Emergency Operations Plan
Basic Plan

2016
California State University San Marcos Disclaimer

This emergency operations plan is written in compliance with California’s Standardized Emergency Management System and the National Incident Management System. The plan is developed with a multi-hazard, whole community perspective to make it applicable to the widest range of emergencies and disasters, both natural and human caused. However, Incident Commanders and Emergency Operations Center Directors retain the flexibility to modify procedures and/or organization structure as necessary to accomplish the emergency/disaster response and recovery missions in the context of a particular hazard scenario.
# Emergency Operations Plan

## Table of Contents

<table>
<thead>
<tr>
<th>Part One, Basic Plan</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section One</td>
<td>One-1</td>
</tr>
<tr>
<td>Section Two, General</td>
<td>One-8</td>
</tr>
<tr>
<td>Section Three, SEMS</td>
<td>One-15</td>
</tr>
<tr>
<td>Section Four, NIMS</td>
<td>One-28</td>
</tr>
<tr>
<td>Section Five, ICS</td>
<td>One-31</td>
</tr>
<tr>
<td>Section Six, Threat</td>
<td>One-33</td>
</tr>
<tr>
<td>Section Seven, Hazard</td>
<td>One-64</td>
</tr>
<tr>
<td>Section Eight, EM</td>
<td>One-67</td>
</tr>
<tr>
<td>Section Nine, CGP</td>
<td>One-82</td>
</tr>
<tr>
<td>Section Ten, EMPC</td>
<td>One-86</td>
</tr>
<tr>
<td>Section Eleven, MutualAid</td>
<td>One-89</td>
</tr>
<tr>
<td>Section Twelve, Authorities</td>
<td>One-95</td>
</tr>
<tr>
<td>Section Thirteen, Recovery</td>
<td>One-99</td>
</tr>
</tbody>
</table>

## Part Two, EOC Appendices and Annexes

<table>
<thead>
<tr>
<th>Annex</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Section Annex</td>
<td>Two.0</td>
</tr>
<tr>
<td>Planning/Intelligence Section</td>
<td>Two.1</td>
</tr>
<tr>
<td>Finance/Administration Section</td>
<td>Two.2</td>
</tr>
<tr>
<td>Finance/Administration Section Supporting Documents</td>
<td>Two.3</td>
</tr>
<tr>
<td>Operations Section Annex</td>
<td>Two.4</td>
</tr>
<tr>
<td>Logistics Section Annex</td>
<td>Two.5</td>
</tr>
</tbody>
</table>

## Part Three, Other Annexes

<table>
<thead>
<tr>
<th>Annex</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communications Protocol</td>
<td>Three.1</td>
</tr>
<tr>
<td>Contacts List</td>
<td>Three.2</td>
</tr>
<tr>
<td>Records Retention and Information</td>
<td>Three.3</td>
</tr>
<tr>
<td>Pipeline Incident</td>
<td>Three.4</td>
</tr>
<tr>
<td>Pandemic Plan</td>
<td>Three.5</td>
</tr>
<tr>
<td>How to set up the EOC</td>
<td>Three.6</td>
</tr>
<tr>
<td>Student Health Center Procedures</td>
<td>Three.7</td>
</tr>
<tr>
<td>CA Master Mutual Aid Agreement</td>
<td>Three.8</td>
</tr>
<tr>
<td>Pre-Positioned Antibiotics Plan</td>
<td>Three.9</td>
</tr>
<tr>
<td>Executive Order 1014</td>
<td>Three.10</td>
</tr>
<tr>
<td>Executive Order 1056</td>
<td>Three.11</td>
</tr>
</tbody>
</table>
Traffic Management Plan .................................................................Three.12
Personal Item Retrieval ...................................................................Three.13
Mass Fatality ..................................................................................Three.14
Shelter-in-Place ............................................................................Three.15
Application of SEMS/ICS ...............................................................Three.16
Emergency Operations Center .......................................................Three.17
Violence Prevention and Student Response Team .........................Three.18
Active Shooter – How to Respond ..................................................Three.19
Kellogg Library and University Student Union Safety Plan Maps ......Three.20

Part Four, Forms

Part Five, Acronyms and Glossary
# Part One

## Basic Plan Contents

<table>
<thead>
<tr>
<th>Section One</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreword</td>
<td>One-1</td>
</tr>
<tr>
<td>Plan Concurrence</td>
<td>One-1</td>
</tr>
<tr>
<td>Letter of Promulgation</td>
<td>One-5</td>
</tr>
<tr>
<td>Plan Distribution List</td>
<td>One-6</td>
</tr>
<tr>
<td>Plan Record of Revisions</td>
<td>One-7</td>
</tr>
<tr>
<td></td>
<td>One-8</td>
</tr>
<tr>
<td><strong>Section Two, General</strong></td>
<td>One-9</td>
</tr>
<tr>
<td>Purpose</td>
<td>One-9</td>
</tr>
<tr>
<td>Scope</td>
<td>One-9</td>
</tr>
<tr>
<td>Preparedness Elements</td>
<td>One-9</td>
</tr>
<tr>
<td>Concept of Operations</td>
<td>One-10</td>
</tr>
<tr>
<td>Prevention Phase</td>
<td>One-10</td>
</tr>
<tr>
<td>Mitigation Phase</td>
<td>One-10</td>
</tr>
<tr>
<td>Preparedness Phase</td>
<td>One-10</td>
</tr>
<tr>
<td>Day-to-Day</td>
<td>One-11</td>
</tr>
<tr>
<td>Increased Readiness</td>
<td>One-11</td>
</tr>
<tr>
<td>Response Phase</td>
<td>One-11</td>
</tr>
<tr>
<td>Pre-Emergency/Disaster</td>
<td>One-11</td>
</tr>
<tr>
<td>Emergency/Disaster Response</td>
<td>One-12</td>
</tr>
<tr>
<td>Sustained Disaster Operations</td>
<td>One-12</td>
</tr>
<tr>
<td>Recovery Phase</td>
<td>One-12</td>
</tr>
<tr>
<td>Hazard Identification and Analysis</td>
<td>One-13</td>
</tr>
<tr>
<td>Public Awareness and Education</td>
<td>One-13</td>
</tr>
<tr>
<td>ADA Considerations for Local Government</td>
<td>One-14</td>
</tr>
<tr>
<td>Disaster Animal Care Considerations for Local Government</td>
<td>One-14</td>
</tr>
<tr>
<td>Training and Exercises</td>
<td>One-14</td>
</tr>
<tr>
<td>Alerting and Warning</td>
<td>One-15</td>
</tr>
<tr>
<td><strong>Section Three, Standardized Emergency Management System (SEMS)</strong></td>
<td>One-16</td>
</tr>
<tr>
<td>General</td>
<td>One-16</td>
</tr>
<tr>
<td>Field Response Level</td>
<td>One-16</td>
</tr>
<tr>
<td>Local Government Level (EOC)</td>
<td>One-16</td>
</tr>
<tr>
<td>SEMS Requirements for Local Governments</td>
<td>One-17</td>
</tr>
<tr>
<td>University Responsibilities under SEMS/NIMS</td>
<td>One-17</td>
</tr>
<tr>
<td>Operational Area (San Diego County Operational Area)</td>
<td>One-18</td>
</tr>
<tr>
<td>Regional</td>
<td>One-19</td>
</tr>
<tr>
<td>State</td>
<td>One-19</td>
</tr>
<tr>
<td>California Emergency Functions (CA-EFs)</td>
<td>One-19</td>
</tr>
</tbody>
</table>
**Section Four, National Incident Management System (NIMS)**

General ............................................................................................................. One-29
NIMS Components ....................................................................................... One-29
Command and Management ........................................................................ One-29
Preparedness ................................................................................................. One-29
Resource Management .................................................................................. One-30
Communications and Information Management ....................................... One-30
Supporting Technologies .............................................................................. One-31
Ongoing Management and Maintenance ..................................................... One-31
NIMS Compliance ....................................................................................... One-31

**Section Five, Incident Command System (ICS)**

General ............................................................................................................. One-32
Use of ICS at the Field Level ......................................................................... One-32
Field/EOC Communications and Coordination ........................................ One-32
Field/EOC Direction and Control Interface ................................................ One-33

