APPENDIX A
UNIVERSITY EMERGENCY PLAN: MANAGEMENT SECTION

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

Objectives

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

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

Concepts of Operations

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

Emergency Operations Center Response Levels

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

Level I

A minor to moderate incident characterized by adequate local response capability and sufficient resources to favorably resolve the situation. A LOCAL EMERGENCY may or may not be proclaimed. This would include localized power outages, localized flooding, and community-wide traffic signal failures.
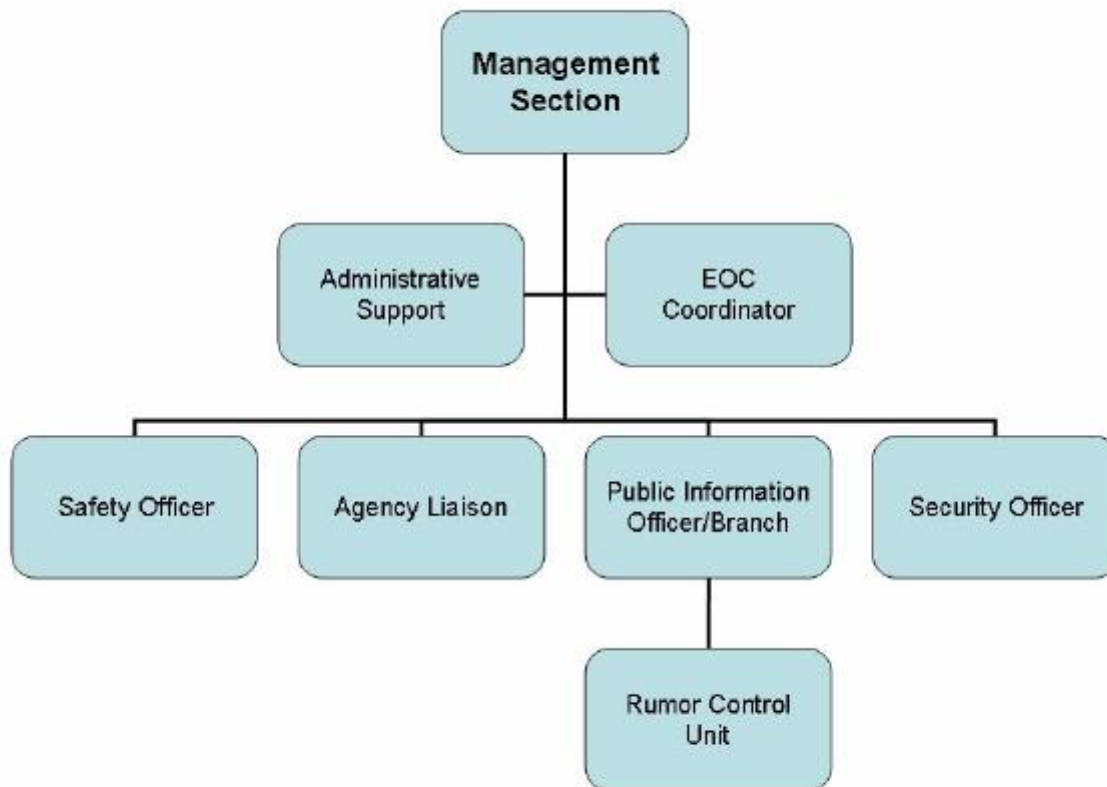
Figure 13 Management Section chart

Level II

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

Level III

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

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

Decentralized Coordination and Direction

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

Centralized Coordination-Decentralized Direction

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

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

Centralized Coordination and Direction

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

Emergency Periods

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

Pre-Emergency Period

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

Emergency Period

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

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

Post-Emergency Period

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

EMERGENCY MANAGEMENT ORGANIZATION

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

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

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

Direction and Control

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

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

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

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

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

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

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

Mutual Aid Region Emergency Management

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

Emergency Operations Center

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

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

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

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

Table 1 Matrix of Responsibilities: Emergency Functions of Campus Departments

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

EOC Activation

Determine if the EOC should be activated:

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

If so:

•   Instruct University Police/Security Dispatch or Emergency Services Coordinator to initiate alert/recall procedures for key personnel.

•   Instruct the Emergency Services Coordinator to:
    •   Initiate EOC setup procedures,
    •   Make feeding and housing arrangements for EOC staffers, and
    •   Make arrangements for the activation and release of emergency response personnel and provide for (24-hour) staffing of emergency response jobs (EOC staff, emergency support services, shelter teams, for example).

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

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

•   Nature of the emergency(s)
•   Multiple incidents
•   Areas of the campus affected or threatened
•   Containment potential
•   Fatalities and injuries
•   Damage assessment figures expressed in dollar amounts

Determine the need to activate the campus alerting system.

