GLENDALE COMMUNITY COLLEGE

Emergency Operations Plan

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Section One
Introduction to the Emergency Operations Plan

Introduction to the Emergency Operations Plan

What occurs in the first 20 minutes of an emergency will have the greatest impact on the outcome.

Introduction/Purpose

This document applies the principles of SEMS (Standardized Emergency Management System), the concept of ICS (Incident Command System), and NIMS (National Incident Management System) into a customized Emergency Operations Plan. Emergency responses to any major emergency should be conducted within the framework of this plan. Exceptions or changes to the outlined procedures must be approved by the Incident Commander before implementation.

The plan is designed to effectively coordinate the use of college and community resources to protect life and property immediately following a major natural, accidental disaster or emergency. It is placed into operation whenever an emergency affecting the campus can not be controlled through normal channels. The primary emergencies envisioned by this plan are biological and environmental emergencies, bombs and explosives, disturbances and demonstrations, earthquake, fire, flooding, shootings, terrorism, and governmental response to pandemic flu.

The Standardized Emergency Management System (SEMS) is the set of principles developed for coordinating state and local emergency response in California. SEMS provides for a multiple level emergency response organization and is intended to structure and facilitate the flow of emergency information and resources within and between the organizational levels: the field response, local government, operational areas and regions.

LAWS, AUTHORITIES, AND SYSTEMS

Laws and authorities that provide legal basis for the Emergency Operations Plan:

FEDERAL
- Federal Disaster Act (Public Law 875)
- Higher Education Act - Annual requirements for campus emergencies
- Homeland Security Act 2002
- Homeland Security Presidential Directive (HSPD) 5
- Robert T. Stafford Disaster Relief and Emergency Assistance Act (FEMA 592, June 2007)

STATE OF CALIFORNIA
- Civil Code, Section 1714.5 Exceptions from Liability for Disaster Service Workers
- Code of Regulations, Title 5 - Section 560 Civil Defense and Preparedness Plans
- Code of Regulations, Title 19, Sections 2400-2450 Emergency Managers Mutual Aide
- Disaster Assistance Act
- Earthquake Protection Law (Riley Act) Seismic Safety
- Education Code, Section 71095 Emergency Preparedness Standards for Community Colleges
- Education Code, Section 33031 Rules and Regulations Consistent with State Law
- Emergency Services Act
- Government Code, Sections 3100 - 3109, 3211.92, and 8607(a)
- Labor Code, Sections 4351-4355 Compensation Benefits for Disaster Service Workers
- Vehicle Code Sections 40830, 41401, and 41402

Plan Use

This plan is established as a supplement to the administrative policies, procedures, and practices of your District. When implemented, it serves as the College's Emergency Plan, setting forth the authorities and policies for activation, personnel emergency assignments, operational procedures and recovery activities.

The format is intended to require minimal time to find guidelines, procedures and supplemental information, once the reader is familiar with the document. This allows for immediate use when required during an emergency.

The format is also intended to be "Response Ready." Users are to utilize the checklists contained in this document when participating in drills, exercises, or in actual events. The completed forms are then kept on file, as official records of the emergency response.

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Users are encouraged to supplement this manual with additional materials in order to have complete information for an emergency.

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Concept of Operations

The college's partial or total response to natural disasters or campus-wide emergencies will be based on the magnitude of the emergency. Generally, response to a major emergency situation will progress from local, to regional, to state, to federal involvement.

For planning purposes, the college has established three levels of response to emergencies, which are based on the severity of the situation and the availability of campus resources.

Level One
A minor to moderate incident where campus resources are adequate and available.

Level Two
A moderate to severe emergency where campus resources may not be adequate and mutual aid may be required on a larger basis. A PROCLAMATION OF EMERGENCY is determined by the Superintendent/President or his/her designee.

Level Three
A major disaster where resources in or near the impacted area are overwhelmed and extensive city, county, state and/or federal resources are required. The College Superintendent/President or designee will declare a PROCLAMATION OF EMERGENCY.

This emergency plan provides for a full emergency response by the college for an incident. However, only those sections of the response organization that are required to address the situation, at the time, are activated.

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For example, a Level One disaster occurring on campus would require minimal activation of the plan, where more serious situations would require increased activation.

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Management and Control

The Superintendent/President or designee establishes the basic policies, which govern the Emergency Management Organization, declares a campus emergency when required, and acts as the highest level of authority during an emergency. The Emergency Operations Plan is under the executive management of the Incident Commander and under the operational direction of the Superintendent/President.

Plans, Goals and Objectives

The major goals of this Plan are the preservation of life, the protection of property, and continuity of campus operations.

The overall objective is to ensure the effective management of emergency forces involved in preparing for and responding to situations associated with emergencies. Specifically this will include:

- Overall managing and coordinating of emergency operations to include, as required, on scene incident management,
- Coordinating or maintaining liaison with appropriate federal, state, and other local governmental agencies and appropriate private sector organizations,
- Requesting and allocating resources and other related support,
- Establishing priorities, and adjudicating conflicting demands for support,
- Coordinating inter-jurisdictional mutual aid,
- Activating and using communication systems,
- Preparing and disseminating emergency public information,
- Disseminating community warnings and alerts,
- Managing the movement and reception of persons in the event an evacuation is ordered,
- Collecting, evaluating and disseminating damage information and other essential data,
- Responding to requests for resources and other support,
- Restoring essential services.

Plan Activation

When an emergency situation arises, the Incident Commander should activate the Emergency Plan. College personnel and equipment will be utilized to provide priority protection for:

1. Life/Safety,

2. Preservation of Property,

3. Restoration of Academic Programs.

The manner in which College personnel and equipment will be used will be determined by the Operational Plan under the direction of the Incident Commander.

If designated personnel are unavailable, the Incident Commander will immediately appoint available individuals, with appropriate skills, to fill each of the Emergency Response Team positions in Management, Operations, Planning, Logistics, and Finance. These appointments will remain in effect until designated personnel arrive or more senior/experienced personnel are available. The acting representative will then become the assistant to the senior person. Refer to Section 7 (Extra checklists) for distribution of assignments.

The Superintendent/President or designee will be responsible for notifying the Incident Commander to deactivate the Emergency Plan when he/she deems it appropriate.

Activation During Business Hours

When an emergency occurs during college office hours (8am to 5pm Monday-Friday) the following should take place:

If Telephone Services ARE Operational:
❏ The Incident Commander or designee will activate the Incident Command System for the emergency. He/she will evaluate the need to establish a Field Command Post for the Incident and/or open an Emergency Operations Center.

❏ The Incident Commander or designee will immediately notify designated Emergency Response Team personnel and advise them where to report.

If Telephone Services ARE NOT Operational:
• Designated Emergency Response Team Personnel will immediately travel to a designated Emergency Operations Center to implement the Emergency Plan as soon as they are aware that an emergency affecting the campus may have occurred.

• If the designated Emergency Response Team Personnel do not respond to the Emergency Operations Center (EOC) in a reasonable amount of time, messengers may be dispatched.

Activation During Non-Working Hours

There is a significant chance that an emergency affecting the campus may occur before or after regular college office hours, or on a holiday or weekend when departments and offices are closed.

While the structure of this plan remains precisely the same, its implementation may vary depending upon available resources and labor until the proper officials can be notified. The ranking individual on

duty will immediately notify superior officials of the situation so as to obtain verification or advice on their actions.

The Emergency Response Team Personnel should report to the Incident Commander at the established Emergency Operations Center.

Priority One Objectives

LIFE SAFETY EVACUATION: Evacuate people from hazardous or high-risk areas to safe zones.
RESOURCES:
1. Building Safety Coordinators, Administrators, Department Heads (Faculty and Staff).
2. Campus Police.
3. Facilities Staff.
4. Campus Community Emergency Response Team (C-CERT) - if available.

FIRE SUPPRESSION: Evaluate fires or fire hazards and use resources to control and evacuate.
RESOURCES:
1. Fire Department.
2. Campus Police.
3. Facilities Staff.
4. Campus Community Emergency Response Team (C-CERT) - if available.

SEARCH AND RESCUE: Appoint search and rescue teams and initiate light and heavy rescue operations.
RESOURCES:
1. Facilities Staff.
2. Campus Police.
3. Environmental Health and Safety.
4. Fire Department.
5. Campus Community Emergency Response Team (C-CERT) - if available.

MEDICAL AID: Evaluate medical services available and advise rescue forces regarding the location of treatment facilities for injured.
RESOURCES:
1. Health Services.
2. Local medical facilities.
3. Campus Community Emergency Response Team (C-CERT) - if available.

HAZARDOUS SUBSTANCE CONTROL: Survey critical area and coordinate disposal and/or coordination of clean-up. (i.e., biological, radiological, and chemical).
RESOURCES:
1. Environmental Health & Safety and Mutual Aid.
2. Fire Department.
3. County HAZMAT.

BUILDINGS: Evacuate, search, and close damaged buildings.

RESOURCES:
1. Campus Police.
2. Facilities Staff.
3. Building Safety Coordinators, Administrators, Department Heads.
4. Campus Community Emergency Response Team (C-CERT) - if available.

COMMUNICATION NETWORK: Establish a communications network using available staff, and equipment.
RESOURCES:
1. Information Services (email).
2. Operations Radio.
3. Radio/TV Stations.
4. Messengers (Volunteer Forces).
5. Voice-Over Capabilities.
6. Mass Notification Systems.
7. County Office of Emergency Services (O.E.S.)

UTILITY SURVEY: Evaluate utilities. Shutdown or restore as able (gas, electric, and water).
RESOURCES:
1. Facilities.
2. Volunteer Forces (Faculty/Staff).
3. Local Gas/Electric and Water Utilities.
4. Telephone Communications.

Priority Two Objectives

SUPPLIES AND EQUIPMENT: Develop system to renew flow of supplies and equipment from out-side sources.
RESOURCES:
1. Purchasing Staff.
2. Warehouse Staff.
3. Volunteer Forces.

VALUABLE MATERIALS SURVEY: Identify, survey and secure valuable materials on campus.
RESOURCES:
1. Library/Art Gallery/Museums/Etc...
2. Faculty/Staff (Designate areas of responsibility).

RECORD SURVEY: Identify, survey and secure all college records.
RESOURCES:
1. Human Resources Staff.
2. Fiscal Services.
3. Admissions Staff.
4. Information Services.
5. Volunteers.

ACADEMIC SURVEY: Survey academic departments and determine requirements to begin academic operations.

RESOURCES:
1. Deans, Department Chairs, and Faculty.
2. Volunteer Forces.

The Priority Process

Emergency Response Team Personnel will concentrate efforts on Priority One Objectives until these objectives are substantially met. Priority Two Objectives will be addressed, as resources become available.

It is expected that, as operations progress from Priority One through Priority Two, the administrative control of the college will move from the Emergency Operations Organization back to the normal college organizational structure. The Superintendent/President or designee will determine when to deactivate the Emergency Plan.

The Planning Process

- The Incident Commander is responsible for coordination of the emergency preparedness management system, including, but not limited to annual updates to this plan for state and federal compliance, documentation of mandated training for audit purposes, and an annual table top exercise to fulfill the Higher Education Act requirement for practicing emergencies on campus.

Section Two
Emergency Response Team & Organizational Chart

Emergency Response Team Personnel

MANAGEMENT TEAM		NAME	JOB TITLE
Superintendent/President	Primary	Aurdre Levy	Superintendent/President
	Alternate	Dawn Lindsay	Vice President, Instructional Services
Incident Commander	Primary	Ron Nakasone	Vice President - Administrative Services
	Alternate	Steven Wagg	Chief of Police
Assistant EOC Director	Primary	Steven Wagg	Chief of Police
	Alternate	Nidal Kobaissi	Police Captain
Public Information Officer	Primary	Wendy Grove	Public Information Coordinator
	Alternate	Vacant	
Liaison Officer	Primary	Sharon Combs	Dean, Admissions & Records
	Alternate	Michelle Mora	Director, Admissions & Records
Safety Officer/OSHA	Primary	Lew Lewis	Director, Business Services
	Alternate	Ron Villa	Risk Manager

OPERATIONS TEAM		NAME	JOB TITLE
Operations Coordinator	Primary	Steven Wagg	Chief of Police
	Alternate	Nidal Kobaissi	Police Captain
Law Enforcement / Security	Primary	Steven Wagg	Chief of Police
	Alternate	Nidal Kobaissi	Police Captain
Communications Dispatcher	Primary	Merrick Wahl	Police Communications
	Alternate	Blanca Collazo	Police Communications
Search and Rescue	Primary	Richard Mena	Police Officer
	Alternate	Samir Abou-Rass	Police Officer
Medical	Primary	Mary Mirch	Associate Dean, Health Services
	Alternate	Vacant	
Health and Safety	Primary	Ron Villa	Risk Manager
	Alternate	Vacant	
Building/Utility	Primary	Dan Padilla	Manager, Maintenance & Operations
	Alternate	Vacant	

PLANNING TEAM		NAME	JOB TITLE
Planning Coordinator	Primary	Ricardo Perez	Vice President, Student Services
	Alternate	Dawn Lindsay	Vice President, Instructional Services
Situation Status	Primary	Edward Karpp	Assoc. Dean, IR&P
	Alternate	Merrilee Ahaus	Administrative Assistant Confidential
Damage Assessment	Primary	Dan Padilla	Manager, Maintenance & Operations
	Alternate	Vacant	

LOGISTICS TEAM		NAME	JOB TITLE
Logistics Coordinator	Primary	Susan Courtey	Business Services Manager
	Alternate	Hasmik Ghanbary	Business Services Technician
Supply and Purchasing	Primary	Hasmik Ghanbary	Business Services Technician
	Alternate		
Care-Shelter-Transportation	Primary	Paul Schlossman	Dean, Student Affairs
	Alternate	Alen Andriassian	Program Manager
Facilities	Primary	Gus Rocha	Custodial Supervisor
	Alternate	Juan Velasco	Lead Custodian
Human Resources	Primary	Vicki Nicholson	Assoc. VP, Human Resources
	Alternate	Val Dantzler	Manager, Human Resources

FINANCE TEAM		NAME	JOB TITLE
Finance Coordinator	Primary	Ron Nakasone	Controller
	Alternate	Amir Nour	District Accounting
Accounting	Primary	Amir Nour	District Accountant
	Alternate		
OES/FEMA Documentation	Primary	Ron Nakasone	Controller
	Alternate	Amir Nour	District Accountant

tc:Glendale Community emergency response team   rev 02/06/09

SEMS/ICS/ NIMS
Organizational Chart
Glendale Community College

ASSISTANT EOC DIRECTOR
(Chief of Police Alt: Police Captain)
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SAFETY OFFICER/OSHA
(Director, Business Services, Alt: Risk Manager)
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SUPERINTENDENT/ PRESIDENT
(Superintendent/President, Alt: Vice President, Instructional Services)
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INCIDENT COMMANDER (EOC Director)
(Vice President - Administrative Services, Alt: Chief of Police)
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LIAISON OFFICER
(Dean, Admissions & Records, Alt: Director, Admissions & Records)
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PUBLIC INFORMATION OFFICER
(Public Information Coordinator, Alt: _____)
Pg. 35

FINANCE COORDINATOR
(Controller, Alt: District Accounting)
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ACCOUNTING
(District Accountant, Alt: _____)
Pg. 87

OES/FEMA DOCUMENTATION
(Controller, Alt: District Accountant)
Pg. 88

LOGISTICS COORDINATOR
(Business Services Manager, Alt: Business Services Technician)
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SUPPLY & PURCHASING
(Business Services Technician, Alt: _____)
Pg. 77

CARE/SHELTER/ TRANSPORTATION
(Dean, Student Affairs, Alt: Program Manager)
Pg. 78

FACILITIES
(Custodial Supervisor, Alt: Lead Custodian)
Pg. 81

HUMAN RESOURCES
(Assoc. VP, Human Resources, Alt: Manager, Human Resources)
Pg. 82

PLANNING COORDINATOR
(Vice President, Student Services, Alt: Vice President, Instructional Services)
Pg. 66

SITUATION STATUS
(Assoc. Dean, IR&P, Alt: Administrative Assistant Confidential)
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DAMAGE ASSESSMENT
(Director, Facilities, Alt: Manager, Maintenance & Operations)
Pg. 71

OPERATIONS COORDINATOR
(Chief of Police, Alt: Police Captain)
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MEDICAL
(Associate Dean, Health Services, Alt: _____)
Pg. 54

HEALTH & SAFETY
(Risk Manager, Alt: _____)
Pg. 59

BLDG & UTILITY
(Manager, Maintenance & Operations, Alt: _____)
Pg. 60

LAW ENFORCEMENT
(Chief of Police, Alt: Police Captain)
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COMMUNICATIONS DISPATCHER
(Police Communications, Alt: Police Communications)
Pg. 51

SEARCH & RESCUE
(Police Officer, Alt: Police Officer)
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Section Three
SEMS/ICS/NIMS

SEMS/ICS/NIMS

Standardized Emergency Management System (SEMS)

The Standardized Emergency Management System (SEMS) is a communications and coordination tool. SEMS is the group of principles developed for coordinating state and local emergency response in California. SEMS provides for a multiple level emergency response organization and is intended to structure and facilitate the flow of emergency information and resources within and between the organizational levels: the field response, local government, operational areas, and regions.

As a result of the events occurring during the 1991 East Bay Hills (Oakland, CA) fire, State Senator Petris introduced SB 1841.This statute directs the Governor's Office of Emergency Services (O.E.S.) to establish SEMS, ICS, the Multi-Agency Coordination System (MACS), the Master Mutual Aid Agreement system, and the operational area concept.

Incident Command System (ICS)

The Incident Command System (ICS) was developed by the fire fighting agencies of California for the purpose of streamlining and integrating response to major fires. ICS provides standardized procedures and terminology, a unified command structure, a manageable span-of-control, and an action planning process that identifies response strategies and tactical actions. Other disciplines, such as law enforcement and medical services, have adopted the ICS and emergency planning concepts as well as local jurisdictions throughout the state.

The purpose of mutual aid is to ensure that after an agency has committed or is about to exhaust all available resources, other public agencies may be called upon to provide assistance. Cities, counties, and the State of California joined together in the Master Mutual Aid Agreement in 1950, which provides for mutual assistance agreements between and among cities, counties, and state and local agencies and districts. Law enforcement and fire services use their mutual aid systems frequently, sometimes on a daily basis.

National Incident Management System (NIMS)

NIMS provides a consistent nationwide template to enable Federal, State, local, and tribal governments and private-sector and nongovernmental organizations to work together effectively and efficiently to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity, including acts of catastrophic terrorism.

Since the September 11, 2001, attacks on the World Trade Center and the Pentagon, much has been done to improve prevention, preparedness, response, recovery, and mitigation capabilities and coordination processes across the country. A comprehensive national approach to incident management, applicable at all jurisdictional levels and across functional disciplines, would:

• Further improve the effectiveness of emergency response providers and incident management organizations across a full spectrum of potential incidents and hazard scenarios.
• Also improve coordination and cooperation between public and private entities in a variety of domestic incident management activities.

SEMS/NIMS Features Adopted from Incident Command System

SEMS/NIMS contains several essential features that have been adapted from ICS. They are:

Essential Management
Functions: At the field response level, the five primary ICS functions of Management, Operations, Planning, Logistics and Finance are used.

Management by Objectives
As applied to SEMS/NIMS, management by objectives means that each SEMS/NIMS level of operation establishes measurable and attainable objectives to be accomplished for each established operational time period. Each objective may have one or more strategies and performance actions. The operational period is the time period set by management for the completion of the objectives. It may vary from a few hours to days, as determined by the situation.

Action Planning
There are two variations of action planning under SEMS/NIMS.

• First, are Incident Action Plans, written or verbal action plans at the field response level, which reflect the overall strategy and specific tactical action and support information.

• Second, Emergency Operations Center (EOC) Action Plans are developed at the local, operational area, regional, and state levels to provide designated personnel with knowledge of the objectives to be achieved and the steps required.

Action plans provide a basis for measuring achievement of objectives and overall performance, in addition to providing direction.

Modular Organization
Modular organization provides for only those elements of the organization required to meet the current objectives to be activated and provide that all organizational elements can be arranged in various ways under SEMS/NIMS essential functions (Management, Operations, Planning, Logistics, and Finance). Each activated element must have a person in charge. A supervisor may be in charge of more than one element.

Organizational Unity
Every individual within the organization has a designated supervisor and hierarchy of command or management under the concept of organizational unity. Also, all organizational elements within each activated level are linked together to form a single overall organization within acceptable span-of-control limits.

Span of Control
Maintenance of an acceptable span-of-control is the responsibility of every supervisor. The optimum span-of-control is one to five, meaning one supervisor with supervisory authority over five subordinates. The recommended span-of-control at all levels is one to three through one to seven. A larger span-of-control can be acceptable if the supervised positions are all performing a similar function.

Personnel Accountability
The intent of personnel accountability is to ensure that there are proper safeguards in place so that all personnel are accounted for at any time. This is accomplished through organizational unity and hierarchy of management using check-in forms, position logs and other status keeping systems.

Common Terminology
Common terms are used for all organizational elements, position titles, facility designations and resources, ensuring consistency and standardization within and between all SEMS/NIMS levels. It enables multi-agency, multi-jurisdiction organizations and resources to work together rapidly and effectively.

Resource Management
In SEMS/NIMS, there are functional activities related to managing resources at all levels. Resource management describes the ways in which field resources are managed and how status is maintained. The management activity varies from level to level, from directing to controlling, to coordination, to inventorying and the procedures vary accordingly.

Integrated Communications
At the field level, integrated communications are used in any emergency. Throughout EOC's and among SEMS/NIMS levels, communications systems must be compatible and planning and information flow must occur in an effective manner. Integrated communications refers to hardware systems, planning for system selection and linking, and the procedures and processes for transferring information.

SEMS/NIMS Planning and Coordination Levels

SEMS/NIMS consists of five organizational or response levels, which are activated as needed to respond to an emergency. They are the Field Response Level, the Local Government Level, the Operational Area, the Regional Level and the State Level.

Field Response Level
The Field Response Level consists of emergency response personnel and resources carrying out tactical decisions and activities in direct response to an incident or threat.

Local Government Level
The definition of local government includes cities, counties, and special districts (Community colleges). They manage and coordinate the overall emergency response and recovery activities within their jurisdictions. Local governments are required to use SEMS/NIMS when their Emergency Operations Centers are activated or when there has been a Declaration of Emergency by the State and/or Federal Government.

Operational Area

The Operational Area is an intermediate level of SEMS/NIMS, which consists of a county and all political subdivisions within the county, including special districts (Community colleges). The Operational Area staff manages and/or coordinates information, resources, and priorities among local governments within the operational area and serves as the communication link between the Local Government Level and the Regional Level.

Regional Level

The SEMS/NIMS regions are also known as mutual aid regions. There are six regions and their purpose is to provide for more effective application and coordination of mutual aid and other emergency related activities. At the Regional Level, information and resources are managed and coordinated among Operational Areas within the Region and between the Operational Areas and the State Level. In addition, coordination of state agency support for emergency response activities within the Region occurs at this level. The State Office of Emergency Services regional office at Los Alamitos serves as the Regional Level for Southern California.

State Level

At the State Level (State Operations Center in Sacramento), state resources are assigned in response to the needs of other levels and mutual aid is coordinated among the mutual aid regions and between the Regional Level and the State Level. The coordination and communication link between the state and federal disaster response systems also occurs at this level.

Federal Level

On March 1, 2003, the Federal Emergency Management Agency (FEMA) became part of the U.S. Department of Homeland Security (DHS). The primary mission of the Federal Emergency Management Agency is to reduce the loss of life and property and protect the nation from all hazards, including natural disasters, acts of terrorism, and other man-made disasters, by leading and supporting the nation in a risk-based, comprehensive, emergency management system of preparedness, protection, response, recovery, and mitigation.

For emergency planning purposes, the college is considered a special district, which means the guidelines for a local jurisdiction apply under SEMS/NIMS.

Emergency Management System Training and Exercises

The objective of the Emergency Management Organization is efficient and timely response during emergencies. An effective up-to-date plan is the first step toward this objective. However, planning alone will not guarantee preparedness. A comprehensive emergency management system must include ongoing hazard/vulnerability/risk assessment, a plan, preparation, training, and exercise components. This strategy will decrease liability and fulfill the Higher Education Act, Federal Emergency Management Agency (FEMA), State Office of Emergency Services, Education Code, and Chancellor's Office requirements.

West Coast Consulting Group offers the following packages to fulfill these mandates and recommendations:

Package # 1 – Mandated Hazard/Vulnerability/Risk Assessment

This package meets the mandatory risk assessment planning requirement for the Standardized Emergency Management System (SEMS). Consultant will conduct a site assessment to rate probability, severity, and relative risk to natural, technological, civil (human induced), and terrorism threats. In addition, consultant will evaluate existing mass communication systems and/or outline systems available on the market. A report will include state and federal mandates, as well as recommendations for on-going mitigation strategies for emergency preparedness, response planning, training, and exercises.

Package # 2 – Mandated Emergency Operations Plan (EOP)

A customized Emergency Operations Plan will be provided for compliance with current state and federal regulations. Consultant will work collaboratively with the client in the assignment of specific college personnel to job functions in the Emergency Operations Plan. The initial Emergency Operations Plan includes 60 copies of the Plan for Emergency Response Team personnel assigned to Management, Operations, Planning, Logistics, and Finance sections. The plan will include:

- Standardized Emergency Management System (SEMS), Incident Command System (ICS), and National Incident Management System (NIMS) requirements.

- A detailed organizational chart with corresponding "easy-to-read" checklists, assignments, and responsibilities.

- Area specific emergency procedures for biological emergencies, environmental emergencies (Chemical spills, asbestos fiber release, air pollution alerts), bombs and explosives, disturbances and demonstrations, earthquake, fire, flooding, active shooters, terrorism, special population protocols, and governmental response to pandemic flu.

- A glossary, extra checklists, and ICS Forms for state and federal recovery reimbursements.

This package includes distribution of the Plans to a maximum of one hundred (100) Emergency Response Team personnel during specific two (2) hour group sessions (One day). A brief overview of the plan will cover the organizational structure, how to use the plan, as well as individual responsibilities, priority tasks, and other considerations.

Package # 3 - Mandated SEMS, ICS-100, ICS-200, & IS-700 Training

One (1) certified facilitator will provide one (1), eight (8) hour mandated training session on the Introduction to Standardized Emergency Management System (SEMS), Incident Command System (ICS-100/ICS-200), and National Incident Management System (NIMS/IS-700) combined course. The required exam will be administered and documentation will be provided to the District for audit purposes, as well as certificates for attendees that successfully completed the mandated hours and examination. Training can be provided within one day (8:00 AM – 12:00 PM & 1:00 PM – 5:00 PM) or over two consecutive days (Day 1 / 1:00 PM – 5:00 PM, Day 2 / 9:00 AM – 1:00 PM). Attendance by all personnel and documentation of attendees is the sole responsibility of the client in order to fulfill

the mandate.

Who must attend?

> • All faculty and staff who may be asked to provide support during any disaster, emergency, or evacuation including adjunct faculty and staff

Package # 4 - Mandated Intermediate Incident Command System (ICS-300) Training

One (1) certified facilitator will provide eighteen (18) hours of mandated training for intermediate Incident Command System. Documentation will be provided to the District for audit purposes, as well as certificates for attendees that successfully completed the mandated hours. Training is delivered over three (3) consecutive day sessions in six (6) hour blocks. Attendance by all personnel at each session and documentation of attendees is the sole responsibility of the client in order to fulfill this mandate.

Who must attend?

> • All Emergency Response Team management and coordinators in the Emergency Operations Center as well as those performing critical roles in the field

Package # 5 - Mandated Advanced Incident Command System (ICS-400) Training

One (1) certified facilitator will provide fourteen (14) hours of mandated training for advanced Incident Command System. Documentation will be provided to the District for audit purposes, as well as certificates for attendees that successfully completed the mandated hours. Training is delivered over three (3) consecutive day sessions in five (5) hour blocks. Attendance by all personnel at each session and documentation of attendees is the sole responsibility of the client in order to fulfill this mandate.

Who must attend?

> • All Emergency Response Team management and coordinators in the Emergency Operations Center as well as those performing critical roles in the field

Package # 6 - Mandated National Response Framework (IS-800.B) Training

One (1) certified facilitator will provide four (4) hours of mandated training for the National Response Framework. The required exam will be administered and documentation will be provided to the District for audit purposes, as well as certificates for attendees that successfully completed the mandated hours and exam. Training is delivered in one (1), four (4) hour block. The National Response Framework mandate replaces the former National Response Plan (NRP). Attendance by all personnel at each session and documentation of attendees is the sole responsibility of the client in order to fulfill this mandate.

Who must attend?

- All Emergency Response Team management and coordinators in the Emergency Operations Center as well as those performing critical roles in the field

- All executives and senior administrators including Chancellors, Superintendents, Presidents, Vice Chancellors and Vice Presidents

Package # 7 - Mandated Standardized Emergency Management System & Incident Command System for Executives (SEMS Executive & ICS-402) Training

One (1) certified facilitator will provide four (4) hours of mandated Standardized Emergency Management System and Incident Command System Training for Executives. Documentation will be provided to the District for audit purposes, as well as certificates for attendees that successfully completed the mandated hours. Training is delivered in one (1), four (4) hour block. Attendance by all personnel at each session and documentation of attendees is the sole responsibility of the client in order to fulfill this mandate.

Who must attend?

- All executives and senior administrators including Chancellors, Superintendents, Presidents, Vice Chancellors and Vice Presidents

Package # 8 - Mandated Standardized Emergency Management System Emergency Operations Center (SEMS EOC) Training

One (1) certified facilitator will provide eight (8) hours of mandated training for the Standardized Emergency Management System Emergency Operations Center. Documentation will be provided to the District for audit purposes, as well as certificates for attendees that successfully completed the mandated hours. Training can be provided within one day (8:00 AM – 12:00 PM & 1:00 PM – 5:00 PM) or over two consecutive days (Day 1 / 1:00 PM – 5:00 PM, Day 2 / 9:00 AM – 1:00 PM). Attendance by all personnel at each session and documentation of attendees is the sole responsibility of the client in order to fulfill this mandate.

Who must attend?

- All Emergency Response Team management and coordinators in the Emergency Operations Center as well as those performing critical roles in the field

- Faculty and staff of critical areas including Public Safety and Police, Administration, Environmental Health and Safety, Risk Management, Facilities and Grounds

Package # 9 – CAMPUS Community Emergency Response Team (C-CERT) Training

Certified facilitators will provide this three (3) consecutive day course directed to field personnel that would be responding to a campus-wide emergency to assist with traffic and crowd management,

building and campus evacuation, emergency response, or non-emergency events. This training covers basic skills that are important to know in a disaster when emergency services are limited or not available. Practical exercises will include light rescue techniques, basic first aid, use of fire extinguishers, and how to assess and turn off utilities (Gas, water, & power). Package includes up to fifty (50) student guides and CAMPUS CERT Responder Kits which include an array of tools, medical, survival and safety items in a backpack.

Package # 10 – Preparation through Group Dynamics Action Planning

This three (3) hour session brings the Management, Operations, Planning, Logistics, and Finance sections together as an Emergency Operations Center Team. Emergency Response Team personnel will be divided into collaborative learning groups and consultants will assist Team Leaders (Coordinators) to facilitate the development of action plans in preparation of an emergency.

Package # 11 - Table Top Exercise

This three (3) hour session includes the facilitation of a Table Top Exercise incorporating all Emergency Operations Center personnel. The Table Top Exercise will simulate an emergency on campus and groups will use the Emergency Operations Plan as a guide while incorporating the knowledge and skills gained in the Preparation through Group Dynamics Action Planning session. Representatives from local law enforcement, fire service, unified school district, hospital, and County Office of Emergency Services will be invited to participate and discuss coordination in an emergency.

Package # 12 – Annual Update of Emergency Operations Plan

An updated version of the Emergency Operations Plan (Produced by West Coast Consulting Group, Inc.) will be provided with 60 copies of the new edition. This package includes all state and federal legislative updates, changes to organizational chart personnel, revisions, and additions.

Section Four
The Emergency Response Organization

The Emergency Response Organization

Assignments and Responsibilities

SEMS/NIMS requires that all public agencies use five designated functions to serve as the basis for organizing emergency planning and response. The five functions are:

• Management

• Operations

• Planning

• Logistics

• Finance

The Incident Commander provides the executive management of the emergency organization. This position sets policy and provides support to the President/Superintendent.

• **The Incident Commander** Incident Commander serves under the Superintendent/President. The Incident Commander is supported by the Liaison Officer, Public Information Officer (PIO), Assistant EOC Director, and Safety/OSHA Officer.

• **The Operations Section** is the responsibility of the Operations Coordinator. The coordinator directs the efforts of various operational branches: Law Enforcement, Communications Dispatcher, Search & Rescue, Medical, Health & Safety, and Building and Utility.

• **The Planning Section** is the responsibility of the Planning Coordinator. The Planning Section supports the Operations Section with confirmation of information, action plans, and status reports. The coordinator is assisted by the Situation Status and Damage Assessment.

• **The Logistics Section** is the responsibility of the Logistics Coordinator. The Logistics Section supports the Operations Section with resources. The coordinator is assisted by the Supply & Purchasing, Care/Shelter/Transportation, Facilities, and Human Resources.

• **The Finance Section** is the responsibility of the Finance Coordinator. The Finance Section works closely with each Section to effectively establish the proper documentation for cost recovery. The coordinator is assisted by Accounting and OES/FEMA Documentation.

Management Section

The Management Section is responsible for overall emergency policy, direction, and coordination of the emergency response effort either at the EOC or an alternate command center. The Incident Commander staff is responsible for interacting with each other within the command center to assure the effective functioning of the organization. The various elements within the Incident Command are the Superintendent/President, Liaison Officer, Public Information Officer, Assistant EOC Director, and Safety/OSHA Officer.
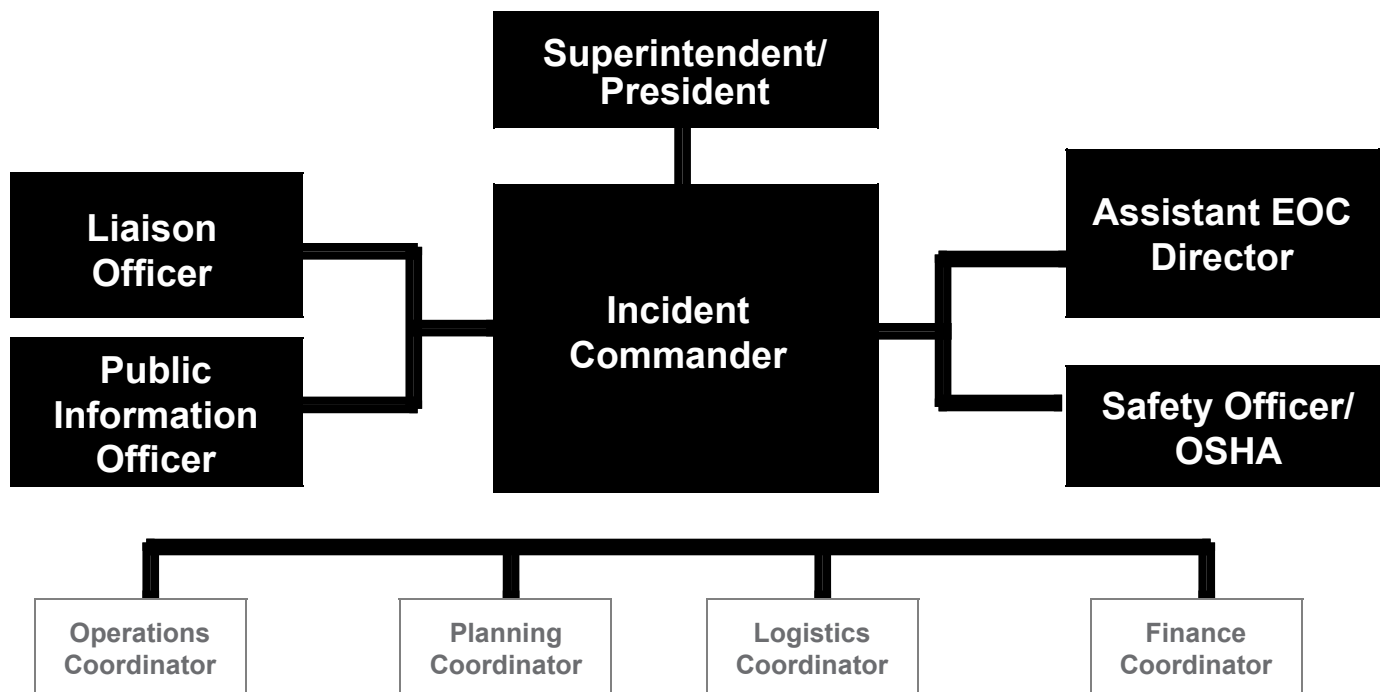
The Management's primary function is to support the Incident Commander with official executive actions, liaison to other agencies and representation to the community and elected officials.