**Section Six, Threat Summary and Assessments**

University Map ............................................................................................... One-34
Threat Assessment 1 – Major Earthquake ..................................................... One-37
Threat Assessment 2 – Hazardous Material Incident ..................................... One-43
Threat Assessment 3 – Flooding ..................................................................... One-45
Threat Assessment 4 – Landslide/Mudflow .................................................... One-47
Threat Assessment 5 – Tsunami ..................................................................... One-48
Threat Assessment 6A – Transportation: Major Air Crash ......................... One-50
Threat Assessment 6B – Transportation: Train Incident/Derailment ............ One-53
Threat Assessment 7 – Civil Unrest ................................................................. One-55
Threat Assessment 8 – Terrorism ................................................................. One-56
Threat Assessment 9 – Public Health Emergency/Pandemic Event .......... One-58
Threat Assessment 10 – National Security Emergency ............................... One-60
## Section Seven, Hazard Mitigation

### Purpose

- One-66

### Authorities and References

- One-66

### General

- One-66

### Hazard Mitigation Grants

- One-67
  - Pre-Disaster Mitigation (PDM)
  - Hazard Mitigation Grant Program (HMGP)
  - Flood Mitigation Assistance Program (FMA)

### Implementation

- One-68

### Responsibilities

- One-68

## Section Eight, Emergency Operations

### Concept of Operations

- One-70

### University Emergency Management Organization and Responsibilities

- One-71
  - Chart 1 – University EOC Function Chart
  - Chart 2 – University Emergency/Disaster Responsibilities Matrix
  - President’s Executive Council
  - Employee and Faculty Assignments and Responsibilities
  - Student Responsibilities
  - Family Responsibilities
  - University Employee Notification and Recall

### Emergency Operations Center (EOC)

- One-74
  - Level One
  - Level Two
  - Level Three
  - EOC Location and Description
  - Chart 3 – EOC Floor Plan
  - EOC Displays
  - EOC Communications
  - EOC Facility Management
  - EOC Activation Policy
  - When to Activate the EOC
  - Who Can Activate the EOC
  - EOC Activation Guidelines
  - EOC Activation Procedures
  - EOC Deactivation Procedures
  - Chart 4 – EOC Activation and Staffing Guidelines

### Coordination with the Field Response Level

- One-82

### Communication and Coordination with the San Diego County Operational Area Level

- One-82

### Reporting to the San Diego County Operational Level

- One-82
  - Chart 5-A – University to Operational Area Information Reporting System – WebEOC is Operational
Section Nine, Continuity of Government ................................................. One-87
Purpose .................................................................................................. One-87
Responsibilities .................................................................................. One-87
Preservation of Local Government ................................................... One-87
Lines of Succession for Officials with Emergency Responsibilities .... One-88
Temporary President's Executive Council Meeting Location .......... One-88
Emergency Operations Center (EOC) .............................................. One-89
Preservation of Vital Records ............................................................. One-89
References .......................................................................................... One-89
Continuity of Government Lines of Succession .............................. One-90

Section Ten, Emergency Proclamation Process ............................... One-91
General .............................................................................................. One-91
Local Emergency (University) ............................................................. One-92
Local Emergency (County) ................................................................. One-92
State of Emergency ........................................................................ One-92
State of War Emergency ................................................................. One-93
Federal Declaration ........................................................................ One-93

Section Eleven, Mutual Aid ............................................................... One-94
General .............................................................................................. One-94
Mutual Aid System ........................................................................ One-94
Mutual Aid Regions ........................................................................ One-94
Mutual Aid Coordinators ............................................................... One-94
Participation of Volunteer, Non-Governmental and Private Agencies One-95
Policies and Procedures ................................................................ One-95
Authorities and References ............................................................ One-96
  Chart 1 – Flow of Requests and Resources Chart ...................... One-97
  Chart 2 – Discipline-Specific Mutual Aid Systems Chart ............ One-98
  Chart 3 – Mutual Aid Regions Map ............................................. One-99

Section Twelve, Authorities and References ................................ One-100
General ............................................................................................. One-100
Authorities ...................................................................................... One-100
  Federal ............................................................................................ One-101
  State ............................................................................................... One-101
  Local ............................................................................................... One-101
References ........................................................................................ One-102
  Federal ............................................................................................ One-102
  State ............................................................................................... One-102
  County/Operational Area ......................................................... One-102
  Local ............................................................................................... One-103
Section Thirteen, Recovery Operations ................................................................. One-104
Overview ................................................................................................................ One-104
Organization .......................................................................................................... One-104
Damage Assessment .............................................................................................. One-105
Documentation ....................................................................................................... One-105
After-Action, Corrective Action Plans and Reports ............................................. One-107
Disaster Assistance ............................................................................................... One-108
  Federal Programs ................................................................................................ One-108
  State Programs .................................................................................................... One-109
Part One, Section One
Foreword

General
This Emergency Operations Plan (EOP) addresses California State University San Marcos planned-response to emergency/disaster situations associated with natural disasters, technological incidents and national security emergencies. The plan does not address day-to-day emergencies or the well-established and routine procedures used in coping with such emergencies. Instead, the operational concepts reflected in this plan focus on large-scale events.

This plan is a preparedness document—designed to be read, understood and exercised prior to an emergency/disaster. The plan incorporates the concepts and principles of the California Standardized Emergency Management System (SEMS), National Incident Management System (NIMS) and the Incident Command System (ICS) into the emergency operations of California State University San Marcos. This plan is flexible enough to use in all emergencies and will facilitate response and short-term recovery activities. This plan supersedes all previous plans.

This plan provides basic planning information. University departments must prepare standard operating procedures (SOPs) and, in most cases, more detailed checklists that will describe their internal operations under emergency/disaster conditions.

Assumptions
- California State University San Marcos is hereafter referred to as the “University” in this plan unless otherwise noted.
- The University is responsible for emergency/disaster actions and will commit all available resources to save lives, minimize injury to persons, minimize damage to property and preserve the environment.
- The University will utilize SEMS and NIMS in emergency/disaster response operations.
- The University will use the Incident Command System (ICS) and the Multi-agency Coordination System (MACS) at all incidents and events.
- As specified in the University’s Emergency Services Ordinance, the Director of Emergency Services, the Vice President of Administration and Finance, will coordinate the University’s disaster response.
- The University will participate in the San Diego County Operational Area.
- The San Diego County Operational Area is hereafter referred to as the “Operational Area” in this plan unless otherwise noted.
- Mutual aid assistance will be requested when disaster response and relief requirements exceed the University’s ability to meet them.
Emergency/Disaster Management Goals

- Provide effective life safety measures and reduce property loss.
- Provide for the rapid resumption of University services.
- Provide accurate documentation required for cost-recovery efforts.

Organization of the Emergency Operations Plan (EOP)

- **Part One – Basic Plan.** Overall organizational and operational concepts of response and recovery; overview of potential hazards and a description of the emergency/disaster response organization.
- **Part Two – EOC Appendices and Annexes**
  - Checklists and supporting documents for each function/position.
  - Supporting documents follow each functional section checklist.
  - Appendices
    - Part 3.2 (Restricted Use) – public safety sensitive information, i.e., emergency and University-specific information including telephone numbers...Will not be published with Emergency Operations Plan.
    - Appendix B – University policies relating to administration and logistics of the EOP (non-public safety sensitive information)
- **Part Three, Other Annexes** – Hazard specific plans, operational plans, standard operating procedures, etc.
- **Part Four, Forms**

Activation of the Emergency Operations Plan (EOP)

- On the order of the President of the University.
- On the order of the Director of Emergency Services (VP of Finance and Administration).
- On the order of the Chief of Police
- On the order of any member of the Executive Council
- On the order of the California State University Chancellor.
- When the Governor has proclaimed a State of Emergency in an area including this jurisdiction.
- Automatically on the proclamation of a State of War Emergency as defined in California Emergency Services Act (Chapter 7, Division 1, Title 2, California Government Code).
- A Presidential declaration of a National Emergency.
- Automatically on receipt of an attack warning or the observation of a nuclear detonation.

