cause a global influenza pandemic. Historical trends indicate that influenza pandemics occur on a recurrent basis; however the exact timing, severity and overall impact are variable and unpredictable. It is expected that a pandemic would have worldwide impact, spreading quickly from one urban area

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to another. The possibility of a severe influenza pandemic (similar to the Spanish Flu Pandemic of 1918-1919) is projected to cause significant loss of life, high rates of illness, and disruption in health care systems, resources and the economy.

The World Health Organization (WHO) and the U.S. Centers for Disease Control and Prevention (CDC) have warned that there is a high risk that strain or variant similar to what occurred with the H5N1 Avian Influenza virus in 2009 could mutate further and precipitate the next human influenza pandemic. International health authorities urge enhanced preparedness activities to respond to the multiple challenges of a public health emergency of this nature. Former U.S. Health and Human Services Secretary, Michael Leavitt, urged preparedness and said at the March 2006 California Pandemic Planning Summit: “Pandemics happen. Let me acknowledge this is a hard thing to talk about. Anything we say in advance of a pandemic happening is alarmist; anything we say afterwards is inadequate.”

Once a pandemic virus emerges, it is too late to begin planning or to begin collaboration. While no organization will be immune from the effects of a global pandemic, we are presented with the opportunity to plan ahead and develop our response in a caring, compassionate and prudent manner, and continue the delivery of essential services that will allow the district to continue its important and vital mission of education.

*Pandemics are about people* and the interruptions in their everyday life. It is expected that a pandemic will have worldwide impact with an unpredictable timeline, comprising multiple events or waves and spreading quickly from one urban area to another. Major disruptions are likely for health care, transportation, infrastructure, education, suppliers and other public services. Higher education will be among the industries most severely impacted because of risks resulting from high population density in residence halls and classrooms, international travel by students, faculty and staff, and because our campuses are open and accessible to the local community at large.

Because most natural and human caused disasters tend to be site-specific, traditional disaster response and recovery plans focus on damage to property, equipment and machinery with limited loss of personnel. The greatest operational issue in a pandemic-type event will be the effects on the human population and results of absenteeism. The focus of this Avian Influenza Pandemic Emergency Operations Plan is to prepare the district to respond to a pandemic, potential curtailment of activities and return to normal operations as quickly as possible.

## **PURPOSE**

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This Plan is guided by the following principles:

- To protect and support the health, safety and welfare of our faculty, staff and students, as well as the assets and property of the district;
  - Maintain our commitment to fulfilling the district mission to provide teaching and service, as long as possible;
-

- If any of our operations must be suspended, interrupted or in any way significantly affected, recover from these disruptions as quickly and efficiently as possible;
  - Establish a multi-modal method to communicate with the district and its stakeholders;
  - Establish benchmarks or “triggers,” in advance of an influenza pandemic, to signal campus response or alternative actions;
  - To the extent feasible, extend the services or expertise of the district to our community neighbors and partners, in ways that provide mutual aid, recovery, service, and benefit to the region.
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## **GOVERNANCE, COMMAND AND CONTROL**

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The manner in which the district conducts emergency operations on campus is governed by state and federal legislation. The ability to declare a campus state of emergency is governed by state education code, district and campus policy. The CEO maintains a delegation of authority for decision making within the district. Activation of the campus emergency plans and the Emergency Operations Center is described in the district Emergency Operations Plan.

### **Local Public Health**

Should a pandemic occur, it would be the responsibility of the Public Health departments at the local, county and state level to issue quarantine orders, direct facilities closure, and provide critical information designating key health care facilities as well distribution of anti-viral medications. This authority encompasses all private citizens, businesses and campus operations. The district and its campuses are located in Humboldt, Del Norte and Mendocino County, California. All segments of district will work closely with the local county public health offices to comply with all orders, guidance and recommendations. Humboldt, Del Norte and Mendocino County have a Pandemic Influenza Preparedness and Response Plan.

### **Declaration of Emergency**

The CEO has the authority to declare a state of emergency on campus when:

- Emergent conditions exist on or within the vicinity of the campus as a result of a natural or man-caused disaster, a civil disorder which poses the threat of serious injury to persons or damage to property, or based on other seriously disruptive events; and
- Extraordinary measures are required immediately to avert, alleviate, or repair damage to district or campus property or to maintain the orderly operation of the campus.
- Directed to do so by civil authorities such as the Director of the County Public Health Department.