Superintendent/President
The Superintendent/President, is responsible for:

- Establishing the basic policies which govern the Emergency Management Organization,

- Proclaiming an emergency when required,

- Functioning as the highest level of authority during an emergency.

Incident Commander

The Incident Commander is responsible for all incident activities including the development of strategies and tactics and the ordering of and the release of resources.

The Incident Commander has complete authority and responsibility for the conduct of over-all Operations. This includes activating, directing and managing the EOC, establishing objectives and strategies, approving the action plans developed by EOC staff to implement the objectives and strategies, and approving requests for ordering or releasing resources through mutual aid.

The Incident Commander directs the emergency response for a major disaster to minimize casualties and injuries, sets priorities and delegate's tasks, and provides the Superintendent/President with current information on the status of the emergency response.

The Incident Commander is assisted by the staff listed below, who are assigned to essential activities and responsibilities.

Management Support Positions

Assistant EOC Director
The Assistant EOC Director is responsible for:

- Ensuring the emergency organization follows established policies and procedures,

- Establishing priorities for the use of personnel and resources,

- Authorizing deviations of procedures for implementing the emergency plan,

- Adjudicating conflicting demands for support,

- Managing the recovery process.

Public Information Officer - PIO

The Public Information Officer (PIO) is responsible for preparing and disseminating emergency public information regarding the incident size, cause, ongoing situation, resources, and other matters of interest associated with the emergency.

The PIO with the assistance of an alternate provides information to employees, students, and the general campus community. The PIO is the point of contact for the public and the news media, coordinating releases for the college and with other agencies and holding news conferences as necessary.

The PIO is responsible for establishing a Rumor Control Center and assisting with plans for the rapid release of emergency instructions and information to the public through all available means.

Liaison Officer

The Liaison Officer function is to serve as the point of contact for the supporting agencies and mutual aid agency representatives (particularly the Operational Area EOC). The Liaison function assists with intergovernmental communications and liaison. This may include representatives from law enforcement agencies, fire services, emergency medical providers, American Red Cross, Public Works, Coroner's Office, Unified School Districts, Office of Emergency Services (O.E.S.), Hospitals, and Health Services.

Safety Officer/OSHA

OSHA mandates the Safety Officer function for all hazardous materials incidents. For other incidents, the Safety Officer is responsible for monitoring and assessing hazardous and unsafe situations and developing measures for assuring personnel safety.

The Safety Officer has the authority to stop all unsafe activity on an incident that is deemed to be outside the scope of the incident action plan.

The Safety Officer is the point of contact for coordinating the response and deployment of counseling and psychology personnel for critical incident stress management.

Emergency Alert System

General

The Emergency Alert System (EAS) was devised to provide the federal, state and local governments with a means of emergency communications with the general public, through non-government broadcast stations, during and following an emergency action condition.

The state has been segmented into "EAS Operational Areas" for the purpose of disseminating emergency information via a regular FM broadcast station.

Each "EAS Operational Area" encompasses one or more county areas. Selected EAS stations have been provided with protected facilities. Other unprotected but authorized EAS stations will continue to operate as conditions permit.

All authorized stations in each "EAS Operational Area" will broadcast a common program. A "program entry point" has been established for each EAS area. Emergency services authorities for each jurisdiction will prepare emergency information and action instructions pertinent to the people in their respective jurisdictions, which will be routed to the designated program entry point for broadcast.

First responders (outside Police and/or Fire) may also use reverse-911 or other mass notification systems at their disposal.

Local EAS Operational System

Background

The State of California has been segmented into "EAS Operational Areas" for the purpose of disseminating emergency information.

The EAS operational area encompasses the entire County. EAS radio stations have been provided with fallout-protected facilities. Other unprotected, but authorized, EAS stations continue to operate as conditions permit.

All authorized stations in each EAS operational area broadcast a common program. A "program entry point" has been established for each EAS area. Emergency Services authorities for each jurisdiction will prepare emergency information and action instructions pertinent to the people of their respective jurisdictions, which will be routed to the Public Information Plan.

Operational Considerations

Authorized stations continue to broadcast on regular assigned frequencies during an emergency. They will broadcast their call letter identification and the area identification, and listeners are advised to monitor those stations which serve the area in which they are located, since EAS announcements may vary according to the area served.

Stations

The Program Entry Point for the Los Angeles EAS Operational Area is the County EOC. The EAS station serving the Los Angeles EAS Operational Area is:

STATION	FREQUENCY
KFI	640 AM
KNX	1070 AM

Campus Closure

Background

The basic mission of the college is to function as an educational institution, which necessitates continuing the programs, classes and laboratories unless there is a compelling reason not to do so, such as immediate or potential danger to life and property. There may be times when only a certain area of the campus will necessitate closure for the protection of certain individuals or property. There may, however, be other times when the entire college must be closed.

Emergency Response and Actions

The decision to close shall be made by the Superintendent/President, or his/her acting designee at the time, and on the basis of recommendations received through the Incident Commander, or if the situation dictates, the senior executive on duty.

A. Informing the Campus Community

- The Public Information Officer should prepare a media release stating the campus will be closed. This statement should contain emergency instructions and explain why the closure is taking place.

- The release will be reviewed by the Superintendent/President and forwarded to the Incident Commander for implementation.

B. Closing the Campus

The Incident Commander will direct:

- Staff to begin advising people to leave the area.

- The Communications Dispatcher to begin calling administrators.

- Facilities crews will begin setting up barricades and signs to close off areas and assist personnel out of the area.

Glendale Community College
PROCLAMATION OF EMERGENCY

Date: _____ Time:_____

As result of_____

occurring on_____ at <u>Glendale Community College,</u>

conditions of extreme peril to the safety of college personnel and property now exist. These conditions cannot be fully responded to with available college resources. Under the authority of the California Education Code and the California Administrative Code, I as _____

(Job title) of the college district hereby proclaim this campus closed. All non-essential personnel are required to evacuate the campus as-soon-as possible.

_____

District Official Signature

_____

Print Name

Glendale Community College
PROCLAMATION OF EMERGENCY

Date: _____ Time:_____

As result of_____

occurring on_____ at <u>Glendale Community College,</u>

conditions of extreme peril to the safety of college personnel and property now exist. These conditions cannot be fully responded to with available college resources. Under the authority of the California Education Code and the California Administrative Code, I as _____

(Job title) of the College district hereby proclaim an emergency in order to protect the lives and property of this institution and to comply with laws and regulations for <u>requesting assistance and aid from local, state, and federal agencies.</u>

It is further proclaimed and directed that during these emergency conditions the powers, functions, and duties of the emergency organization of this college shall be those prescribed by the Emergency Plan.

_____
District Official Signature

_____
Print Name

MANAGEMENT
Checklists
Assignments and Responsibilities

This chapter contains the functional checklists for the
Management Section assignments.

Checklist	Title	Position
1-A	Superintendent/President	Primary: Alternate:
	During the emergency, the Superintendent/President determines if a PROCLAMATION OF EMERGENCY is warranted. He/she authorizes the official request for assistance or notification to appropriate state and federal agencies and supports the management of emergency forces involved with the response to situations associated with the emergency.	

FOR CONSIDERATION OR ACTION

❏ Keep a detailed log of your activities.

❏ Assess situation; obtain information through INCIDENT COMMANDER.

❏ Proclaim a Proclamation of Emergency when warranted.

❏ Confer as needed with local and state officials.

❏ Activate EMERGENCY PLAN on recommendation of INCIDENT COMMANDER or designee.

❏ Evaluate the need for closure of the college or evacuation. Ensure that the following are notified:

❏ Incident Commander

❏ College Vice Presidents/Deans

❏ Public Information Officer

❏ Review and approve media releases.

❏ Activate Management System.

❏ Inform and brief the Management System on the emergency situation and status as it affects their areas.

❏ Issue any necessary public statements through the PUBLIC INFORMATION OFFICER.

❏ Obtain periodic situation updates from INCIDENT COMMANDER.

❏ Authorize the Incident Commander to announce the end of the Proclamation of Emergency when appropriate.

❏ Child Care Center (Safety, Parent Notification, and Pick-Up)

❏ Special Populations (Disabled Students, etc...)

Items to Focus On

Campus Condition
• What is the extent of casualties, injuries, and damage? What is the extent of the damage to the surrounding local community?

Campus Closure
• Will the incident require the closing of the campus? How long will the campus be closed? What information will students and employees need?

Recovery Expectations
• When will the academic process resume?

Checklist	Title	Position
1-B	Incident Commander (EOC Director)	Primary: Alternate:
	During the emergency, the Incident Commander implements the opening and staffing of the Emergency Operations Center (EOC), focusing on the highest priorities (life & death) and controlling problems. The Incident Commander initiates intelligence gathering concerning casualties and damage, reviewing the vast amount of information coming in from field units, identifying immediate problems, performing rapid assessment of casualties and damage, prioritizing response teams to incidents. The Incident Commander also provides the Superintendent/President with recommended courses of action.	

PRIMARY RESPONSIBILITIES

❏ Function as the INCIDENT COMMANDER of the EMERGENCY OPERATIONS CENTER.
❏ Conduct an initial situation assessment to determine:
  • Type of emergency
  • Location of emergency
  • Type of structure/vehicles involved
  • Size of area involved
  • Number of additional people required
  • Incident Command Post location
  • Staging Area locations
  • Access routes for emergency vehicles
  • Assistance required (e.g., medical, fire, facilities, environmental safety)
  • Number and type of casualties/injuries

FOR ACTION
❏ Keep a detailed log of your activities.
❏ Implement the plan, activate an EOC.
❏ Evaluate the need for a field command post.
❏ Inform the Superintendent/President of the current situation: casualties, damage, nature of the problem, and the location of the EOC.
❏ Establish a communication link with the dispatch center.
❏ Set priorities, delegate tasks, and manage the EOC.
❏ Assign personnel to staff SEMS/NIMS functions:
  • Operations
  • Planning
  • Logistics
  • Finance
❏ Develop and implement control plans which may include:
  • Perimeter control provisions/Interior patrol provisions
  • Evacuation procedures
  • Liaison with other emergency agencies
  • Traffic control plans
  • Mobilization of on-duty personnel
  • Mutual Aid contingencies

❏ Update the Superintendent/President with current information on the status of the emergency response and the incident.

❏ Request personnel and equipment resources needed for control of the incident.

❏ Provide the PUBLIC INFORMATION OFFICER with information for release to the media.

FIRST PRIORITY TASKS/CONSIDERATIONS

❏ Human resources immediately available.

❏ Immediate fire and medical needs.

❏ Initial damage to the campus and infrastructures.

❏ If evacuation will be needed and set up a plan.

❏ If campus closure is ordered, implement closure procedure.

❏ If emergency alert or warning will be needed.

❏ Child Care Center (Safety, Parent Notification, and Pick-Up).

❏ Special Populations (Disabled Students, etc...)

CONTINUING PRIORITY TASKS /CONSIDERATIONS

❏ The status of emergency communications.

❏ Need for closure and advise the Superintendent/President.

❏ Request from Coordinators ongoing status reports on their activities and resources.

❏ Evaluate the need and use of field command post.

❏ Request recommended sites for casualty collection point, and coroner operations.

❏ Establish contact with local (city, county) emergency operations centers.

❏ Implement mutual aid plans (Consider Police, Fire, Emergency Medical Services, American Red Cross, Primary/Secondary Schools, Churches, Unified School Districts and Hospitals).

❏ Determine the impact of the incident beyond the campus; advise the Chancellor/President/Superintendent.

❏ Direct situation analysis (planning) staff to prepare detailed assessment of damages, injuries, and casualties.

ADDITIONAL ITEMS THAT THE INCIDENT COMMANDER SHOULD FOCUS ON:

Continued Operations and Resources

❏ Estimate the duration of the response and develop plans for replacing human and physical resources.

❏ Identify staging areas for incoming resources.

Security and Access Control

❏ Perimeter security needs and resources for night operation.

❏ Will the campus become a reception point for outside victims?

Checklist	Title	Position
1-C	Assistant EOC Director	Primary: Alternate:
	During the emergency, the Assistant EOC Director serves as primary link to the Incident Commander and ensures the emergency organization performs according to established procedures and oversees the operation of emergency plan. In addition, the Assistant EOC Director guides the management of emergency forces involved with the response to situations associated with emergency by establishing operational policies as needed and adjudicating conflicting demands for support.	

FOR ACTION

❏ Keep a detailed log of your activities.

❏ Notify the Incident Commander of the situation and inform him/her of changes and conditions.

❏ Report to EOC as the situation dictates.

❏ Keep a written log of phone messages.

❏ Obtain authorization from Incident Commander to activate Emergency Plan. Consider proclamation of emergency, activation of an EOC, evacuation sheltering, and closure.

❏ Direct activation of an EOC if required.

❏ Establish communications with incident command personnel and EOC.

❏ Determine if all emergency notifications have been made.

❏ Authorize deviations of procedures for implementing the emergency plan.

❏ If closure is directed, implement the closure procedure.

❏ Authorize emergency messages and dissemination of public education/information to the campus.

❏ Obtain information on the situation and actions taken from the Incident Commander and brief the coordinators.

❏ Establish priorities and adjudicate conflicting demands for support.

❏ When the emergency is over, assist Incident Commander in notifying the emergency organization and, as appropriate, the campus community.

❏ Direct the recovery effort.

Items to Focus On:

Communicating the Problem to the Campus Community

• Members of the campus community need to know the problem is being handled and what they (Students, faculty & staff) should do. When can they help and how can they help.

Closure

• Will the incident require the closing of the campus? How long will the campus be closed? What information will employees whom may be sent home need? When will the academic process resume?

Documentation

• Remind Emergency Coordinators concerning documentation of their activities for recovery records.

Campus Condition

• What is the extent of casualties, injuries, and damage? What is the extent of the damage to the surrounding local community? Will the campus be called upon to be a reception area for off campus victims?

Checklist	Title	Position
1-D	Public Information Officer (PIO)	Primary: Alternate:
	During the emergency, the Public Information Officer will provide the rapid dissemination of accurate instructions and information to the general public and campus community and oversee the establishment of a Media Center to provide information concerning the incident to representatives of the print and electronic media. The PIO establishes a Rumor Control Center as it relates to the situation and responds to inquiries from relatives and friends outside the impacted area concerning the college and students.	

PRIMARY RESPONSIBILITIES

❏ Release emergency instructions/information to faculty, staff and students about the emergency and what steps individuals should take.

❏ Release emergency instructions/information to the college and electronic print media.

❏ Produce news releases to media and campus community on a regular basis (i.e. Hourly).

FOR ACTION

❏ Keep a detailed log of your activities.

❏ Open Media Center.

❏ Ensure that all information is clear, concise, confirmed, and approved by appropriate authority before release to the media or public.

❏ Do not release unconfirmed information or speculate on the extent of the emergency, despite repeated urging by reporters to do so.

❏ Gather information on the emergency situation and response actions.

❏ Assign a Public Information Representative, if appropriate, to:

❏ Establish Media Control Point near incident site.

❏ Keep Emergency Operations Center (EOC) Staff informed of the media situation at the incident site.

❏ Establish and release a "media only" telephone number(s).

❏ Post press releases on College Web Site.

❏ Monitor published and broadcast Emergency Alert System (EAS) for accuracy. Correct serious misinformation whenever possible.

❏ Maintain Emergency Alert System (EAS) status boards and maps. Post hard copy of news releases.

❏ Attend periodic EOC briefings and policy meetings.

❏ Consider additional methods for distributing emergency instructions as required (i.e. message boards, text messages, mass notification systems).

PRIORITY TASKS FOR CONSIDERATION

❏ Schedule media briefings/press conferences and tours as conditions permit.

❏ Arrange for media access to the incident site when appropriate.

❏ Establish a center for rumor control.

ADDITIONAL ITEMS THAT THE PUBLIC INFORMATION OFFICER SHOULD FOCUS ON:

Communicating the Problem to the Campus Community

❏ Members of the campus community need to know the problem is being handled and what they (Students faculty & staff) should do. When can they help and how can they help?

Closure

❏ Will the incident require the closing of the campus? What is the best process to communicate this information?

Checklist	Title	Position
1-E	Liaison Officer	Primary: Alternate:
	During the emergency, the Liaison Officer functions as the campus point of contact for instructions and assistance to outside responding agencies.	

PRIMARY RESPONSIBILITIES
❏ Provide a point of contact for assisting mutual aid agency representatives.
❏ Provide information and maintain a liaison with other public and private agencies.

FOR ACTION
❏ Keep a detailed log of your activities.
❏ Report to the Emergency Operations Center (EOC).
❏ Talk to the INCIDENT COMMANDER to determine:
  • The extent and nature of the emergency.
  • Are outside agencies responding; i.e. fire services, medical?
  • What location will be used for receiving and staging responding agencies?
  • What will be the communication and coordination frequency used?
  • Will mutual aid be requested?
❏ Notify the responding outside agencies where to check in and the staging location.
❏ Identify agency representatives from each agency including the Communications link and their location.
❏ Monitor the incident operations to identify what might be potential inter-organizational problems.
❏ Provide the INCIDENT COMMANDER with status reports concerning the arrival times of responding agencies, number of personnel responding, and the type of resources expected.
❏ Provide information to other Section officers on the number and type of resources coming to the campus to assist with the emergency.

ADDITIONAL ITEMS THAT THE LIAISON OFFICER SHOULD FOCUS ON:

Outside Agency Issues
❏ Responding agencies have protocols that are specific to their agency and communication must be established and maintained to ensure that efforts are not going at cross-purposes.

Extended Operations
❏ Some incidents could extend for several hours or days. The LIAISON OFFICER must determine the continued availability of the resources and arrange for long-term stays.

Deployment and Release
❏ It is important that the LIAISON OFFICER closely monitor the use and release of outside resources. Outside agencies are not familiar with the campus and should be either thoroughly briefed or assisted by a member of the campus.

Checklist	Title	Position
1-F	Safety Officer/OSHA (Occupational Safety & Health Administration)	Primary: Alternate:
	During the emergency, the Safety Officer monitors and assesses hazardous and unsafe situations and develops measures for assuring personnel safety.	

Activation of the position is at the option of the Incident Commander unless it is a hazardous materials incident. OSHA mandates the Safety Officer position for all hazardous materials incidents. For other incidents, the Safety Officer has the authority to stop all unsafe activity deemed to be outside the scope of the incident action plan.

FOR ACTION

❏ Keep a detailed log of your activities.

❏ Report to the Emergency Operations Center (EOC).

❏ Talk to the INCIDENT COMMANDER to determine the extent and nature of the emergency operation.

❏ Monitor and assess hazardous and unsafe situations and develop measures for assuring personnel safety.

Operations Section

The Operations Section is responsible for coordinating all operations in support of the emergency response and implementation of the action plan(s). This section includes the response teams, which are teams working toward reduction of the immediate hazard and establishing situation control and the restoration of normal conditions. The Operations Section is supervised by the Operations Coordinator. The coordinator oversees the operational response by functions or branches activated to deal with the emergency. Branches activated under Operations may include Security, Communications Dispatcher, Search and Rescue, Medical, Health and Safety, and Building and Utility.

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                    MANAGEMENT
                 INCIDENT COMMANDER
                      SECTION
                          |
     ┌────────────┬───────┴───────┬────────────┐
 OPERATIONS    PLANNING        LOGISTICS     FINANCE
 Coordinator   Coordinator     Coordinator   Coordinator
     |
 ┌───┴───────────┐
 LAW              MEDICAL
 ENFORCEMENT
 COMMUNICATIONS   HEALTH &
 DISPATCHER       SAFETY
 SEARCH &         BUILDING &
 RESCUE           UTILITY
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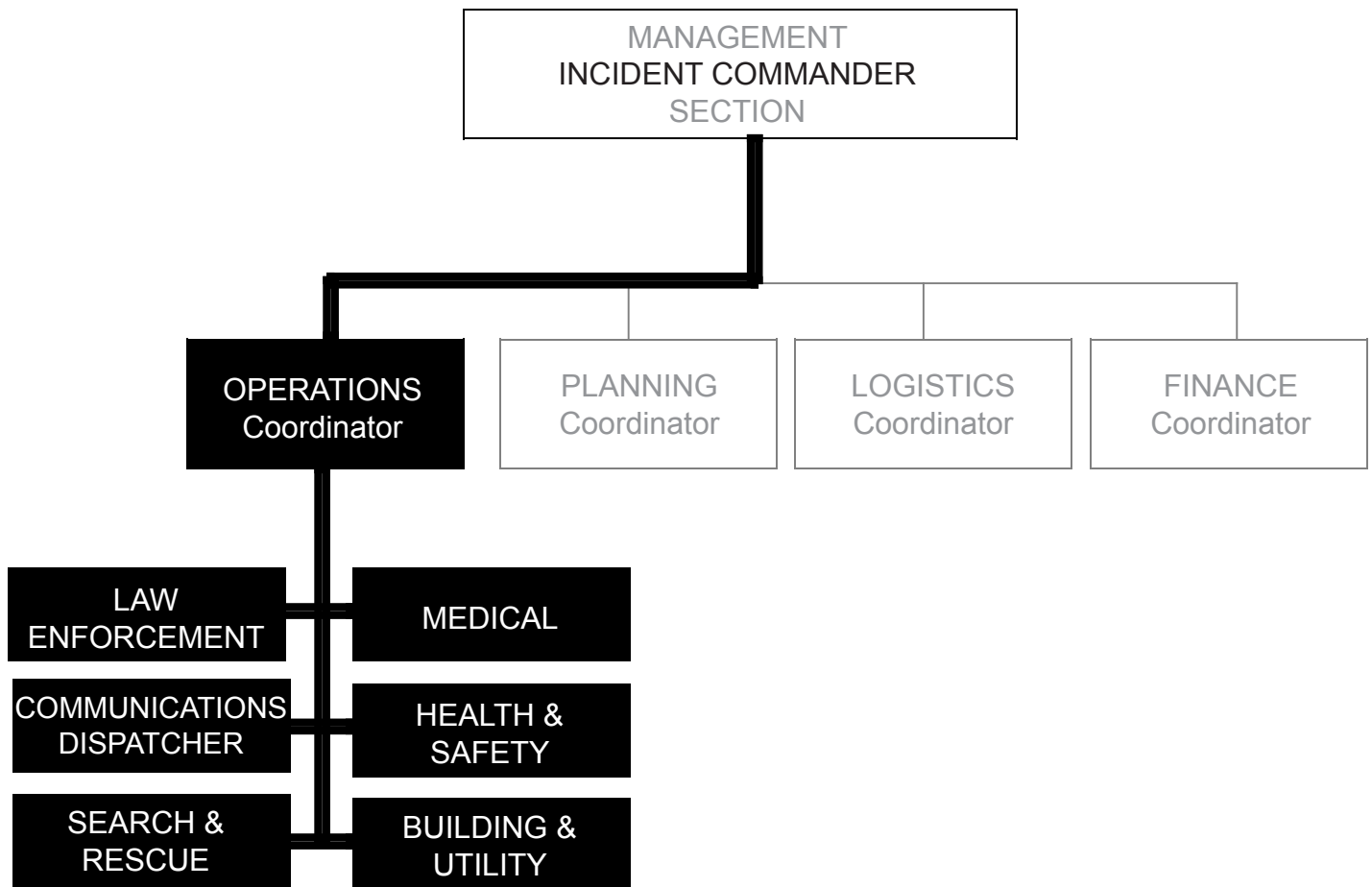
Operations Coordinator

The Operations Coordinator is responsible for the implementation and management of all Operational plans and supervises the Operations Section. The coordinator activates and supervises the organizational elements of the response in accordance with the Plan and directs its implementation. The Operations Coordinator supervises field tactics with other staff members, handles the request for or release of resources, makes situation changes to the plan as necessary and reports such changes to the Incident Commander.

Operational Support Branches

The structure of SEMS/NIMS allows for Branches under Operations to effectively deal with the incident. The following Branches could be activated and supervised under the Operations Coordinator.

Law Enforcement

Law Enforcement is responsible for providing traffic and crowd control in support of closure plans and protecting critical facilities and supplies. In addition, Law Enforcement assists with the search and closure of damaged buildings and the evacuation of the campus community.

Communications Dispatcher

The Communications Dispatcher is responsible for managing, controlling and dispatching all tactical radio and data frequencies used in support of the emergency incident.

Search and Rescue

Search and Rescue is responsible for covering predetermined areas of the campus, in established patterns, rescuing any trapped or injured persons and extinguishing any small fires.

Medical

Medical is responsible for setting up and staffing the First Aid Center, assisting the injured by providing first aid, and arranging for hospital transportation. Also, if required, Medical should establish a temporary morgue.

Health and Safety

Health and Safety is responsible for coordinating the containment and clean up of hazardous materials, identifying unsafe conditions for campus facilities, sanitation, and developing measures for assuring personnel safety.

Building and Utility

Building and Utility is responsible for making safety inspections of all facilities that may have been damaged, initially or later. Also, they are responsible for turning off any utilities as required for safety, handling emergency construction or repairs and debris clearance from roadways.

OPERATIONS SECTION
Checklists
Assignments and Responsibilities

This chapter contains the functional checklists
for the Operations Section assignments.

Checklist	Title	Position
2-A	Operations Coordinator	Primary: Alternate:
	The OPERATIONS COORDINATOR initiates intelligence gathering concerning casualties and damage, identifies immediate problems, focuses on the highest priorities (life & death), and controls problems. Based on information obtained and resources available, the OPERATIONS COORDINATOR will establish appropriate branches to deal with the emergency.	

PRIMARY RESPONSIBILITIES
❏ Assumes operational command of the response.
❏ Manages the OPERATIONS Section of the Emergency Operations Center (EOC), including the following response teams:

- LAW ENFORCEMENT
- COMMUNICATIONS DISPATCHER
- SEARCH & RESCUE
- MEDICAL
- HEALTH & SAFETY
- BUILDINGS & UTILITIES

❏ Keeps the INCIDENT COMMANDER informed of response team activities.
❏ Evaluates operational information and determines priorities.
❏ Deploys teams to address problems.

SUPPORT RESPONSIBILITIES
❏ Recommends mutual aid needs and resources.
❏ Provides information to the SITUATION STATUS representative.

FOR IMMEDIATE ACTION
❏ Keep a detailed log of your activities.
❏ Report to the EOC for briefing, then organize and activate the OPERATIONS Section.
❏ Establish a journal/log for recording activities.
❏ Establish a communication link with the communications dispatcher.
❏ Evaluate operational needs and response based on:

- The type of emergency.
- Location of emergency and types of facilities involved.
- Size of area involved (limited area or campus wide).
- Assistance required (e.g., Medical, Fire, Facilities & Environmental Health and Safety).
- Number and type of casualties/injuries.
- Access routes for emergency vehicles.

❏ In coordination with the INCIDENT COMMANDER and the PLANNING Coordinator, develop a tactical plan.

FIRST PRIORITY/CONSIDERATION
❏ Number one priority is LIFE & SAFETY. Determine if the following branches need to be activated:

- MEDICAL for emergency triage or first aid.
- SEARCH & RESCUE to find and rescue injured and trapped students and staff.
- LAW ENFORCEMENT to evacuate people away from a danger zone.
- HEALTH & SAFETY to assist with control and containment of a hazardous material.

❏ Authorize immediate actions according to safety and emergency operation procedures including on-site treatment of the injured, occupancy status of the buildings, and procedures for relocating students, employees, and visitors away from dangers and hazards.

STAFFING ACTIONS
❏ Determine what staff resources are immediately available and make requests for appropriate personnel and equipment resources needed for control of the incident.

❏ Make requests to LOGISTICS for resources, which are needed or will be needed soon. Determine if public agency mutual aid is required for any operations on campus. Upon concurrence with the INCIDENT COMMANDER determine if outside assistance will be responding; establish procedures and staffing for the incoming assistance. INCIDENT COMMANDER determine if outside assistance will be responding; establish procedures and staffing for the incoming assistance.

MEDICAL ACTIONS
❏ Direct the establishment of the Medical Staging and Treatment Area. Ensure that supplies are available. Establish and implement procedures and priorities for Medical Treatment First Aid, etc. Verify that emergency transportation has been called for severe cases; transport to the closest emergency facility.

ACCESS CONTROL ACTIONS
❏ Direct staff to cordon off unsafe areas, secure facilities, and control access where there is damage. Have utilities shut down, if presenting a possible hazard.
❏ Ensure traffic control is established to provide access for emergency vehicles.
❏ Direct the establishment and control of on-campus evacuation reception areas.
❏ Deal with requests to re-enter buildings, coordinate with the INCIDENT COMMANDER.

PLANNING & SITUATION STATUS ACTIONS
❏ Coordinate with DAMAGE ASSESSMENT regarding safety and initial damage inspections, support damage assessment with BUILDING and UTILITY Teams, as required. Following DAMAGE ASSESSMENT, continue to have SECURITY inspect and ensure people are kept out of damaged and/or dangerous areas.
❏ Coordinate with PLANNING and DAMAGE ASSESSMENT to identity priorities for further inspections, repairs, service restoration, and facility restoration. Forward information to SITUATION STATUS and others in the EOC. Keep the INCIDENT COMMANDER informed of events and actions. Work closely with SITUATION STATUS to keep track of site operations.

RESOURCE LOGISTICS ACTIONS
❏ Request site food/water and other personnel support for response teams from the LOGISTICS Coordinator. Request arrangements for a secure site away from public access (THE EOC IS NOT A SHELTER OPERATION).
❏ Plan for on-going operations if damage is severe or field activities appear to be extensive. Coordinate with LOGISTICS, PLANNING and the INCIDENT COMMANDER to plan for extended operations, especially during non-business hours.

RECOVERY ACTIONS
❏ Coordinate and direct the clean up, salvage, and repair efforts for all facilities.
❏ Provide lists of personnel on duty and any preliminary information on personnel matters or claims to HUMAN RESOURCES.
❏ Provide information and recommendations to PLANNING for the After-Action Report.
❏ Support the OES/FEMA DOCUMENTATION files with photographs and source documents; time records, field notes, etc.

ADDITIONAL ITEMS THAT THE OPERATIONS OFFICER SHOULD FOCUS ON

Continued Operations and Resources
• Estimate the duration of the response and develop plans for replacing human and physical resources.

Extended Operations
• Some incidents could extend for several hours or days.

Security and Access Control
• Perimeter security needs and resources for night operation.
• Will the campus become a reception point for outside victims?

Checklist	Title	Position
2-B	Law Enforcement	Primary: Alternate:
	LAW ENFORCEMENT will provide assistance with first priority (life threatening) tasks: warnings, immediate evacuation of hazardous areas, etc... In addition, LAW ENFORCEMENT will provide for traffic control, access containment, and property protection.	

PRIMARY RESPONSIBILITIES

❏ Provide a rapid warning to the campus community of hazards or dangers.

❏ Assist with clearing and closing buildings following an earthquake.

❏ Evacuate people from potential or existing danger.

❏ Close off areas and controlling access (limited or no access).

❏ Traffic control.

❏ Protect property.

FOR ACTION

❏ Report to the staging area at the Emergency Operations Center (EOC). Contact the OPERATIONS COORDINATOR with the list of team members and obtain equipment and assignments.

❏ Determine the number of personnel available to respond.

❏ Keep the OPERATIONS COORDINATOR briefed.

❏ Develop an Action Plan for your assignment.

❏ Advise SITUATION STATUS of the SECURITY mission and assignment.

IF ASSIGNED TO WARN THE CAMPUS OF A DANGER

❏ Determine who needs to be warned.

❏ Clarify the message that will be given out. If the message deals with evacuation from an area, BE SPECIFIC WHERE YOU WANT PEOPLE TO GO.

❏ Determine the method for giving the warning, (In person, by going to specific locations, etc.).

IF ASSIGNED TO CLEAR & CLOSE BUILDINGS FOLLOWING AN EARTHQUAKE

❏ Make sure the plan identifies all building(s) to be searched and closed.

❏ Obtain safety instructions for damaged buildings (How to recognize hazards, conditions that would prevent entering a damaged building, protective clothing, etc.).

❏ Establish a procedure for clearing injured persons from the building.

❏ Provide each team with materials to post "Building Closed" signs.

IF ASSIGNED TO EVACUATE AN AREA OR THE CAMPUS

❏ Plan should include:

❏ Assembly areas and safe exit routes.

❏ Traffic control devices, barricades, and signs.

❏ Accommodations for relocating the physically impaired.

❏ Review the CLOSURE PLAN.

❏ Determine if special transportation is needed.

❏ Assign staff to the reception area.

IF ASSIGNED TO SEARCH OR ASSIST PERSONS INJURED OR TRAPPED.

❏ Obtain safety instructions for damaged buildings (How to recognize hazards, conditions that would prevent entering a damaged building, protective clothing, etc.).

❏ Search assigned areas, according to the established pattern.

❏ Check each building ensuring complete evacuation. Make a note of unsafe conditions and areas.

❏ Remove any trapped or injured persons, according to established procedures. Assist the injured to the FIRST AID CENTER. Send for help if the person cannot be safely moved.

   NOTE: If there is structural damage to the building or severe hazard (electrical, fire, hazardous materials, etc.) to personnel, advise the Operations Coordinator before proceeding. You may need to call the Fire Department and other experts to successfully rescue a victim without further harm to yourself and/or the victim. This is especially important for earthquake damaged buildings which may fully collapse during aftershocks.

IF ASSIGNED TO CLOSE OFF AREAS AND/OR CONTROL ACCESS

❏ Determine the type of control of persons and vehicles into and out of the area.

   • NO ACCESS
   All people will be prohibited from entering the closed area. Authorized personnel, i.e., campus, local, state, or federal personnel performing emergency work will be permitted entry. Media representatives will be allowed access to non-crime scene areas on a controlled basis by the Public Information Officer.