Approval and Promulgation of the Emergency Operations Plan (EOP)
This Emergency Operations Plan (EOP) will be reviewed by all departments/agencies assigned a primary function in the University Emergency/Disaster Responsibilities Matrix (see Section Eight, Chart 2). Upon completion of review and written concurrence
by these departments/agencies, the EOP will be submitted to the Governor’s Office of Emergency Services, Southern Region and San Diego County for review and then to the President’s Executive Council for adoption. Upon concurrence by the President’s Executive Council, the plan will be officially adopted and promulgated. This version of the plan supersedes all previous versions of the plan.
Maintenance of the Emergency Operations Plan (EOP)

The EOP will be reviewed regularly to ensure that plan elements are valid and current. Each department will review and upgrade its portion of the EOP and its standard operating procedures (SOPs) as required by SEMS and NIMS regulations. Changes in university structure and emergency response organizations will also be considered in the EOP revisions. The University’s Emergency Manager is responsible for making revisions to the EOP and will prepare, coordinate, publish and distribute any necessary changes to the plan to all University departments and other agencies as shown on the distribution list on page (Part One – Page 6) of this EOP.

The President’s Executive Council will also review documents that provide the legal basis for emergency planning to ensure conformance to SEMS/NIMS requirements and modify the EOP as necessary.
### Department/Agency Plan Concurrence

<table>
<thead>
<tr>
<th>Department/Agency</th>
<th>Signature of Representative</th>
<th>Title</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of Emergency Services</td>
<td></td>
<td>VP of Administration and Finance</td>
<td></td>
</tr>
<tr>
<td>University Police</td>
<td></td>
<td>Chief of Police</td>
<td></td>
</tr>
<tr>
<td>Emergency Management/Preparedness</td>
<td></td>
<td>Emergency Manager</td>
<td></td>
</tr>
</tbody>
</table>
LETTER OF PROMULGATION

September 24, 2015

Dear Faculty, Staff, and Students of California State University-San Marcos:

The preservation of life and property is an inherent responsibility of California State University San Marcos. The University has prepared this Emergency Operations Plan to ensure the most effective and economical allocation of resources for the protection of the University facility, staff, students, and visitors in time of emergency. The purpose of the plan is to establish policies, procedures, and an organizational structure for response to an emergency as well.

This plan can prevent all death and destruction during an emergency, good plans carried out by knowledgeable, well-trained personnel can and will minimize losses. This plan establishes emergency organizations, assigns tasks, specifies policies and general procedures, and provides for coordination of planning efforts of the various emergency staff and service elements consistent with the National Incident Management System (NIMS) and California Statewide Emergency Management System (SEMS) and incorporates operating procedures from the Incident Management System (ICS).

The objective of this plan is to incorporate and coordinate all of the resources, facilities, and personnel of the University into an effective and efficient system capable of preventing, mitigating, preparing for, responding to, and recovering from any emergency.

Personnel assigned specific emergency response roles must have a working knowledge of functions and actions described in this plan. Emergency action checklists found within this document provide guidance for each function to be performed.

This Emergency Operations Plan is compatible with the State of California Emergency Plan, and those of San Diego County. It will be reviewed and exercised periodically and revised as necessary to meet changing conditions.

The University President gives the warmest support to this plan and urges all Cal State San Marcos faculty, staff, and students, individually and collectively, to do their part in planning, training, and emergency preparedness to enhance the University's capability to respond to and recover from disasters and unexpected events.

This promulgation statement constitutes the adoption of the National Incident Management System (NIMS) and Statewide Emergency Management System (SEMS) and the Incident Command System (ICS) by the University. The Emergency Operations Plan will become effective immediately upon its promulgation by the University President.

Approved by:

Karen Humes, Ph.D.
President

The California State University
Office of the President
Office of the Vice President for Administration
Office of the Director of Facilities Management
Office of the Provost
Office of the Vice President for Academic Affairs
Office of the Vice President for Student Affairs
Office of the Vice President for University Advancement
Office of the Vice President for University Communications
Office of the Vice President for University Relations
Office of the Vice President for University Marketing
Office of the Vice President for University Information Technology
Office of the Vice President for University Budget
Office of the Vice President for University Human Resources
Office of the Vice President for University Planning
Office of the Vice President for University Development
LETTER OF PROMULGATION

To: Faculty, Staff and Students of California State University San Marcos

The preservation of life and property is an inherent responsibility of California State University San Marcos. The University has prepared this Emergency Operations Plan to ensure the most effective and economical allocation of resources for the protection of the University faculty, staff, students and visitors in time of an emergency. The purpose of the plan is to establish policies, procedures and an organizational structure for response to an emergency or disaster.

While no plan can prevent all death and destruction during an emergency, good plans carried out by knowledgeable, well-trained personnel can and will minimize losses. This plan establishes emergency organizations, assigns tasks, specifies policies and general procedures, and provides for coordination of planning efforts of the various emergency staff and service elements consistent with the National Incident Management System (NIMS) and California Standardized Emergency Management System (SEMS) and incorporates operating procedures from the Incident Management System (ICS).

The objective of this plan is to incorporate and coordinate all of the resources, facilities and personnel of the University into an efficient and effective organization capable of preventing, mitigating, preparing for, responding to and recovering from any emergency.

Personnel assigned specific emergency response roles must have a working knowledge of functions and actions described in the plan. Emergency action checklists found within the document provides guidance for each function to be performed.

This Emergency Operations Plan is compatible with the State of California Emergency Plan, and those of San Diego County. It will be reviewed and exercised periodically and revised as necessary to meet changing conditions.

The University President gives full support to this plan and urges all Cal State San Marcos faculty, staff and students, individually and collectively, to do their share in planning, training and emergency preparedness to enhance the University’s capability to respond to and recover from disasters and unexpected events.

This promulgation letter constitutes the adoption of the National Incident Management System (NIMS) and Standardized Emergency Management System (SEMS) and the Incident Command System (ICS) by the University. The Emergency Operation Plan will become effective immediately after the approval by the University President.

Approved by:

Karen Haynes, Ph.D.
President
## Plan Distribution List

Departments/Agencies receiving Copies of the Emergency Operations Plan (EOP): | No. of Copies: |
---|---|
Cal OES, Southern Region | Flash Drive |
San Diego County OES | 1 |
City of San Marcos EOC | 1 |
University Emergency Operations Center | 5 |
University President | 1 |
Director of Emergency Services (VP of Admin & Finance) | 1 |
Emergency Management/Preparedness Manager | 1 |
A copy of the plan will be made available to the public and media via the California State University San Marcos webpage. | Flash Drive |
# Plan Record of Revisions

<table>
<thead>
<tr>
<th>Date</th>
<th>Section</th>
<th>Page Numbers</th>
<th>Entered By</th>
</tr>
</thead>
<tbody>
<tr>
<td>8/6/15</td>
<td>All Sections/ Re-write</td>
<td>All</td>
<td>Robert Williams</td>
</tr>
<tr>
<td>12/16/15</td>
<td>All Section/Re-write revisions</td>
<td>All</td>
<td>Robert Williams</td>
</tr>
</tbody>
</table>
Part One, Section Two
General

Purpose
The Basic Plan addresses the University's planned response to natural or human-caused disasters. It provides an overview of operational concepts, identifies components of the University’s emergency/disaster management organization within the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS). It describes the overall responsibilities of the federal, state and county entities and the University for protecting life and property and assuring the overall well-being of the population. The Plan is meant to be a guide for preparedness, response, and recovery activities, deviations from the Plan may be necessary based upon existing resources and conditions.

Scope
This Emergency Operations Plan (EOP):
- Defines the scope of preparedness and incident management activities.
- Describes the organizational structures, roles and responsibilities, policies and protocols for providing emergency support.
- Facilitates response and short-term recovery activities.
- Is flexible enough for use in all emergencies/disasters.
- Describes the purpose, situation and assumptions, concept of operations, organization and assignment of responsibilities, administration and logistics, plan development and maintenance and authorities and references.
- Pre-designates jurisdictional and/or functional area representatives to the Incident Command, Unified Command and the Emergency Operations Center (EOC) whenever possible to facilitate responsive and collaborative incident management.
- Includes pre-incident and post-incident public awareness, education and communications plans and protocols.
- Should be used to guide emergency activities before, during, and after an emergency situation.