### **Delegation of Authority**

While it may not be necessary to have the actual written authority in hand during a crisis, it is essential that the district, campus, divisions and departments know who holds the authority to make the decision or sign the paperwork in question. The CEO’s office should also prepare

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written delegations that assign the authority to another individual in the event of the prolonged absence of the individual who normally holds the authority.

### **Activation**

Activation of this Pandemic Influenza Emergency Operations Plan follows guidelines within the district Emergency Operations Plan, which also describes the authority for activating the Emergency Operations Center.

- **Notification to the Campus** -- While the nature of a pandemic suggests that the media will make advance notice of its arrival in our community, official public health notices are made through the local county public health agencies.
- **Notification within the Campus** -- Responsibility for communicating response or recovery actions and intentions begins with the Incident Management Team and the Incident Commander as described in the Emergency Communications Plan.

### **Coordination**

Every effort will be made to coordinate the actions and functions as described within this plan with the local jurisdictions, Area Operations (County), any other affected jurisdictions or entities.

### **Operational Roles and Responsibilities**

- **Emergency Operations Center (EOC)** -- The Emergency Operations Center may be activated when any significant incident, event, emergency or disaster overwhelms the day-to-day ability of the campus to manage its response and subsequent recovery. Prior to any activation the CEO will have approved and ensured that trained individuals staff the key positions.
- **Executive Policy Group** -- The Office of the CEO will provide executive level direction and authority for all emergencies and appoints staff to serve as part of the Executive Policy Group in the Emergency Operations Center.
- **Emergency Responders** -- During a pandemic situation, emergency response will be different than a day-to-day emergency response. Emergency response activities can be assumed by the District Public Safety Department, the Incident Management Team, the Campus CERT, Human Resources, district and campus facilities personnel, etc.
- **Staff and Faculty** -- It is important for our employees keep themselves informed of the progress of and appropriate response to any emergency situation, and provide such a model – along with all appropriate information – to our students and visitors. Personal planning and being prepared at home is also important to being able to provide assistance and support to the campus as it deals with an emergency such as a pandemic. General emergency preparedness information for families and individuals is available from the district emergency website and from sources that include but not limited to:  
<http://www.flu.gov> [http://www.redcross.org/preparedness/cdc\\_english/home.asp](http://www.redcross.org/preparedness/cdc_english/home.asp)  
<http://www.cdc.gov/>  
<http://www.calema.ca.gov/LandingPages/Pages/Plan-and-Prepare.aspx>
- **Students** -- Providing safety and security for students is the primary concern for district. Students also have a responsibility to participate in their own safety and security by staying informed of current events and taking the necessary precautions. As a potential pandemic situation develops, students are expected to follow all orders and recommendations issued by the CEO's office and Student Health Services.

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## **RISK ASSESSMENT AND PLANNING ASSUMPTIONS**

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An influenza pandemic occurs when a new influenza virus emerges for which people have little or no immunity and for which there is no vaccine currently available. These were the assumptions used in this planning process.

### **Planning Assumptions**

- A pandemic is a public health emergency that takes on significant political, social and economic dimensions, and will be governed by factors that cannot be known in advance.
- An influenza pandemic could last from a several months to several years with at least two peak waves of activity. In an affected community, a pandemic wave may last about 6 to 8 weeks.
- Vaccinations and antiviral treatment are anticipated to be the most effective medical treatment, but they may be non-existent or in limited supply.
- Non-medical containment measures (i.e. social isolation) will be the principal means of slowing or limiting the spread of the disease until vaccinations are available. This will be of greater importance in the earlier stages of the outbreak.
- Based on previous pandemics, the clinical attack rate (those persons becoming ill) is predicted to reach thirty (30) percent in the overall population.
- If the pandemic is severe, the economic impact is likely to be significant, though predictions are subject to a high degree of uncertainty.
- Once the pandemic has run its course, economic activity should recover relatively quickly, although a severe pandemic (higher morbidity and mortality) will have a more disruptive effect.
- Operational risks (high absenteeism rates) constitute the greatest challenge to the global supply and financial systems.

### **Campus Planning Process**

The district adopted the following overall strategy in developing this plan: Under direction from the CEO's office, each of the district/campus's divisions, departments or work units will complete a template of initial planning activities, which asked them to identify their mission, critical functions and personnel, chain of command and internal communication modes. Those plans will be reviewed and returned to each unit with comments. The information they provide will contribute to the development of the operational planning and response plan.