   • LIMITED ACCESS
   Allow persons into closed area according to criteria established by Incident Commander. Persons entering must abide by the policies established in order to gain entry.

❏ Direct the placement of barricades, traffic control devices, and signs.

❏ Establish an entry system.

❏ Establish and staff control points.

❏ Determine the pass system for entry and exit for the area secured.

Security Alert and Warning

RESPONSE - ALL HAZARDS

One aspect of emergency management is the process of issuing an effective warning of danger or hazard to the community. Depending upon the nature of the emergency, there may be time to plan

and organize or it may only permit a spontaneous reaction. Alert & Warning is a function of the Emergency Management Operation that deals with the process of notifying the campus community of impending or existing hazards.

OBJECTIVES
The overall objectives of Alert and Warning are:
- Providing a process where the community is advised of potential or existing hazards.
- Protecting lives by issuing alerts that will reduce the potential of risk.
- Providing a rapid notification on short notice to the community.

CONCEPT OF OPERATION
During an emergency the Alert and Warning will be coordinated by Management and carried out by Operations. Performance of this function shall be in accordance with established procedures and will involve two distinct modes:

Mode 1 - During the first few hours of the emergency, operations staff will provide rapid warnings to people in the area with the greatest risk.

Mode 2 - Once the immediate threat of the emergency has been contained; the alert and warning will involve planned information concerning evacuation and closure of areas.

GENERAL PROCEDURES
Short Notice Warnings
This process usually does not allow time to develop specific plans and the objective will be to quickly warn personnel to move from a high-risk area to a low risk assembly area. Methods for this process will generally involve one or all of the following:

- Staff with portable public address systems walking through the area.
- Telephone calls, if the system is operational and time permits.

Advance Notice Warnings
When time permits, other appropriate methods may be used to get the message disseminated to the public.

Law Enforcement Field Command Post

RESPONSE - ALL HAZARDS
A Field Command Post (FCP) is a designated, secure area, where those responsible for the incident direction and control can function. Key considerations include security, access and a staging area of all necessary command personnel, regardless of what agency they each represent. The department may establish a FCP for a variety of daily routine operations. This concept is not restricted only to major disasters.

CONCEPT OF OPERATION

The Incident Commander shall evaluate the need for establishing a field command post based on the criteria listed below for an unusual occurrence or major incident:

- Will direction and command be improved by establishing a secure area close to the incident in progress?
- Will other agencies both on and off campus be responding and participating? If the answer to either or both of the above questions is yes, then a FCP should be established during an emergency. Performance of this function shall be in accordance with established procedures and will involve two distinct modes:

Mode 1 - At the beginning of the emergency, the Incident Commander will be involved with determining the location of the Field Command Post, purpose of the FCP, communications, staffing and equipment.

Mode 2 - Once the Field Command Post has been established, the Incident Commander will evaluate continued operations, replenishing staff & resources, access control, security, and long range operations.

COMMAND POST SITE SELECTION FACTORS

Often the rapid pace of the incident will limit your choices. Select your location with the considerations listed below.

Usefulness

Selection of a site, which will provide you with most of the basic necessities, such as, restrooms, telephones, water and power.

- The first preference for a FCP site would be a building, which would have one or all of the following: telephone, Local Area Network (LAN), rest rooms, back-up electricity, and a parking lot. You will have to make arrangements for basic needs if the event is extended over a longer period of time.

_____

   NOTE: When you make a site choice it should be made with plans to remain there until the duration of the incident. Relocating during the incident creates numerous problems. Plan wisely.

_____

Accessible

An important factor of site selection is the FCP's accessibility by responding personnel.

- The responding personnel, especially outside agencies, should be easily directed to the location. Do not pick an obscure location.
- The Communications Dispatcher should advise responding agencies with the FCP location and the best route.
- There should be sufficient area for vehicle parking and staging of personnel and equipment. Consider how heavy equipment would get in, if needed.
- Consideration should be given for establishing a helipad.

Safety

The third factor of site selection is safety. The location should be defensible from hostile action or impending hazards.

- The site during HAZMAT incidents should be at least 2,000 feet from the incident and NOT down wind.
- The site should have the ability to provide access control.

Security Access Control

RESPONSE - ALL HAZARDS

During an extraordinary emergency, particularly following a major disaster, it may be necessary to control the movement of persons and vehicles into and out of an area. Access control may be necessary at a vital facility, an area around an incident, or the entire campus.

CONCEPT OF OPERATION

During an emergency the access control function is the responsibility of Facilities with the assistance of Law Enforcement. Performance of this function shall be in accordance with established procedures and will involve two distinct modes:

Mode 1 - During the first few hours of the emergency, Campus Police along with Facilities staff and college resources will be used to quickly limit the access to high hazard areas or specific emergency operations.

Mode 2 - Once the immediate threat of the emergency has been stabilized, the access control operations will shift toward control and protection of specific areas, such as building(s), casualty collection sites, resource staging areas, etc. or the campus in general. An emergency could justify the need to close all or part of the campus for a short period of time or up to several days or weeks, depending on the emergency and its severity.

First:

- Determine what places on campus will need to be closed off.
- Determine what type of area or facility will be controlled.
- Determine how large the area to be controlled is.
- Determine if the closure will involve vehicles and/or pedestrians.
- Determine if people need to be evacuated out of the controlled area first.
- Coordinate with Management.

If the area is a vital facility, THEN:

- Determine how many people will be needed.
- Determine if the incident requires protection and access control.
- Determine if the personnel need to be armed.
- Determine who may get access and what types of controls will allow entry.

If the area is an incident or emergency operations scene THEN:

- Determine the size of the area to be controlled and how many people will be needed.
- Determine if both vehicles and pedestrians are to be controlled.

- Determine equipment needs: radios, flares, reflective vests, lights, etc.
- Assign a person to provide breaks and replace equipment.
- Check access control needs for all pedestrian walkways through the area.
- Contact Resource and Logistics for staff, barricades, and signs.
- Arrange for transportation to move staff and equipment.
- Coordinate with Management for handling media requests to enter the area.
- Determine who and what may enter the area and advise control point staff.
- Determine where the Media will check in and assemble.
- Advise the EOC when the control measures are in place.
- Confirm with the EOC the policy and procedure for unauthorized entry.
- At street control points, make provisions for emergency vehicles to enter and exit.

If the entire campus is to be closed, THEN:
- Follow the campus closure procedures.

Additional Considerations
- Weather conditions.
- Night operations.
- Wind direction change during hazardous material operations.
- Develop contingency plans for reducing or expanding the perimeter.
- Using outside security personnel or volunteers.
- What special equipment may be needed?
- Personnel to direct and staff control points.
- Signs to control or restrict traffic.
- Radios to communicate to personnel within and outside the secured area.
- Establish additional control points.
- Additional street markers indicating closure of the area.
- Markers on the surface streets leading to the secured area.
- Officer patrols within and outside the secured area.
- Establish a pass system for entry and exit for the secured area.
- Handle Security duties within and outside secured area.
- Direct the placement of barricades and traffic control devices.
- Initiate the entry system.

Access Policy
The criteria for allowing entry into a closed area will be established by the Incident Commander for an incident. The basic options are either of the following:

NO ACCESS:
All people will be prohibited from entering the closed area. Authorized personnel, i.e., campus, local, state, or federal personnel performing emergency work as necessary will be permitted entry. Media representatives will be allowed access to non-crime scene areas on a controlled basis by the Public Information Officer.

LIMITED ACCESS:
Allow persons into closed area according to criteria established by the Incident Commander. Persons entering must abide by the policies established in order to gain entry.

Volunteers

After the initial stages of the incident, people may begin to arrive volunteering their help. Listed below are some of the uses of volunteers:

- Traffic direction and information posts.
- Assist with loading and distributing signs and barricades.
- Information runners in the event of non-operational communications.

Checklist	Title	Position
2-C	Communications Dispatcher	Primary: Alternate:
	The COMMUNICATIONS DISPATCHER implements and operates a communications network, handles radio traffic, and makes priority notifications.	

PRIMARY RESPONSIBILITIES
❏ Serve as the central point for receiving and sending communications.
❏ Assist with staff recall.
❏ Assesses communication capabilities and makes recommendations.
❏ Assign and distribute department communications equipment.
❏ Provide the Emergency Operations Center (EOC) with communications, including runners, and establishes communication links with other agencies.

SUPPORT RESPONSIBILITIES
❏ Assists the campus with communications.

FOR ACTION
❏ Keep a detailed log of your activities.
❏ Immediately assess the communications capabilities (telephone, radio, computer networks, etc.) and set up the emergency communications system.
❏ Initiate priority notifications:
  • INCIDENT COMMANDER.
  • Key emergency managers and administrators.
  • Additional Security staff.
❏ Establish a priority communication network with any FIELD COMMAND POST that has been established.
❏ Develop an Action Plan for operation of the COMMUNICATION CENTER. The plan should have contingencies for:
  • Separating radio operations and telephone operations.
  • Maintaining status boards of staging areas, medical operations, and evacuation assembly sites.
  • Tracking the use of radio equipment.
  • Long-term operations.
❏ Receive and forward to the LOGISTICS Officer information such as notifications, warnings, and other communications.
❏ Assist with staff recall, as needed.
❏ When advised, establish and maintain communications with other agencies, as appropriate, beginning with the Operational Area EOC (county).
❏ Assign and distribute communications equipment, as available.
❏ Assist departments and organizations with communications, as possible.
❏ Provide information and recommendations to the PLANNING COORDINATOR for the After Action Report.

ADDITIONAL ITEMS THAT THE DISPATCHER SHOULD FOCUS ON CONTINUED

OPERATIONS AND RESOURCES
  • Estimate the duration of the response and develop plans for replacing human and physical resources.

Checklist	Title	Position
2-D	Search and Rescue	Primary: Alternate:
	SEARCH & RESCUE coordinates locating endangered, trapped, disabled and/or isolated persons; gains access to persons in need of assistance or rescue according to the established rescue plans; assists the injured to the First Aid Center or sends for help if the person cannot be safely moved.	

PRIMARY RESPONSIBILITIES
❏ Search the campus.
❏ Assists and rescues victims.
❏ Evacuates and removes persons trapped or injured.

SUPPORT RESPONSIBILITIES
❏ DAMAGE ASSESSMENT – collect and report information concerning damaged facilities searched.

FOR ACTION
❏ Keep a detailed log of your activities.
❏ Report to the staging area at the Emergency Operations Center (EOC). Make contact with the OPERATIONS COORDINATOR with a list of team members and obtain equipment and assignments.
❏ Determine the number of personnel available to respond.
❏ Keep the OPERATIONS COORDINATOR briefed.
❏ Develop an Action Plan for SEARCH & RESCUE operations. The plan should have contingencies for:
  • Safety instruction for emergency team members.
  • Protective equipment and clothing.
  • Identifying structural damage to buildings or severe hazards that would require specialized equipment and personnel to successfully rescue a victim without further harm to team members and/or the victim.
  • Implementing SEARCH & RESCUE mutual aid plans.
❏ Report the results of assignment operations to the SITUATION STATUS OFFICER under the PLANNING Section (deaths, injuries, etc.).

ADDITIONAL ITEMS THAT SEARCH & RESCUE SHOULD FOCUS ON:

Outside Agency Issues
  • Responding agencies have protocols that are specific to their agency and communication must be established and maintained to ensure that efforts do not conflict.

Extended Operations
  • Some incidents could extend for several hours or days; SEARCH & RESCUE must determine continued availability of staff and resources and arrange for replacements.

Deployment and Release
  • It is important that SEARCH & RESCUE closely monitor the use and release of outside resources. Outside agencies are not familiar with the campus and should be either thoroughly briefed or assisted by a member of the campus.

Search & Rescue Support

SUPPORTING ORGANIZATIONS AND RESPONSIBILITIES

- Fire Department has overall responsibility for rescue operations.
- Facilities will assist with heavy equipment, trucks, forklifts, and personnel.
- Technical faculty and staff, when available, will provide expert advice on buildings and structures.
- Fire Departments will be requested for large and specialized rescue operations.

Checklist	Title	Position
2-E	Medical	Primary: Alternate:
	MEDICAL establishes a safe site for medical treatment, activates and staffs a First Aid Center, provides first aid to injured victims, arranges and coordinates hospital transportation, and establishes a temporary morgue, if necessary.	

PRIMARY RESPONSIBILITIES
❑ Coordinate with damage assessment to determine location of a safe building for the First Aid Center.
❑ Activate and staff a First Aid Center.
❑ Provide first aid to injured persons.
❑ Arrange for and coordinate hospital transportation.
❑ Establish a temporary morgue, if necessary.

SUPPORT RESPONSIBILITIES
❑ Rescue operations.

FOR ACTION
❑ Keep a detailed log of your activities.
❑ Report to the staging area at the Emergency Operations Center (EOC). Make contact with the OPERATIONS COORDINATOR with a list of team members and obtain equipment and assignments.
❑ Determine the number of personnel available to respond.
❑ Keep the OPERATIONS COORDINATOR briefed.
❑ Develop an Action Plan for MEDICAL operations. The plan should have contingencies for:

1. An emergency FIRST AID STATION for the campus community and emergency workers.
2. Transporting the critically injured to medical facilities.
3. Set up a triage operation at specific location for mass injuries.
4. Implementing the medical mutual aid.
5. Implementing a coroner operation and a temporary morgue.

❑ Report the results of assignment operations to SITUATION STATUS under the PLANNING Section (deaths, injuries, etc.).

ADDITIONAL ITEMS THAT MEDICAL SHOULD FOCUS ON:

Outside Agency Issues
• Responding medical agencies have protocols that are specific to their agency and communication must be established and maintained to ensure that efforts do not conflict.

Extended Operations
• Some incidents could extend for several hours or days. MEDICAL must determine continued availability of staff and resources and arrange for replacements.

Medical Support Operations

RESPONSE - ALL HAZARDS

- Request that field teams report persons needing medical assistance.
- Determine number and location of persons requiring medical attention.
- Report information to the EOC.
- Request assistance with incoming ambulance and medical personnel.
- Assign staff until county responders arrive.
- Request MEDICAL staff be sent to the site or transport victims to nearest Triage Center.
- Provide assistance to the EOC in accordance with the County Medical Casualty Incident Procedures.
- Obtain and record information on identify of victims and destination of transported casualties.

_____

If county medical units cannot respond sufficiently under extreme emergency situation, consider the following actions as appropriate.

_____

- Establish contact with the EOC and determine condition of the local hospitals.
- Request the EOC contact outside public and private medical organizations to determine the availability of personnel and services.
- Contact the EOC and determine which facilities will be used to support the MEDICAL operation.
- Mobilize and brief volunteer medical personnel. Allocate staff to the following locations or activities as required.

• Casualty Collection Point.	• Staging location of medical support.
• Triage Center.	• Location of temporary morgue.
• Transport of injured.	

- Assign volunteer medical staff to medical care sites.
- Ensure that briefings for staff and volunteers include:

• Triage.	• Tagging injured.
• Arrest of significant bleeding.	• Patient tracking.
• Use of intravenous solution.	• Identification and handling of facilities.
• Pain relief.	

- Ensure that injured requiring supplemental treatment are taken to the Casualty Collection Point site.
- Determine the following support needs and request from the EOC:

• Medical supplies.	• Transportation for victims to other medical facilities.
• Portable generators.	• Food and water.
• Communications radio.	

- Conduct a periodic poll of injured and casualties to determine additional support requirements.

Medical Support - Emergency Triage Procedures

During disaster situations that produce mass casualties and tax or overwhelm available campus medical resources, it may be necessary to use unusual techniques to provide the most effective aid. Under such conditions, the rule of "the greatest good for the greatest number" will be the guiding principle.

The emergency medical-care triage procedure initiated at campus disaster sites and disaster medical care facilities should be in accordance with the following guidelines:

Priority I - Immediate transport. First priority casualties are those that have life threatening injuries that are readily correctable. For purposes of priority for transport to a hospital, a second sorting or review may be necessary so only those "transportable" cases are taken first. Some may require extensive stabilization at the scene before transport.

Priority II - Delayed transport of casualties are all those whose therapy may be delayed without significant threat to life or limb and those for whom extensive or highly sophisticated procedures are necessary to sustain life.

Casualties requiring minimal care will not be tagged or registered. They will not be given professional level care and will not be admitted to hospitals. They will be sent from the incident scene in order to reduce confusion unless they are needed to assist as litter bearers or first aid staff.

The dead will be identified by an "X" on the forehead or covered with marked material. Professional opinion will be sought where needed. They will be completely covered with a sheet, blanket or other available opaque material. They should be moved out of the immediate casualty sorting area by the Coroner team as soon as practicable.

Panic-stricken or psychologically disturbed persons, who might interfere with casualty handling, should be isolated from the incident scene as soon as possible.

Medical Support - Multiple Casualty Incident Plan

Emergency Medical Services (EMS) are normally provided to the campus through an EMS system administered by the county. The EMS system has detailed procedures for responding to multiple casualty incidents. Multiple casualty incidents may occur on campus as a result of events such as fire, explosion, vehicle accident, or hazardous materials release. If an incident occurs on campus, the County Multiple Casualty Incident Operational Procedures will be activated by the EMS system. The COMMUNICATIONS DISPATCHER would contact the local fire department by dialing 911.

In an area wide emergency that results in casualties on campus and delays or reduces the County EMS system's ability to respond, the campus medical response will be managed by the MEDICAL Branch under the OPERATIONS Section.

The response of campus personnel to the incident will be governed by the following guidelines:

- The COMMUNICATIONS DISPATCHER will request an EMS response. Information will be provided on the number of casualties, conditions, and any special hazards.

- LAW ENFORCEMENT will escort ambulances to the site and will assist ambulance personnel in establishing an ambulance staging area.

- LAW ENFORCEMENT personnel responding to the scene will establish a perimeter and, as feasible, initiate rescue and provide first aid to the victims.

- Health Services will be notified and placed on stand by. A campus medical team will respond to the scene if the incident is a major medical emergency or larger incident, or if ambulance response is unduly delayed. Any medical personnel on scene will identify themselves to the Incident Commander or medical supervisor and provide assistance as requested.

Coroner Operation Support

SUPPORTING ORGANIZATIONS AND RESPONSIBILITIES

- Health Services is the primary unit for supporting coroner operations on campus.
- The County Coroner has support responsibility for coroner operations countywide including the campus.

Coroner Operation Support

RESPONSE - ALL HAZARDS

- Determine the impact of the incident and have the EOC contact the County Coroner.
- Make recommendations to the EOC for sites that would be suitable as a temporary morgue.
- Refer all inquiries concerning number of the deceased to the EOC.
- Determine the number of personnel immediately available for assistance.
- Ensure personnel assisting the recovery teams understand the County Coroner policies and procedures.

If the county coroner/medical examiner cannot be contacted under extreme emergencies, consider the following actions as appropriate:

- Designate Fatality Recovery Teams and prioritize assignments.
- Check condition of critical equipment and supplies. Obtain body bags, tags, gloves, masks and other support items.
- Assign staff for the following functions as needed:
- Recovery teams.
- Identification records.
- Morgue.
- Assign a person to handle records and personal effects.
- Establish a communication system between the temporary morgue and EOC.
- Check with OPERATIONS before using or entering a damaged facility. Ensure staff has adequate protective clothing and equipment.
- Coordinate activities with LAW ENFORCEMENT, FIRE, MEDICAL, and SEARCH & RESCUE operations.
- Observe assigned staff carefully for indications of stress.
- Evaluate the need for security of the temporary morgue.
- Advise transportation of the coroner transport needs.

Checklist	Title	Position
2-F	Health and Safety	Primary: Alternate:
	HEALTH & SAFETY quickly identifies hazardous material problems that will or could impact the emergency response, provides warnings, and assists with containment of hazardous materials.	

PRIMARY RESPONSIBILITIES
❏ Identify, control, and contain chemical, biological, and radiological hazards that impact the emergency response.
❏ Provide emergency workers with appropriate safety instructions and protective clothing to safely carry out their mission.
❏ Provide and implement a sanitation plan for emergency operations.

SUPPORT RESPONSIBILITIES
Assist SEARCH & RESCUE and BUILDING & UTILITIES with identifying chemical, biological, and radiological hazards.

FOR ACTION
❏ Keep a detailed log of your activities.
❏ Report to the staging area at the Emergency Operations Center (EOC). Make contact with the OPERATIONS COORDINATOR with a list of team members and to obtain equipment and assignments.
❏ Determine the number of personnel available to respond.
❏ Keep the OPERATIONS COORDINATOR briefed.
❏ Develop an Action Plan for HEALTH & SAFETY operations. The plan should have contingencies for:
❏ Safety instruction for emergency workers.
  • Providing protective equipment and clothing.
  • Providing critical information to fire fighters concerning hazardous materials contained inside buildings.
  • Analyzing building HAZMAT conditions for rescue worked, repair operations, and building inspection.
  • Preparing a sanitation plan.
  • Implementing the HEALTH & SAFETY mutual aid.
❏ Report the results of assignment operations to SITUATION STATUS under the PLANNING Section (deaths, injuries, etc.).

ADDITIONAL ITEMS THAT HEALTH & SAFETY SHOULD FOCUS ON:

Outside Agency Issues
  • Responding agencies have protocols that are specific to their agency and communication must be established and maintained to ensure that efforts do not conflict.

Checklist	Title	Position
2-G	Building & Utility	Primary: Alternate:
	BUILDING & UTILITY will focus on shutting off and/or the restoring essential utilities reducing further hazards; assisting with closing off areas and streets; and clearing debris from roadways and essential areas for emergency equipment and building inspection.	

PRIMARY RESPONSIBILITIES

❏ Inspect and document damage to facilities, in accordance with DAMAGE ASSESSMENT.

❏ Inspect utility systems and turn off utilities, when necessary.

❏ Assist with closing off areas and streets, debris clearance for emergency equipment, and building inspection.

SUPPORT RESPONSIBILITIES

❏ Assist SEARCH & RESCUE Teams with the securing of utilities and initial inspection for structural integrity.

FOR ACTION

❏ Keep a detailed log of your activities.

❏ Report to the staging area at the Emergency Operations Center (EOC). Make contact with the OPERATIONS COORDINATOR with the list of team members and to obtain equipment and assignments.

❏ Determine the number of personnel available to respond.

❏ Keep the OPERATIONS COORDINATOR briefed.

❏ Develop an Action Plan for BUILDING & UTILITY operations. The plan should have contingencies for:

  • Shutting off gas, power, and broken water lines.
  • Restoring utilities to emergency operations.
  • Providing protective equipment and clothing.
  • Clearing streets and areas for emergency vehicles and equipment.
  • Inspection of buildings.
  • Installing lighting for night operations.
  • Emergency construction to sustain the emergency operation.
  • Implementing construction and engineering mutual aid.

❏ Report the results of assignment operations to SITUATION STATUS under the PLANNING Section (deaths, injuries, etc.).

ADDITIONAL ITEMS THAT BUILDING & UTILITY SHOULD FOCUS ON:

Outside Agency Issues
  • Responding agencies have protocols that are specific to their agency and communication must be established and maintained to ensure that efforts do not conflict.

Extended Operations
  • Some incidents could extend for several hours or days. BUILDING & UTILITY must determine continued availability of these resources and arrange for long term operations.

Building & Utility Branch Support

SUPPORTING ORGANIZATIONS AND RESPONSIBILITIES
- Plant Operations has the overall responsibility for construction and engineering operations on campus.
- Purchasing will procure goods, services, and equipment.
- Fiscal Services arranges for financing and will maintain financial records.
- Structural Engineers should provide expert advice on structural problems.
- Facilities will assist in turning off utilities, repair, and debris clearance.
- Technical Faculty and Staff will provide expert advice as requested.
- Campus Police will provide facility security.

Building & Utility Branch - General Response

RESPONSE - ALL HAZARDS
- Review initial reports on facility damage and recommend action required to the EOC to evacuate severely damaged areas. Report what repairs are necessary to remaining facilities.
- Report:
    - Any damage/hazards and general conditions on campus to the EOC.
    - Roads that are impassable.
    - Alternate routes that are available.
    - Buildings which are safe for usage.
    - Buildings which are unsafe for usage.
    - Parking lots, fields, which can be, used as holding areas for supplies, people, etc.
- Request information regarding damage or debris problems.
- Check for chemical and electrical hazards.
- Report injuries to the EOC.
- Keep Planning Coordinator advised of information reported from field personnel.
- Determine resources required for emergency repair and debris clearance.
    - County of Jurisdiction   • Local contractors
    - City   • Other schools/colleges/universities in the area.
- Arrange for contractor assistance through Logistics Coordinator.
- If closure is ordered, implement closure procedures.
- Provide Finance Coordinator with estimated damage/loss costs to facilities, roads, and other property.

EARTHQUAKE - SPECIFIC ACTIONS
- Check key facilities to determine extent of damage and ability to operate.
- Determine capacity and safety of any key roadways.
- Report all unsafe structures and roads.
- Post all hazardous structures.
- Post and close routes as required.
- Establish priorities for repair and debris clearance in conjunction with the EOC.
- Identify major debris problems.
- Determine status of available equipment for repair and for debris removal.
- Determine volunteer worker force needed.

- Identify need for barricades/cones. Procure or fabricate as necessary.
- Develop requisition lists for various equipment and materials needed for repair, temporary facilities, and rebuilding/replacement. Submit this information to Logistics Coordinator.
- Determine fuel requirements for vehicles and equipment, advise Logistics Coordinator.

HAZARDOUS MATERIALS - SPECIFIC ACTIONS

- Provide or construct barricades for hazardous areas on campus in coordination with
  LAW ENFORCEMENT.
- Assist LAW ENFORCEMENT in controlling on campus routes and exits to surrounding communities.

FLOOD -SPECIFIC ACTIONS

Problems may develop over a few hours or a few days. Monitoring of susceptible areas should be initiated whenever torrential rains occur.

- Assign personnel to monitor known flood or rain damage.
- Prepare a plan for sand bagging flooded areas.
- Assign personnel to assist in moving material and equipment from endangered areas to upper floors, as needed.
- Shut down systems in locations where electrical hazards are present.
- Assign personnel to assist Security personnel in barricading flooded areas on campus.

Building & Utility Branch - Utility Emergencies

RESPONSE - ALL HAZARDS

The following action may/will be taken under any major emergency affecting the campus.

- Review initial reports on utility outages and problems and recommend to the command center necessary action required to restore service.
- Report to the EOC any dangerous areas or hazards:
  - Transformer leaks
  - Broken high voltage electrical lines
  - Electrical substation damage
  - Ruptured gas lines
  - Ruptured water lines
  - Ruptured sewage lines
- Post danger signs and barricade as necessary.
- Establish contact with various utilities:
  - Electric Company
  - Gas Company
  - Water and sanitation
- Coordinate telephone utility requirements with telephone services.
- Act as point of contact for information flow between the EOC and utility companies on problems and report progress.
- Schedule all utility repairs as directed by the EOC.

Planning Section

The Planning Section is responsible for collecting, evaluating, processing and disseminating information; developing the action plan, in coordination with the other section/functions/teams; and maintaining documentation. In addition, the section maintains information on the current and forecast situations and on the status of resources. The functions under the Planning Section are Situation Status and Damage Assessment.

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                    │       SECTION           │
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   │Coordinator│ │Coordinator│          │Coordinator│  │Coordinator│
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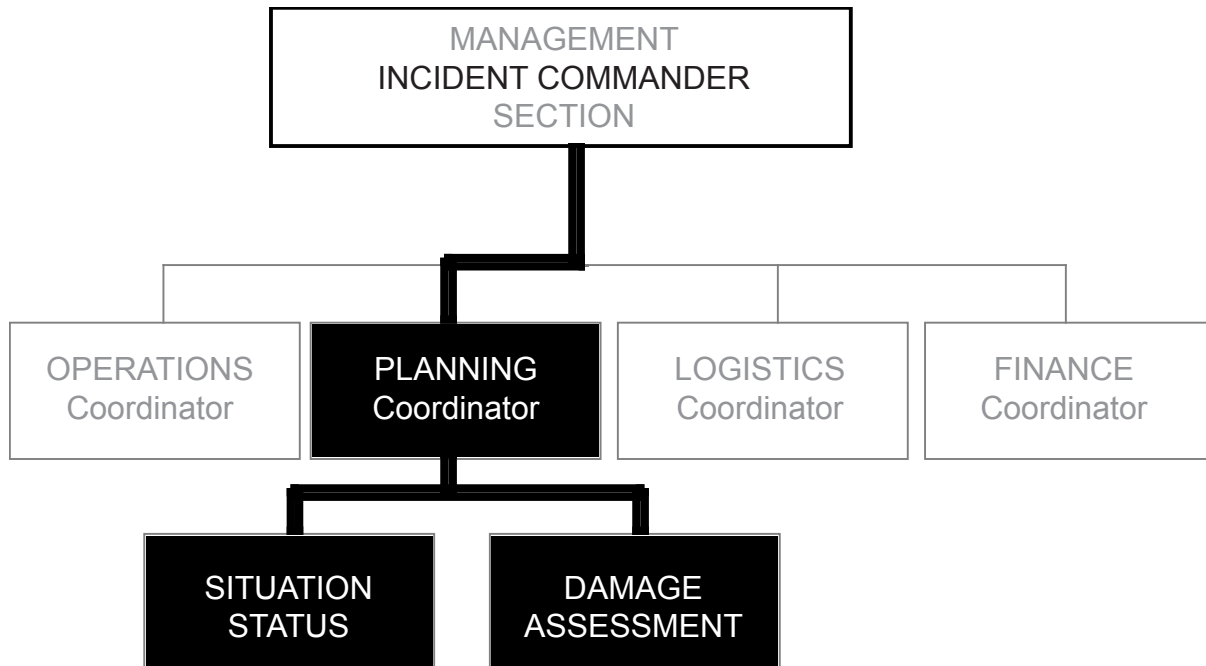
Planning Coordinator

The Planning Coordinator is responsible for the planning of ongoing Operations, supervision of the Situation Status and Damage Assessment. The Planning Coordinator provides information needed to understand the current situation, predicts probable course of incident events, assists in preparing alternative strategies and controls operations for the incident, and coordinates with other staff members.

The Planning Coordinator directs the collection of information to determine the severity of damage caused by the disaster. The coordinator writes Action Plans for:

  • Control and containment of the emergency.
  • Surveys of facilities and structures and inspections.
  • The shut down and restoration of damaged structures.

In addition, the Planning Coordinator writes After Action Reports, regularly briefs the Incident Commander and supervises the message flow and EOC runners.

Planning Support Staff

The structure of Incident Command allows for special support staff under each Section to be established to effectively deal with the incident. For the campus setting the following support staff positions could be activated and supervised under the Planning Coordinator.

Situation Status

Situation Status is responsible for collecting and processing all information and intelligence, evaluating and disseminating information throughout the Section and the EOC, and preparing the Situation Status Report and other reports, as requested.

Damage Assessment

Damage Assessment is responsible for coordinating with the Operations Section and the Building and Utility teams to make the initial damage inspections, prepare the damage assessment reports, assess the loss, post damaged buildings, and mark hazardous areas.

PLANNING SECTION
Checklists
Assignments and Responsibilities

This chapter contains the functional checklists
for the Planning Section assignments.

Checklist	Title	Position
3-A	Planning Coordinator	Primary: Alternate:
	During the first few hours of the emergency, the Superintendent/President determines if a PROCLAMATION OF EMERGENCY is warranted and authorizes the official request for assistance or notification to appropriate state and federal agencies. The Planning Coordinator supports the management of emergency forces involved with the response to situations associated with emergency.	

PRIMARY RESPONSIBILITIES
❏ Oversee the management, display, and maintenance of all information about the following:
- Situation status.
- Planning for ongoing operations, developing the action plan.
- Engineering safety.
- Damage inspections.
- Damage assessment.
- Recovery aspects.

❏ Coordinate with the OPERATIONS Section for damage inspection team operations.
❏ Coordinate damage assessment with the OPERATIONS Section and others in the Emergency Operations Center (EOC).
❏ Manage the shutdown and restoration of damaged facilities.
❏ Ensure the survey of all structures and that posting and restricting entrance to campus is completed.

SUPPORT RESPONSIBILITIES
❏ OES/FEMA DOCUMENTATION and program.

FOR ACTION
❏ Keep a detailed log of your activities.
❏ Report to the EOC and manage the PLANNING Section; provide and maintain current and updated information on the emergency situation.
❏ Activate SITUATION STATUS, ensuring the displays are set-up and maintained and the proper reports are made.
❏ Activate DAMAGE ASSESSMENT, assuring that:

- Initial facility inspections are made and that proper reports and assessments are made.
- All damage to the college facilities is fully documented, damage estimates are made, and damaged buildings are posted and secured.

❏ Coordinate with the OPERATIONS Section regarding facility inspections and posting; determine whether follow-up inspections are required.
❏ Advise need for structural engineers or other structural specialists. Coordinate damage assessment with other EOC functions.
❏ Make plans for ongoing operations to include the expected duration and extent of the response effort and initiation of recovery activities and programs.
❏ Identify immediate repair and construction projects, prioritizing for public and employee safety and assure containment of hazards and unsafe areas and priority use of buildings.
❏ Coordinate with the INCIDENT COMMANDER to begin on projects.

❏ Determine that information is verified for accuracy and consistency before it is recorded or reported.
❏ Assist with the OES/FEMA DOCUMENTATION for disaster assistance programs.
❏ Provide copies of inspection reports and photographs to substantiate damage and estimates.
❏ Collect information from all response staff and prepare the After Action Report for the INCIDENT COMMANDER'S signature.
❏ Assist FISCAL SERVICES with the continuing application process for disaster assistance.

ADDITIONAL ITEMS THAT THE PLANNING COORDINATOR SHOULD FOCUS ON

Campus Condition
 • What is the extent of casualties, injuries, and damage? What is the extent of the damage to the surrounding local community?

Campus Closure
 • Will the incident require the closing of the campus? How long will the campus be closed? What information will students and employees need?

Recovery Expectations
 • When will the academic process resume?

Types of Intelligence Reporting

During a disaster there are three types of intelligence reporting. These types are listed under the Planning Coordinator's Checklist and are ranked in order of priority of collection.

- • FLASH REPORTS

    This is the first series of reports submitted from the first responders and field units to the Emergency Operations Center. Generally these are verbal via portable radios.

- • SITUATION REPORTS

    These are more refined reports, which have been confirmed. These reports provide a clearer picture of the total impact and are the basis for establishing priorities. These should be submitted through channels every two hours with updates.

- • DETAILED REPORTS

    Following situation reports, the Emergency Management team at all levels will require more detailed information, particularly resulting from damage estimates and analysis. These reports may be needed for city, county and state emergency operations centers.

Checklist	Title	Position
3-B	Situation Status	Primary: Alternate:
	Situation Status collects, verifies and processes all information and intelligence. They evaluate and disseminate information throughout the Emergency Operations Center (EOC); maintains the current status of all college buildings, facilities, and operations and posts and maintains status boards and other EOC displays.	

PRIMARY RESPONSIBILITIES
❏ Collect, verify and process all information and intelligence.
❏ Evaluate and disseminate information throughout the EOC. Monitor radio and television for information.
❏ Maintain the current status of all college buildings, facilities, and operations.
❏ Post and maintain status boards and other EOC displays.
❏ Identify inconsistencies and verify information for accuracy.

SUPPORT RESPONSIBILITIES
❏ Assist the PUBLIC INFORMATION OFFICER with information verification, rumor control, and event posting.
❏ Assists the OPERATIONS Officer with keeping track of field operations, staff, numbers and the progress of building inspections.