Preparedness Elements
The University will place emphasis on:
- Emergency/disaster planning.
- Training of full-time, part time and auxiliary personnel.
- Public awareness and education.
- Identifying the resources needed to cope with emergency/disaster response.
Emphasis will also be placed on prevention and mitigation measures to reduce losses from disasters.

**Concept of Operations**

Operations involve a full spectrum of response activities, from a minor incident, to a major earthquake, to a nuclear detonation. There are a number of similarities in operational concepts for responding to natural and man-made disasters. Some emergencies/disasters will be preceded by a build-up or warning period, providing sufficient time to warn the population and implement mitigation measures designed to reduce loss of life and property damage. Other emergencies occur with little or no advance warning, thus requiring immediate activation of the emergency/disaster operations plan and commitment of resources. All agencies must be prepared to respond promptly and effectively to any emergency/disaster, including the provision and utilization of mutual aid (see Part One, Section Eleven — Mutual Aid).

Emergency/disaster management activities are often associated with the five emergency management phases indicated below. However, not every disaster necessarily includes all indicated phases.

**Prevention Phase**

Following the addition of a fifth phase of emergency management as outlined in the National Fire Protection Association (NFPA) Standard 1600, departments need to evaluate the potential for preventing damage and life impacts from disasters. Prevention strategies will vary based upon risk assessments within the University.

**Mitigation Phase**

Mitigation efforts occur both before and following disaster events. Post-disaster mitigation is part of the recovery process. Eliminating or reducing the impact of hazards which exist within the University and are a threat to life and property are part of the mitigation efforts.

Mitigation tools include:
- Campus Business Continuity Plan
- State ordinances and statutes (building codes and enforcement, etc.)
- Structural measures
- Public information and community relations
- Land use planning
- Professional training

**Preparedness Phase**

The preparedness phase involves activities taken in advance of an emergency/disaster. These activities help develop operational capabilities for disaster response. These actions might include mitigation activities, emergency/disaster planning, training,
exercises and public education. The agencies and departments identified in this plan as having either a primary or support mission relative to response and recovery should prepare standard operating procedures (SOPs) and checklists detailing personnel assignments, policies, notification rosters and resource lists. Personnel should be acquainted with these SOPs and checklists through periodic training in the activation and use of procedures.

**Day to Day**
The preparedness phase involves activities undertaken in advance of an emergency. Disaster plans are developed and revised to guide disaster response and increase available resources.

Planning activities include:
- Developing hazard analyses
- Writing mutual aid plans
- Developing standard operating procedures (SOPs) and checklists.
- Training personnel and volunteers
- Improving public information and communications systems
- Developing systems for logistical support and financial accountability, i.e., disaster accounting system, pre-approved disaster contacts, vendor lists
- Develop and implement a plan for photo documentation of pre-disaster condition of public buildings and infrastructure

**Increased Readiness**
Increased readiness actions will be initiated by the receipt of a warning or the observation that an emergency/disaster situation is imminent or likely to occur soon. Actions to be accomplished include, but are not necessarily limited to:
- Review and update emergency/disaster plans, standard operating procedures (SOPs) and resources listings
- Review emergency purchasing agreements and contractor/vendor lists
- Review disaster cost accounting procedures
- Review plans for photographic documentation of disaster damages
- Disseminate accurate and timely public information
- Accelerate training of all staff and volunteers
- Prepare resources for possible mobilization
- Test warning and communications systems

**Response Phase**

**Pre-Emergency/Disaster**
When a disaster is inevitable, actions are precautionary and emphasize protection of life. Typical responses might be:
- Evacuation of threatened populations to safe areas
• Advising threatened populations of the emergency/disaster and notifying them of safety measures to be implemented
• Advising the Operational Area of the emergency/disaster
• Identifying the need for and requesting mutual aid
• Consider activation of the University EOC
• Consider Proclamation of a Local Emergency by local authorities

Emergency/Disaster Response
During this phase, emphasis is placed on saving lives and property, control of the situation and minimizing effects of the disaster. Immediate response is accomplished within the affected area by local government, the private sector and volunteer agencies.

One of the following conditions will apply to the University during this phase:
• The University is either minimally impacted or not impacted at all, and is requested to provide mutual aid
• The situation can be controlled without mutual aid assistance from outside the University
• The situation requires mutual aid from outside the University

The emergency/disaster management organization will give priority to the following operations:
• Dissemination of accurate and timely information and warning to the public
• Situation analysis
• Resource allocation and tracking
• Evacuation and rescue operations
• Medical care operations
• Coroner operations
• Care and shelter operations
• Perimeter and access control
• Public health operations
• Photographic documentation of all disaster damage to public property
• Restoration of vital services and utilities

When local resources are committed or are anticipated to be fully committed and additional resources are required, requests for mutual aid will be initiated through the Operational Area. Fire and law enforcement agencies will request or render mutual aid directly through existing mutual aid channels.

Depending on the severity of the emergency/disaster, the local Emergency Operations Center (EOC) may be activated and a Local Emergency may be proclaimed. If a Local Emergency is proclaimed, the EOC must be activated. See Part One, Section Ten - Emergency Proclamation Process and Part Two, Management Section Annex, Supporting Documents for proclamation and declaration process and forms.
Sustained Disaster Operations
In addition to continuing life and property protection operations, mass care, relocation, registration of displaced persons and damage assessment operations will be continued until conditions are stabilized.

Recovery Phase
Recovery is both short-term activity intended to return critical systems to operation and long-term activity designed to return life to normal at the University.

The University will provide local leadership in developing economic recovery plans, mitigation plans and local legislative strategies necessary to promote recovery. University departments will review impacts on programs, and the University will aggressively pursue state and federal assistance for local recovery.

Outside agencies and non-governmental organizations will provide some short-term assistance to disaster victims. Local Assistance Centers (LACs) or telephone call centers may also be established.

The recovery period has major objectives which may overlap, including:
- Bring families back together.
- Restore classes and basic services.
- Rebuild damaged property.
- Identify and mitigate hazards caused by the disaster.
- Recover disaster costs associated with response and recovery efforts.

The following recovery issues are addressed in Recovery Operations, Section 13 The recovery organization.
- The Recovery Damage Assessment organization and responsibilities.
- Recovery Documentation procedures.
- Recovery After-Action Reports.
- Recovery Disaster Assistance (programs, purpose, restrictions and application process).

Hazard Identification and Analysis
The University’s Business Continuity Plan shows the University is at risk from certain types of hazards. For further information see the University’s Business Continuity Plan. These hazards are identified in Part One, Section Six – Threat Summary, which also provides general and specific information on their possible impact on the jurisdiction.
Public Awareness and Education
The public's response to any emergency/disaster is based on an understanding of the nature of the emergency/disaster, the potential hazards, the likely response of emergency services and knowledge of what individuals and groups should do to increase their chances of survival and recovery.

Pre-disaster awareness and education programs must be viewed as equal in importance to all other preparations for emergencies and receive an adequate level of planning. These programs must be coordinated among local, state and federal officials to ensure their contribution to emergency preparedness and response operations. Emergency Public Information procedures are addressed in Part Two, Management Section Annex, Supporting Documents.

ADA Considerations for Local Government
Emergency preparedness and response programs must be made accessible to people with disabilities and is required by the Americans with Disabilities Act of 1990 (ADA). Disabilities include but are not limited to mobility, vision, hearing, cognitive disorders, mental illnesses and language barriers.

Included in the University’s planning efforts for those with disabilities are:
- Notification and warning procedures.
- Evacuation considerations.
- Emergency transportation issues.
- Sheltering requirements.
- Accessibility to medications, refrigeration and back-up power.
- Accessibility to emergency information.

Refer to Part Two, Operations Section Annex, Supporting Documents for additional issues.

Disaster Animal Care Considerations for Local Government
The PETS Act (Pets Evacuation and Transportation Standards Act of 2006) directs that state and local emergency preparedness plans address the needs of people with pets and service animals after a major disaster, including the rescue, care and sheltering of animals. An annex addressing these needs will be developed and incorporated into this plan when State guidance is provided to the University.