Use Disaster Accounting procedures.

Coordinate all media releases through the Public Information Officer.

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

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

RESOLUTION NO. _____

A RESOLUTION PROCLAIMING EXISTENCE OF A CAMPUS EMERGENCY

INSERT SAMPLE RESOLUTION HERE, BASED ON PREVIOUS PROCLAIMATION OR ON DRAFT BY LOCAL LEGAL COUNSEL …

Alerting and Warning

National Warning System (NAWAS)

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

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

NAWAS (Federal)

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

NAWAS (California)

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

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

County Warning System

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

Dissemination of Attack Warnings

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

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

Special warning requirements include classrooms and places of public assembly, as well as warning people with hearing impairment and non-English speaking groups.
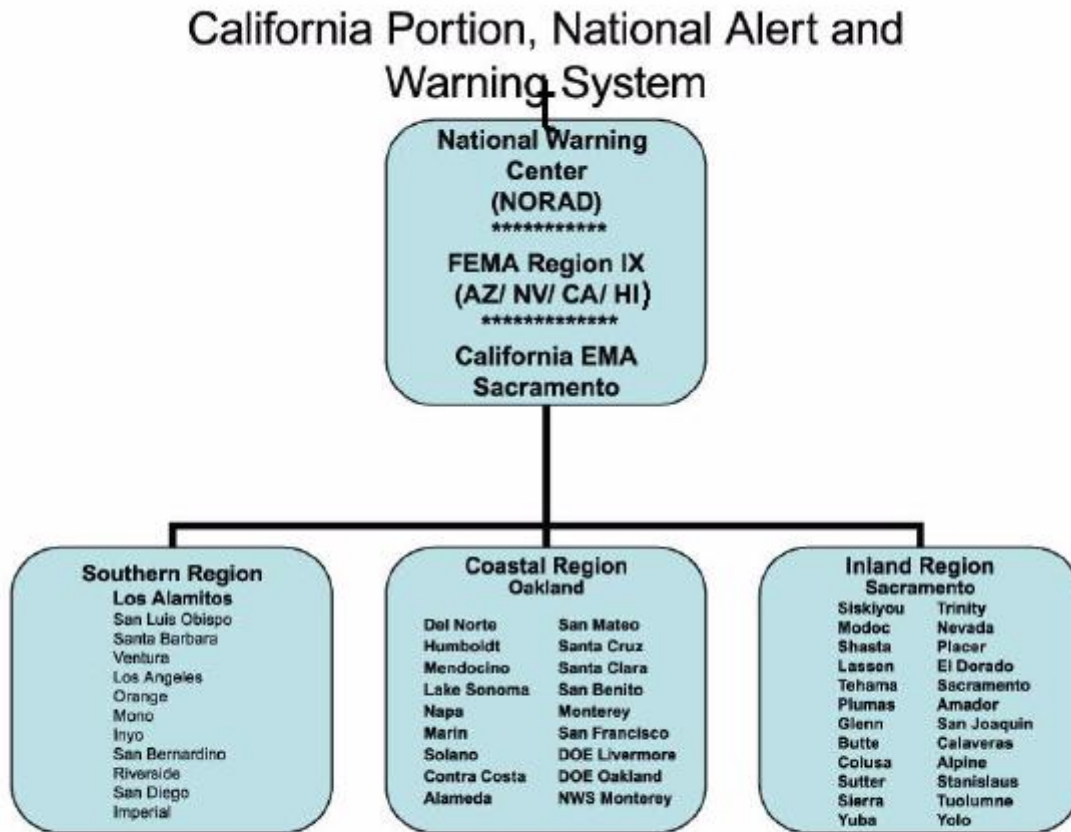
Figure 14 California portion, national alert and warning system (NAWAS)

Alerting and Notification of Key Employees

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

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

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

MANAGEMENT SECTION ORGANIZATION: POSITION DESCRIPTIONS AND RESPONSIBILITIES

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

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

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

GENERIC CHECKLIST

(For all positions)

Activation Phase:

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

Demobilization Phase:

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

MANAGEMENT SECTION CHIEF

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

Responsibilities:

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

Activation Phase:

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

Operational Phase:

• Monitor general staff activities to ensure that all appropriate actions are being taken.

• Ensure that the Liaison Officer is providing for and maintaining effective interagency coordination.

• Based on current status reports, establish initial strategic objectives for the campus EOC.

• In coordination with Management Staff, prepare management function objectives for the initial Action Planning Meeting.

• Convene the initial Action Planning meeting. Ensure that all Section Chiefs, Management Staff, and other key agency representatives are in attendance. Ensure that appropriate Action Planning procedures are followed (refer to EOC Action Planning documents).

• Once the written Action Plan is completed by the Planning/Intelligence Section, review, approve, and authorize its implementation.