FOR ACTION
❏ Keep a detailed log of your activities.
❏ Report to the EOC and check in with the PLANNING Coordinator; install and set-up status boards, maps, and other displays.
❏ Collect information from all available sources and post it for easy access and interpretation, keeping the displays current and updated as new information is received.
❏ Quickly collect PRIORITY 1 information necessary to determine operational problems and immediate needs of the victims:
  • Type of emergency (fire, earthquake, etc.).
  • Location of emergency.
  • Types of facilities involved (classrooms, etc.).
  • Size of area involved (limited area or campus wide).
  • Incident Command Post location.
  • Staging Area locations.
  • Access routes for emergency vehicles.
  • Assistance required. (e.g., Medical, Fire, EHS)
  • Number and type of casualties/injuries.

❏ Identify inconsistencies or information that obviously are not correct.
❏ Refer to the appropriate EOC section to verify and clear up any problems.
❏ Refrain from posting information until it is verified.
❏ Maintain the EOC Activity Log.
❏ Record major events, situation reports, major decisions, etc.
❏ Provide copies to the INCIDENT COMMANDER and other EOC staff as needed.
❏ Evaluate information and disseminate it to EOC staff, assisting with periodic briefings.

❏ Provide information to DAMAGE ASSESSMENT for use in compiling damage cost estimates.

❏ Assist the PUBLIC INFORMATION OFFICER by providing and verifying information and assisting with rumor control.

❏ Monitor radio and television broadcasts for information that is of importance to college operations, including:
  • Weather.
  • Transportation routes status.
  • Local sheltering sites.
  • Reports from other college campuses, if affected.
  • Major Activities from the City and County.

❏ Take pictures of status boards at regular intervals as a record keeping measure to track the progress of operations.

❏ Provide information, recommendations, and assistance to the PLANNING Coordinator for the After Action Report.

ADDITIONAL ITEMS THAT THE SITUATION STATUS OFFICER SHOULD FOCUS ON:

Campus Condition
  • What is the extent of casualties, injuries, and damage? What is the extent of the damage to the surrounding local community?

Documentation
  • Remind other Section Officers to document their activities for recovery records.

Checklist	Title	Position
3-C	Damage Assessment	Primary: Alternate:
	Damage Assessment makes initial damage inspections; assesses and documents damage to the buildings and facilities; determines the occupancy status of buildings; posts and secures unsafe buildings; and recommends building emergency repairs.	

PRIMARY RESPONSIBILITIES
❑ Determine a safe locations for Emergency Operations Center (EOC) and a First Aid Center.
❑ Assign teams to make the initial damage inspections, coordinating with the OPERATIONS Section.
❑ Assess and document damage to buildings and facilities.
❑ Determine the occupancy status of buildings then post and secure unsafe buildings.
❑ Recommend building emergency repairs.
❑ Maintain complete records of all damage and losses, by site location.
❑ Assess repair and restoration costs.
❑ Provide contract management for all emergency repair contracts.

SUPPORT RESPONSIBILITIES
❑ Assist the PUBLIC INFORMATION OFFICER with damage assessment information.
❑ Assist the OPERATIONS COORDINATOR with inspections and field operations.
❑ Assist the OES/FEMA application process.

FOR ACTION
❑ Keep a detailed log of your activities.
❑ Report to the Emergency Operations Center (EOC) and check in with the PLANNING Section and set up the Damage Assessment position. Initial building inspections and develop a priority list; also determine if it is safe for the inspectors.
❑ Coordinate with the OPERATIONS Coordinator to assign the BUILDING and UTILITY teams and schedule inspections of the buildings, ensuring they are provided with safety and personal protective equipment.
❑ Receive reports and keep files on damaged buildings.
❑ Forward copies of reports and information to OES/FEMA DOCUMENTATION.
❑ Post and secure damaged buildings and recommend emergency repairs.
❑ Follow the damaged building guidelines. If inspection operations require further inspection, contact the Operational Area EOC to request inspections.
❑ Contact utility and contracted resources as needed for special areas.
❑ Identify and categorize specific locations of damage and amounts of loss, updating as necessary; provide the reports to the INCIDENT COMMANDER, the PLANNING Coordinator and SITUATION STATUS.
❑ Obtain copies of all field inspection reports; establish files by site location; keep and maintain originals of all reports and other documentation of college damage and losses by site location.
❑ Assess repair and restoration costs; provide assessments to the PLANNING Coordinator; update as more information is received.
❑ Provide information, recommendations, and assistance to the PLANNING Coordinator for the After Action Report.
❑ Support FISCAL SERVICES with the OES/FEMA disaster assistance application process.

Logistics Section

The Logistics Section is responsible for providing support for the Operations Section. This Section orders all resources from off-site locations and provides facilities, services, personnel, equipment and materials. The functions under Logistics are Supply & Purchasing, Care/Shelter/Transportation, Facilities, and Human Resources.

An additional responsibility of the Logistics Section is to develop sources for obtaining material support from resources outside of the jurisdiction involved.

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│ OPERATIONS   │  │  Planning    │  │  LOGISTICS   │  │  FINANCE     │
│ Coordinator  │  │ Coordinator  │  │ Coordinator  │  │ Coordinator  │
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              │   PURCHASING     │   │                  │
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              │  CARE/SHELTER/   │   │  HUMAN           │
              │  TRANSPORTATION  │   │  RESOURCES       │
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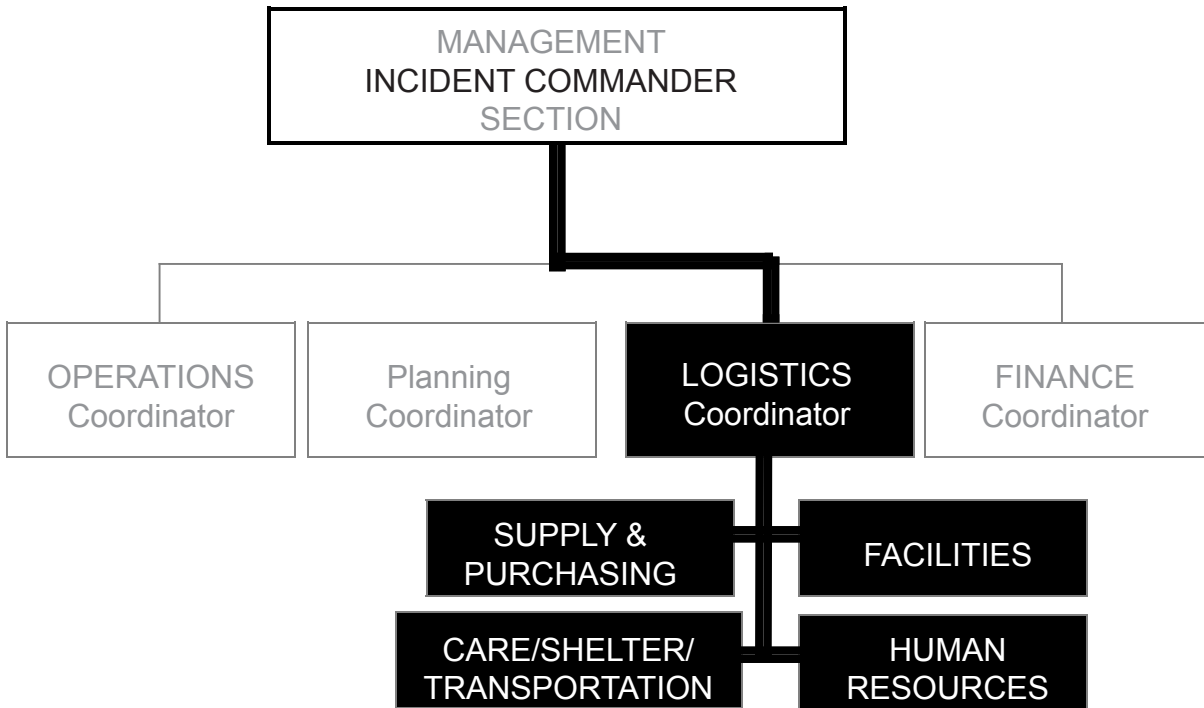
Logistics Coordinator

The Logistics Coordinator is responsible for providing facilities, services, staffing and material in support of the incident, including the purchasing, delivery, and deployment of the resources.

The Logistics Coordinator ensures that all emergency expenses are tracked, by site, and that complete and accurate records are provided for OES/FEMA Documentation, using the accounting system specified by the Finance Coordinator. In smaller incidents the Logistics Coordinator may also be responsible for financial and cost analysis aspects of the incident.

Logistics Support Positions

The structure of Incident Command allows for special units under a Section to be established to effectively deal with the incident. For the campus setting the following units could be activated and supervised under the Logistics Coordinator.

Supply and Purchasing

Supply and Purchasing Officer orders, receives, stores, processes and allocates all disaster resources and supplies.

Care/Shelter/Transportation

The Care/Shelter/Transportation Officer provides food, water and other support for on site workers and shelters that are under the control of campus. In addition, this branch provides transportation for emergency personnel, medical operations, and evacuation of the impaired.

Facilities

The Facilities Officer is responsible for assisting the campus in finding facilities for use as student residences, classrooms or administrative space, if necessary, and for setting up and maintaining campus operational facilities. In addition, Facilities assists Care/Shelter//Transportation with sites for rest and shelter areas.

Human Resources

The Human Resource Officer maintains and provides information to the Incident Commander regarding the status and availability of on and off-duty personnel. The Human Resources Officer coordinates with the EOC command to determine staff recall needs, arranges for the recruitment and orientation of any temporary employees, registers and assigns all volunteer workers and technical experts and specialists, initiates and maintains records on any volunteers that are used.

LOGISTICS SECTION
Checklists
Assignments and Responsibilities

This chapter contains the functional checklists
for the Logistics Section assignments.

Checklist	Title	Position
4-A	Logistics Coordinator	Primary: Alternate:
	The Logistics Coordinator provides all resources and support for the response operation, including purchasing and delivery arrangements, including facilities, transportation supplies, equipment maintenance, food/water/shelter and personnel support.	

PRIMARY RESPONSIBILITIES
❏ Provide all resources and support for the response operation, including purchasing and delivery arrangements for:
- Facilities.
- Transportation vehicles and supplies.
- Equipment maintenance.
- Food/water/shelter supplies and facilities.
- Communications equipment and personnel.
- Personnel support.

❏ Arrange emergency service contracts.
❏ Ensure information is maintained regarding the status of all college personnel, members of the public, visitors and contractors on college property. Tracks all emergency expenses.
❏ Manage compensation claims and related matters. Manage the deactivation process.

SUPPORT RESPONSIBILITIES
❏ Support FINANCE with collecting documentation and records.
❏ Support OPERATIONS with identifying mutual aid resources.

FOR ACTION
❏ Keep a detailed log of your activities.
❏ Report to the Emergency Operations Center (EOC) and function as the LOGISTICS Section Head.
❏ Set-up and organize the LOGISTICS Section.
❏ Check with OPERATIONS and PLANNING to identify resources that will be needed.
❏ Arrange for the inventory and distribution of available resources and equipment.
❏ Prepare for the provision of all resources for the operation, including purchasing and delivery arrangements for the following possibilities:
- Facilities.
- Transportation vehicles and supplies.
- Equipment maintenance.
- Food/water/shelter supplies and facilities.
- Communications equipment and personnel.
- Personnel support.

❏ Make all logistical arrangements for purchasing, delivery, payment and site contact of resources.
❏ Contact the Operational Area (City/County) to request mutual aid resources.
❏ Advise the Operational Area (City/County) if any college resources are used for mutual aid.
❏ Support the provision of college facilities for American Red Cross Shelter sites, as directed by the INCIDENT COMMANDER.
❏ Prepare to order resources needed from off-site locations.
❏ Prepare to arrange emergency service contracts, as requested.
❏ Provide resources to the campus, as requested and approved by the INCIDENT COMMANDER.

❏ Ensure that information is maintained regarding the status of all college personnel, members of the public, visitors and contractors on college property; coordinating with the EOC.

❏ Track all emergency expenses, maintaining complete records and using the specified accounting system.

❏ Manage compensation claims and related matters.

❏ Manage the deactivation process, tracking the return of equipment and supplies that are borrowed or leased, the cessation of services when jobs are completed, and shutting down of temporary operations as the emergency subsides.

❏ Assist FINANCE with the collection of documentation and records.

❏ Provide information and recommendations to the PLANNING COORDINATOR for the After Action Report.

ADDITIONAL ITEMS THAT THE LOGISTICS COORDINATOR SHOULD FOCUS ON:

CONTINUED OPERATIONS AND RESOURCES
• Estimate the duration of the response and develop plans for replacing human and physical resources.

SECURITY AND ACCESS CONTROL
• Perimeter security needs for storage and distribution sites and resources for night operations.
• Will the campus become a reception point for outside victims?

Extended Operations
• Some incidents could extend for several hours or days. LOGISTICS must determine continued availability of staff and resources and arrange for replacements.

Checklist	Title	Position
4-B	Supply and Purchasing	Primary: Alternate:
	Supply and Purchasing orders, receives, stores, processes, and allocates emergency supplies and resources. Conducts the supply process to ensure reimbursement. Assists with the deactivation process.	

PRIMARY RESPONSIBILITIES
❏ Order, receive, store, process, and allocate emergency supplies and resources.
❏ Conduct the supply process to ensure reimbursement.
❏ Keep complete and accurate records.

SUPPORT RESPONSIBILITIES
❏ Assist with OES/FEMA DOCUMENTATION.
❏ Assist with the deactivation process.

FOR ACTION
❏ Keep a detailed log of your activities.
❏ Report to the Emergency Operations Center (EOC) and check in with the LOGISTICS COORDI-NATOR and set up the supply and purchasing operation.
❏ Determine the goods, equipment and services needed by the college staff.
❏ Obtain and arrange for delivery and distribution of the needed resources.
❏ Conduct the process according to the applicable guidelines for disaster reimbursement in order to maximize the financial recovery.
❏ Keep complete and accurate records for OES/FEMA DOCUMENTATION: provide them to Finance Coordinator.
❏ Make all logistical arrangements for purchasing, delivery, payment and site contact of resources.
❏ Assist with the deactivation process, tracking the return of equipment and supplies, the reactivation of services, and shut down of temporary services.
❏ Provide information and recommendations to the PLANNING COORDINATOR for the After Action Report.

ADDITIONAL ITEMS THAT THE SUPPLY & PURCHASING OFFICER SHOULD FOCUS ON:

CONTINUED OPERATIONS AND RESOURCES
• Estimate the duration of the response and develop plans for replacing human and physical re-sources.

SECURITY AND ACCESS CONTROL
• Perimeter security needs for storage and distribution sites and resources for night operations.

Checklist	Title	Position
4-C	Care/Shelter/Transportation	Primary: Alternate:
	Care/Shelter/Transportation provides emergency food and water during the emergency. Provides for the support of the Emergency Operations Center (EOC). Sets up and manages a Rest Station for employees and emergency workers. Arranges for the use of campus transportation vehicles and drivers.	

PRIMARY RESPONSIBILITIES
❏ Provide emergency food and water for the site.
❏ Arrange support for on-site shelter, if needed.
❏ Provide for support for the EOC.
❏ Set up and manage a Rest Station for College employees and emergency workers.
❏ Arrange for the use of College transportation vehicles and drivers.

SUPPORT RESPONSIBILITIES
❏ Assist with OES/FEMA DOCUMENTATION.
❏ Assist with the deactivation process.

FOR ACTION
❏ Keep a detailed log of your activities.
❏ Report to the EOC and check in with the LOGISTICS COORDINATOR.
❏ Determine the needs of the EOC staff and field staff.
❏ Set-up a Rest Area for college workers that is secured from public view and access.
❏ Advise the OPERATIONS COORDINATOR of the Rest Area location and services.
❏ Coordinate with the PLANNING Section to determine the expected duration of the emergency response and need for food and water.
❏ Coordinate with SUPPLY and PURCHASING OFFICER to obtain and arrange for delivery and distribution of the needed resources.
❏ Coordinate with the EOC to determine if there is an anticipated need for temporary shelter to be provided at the site.
❏ Check with the INCIDENT COMMANDER for sheltering requests. Remember that if the American Red Cross selects college for shelter use, they are responsible for all shelter support.
❏ If shelter needs are anticipated, make arrangements for the resources, beginning with contacting the American Red Cross. It is expected these resources will only be needed on a short-term basis, as every effort will be made to remove everyone to more suitable sites.
❏ Take an inventory of the college vehicle resources and fuel supplies.
❏ Be prepared to provide transportation resources as requested. Be sure to include a licensed driver with buses and trucks.
❏ Provide temporary lodging and other support for responding outside agencies and others as requested by the INCIDENT COMMANDER.
❏ Provide information and recommendations to the PLANNING COORDINATOR.

Care and Shelter

The following action may/will be taken under any major emergency affecting the campus.

- Contact Damage Assessment Unit for a rest/break building.

- Determine what numbers of campus community members (students, faculty, and staff) will require emergency care and shelter.

- Determine which designated campus facilities will be needed for emergency care and shelter. Contact the FACILITIES OFFICER for this information.

- Determine status and safety of care and shelter facilities. Contact SITUATION STATUS and FACILITIES for this information.

- Coordinate actions with following campus organizations: Business Services, Fiscal Services, and the Foundation.

- Contact HUMAN RESOURCES for volunteer staff.

- Request assistance from American Red Cross (through the E.O.C.) if necessary.

- Activate campus care centers as needed. Activation sequence should be:
  - Have HUMAN RESOURCES alert basic staff (e.g., administrators, building safety coordinators, etc.) and have them recruit additional volunteers.
  - Have FACILITIES arrange building for operations, place signs, etc.
  - Obtain required supplies.
  - Arrange for food service for shelters.
  - Set up Registration & Inquiry desk.

- Use the following as emergency care and shelter planning guidelines when normal water and sanitation are not available:
  - 1 toilet per 40 persons, 40 square feet sleeping space (5'x 8') per person, 1 quart of drinking water (minimum per person, per day).
  - 5 gallons of water per person per day (all uses), 2500 calories per person per day (approx.3 1/2 lb. unprepared food).

- Provide communications, where needed, to link mass care centers to the EOC.

- Request necessary food supplies, equipment and supplies to operate care facilities.

- Coordinate with neighboring jurisdictions for care of students if evacuation is required.

- Evacuate and relocate any mass care facilities, which become endangered by any hazardous conditions.

- Coordinate efforts with American Red Cross, Salvation Army, campus religious centers and other emergency welfare agencies.

- Ensure procedures are in effect to link Registration & Inquiry operations at different care centers with the EOC.

- Develop plans to close down the care centers as the emergency stabilizes or other temporary housing becomes available.

Transportation
The following action may/will be taken under any major emergency affecting the campus.

- Determine status and location of all campus owned vehicles and drivers.

- Determine status of fuel storage pumps and determine if they are operable, if not proceed to make necessary repairs, supply emergency power, etc.

- Determine spare parts inventory and establish repair schedule for damaged vehicles.

- Stage all available vehicles at a designated location.

- Determine probable requirement for vehicle use during the anticipated duration of the emergency.

- When directed by COMMAND, request additional transportation resources as necessary through city, county, or private rental agencies.

- When directed by COMMAND, request through city, county, or private concerns, heavy duty equipment as necessary i.e.: earth movers, forklifts, tractor trailers, cranes, etc.

- Provide equipment operators as needed.

- Dispatch vehicles and equipment as requested the EOC. Ensure the FISCAL SERVICES CO-ORDINATOR is aware of any direct arrangements made with off campus vehicle and/or equipment providers.

Checklist	Title	Position
4-D	Facilities	Primary: Alternate:
	Facilities sets up and maintains College facility needs to support the emergency.	

PRIMARY RESPONSIBILITIES
❏ Assist with finding temporary facilities.
❏ Set up and maintain emergency facilities.

SUPPORT RESPONSIBILITIES
❏ Assist CARE/SHELTER/TRANSPORTATION with establishing temporary campus rest areas and shelter sites as needed.

FOR ACTION
❏ Keep a detailed log of your activities.
❏ Report to the Emergency Operations Center (EOC) and check in with the LOGISTICS COORDI-NATOR.
❏ Provide information and recommendations to the PLANNING COORDINATOR for facilities and locations (playing fields, parking lots) that can be used for emergency operations.
❏ Coordinate with the EOC to determine the facility needs of the campus.
❏ Set up any emergency operations facilities, as requested. These might include:
   • An alternate Emergency Operations Center
   • First Aid station
   • An alternate Communications dispatch center
   • Assembly locations for evacuations
   • Rest areas for emergency workers

❏ Coordinate with BUILDING AND UTILITIES to verify sites are safe for occupancy.
❏ Assists CARE/SHELTER/TRANSPORTATION with establishing temporary campus rest areas and shelter sites as needed. Provide information on available locations.
❏ Provide information and recommendations to the PLANNING COORDINATOR for the After Action Report.

ADDITIONAL ITEMS THAT FACILITIES SHOULD FOCUS ON:

SECURITY AND ACCESS CONTROL
   • Perimeter security needs and resources for night operation.
   • Will the campus become a reception point for outside victims?

Extended Operations
   • Some incidents could extend for several hours or days. The FACILITIES must determine continued availability of staff and resources and arrange for replacements.

Checklist	Title	Position
4-E	Human Resources	Primary: Alternate:
	Human Resources determines the status and location of all personnel. Provides information about available staff. Assists in determination of staff recall needs. Receives and process injury reports, compensation claims and other personnel related matters.	

PRIMARY RESPONSIBILITIES
❏ Determine the status and location of all personnel.
❏ Provide information about available staff.
❏ Register and assign all volunteer workers.
❏ Assist in determination of staff recall needs.
❏ Receive and process injury reports, compensation claims and other personnel related matters.
❏ Make family notifications, as needed.

SUPPORT RESPONSIBILITIES
❏ Compile personnel information for OES/FEMA DOCUMENTATION.
❏ Assist OPERATIONS Coordinator with policy decisions regarding extended work hours and duties.

FOR ACTION
❏ Keep a detailed log of your activities.
❏ Report to the Emergency Operations Center (EOC) and check in with the LOGISTICS COORDI-NATOR.
❏ Coordinate with the EOC and other staff to determine the status of all college faculty, staff, and students.
❏ Provide information to the LOGISTICS COORDINATOR about available staff.
❏ Coordinate with EOC staff to determine staffing needs and provide staff as available.
❏ Assist OPERATIONS with determining policy for overtime hours, extended workdays and special duty assignments.
❏ Compile overtime costs and provide, along with other personnel information, for OES/FEMA.

DOCUMENTATION
❏ Receive (from the MEDICAL Team) and keep on file, records of all injuries and casualties. Handle notifications and family messages for employees.
❏ Arrange for the recruitment and orientation of any temporary employees.
❏ Register and maintain records on any volunteers that are used.
❏ Provide information and recommendations to the PLANNING COORDINATOR for the After Action Report.

ADDITIONAL ITEMS THAT THE HUMAN RESOURCE OFFICER SHOULD FOCUS ON:

CONTINUED OPERATIONS AND RESOURCES
• Estimate the duration of the response and develop plans for replacing human and physical re-sources.

SECURITY AND ACCESS CONTROL
- Perimeter security needs for storage and distribution sites and resources for night operations.

Volunteer Workers Operation

RESPONSE - ALL HAZARDS
The following action may/will be taken under any major emergency affecting the campus.

FIRST PRIORITIES:
- Identify personnel resources on duty and available.
- Determine the number of additional personnel needed and skills required.
- Establish a pool of available personnel.
- Activate community resource plans.
- Provide the INCIDENT COMMANDER with current status of staff.
- Establish a clearinghouse for employee information.
- Maintain employee records for payroll or claims purposes.
- Contact functional coordinators and determine staffing needs.
- Establish a process to register all volunteers and issue ID cards.
- Set up volunteer assignments and schedules.
- Establish schedules for work crews and arrange for relief.

EARTHQUAKE CONSIDERATIONS:
- Coordinate with Situation Status Officer to determine structural status of buildings before assigning volunteer workers.
- Plan for the possibility that prior established routes will be blocked and impassable.
- Coordinate with Medical staff the use of volunteer personnel for rescue of injured.
- Determine specialized equipment and personnel needed.

HAZARDOUS MATERIAL INCIDENT/FIRE CONSIDERATIONS:
- Develop staging area away from the hazard for volunteers.
- Ensure personnel has adequate protective clothing and equipment.
- Ensure the operational area has been evaluated by Health & Safety personnel.

ADDITIONAL CONSIDERATIONS:
- Identification of staff, equipment, and supplies needed for long term operations.
- Special equipment needed for night operations.
- Staging areas and requirements for incoming assistance.

Finance Section

The Finance Section is responsible for all accounting and financial aspects of the disaster and any other administrative requirements. The functions under this Section are Accounting and OES/FEMA Documentation.

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                    │      MANAGEMENT         │
                    │   INCIDENT COMMANDER    │
                    │        SECTION          │
                    └─────────────────────────┘
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│OPERATIONS│  │ PLANNING │  │ LOGISTICS│  │   FINANCE    │
│Coordinator│ │Coordinator│ │Coordinator│ │ Coordinator  │
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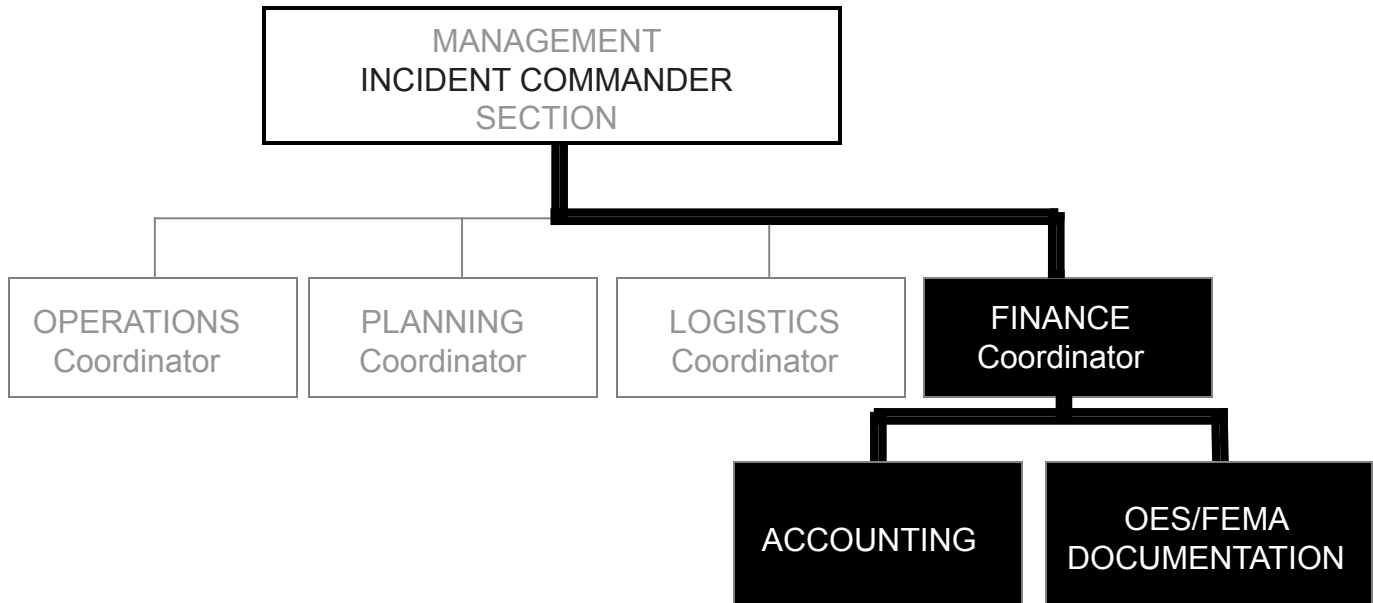
Finance Coordinator
The Finance Coordinator is responsible for the supervision of Accounting and OES/FEMA Documentation and financial aspects of the response, as well as all documentation and oversight of the process for the disaster assistance application.

Finance Support Positions

The structure of Incident Command allows for special units under a Section to be established to effectively deal with the incident. For the campus setting the following units could be activated and supervised under the Finance Section Coordinator.

Accounting
The responsibility of this function is to keep time records for all personnel involved in the disaster response and to obtain and record all damage cost information, by site.

OES/FEMA Documentation
The OES/FEMA Documentation staff initiates, prepares and maintains a documentation package (or binder) that contains the documentation files and records supporting the disaster assistance application process.

FINANCE SECTION
Checklists
Assignments and Responsibilities

This chapter contains the functional checklists
for the Finance Section assignments.

Checklist	Title	Position
5-A	Finance Coordinator	Primary: Alternate:
	The Finance Coordinator sets up the accounting system to be used for the emergency and oversees all accounting and financial aspects of the disaster.	

PRIMARY RESPONSIBILITIES
❏ Function as the head of the FINANCE Section.
❏ Set up the accounting system to be used for the emergency.
❏ Oversee all accounting and financial aspects of the disaster.
❏ Prepare periodic budget reports for the Incident Commander and college files for each major site, for tracking expenses for the OES/FEMA disaster assistance application requirements.

SUPPORT RESPONSIBILITIES
❏ Assist with damage estimates.

FOR ACTION
❏ Keep a detailed log of your activities.
❏ Report to the Emergency Operations Center (EOC), activate and organize the Fiscal Services, activate the Accounting and OES/FEMA Documentation functions.
❏ Establish a journal/log for recording major activities.
❏ Set up the accounting system for the emergency, including labor purchasing contracts and all other accounts.
❏ Oversee all accounting and financial aspects of the disaster.
❏ Prepare periodic budget reports for the Incident Commander, containing estimated damage amounts (coordinated with Damage Assessment) and estimated emergency expenditures (coordinated with Planning and Logistics).
❏ Ensure that OES/FEMA documentation files for each major facility are initiated and expenses tracked by site, in preparation for state and federal disaster assistance eligibility requirements.
❏ Compile the overtime costs and provide other personnel information for OES/FEMA documentation.
❏ Assist the Damage Assessment Officer with the preparation of reports and damage estimates.
❏ Provide information and recommendations to the Planning Coordinator for the After Action report. Continue to follow through with the OES/FEMA disaster assistance application process.

ADDITIONAL ITEMS THAT THE FINANCE COORDINATOR SHOULD FOCUS ON:

Campus Conditions
• What is the extent of casualties, injuries, and damage? What is the extent of the damage to the surrounding local community?

Recovery Expectations
• When will the academic process resume?

Documentation
• Remind Emergency Section Coordinators and Officers concerning documentation of their activities for recovery records.

Checklist	Title	Position
5-B	Accounting	Primary: Alternate:
	Accounting provides accounting documentation of all emergency expenses, audits all expenditures and records, and supports the OES/FEMA Documentation.	

PRIMARY RESPONSIBILITIES
❏ Provide accounting documentation of all emergency expenses.
❏ Audit all expenditures and records.

SUPPORT RESPONSIBILITIES
❏ Support the OES/FEMA DOCUMENTATION.

FOR ACTION
❏ Keep a detailed log of your activities.
❏ Report to the Emergency Operations Center (EOC), to the FINANCE COORDINATOR and set up the Accounting function by computer. If the power is out, use a manual system.
❏ Assign a disaster account code for use in all emergency related transactions, to provide a tracking mechanism for calculating all disaster costs.
❏ Obtain copies of all purchase orders, contracts, labor hour reports and other expense records pertaining to the emergency response.
❏ As soon as possible, provide a disaster cost estimate to the FINANCE COORDINATOR, updating the report as requested.
❏ Set up an accounting file by facility; prepare files to provide detail on additional work force labor, individual invoices for expenses, time records, etc.
❏ Maintain the files throughout the emergency and forward for OES/FEMA DOCUMENTATION. (It is helpful to organize the files as binders, with duplicates prepared for the disaster assistance program application.)
❏ Provide information and recommendations to the PLANNING COORDINATOR Officer for the After Action Report.
❏ Assist with the OES/FEMA disaster assistance application process.

ADDITIONAL ITEMS THAT THE ACCOUNTING UNIT SHOULD FOCUS ON:

Campus Condition
• What is the extent of casualties, injuries, and damage? What is the extent of the damage to the surrounding local community?

Checklist	Title	Position
5-C	OES/FEMA Documentation	Primary: Alternate:
	OES/FEMA Documentation prepares and maintains the OES/FEMA documentation package, maintains the documentation files, and supports the disaster assistance application process.	

PRIMARY RESPONSIBILITIES
❏ Prepare and maintain the OES/FEMA documentation package.
❏ Maintain the documentation files, supporting the disaster assistance application process.

FOR ACTION
❏ Keep a detailed log of your activities.
❏ Report to the Emergency Operations Center (EOC) and the FINANCE COORDINATOR.
❏ Coordinate with the FINANCE COORDINATOR to obtain source documentation for every OES/FEMA expense area.
❏ Set up and maintain a binder or other system for documentation information.
❏ Make arrangements to attend the briefing with a representative appointed by the FISCAL SERVICES and be prepared to submit a Notice of Interest at that time. Time records, etc.
❏ Make sure you have a valid document on file to substantiate every expense listed in your application.
❏ Provide information and recommendations to the Planning Coordinator for the After Action report.
❏ Manage the OES/FEMA disaster assistance application process. Keep a duplicate of the binder ready for inspection and review during the application and reimbursement process.

ADDITIONAL ITEMS THAT THE OES/FEMA DOCUMENTATION UNIT SHOULD FOCUS ON:

Campus Condition
• What is the extent of casualties, injuries, and damage? What is the extent of the damage to the surrounding local community?

Section Five
Area Specific Emergencies

SUBJECT: BIOLOGICAL EMERGENCY

BACKGROUND
A Biological Emergency is an incident involving the release of, exposure to, toxins that are capable of causing bodily harm or death. A biological agent can come in the form of a solid, powder, liquid, or gaseous state.

A biological agent can be introduced through the following:
- By mail, via contaminated letter or package
- Using a small explosive device to help it become airborne
- Through a building's ventilation system
- Using a contaminated item, such as a backpack, book bag, or other parcel left unattended
- By intentionally contaminating a food or water supply
- By aerosol release into the air
- By a missile warhead

The following indicators may suggest the release of a biological substance:
Multiple victims suffering from watery eyes, twitching, choking or loss of coordination, or having trouble breathing, severe vomiting, diarrhea, abdominal cramping (if food borne or waterborne). Also, severe skin reactions for certain other agents. Other indicators may include the presence of distressed animals or dead birds.

Anthrax
Anthrax is the most common of biological agents. Anthrax is a disease-causing organism, which can reproduce and keep spreading long after its release. Anthrax has a low mortality rate when properly treated. Anthrax is usually sent to individuals by letters or packages.

The following steps will assist to identify suspicious letters or packages:
- The mail is unexpected or from someone you do not know
- It is addressed to a title, but no name
- It is addressed to someone no longer at your address
- It is handwritten and has no return address or bears one that you cannot confirm its legitimacy
- The return address does not match the postmark
- Common words are misspelled
- It is lopsided or lumpy in appearance
- It has wires or tinfoil protruding from the envelope/package
- It is sealed with excessive amounts of tape or string
- It is marked with restrictive delivery instructions, such as "Personal" or "Confidential"
- It has excessive postage
- It has oily stains, discoloration, crystallization, or a strange odor
- It is leaking a powdery substance

The following steps should be taken after a suspicious letter/package is identified:
- Stay calm. Do not get excited. Most threats are, in fact, hoaxes. Regardless, you must treat each incident seriously.
- Do not shake or empty the contents of any suspicious envelope/package.
- Place the envelope/package in a plastic bag or other type of container to prevent leakage of contents.