Training and Exercises
The University’s Emergency/Disaster Management Organization will conduct regular training and exercising of University staff in the use of this plan and other specific training as required for compliance with both SEMS and NIMS. The Emergency Manager and Section Chief’s are responsible for coordinating, scheduling and documenting training, exercises and After Action and Corrective Action Reports.
The objective is to train and educate University officials, emergency/disaster response personnel and volunteers. Both training and exercises are important components to prepare personnel for managing disaster operations.

Training includes classroom instruction and drills. All staff who may participate in emergency response in the EOC or at the field level must receive appropriate SEMS/NIMS/ICS training. Refer to California Office of Emergency Services (Cal OES) Training Matrix for specific SEMS/NIMS/ICS classes and target audiences (Cal OES Home).

Regular exercises are necessary to maintain the readiness of operational procedures. Exercises provide personnel with an opportunity to become thoroughly familiar with the procedures, facilities and systems which will be used in a disaster. Annual exercises are required by both SEMS and NIMS. There are several forms of exercises:

- **Tabletop exercises** provide a convenient and low-cost method designed to evaluate policies, plans and procedures and resolve coordination and responsibility issues. Such exercises are a good way to test the effectiveness of policies and procedures.
- **Functional exercises** usually take place in the EOC and simulate an emergency in the most realistic manner possible, without field activities. They are used to test or evaluate the capabilities of one or more functions, such as communications, public information or overall University response.
- **Full-scale exercises** simulate an actual emergency, typically involving personnel in both the field and EOC levels and are designed to evaluate operational capabilities.

After an exercise or actual event, After Action and Corrective Action Reports should be written and submitted to the Office of Emergency Management within ninety days.

The University has developed an exercise program that provides periodic exercises for EOC and field personnel under SEMS/NIMS.

**Alerting and Warning**

Warning is the process of alerting government agencies and the general public to the threat of imminent danger. Depending on the nature of the threat and the population groups at risk, warnings can originate at any level of government.

Success in saving lives and property depends on the timely dissemination of warning and emergency information to persons in threatened areas. Local government is responsible for warning the populace of the jurisdiction. The University will utilize various modes to alert and warn the campus community. See Part Two, Operations Section Annex, Supporting Documents for additional information on alerting and warning systems and information.
Part One, Section Three
Standardized Emergency Management System (SEMS)

General
The Standardized Emergency Management System has been adopted by the University for managing responses to multi-agency and multi-jurisdiction emergencies and to facilitate communications and coordination between all levels of the system and among all responding agencies.

SEMS (Government Code Section 8607[a]) incorporates the use of the Incident Command System (ICS), the Master Mutual Aid Agreement and existing mutual aid systems, the Operational Area Concept and multi-agency or inter-agency coordination.

The National Incident Management System (NIMS) was adopted by the State of California and is integrated into the existing SEMS. NIMS is further discussed in Part One, Section Four.

SEMS consists of five organizational levels: field response, local government, operational area, regional and state.

Field Response Level
The field response level is where emergency response personnel and resources carry out tactical activities. SEMS and NIMS regulations require the use of the Incident Command System (ICS) at the field response level of an incident.

Requests for any resources or support that cannot be obtained at the field level are sent to the University EOC.

Local Government Level
Local governments include cities, counties and special districts. Local governments manage and coordinate the overall emergency/disaster response and recovery activities in their jurisdictional emergency operations center (EOC). Local governments are required to use SEMS when their EOC is activated or a local emergency is proclaimed in order to be eligible for state funding of response-related personnel costs. Local governments shall provide the following functions in the EOC: management, operations, planning/intelligence, logistics and finance/administration.

The University EOC will submit all requests for resources that cannot be obtained through local sources, City of San Marcos or Chancellors Office, along with other pertinent disaster information, to the Operational Area.
Local jurisdictions are responsible for overall direction of personnel and equipment provided for emergency/disaster operations through mutual aid (Government Code Section 8618). The University requests all mutual aid (except fire and law) through the Operational Area. Fire and Law mutual aid is coordinated through the designated Regional Fire and Law Coordinators.

All local governments are responsible for coordinating with the field response level, other local governments and the operational area. Local governments are also responsible for providing mutual aid within their capabilities.

**SEMS Requirements for Local Governments**

The University will comply with SEMS regulations in order to be eligible for state funding of response-related personnel costs and will:

1) Use SEMS when
   - A local emergency is proclaimed, or
   - The university’s EOC is activated.

2) Establish coordination and communications with Incident Commanders either
   - Directly to the EOC, when activated or
   - a Police Dispatcher or
   - a liaison officer

3) Use existing mutual aid systems for coordinating fire and law enforcement resources.

4) Establish coordination and communications between the University EOC and any state or local emergency response agency having jurisdiction at an incident within the University.

5) Use multi-agency or inter-agency coordination to facilitate decisions for overall local government level disaster/emergency response activities.

**University Responsibilities under SEMS/NIMS**

The integration of SEMS/NIMS will be a cooperative effort of all departments and agencies within the University that have a disaster/emergency response role. The Office of Emergency Management is the Point of Contact for SEMS/NIMS compliance for the University with responsibilities for:

- Communicating information within the University on SEMS/NIMS requirements and guidelines.
- Coordinating SEMS/NIMS compliance among departments and agencies.
- Incorporating SEMS /NIMS into the University’s procedures.
- Incorporating SEMS/NIMS into the University’s emergency ordinances, agreements, memorandums of understanding, etc.
- Identification of special departments that operate or provide services within the University. The disaster/emergency role of these special departments should be determined and provisions made for coordination during emergencies.
- Identification of local volunteer and private agencies that have a disaster/emergency response role. Contacts should be made to develop arrangements for coordination in emergencies.

**Operational Area (San Diego County Operational Area)**

Under SEMS, the operational area is defined in the California Emergency Services Act as the intermediate level of the state's emergency services organization, consisting of a county and all political subdivisions within the county area. Political subdivisions include cities, counties and special districts. The operational area is responsible for:

- Coordinating information, resources and priorities among local governments within the operational area.
- Coordinating information, resources and priorities between the regional level and the local government level.
- Using multi-agency or inter-agency coordination to facilitate decisions for overall operational area level emergency response activities.

In compliance with SEMS regulations, the San Diego County Board of Supervisors adopted a formal resolution establishing the San Diego County Operational Area, which includes the University. San Diego County Office of Emergency Management (OES) is the coordinating agency for the Operational Area.

When the Operational Area EOC is activated, the Director of Emergency Services of San Diego County, designated by Board of Supervisors, is the Operational Area Coordinator and has the overall responsibility for coordinating and supporting emergency/disaster operations within the County. The Operational Area is the focal point for information sharing and resource requests by cities. The Operational Area submits all requests for resources that cannot be obtained within the County, and other relevant information, to Cal OES Southern Region.

The San Diego County EOC will fulfill the role of the Operational Area EOC. Activation of the Operational Area EOC during a State of Emergency or a Local Emergency is required by SEMS regulations under the following conditions:

1. A local government within the operational area has activated its EOC and requested activation of the operational area EOC to support their emergency operations.
2. Two or more cities within the operational area have proclaimed a local emergency.
3. The county and one or more cities have proclaimed a local emergency.
4. A University or the county has requested a governor's proclamation of a state of emergency, as defined in the Government Code Section 8558(b).
5. A state of emergency is proclaimed by the governor for the county or two or more cities within the operational area.
6) The operational area requests or receives resources from outside its boundaries. This does not include resources used in normal day-to-day operations which are obtained through existing mutual aid agreements.

Regional
Because of its size and geography, the state has been divided into six mutual aid regions and three administrative regions. San Diego County is within Cal OES Mutual Aid Region VI and the Cal OES Southern Administrative Region, which includes eleven counties. The primary mission of the Southern Region’s emergency management organization is to support all the operational areas’ response and recovery operations and to coordinate non-law and non-fire mutual aid regional response and recovery operations through the Regional EOC (REOC). Refer to Cal OES Administrative and Mutual Aid Regions, Chart 3, in Part One, Section Eleven – Mutual Aid.

Emergency management within the State of California is overseen and directed by the California Office of Emergency Services (Cal OES)

State
The state level of SEMS manages state resources in response to the emergency/disaster needs of the other levels and coordinates mutual aid among the six mutual aid regions and between the three administrative regions and state level. The state level also serves as the coordination and communication link between the state and the federal disaster response system.