• Provide a briefing on the Action Plan to the Emergency Policy Group, or to the President, as appropriate.

• Conduct periodic briefings with the general staff to ensure strategic objectives are current and appropriate.

• Formally issue Local Emergency Proclamation for the campus, and coordinate the proclamation with other emergency response agencies, as appropriate.

• Brief your relief at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

Demobilization Phase:

• Authorize demobilization of sections, branches, and units when they are no longer required.

• Notify the Regional EOC and other appropriate organizations of the planned demobilization, as appropriate.

• Ensure that any open actions not yet completed will be handled after demobilization.

• Ensure that all required forms or reports are completed prior to demobilization.

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

• Deactivate the EOC at the designated time, as appropriate.

• Proclaim termination of the emergency response and proceed with recovery operations.

EOC ACTION PLANNING FORMAT

Concept of Operations

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

Roles and Responsibilities

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

Procedures

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

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

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

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

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

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

ACTION PLANNING CHECKLIST

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

1). A summary of financial management considerations.

2). A review of the three to five decision points for this section's guidance during the next operational period.

e. The Management Section Chief provides:

1). A summary of EPIO, legal, inter-governmental and declaration status considerations.

2). A review of the three to five decision points for this section's guidance during the next operational period.

f. The Director of Emergency Services reviews the information provided and takes the following actions:

1). Provides direction to each Section Chief regarding decision points raised.

2). Provides three to five goals for the overall management of the incident for the next operational period.

3). Sets the length of the next operational period.

g. The Planning Section Chief:

1). Assembles the Action Plan for the next operational period, and distributes it to all section chiefs.

2). Prepares the situation status report and forwards it to the regional EOC.

4. At each succeeding Action Planning Meeting, the same format is followed, with relevant information up-dated.

a. The length of the operational period may vary from hours to days, depending on the needs of the management of the event.

b. The EOC facility may be closed at any time during any operational period at the direction of the Management Section Chief.

c. Action Planning Meetings may continue to be held throughout the recovery period at the discretion of the Management Section Chief.

EOC COORDINATOR

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

Responsibilities:

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

Activation Phase:

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

Operational Phase:

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

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.

ADMINISTRATIVE SUPPORT

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

Responsibilities:

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

Activation Phase:

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

Operational Phase:

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

Demobilization Phase:

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

LIAISON OFFICER

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

Responsibilities:

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

Activation Phase:

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

Operational Phase:

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

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

Demobilization Phase:

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

PUBLIC INFORMATION BRANCH

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

Concept of Operations

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

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

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

Communications

Circumstances permitting, the PIO should arrange for public information telephone access as follows in office space near the EOC:
- Minimum of three lines for media inquiry
- Minimum of one outgoing, unlisted line, not in rotary, for exclusive use of the PIO
- The basic service for outgoing calls is in (location). The PIO telephone position is in (location). In the event telephone service is not available, RACES volunteers will support the PIO in dissemination of emergency public information.

Duties and Responsibilities

Duties and responsibilities of the PIO include, but are not necessarily limited to:
- Preparing, in coordination with the EOC Coordinator and campus departments in advance, EPI materials that address survival tips for all hazards.
- Tasking response organizations to coordinate with the PIO office, and to clear press releases with the PIO prior to releasing information to the media for public consumption.
- Preparing of materials that describe the health risks, the appropriate self-help or first aid actions, and other appropriate survival measures for the current emergency.
- Preparing of EPI materials for the vulnerable populations and non-English speaking groups.

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

Media Access

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

PUBLIC INFORMATION OFFICER

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

Responsibilities:

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

Activation Phase:

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

Operational Phase:

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

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

Demobilizations Phase:
- Follow generic Demobilization Phase Checklist.

RUMOR CONTROL UNIT LEADER

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

Responsibilities:

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

Activation Phase:

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

Operational Phase:

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

Demobilization Phase:

• Follow generic Demobilization Phase Checklist.

Templates for media responses

RESPONSE TO A MAJOR EARTHQUAKE
SAMPLE RADIO MESSAGE
UPDATE ON EARTHQUAKE

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

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

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

RESPONSE TO A MAJOR EARTHQUAKE
SUMMARY STATEMENT FOR MEDIA

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

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

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

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

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

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

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

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

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

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

and (number) were later released. Those remaining in the hospital are in (condition). Response agencies involved were (list).

SAFETY OFFICER

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

Responsibilities:

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

Activation Phase:

- Follow generic Activation Phase Checklist.

Operational Phase:

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

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.

SECURITY OFFICER

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

Responsibilities:

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

Activation Phase:

• Follow the generic Activation Phase Checklist.

Operational Phase:

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

Demobilization Phase:

• Follow the generic Demobilization Phase Checklist.