- If a container is unavailable, cover with anything (e.g. clothing, paper, trash can) and do not remove cover.
- Leave room and close door, or section off area to prevent others from entering. Everyone who touched the letter should wash hands. Wash hands with soap and water to prevent spreading any powder to face, other persons, or other objects.
- Have the colleges ventilation system, heating system, or air conditioning system shut down, if possible, and turn off any blowers to the room.
- Report incident to administration staff.
- Administration staff should contact Campus Police. Give specific location of suspicious envelope/package and what makes it suspicious. List all the people in the room or area when the envelope/package was recognized. Give list to Campus Police and health authorities for follow-up investigations and advice.

The following steps should be taken in the event an envelope/package with powder spills/leaks out onto a surface:

- Stay calm. Do not get excited. Most threats are, in fact, hoaxes. Regardless, you must treat each incident seriously.
- Do not clean up the powder. Cover spilled contents immediately with anything and do not remove cover.
- Leave the room, close and lock the door or section off the area to prevent others from entering.
- Wash hands with soap and water to prevent spreading powder to face, other persons, or other objects.
- Have the colleges ventilation system, heating system, or air conditioning system shut down, if possible, and turn off any blowers to the room.
- Remove heavily contaminated clothing as soon as possible and place in a sealable plastic bag. Give sealed bag to the emergency responders for proper disposal.
- Shower with soap and water as soon as possible. Do not use bleach or other disinfectant on skin.
- Report incident to administrative staff.
- Administrative staff should contact Campus Police. Give specific location and type of spilled contents. List all the people in the room or area when envelope/package with powder spilled/leaked.
- If a site or building receives a biological threat by phone alleging a contaminated package, backpack, or book bag, administration staff should follow the appropriate procedures.

SUBJECT: ENVIRONMENTAL EMERGENCIES

(Chemical Spills, Asbestos Fiber Release, Air Pollution Alerts)

BACKGROUND
In the event of site environmental emergencies including chemical spills, asbestos fiber release episodes, and air pollution alerts, site administrators and staff must be able to react quickly and effectively to prevent injury or illness.

In any disaster/emergency situation, site administrators shall be responsible for the safety of, and accountability for, staff and students. In any life-threatening situation, staff/instructor shall take immediate action to provide for the safety of staff and students without waiting for directions from a site administrator.

CHEMICAL SPILLS
Administrative Staff:
- Call 911 and obtain information about the substance.
- Assess location of chemical spill and determine appropriate action to take for safety of students and others (e.g., evacuation of room, building, or site).
- Secure the affected area and do not allow staff or students to re-enter until condition has been controlled.
- Notify Campus Police immediately.
- Evacuate if necessary. Assure that staff/students move crosswind or upwind from problem area to avoid inhalation of vapors and proceed in orderly fashion to designated safe area.
- Provide first aid/emergency care if needed.
- Keep staff/students in designated area until problem is resolved or until further instructions are received from authorities.

ASBESTOS FIBER RELEASE EPISODE
Disturbance of asbestos-containing material may cause asbestos fiber release which could create a potential health risk for building occupants. Site administrators are responsible for maintaining the site asbestos management plan in a readily accessible location.

Administrative Staff:
- Immediately evacuate building occupants and restrict entry into area.
- Shut off or restrict ventilation system and other sources of air movement.
- The CAL/OSHA Safety Officer will determine appropriate response actions, including verification of an actual asbestos fiber release and cleanup procedures.

AIR POLLUTION ALERTS
Air pollution alerts occur when 0.20 parts pollutant per million (PPM) or greater air quality concentrations exist.
- Stage I Alert: Occurs when air quality consists of 0.20 parts pollutant per million (PPM).
- Stage II Alert: (A "warning" stage) occurs when air quality consists of 0.35 parts pollutant per million (PPM).
- Stage III Alert: ("Emergency stage") occurs when air quality consists of 0.50 parts pollutant per million (PPM) or higher.

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Note: The Air Pollution Control District (APCD) does not issue an alert for fires. A local area may be affected by smoke or ash. Site administrators are to use discretion in suspending outdoor physical activity.

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• Strenuous outdoor physical activities for all students and employees shall be discontinued; activities of a less strenuous nature should be substituted. Intensity of an activity and its potential for increasing the respiration rate for an extended period may be deciding factors for canceling certain activities. Heat and stress aggravate respiratory problems.

In a Stage II or Stage III alert, students shall remain indoors for the duration of an alert; those with respiratory or heart problems should be monitored.

SUBJECT: BOMBS AND EXPLOSIONS

BACKGROUND
Most bomb threats are hoaxes. Telephone calls to a college stating there is a bomb often are made to either disrupt normal activities or provoke an early dismissal. Bomb threats can come in different forms, but should be handled in a consistent manner. Safety and the prevention of panic are of para-mount importance.

TELEPHONE BOMB THREAT
- Stay calm and courteous. Keep the bomb threat caller talking. Ask for a specific bomb location and time of detonation. Gather information.
- Try to signal a co-worker to listen on the telephone line, if possible.
- Write down information. Listen for background noises. Listen closely to the voice for accents, speech impediments or age indications.
- Immediately notify your Supervisor. Remember not to use two-way radios— they may detonate a device.
- Call Campus Police to report the incident. If a device or suspicious object is located, Campus Police will notify the appropriate agency.
- Supervisor coordinates with Campus Police to evaluate information received and decide upon a course of action.

SEARCHING AND EVACUATION
- Supervisor should consult with either Campus Police prior to making any decision. Campus Police is available to assist and coordinate efforts.
- College personnel should not search for bombs. However, they can provide assistance to law enforcement personnel.
- Initiating a search with the assistance of Law Enforcement and evacuating the site may be the most desired approach if a suspicious package or device is found. Directing the immediate evacuation upon receipt of any threat has inherent negative consequences. Disruption could prompt more false calls.

SUSPICIOUS PACKAGE OR DEVICE FOUND
- Do not touch or disturb the suspected bomb. Do not use radios or cell phones—these may activate some types of bombs.
- Immediately notify the site administrator and Campus Police, of the exact location and descrip-tion.
- Utilize site evacuation plan or site fire drill procedure to move all staff and students away from the suspected bomb location. A minimum of 1000 feet is recommended.
- If possible, shut off gas main and electrical power to minimize the possibility of fire.
- Gather any possible witnesses for law enforcement to interview.

EXPLOSIONS
- Immediately take cover under, or next to furniture, upon hearing an explosion. Try to remain as calm as possible.
- Try to establish what exploded, the extent of damage and possible life-threatening hazards to determine your next course of action.

- Take immediate action to ensure your safety and the safety of others. Evacuate according to your site plan if necessary; otherwise, remain in your place of cover.
- If you evacuate, go to an area upwind from the explosion site to avoid possible toxic fumes. If smoke is present, stay low, and exit crawling to avoid breathing fumes.
- Immediately notify the site administrator and Campus Police of the exact location and description.
- Custodian or plant operations supervisors should turn off power supplies, electricity, and gas lines if safely possible.
- Ensure no one returns for any reason until city fire personnel officially declare the area safe.

OTHER CONSIDERATIONS
- Attempt to control situation to avoid panic.
- Everyone should know and understand his/her role. Practice your response.
- Bomb threats require a response; usually no less than a search by qualified personnel (Police/law enforcement).
- Consider the impact on students and staff. Involve counseling personnel as needed.

SUBJECT: DISTURBANCES AND DEMONSTRATIONS

BACKGROUND

Site administrators may be confronted with disturbances or demonstrations adjacent to a college site or on a college site.

The courts have held that demonstrations are lawful as long as the demonstrators' conduct does not materially disrupt class work, involve substantial disorder, or invade the rights of others. However, any demonstration on campus may interfere with college activities and, therefore, could be unlawful.

Site administrators and police officers are empowered to order persons whose presence interferes with the peaceful conduct of the college, or disrupts the college or its students or college activities, to leave campus. Persons who fail to comply with such instructions are subject to arrest.

DISTURBANCE OR DEMONSTRATION (STUDENTS)

- Site Administration should carefully assess the situation. Designated free speech areas should be considered prior to any demonstration.
- With assistance from Campus Police, determine the urgency of the situation, type of assistance needed, and if the crowd really needs to be dispersed.
- If Demonstrators are participating in an unlawful assembly on campus, or causing class disruptions, it is recommended the site administrator:
  - o *Consult with law enforcement officers to establish the best plan of action.*

DISTURBANCE OR DEMONSTRATION (NONSTUDENT)

- Politely inform the individual(s) they are disrupting the college, its students and/or activities and tell them to leave.
- If the individual(s) refuse to comply, notify Campus Police. An officer(s) will be dispatched to your location. If a physical assault begins, call "911."
- The officer and site administrator will devise a plan of action. The situation will dictate whether additional officers will be needed and/or if the Emergency Operations Center needs to be activated.

OTHER CONSIDERATIONS

- Consider placing staff to answer telephone calls from concerned.
- Try to determine the issues causing the disturbance and attempt to communicate with the participants.
- With assistance from Campus Police, try to meet with authorized representatives or leaders who can present their issues and possibly respond to your needs.

SUBJECT: EARTHQUAKE

BACKGROUND

Recent experience has proven that college buildings, both permanent and portable, are among the safest structures in the event of an earthquake.

Of all earthquake preparedness measures, safety drills are the most important. Essential components of earthquake safety drills are discussion, instruction, and physical demonstration (practice drill). In addition to indicating pre-planning needs, effective earthquake drills simulate (1) actions to be taken during an actual earthquake, and (2) actions to be taken after the ground stops shaking. Building evacuation following a major earthquake is imperative due to potential dangers of fires or explosions. It is necessary to be prepared for the occurrence of probable aftershocks.

EARTHQUAKE WHILE INSIDE (ON SITE)
- A DROP and HOLD command is given by any staff member at first indication of ground shaking.
- All staff/students: DROP and HOLD and assume protective position under table, desk, or other support object. If appropriate, staff/students should hold onto table/desk leg to keep it over body. If in hallway, move to inside wall, or stand in a doorway.
- Avoid glass and falling objects.
- Move away from windows.
- Move away from heavy suspended light fixtures.
- Extinguish flames, turn off power equipment, and electrical appliances. If the odor of natural gas is detected, turn off gas valves.
- Remain undercover for at least two to three minutes to assess damage/injuries and to wait for first aftershock to occur.
- After first aftershock, or after two to three minutes, activate site earthquake evacuations plan.

EARTHQUAKE WHILE OUTSIDE (ON SITE)
- Move to open space away from buildings, trees, and overhead power lines.
- When shaking stops, activate an orderly evacuation.
- Evacuate building(s) according to evacuation plan.
- Transport injured students to Health Services or a designated Triage area.
- Do not allow unauthorized persons to return to buildings until the buildings are officially declared structurally safe. Authorized personnel should only return to building if absolutely necessary.

EARTHQUAKE WHILE OFF SITE
- If walking to and from college/work site, move to open space away from buildings, trees, or overhead power lines. Be alert for possible dangers which would require movement. DO NOT RUN.

NON-EARTHQUAKE STRUCTURAL FAILURE
- Evacuate affected building/area and secure to prevent entrance by staff or students.

SUBJECT: FIRE

BACKGROUND
Fire prevention and emergency response to fire situations are a primary responsibility for all employees. Regular action must be taken to ensure that all staff/students are familiar with the site's emergency/fire response plan and action.

FIRE – WHEN COLLEGE IS IN OPERATION
- Call fire department ("911") immediately.
- Order evacuation of remaining staff/students to appropriate assembly/emergency area; if alarm system fails to operate, notify staff/students by other methods.
- ACTIVATE the emergency plan if there is any life-threatening situation.
- Supervise evacuation of site; ensure that all rooms and areas are evacuated.
- Check with staff to ensure accountability for all staff/students.
- Provide first aid if needed. If incident results in injury to staff or students, involve Health Services.
- If hazardous materials are present or suspected, notify Fire Department of any possible hazardous materials.

SUBJECT: FLOODING

BACKGROUND

This procedure applies whenever storm water or other sources of water flood or threaten to flood college grounds or buildings. Flooding may occur as a result of prolonged periods of rainfall, where the site would not have sufficient time to prepare. Alternatively, flooding may occur without warning, as a result of damage to water distribution systems, or a failure of a nearby man-made dam.

Administrative Staff:

- Initiate appropriate response actions, which may include In-Place Sheltering, On-Site Evacuation, or Off-Site Evacuation.
- Call Campus Police and describe the nature and extent of the flooding.
- Supervise On-Site Evacuation; ensure staff and students evacuate affected buildings using prescribed routes or other safe routes to the assembly/evacuation area.
- Check with staff to ensure accountability for all students/staff.
- Coordinate with facilities to limit damage.

SUBJECT: SHOOTINGS

BACKGROUND

The potential for a shooting or a shooting in the workplace exists on every college campus throughout the United States. Although the possession of firearms on or around our campuses is rare, their availability and past national and county shootings dictate the need for a response plan, in case a shooting or other violent attack occurs.

WHEN A SHOOTING OCCURS

- CALL "911." Identify your college or workplace and exact location. Remain calm and answer the police operator's questions. They are trained to obtain the necessary and required information for a proper emergency response.
- Instruct students and employees to drop to the ground immediately, face down as flat as possible. If within 15-20 feet of a safe place or cover, duck and run to it.
- Move or crawl away from gunfire, trying to utilize any obstructions between you and the gunfire. Remember that many objects of cover may conceal you from sight, but may not be bulletproof.
- Try to get inside or behind a building and stay down.
- When you reach a place of relative safety, stay down and do not move. Do not peek or raise your head in an effort to see what may be happening.
- Wait and listen for directions from the police.

IF SUSPECT IS OUTSIDE YOUR CLASSROOM

- Duck and cover. Keep students inside the classrooms and down on the floor. Move behind available cover inside the classroom.
- Close and lock the outside door to the classroom if possible. Close the blinds, turn off the lights and stay on the floor. Do not peek out the door or windows to see what may be happening.
- Report location of the assailant.

OFFICE PERSONNEL

In keeping with effective emergency planning, office personnel should have pre-designated assignments to ensure an effective response in case of a shooting. Actions by multiple persons must be taken simultaneously to expedite a response.

In response to a report of a shooting from a classroom or other area of the campus, have all persons in the office duck and cover onto the floor, behind protective objects or into side rooms. Make required emergency telephone calls to the police from this position. It is crucial that telephone calls be limited to emergency calls only.

Note: Phone calls, other than for emergency purposes, should be made only after the police have cleared a phone line for that purpose. A phone call to friends or family will bring onlookers, bystanders or concerned loved ones to the campus, interfering with the operation of emergency personnel and unnecessarily placing more people in danger.

CALLING "911"

<u>When you call "911," identify your exact location.</u> Remain calm and answer the operator's questions. Police dispatchers are trained to obtain the necessary and required information for a proper emergency response. As the police are being dispatched, answer the questions asked of you by the operator or police dispatcher. Although you are not expected to know all of the answers, answer them to the best of your ability.

Although you may think the questioning is wasting valuable time, the information you provide will enable phone personnel to dispatch officers and other emergency personnel safely and effectively. <u>While you are being questioned, emergency personnel have been dispatched and are on the way. You will be asked questions, such as:</u>

- What exactly is happening and how do you know? Is it still happening now?
- Where is the suspect now? What was his/her last known direction? Is the suspect still on campus?
- Is anyone injured? Are there wounded and how many?
- Where did it happen? What's the specific location of occurrence?
- What weapons were used if you know? Knowing the number and types of weapons will assist the police in their response. Describe the weapon(s) or other dangerous object(s) if possible, and any visible ammunition:
- Were any shots fired? Describe the sound and the number of shots fired.
- Do you know who the suspect(s) is? If yes, identify him/her/them, and provide any background knowledge you may have.

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Note: It is important to tell the Campus Police/Security dispatcher if your office has called or is on the line with the 911 operator.

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POLICE/FIRE DEPARTMENT RESPONSIBILITY

Law Enforcement or the Fire Department will take charge of the operation and maintain full control throughout the duration of the incident.

Police/fire departments will establish a command post(s) at or near your campus where all operations pertaining to the event will be coordinated.

SUBJECT: TERRORISM

BACKGROUND
An act of terrorism is most often perpetrated by an individual or group who uses deliberate violence against a government or other authorities to achieve certain goals. Terrorist methods may include the taking of hostages, kidnapping, and the use of bombs and explosions. In a college situation, a student(s) may be kidnapped and held hostage by another person.

OTHER CONSIDERATIONS
- Obtain a photo of the abducted student/employee and provide it to the police.
- Provide the police with information on known friends of the abducted student/employee. They may be able to provide further information.
- Try to obtain a description of the abductor and direction of travel.
- Gather any possible witnesses for law enforcement to interview.
- Remain calm-the prevention of panic is important.

HOSTAGES/KIDNAPPING
Call 911. Be prepared to give the following information:
- Identify hostage location on the site
- Number of assailants, if known
- Number of hostages, if known
- Name of assailants, if known
- Any available description of assailants and weapons
- Demands made by the assailants
- Notify staff/students to move students away from the hostage location to a safer location.
- Do not evacuate until given instructions by police.
- Gather all facts regarding the situation for the police. Keep notes on times, any communications from the person holding the hostage(s), and other witness information.
- Provide law enforcement with any assistance:
    o *Provide keys for access to classrooms, buildings, and gates*
    o *Location of power, water, and gas shutoffs*
    o *Access to roofs*
    o *Location of phones and other communication devices*
- Work with the district office and law enforcement to determine the next steps.

OTHER CONSIDERATIONS
- Gather any possible witnesses for law enforcement to interview.
- Minimize any possibility of the suspect's ability to see or hear news reports.
- Consider the possibility of transportation needs.
- Consider the emotional impact on the students and staff.
- Contact the Communications Office to assist in media inquiries. This office will coordinate media briefings and media information related to the situation.
- Remain calm-the prevention of panic is important.

SUBJECT: FACTS AND GOVERNMENTAL RESPONSE TO PANDEMIC FLU

A. Introduction

The purpose of this Influenza Pandemic Response Plan is to lessen the impact of an influenza pandemic on the residents by providing a guide for health care providers for detection and response to an influenza pandemic event.

B. Background/Threat

The worst natural disaster in modern times was the infamous "Spanish flu" of 1918-1919, which caused 20 million deaths worldwide and over 500,000 deaths in the U.S. Although the Asian influenza pandemic of 1957 and the Hong Kong influenza pandemic of 1968 were not as deadly as the Spanish influenza pandemic, both were associated with high rates of illness and social disruption.

Influenza is a highly contagious viral disease. Pandemics occur because of the ability of the influenza virus to change into new types, or strains. People may be immune to some strains of the disease either because they have had that strain of influenza in the past or because they have recently received influenza vaccine. However, depending on how much the virus has changed, people may have little or no immunity to the new strain. Small changes can result in localized epidemics. But, if a novel and highly contagious strain of the influenza virus emerges, an influenza pandemic can occur and affect populations around the world.

California, with its West Coast location and several major ports of entry for flights and shipping from Asia (a likely location for the development of a novel virus), would likely be among the first U.S. locations for an influenza pandemic to establish a foothold. The California Department of Health Services (CDHS) estimates that the impact of an influenza pandemic on California's population of 35 million would include:

• 8.8 million persons ill with influenza (estimated range: 5.3 million to 12.3 million)
• 4.7 million outpatient visits (estimated range: 2.8 million to 6.6 million)
• 97,200 persons hospitalized (estimated range: 58,300 to 136,000)
• 21,500 deaths (estimated range: 12,900 to 30,200).

An influenza pandemic is unlike any other public health emergency or community disaster:

• Many experts consider influenza pandemics to be inevitable, yet no one knows when the next one will occur.
• There may be very little warning. Most experts believe that we will have between one and six months between the time that a novel influenza strain is identified and the time that outbreaks begin to occur in the U.S.
• Outbreaks are expected to occur simultaneously throughout much of the U.S., preventing sharing of human and material resources that normally occur with other natural disasters.
• The effect of influenza on individual communities will be relatively prolonged -- weeks to months -- when compared to minutes-to-hours observed in most other natural disasters.
• Because of the substantial lead times required for vaccine production once a novel strain has been identified, it is likely that vaccine shortages will exist, especially during the early phases of

the pandemic. Effective preventive and therapeutic measures --including antiviral agents -- will likely be in short supply, as may some antibiotics to treat secondary infections.

- When vaccine becomes available, it is expected that individuals will need an initial priming dose followed by a second dose approximately 30 days later to achieve optimal antibody responses and clinical protection.
- Health-care workers and other first responders will likely be at even higher risk of exposure and illness than the general population, further impeding the care of victims.
- Widespread illness in the community will also increase the likelihood of sudden and potentially significant shortages of personnel in other sectors who provide critical community services: military personnel, police, firefighters, utility workers, and transportation workers, just to name a few.

Benefits of pre-event planning

In addition to preparing to respond to an actual pandemic, increasing awareness among the public health, medical, and emergency response communities will foster greater concern about "routine", annual influenza epidemics, which kill an average of 20,000 Americans every winter.

Prompt improvements in infrastructure to address the major elements of pandemic preparedness can have immediate and lasting benefits and can also mitigate the effect of the next pandemic. For example, increasing routine, annual influenza vaccination coverage levels in high-risk patients will not only reduce their risk of dying or being hospitalized during the prepandemic period, but will also facilitate access to such patients -- through greater confidence in the benefits of influenza vaccination and expanded programs to access those patients -- when the next pandemic occurs. Similarly, increasing the coverage of pneumococcal vaccine in such patients could have a significant impact on the incidence and severity of secondary bacterial pneumonia.

C. Concept of Operations

1. Stages of Alert

For purposes of consistency, comparability, and coordination of the national, state, and local response, identification and proclamation of the following "stages" will be done at the national level:

Pandemic Phase	Definition
Novel Virus Alert	• Novel virus detected in one or more humans • Little or no immunity in the general population • Potential, but not inevitable precursor to pandemic
Pandemic Alert	• Novel virus demonstrates sustained person-to-person transmission and causes multiple cases in the same geographic area
Pandemic Imminent	• Novel virus causing unusually high rates of morbidity and/or mortality in multiple, widespread geographic areas
Pandemic	• Further spread with involvement of multiple continents; formal proclamation made

Second Wave	• Reoccurrence of epidemic activity within several months following the initial wave of infection
Pandemic over	• Cessation of successive pandemic "waves," accompanied by return (in the U.S.) of more typical wintertime "epidemic" cycle

As the pandemic develops, the World Health Organization (WHO) will notify the Centers for Disease Control and Prevention (CDC) and other national health agencies of progress of the pandemic from one stage to the next. CDC will communicate with CDHS and other state agencies about pandemic stages, vaccine availability, virus laboratory findings, and national response coordination. The State will communicate with local health agencies through the California Health Alert Network (CAHAN).

2. The Federal Role

The Federal government has assumed primary responsibility for a number of key elements of the national plan, including:

- Vaccine research and development.
- Coordinating national and international surveillance.
- Assessing and potentially enhancing the coordination of vaccine and antiviral capacity, and coordinating public-sector procurement.
- Assessing the need for and scope of a suitable liability program for vaccine manufacturers and persons administering the vaccine.
- Developing a national "clearinghouse" for vaccine availability information, vaccine distribution, and redistribution.
- Developing an adverse events surveillance system at the national level.
- Developing a central (national) information database/exchange/clearinghouse on the Internet.

3. The State Role

Novel Virus Alert Stage

During this stage, CDHS activities will be limited to monitoring reports of progress of the disease and surveillance to detect the arrival of disease caused by the novel virus in California. Novel virus detection will be carried out by WHO and CDC.

Pandemic Alert Stage

During this stage, CDHS will monitor reports of disease spread and meet with surveillance partners to activate and augment surveillance systems. The State Viral and Rickettsial Disease Laboratory (VRDL) in Richmond will increase laboratory surveillance.

The CDHS Immunization Branch (IB) will maintain close contact with CDC and the Food and Drug Administration to obtain information on plans for vaccine delivery. IB will work with local health departments (LHDs) and representatives of the private medical sector to plan delivery and administration of vaccines when they are available.

The CDHS Division of Communicable Disease Control (DCDC) will meet with, the California Medical Association and the California Pharmacists Association to plan for vaccine administration and for antiviral and antimicrobial supplies. The IB will prepare training materials for vaccine administrators.

CDHS DCDC will provide technical information, public information, and press releases to be released by the CDHS Office of Public Affairs (OPA). Public information will include travel alerts, guidelines on limiting the spread of the disease, and information about when and where to obtain medical care. The CDC's Epidemiology Program Office (EPO) and the California DCDC will ensure communication among epidemiology efforts, laboratory surveillance, and emergency management agencies (EMAs). CDC EPO and the EMAs will address personnel and equipment shortfalls.

Pandemic Imminent Stage

In the pandemic imminent stage, the pandemic alert activities will continue at an intensified level. Surveillance efforts will be increased for both influenza illness and the circulation of the influenza virus. If vaccine is available, the distribution system will be implemented and security measures will be put in place to ensure that vaccine will be given first to groups with highest priority for receiving them. DCDC and OPA will step up information flow to LHDs, medical providers and all other stakeholders. DCDC and OPA will provide translations of all public information messages into Spanish and the 14 other major languages in California. The State OES, local Emergency Management Agencies, DHS, and hospitals will activate the emergency response system.

Local coroners and funeral directors will be advised to prepare for increases in the number of dead they will have to handle.

Pandemic Stage

Surveillance efforts will be overwhelmed. Emphasis will be shifted from detecting cases caused by the influenza virus to monitoring demographic characteristics that may indicate a need to revise priority groups for receiving vaccine and antiviral medications if available supplies are limited. Vaccine delivery will be at its highest level, and the system to detect possible adverse reactions to the vaccine will be closely monitored. EMAs will establish alternative treatment sites since hospitals will be overwhelmed.

Second Wave

All agencies and health care providers must make use of the interim period to prepare for a resurgence of disease. This includes addressing shortfalls in supplies and personnel.

Although there are likely to be medical resources and technical assistance available from state and federal agencies, local counties should expect to manage the local response at the time of the pandemic, including temporary redirection of personnel and financial resources from other programs.

4. Local Response

Chapters I through III of this Plan address how the DHS response will be integrated into the overall Operational Area Emergency Operations Plan, of which this Plan is an annex. These chapters include procedures for command and control, detection and notification of public health threats, and the roles of key DHS personnel during a public health emergency. Since many aspects of the public health response would be the same, this Influenza Pandemic Response Plan focuses on response characteristics unique to pandemic influenza.

Chapter V of this Plan is the "Risk Communications and Public Information Plan." This plan describes the DHS approach to:

- Facilitating cooperation among all involved parties (e.g., government officials, health experts, industry, and the public).
- Persuading and directing the behavior of individuals or communities.
- Promoting informed decision-making about the acceptability of known risks.
- Educating and correcting false or misleading information.

Chapter VI of this Plan, the "Strategic National Stockpile Management Plan", describes the plan for mass vaccination. This plan contains additional position checklists for workers at vaccination sites and at a warehouse established to coordinate the distribution of vaccines or antibiotics to these sites, if needed.

Isolation of symptomatic victims and quarantine of exposed individuals would be essential to ending an influenza pandemic. These interventions are addressed in Chapter VII of this Plan.

In the pre-event (Phase 1) smallpox planning process, DHS discussed the need to vaccinate personnel who are needed to maintain the human infrastructure of the community during an epidemic. The absence of services provided by these personnel would pose a serious threat to public safety or would significantly interfere with the ongoing response to the pandemic. These key personnel, who would also be the County's first priority for administration of influenza vaccine or antivirals, may include, but are not limited to:

- Public health physicians and staff
- Hospital employees
- Physicians, pharmacists, and other clinicians
- Local government decision-makers
- First responders: Public Safety, Fire, and EMS
- Utility, food service, and transportation personnel
- Family members of the key personnel listed

D. Public Health Response Procedures

In the early stages of a pandemic, there may be no vaccine at all. The federal Planning Guide indicates that a minimum of six to eight months would elapse before the tens of millions of doses needed could be produced for distribution. When vaccine first becomes available the demand will likely exceed the supply.

Pharmaceutical delivery will become an important issue during a pandemic. While antiviral agents will play a role in both prophylaxis and treatment of influenza, the existing supplies would certainly fall short of the need. As the pandemic progresses, there may not be sufficient supplies of antibiotics for treating persons with complications of influenza. In addition to supply problems, other difficulties are associated with use of antiviral agents. Priorities for target groups and the use of limited supplies for prophylaxis versus therapy have not yet been established. Widespread use of antivirals and antibiotics could lead to emergence of drug-resistant viral strains. Adverse antiviral reactions and liability issues will also be of concern. In a pandemic, DHS would provide consultation on the handling and administration of pharmaceuticals in cooperation with California DHS.

1. Novel Virus Alert Stage

Novel virus detected in one or more humans. Little or no immunity in the general population. Potential, but not inevitable, precursor to a pandemic.

a. Surveillance
- Monitor bulletins from CDC and CDHS regarding virologic, epidemiologic, and clinical findings associated with new variants isolated within or outside the U.S.
- Meet with appropriate partners and stakeholders and review major elements of enhanced surveillance activities; modify and update plan as needed.
- Activate enhanced local surveillance to detect importation and local spread in coordination with the State Viral and Rickettsial Disease Laboratory (VRDL) in Richmond.
- Obtain appropriate reagents from the VRDL, if appropriate, to detect and identify the novel strain.

b. Vaccine and Pharmaceutical Delivery
- Meet with hospitals, health care providers, and other partners and stakeholders to review major elements of the vaccine distribution plan, including plans for storage, transport, and administration of vaccines and antivirals.
- Modify plan as needed to account for updates, if any, on recommended target groups and projected vaccine supply.

c. Emergency Response and Communications
- Test local communication systems, including ReddiNet and CAHAN, to ensure that local and statewide communications are functional.
- Notify hospitals, health care providers, and other partners and stakeholders of the novel virus alert.
- Modify communications plan (and written materials) as needed (in collaboration with state officials) to account for updates, if any, on projected effects of the novel virus.
- Implement contingency plans, if any, for obtaining critical hardware, software, or personnel to expand communications systems if needed for a pandemic.
- Ensure ongoing coordination among surveillance, epidemiology, laboratory, EMS, OES, and other local response efforts.
- Develop and/or update press release templates. Develop materials for responding to questions that may come from the media.

2. Pandemic Alert Stage

Novel virus demonstrates sustained person-to-person transmission and causes multiple cases in the same geographic area.

Novel virus alert activities will be continued at a more advanced level and other activities will be added.

a. Surveillance

- Fully activate enhanced surveillance activities. Assess functionality, timeliness, and completeness of data entry and dissemination, data links, and feedback mechanisms throughout the local the system.

- Monitor daily CDC and state reports, which will include information from the following sources:
  o Kaiser facilities' inpatient diagnosis and pharmacy surveillance systems.
  o Collaborating laboratories and LHDs.
  o California sentinel physicians who report directly to CDC and/or CDHS.
  o Quarantine Station reporting of infected individuals arriving from other countries.
- Meet with surveillance partners to increase the amount of patient demographic information collected, in order to identify groups with increased risk.
- Inform surveillance partners of the need to increase specimen collection for detection of novel virus and alert laboratories to prepare for increased numbers of specimens.
- If requested by VRDL, distribute specimen collection kits to hospitals and clinicians and obtain cooperation to facilitate sending isolates to VRDL.
- Recruit pharmacies to participate in reporting antiviral prescriptions filled.
- Assess inventory of laboratory equipment and supplies, noting what is needed.
- Assess inventory of medical equipment and supplies (including ventilators, ICU equipment, and oxygen saturation monitors), noting what is needed.
- Develop contingency plans for procurement of laboratory equipment and supplies, and also for possible redirection and hiring of additional laboratory employees, including clerical/data entry personnel.
- Explore re-certification of non-traditional labor pool and redirection of staff with appropriate skills to alleviate need for additional laboratory personnel.

b. Vaccine and Pharmaceutical Delivery

During the pandemic alert stage, vaccine would not yet be available, and may not be for several months.

- Monitor reports from the CDC, FDA, and CDHS to obtain information on plans for vaccine manufacture.

- Prepare to implement plan for storing and delivering vaccine as it becomes available to DHS (vs. private distribution).

- Review elements of plan for vaccine delivery with partners and stakeholders.

- Ensure that human resources, equipment, and plans for mass immunization clinics are in place (see Chapter VI Mass Vaccination/Prophylaxis and Management Plan).

- Obtain latest CDHS recommendations for priority groups for vaccine allocation and modify as necessary based on current surveillance data.

- Meet with local pharmacists and medical association to discuss potential need to:

o increase antiviral and antimicrobial supplies.
o increase role of pharmacists in vaccine delivery.

- Coordinate with CDHS to receive the state satellite broadcast training/refresher on vaccine administration techniques for persons who do not normally administer vaccines, but will be enlisted to do so in a pandemic:

  o arrange for viewing by appropriate groups.
  o provide video copies of the broadcast for local training.

c. Emergency Response and Communications

- Ensure communication among the epidemiology and laboratory surveillance programs and emergency management.

- Alert surveillance groups to increase surveillance activities.

- Identify contact person (and backup person) for communication with CDHS.

- Identify spokesperson (and backup person) for communication with press, public, etc.

- Prepare fact sheets detailing responses to questions coming from the media and the public:

  o include documents intended for electronic distribution on the DHS web site.
  o include telecommuting advice to employers, labor organizations, and others.
  o include travel alert information received from the State and/or CDC.

- Respond to media inquiries regarding outbreak.

- Notify hospitals, health care providers, emergency responders, coroners, and mortuary organizations via CAHAN, ReddiNet, or other means as needed.

- Increase laboratory surveillance and disease surveillance.

- Alert emergency responders to work with EMS to inventory critical supplies and solve problems arising from high response volumes.

- Alert Medical Reserve Corps, neighborhood-watch, and/or other community based response organizations.

- Conduct inventory of critical equipment, supplies, and personnel, including availability of hospital beds, antiviral pharmaceuticals, refrigerated depots for vaccines, and transport for delivery of vaccines.

- Identify methods to address personnel and supply shortfalls.

- Plan for implementation of emergency medical treatment sites and temporary infirmary locations, in coordination with local mass-care organizations such as American Red Cross and/or Salvation Army.

- Send bulletins to private providers via local medical association and/or lists acquired from state licensing boards.

- Issue guidelines on influenza precautions for workplaces, emergency departments, airlines, colleges, jails and prisons, public safety agencies, and individuals.

3. Pandemic Imminent Stage

Novel virus causing unusually high rates of morbidity and mortality in widespread geographic areas.

In the pandemic imminent stage the pandemic alert activities will continue at an intensified level.

a. Surveillance

- Outside of normal surveillance season, verify that hospital and health care surveillance has been activated and DHS is receiving ongoing reports of cases within the county.

- Report the data collected to all participating facilities as well as to CDHS.

- Analyze the inpatient data to determine which population groups are at greatest risk and provide the information to CDHS and to those determining priority groups for vaccine allocation when the supply is limited.