California Emergency Functions (CA-EFs)
The California Emergency Functions (CA-EFs), while similar to the federal Emergency Support Functions (ESFs), are established to augment state operations during all phases of emergency management, using the resource of state agencies, departments and stakeholders from the public and private sector. The CA-EFs are a source for discipline-specific and subject matter expertise that can be used during an emergency response at any level of SEMS. See Chart 2 – California Emergency Functions (dated July, 2009 – California Emergency Plan).

Local governments and operational areas (OAs) are not required to implement the CA-EF concept unless they choose to do so. Instead, they should organize consistent with local resources and established SEMS regulations and guidelines.

Federal

U.S. Department of Homeland Security (DHS)
The Homeland Security Act of 2002 established the Department of Homeland Security (DHS) to:
- Secure the United States from terrorist threats or attacks.
- Reduce the vulnerability of the United States to terrorism, natural disasters and other emergencies.
- Minimize the damage and assist in the recovery from terrorist attacks, natural disasters and other emergencies.

Federal Emergency Management Agency (FEMA)

The Federal Emergency Management Agency (FEMA) serves as the main federal government contact during disasters and national security emergencies. In a disaster, different federal agencies may be involved in the response and recovery operations. Federal disaster assistance is organized under the concept of the Emergency Support Functions (ESF) as defined in the National Response Framework. All contact with FEMA and other federal agencies must be made through the Operational Area during the response phase. During the recovery phase, there may be direct University contact with FEMA and other federal agencies.

Emergency Support Functions

The federal government organized much of its resources and capabilities under 15 Emergency Support Functions (ESF) as described in the National Response Framework (NRF). When the federal government deploys its ESF to assist in an emergency, it provides the greatest possible access to federal department and agency resources regardless of which organization has those resources.

See Chart 1 – California Emergency Functions.

See Chart 2 – SEMS/NIMS Communications and Coordination.
## Chart 1
### California Emergency Functions
(Excerpt from July 2009 CA Emergency Plan)

<table>
<thead>
<tr>
<th>CA-EF Title</th>
<th>Definition</th>
<th>Lead Agency</th>
<th>Federal ESF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation</td>
<td>Assists in the management transportation systems and infrastructure during domestic threats or in response to incidents.</td>
<td>Business, Transportation and Housing Agency</td>
<td>ESF #1 – Transportation</td>
</tr>
<tr>
<td>Communications</td>
<td>Provides resources, support and restoration of government emergency telecommunications, including voice and data. Lead will transfer to the Office of the Chief Information Officer on May 1, 2009, upon implementation of the Governor's Reorganization Plan.</td>
<td>State and Consumer Services Agency or Office of Chief Information Officer</td>
<td>ESF #2 - Communications</td>
</tr>
<tr>
<td>Construction and Engineering</td>
<td>Organizes the capabilities and resources of the state government to facilitate the delivery of services, technical assistance, engineering expertise, construction management and other support to local jurisdictions.</td>
<td>State and Consumer Services Agency</td>
<td>ESF #3 – Public Works and Engineering</td>
</tr>
<tr>
<td>Fire and Rescue</td>
<td>Monitors the status of fire mutual aid activities. Coordinates support activities related to the detection and suppression of urban, rural and wildland fires and emergency incident scene rescue activities and provides personnel, equipment and supplies to support local jurisdictions.</td>
<td>California Emergency Management Agency</td>
<td>ESF #4 – Firefighting</td>
</tr>
<tr>
<td>Management</td>
<td>Coordinates and resolves issues among the CA-EFs in the four phases of emergency management to ensure consistency in the development and maintenance of the SEP annexes. During emergencies, serves in an advisory capacity to the EOC Director.</td>
<td>California Emergency Management Agency</td>
<td>ESF #5 – Emergency Management</td>
</tr>
<tr>
<td>Care and Shelter</td>
<td>Coordinates actions to assist responsible jurisdictions to meet the needs of victims displaced during an incident including food assistance, clothing, non-medical care and sheltering, family reunification and victim recovery.</td>
<td>Health and Human Services Agency</td>
<td>ESF #6 – Mass Care, Emergency Assistance, Housing and Human Services</td>
</tr>
<tr>
<td>Resources</td>
<td>Coordinates plans and activities to locate, procure and pre-position resources to support emergency operations.</td>
<td>State and Consumer Services Agency</td>
<td>ESF #7 – Logistics Management and Resource Support</td>
</tr>
<tr>
<td>CA-EF Title</td>
<td>Definition</td>
<td>Lead Agency</td>
<td>Federal ESF</td>
</tr>
<tr>
<td>------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-----------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Public Health and Medical</td>
<td>Coordinates Public Health and Medical activities and services statewide in support of local jurisdiction resource needs for preparedness, response, and recovery from emergencies and disasters.</td>
<td>Health and Human Services Agency</td>
<td>ESF #8 – Public Health and Medical Services</td>
</tr>
<tr>
<td>Search and Rescue</td>
<td>Supports and coordinates response of personnel and equipment to search for and rescue missing or trapped persons. Cal OES Law Enforcement supports and coordinates responses to search for, locate and rescue missing or lost persons, missing and downed aircraft, high angle rock rope rescue and investigations of missing person incidents that may involve criminal acts and water rescues. Cal OES Fire and Rescue supports and coordinates responses to search for, locate and rescue victims of structure collapse, construction cave-ins, trench, confined space, high angle structure rope rescue and similar emergencies and disasters and water rescues.</td>
<td>California Emergency Management Agency</td>
<td>ESF #9 – Search and Rescue</td>
</tr>
<tr>
<td>Hazardous Materials</td>
<td>Coordinates state resources and supports the responsible jurisdictions to prepare for, prevent, minimize, assess, mitigate, respond to and recover from a threat to the public or environment by actual or potential hazardous materials releases.</td>
<td>California Environmental Protection Agency</td>
<td>ESF #10 – Oil and Hazardous Materials Response</td>
</tr>
<tr>
<td>Food and Agriculture</td>
<td>Supports the responsible jurisdictions and coordinates activities during emergencies impacting the agriculture and food industry and supports the recovery of impacted industries and resources after incidents.</td>
<td>Department of Food and Agriculture</td>
<td>ESF #11 – Agriculture and Natural Resources</td>
</tr>
<tr>
<td>Utilities</td>
<td>Provides resources and support to responsible jurisdictions and in partnership with private sector to restore gas, electric, water, wastewater and telecommunications.</td>
<td>Resources Agency</td>
<td>ESF #12 – Energy</td>
</tr>
<tr>
<td>Law Enforcement</td>
<td>Coordinates state law enforcement personnel and equipment to support responsible law enforcement agencies, coroner activities and public safety in accordance with Law Enforcement and Coroner’s Mutual Aid Plans.</td>
<td>California Emergency Management Agency</td>
<td>ESF #13 – Public Safety and Security</td>
</tr>
<tr>
<td>Long-Term Recovery</td>
<td>Supports and enables economic recovery of communities and California from the long-term consequences of extraordinary emergencies and disasters.</td>
<td>SCSA and BTHA</td>
<td>ESF #14 – Long-Term Community Recovery</td>
</tr>
</tbody>
</table>
### Public Information
Supports the accurate, coordinated, timely and accessible information to affected audiences, including governments, media, the private sector and the local populace, including the special needs population.

<table>
<thead>
<tr>
<th>CA-EF Title</th>
<th>Definition</th>
<th>Lead Agency</th>
<th>Federal ESF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteer and Donations Management</td>
<td>Supports responsible jurisdictions in ensuring the most efficient and effective use of affiliated and unaffiliated volunteers and organizations and monetary and in-kind donated resources to support incidents requiring a state response.</td>
<td>California Volunteers</td>
<td>N/A</td>
</tr>
<tr>
<td>Evacuation</td>
<td>Supports responsible jurisdictions in the safe evacuation of persons, domestic animals and livestock from hazardous areas.</td>
<td>Business, Transportation and Housing Agency</td>
<td>N/A</td>
</tr>
</tbody>
</table>
Chart 2
SEMS/NIMS Communications and Coordination

1. Field Level Response
   2. UNIVERSITY EOC
      3. San Diego County Operational Area EOC
         4. California Office of Emergency Services Southern Region EOC (REOC)
            5. California Office of Emergency Services (Cal OES) State Operations Center (SOC)
               6. Federal Government Support
EMERGENCY OPERATIONS PLAN

SEMS EOC Organization
SEMS regulations require local governments to provide for five functions: management, operations, planning/intelligence, logistics and finance/administration. These functions are the basis for structuring the EOC organization.