### **Critical and Essential Functions**

While it is impractical to consider a complete "closure" of the district and campus, the nature of a pandemic emergency indicates the very real potential of ceasing social activities (i.e.: classes, public activities) for some period of time. For example, during the 1918-19 pandemic, the College of California at Berkeley (now UC-Berkeley) postponed classes and pushed the end of

the semester back several weeks because of missing students, faculty and staff due to illness. This plan and each unit plan is based on how to maintain critical and essential functions during a period of excessive absenteeism, while giving consideration to what other functions could be delayed or postponed.

**These were identified in the pandemic planning process as the critical functions of the district and campus to be maintained in any and all events:**

Critical and Essential Functions	Responsible Groups
<b>Safety and Security</b> of the students, staff, faculty, visitors and or the campus facilities	<ul style="list-style-type: none"> <li>● District Public Safety Department</li> <li>● Facilities Operations and Maintenance</li> </ul>
<b>Physical Plant and Facilities</b> , and maintenance of infrastructure, utilities, custodial	<ul style="list-style-type: none"> <li>● Facilities Operations and Maintenance</li> </ul>
<b>Communications:</b> District, campus, community and media information & information infrastructure	<ul style="list-style-type: none"> <li>● District &amp; campus PIO, Information &amp; Technology Services, Student Activities Office</li> <li>● Student Support Services</li> </ul>
<b>Human Health</b> , which includes students, staff, faculty and visitors; this also includes essential staff required to stay on campus	<ul style="list-style-type: none"> <li>● Student Health Services, allied health care professionals who teach on campus in under the supervision or direction of the Student Health Services, Human Resources, Student Activities Office, Office of International Studies</li> </ul>
<b>Academic Affairs</b>	<ul style="list-style-type: none"> <li>● Office of Instruction</li> <li>● Student Support Services</li> </ul>
<b>Internal Support</b> for our own units and off-site locations	<ul style="list-style-type: none"> <li>● Human Resources</li> </ul>
<b>Essential administrative functions</b> , which include employee leave, benefit and employment questions, establishing a labor pool to maintain critical functions, purchasing, payroll and student financial aid.	<ul style="list-style-type: none"> <li>● Human Resources</li> <li>● Accounting and Financial Services</li> <li>● Student Support Services, Financial Aid, Registrar</li> <li>● General Services, Purchasing</li> </ul>

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## SPECIAL CONSIDERATIONS – CAMPUS-WIDE ISSUES

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The pandemic planning process identified certain issues that were campus-wide in scope and could not be planned for on individual unit levels.

### **Academic Instruction**

The Office of Instruction and the Academic Senate will be developing policies and procedures for making emergency decisions concerning waivers of regulations regarding examinations and required days of instructions. The Office of the CEO, Office of Instruction and Academic Senate will encourage faculty to consider developing alternate methods to deliver classroom instruction and materials in the event of a campus shutdown. Implementation of these policies and procedures will be coordinated with the president's office and the Division Chair in each Division, as well as with the Office of Student Support Services. Information as available will be distributed to the campus and posted online.

### **Human Resource Issues**

The primary effects of a pandemic are on staffing and student levels. Unlike natural disasters, pandemics do not damage property or equipment; the effects are mainly human resource oriented. Absenteeism may be for a variety of reasons: illness/incapacity; caring for other family members, fear, or school closures.

The district through Human Resources and Administrative Services has an internal system for tracking and recording employee absences. During a pandemic situation, those systems would be used to determine individual and campus absenteeism rates, and provide the basis for decisions made within the campus Emergency Operations Center for implementing social isolation issues (postpone or delay classes and other public activities).

District Human Resources will develop white papers and provide answers to frequently asked questions related to leave, benefits, payroll and employment. Each Division, Department and Operational unit must strategize independently how to manage and plan for absences among faculty, staff and students, and be prepared to coordinate their efforts with the rest of the campus through the campus Emergency Operations Center.

### **Information Technology Infrastructure**

Our business and personal lives depend to a great extent on the availability of an information technology infrastructure for voice and data communications. During a pandemic event, it is likely that those systems will become less reliable as they become overloaded with increased volume and the possibility of fewer IT professionals available to keep the infrastructure operational. If public health plans call for social isolation – i.e.: directing the closure of schools and public events and encouraging the public to stay home – more staff, students and faculty will be trying to “telecommute” and that will result in a change in normal network traffic patterns and increased demand placed upon network border equipment and communication links to the Internet.

The district Information Technology Services (Distance Learning) units will develop several white papers to inform the district and campus about issues surrounding telecommuting, alternatives to meetings and presentations, and step-by-step instructions for establishing temporary home offices.