- Participate in special studies, as requested by CDHS:

  o to describe unusual clinical syndromes.
  o to describe unusual pathologic features associated with fatal cases.
  o to conduct efficacy studies of vaccination or chemoprophylaxis.
  o to assess the effectiveness of control measures such as college and business closings.

- Maintain increased laboratory surveillance and other activities outlined previously in the pandemic alert section.

b. Vaccine and Pharmaceutical Delivery

- Continue activities as listed in pandemic alert stage, including meetings with the local pharmacist and medical associations.

- Increase public information effort designed to keep ill persons at home.

- If vaccine delivery date is predicted by CDC, work with CDHS to:

  o establish local delivery date.
  o review distribution plan and update when new information is available.
  o obtain signed agreements with hospitals and private providers on priority order of groups to receive vaccine when supply is limited.
  o alert to need for security at immunization sites.
  o alert to need for reporting adverse events to VAERS system.

- If vaccine is available, fully activate the immunization program.

- Obtain data on antiviral and antimicrobial supplies.

- Prepare or update recommendations and plans for allocation of antiviral and antimicrobial supplies.

c. Emergency Response and Communications

- Notify hospitals, health care providers and first response agencies of pandemic imminent stage. Set up information flow to all partners and stakeholders, including posting information on County website, CAHAN, and ReddiNet.

- Update documents and fact sheets based on current surveillance information.

- Provide translations of all public information messages into Spanish and the other major languages.

- Monitor the ability of hospitals and outpatient clinics to cope with increased patient loads.

- Implement health education campaign with emphasis on the following:

  o hand washing.
  o stay home rather than be exposed to/spread the influenza virus.
  o check on family, friends living alone.
  o vaccination clinic locations.
  o signs, symptoms.
  o vaccine safety and storage.

- Work with employers and labor organizations to implement a telecommuting system so more people can stay home.

- Activate emergency response system, including Emergency Operations

- Center and/or DHS Department Operations Center, as appropriate.

- Implement mutual aid or other procedures to address supply and personnel shortfalls.

- Conduct inventory of critical supplies/personnel and solve problems: shortage of supplies (gloves, safety needles, ventilators), personnel shortage (how to get nontraditional labor pool re-certified or alternative staff redirected).

- Develop plan for counseling/psychiatric services (Department of Mental Health, private mental health agencies).

- Develop plans for children orphaned by death of parents (Department of Social Services, private welfare agencies).

4. Pandemic Stage

Further spread of influenza disease with involvement of multiple continents.

a. Surveillance

Influenza morbidity and mortality surveillance systems will likely become overwhelmed.

- Continue to monitor selected vital statistics for mortality and morbidity data received from the inpatient diagnosis surveillance system to establish age and geographic area-specific rates.

- Use above data to establish priority groups for immunization as vaccine availability changes, providing data to CDHS, hospitals, and private providers.

- Continue to monitor reports from WHO, CDC, and CDHS on national and worldwide morbidity and mortality data.

- Laboratory surveillance will focus on detection of antigenic drift variants and resultant viruses that could limit the efficacy of vaccines produced against the original pandemic strain.

b. Vaccine and Pharmaceutical Delivery

Continue all pandemic imminent activities. Presumably vaccine would be available for a sizable proportion of the population.

- Monitor VAERS data for evidence of adverse reactions to the influenza vaccine. Report findings routinely to CDHS.

- Modify recommendations and agreements on priority groups for receiving the vaccine to reflect greater availability of vaccine.

- Review surveillance data for changes in risk factors that could require modification of recommendations for priority groups for receiving vaccine.

- Monitor availability of antivirals and, when appropriate, recommend changes in priority groups for receiving vaccine or antivirals.

c. Emergency Response and Communications

All of the activities of the pandemic imminent stage and the following:

- Notify hospitals, heath care providers, and first responder agencies of Pandemic Stage.

- Implement emergency medical treatment sites and temporary infirmary locations as needed in coordination with local mass-care organizations, such as American Red Cross and Salvation Army, to respond to the overwhelming caseload.

- Increase public information effort designed to keep ill persons at home, providing transla-

tions into Spanish and other major languages.

- Request law enforcement mutual aid, if needed. If law enforcement mutual aid system is overwhelmed, the Governor may issue a waiver to allow National Guard and military to act as law enforcement.

- If the medical/health mutual aid system is overwhelmed, the State may request health care workers from other states and/or the federal government.

5. Second Wave

Typically in a pandemic, the number of new cases of influenza peaks and then declines, giving the impression that the pandemic is over. Then within a few months, influenza incidence once again increases. State and local officials and health care providers need to remain vigilant for a return of the epidemic activity. This is especially difficult given that all personnel and supplies involved in responding to the epidemic will be exhausted by efforts to respond to the pandemic. The perceived "end of the pandemic" may be viewed as an opportunity to relax and recover. However, all essential functions should be restored to return to pandemic imminent status.

Public health personnel who provide the data to CDHS will probably still be backlogged with reports, but should be encouraged to maintain extra staffing levels.

All sources of surveillance data will need to be convinced that their contributions are still essential because of the likelihood of a second wave. If the decline in the number of cases occurs outside the normal influenza season, it will be necessary to explain the importance of maintaining vigilance because the second wave could occur at any time.

Immunization efforts in lower risk groups should continue as vaccine becomes available to increase "herd immunity" in the population in the event of a second wave.

Laboratory surveillance should also return to pandemic imminent status while maintaining surveillance for possible antigenic drift.

E. Public Information and Risk Communication

Dissemination and sharing of timely and accurate information with the health care community, the media, and the general public will be one of the most important facets of the pandemic response. Instructing the public in actions they can take to minimize their risk of exposure or actions to take if they have been exposed will reduce the spread of the pandemic and may also serve to reduce panic and unnecessary demands on vital services.

The Public Health PIO in consultation with the Health Officer and Communicable Disease staff will identify public health issues and concerns that will or may need to be addressed through public information messages regarding pandemic influenza and will identify affected target audiences for messages.

Messages will address, but not be limited to, vaccine supply, antiviral use, low-tech prevention methods, and maintenance of essential services. They will also identify appropriate strategies for dissemi-

nation of messages including postings to the Public Health website.

F. References

Influenza Pandemic Response Plan. California Department of Health Services (September 2001). http://www.dhs.ca.gov/ps/dcdc/izgroup/pdf/pandemic.pdf

Influenza (the Flu) Questions and Answers. National Center for Infectious Diseases (CDC) (October 2003). http://www.cdc.gov/ncidod/diseases/flu/facts.htm
Pandemic Influenza: A Planning Guide for State and Local Officials (Draft 2.1). CDC National Vaccine Program Office (January 2003). http://www.cdc.gov/od/nvpo/pubs/pandemicflu.htm

Prevention and Control of Influenza: Recommendations of the Advisory Committee on Immunization Practices (ACIP). MMWR April 12, 2002 / 51(RR03); 1-31. http://www.cdc.gov/mmwr/preview/mmwrhtml/rr5103a1.htm

Recommendations for the Prevention, Detection, and Control of Influenza Outbreaks in California Long-Term Care Facilities, 2002-2003. California Department of Health Services. http://www.dhs.ca.gov/ps/dcdc/disb/pdf/Flurecs-0203.pdf

Additional Influenza links
1. The National Immunization Program (NIP), CDC
(http://www.cdc.gov/nip)
The NIP is a part of the Centers for Disease Control and Prevention, located in Atlanta, Georgia. As a disease-prevention program, NIP provides leadership for the planning, coordination, and conduct of immunization activities nationwide.

2. Influenza Branch, National Center for Infectious Diseases, CDC
The Influenza Branch provides leadership for the prevention and control of influenza in the U.S. and worldwide. Major activities include coordinating surveillance and conducting research. The

Influenza Prevention and Control home page
(http://www.cdc.gov/ncidod/diseases/flu/fluvirus.htm) contains information on influenza vaccine, antiviral agents, and surveillance.

The Influenza Branch operates one of the four World Health Organization (WHO) Collaborative Centers for Reference and Research on Influenza and is the main reference laboratory for characterizing influenza viruses in the U.S. and North America. It also:

- Characterizes influenza viruses circulating in the U.S. and worldwide, using molecular and serological techniques to detect new strains and the emergence of viruses with pandemic potential.
- Coordinates U.S. influenza surveillance and publishes a weekly influenza surveillance update (http://www.cdc.gov/ncidod/diseases/flu/weekly.htm) from October through May.

3. Center for Biologics Evaluation and Research (CBER), FDA

(http://www.fda.gov/cber/index.htm)

The mission of CBER is to protect and enhance the public health through regulation of biological products including blood, vaccines, therapeutics, and related drugs and devices according to statutory authority. The regulation of these products is founded on science and law to ensure their purity, potency, safety, efficacy, and availability. CBER plays a critical role in the manufacture and licensing of influenza vaccine.

4. National Institutes of Health (NIH), National Institute of Allergy and Infectious Diseases

(NIAID) (http://www.niaid.nih.gov/)

The National Institute of Allergy and Infectious Diseases (NIAID), part of the NIH, conducts and supports research aimed at finding better ways to treat and prevent influenza infections. This site includes NIAID fact sheets, brochures and news releases on influenza, as well as links to influenza information maintained by other federal agencies.

5. Animal and Plant Health Inspection Service, Veterinary Services, U.S. Department of Agriculture (http://www.aphis.usda.gov/)

The U.S. Department of Agriculture, Animal and Plant Health Inspection Service (APHIS), Veterinary Services (VS) protects the health, quality, and marketability of our nation's livestock and poultry resources. Within VS, the Emergency Programs staff coordinates efforts to prepare for and respond to outbreaks of exotic animal diseases, including highly pathogenic avian influenza. Surveillance for influenza A viruses in avian species in the U.S. are reported each year by the USDA, APHIS, VS, National Veterinary Services Laboratories in the Proceedings of the U.S. Animal Health Association Annual Meeting (http://www.usaha.org/reports/poult97.html).

6. The USDA Agricultural Research Service (ARS) (http://www.ars.usda.gov/)

The ARS conducts research to develop and transfer solutions to agricultural problems of high national priority and provides information access and dissemination. The ARS' Southeast Poultry Research Laboratory publishes information on avian influenza research and contacts for further information.

7. The Department of Defense Global Emerging Infections Surveillance and Response System (http://www.geis.ha.osd.mil/main2.html).

(DoD-GEIS) was created in response to Presidential Decision Directive NSTC-7. In the directive, former President Clinton recognized the threat posed by emerging infectious diseases to the health of our global community and to our national security. Responsibilities and actions to improve our nation's ability to identify and respond to the threat are assigned too many organizations and agencies, including the DoD.

8. The World Health Organization (http://www.who.org)

The World Health Organization's Influenza Program (http://www.who.org) (http://who.int/emc/diseases/flu/) was created in 1946 as an international centre to collect and distribute information, coordinate laboratory work on influenza, and train laboratory workers. After 50 years, WHO's global surveillance of influenza now maintains 110 National Influenza Centres in 83 countries and four WHO Collaborating Centres for Virus Reference and Research in Atlanta, USA; London, UK; Melbourne, Australia; and Tokyo, Japan.

Section Six
Glossary of Terms

For the purposes of the SEMS/NIMS, the following terms and definitions apply:

Agency: A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

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.

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 multi-jurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decision-making.

Assignments: Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the IAP.

Assistant: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See also Supporting Agency.

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

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

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

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.

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

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.

Common Operating Picture: A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence. Communications Unit: An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.

Cooperating Agency: An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

Coordinate: To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

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.

Dispatch: The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

Division: The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section.

Emergency: Absent a Presidentially proclaimed emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. 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.

Emergency Operations Centers (EOCs): 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.

Emergency Operations Plan: The "steady-state" plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Emergency Public Information: Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

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.

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.

Event: 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.

Federal: Of or pertaining to the Federal Government of the United States of America.

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.

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.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section. (See Division.)

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Incident: 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.

Incident Action Plan: 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.

Incident Command Post (ICP): The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

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.

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.

Incident Management Team (IMT): The IC and appropriate Command and General Staff personnel assigned to an incident.

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. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Initial Action: The actions taken by those responders first to arrive at an incident site.

Initial Response: Resources initially committed to an incident.

Intelligence Officer: The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

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.

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 af-

fect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Jurisdiction: 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).

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

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. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Logistics: Providing resources and other services to support incident management. Logistics Section: The section responsible for providing facilities, services, and material support for the incident.

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.

Management by Objective: A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing over-arching 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.

Mitigation: 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.

Mobilization: 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.

Multi-agency Coordination Entity: A multi-agency coordination entity functions within a broader multi-agency 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.

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

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.

National Disaster Medical System: 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.

National Incident Management System: A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments; the private-sector, and non-governmental 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 Federal, 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: A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.

Nongovernmental Organization: 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.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

Operations Section: The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

Planning Meeting: A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan (IAP).

Planning Section: Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Preparedness: 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.

Preparedness Organizations: The groups and fora that provide interagency coordination for domestic incident management activities in a non-emergency 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.

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.

Private Sector: Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO). Processes: Systems of operations that incorporate standard-

ized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

Public Information Officer: A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

Publications Management: The publications management subsystem includes materials development, publication control, publication supply, and distribution. The development and distribution of NIMS materials is managed through this subsystem. Consistent documentation is critical to success, because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

Qualification and Certification: This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

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.

Recovery: 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.

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

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.

Resource Management: Efficient incident management requires 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.

Resources 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.

Response: 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.

Safety Officer: 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.

Site Administrator: Administrator or Supervisor in charge.

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.)

Staging Area: Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

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).

Strategic: Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

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

Strategy: The general direction selected to accomplish incident objectives set by the IC.

Supporting Technologies: Any technology that may be used to support the NIMS is included in this subsystem. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications, among various others.

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.

Technical Assistance: Support provided to State, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design and hazardous material assessments).

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. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Threat: An indication of possible violence, harm, or danger.

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

Tribal: Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

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.

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

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.

Unit: The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

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.

Volunteer: 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(c) and 29 CFR 553.101.

Section Seven
Extra Checklists

Checklist	Title	Position
1-A	Superintendent/President	Primary: Alternate:
	During the emergency, the Superintendent/President determines if a PROCLAMATION OF EMERGENCY is warranted. He/she authorizes the official request for assistance or notification to appropriate state and federal agencies and supports the management of emergency forces involved with the response to situations associated with the emergency.	

FOR CONSIDERATION OR ACTION

❏ Keep a detailed log of your activities.

❏ Assess situation; obtain information through INCIDENT COMMANDER.

❏ Proclaim a Proclamation of Emergency when warranted.

❏ Confer as needed with local and state officials.

❏ Activate EMERGENCY PLAN on recommendation of INCIDENT COMMANDER or designee.

❏ Evaluate the need for closure of the college or evacuation. Ensure that the following are notified:

❏ Incident Commander

❏ College Vice Presidents/Deans

❏ Public Information Officer

❏ Review and approve media releases.

❏ Activate Management System.

❏ Inform and brief the Management System on the emergency situation and status as it affects their areas.

❏ Issue any necessary public statements through the PUBLIC INFORMATION OFFICER.

❏ Obtain periodic situation updates from INCIDENT COMMANDER.

❏ Authorize the Incident Commander to announce the end of the Proclamation of Emergency when appropriate.

❏ Child Care Center (Safety, Parent Notification, and Pick-Up)

❏ Special Populations (Disabled, etc...)

<u>Items to Focus On</u>

Campus Condition
• What is the extent of casualties, injuries, and damage? What is the extent of the damage to the surrounding local community?

Campus Closure
• Will the incident require the closing of the campus? How long will the campus be closed? What information will students and employees need?

Recovery Expectations
• When will the academic process resume?

Checklist	Title	Position
1-B	Incident Commander (E.O.C. Director)	Primary: Alternate:
	During the emergency, the Incident Commander implements the opening and staffing of the Emergency Operations Center (E.O.C.), focusing on the highest priorities (life & death) and controlling problems. The Incident Commander initiates intelligence gathering concerning casualties and damage, reviewing the vast amount of information coming in from field units, identifying immediate problems, performing rapid assessment of casualties and damage, prioritizing response teams to incidents. The Incident Commander also provides the Superintendent/President with recommended courses of action.	

PRIMARY RESPONSIBILITIES

❏ Function as the INCIDENT COMMANDER of the EMERGENCY OPERATIONS CENTER.
❏ Conduct an initial situation assessment to determine:
  • Type of emergency
  • Location of emergency
  • Type of structure/vehicles involved
  • Size of area involved
  • Number of additional people required
  • Incident Command Post location
  • Staging Area locations
  • Access routes for emergency vehicles
  • Assistance required (e.g., medical, fire, facilities, environmental safety)
  • Number and type of casualties/injuries

FOR ACTION

❏ Keep a detailed log of your activities.
❏ Implement the plan, activate an E.O.C.
❏ Evaluate the need for a field command post.
❏ Inform the Superintendent/President of the current situation: casualties, damage, nature of the problem, and the location of the E.O.C.

❏ Establish a communication link with the dispatch center.
❏ Set priorities, delegate tasks, and manage the E.O.C.
❏ Assign personnel to staff SEMS/NIMS functions:
  • Operations
  • Planning
  • Logistics
  • Finance
❏ Develop and implement control plans which may include:
  • Perimeter control provisions/Interior patrol provisions
  • Evacuation procedures
  • Liaison with other emergency agencies
  • Traffic control plans
  • Mobilization of on-duty personnel
  • Mutual Aid contingencies

❏ Update the Superintendent/President with current information on the status of the emergency response and the incident.

❏ Request personnel and equipment resources needed for control of the incident.

❏ Provide the PUBLIC INFORMATION OFFICER with information for release to the media.

FIRST PRIORITY TASKS/CONSIDERATIONS

❏ Human resources immediately available.

❏ Immediate fire and medical needs.

❏ Initial damage to the campus and infrastructures.

❏ If evacuation will be needed and set up a plan.

❏ If campus closure is ordered, implement closure procedure.

❏ If emergency alert or warning will be needed.

❏ Child Care Center (Safety, Parent Notification, and Pick-Up).

❏ Special Populations (Disabled, etc...)

CONTINUING PRIORITY TASKS /CONSIDERATIONS

❏ The status of emergency communications.

❏ Need for closure and advise the Superintendent/President.

❏ Request from Coordinators ongoing status reports on their activities and resources.

❏ Evaluate the need and use of field command post.

❏ Request recommended sites for casualty collection point, and coroner operations.

❏ Establish contact with local (city, county) emergency operations centers.

❏ Implement mutual aid plans (Consider Police, Fire, Emergency Medical Services, American Red Cross, Primary/Secondary Schools, Churches, Unified School Districts, and Hospitals).

❏ Determine the impact of the incident beyond the campus; advise the Superintendent/President.

❏ Direct situation analysis (planning) staff to prepare detailed assessment of damages, injuries, and casualties.

ADDITIONAL ITEMS THAT THE INCIDENT COMMANDER SHOULD FOCUS ON:
Continued Operations and Resources

❏ Estimate the duration of the response and develop plans for replacing human and physical resources.

❏ Identify staging areas for incoming resources.

Security and Access Control

❏ Perimeter security needs and resources for night operation.

❏ Will the campus become a reception point for outside victims?

Checklist	Title	Position
1-C	Assistant EOC Director	Primary: Alternate:
	During the emergency, the Assistant EOC Director serves as primary link to the Incident Commander and ensures the emergency organization performs according to established procedures and oversees the operation of emergency plan. In addition, the Assistant EOC Director guides the management of emergency forces involved with the response to situations associated with emergency by establishing operational policies as needed and adjudicating conflicting demands for support.	

FOR ACTION

❏ Keep a detailed log of your activities.

❏ Notify the Incident Commander of the situation and inform him/her of changes and conditions.

❏ Report to E.O.C. as the situation dictates.

❏ Keep a written log of phone messages.

❏ Obtain authorization from Incident Commander to activate Emergency Plan. Consider proclamation of emergency, activation of an E.O.C., evacuation sheltering, and closure.

❏ Direct activation of an E.O.C. if required.

❏ Establish communications with incident command personnel and E.O.C.

❏ Determine if all emergency notifications have been made.

❏ Authorize deviations of procedures for implementing the emergency plan.

❏ If closure is directed, implement the closure procedure.

❏ Authorize emergency messages and dissemination of public education/information to the campus.

❏ Obtain information on the situation and actions taken from the Incident Commander and brief the coordinators.

❏ Establish priorities and adjudicate conflicting demands for support.

❏ When the emergency is over, assist Incident Commander in notifying the emergency organization and, as appropriate, the campus community.

❏ Direct the recovery effort.

Items to Focus On:

Communicating the Problem to the Campus Community
• Members of the campus community need to know the problem is being handled and what they (Students, faculty & staff) should do. When can they help and how can they help.

Closure
• Will the incident require the closing of the campus? How long will the campus be closed? What information will employees whom may be sent home need? When will the academic process resume?

Documentation
• Remind Emergency Coordinators concerning documentation of their activities for recovery records.

Campus Condition
• What is the extent of casualties, injuries, and damage? What is the extent of the damage to the surrounding local community? Will the campus be called upon to be a reception area for off campus victims?

Checklist	Title	Position
1-D	Public Information Officer (PIO)	Primary: Alternate:
	During the emergency, the Public Information Officer will provide the rapid dissemination of accurate instructions and information to the general public and campus community and oversee the establishment of a Media Center to provide information concerning the incident to representatives of the print and electronic media. The PIO establishes a Rumor Control Center as it relates to the situation and responds to inquiries from relatives and friends outside the impacted area concerning the college and students.	

PRIMARY RESPONSIBILITIES

❏ Release emergency instructions/information to faculty, staff and students about the emergency and what steps individuals should take.

❏ Release emergency instructions/information to the college and electronic print media.

❏ Produce news releases to media and campus community on a regular basis (i.e. Hourly).

FOR ACTION

❏ Keep a detailed log of your activities.

❏ Open Media Center.

❏ Ensure that all information is clear, concise, confirmed, and approved by appropriate authority before release to the media or public.

❏ Do not release unconfirmed information or speculate on the extent of the emergency, despite repeated urging by reporters to do so.

❏ Gather information on the emergency situation and response actions.

❏ Assign a Public Information Representative, if appropriate, to:

❏ Establish Media Control Point near incident site.

❏ Keep Emergency Operations Center (EOC) Staff informed of the media situation at the incident site.

❏ Establish and release a "media only" telephone number(s).

❏ Post press releases on College Web Site.

❏ Monitor published and broadcast Emergency Alert System (EAS) for accuracy. Correct serious misinformation whenever possible.

❏ Maintain Emergency Alert System (EAS) status boards and maps. Post hard copy of news releases.

❏ Attend periodic EOC briefings and policy meetings.

❏ Consider additional methods for distributing emergency instructions as required.

PRIORITY TASKS FOR CONSIDERATION

❏ Schedule media briefings/press conferences and tours as conditions permit.

❏ Arrange for media access to the incident site when appropriate.

❏ Establish a center for rumor control.

ADDITIONAL ITEMS THAT THE PUBLIC INFORMATION OFFICER SHOULD FOCUS ON:

Communicating the Problem to the Campus Community

❏ Members of the campus community need to know the problem is being handled and what they (Students faculty & staff) should do. When can they help and how can they help?

Closure

❏ Will the incident require the closing of the campus? What is the best process to communicate this information?

Checklist	Title	Position
1-E	Liaison Officer	Primary: Alternate:
	During the emergency, the Liaison Officer functions as the campus point of contact for instructions and assistance to outside responding agencies.	

PRIMARY RESPONSIBILITIES
❏ Provide a point of contact for assisting mutual aid agency representatives.
❏ Provide information and maintain a liaison with other public and private agencies.

FOR ACTION
❏ Keep a detailed log of your activities.
❏ Report to the Emergency Operations Center (EOC).
❏ Talk to the INCIDENT COMMANDER to determine:
   • The extent and nature of the emergency.
   • Are outside agencies responding; i.e. fire services, medical?
   • What location will be used for receiving and staging responding agencies?
   • What will be the communication and coordination frequency used?
   • Will mutual aid be requested?
❏ Notify the responding outside agencies where to check in and the staging location.
❏ Identify agency representatives from each agency including the Communications link and their location.
❏ Monitor the incident operations to identify what might be potential inter-organizational problems.
❏ Provide the INCIDENT COMMANDER with status reports concerning the arrival times of responding agencies, number of personnel responding, and the type of resources expected.
❏ Provide information to other Section officers on the number and type of resources coming to the campus to assist with the emergency.

ADDITIONAL ITEMS THAT THE LIAISON OFFICER SHOULD FOCUS ON:
Outside Agency Issues
❏ Responding agencies have protocols that are specific to their agency and communication must be established and maintained to ensure that efforts are not going at cross-purposes.

Extended Operations
❏ Some incidents could extend for several hours or days. The LIAISON OFFICER must determine the continued availability of the resources and arrange for long-term stays.

Deployment and Release
❏ It is important that the LIAISON OFFICER closely monitor the use and release of outside resources. Outside agencies are not familiar with the campus and should be either thoroughly briefed or assisted by a member of the campus.

Checklist	Title	Position
1-F	Safety Officer/OSHA (Occupational Safety & Health Administration)	Primary: Alternate:
	During the emergency, the Safety Officer monitors and assesses hazardous and unsafe situations and develops measures for assuring personnel safety.	

Activation of the position is at the option of the Incident Commander unless it is a hazardous materials incident. OSHA mandates the Safety Officer position for all hazardous materials incidents. For other incidents, the Safety Officer has the authority to stop all unsafe activity deemed to be outside the scope of the incident action plan.

FOR ACTION

❏ Keep a detailed log of your activities.

❏ Report to the Emergency Operations Center (EOC).

❏ Talk to the INCIDENT COMMANDER to determine the extent and nature of the emergency operation.

❏ Monitor and assess hazardous and unsafe situations and develop measures for assuring personnel safety.

Checklist	Title	Position
2-A	Operations Coordinator	Primary: Alternate:
	The OPERATIONS COORDINATOR initiates intelligence gathering concerning casualties and damage, identifies immediate problems, focuses on the highest priorities (life & death), and controls problems. Based on information obtained and resources available, the OPERATIONS COORDINATOR will establish appropriate branches to deal with the emergency.	

PRIMARY RESPONSIBILITIES
❏ Assumes operational command of the response.
❏ Manages the OPERATIONS Section of the Emergency Operations Center (E.O.C), including the following response teams:
- LAW ENFORCEMENT
- COMMUNICATIONS DISPATCHER
- SEARCH & RESCUE
- MEDICAL
- HEALTH & SAFETY
- BUILDINGS & UTILITIES

❏ Keeps the INCIDENT COMMANDER informed of response team activities.
❏ Evaluates operational information and determines priorities.
❏ Deploys teams to address problems.

SUPPORT RESPONSIBILITIES
❏ Recommends mutual aid needs and resources.
❏ Provides information to the SITUATION STATUS representative.

FOR IMMEDIATE ACTION
❏ Keep a detailed log of your activities.
❏ Report to the EOC for briefing, then organize and activate the OPERATIONS Section.
❏ Establish a journal/log for recording activities.
❏ Establish a communication link with the communications dispatcher.
❏ Evaluate operational needs and response based on:
- The type of emergency.
- Location of emergency and types of facilities involved.
- Size of area involved (limited area or campus wide).
- Assistance required (e.g., Medical, Fire, Facilities & Environmental Health and Safety).
- Number and type of casualties/injuries.
- Access routes for emergency vehicles.
❏ In coordination with the INCIDENT COMMANDER and the PLANNING Coordinator, develop a tactical plan.

FIRST PRIORITY/CONSIDERATION
❏ Number one priority is LIFE & SAFETY. Determine if the following branches need to be activated:
- MEDICAL for emergency triage or first aid.
- SEARCH & RESCUE to find and rescue injured and trapped students and staff.
- LAW ENFORCEMENT to evacuate people away from a danger zone.
- HEALTH & SAFETY to assist with control and containment of a hazardous material.
❏ Authorize immediate actions according to safety and emergency operation procedures including on-site treatment of the injured, occupancy status of the buildings, and procedures for relocating students, employees, and visitors away from dangers and hazards.

STAFFING ACTIONS
❏ Determine what staff resources are immediately available and make requests for appropriate personnel and equipment resources needed for control of the incident.

❏ Make requests to LOGISTICS for resources, which are needed or will be needed soon. Determine if public agency mutual aid is required for any operations on campus. Upon concurrence with the INCIDENT COMMANDER determine if outside assistance will be responding; establish procedures and staffing for the incoming assistance. INCIDENT COMMANDER determine if outside assistance will be responding; establish procedures and staffing for the incoming assistance.

MEDICAL ACTIONS

❏ Direct the establishment of the Medical Staging and Treatment Area. Ensure that supplies are available. Establish and implement procedures and priorities for Medical Treatment First Aid, etc. Verify that emergency transportation has been called for severe cases; transport to the closest emergency facility.

ACCESS CONTROL ACTIONS

❏ Direct staff to cordon off unsafe areas, secure facilities, and control access where there is damage. Have utilities shut down, if presenting a possible hazard.

❏ Ensure traffic control is established to provide access for emergency vehicles.

❏ Direct the establishment and control of on-campus evacuation reception areas.

❏ Deal with requests to re-enter buildings, coordinate with the INCIDENT COMMANDER.

PLANNING & SITUATION STATUS ACTIONS

❏ Coordinate with DAMAGE ASSESSMENT regarding safety and initial damage inspections, support damage assessment with BUILDING and UTILITY Teams, as required. Following DAMAGE ASSESSMENT, continue to have SECURITY inspect and ensure people are kept out of damaged and/or dangerous areas.

❏ Coordinate with PLANNING and INTELLIGENCE and DAMAGE ASSESSMENT to identity priorities for further inspections, repairs, service restoration, and facility restoration. Forward information to SITUATION STATUS and others in the EOC. Keep the INCIDENT COMMANDER informed of events and actions. Work closely with SITUATION STATUS to keep track of site operations.

RESOURCE LOGISTICS ACTIONS

❏ Request site food/water and other personnel support for response teams from the LOGISTICS Coordinator. Request arrangements for a secure site away from public access (THE EOC IS NOT A SHELTER OPERATION).

❏ Plan for on-going operations if damage is severe or field activities appear to be extensive. Coordinate with LOGISTICS, PLANNING and the INCIDENT COMMANDER to plan for extended operations, especially during non-business hours.

RECOVERY ACTIONS

❏ Coordinate and direct the clean up, salvage, and repair efforts for all facilities.

❏ Provide lists of personnel on duty and any preliminary information on personnel matters or claims to HUMAN RESOURCES.

❏ Provide information and recommendations to PLANNING for the After-Action Report.

❏ Support the OES/FEMA DOCUMENTATION files with photographs and source documents; time records, field notes, etc.

ADDITIONAL ITEMS THAT THE OPERATIONS OFFICER SHOULD FOCUS ON

Continued Operations and Resources
• Estimate the duration of the response and develop plans for replacing human and physical resources.

Extended Operations
• Some incidents could extend for several hours or days.

Security and Access Control

- Perimeter security needs and resources for night operation.
- Will the campus become a reception point for outside victims?

Checklist	Title	Position
2-B	Law Enforcement	Primary: Alternate:
	LAW ENFORCEMENT will provide assistance with first priority (life threatening) tasks: warnings, immediate evacuation of hazardous areas, etc... In addition, LAW ENFORCEMENT will provide for traffic control, access containment, and property protection.	

PRIMARY RESPONSIBILITIES
❏ Provide a rapid warning to the campus community of hazards or dangers.
❏ Assist with clearing and closing buildings following an earthquake.
❏ Evacuate people from potential or existing danger.
❏ Close off areas and controlling access (limited or no access).
❏ Traffic control.
❏ Protect property.

FOR ACTION
❏ Report to the staging area at the Emergency Operations Center (EOC). Contact the OPERATIONS COORDINATOR with the list of team members and obtain equipment and assignments.
❏ Determine the number of personnel available to respond.
❏ Keep the OPERATIONS COORDINATOR briefed.
❏ Develop an Action Plan for your assignment.
❏ Advise SITUATION STATUS of the LAW ENFORCEMENT mission and assignment.

IF ASSIGNED TO WARN THE CAMPUS OF A DANGER

❏ Determine who needs to be warned.
❏ Clarify the message that will be given out. If the message deals with evacuation from an area, BE SPECIFIC WHERE YOU WANT PEOPLE TO GO.
❏ Determine the method for giving the warning, (In person, by going to specific locations, etc.).

IF ASSIGNED TO CLEAR & CLOSE BUILDINGS FOLLOWING AN EARTHQUAKE

❏ Make sure the plan identifies all building(s) to be searched and closed.
❏ Obtain safety instructions for damaged buildings (How to recognize hazards, conditions that would prevent entering a damaged building, protective clothing, etc.).
❏ Establish a procedure for clearing injured persons from the building.
❏ Provide each team with materials to post "Building Closed" signs.

IF ASSIGNED TO EVACUATE AN AREA OR THE CAMPUS

❏ Plan should include:
❏ Assembly areas and safe exit routes.
❏ Traffic control devices, barricades, and signs.

❏ Accommodations for relocating the physically impaired.

❏ Review the CLOSURE PLAN.

❏ Determine if special transportation is needed.

❏ Assign staff to the reception area.

IF ASSIGNED TO SEARCH OR ASSIST PERSONS INJURED OR TRAPPED.

❏ Obtain safety instructions for damaged buildings (How to recognize hazards, conditions that would prevent entering a damaged building, protective clothing, etc.).

❏ Search assigned areas, according to the established pattern.

❏ Check each building ensuring complete evacuation. Make a note of unsafe conditions and areas.

❏ Remove any trapped or injured persons, according to established procedures. Assist the injured to the FIRST AID CENTER. Send for help if the person cannot be safely moved.

NOTE: If there is structural damage to the building or severe hazard (electrical, fire, hazardous materials, etc.) to personnel, advise the Operations Coordinator before proceeding. You may need to call the Fire Department and other experts to successfully rescue a victim without further harm to yourself and/or the victim. This is especially important for earthquake damaged buildings which may fully collapse during aftershocks.

IF ASSIGNED TO CLOSE OFF AREAS AND/OR CONTROL ACCESS

❏ Determine the type of control of persons and vehicles into and out of the area.

• NO ACCESS
All people will be prohibited from entering the closed area. Authorized personnel, i.e., campus, local, state, or federal personnel performing emergency work will be permitted entry. Media representatives will be allowed access to non-crime scene areas on a controlled basis by the Public Information Officer.

• LIMITED ACCESS
Allow persons into closed area according to criteria established by Incident Commander. Persons entering must abide by the policies established in order to gain entry.

❏ Direct the placement of barricades, traffic control devices, and signs.

❏ Establish an entry system.

❏ Establish and staff control points.

❏ Determine the pass system for entry and exit for the area secured.

Security Alert and Warning

RESPONSE - ALL HAZARDS

One aspect of emergency management is the process of issuing an effective warning of danger or hazard to the community. Depending upon the nature of the emergency, there may be time to plan

and organize or it may only permit a spontaneous reaction. Alert & Warning is a function of the Emergency Management Operation that deals with the process of notifying the campus community of impending or existing hazards.

OBJECTIVES
The overall objectives of Alert and Warning are:

- Providing a process where the community is advised of potential or existing hazards.
- Protecting lives by issuing alerts that will reduce the potential of risk.
- Providing a rapid notification on short notice to the community.

CONCEPT OF OPERATION
During an emergency the Alert and Warning will be coordinated by Management and carried out by Operations. Performance of this function shall be in accordance with established procedures and will involve two distinct modes:

Mode 1 - During the first few hours of the emergency, operations staff will provide rapid warnings to people in the area with the greatest risk.