- **Management**: Responsible for overall emergency policy and coordination through the joint efforts of governmental agencies and private organizations.
- **Operations**: Responsible for coordinating all jurisdictional operations in support of the disaster/emergency response through implementation of the local government’s EOC Action Plan.
- **Planning/Intelligence**: Responsible for collecting, evaluating and disseminating information; developing the EOC Action Plan and After-Action/Corrective Action Report in coordination with other functions; and maintaining documentation.
- **Logistics**: Responsible for providing facilities, services, personnel, equipment and materials.
- **Finance/Administration**: Responsible for financial activities and other administrative aspects.

The EOC organization should also include representatives from special districts, volunteer agencies, and private agencies with significant response roles.

Special District Involvement
Special districts are defined as local governments in SEMS. The disaster/emergency response role of special districts is generally focused on providing normal services. During disasters, some special districts will be more involved in the disaster/emergency response by assisting other local governments.

Coordination and communications should be established among special districts who are involved in disaster/emergency response, other local governments and the operational area. This may be accomplished in various ways depending on the local situation. Relationships among special districts, cities, county government and the operational area are complicated by overlapping boundaries and by the number of special districts. Special districts need to work with the local governments in their service areas to determine how best to establish coordination and communications in disasters/emergencies.

The University will attempt to have a liaison in the City of San Marcos or San Diego County EOC.

Typically, special district boundaries cross municipal boundary lines. A special district may serve several cities and county unincorporated areas. Some special districts serve more than one county. In such a situation, the special district may wish to provide a liaison representative to the Operational Area EOC to facilitate coordination and communication with the various entities it serves.
When there are many special districts within a University, it may not be feasible for the University EOC to accommodate representatives from all special districts during area-wide disasters. In such cases, the University should work with the special districts to develop alternate ways of establishing coordination and communications.

The initial reporting contact for a special district would be with the Liaison Officer at both the EOC and field levels.

**Coordination with “Non-governmental” Agencies and Private Sector Businesses**

In disaster/emergency preparedness, response and recovery, the University may partner with non-governmental agencies and private sector business.

- Non-governmental Organizations (NGOs) provide vital support services to promote the disaster recovery process for disaster victims and some may provide specialized services that help individuals with disabilities. These groups collaborate with first responders, governments at all levels and other agencies and organizations.
- Key business partners should be involved in the local crisis decision-making process or have a direct link to the EOC during an incident.

City EOCs will generally be a focal point for coordination of response activities with many of these non-governmental agencies and key businesses. The EOC should establish communication with private and volunteer agencies providing services within the City.

Agencies that play key roles in the response should have representatives at the EOC or at the Incident Command Post, and their initial contact would be with the Liaison Officer. If an agency supports several functions and has only one representative at the EOC, the agency representative should be located at the liaison area. If an agency is supporting one function only, its representative may be located with that functional element. Some agencies may have several personnel participating in functional elements in the EOC. For example, American Red Cross personnel may be part of the staffing for the Care and Shelter element of the EOC.

Agencies that have countywide response roles and cannot respond to numerous EOCs should be represented at the operational area level.

Cities served by a large number of private and volunteer agencies may not be able to accommodate representatives in the EOC from all agencies that have important response roles. Cities should develop alternate means of communicating with these agencies when liaison representation is not practical.

Coordination with volunteer and private agencies that do not have representatives at the EOC may be accomplished through telecommunications, liaison with community councils that represent several agencies or involvement of agencies in special multi-agency groups on specific issues.
Major Concepts of SEMS

Organization Flexibility – Modular Organization
The SEMS organization is modular and can be expanded or contracted as the situation develops. The types of activated functions and their relationship to one another will depend upon the size and nature of the incident. Only those functional elements that are required to meet current objectives will be activated. Those functions which are needed but not staffed will be the responsibility of the next higher element in the organization.

Management of Personnel – Hierarchy of Command and Span-of-Control
Each activated function will have a person in charge of it, but a supervisor may be in charge of more than one functional element. Every individual will have a supervisor and each supervisor will generally be responsible for no more than seven employees, with the ideal span-of-control being one supervisor to every five persons or units.

EOC Action Plans
At local, operational area, regional and state levels, the use of EOC action plans provide designated personnel with knowledge of the objectives to be achieved and the steps required for achievement. Action plans not only provide direction, but they also serve to provide a basis for measuring achievement of objectives and overall system performance. Action planning is an important management tool that involves:

- A process for identifying priorities and objectives for emergency response or recovery efforts,
- Documentation of the priorities and objectives, the tasks and personnel assignments associated with meeting them.

The action planning process should include all EOC functions and other agency representatives, as needed. The Planning/Intelligence Section is responsible for coordinating the development of the action plan and for facilitation of action planning meetings.

Action plans are developed for a specified operational period which may range from a few hours to 24 hours and beyond. The operational period is determined by first establishing a set of priority actions that need to be performed. A reasonable time frame is then established for accomplishing those actions. The action plans need not be complex, but should be sufficiently detailed to guide EOC elements in implementing the priority actions. Guidelines for developing action plans and example action plan formats are contained in Part Two, Planning/Intelligence Section Annex, Supporting Documents – Action Planning.
Multi-Agency or Inter-Agency Coordination at the Local Government Level (EOC)

Emergency response is coordinated at the EOC through representatives from University departments and agencies, outside agencies, volunteer agencies and private organizations.

Multi-agency or inter-agency coordination is important for:
- Establishing priorities for response.
- Allocating critical resources.
- Developing strategies for handling multi-agency response problems.
- Sharing information.
- Facilitating communications.

The University may participate with other local governments and agencies in a multi-agency coordination group organized by another local government.
Part One, Section Four
National Incident Management System (NIMS)

General
Homeland Security Presidential Directive-5 (HSPD-5) established the National Incident Management System (NIMS) as the required emergency/disaster response system. NIMS integrates existing best practices into a consistent, flexible and adjustable nationwide approach for emergency management. Using NIMS, Federal, State, local and tribal governments; the private sector and non-governmental organizations work together to prepare for, respond to and recover from domestic incidents, regardless of cause, size or complexity.

NIMS Components
Six major components make up NIMS.

Command and Management
NIMS standard incident command structures are based on three key organizational systems:

- **The Incident Command System (ICS)** – ICS is a standardized, all-hazard incident management concept. Its organizational structure allows its users to match the complexities and demands of single or multiple incidents without being hindered by jurisdictional boundaries.

- **Multi Agency Coordination Systems (MACS)** – Provides coordination for incident prioritization, critical resource allocation, communications systems and information coordination. These systems include facilities, equipment, emergency operation centers (EOCs), personnel, procedures and communications.

- **Public Information Systems (PIS)** – These refer to processes, procedures and systems for communicating timely and accurate information to the public during crisis or emergency situations.

Preparedness
Effective incident management begins with a host of preparedness activities conducted on an ongoing basis, well in advance of any potential incident. Preparedness involves an integrated combination of planning, training, exercises, personnel qualification and certification standards, equipment acquisition and certification standards, and publication management processes and activities.

- **Planning** – Plans describe how personnel, equipment, and other resources are used to support incident management and emergency response activities. Plans provide mechanisms and systems for setting priorities, integrating multiple entities and functions, and ensuring that communications and other systems are available and integrated in support of a full spectrum of incident management requirements.
• **Training** – Training includes standard courses on multi-agency incident command and management, organizational structure, and operational procedures; discipline-specific and agency-specific incident management courses; and courses on the integration and use of supporting technologies.

• **Exercises** – Incident management organizations and personnel must participate in realistic exercises—including multi-disciplinary, multi-jurisdictional, and multi-sector interaction—to improve integration and interoperability and optimize resource utilization during incident operations.