**Travel**

A global pandemic will severely limit both domestic and international travel. The Federal Department of Health and Human Services and the Centers for Disease Control and Prevention anticipates that the public will voluntarily limit personal travel, and that significant portions of business travel will also be curtailed. While it is unlikely that travel restrictions will be imposed on a local, state or federal level, they will certainly be advised and strongly encouraged (<http://www.Flu.gov/at-risk/travelers/index.html>). It is expected that each district department and operational unit will be aware of students, staff and faculty traveling on institutional business. When Phase 3 (confirmed human outbreak overseas) is reached, unit actions include activating plans for travelers and making decisions about future travel based on the situation. Those decisions could include recalling from travel, restricting or limiting current travel and canceling future travel. In all situations, assistance for international students, students studying abroad, faculty, and visa management will be part of the campus-wide response.

**Public Health/Hygiene Etiquette**

As access to vaccines and antiviral drugs during a pandemic will be non-existent or extremely limited, non-medical interventions may be the only way to delay the spread of the disease. Non-medical interventions would include social isolation (i.e.: prohibition of mass gatherings), and infection control measures to avoid spreading the disease.

The following information condenses the best current guidance available. In the event of a pandemic, the CDC and WHO websites may offer more updated information. The following are guidelines provided by the CDC in the event of any infectious disease outbreak (<http://www.Flu.gov/prevention-vaccination/prevention/index.html>).

- Avoid close contact with people who are sick.
- Stay home and away from work or errands when you are sick.
- Cover your mouth and nose with a tissue, handkerchief, or the sleeve of your clothing when coughing or sneezing.
- Clean your hands – consider providing waterless antibacterial hand cleansing solutions to individuals.
- Avoid touching your eyes, nose or mouth.
- Persons with respiratory infection symptoms can use a disposable surgical mask to help prevent exposing others.

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**COMMUNICATION**

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Communication strategies are an important component in managing any infectious disease outbreak and are essential in the event of a pandemic. Accurate, timely, and consistent information is critical in order to minimize unwanted and unforeseen social disruption and economic consequences and to maximize the effective outcome of the response.

District and campus emergency managers in conjunction with the Public Information Office has developed a table that outlines the triggers and actions for communicating notices, information and actions to the campus. This matrix defines the methods of distributing information through the normal campus modes of web sites, publications, voice mail, e-mail and use of the emergency notification system.

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## RESPONSE

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### **Activation of Emergency Operation Plans**

In accordance with SEMS and NIMS, any campus-wide emergency beyond the district's ability to manage with day-to-day operations would result in activation of all applicable emergency operations plans and the Emergency Operations Center for centralized coordination of response, relief and recovery efforts. The CEO or their designee could declare a Campus State of Emergency at the time the EOC was activated, or later, depending on the situation.

Once the EOC is activated and open, all campus actions and response to the crisis would be coordinated through the EOC. Specific information on how to contact and communicate with the EOC will be provided to all campus units through all available means of communication.

### **Personnel Assignment/Reassignment**

The district Human Resource department will develop policy(ies) and provided answers to frequently asked questions related to leave, benefits, payroll and employment. As indicated in those documents, specific answers to many HR questions depends on the critical functions that must be maintained, staffing required to maintain those functions, and where those functions can be performed. Once the EOC is activated, there will be various methods by which staff and faculty can contact Human Resources with specific questions. In addition, Human Resources will implement a system to account for and reassign staff to areas needing assistance.

### **District Phases – Action Table**

The following table compares the district Response Phase to the WHO "Phases" and U.S. CDC's Federal "Stages" and outlines the general actions to be taken during a pandemic event. Most of the activities related to this event will be triggered on the campus either by rising absenteeism rates among students, staff and faculty, or through consultation with the local county Public Health Office.