Mode 2 - Once the immediate threat of the emergency has been contained; the alert and warning will involve planned information concerning evacuation and closure of areas.

GENERAL PROCEDURES
Short Notice Warnings
This process usually does not allow time to develop specific plans and the objective will be to quickly warn personnel to move from a high-risk area to a low risk assembly area. Methods for this process will generally involve one or all of the following:

- Staff with portable public address systems walking through the area.
- Telephone calls, if the system is operational and time permits.

Advance Notice Warnings
When time permits, other appropriate methods may be used to get the message disseminated to the public.

Law Enforcement Field Command Post

RESPONSE - ALL HAZARDS
A Field Command Post (FCP) is a designated, secure area, where those responsible for the incident direction and control can function. Key considerations include security, access and a staging area of all necessary command personnel, regardless of what agency they each represent. The department may establish a FCP for a variety of daily routine operations. This concept is not restricted only to major disasters.

CONCEPT OF OPERATION

The Incident Commander shall evaluate the need for establishing a field command post based on the criteria listed below for an unusual occurrence or major incident:

- Will direction and command be improved by establishing a secure area close to the incident in progress?
- Will other agencies both on and off campus be responding and participating? If the answer to either or both of the above questions is yes, then a FCP should be established during an emergency. Performance of this function shall be in accordance with established procedures and will involve two distinct modes:

Mode 1 - At the beginning of the emergency, the Incident Commander will be involved with determining the location of the Field Command Post, purpose of the FCP, communications, staffing and equipment.

Mode 2 - Once the Field Command Post has been established, the Incident Commander will evaluate continued operations, replenishing staff & resources, access control, security, and long range operations.

COMMAND POST SITE SELECTION FACTORS

Often the rapid pace of the incident will limit your choices. Select your location with the considerations listed below.

Usefulness

Selection of a site, which will provide you with most of the basic necessities, such as, restrooms, telephones, water and power.

- The first preference for a FCP site would be a building, which would have one or all of the following: telephone, Local Area Network (LAN), rest rooms, back-up electricity, and a parking lot. You will have to make arrangements for basic needs if the event is extended over a longer period of time.

NOTE: When you make a site choice it should be made with plans to remain there until the duration of the incident. Relocating during the incident creates numerous problems. Plan wisely.

Accessible

An important factor of site selection is the FCP's accessibility by responding personnel.

- The responding personnel, especially outside agencies, should be easily directed to the location. Do not pick an obscure location.
- The Communications Dispatcher should advise responding agencies with the FCP location and the best route.
- There should be sufficient area for vehicle parking and staging of personnel and equipment. Consider how heavy equipment would get in, if needed.
- Consideration should be given for establishing a helipad.

Safety

The third factor of site selection is safety. The location should be defensible from hostile action or impending hazards.

- The site during HAZMAT incidents should be at least 2,000 feet from the incident and NOT down wind.
- The site should have the ability to provide access control.

Security Access Control

RESPONSE - ALL HAZARDS

During an extraordinary emergency, particularly following a major disaster or technological incident, it may be necessary to control the movement of persons and vehicles into and out of an area. Access control may be necessary at a vital facility, an area around an incident, or the entire campus.

CONCEPT OF OPERATION

During an emergency the access control function is the responsibility of Facilities with the assistance of Security. Performance of this function shall be in accordance with established procedures and will involve two distinct modes:

Mode 1 - During the first few hours of the emergency, Campus Police along with Facilities staff and college resources will be used to quickly limit the access to high hazard areas or specific emergency operations.

Mode 2 - Once the immediate threat of the emergency has been stabilized, the access control operations will shift toward control and protection of specific areas, such as building(s), casualty collection sites, resource staging areas, etc. or the campus in general. An emergency could justify the need to close all or part of the campus for a short period of time or up to several days or weeks, depending on the emergency and its severity.

First:

- Determine what places on campus will need to be closed off.
- Determine what type of area or facility will be controlled.
- Determine how large the area to be controlled is.
- Determine if the closure will involve vehicles and/or pedestrians.
- Determine if people need to be evacuated out of the controlled area first.
- Coordinate with Management.

If the area is a vital facility, THEN:

- Determine how many people will be needed.
- Determine if the incident requires protection and access control.
- Determine if the personnel need to be armed.
- Determine who may get access and what types of controls will allow entry.

If the area is an incident or emergency operations scene THEN:

- Determine the size of the area to be controlled and how many people will be needed.
- Determine if both vehicles and pedestrians are to be controlled.

- Determine equipment needs: radios, flares, reflective vests, lights, etc.
- Assign a person to provide breaks and replace equipment.
- Check access control needs for all pedestrian walkways through the area.
- Contact Resource and Logistics for staff, barricades, and signs.
- Arrange for transportation to move staff and equipment.
- Coordinate with Management for handling media requests to enter the area.
- Determine who and what may enter the area and advise control point staff.
- Determine where the Media will check in and assemble.
- Advise the EOC when the control measures are in place.
- Confirm with the EOC the policy and procedure for unauthorized entry.
- At street control points, make provisions for emergency vehicles to enter and exit.

If the entire campus is to be closed, THEN:
- Follow the campus closure procedures.

Additional Considerations
- Weather conditions.
- Night operations.
- Wind direction change during hazardous material operations.
- Develop contingency plans for reducing or expanding the perimeter.
- Using outside security personnel or volunteers.
- What special equipment may be needed?
- Personnel to direct and staff control points.
- Signs to control or restrict traffic.
- Radios to communicate to personnel within and outside the secured area.
- Establish additional control points.
- Additional street markers indicating closure of the area.
- Markers on the surface streets leading to the secured area.
- Officer patrols within and outside the secured area.
- Establish a pass system for entry and exit for the secured area.
- Handle Security duties within and outside secured area.
- Direct the placement of barricades and traffic control devices.
- Initiate the entry system.

Access Policy
The criteria for allowing entry into a closed area will be established by the Incident Commander for an incident. The basic options are either of the following:

NO ACCESS:
All people will be prohibited from entering the closed area. Authorized personnel, i.e., campus, local, state, or federal personnel performing emergency work as necessary will be permitted entry. Media representatives will be allowed access to non-crime scene areas on a controlled basis by the Public Information Officer.

LIMITED ACCESS:
Allow persons into closed area according to criteria established by the Incident Commander. Persons entering must abide by the policies established in order to gain entry.

Volunteers

After the initial stages of the incident, people may begin to arrive volunteering their help. Listed below are some of the uses of volunteers:

- Traffic direction and information posts.
- Assist with loading and distributing signs and barricades.
- Information runners in the event of non-operational communications.

Checklist	Title	Position
2-C	Communications Dispatcher	Primary: Alternate:
	The COMMUNICATIONS DISPATCHER implements and operates a communications network, handles radio traffic, and makes priority notifications.	

PRIMARY RESPONSIBILITIES
❏ Serve as the central point for receiving and sending communications.
❏ Assist with staff recall.
❏ Assesses communication capabilities and makes recommendations.
❏ Assign and distribute department communications equipment.
❏ Provide the Emergency Operations Center (EOC) with communications, including runners, and establishes communication links with other agencies.

SUPPORT RESPONSIBILITIES
❏ Assists the campus with communications.

FOR ACTION
❏ Keep a detailed log of your activities.
❏ Immediately assess the communications capabilities (telephone, radio, computer networks, etc.) and set up the emergency communications system.
❏ Initiate priority notifications:
  • INCIDENT COMMANDER.
  • Key emergency managers and administrators.
  • Additional Security staff.
❏ Establish a priority communication network with any FIELD COMMAND POST that has been established.
❏ Develop an Action Plan for operation of the COMMUNICATION CENTER. The plan should have contingencies for:
  • Separating radio operations and telephone operations.
  • Maintaining status boards of staging areas, medical operations, and evacuation assembly sites.
  • Tracking the use of radio equipment.
  • Long-term operations.
❏ Receive and forward to the LOGISTICS Officer information such as notifications, warnings, and other communications.

❏ Assist with staff recall, as needed.
❏ When advised, establish and maintain communications with other agencies, as appropriate, beginning with the Operational Area EOC (county).
❏ Assign and distribute communications equipment, as available.
❏ Assist departments and organizations with communications, as possible.
❏ Provide information and recommendations to the PLANNING COORDINATOR for the After Action Report.

ADDITIONAL ITEMS THAT THE DISPATCHER SHOULD FOCUS ON CONTINUED

OPERATIONS AND RESOURCES
• Estimate the duration of the response and develop plans for replacing human and physical resources.

Checklist	Title	Position
2-D	Search and Rescue	Primary: Alternate:
	SEARCH & RESCUE coordinates locating endangered, trapped, disabled and/or isolated persons; gains access to persons in need of assistance or rescue according to the established rescue plans; assists the injured to the First Aid Center or sends for help if the person cannot be safely moved.	

PRIMARY RESPONSIBILITIES
❏ Search the campus.
❏ Assists and rescues victims.
❏ Evacuates and removes persons trapped or injured.

SUPPORT RESPONSIBILITIES
❏ DAMAGE ASSESSMENT – collect and report information concerning damaged facilities searched.

FOR ACTION
❏ Keep a detailed log of your activities.
❏ Report to the staging area at the Emergency Operations Center (E.O.C). Make contact with the OPERATIONS COORDINATOR with a list of team members and obtain equipment and assignments.
❏ Determine the number of personnel available to respond.
❏ Keep the OPERATIONS COORDINATOR briefed.
❏ Develop an Action Plan for SEARCH & RESCUE operations. The plan should have contingencies for:
  • Safety instruction for emergency team members.
  • Protective equipment and clothing.
  • Identifying structural damage to buildings or severe hazards that would require specialized equipment and personnel to successfully rescue a victim without further harm to team members and/or the victim.
  • Implementing SEARCH & RESCUE mutual aid plans.
❏ Report the results of assignment operations to the SITUATION STATUS OFFICER under the PLANNING Section (deaths, injuries, etc.).

ADDITIONAL ITEMS THAT SEARCH & RESCUE SHOULD FOCUS ON:

Outside Agency Issues
  • Responding agencies have protocols that are specific to their agency and communication must be established and maintained to ensure that efforts do not conflict.

Extended Operations
  • Some incidents could extend for several hours or days; SEARCH & RESCUE must determine continued availability of staff and resources and arrange for replacements.

Deployment and Release
  • It is important that SEARCH & RESCUE closely monitor the use and release of outside resources. Outside agencies are not familiar with the campus and should be either thoroughly briefed or assisted by a member of the campus.

Search & Rescue Support

SUPPORTING ORGANIZATIONS AND RESPONSIBILITIES

- Fire Department has overall responsibility for rescue operations.
- Facilities will assist with heavy equipment, trucks, forklifts, and personnel.
- Technical faculty and staff, when available, will provide expert advice on buildings and structures.
- Fire Departments will be requested for large and specialized rescue operations.

Checklist	Title	Position
2-E	Medical	Primary: Alternate:
	MEDICAL establishes a safe site for medical treatment, activates and staffs a First Aid Center, provides first aid to injured victims, arranges and coordinates hospital transportation, and establishes a temporary morgue, if necessary.	

PRIMARY RESPONSIBILITIES
❏ Coordinate with damage assessment to determine location of a safe building for the First Aid Center.
❏ Activate and staff a First Aid Center.
❏ Provide first aid to injured persons.
❏ Arrange for and coordinate hospital transportation.
❏ Establish a temporary morgue, if necessary.

SUPPORT RESPONSIBILITIES
❏ Rescue operations.

FOR ACTION
❏ Keep a detailed log of your activities.
❏ Report to the staging area at the Emergency Operations Center (EOC). Make contact with the OPERATIONS COORDINATOR with a list of team members and obtain equipment and assignments.
❏ Determine the number of personnel available to respond.
❏ Keep the OPERATIONS COORDINATOR briefed.
❏ Develop an Action Plan for MEDICAL operations. The plan should have contingencies for:

1. An emergency FIRST AID STATION for the campus community and emergency workers.
2. Transporting the critically injured to medical facilities.
3. Set up a triage operation at specific location for mass injuries.
4. Implementing the medical mutual aid.
5. Implementing a coroner operation and a temporary morgue.

❏ Report the results of assignment operations to SITUATION STATUS under the PLANNING Section (deaths, injuries, etc.).

ADDITIONAL ITEMS THAT MEDICAL SHOULD FOCUS ON:

Outside Agency Issues
• Responding medical agencies have protocols that are specific to their agency and communication must be established and maintained to ensure that efforts do not conflict.

Extended Operations
• Some incidents could extend for several hours or days. MEDICAL must determine continued availability of staff and resources and arrange for replacements.

Medical Support Operations

RESPONSE - ALL HAZARDS

- Request that field teams report persons needing medical assistance.
- Determine number and location of persons requiring medical attention.
- Report information to the EOC.
- Request assistance with incoming ambulance and medical personnel.
- Assign staff until county responders arrive.
- Request MEDICAL staff be sent to the site or transport victims to nearest Triage Center.
- Provide assistance to the EOC in accordance with the County Medical Casualty Incident Procedures.
- Obtain and record information on identify of victims and destination of transported casualties.

_____

If county medical units cannot respond sufficiently under extreme emergency situation, consider the following actions as appropriate.

_____

- Establish contact with the EOC and determine condition of the local hospitals.
- Request the EOC contact outside public and private medical organizations to determine the availability of personnel and services.
- Contact the EOC and determine which facilities will be used to support the MEDICAL operation.
- Mobilize and brief volunteer medical personnel. Allocate staff to the following locations or activities as required.

  - Casualty Collection Point.
  - Triage Center.
  - Transport of injured.

  - Staging location of medical support.
  - Location of temporary morgue.

- Assign volunteer medical staff to medical care sites.
- Ensure that briefings for staff and volunteers include:

  - Triage.
  - Arrest of significant bleeding.
  - Use of intravenous solution.
  - Pain relief.

  - Tagging injured.
  - Patient tracking.
  - Identification and handling of facilities.

- Ensure that injured requiring supplemental treatment are taken to the Casualty Collection Point site.
- Determine the following support needs and request from the EOC:

  - Medical supplies.
  - Portable generators.
  - Communications radio.

  - Transportation for victims to other medical facilities.
  - Food and water.

- Conduct a periodic poll of injured and casualties to determine additional support requirements.

Medical Support - Emergency Triage Procedures

During disaster situations that produce mass casualties and tax or overwhelm available campus medical resources, it may be necessary to use unusual techniques to provide the most effective aid. Under such conditions, the rule of "the greatest good for the greatest number" will be the guiding principle.

The emergency medical-care triage procedure initiated at campus disaster sites and disaster medical care facilities should be in accordance with the following guidelines:

Priority I - Immediate transport. First priority casualties are those that have life threatening injuries that are readily correctable. For purposes of priority for transport to a hospital, a second sorting or review may be necessary so only those "transportable" cases are taken first. Some may require extensive stabilization at the scene before transport.

Priority II - Delayed transport of casualties are all those whose therapy may be delayed without significant threat to life or limb and those for whom extensive or highly sophisticated procedures are necessary to sustain life.

Casualties requiring minimal care will not be tagged or registered. They will not be given professional level care and will not be admitted to hospitals. They will be sent from the incident scene in order to reduce confusion unless they are needed to assist as litter bearers or first aid staff.

The dead will be identified by an "X" on the forehead or covered with marked material. Professional opinion will be sought where needed. They will be completely covered with a sheet, blanket or other available opaque material. They should be moved out of the immediate casualty sorting area by the Coroner team as soon as practicable.

Panic-stricken or psychologically disturbed persons, who might interfere with casualty handling, should be isolated from the incident scene as soon as possible.

Medical Support - Multiple Casualty Incident Plan

Emergency Medical Services (EMS) are normally provided to the campus through an EMS system administered by the county. The EMS system has detailed procedures for responding to multiple casualty incidents. Multiple casualty incidents may occur on campus as a result of events such as fire, explosion, vehicle accident, or hazardous materials release. If an incident occurs on campus, the County Multiple Casualty Incident Operational Procedures will be activated by the EMS system. The COMMUNICATIONS DISPATCHER would contact the local fire department by dialing 911.

In an area wide emergency that results in casualties on campus and delays or reduces the County EMS system's ability to respond, the campus medical response will be managed by the MEDICAL Branch under the OPERATIONS Section.

The response of campus personnel to the incident will be governed by the following guidelines:

- The COMMUNICATIONS DISPATCHER will request an EMS response. Information will be provided on the number of casualties, conditions, and any special hazards.

- LAW ENFORCEMENT will escort ambulances to the site and will assist ambulance personnel in establishing an ambulance staging area.

- LAW ENFORCEMENT personnel responding to the scene will establish a perimeter and, as feasible, initiate rescue and provide first aid to the victims.

- Health Services will be notified and placed on stand by. A campus medical team will respond to the scene if the incident is a major medical emergency or larger incident, or if ambulance response is unduly delayed. Any medical personnel on scene will identify themselves to the Incident Commander or medical supervisor and provide assistance as requested.

Coroner Operation Support

SUPPORTING ORGANIZATIONS AND RESPONSIBILITIES

- Health Services is the primary unit for supporting coroner operations on campus.
- The County Coroner has support responsibility for coroner operations countywide including the campus.

Coroner Operation Support

RESPONSE - ALL HAZARDS

- Determine the impact of the incident and have the EOC contact the County Coroner.
- Make recommendations to the EOC for sites that would be suitable as a temporary morgue.
- Refer all inquiries concerning number of the deceased to the EOC.
- Determine the number of personnel immediately available for assistance.
- Ensure personnel assisting the recovery teams understand the County Coroner policies and procedures.

If the county coroner/medical examiner cannot be contacted under extreme emergencies, consider the following actions as appropriate:

- Designate Fatality Recovery Teams and prioritize assignments.
- Check condition of critical equipment and supplies. Obtain body bags, tags, gloves, masks and other support items.
- Assign staff for the following functions as needed:
- Recovery teams.
- Identification records.
- Morgue.
- Assign a person to handle records and personal effects.
- Establish a communication system between the temporary morgue and EOC.
- Check with OPERATIONS before using or entering a damaged facility. Ensure staff has adequate protective clothing and equipment.
- Coordinate activities with LAW ENFORCEMENT, FIRE, MEDICAL, and SEARCH & RESCUE operations.
- Observe assigned staff carefully for indications of stress.
- Evaluate the need for security of the temporary morgue.
- Advise transportation of the coroner transport needs.

Checklist	Title	Position
2-F	Health and Safety	Primary: Alternate:
	HEALTH & SAFETY quickly identifies hazardous material problems that will or could impact the emergency response, provides warnings, and assists with containment of hazardous materials.	

PRIMARY RESPONSIBILITIES
❏ Identify, control, and contain chemical, biological, and radiological hazards that impact the emergency response.
❏ Provide emergency workers with appropriate safety instructions and protective clothing to safely carry out their mission.
❏ Provide and implement a sanitation plan for emergency operations.

SUPPORT RESPONSIBILITIES
Assist SEARCH & RESCUE and BUILDING & UTILITIES with identifying chemical, biological, and radiological hazards.

FOR ACTION
❏ Keep a detailed log of your activities.
❏ Report to the staging area at the Emergency Operations Center (EOC). Make contact with the OPERATIONS COORDINATOR with a list of team members and to obtain equipment and assignments.
❏ Determine the number of personnel available to respond.
❏ Keep the OPERATIONS COORDINATOR briefed.
❏ Develop an Action Plan for HEALTH & SAFETY operations. The plan should have contingencies for:
❏ Safety instruction for emergency workers.
 • Providing protective equipment and clothing.
 • Providing critical information to fire fighters concerning hazardous materials contained inside buildings.
 • Analyzing building HAZMAT conditions for rescue worked, repair operations, and building inspection.
 • Preparing a sanitation plan.
 • Implementing the HEALTH & SAFETY mutual aid.
❏ Report the results of assignment operations to SITUATION STATUS under the PLANNING Section (deaths, injuries, etc.).

ADDITIONAL ITEMS THAT HEALTH & SAFETY SHOULD FOCUS ON:

Outside Agency Issues
Responding agencies have protocols that are specific to their agency and communication must be established and maintained to ensure that efforts do not conflict.

Checklist	Title	Position
2-G	Building & Utility	Primary: Alternate:
	BUILDING & UTILITY will focus on shutting off and/or the restoring essential utilities reducing further hazards; assisting with closing off areas and streets; and clearing debris from roadways and essential areas for emergency equipment and building inspection.	

PRIMARY RESPONSIBILITIES

❏ Inspect and document damage to facilities, in accordance with DAMAGE ASSESSMENT.

❏ Inspect utility systems and turn off utilities, when necessary.

❏ Assist with closing off areas and streets, debris clearance for emergency equipment, and building inspection.

SUPPORT RESPONSIBILITIES

❏ Assist SEARCH & RESCUE Teams with the securing of utilities and initial inspection for structural integrity.

FOR ACTION

❏ Keep a detailed log of your activities.

❏ Report to the staging area at the Emergency Operations Center (EOC). Make contact with the OPERATIONS COORDINATOR with the list of team members and to obtain equipment and assignments.

❏ Determine the number of personnel available to respond.

❏ Keep the OPERATIONS COORDINATOR briefed.

❏ Develop an Action Plan for BUILDING & UTILITY operations. The plan should have contingencies for:

  • Shutting off gas, power, and broken water lines.
  • Restoring utilities to emergency operations.
  • Providing protective equipment and clothing.
  • Clearing streets and areas for emergency vehicles and equipment.
  • Inspection of buildings.
  • Installing lighting for night operations.
  • Emergency construction to sustain the emergency operation.
  • Implementing construction and engineering mutual aid.

❏ Report the results of assignment operations to SITUATION STATUS under the PLANNING Section (deaths, injuries, etc.).

ADDITIONAL ITEMS THAT BUILDING & UTILITY SHOULD FOCUS ON:

Outside Agency Issues
  • Responding agencies have protocols that are specific to their agency and communication must be established and maintained to ensure that efforts do not conflict.

Extended Operations
  • Some incidents could extend for several hours or days. BUILDING & UTILITY must determine continued availability of these resources and arrange for long term operations.

Building & Utility Branch Support

SUPPORTING ORGANIZATIONS AND RESPONSIBILITIES
- Plant Operations has the overall responsibility for construction and engineering operations on campus.
- Purchasing will procure goods, services, and equipment.
- Fiscal Services arranges for financing and will maintain financial records.
- Structural Engineers should provide expert advice on structural problems.
- Facilities will assist in turning off utilities, repair, and debris clearance.
- Technical Faculty and Staff will provide expert advice as requested.
- Campus Police will provide facility security.

Building & Utility Branch - General Response

RESPONSE - ALL HAZARDS
- Review initial reports on facility damage and recommend action required to the EOC to evacuate severely damaged areas. Report what repairs are necessary to remaining facilities.
- Report:
    - Any damage/hazards and general conditions on campus to the EOC.
    - Roads that are impassable.
    - Alternate routes that are available.
    - Buildings which are safe for usage.
    - Buildings which are unsafe for usage.
    - Parking lots, fields, which can be, used as holding areas for supplies, people, etc.
- Request information regarding damage or debris problems.
- Check for chemical and electrical hazards.
- Report injuries to the EOC.
- Keep Planning Coordinator advised of information reported from field personnel.
- Determine resources required for emergency repair and debris clearance.
    - County of Jurisdiction
    - Local contractors
    - City
    - Other schools/colleges/universities in the area.
- Arrange for contractor assistance through Logistics Coordinator.
- If closure is ordered, implement closure procedures.
- Provide Finance Coordinator with estimated damage/loss costs to facilities, roads, and other property.

EARTHQUAKE - SPECIFIC ACTIONS
- Check key facilities to determine extent of damage and ability to operate.
- Determine capacity and safety of any key roadways.
- Report all unsafe structures and roads.
- Post all hazardous structures.
- Post and close routes as required.
- Establish priorities for repair and debris clearance in conjunction with the EOC.
- Identify major debris problems.
- Determine status of available equipment for repair and for debris removal.

- Determine volunteer worker force needed.
- Identify need for barricades/cones. Procure or fabricate as necessary.
- Develop requisition lists for various equipment and materials needed for repair, temporary facilities, and rebuilding/replacement. Submit this information to Logistics Coordinator.
- Determine fuel requirements for vehicles and equipment, advise Logistics Coordinator.

HAZARDOUS MATERIALS - SPECIFIC ACTIONS

• Provide or construct barricades for hazardous areas on campus in coordination with
  LAW ENFORCEMENT.
• Assist LAW ENFORCEMENT in controlling on campus routes and exits to surrounding communities.

FLOOD -SPECIFIC ACTIONS

Problems may develop over a few hours or a few days. Monitoring of susceptible areas should be initiated whenever torrential rains occur.

- Assign personnel to monitor known flood or rain damage.
- Prepare a plan for sand bagging flooded areas.
- Assign personnel to assist in moving material and equipment from endangered areas to upper floors, as needed.
- Shut down systems in locations where electrical hazards are present.
- Assign personnel to assist Security personnel in barricading flooded areas on campus.

Building & Utility Branch - Utility Emergencies

RESPONSE - ALL HAZARDS

The following action may/will be taken under any major emergency affecting the campus.
- Review initial reports on utility outages and problems and recommend to the command center necessary action required to restore service.
- Report to the EOC any dangerous areas or hazards:
    - Transformer leaks
    - Broken high voltage electrical lines
    - Electrical substation damage
    - Ruptured gas lines
    - Ruptured water lines
    - Ruptured sewage lines
- Post danger signs and barricade as necessary.
- Establish contact with various utilities:
    - Electric Company
    - Gas Company
    - Water and sanitation
- Coordinate telephone utility requirements with telephone services.
- Act as point of contact for information flow between the EOC and utility companies on problems and report progress.
- Schedule all utility repairs as directed by the EOC.

Checklist	Title	Position
3-A	Planning Coordinator	Primary: Alternate:
	During the first few hours of the emergency, the Superintendent/President determines if a PROCLAMATION OF EMERGENCY is warranted and authorizes the official request for assistance or notification to appropriate state and federal agencies. The Planning Coordinator supports the management of emergency forces involved with the response to situations associated with emergency.	

PRIMARY RESPONSIBILITIES
❏ Oversee the management, display, and maintenance of all information about the following:
- Situation status.
- Planning for ongoing operations, developing the action plan.
- Engineering safety.
- Damage inspections.
- Damage assessment.
- Recovery aspects.

❏ Coordinate with the OPERATIONS Section for damage inspection team operations.
❏ Coordinate damage assessment with the OPERATIONS Section and others in the Emergency Operations Center (EOC).
❏ Manage the shutdown and restoration of damaged facilities.
❏ Ensure the survey of all structures and that posting and restricting entrance to campus is completed.

SUPPORT RESPONSIBILITIES
❏ OES/FEMA DOCUMENTATION and program.

FOR ACTION
❏ Keep a detailed log of your activities.
❏ Report to the EOC and manage the PLANNING Section; provide and maintain current and updated information on the emergency situation.
❏ Activate SITUATION STATUS, ensuring the displays are set-up and maintained and the proper reports are made.
❏ Activate DAMAGE ASSESSMENT, assuring that:

- Initial facility inspections are made and that proper reports and assessments are made.
- All damage to the college facilities is fully documented, damage estimates are made, and damaged buildings are posted and secured.

❏ Coordinate with the OPERATIONS Section regarding facility inspections and posting; determine whether follow-up inspections are required.
❏ Advise need for structural engineers or other structural specialists. Coordinate damage assessment with other EOC functions.
•❏ Make plans for ongoing operations to include the expected duration and extent of the response effort and initiation of recovery activities and programs.
❏ Identify immediate repair and construction projects, prioritizing for public and employee safety and assure containment of hazards and unsafe areas and priority use of buildings.
❏ Coordinate with the INCIDENT COMMANDER to begin on projects.

❏ Determine that information is verified for accuracy and consistency before it is recorded or reported.
❏ Assist with the OES/FEMA DOCUMENTATION for disaster assistance programs.
❏ Provide copies of inspection reports and photographs to substantiate damage and estimates.
❏ Collect information from all response staff and prepare the After Action Report for the INCIDENT COMMANDER'S signature.
❏ Assist FISCAL SERVICES with the continuing application process for disaster assistance.

ADDITIONAL ITEMS THAT THE PLANNING COORDINATOR SHOULD FOCUS ON

Campus Condition
• What is the extent of casualties, injuries, and damage? What is the extent of the damage to the surrounding local community?

Campus Closure
• Will the incident require the closing of the campus? How long will the campus be closed? What information will students and employees need?

Recovery Expectations
• When will the academic process resume?

Checklist	Title	Position
3-B	Situation Status	Primary: Alternate:
	Situation Status collects, verifies and processes all information and intelligence. They evaluate and disseminate information throughout the Emergency Operations Center (EOC); maintains the current status of all college buildings, facilities, and operations and posts and maintains status boards and other EOC displays.	

PRIMARY RESPONSIBILITIES
❑ Collect, verify and process all information and intelligence.
❑ Evaluate and disseminate information throughout the EOC. Monitor radio and television for information.
❑ Maintain the current status of all college buildings, facilities, and operations.
❑ Post and maintain status boards and other EOC displays.
❑ Identify inconsistencies and verify information for accuracy.

SUPPORT RESPONSIBILITIES
❑ Assist the PUBLIC INFORMATION OFFICER with information verification, rumor control, and event posting.
❑ Assists the OPERATIONS Officer with keeping track of field operations, staff, numbers and the progress of building inspections.

FOR ACTION
❑ Keep a detailed log of your activities.
❑ Report to the EOC and check in with the PLANNING Coordinator; install and set-up status boards, maps, and other displays.
❑ Collect information from all available sources and post it for easy access and interpretation, keeping the displays current and updated as new information is received.
❑ Quickly collect PRIORITY 1 information necessary to determine operational problems and immediate needs of the victims:
  • Type of emergency (fire, earthquake, etc.).
  • Location of emergency.
  • Types of facilities involved (classrooms, etc.).
  • Size of area involved (limited area or campus wide).
  • Incident Command Post location.
  • Staging Area locations.
  • Access routes for emergency vehicles.
  • Assistance required. (e.g., Medical, Fire, EHS)
  • Number and type of casualties/injuries.

❑ Identify inconsistencies or information that obviously are not correct.
❑ Refer to the appropriate EOC section to verify and clear up any problems.
❑ Refrain from posting information until it is verified.
❑ Maintain the EOC Activity Log.
❑ Record major events, situation reports, major decisions, etc.
❑ Provide copies to the INCIDENT COMMANDER and other EOC staff as needed.
❑ Evaluate information and disseminate it to EOC staff, assisting with periodic briefings.

❏ Provide information to DAMAGE ASSESSMENT for use in compiling damage cost estimates.

❏ Assist the PUBLIC INFORMATION OFFICER by providing and verifying information and assisting with rumor control.

❏ Monitor radio and television broadcasts for information that is of importance to college operations, including:
  • Weather.
  • Transportation routes status.
  • Local sheltering sites.
  • Reports from other college campuses, if affected.
  • Major Activities from the City and County.

❏ Take pictures of status boards at regular intervals as a record keeping measure to track the progress of operations.

❏ Provide information, recommendations, and assistance to the PLANNING Coordinator for the After Action Report.

ADDITIONAL ITEMS THAT THE SITUATION STATUS OFFICER SHOULD FOCUS ON:

Campus Condition
  • What is the extent of casualties, injuries, and damage? What is the extent of the damage to the surrounding local community?

Documentation
  • Remind other Section Officers to document their activities for recovery records.

Checklist	Title	Position
3-C	Damage Assessment	Primary: Alternate:
	Damage Assessment makes initial damage inspections; assesses and documents damage to the buildings and facilities; determines the occupancy status of buildings; posts and secures unsafe buildings; and recommends building emergency repairs.	

PRIMARY RESPONSIBILITIES
❑ Determine a safe locations for Emergency Operations Center (EOC) and a First Aid Center.
❑ Assign teams to make the initial damage inspections, coordinating with the OPERATIONS Section.
❑ Assess and document damage to buildings and facilities.
❑ Determine the occupancy status of buildings then post and secure unsafe buildings.
❑ Recommend building emergency repairs.
❑ Maintain complete records of all damage and losses, by site location.
❑ Assess repair and restoration costs.
❑ Provide contract management for all emergency repair contracts.

SUPPORT RESPONSIBILITIES
❑ Assist the PUBLIC INFORMATION OFFICER with damage assessment information.
❑ Assist the OPERATIONS COORDINATOR with inspections and field operations.
❑ Assist the OES/FEMA application process.

FOR ACTION
❑ Keep a detailed log of your activities.
❑ Report to the Emergency Operations Center (EOC) and check in with the PLANNING Section and set up the Damage Assessment position. Initial building inspections and develop a priority list; also determine if it is safe for the inspectors.
❑ Coordinate with the OPERATIONS Coordinator to assign the BUILDING and UTILITY teams and schedule inspections of the buildings, ensuring they are provided with safety and personal protective equipment.
❑ Receive reports and keep files on damaged buildings.
❑ Forward copies of reports and information to OES/FEMA DOCUMENTATION.
❑ Post and secure damaged buildings and recommend emergency repairs.
❑ Follow the damaged building guidelines. If inspection operations require further inspection, contact the Operational Area EOC to request inspections.
❑ Contact utility and contracted resources as needed for special areas.
❑ Identify and categorize specific locations of damage and amounts of loss, updating as necessary; provide the reports to the INCIDENT COMMANDER, the PLANNING Coordinator and SITUATION STATUS.
❑ Obtain copies of all field inspection reports; establish files by site location; keep and maintain originals of all reports and other documentation of college damage and losses by site location.
❑ Assess repair and restoration costs; provide assessments to the PLANNING Coordinator; update as more information is received.
❑ Provide information, recommendations, and assistance to the PLANNING Coordinator for the After Action Report.
❑ Support FISCAL SERVICES with the OES/FEMA disaster assistance application process.

Checklist	Title	Position
4-A	Logistics Coordinator	Primary: Alternate:
	The Logistics Coordinator provides all resources and support for the response operation, including purchasing and delivery arrangements, including facilities, transportation supplies, equipment maintenance, food/water/shelter and personnel support.	

PRIMARY RESPONSIBILITIES
❏ Provide all resources and support for the response operation, including purchasing and delivery arrangements for:
- • Facilities.
- • Transportation vehicles and supplies.
- • Equipment maintenance.
- • Food/water/shelter supplies and facilities.
- • Communications equipment and personnel.
- • Personnel support.

❏ Arrange emergency service contracts.
❏ Ensure information is maintained regarding the status of all college personnel, members of the public, visitors and contractors on college property. Tracks all emergency expenses.
❏ Manage compensation claims and related matters. Manage the deactivation process.

SUPPORT RESPONSIBILITIES
❏ Support FINANCE with collecting documentation and records.
❏ Support OPERATIONS with identifying mutual aid resources.

FOR ACTION
❏ Keep a detailed log of your activities.
❏ Report to the Emergency Operations Center (EOC) and function as the LOGISTICS Section Head.
❏ Set-up and organize the LOGISTICS Section.
❏ Check with OPERATIONS and PLANNING to identify resources that will be needed.
❏ Arrange for the inventory and distribution of available resources and equipment.
❏ Prepare for the provision of all resources for the operation, including purchasing and delivery arrangements for the following possibilities:
- • Facilities.
- • Transportation vehicles and supplies.
- • Equipment maintenance.
- • Food/water/shelter supplies and facilities.
- • Communications equipment and personnel.
- • Personnel support.