<b>District &amp; Campus Phases</b>	<b>District &amp; Campus Actions</b>
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<p><b>1- Pre-Event Planning</b>  <i>Reference: WHO Interpandemic Phase 1-2 /Pandemic Alert Phase 3 &amp; Federal Stage 0</i></p>	<ul style="list-style-type: none"> <li>● Prepare district/campus and operational unit plans</li> <li>● Develop overall campus plan</li> <li>● Special training/exercises for Emergency Operations Center team</li> <li>● Training/exercises for campus</li> <li>● Pre-plan for continuation of critical/essential functions</li> <li>● Develop and implement district-wide Communication Plan</li> </ul>
<p><b>2 - Animal Outbreak in North America</b></p>	<ul style="list-style-type: none"> <li>● Alert EOC and Incident Management Team</li> <li>● Coordinate with local and regional public agencies</li> <li>● Implement appropriate part of Communication Plan</li> </ul>
<p><b>3 - Confirmed Human to Human Outbreak Overseas</b>  <i>Reference: WHO Pandemic Alert Phase 4-5 &amp; Federal Stage 1-2-3</i></p>	<ul style="list-style-type: none"> <li>● Policy Team meets daily (in person or virtual)</li> <li>● EOC personnel on alert</li> <li>● Implement plans for staff/students on travel</li> <li>● Coordinate with local and regional public agencies</li> <li>● Implement appropriate part of Communication Plan</li> </ul>
<p><b>4 - Confirmed Human to Human Outbreak in North America</b>  <i>Reference: WHO Pandemic Alert Phase 4-5 &amp; Federal Stage 4</i></p>	<ul style="list-style-type: none"> <li>● EOC activated; Policy Team meets daily</li> <li>● Monitor daily absenteeism reports of staff/faculty/students</li> <li>● Prepare to activate campus response plan</li> <li>● In consultation with County Public Health, consider: <ul style="list-style-type: none"> <li>○ Implementing social isolation (cease campus activities)</li> <li>○ Activation of labor pool/reassign staff</li> <li>○ Activate student/staff support plans</li> </ul> </li> <li>● Coordinate with local and regional public agencies</li> <li>● Activate appropriate parts of Communication Plan</li> </ul>
<p><b>5 – Widespread Pandemic Overseas and North America</b>  <i>Reference: WHO Pandemic Alert Phase 6 &amp; Federal Stage 5</i></p>	<ul style="list-style-type: none"> <li>● Activate overall campus Emergency Operations Plan</li> <li>● EOC coordinates all campus response activities</li> <li>● Monitor daily absenteeism reports of staff/faculty/students</li> <li>● Coordinate with local and regional public agencies</li> <li>● Consider implementation of social isolation plans (postpone or delay campus classes and other public activities)</li> <li>● Activate student/staff support plans</li> <li>● Institute labor pool/reassign staff</li> <li>● Implement appropriate part of Communication Plan</li> </ul>
<p><b>6 – Recovery and Subsequent Waves</b>  <i>Reference: WHO Pandemic Alert Phase 6 &amp; Federal Stage 6</i></p>	<ul style="list-style-type: none"> <li>● Damage Assessment</li> <li>● Resumption of education, research, business activities</li> <li>● EOC moves into Recovery mode</li> <li>● Surveillance for subsequent waves of infection</li> <li>● Prepare to deactivate the EOC</li> <li>● Debriefing and After-Action Reports</li> </ul>

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## **RECOVERY**

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Recovery begins immediately and continues throughout the response phase of any significant incident or disaster. With a pandemic, recovery efforts may be thwarted by an unknown duration of the actual event and the unknown number of faculty, staff and students affected. Planning for recovery before an event occurs will assist available faculty, staff and students to make the transition as seamless as possible.

### **Business Resumption**

Based on information as developed by the EOC and ongoing reviews of the international, national, and local situation and discussions with each division or operational unit, the EOC will recommend a partial, incremental or total return to normal operations. Any such decisions would be communicated to and coordinated with all district stakeholders.

Questions that will have to be considered include:

- Adjustments necessary to the academic calendar;
- Rescheduling special events that were cancelled or postponed;
- Operational efficacy based on reduced employee availability due to prolonged illness, support for ill family member or loss from disability or death caused by influenza.

### **Support for Staff, Faculty, Students**

After a pandemic wave is over, it can be expected that many people will be affected in a variety of ways. They may have lost friends and relatives, suffer from fatigue and lingering symptoms, or have financial losses as a result of the interruption of work. Support services will be available to the staff, faculty and students and will be communicated through all available means.

### **Analysis and After Action Reports**

Once the business resumption is underway, debriefings will be convened to discuss the response and recovery, changes necessary to current plans, and opportunities for improvement to future disasters. A formal after action report will be developed with recommendations shared with relevant stakeholder groups.

**APPROVAL**

*This Influenza Pandemic Emergency Operations Plan as an attachment to the district's Emergency Operations Plan will constitute an integral part of the Redwoods Community College District's response to significant incidents or disasters as required by law and policy.*

*This Influenza Pandemic Emergency Operations Plan as written and amended is hereby approved as an official attachment of the official and approved Emergency Operations Plan for Redwoods Community College District. All vice-presidents, deans, directors, managers, division and department heads shall ensure that it is implemented to the best of their abilities.*

**As promulgated and dated below:**

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***Kathryn Smith* , President/Superintendent  
Redwoods Community College District**

**05/01/2015**