❏ Make all logistical arrangements for purchasing, delivery, payment and site contact of resources.
❏ Contact the Operational Area (City/County) to request mutual aid resources.
❏ Advise the Operational Area (City/County) if any college resources are used for mutual aid.
❏ Support the provision of college facilities for American Red Cross Shelter sites, as directed by the INCIDENT COMMANDER.
❏ Prepare to order resources needed from off-site locations.
❏ Prepare to arrange emergency service contracts, as requested.
❏ Provide resources to the campus, as requested and approved by the INCIDENT COMMANDER.

❏ Ensure that information is maintained regarding the status of all college personnel, members of the public, visitors and contractors on college property; coordinating with the EOC.

❏ Track all emergency expenses, maintaining complete records and using the specified accounting system.

❏ Manage compensation claims and related matters.

❏ Manage the deactivation process, tracking the return of equipment and supplies that are borrowed or leased, the cessation of services when jobs are completed, and shutting down of temporary operations as the emergency subsides.

❏ Assist FINANCE with the collection of documentation and records.

❏ Provide information and recommendations to the PLANNING COORDINATOR for the After Action Report.

ADDITIONAL ITEMS THAT THE LOGISTICS COORDINATOR SHOULD FOCUS ON:

CONTINUED OPERATIONS AND RESOURCES
• Estimate the duration of the response and develop plans for replacing human and physical resources.

SECURITY AND ACCESS CONTROL
• Perimeter security needs for storage and distribution sites and resources for night operations.
• Will the campus become a reception point for outside victims?

Extended Operations
• Some incidents could extend for several hours or days. LOGISTICS must determine continued availability of staff and resources and arrange for replacements.

Checklist	Title	Position
4-B	Supply and Purchasing	Primary: Alternate:
	Supply and Purchasing orders, receives, stores, processes, and allocates emergency supplies and resources. Conducts the supply process to ensure reimbursement. Assists with the deactivation process.	

PRIMARY RESPONSIBILITIES
❏ Order, receive, store, process, and allocate emergency supplies and resources.
❏ Conduct the supply process to ensure reimbursement.
❏ Keep complete and accurate records.

SUPPORT RESPONSIBILITIES
❏ Assist with OES/FEMA DOCUMENTATION.
❏ Assist with the deactivation process.

FOR ACTION
❏ Keep a detailed log of your activities.
❏ Report to the Emergency Operations Center (EOC) and check in with the LOGISTICS COORDI-NATOR and set up the supply and purchasing operation.
❏ Determine the goods, equipment and services needed by the college staff.
❏ Obtain and arrange for delivery and distribution of the needed resources.
❏ Conduct the process according to the applicable guidelines for disaster reimbursement in order to maximize the financial recovery.
❏ Keep complete and accurate records for OES/FEMA DOCUMENTATION: provide them to Finance Coordinator.
❏ Make all logistical arrangements for purchasing, delivery, payment and site contact of resources.
❏ Assist with the deactivation process, tracking the return of equipment and supplies, the reactivation of services, and shut down of temporary services.
❏ Provide information and recommendations to the PLANNING COORDINATOR for the After Action Report.

ADDITIONAL ITEMS THAT THE SUPPLY & PURCHASING OFFICER SHOULD FOCUS ON:

CONTINUED OPERATIONS AND RESOURCES
• Estimate the duration of the response and develop plans for replacing human and physical resources.

SECURITY AND ACCESS CONTROL
• Perimeter security needs for storage and distribution sites and resources for night operations.

Checklist	Title	Position
4-C	Care/Shelter/Transportation	Primary: Alternate:
	Care/Shelter/Transportation provides emergency food and water during the emergency. Provides for the support of the Emergency Operations Center (EOC). Sets up and manages a Rest Station for employees and emergency workers. Arranges for the use of campus transportation vehicles and drivers.	

PRIMARY RESPONSIBILITIES
❏ Provide emergency food and water for the site.
❏ Arrange support for on-site shelter, if needed.
❏ Provide for support for the EOC.
❏ Set up and manage a Rest Station for College employees and emergency workers.
❏ Arrange for the use of College transportation vehicles and drivers.

SUPPORT RESPONSIBILITIES
❏ Assist with OES/FEMA DOCUMENTATION.
❏ Assist with the deactivation process.

FOR ACTION
❏ Keep a detailed log of your activities.
❏ Report to the EOC and check in with the LOGISTICS COORDINATOR.
❏ Determine the needs of the EOC staff and field staff.
❏ Set-up a Rest Area for college workers that is secured from public view and access.
❏ Advise the OPERATIONS COORDINATOR of the Rest Area location and services.
❏ Coordinate with the PLANNING Section to determine the expected duration of the emergency response and need for food and water.
❏ Coordinate with SUPPLY and PURCHASING OFFICER to obtain and arrange for delivery and distribution of the needed resources.
❏ Coordinate with the EOC to determine if there is an anticipated need for temporary shelter to be provided at the site.
❏ Check with the INCIDENT COMMANDER for sheltering requests. Remember that if the American Red Cross selects college for shelter use, they are responsible for all shelter support.
❏ If shelter needs are anticipated, make arrangements for the resources, beginning with contacting the American Red Cross. It is expected these resources will only be needed on a short-term basis, as every effort will be made to remove everyone to more suitable sites.
❏ Take an inventory of the college vehicle resources and fuel supplies.
❏ Be prepared to provide transportation resources as requested. Be sure to include a licensed driver with buses and trucks.
❏ Provide temporary lodging and other support for responding outside agencies and others as requested by the INCIDENT COMMANDER.
❏ Provide information and recommendations to the PLANNING COORDINATOR.

Care and Shelter

The following action may/will be taken under any major emergency affecting the campus.

- Contact Damage Assessment Unit for a rest/break building.

- Determine what numbers of campus community members (students, faculty, and staff) will require emergency care and shelter.

- Determine which designated campus facilities will be needed for emergency care and shelter. Contact the FACILITIES OFFICER for this information.

- Determine status and safety of care and shelter facilities. Contact SITUATION STATUS and FACILITIES for this information.

- Coordinate actions with following campus organizations: Business Services, Fiscal Services, and the Foundation.

- Contact HUMAN RESOURCES for volunteer staff.

- Request assistance from American Red Cross (through the E.O.C) if necessary.

- Activate campus care centers as needed. Activation sequence should be:
    - Have HUMAN RESOURCES alert basic staff (e.g., administrators, building safety coordinators, etc.) and have them recruit additional volunteers.
    - Have FACILITIES arrange building for operations, place signs, etc.
    - Obtain required supplies.
    - Arrange for food service for shelters.
    - Set up Registration & Inquiry desk.

- Use the following as emergency care and shelter planning guidelines when normal water and sanitation are not available:
    - 1 toilet per 40 persons, 40 square feet sleeping space (5'x 8') per person, 1 quart of drinking water (minimum per person, per day).
    - 5 gallons of water per person per day (all uses), 2500 calories per person per day (approx.3 1/2 lb. unprepared food).

- Provide communications, where needed, to link mass care centers to the EOC.

- Request necessary food supplies, equipment and supplies to operate care facilities.

- Coordinate with neighboring jurisdictions for care of students if evacuation is required.

- Evacuate and relocate any mass care facilities, which become endangered by any hazardous conditions.

- Coordinate efforts with American Red Cross, Salvation Army, campus religious centers and other emergency welfare agencies.

- Ensure procedures are in effect to link Registration & Inquiry operations at different care centers with the EOC.

- Develop plans to close down the care centers as the emergency stabilizes or other temporary housing becomes available.

Transportation
The following action may/will be taken under any major emergency affecting the campus.
- Determine status and location of all campus owned vehicles and drivers.

- Determine status of fuel storage pumps and determine if they are operable, if not proceed to make necessary repairs, supply emergency power, etc.

- Determine spare parts inventory and establish repair schedule for damaged vehicles.

- Stage all available vehicles at a designated location.

- Determine probable requirement for vehicle use during the anticipated duration of the emergency.

- When directed by COMMAND, request additional transportation resources as necessary through city, county, or private rental agencies.

- When directed by COMMAND, request through city, county, or private concerns, heavy duty equipment as necessary i.e.: earth movers, forklifts, tractor trailers, cranes, etc.

- Provide equipment operators as needed.

- Dispatch vehicles and equipment as requested the EOC. Ensure the FISCAL SERVICES CO-ORDINATOR is aware of any direct arrangements made with off campus vehicle and/or equipment providers.

Checklist	Title	Position
4-D	Facilities	Primary: Alternate:
	Facilities sets up and maintains College facility needs to support the emergency.	

PRIMARY RESPONSIBILITIES
❏ Assist with finding temporary facilities.
❏ Set up and maintain emergency facilities.

SUPPORT RESPONSIBILITIES
❏ Assist CARE/SHELTER/TRANSPORTATION with establishing temporary campus rest areas and shelter sites as needed.

FOR ACTION
❏ Keep a detailed log of your activities.
❏ Report to the Emergency Operations Center (EOC) and check in with the LOGISTICS COORDI-NATOR.
❏ Provide information and recommendations to the PLANNING COORDINATOR for facilities and locations (playing fields, parking lots) that can be used for emergency operations.
❏ Coordinate with the EOC to determine the facility needs of the campus.
❏ Set up any emergency operations facilities, as requested. These might include:
  • An alternate Emergency Operations Center
  • First Aid station
  • An alternate Communications dispatch center
  • Assembly locations for evacuations
  • Rest areas for emergency workers

❏ Coordinate with BUILDING AND UTILITIES to verify sites are safe for occupancy.
❏ Assists CARE/SHELTER/TRANSPORTATION with establishing temporary campus rest areas and shelter sites as needed. Provide information on available locations.
❏ Provide information and recommendations to the PLANNING COORDINATOR for the After Action Report.

ADDITIONAL ITEMS THAT THE FACILITIES SHOULD FOCUS ON:

SECURITY AND ACCESS CONTROL
  • Perimeter security needs and resources for night operation.
  • Will the campus become a reception point for outside victims?

Extended Operations
  • Some incidents could extend for several hours or days. The FACILITIES must determine continued availability of staff and resources and arrange for replacements.

Checklist	Title	Position
4-E	Human Resources	Primary: Alternate:
	Human Resources determines the status and location of all personnel. Provides information about available staff. Assists in determination of staff recall needs. Receives and process injury reports, compensation claims and other personnel related matters.	

PRIMARY RESPONSIBILITIES
❏ Determine the status and location of all personnel.
❏ Provide information about available staff.
❏ Register and assign all volunteer workers.
❏ Assist in determination of staff recall needs.
❏ Receive and process injury reports, compensation claims and other personnel related matters.
❏ Make family notifications, as needed.

SUPPORT RESPONSIBILITIES
❏ Compile personnel information for OES/FEMA DOCUMENTATION.
❏ Assist OPERATIONS Coordinator with policy decisions regarding extended work hours and duties.

FOR ACTION
❏ Keep a detailed log of your activities.
❏ Report to the Emergency Operations Center (EOC) and check in with the LOGISTICS COORDI-NATOR.
❏ Coordinate with the EOC and other staff to determine the status of all college faculty, staff, and students.
❏ Provide information to the LOGISTICS COORDINATOR about available staff.
❏ Coordinate with EOC staff to determine staffing needs and provide staff as available.
❏ Assist OPERATIONS with determining policy for overtime hours, extended workdays and special duty assignments.
❏ Compile overtime costs and provide, along with other personnel information, for OES/FEMA.

DOCUMENTATION
❏ Receive (from the MEDICAL Team) and keep on file, records of all injuries and casualties. Handle notifications and family messages for employees.
❏ Arrange for the recruitment and orientation of any temporary employees.
❏ Register and maintain records on any volunteers that are used.
❏ Provide information and recommendations to the PLANNING COORDINATOR for the After Action Report.

ADDITIONAL ITEMS THAT THE HUMAN RESOURCE OFFICER SHOULD FOCUS ON:

CONTINUED OPERATIONS AND RESOURCES
• Estimate the duration of the response and develop plans for replacing human and physical resources.

SECURITY AND ACCESS CONTROL
- Perimeter security needs for storage and distribution sites and resources for night operations.

Volunteer Workers Operation

RESPONSE - ALL HAZARDS
The following action may/will be taken under any major emergency affecting the campus.

FIRST PRIORITIES:
- Identify personnel resources on duty and available.
- Determine the number of additional personnel needed and skills required.
- Establish a pool of available personnel.
- Activate community resource plans.
- Provide the INCIDENT COMMANDER with current status of staff.
- Establish a clearinghouse for employee information.
- Maintain employee records for payroll or claims purposes.
- Contact functional coordinators and determine staffing needs.
- Establish a process to register all volunteers and issue ID cards.
- Set up volunteer assignments and schedules.
- Establish schedules for work crews and arrange for relief.

EARTHQUAKE CONSIDERATIONS:
- Coordinate with Situation Status Officer to determine structural status of buildings before assigning volunteer workers.
- Plan for the possibility that prior established routes will be blocked and impassable.
- Coordinate with Medical staff the use of volunteer personnel for rescue of injured.
- Determine specialized equipment and personnel needed.

HAZARDOUS MATERIAL INCIDENT/FIRE CONSIDERATIONS:
- Develop staging area away from the hazard for volunteers.
- Ensure personnel has adequate protective clothing and equipment.
- Ensure the operational area has been evaluated by Health & Safety personnel.

ADDITIONAL CONSIDERATIONS:
- Identification of staff, equipment, and supplies needed for long term operations.
- Special equipment needed for night operations.
- Staging areas and requirements for incoming assistance.

Checklist	Title	Position
5-A	Finance Coordinator	Primary: Alternate:
	The Finance Coordinator sets up the accounting system to be used for the emergency and oversees all accounting and financial aspects of the disaster.	

PRIMARY RESPONSIBILITIES

❏ Function as the head of the FINANCE Section.
❏ Set up the accounting system to be used for the emergency.
❏ Oversee all accounting and financial aspects of the disaster.
❏ Prepare periodic budget reports for the Incident Commander and college files for each major site, for tracking expenses for the OES/FEMA disaster assistance application requirements.

SUPPORT RESPONSIBILITIES

❏ Assist with damage estimates.

FOR ACTION

❏ Keep a detailed log of your activities.
❏ Report to the Emergency Operations Center (EOC), activate and organize the Fiscal Services, activate the Accounting and OES/FEMA Documentation functions.
❏ Establish a journal/log for recording major activities.
❏ Set up the accounting system for the emergency, including labor purchasing contracts and all other accounts.
❏ Oversee all accounting and financial aspects of the disaster.
❏ Prepare periodic budget reports for the Incident Commander, containing estimated damage amounts (coordinated with Damage Assessment) and estimated emergency expenditures (coordinated with Planning and Logistics).
❏ Ensure that OES/FEMA documentation files for each major facility are initiated and expenses tracked by site, in preparation for state and federal disaster assistance eligibility requirements.
❏ Compile the overtime costs and provide other personnel information for OES/FEMA documentation.
❏ Assist the Damage Assessment Officer with the preparation of reports and damage estimates.
❏ Provide information and recommendations to the Planning Coordinator for the After Action report. Continue to follow through with the OES/FEMA disaster assistance application process.

ADDITIONAL ITEMS THAT THE FINANCE COORDINATOR SHOULD FOCUS ON:

Campus Conditions
• What is the extent of casualties, injuries, and damage? What is the extent of the damage to the surrounding local community?

Recovery Expectations
• When will the academic process resume?

Documentation
• Remind Emergency Section Coordinators and Officers concerning documentation of their activities for recovery records.

Checklist	Title	Position
5-B	Accounting	Primary: Alternate:
	Accounting provides accounting documentation of all emergency expenses, audits all expenditures and records, and supports the OES/FEMA Documentation.	

PRIMARY RESPONSIBILITIES
❏ Provide accounting documentation of all emergency expenses.
❏ Audit all expenditures and records.

SUPPORT RESPONSIBILITIES
❏ Support the OES/FEMA DOCUMENTATION.

FOR ACTION
❏ Keep a detailed log of your activities.
❏ Report to the Emergency Operations Center (EOC), to the FINANCE COORDINATOR and set up the Accounting function by computer. If the power is out, use a manual system.
❏ Assign a disaster account code for use in all emergency related transactions, to provide a tracking mechanism for calculating all disaster costs.
❏ Obtain copies of all purchase orders, contracts, labor hour reports and other expense records pertaining to the emergency response.
❏ As soon as possible, provide a disaster cost estimate to the FINANCE COORDINATOR, updating the report as requested.
❏ Set up an accounting file by facility; prepare files to provide detail on additional work force labor, individual invoices for expenses, time records, etc.
❏ Maintain the files throughout the emergency and forward for OES/FEMA DOCUMENTATION. (It is helpful to organize the files as binders, with duplicates prepared for the disaster assistance program application.)
❏ Provide information and recommendations to the PLANNING COORDINATOR Officer for the After Action Report.
❏ Assist with the OES/FEMA disaster assistance application process.

ADDITIONAL ITEMS THAT THE ACCOUNTING UNIT SHOULD FOCUS ON:

Campus Condition
• What is the extent of casualties, injuries, and damage? What is the extent of the damage to the surrounding local community?

Checklist	Title	Position
5-C	OES/FEMA Documentation	Primary: Alternate:
	OES/FEMA Documentation prepares and maintains the OES/FEMA documentation package, maintains the documentation files, and supports the disaster assistance application process.	

PRIMARY RESPONSIBILITIES
❑ Prepare and maintain the OES/FEMA documentation package.
❑ Maintain the documentation files, supporting the disaster assistance application process.

FOR ACTION
❑ Keep a detailed log of your activities.
❑ Report to the Emergency Operations Center (EOC) and the FINANCE COORDINATOR.
❑ Coordinate with the FINANCE COORDINATOR to obtain source documentation for every OES/ FEMA expense area.
❑ Set up and maintain a binder or other system for documentation information.
❑ Make arrangements to attend the briefing with a representative appointed by the FISCAL SERVIC- ES and be prepared to submit a Notice of Interest at that time. Time records, etc.
❑ Make sure you have a valid document on file to substantiate every expense listed in your applica- tion.
❑ Provide information and recommendations to the Planning Coordinator for the After Action report.
❑ Manage the OES/FEMA disaster assistance application process. Keep a duplicate of the binder ready for inspection and review during the application and reimbursement process.

## ADDITIONAL ITEMS THAT THE OES/FEMA DOCUMENTATION UNIT SHOULD FOCUS ON:

Campus Condition
• What is the extent of casualties, injuries, and damage? What is the extent of the damage to the surrounding local community.

Section Eight
ICS Forms

INCIDENT BRIEFING	**1. INCIDENT NAME**	**2. DATE PREPARED**	**3. TIME PREPARED**

4. MAP SKETCH

ICS 201	**PAGE 1**	**8. PREPARED BY (NAME AND POSITION)**

7. SUMMARY OF CURRENT OBJECTIVES AND ACTIONS
CURRENT OBJECTIVES:
CURRENT ACTIONS:

ICS 201	**PAGE 2**	

SEMS/NIMS/ICS
Organizational Chart
Glendale Community College ICS-201

ASSISTANT EOC DIRECTOR _____

SAFETY OFFICER/OSHA _____

SUPERINTENDENT/ PRESIDENT _____

INCIDENT COMMANDER (EOC Director) _____

LIAISON OFFICER _____

PUBLIC INFORMATION OFFICER _____

FINANCE COORDINATOR _____
- **ACCOUNTING** _____
- **OES/FEMA DOCUMENTATION** _____

LOGISTICS COORDINATOR _____
- **SUPPLY & PURCHASING** _____
- **CARE/SHELTER/ TRANSPORTATION** _____
- **FACILITIES** _____
- **HUMAN RESOURCES** _____

PLANNING COORDINATOR _____
- **SITUATION STATUS** _____
- **DAMAGE ASSESSMENT** _____

OPERATIONS COORDINATOR _____
- **MEDICAL** _____
- **HEALTH & SAFETY** _____
- **BUILDING & UTILITY** _____
- **LAW ENFORCEMENT** _____
- **COMMUNICATIONS DISPATCHER** _____
- **SEARCH & RESCUE** _____

5. RESOURCES SUMMARY				
RESOURCES ORDERED	**RESOURCE IDENTIFICATION**	**ETA**	**ON-SCENE** ✓	**LOCATION / ASSIGNMENT**

ICS 201	PAGE 4	

INCIDENT OBJECTIVES	**1. INCIDENT NAME**	**2. DATE PREPARED**	**3. TIME PREPARED**

4. OPERATIONAL PERIOD (DATE / TIME)

5. OVERALL INCIDENT OBJECTIVES:

6. OBJECTIVES FOR THIS OPERATIONAL PERIOD:

7. WEATHER FORECAST FOR OPERATIONAL PERIOD

8. GENERAL / SAFETY MESSAGE

9. ATTACHMENTS (CHECK IF ATTACHED)

☐ **ORGANIZATION LIST (ICS 203)**   ☐ **MEDICAL PLAN (ICS 206)**   ☐

☐ **DIVISION ASSIGNMENT LIST (ICS 204)**   ☐ **INCIDENT MAP**   ☐ **PHONE DIRECTORY**

☐ **COMMUNICATIONS PLAN (ICS 205)**   ☐ **TRAFFIC PLAN**   ☐ _____

ICS 202	**10. PREPARED BY (PLANNING COORDINATOR)**	**11. APPROVED BY (INCIDENT COMMANDER)**

ORGANIZATIONAL ASSIGNMENT LIST	1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED

4. OPERATIONAL PERIOD (DATE/TIME)

5. INCIDENT COMMANDER AND STAFF

POSITION	NAME
INCIDENT COMMANDER	
ASSISTANT EOC DIRECTOR	
SAFETY OFFICER	
PUBLIC INFORMATION OFFICER	
LIAISON OFFICER	
SCRIBE	

6. AGENCY REPRESENTATIVES

AGENCY	NAME

7. PLANNING SECTION

PLANNING COORDINATOR	
SITUATION STATUS	
DAMAGE ASSESSMENT	
SCRIBE	

8. LOGISTICS SECTION

LOGISTICS COORDINATOR	
SUPPLY AND PURCHASING	
CARE/SHELTER/TRANSPORTATION	
FACILITIES	
HUMAN RESOURCES	

9. OPERATIONS SECTION

OPERATIONS COORDINATOR	
LAW ENFORCEMENT	
COMMUNICATIONS DISPATCHER	
SEARCH AND RESCUE	
MEDICAL	
HEALTH AND SAFETY	
BUILDING AND UTILITY	

10. FINANCE SECTION

FINANCE COORDINATOR	
ACCOUNTING	
OES/FEMA DOCUMENTATION	

NOTES:

ICS 203

| 1. BRANCH | 2. DIVISION / GROUP | DIVISION ASSIGNMENT LIST |
| | | ICS 204 |

| 3. INCIDENT NAME | 4. OPERATIONAL PERIOD |
| | |

5. OPERATIONS PERSONNEL

OPERATIONS COORDINATOR

_____

6. RESOURCES ASSIGNED THIS PERIOD

RESOURCE DESIGNATOR	LEADER	NUMBER PERSONS	TRANS. NEEDED	DROP OFF PT. / TIME	PICK UP PT. / TIME

7. CONTROL OPERATIONS

8. SPECIAL INSTRUCTIONS

9. DIVISION / GROUP COMMUNICATIONS SUMMARY

FUNCTION		FREQUENCY	SYSTEM	CHANNEL	FUNCTION		FREQUENCY	SYSTEM	CHANNEL
COMMAND	LOCAL				SUPPORT	LOCAL			
	REPEAT					REPEAT			

PREPARED BY	APPROVED BY (PLANNING COORDINATOR)	DATE	TIME

SEMS/NIMS/ICS
Organizational Chart
Glendale Community College
ICS-207

ASSISTANT EOC DIRECTOR

SAFETY OFFICER/OSHA

SUPERINTENDENT/ PRESIDENT

INCIDENT COMMANDER (EOC Director)

LIAISON OFFICER

PUBLIC INFORMATION OFFICER

FINANCE COORDINATOR

ACCOUNTING

OES/FEMA DOCUMENTATION

LOGISTICS COORDINATOR

SUPPLY & PURCHASING

CARE/SHELTER/ TRANSPORTATION

FACILITIES

HUMAN RESOURCES

PLANNING COORDINATOR

SITUATION STATUS

DAMAGE ASSESSMENT

OPERATIONS COORDINATOR

MEDICAL

HEALTH & SAFETY

BUILDING & UTILITY

LAW ENFORCEMENT

COMMUNICATIONS DISPATCHER

SEARCH & RESCUE

ICS 209

Outlook

Estimated Control	Projected Final Size	Estimated Final Cost	Tomorrow's Forecasted Weather
Date: Time:			Wind Speed: Wind Direction: Temperature: Relative Humidity:

Critical Resource Needs (kind & amount, in priority order):

1.

2.

3.

Actions planned for next operational period:

Projected incident movement/spread during next operational period (leave blank for non-fire incidents):

Major problems and concerns (control problems, social/political/economic concerns or impacts, etc.) **Relate critical resource needs identified above to the Incident Action Plan.**

For fire incidents, describe resistance to control in terms of:

1. **Growth potential -**

2. **Difficulty of terrain -**

How likely is it that containment/control targets will be met, given the current resources and suppression strategy?

Projected Demob Start (date and time):

Remarks:

ICS 209

CHECK-IN LIST ICS 211

1. INCIDENT NAME

2. CHECK-IN LOCATION

- ☐ EOC
- ☐ FIELD
- ☐ OTHER
- ☐ ICP RESOURCE UNIT
- ☐ BASE

3. DATE / TIME

4. LIST PERSONNEL (OVERHEAD) BY AGENCY AND NAME
LIST EQUIPMENT BY THE FOLLOWING FORMAT:

AGENCY — SINGLE T/F S/T — KIND — TYPE — ID. NO / NAME

CHECK-IN INFORMATION

5. ORDER/ REQUEST NUMBER	6. DATE / TIME CHECK-IN	7. LEADER'S NAME	8. TOTAL NO. PERSONNEL	9. MANIFEST YES / NO	10. CREW WEIGHT OR INDIVIDUALS WEIGHT	11. HOME BASE	12. DEPARTURE POINT	13. METHOD OF TRAVEL	14. INCIDENT ASSIGNMENT	15. OTHER QUALIFICATIONS	16. SENT TO RESTAT - TIME

17. PREPARED BY (NAME AND POSITION) USE BACK FOR REMARKS OR COMMENTS

PAGE _____ OF _____

ICS - 213

GENERAL MESSAGE			
TO:	POSITION:		
FROM:	POSITION:		
SUBJECT:	DATE:		TIME:
MESSAGE:			
SIGNATURE:	POSITION:		
REPLY:			
DATE:	TIME:	SIGNATURE/POSITION:	

UNIT LOG ICS 214	1. INCIDENT NAME		2. DATE PREPARED	3. TIME PREPARED
4. ORGANIZATION POSITION	5. LEADER NAME		6. OPERATIONAL PERIOD	

7. PERSONNEL ROSTER ASSIGNED

NAME	ICS POSITION	HOME BASE

8. ACTIVITY LOG (CONTINUE ON REVERSE)

TIME	MAJOR EVENTS

TIME	MAJOR EVENTS
	9. PREPARED BY (NAME AND POSITION)

OPERATIONAL PLANNING WORKSHEET

ICS 215

4. DIVISION / GROUP OR OTHER LOCATION	5. WORK ASSIGNMENT		1. INCIDENT NAME / RESOURCES BY TYPE	2. DATE PREPARED / TIME PREPARED		3. OPERATIONAL PERIOD (DATE / TIME)		
				6. OVERHEAD	7. SPECIAL EQUIPMENT	8. OTHER	9. REPORTING LOCATION	10. REQUESTED ARRIVAL TIME
		REQ						
		HAVE						
		NEED						
		REQ						
		HAVE						
		NEED						
		REQ						
		HAVE						
		NEED						
		REQ						
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		NEED						
		REQ						
		HAVE						
		NEED						
		REQ						
		HAVE						
		NEED						
		REQ						
		HAVE						
		NEED						
	Total Resources Required	Single Resources / Strike Teams, Crews, Platoon					PREPARED BY: (NAME AND POSITION)	
	Total Resources on Hand							
	Total Resources Needed							

ICS 215

ASSIGNMENT NOTES

ASSIGNMENT NOTES

AIR OPERATIONS SUMMARY

1. INCIDENT NAME

2. OPERATIONAL PERIOD

DATE	TIME

3. DISTRIBUTION

HELIBASES	FIXED WING BASES

4. PERSONNEL & COMMUNICATIONS

	NAME	AIR / AIR FREQUENCY	AIR / GROUND FREQUENCY
AIR OPERATIONS DIRECTOR			
AIR TACTICAL SUPERVISOR			
HELICOPTER COORDINATOR			
AIR TANKER / FIXED WING COORDINATOR			

5. REMARKS (Specific Instructions, Safety Notes, Hazards, Priorities)

6. LOCATION/ FUNCTION	7. ASSIGNMENT	8. FIXED WING		9. HELICOPTERS		10. TIME		11. AIRCRAFT ASSIGNED		12. OPERATING BASE
		NO.	TYPE	NO.	TYPE	AVAILABLE	COMMENCE			
13. TOTALS										

14. AIR OPERATIONS SUPPORT EQUIPMENT

15. PREPARED BY

DATE	TIME

ICS 220

Section Nine
Evacuation

Employee Guidelines for Evacuating Persons with Disabilities

1. Instructors should encourage students who would need assistance with evacuation in case of an emergency to identify two buddies to assist them. You can put the suggestion in your syllabus and/or announce it on the first day of class. The student will explain to the "buddies" what assistance they will need.

2. Supervisors of employees with disabilities who would need assistance should encourage the employee to identify two buddies within their same workspace to assist them.

3. Always ASK how you can help before attempting any rescue or assistance. Ask how the person can best be moved and whether there are any special considerations or items that need to come with the person.

4. Notify police or fire personnel immediately about persons remaining in the building and their locations. If it is possible to do so safety, wait for emergency personnel to assist with difficult evacuations, such as assisting an individual with mobility impairment down stairs.

5. In the event of a disaster, assist the person with the disability to the designated Disability Assembly Area on campus. College emergency personnel will have a list of emergency contacts for all individuals who have identified themselves as needing assistance.

6. If you need to assist the individual because emergency personnel are unable to reach you, check with the individual's cell phone for an ICE ("in case of emergency") contact #. Individuals with disabilities have been encouraged to carry emergency information with them regarding contacts, medications or any other special needs. If they are unable to communicate this information with you verbally, check backpacks, wallets, etc.

Assisting Individuals with Limited Mobility

1. Attempt a rescue evacuation ONLY if you have had rescue training, unless the situation is life threatening. Some persons have such minimal mobility that lifting them may be dangerous.

2. Help clear the exit route of debris so the floor is clear for wheelchairs or persons using other mobility aides.

3. Be sure the person has crutches, canes, walkers or other mobility devices with them.

Assisting Individuals who are Non-Ambulatory

When evacuating always ask what method of assistance the person prefers:
- Not all persons can be removed from their wheelchairs and carried safely.
- A person may have a physical condition that contraindicates lifting, such as heart conditions, back problems or other severe physical complications.

Glendale Community College Emergency Operations Plan

- Non-ambulatory persons frequently have respiratory complications or rely on electric artificial respirators. They should be given priority assistance if there is smoke or fumes as their ability to breathe is seriously in danger.
- Persons with chronic pain, catheter leg bags, fragility, or braces may not be able to extend or move extremities.

Transferring a person out of a wheelchair:
- Check that the individual is not at risk when transferred or carried.
- Note the location of the wheelchair and upon exiting the building immediately inform Campus Police/Security or emergency personnel of the location of the wheelchair so they can retrieve it. The wheelchair is essential to the person's mobility and safety.
- If there is a power outage or elevators are inoperable, utilize evacuation wheelchairs, if agreed to by the individual. It is preferable to have four assistants to carry the chair, but a minimum of two. Be sure to fasten the seat belt. (If the situation is not life threatening, wait for trained emergency personnel to move the individual.)
- If an evacuation chair is not available, use a two-person chair carry. The two assistants link arms to form a backrest and grip wrists to form a seat.
- A semi-ambulatory person may lean against assistant's back while assistant holds both people's arms over assistant's shoulders. The assistant leans forward slightly to take most of the person's weight.
- A third option if for two assistants to carry the person by their extremities. One assistant stands behind and wraps arms around person's chest under person's arms. Second assistant stands facing away from the person between their legs and lifts person's legs under knees.
- A sturdy chair, preferably with arms, can also be used.

To move a person in their wheelchair down a flight of stairs:
- It is desirable to have a minimum of two assisting persons, with four assisting persons preferred for adults with heavy wheelchairs.
- Secure the wheelchair seat belt.
- The wheelchair battery may have to be removed from an electric wheelchair because they are very heavy.
- The strongest person(s) should be placed at the back of the chair and will grip the chair handles.
- The other assisting person(s) will note what parts of the chair are removable, such as wheels, armrests, footplates, so they do NOT lift the chair by those parts. They will grip the front seat frame or non0removable leg rests.
- Always keep the wheelchair facing away from the stairs.
- ROLL the wheelchair up or down the stairs. Do NOT carry as this may cause back trouble for the assistant. Let the wheelchair carry the weight.
- Keep the wheelchair slightly tilted back to keep the wheelchair user secure. However, do not tilt too far as this could cause the assistant to lose balance and pitch forward.
- Moving a person in a wheelchair over a curb or single step
- Secure the wheelchair seat belt.
- Just before reaching the edge of the curb or the step turn the wheelchair down.

- The assistant will hold tightly to the handles and slowly back the wheelchair so the rear wheels roll down the edge. The assistant will press a hip against the back of the chair as the rear wheels slowly roll off the edge.
- The assistant will press a foot on the anti-tipping bar as the chair is very slowly lowered to the ground.
- Turn the wheelchair around being careful to avoid the ankles of other people passing by.

Moving a person in a wheelchair over rough terrain:
- Secure the wheelchair seat belt.
- When approaching surfaces that may cause a problem for wheels such as grates, soft lawns, pitted floors or sand turn the wheelchair around and go backwards.
- Lift the front wheels up very slightly to put the weight of the chair on the rear wheels. Do not tilt the chair too far back.

Assisting Individuals Who Are Blind
1. Tell the person the nature of the emergency and offer to guide him/her by offering your left elbow. Do not grab a person with a visual impairment by the person's arm.

2. Be sure the person brings all mobility aides, such as white canes, with them.

3. The individual may have a guide dog that is disoriented. Ask the advice of the person who is blind regarding your level of assistance. Never touch or interact with a guide dog without the owner's permission.

4. Give verbal directions to advise about the safest routes. Use compass directions, estimated distances and directional terms to orient the person. As you walk, describe where you are and advise of any obstacles, such as overhanging objects, uneven pavements, curbs or narrow passageways.

5. When you have reaches a safe location, orient the person to where she/he is and ask if any further assistance is needed.

Assisting Individuals Who are Deaf
1. Write a note stating what the emergency is and what the evacuation route is. (e.g. "Fire - go out the rear door to parking lot.")

2. Turn the room lights on and off to gain attention, then indicate through hand gestures or writing on the blackboard what is happening and where to go.

3. Offer visual instructions to advise of safest route or directions by pointing toward exits or evacuation map.