• **Personnel Qualification and Certification** – Qualification and certification activities are undertaken to identify and publish national-level standards and measure performance against these standards to ensure that incident management and emergency responder personnel are appropriately qualified and officially certified to perform NIMS-related functions.

• **Equipment Acquisition and Certification** – Incident management organizations and emergency responders at all levels rely on various types of equipment to perform mission essential tasks. A critical component of operational preparedness is the acquisition of equipment that will perform to certain standards, including the capability to be interoperable with similar equipment used by other jurisdictions.

• **Mutual Aid** – Mutual-aid agreements are the means for one jurisdiction to provide resources, facilities, services, and other required support to another jurisdiction during an incident. Each jurisdiction should be party to a mutual-aid agreement with appropriate jurisdictions from which they expect to receive or to which they expect to provide assistance during an incident.

• **Publications Management** – Publications management refers to forms and forms standardization, developing publication materials, administering publications—including establishing naming and numbering conventions, managing the publication and promulgation of documents, and exercising control over sensitive documents—and revising publications when necessary.

**Resource Management**
The NIMS defines standardized mechanisms and establishes requirements for processes to describe, inventory, mobilize, dispatch, track, and recover resources over the life cycle of an incident.

**Communications and Information Management**
The NIMS identifies the requirement for a standardized framework for communications, information management (collection, analysis, and dissemination), and information-sharing at all levels of incident management. These elements are briefly described as follows:

• **Incident Management Communications** – Incident management organizations must ensure that effective, interoperable communications processes, procedures, and systems exist to support a wide variety of incident management activities across agencies and jurisdictions.
Information Management – Information management processes, procedures, and systems help ensure that information, including communications and data, flows efficiently through a commonly accepted architecture supporting numerous agencies and jurisdictions responsible for managing or directing domestic incidents, those impacted by the incident, and those contributing resources to the incident management effort. Effective information management enhances incident management and response and helps insure that crisis decision-making is better informed.

Supporting Technologies
Technology and technological systems provide supporting capabilities essential to implementing and continuously refining the NIMS. These include voice and data communications systems, information management systems (i.e., record keeping and resource tracking), and data display systems. Also included are specialized technologies that facilitate ongoing operations and incident management activities in situations that call for unique technology-based capabilities.

Ongoing Management and Maintenance
This component provides strategic direction for and oversight of the NIMS, supporting both routine review and the continuous refinement of the system and its components over the long term.

NIMS Compliance
The State of California’s NIMS Advisory Committee issued “California Implementation Guidelines for the National Incident Management System” to assist state agencies, local governments, tribes and special districts to incorporate NIMS into already existing programs, plans, training and exercises. The University is following this document to ensure NIMS compliance.

Universities should be familiar with the National Response Framework and the Emergency Support Functions (ESFs) process that may provide federal assistance for response and recovery.
Part One, Section Five
Incident Command System (ICS)

General
The Incident Command System (ICS) is a nationally recognized system for managing incidents as well as pre-planned events. It consists of a modular and flexible organizational structure as well as features such as management by objectives, action planning, span of control, organizational hierarchy, accountability and resource management. Detailed information on the Incident Command System (ICS) can be found at www.fema.gov.

Use of ICS at the Field Level
The concepts, principles and organizational structure of the Incident Command System (ICS) will be used in managing field operations. The size, complexity, hazard environment and objectives of the situation will determine the ICS size and the support that will be required to support field activities. The incident will be managed by objectives to be achieved and those objectives are communicated to field and EOC personnel through the use of the action planning process.

Typically, an Incident Commander (IC) will communicate with the EOC Director as to situation and resource status through established communications channels. Members of the IC Command and General Staff will communicate with their counterparts in the EOC using the same communications methods. Some members of the EOC Command or General Staff may be asked to attend briefings or planning meetings at the Command Post.

When multiple agencies respond to the incident, the IC will establish a Unified Command/Multi-Agency Coordination System and agency representatives will be asked to report to the Liaison Officer. Outside agencies including those from county, state and federal agencies will participate in the Unified Command/Multi-Agency Coordination System by assisting in identifying objectives, setting priorities and allocating critical resources to the incident.

Field/EOC Communications and Coordination
The University’s communication plan outlines the communications channels and protocols to be used during an incident. The University’s communication plan is included as a separate annex to this plan. Typically, field to EOC communications will occur at the Command and General Staff levels who will, in turn, relay the information to the appropriate section/function in the EOC.

The University EOC will communicate situation and resource status information to the City of San Marcos EOC and the San Diego County Operational Area and other outside agencies via designated countywide emergency reporting systems and other systems.
Field/EOC Direction and Control Interface
The EOC Director will establish jurisdictional objectives and priorities and communicate those to everyone in the organization through the EOC Action Plan. The EOC Action Plan does not direct or control field units but supports their activities. Incident Commander(s) will ensure incident objectives and priorities are consistent with those policies and guidelines established at the University level by the EOC Director.

It is the responsibility of the Incident Commander to communicate critical information to the EOC Director in a timely manner.

Field/EOC Coordination with Department Operations Centers (DOCs)
If a department within the University establishes a DOC to coordinate and support their departmental field activities, its location, time of establishment and staffing information will be communicated to the University EOC. All communications with the field units of that department will be directed to the DOC who will then relay situation and resource information to the EOC. DOCs act as an intermediate communications and coordination link between field units and the University EOC.
Part One, Section Six
Threat Summary and Assessment for California State University San Marcos

This section of the Basic Plan consists of a series of threat summaries based on the University's Business Continuity Plan. The purpose is to describe the area at risk and the anticipated nature of the situation, which could result should the event threaten or occur.

The University is located within Mutual Aid Region VI and in the Southern Administrative Region of the California Office of Emergency Services (Cal OES). The University is located within the city of San Marcos. The University is bordered by Escondido and Vista. The latitude is 33.1283 degrees north and longitude is -117.1594 degrees west. The University has a residential population of 1200 faculty and staff and 13,000 students. There are 1500 students that live on campus. The University consists of 304 acres. The University has one child care center.

The University is served by the 78 freeway, east and west. Twin Oaks Valley Road, north and south. Interstate 15 and 5, north and south.

The following threat summaries have a potential to impact the University:

- An earthquake could impact major segments of, or the total population.
- A major fire could cause significant disruption and damage to buildings and infrastructure with the potential for serious injury or death. Cal State San Marcos is vulnerable to both building and wildland fire.
- Many major highways (and light rail line) traverse or pass near the University and transportation incidents (including hazardous material incidents) or illegal dumping could affect the University. The University has some industry and faces the potential for hazardous materials incidents from the stationary hazardous materials users as well.
- Some areas of the University may be subject to flooding, due to flash flooding, urban flooding (storm drain failure/infrastructure breakdown), downstream flooding, etc. The University has not historically been vulnerable to tropical storms and severe winter storms.
- Some areas of the University may be subject to landslides, mud and debris flows.
- The University may be subject to severe weather, including drought, winds, heat and cold.
- A tsunami could impact the coastal portion of the county (west of the University) and inflict damage on transportation routes.
- A transportation incident such as a major air crash, light train derailment or trucking incident could impact the University.
- A civil unrest incident could impact areas within the University or the entire University.
The entire San Diego County region is considered as a possible risk area for a nuclear event or act of terrorism; therefore both sheltering and evacuation issues should be considered.

Any single incident or a combination of events could require evacuation and/or sheltering of the population. Neither the University nor the County of San Diego has the capability to plan for the organized evacuation of the County; therefore, the extent of planning at this time is restricted to assisting and expediting spontaneous evacuation. In the increased readiness stage, expedient shelters will be utilized as appropriate and information will be provided to the public as the University maintains no public fallout shelters.

The University has its own Police and Facilities department. The University relies on the City of San Marcos and San Diego County for the following services: Fire, Public Works, and Sheriff Department assistance. The University relies on Disaster Communications Services for communications assistance. The University also relies on the American Red Cross for assistance with emergency shelters and other necessary emergency services.

The following threat assessments identify and summarize the hazards that could impact the University. The Emergency Operations Center Section Chiefs conducted a hazard analysis in September of 2016 to determine the probability (P) and impact (I) of the following hazards:

- Threat Assessment 1: Major Earthquake (P3, I3)
- Threat Assessment 2: Hazardous Materials (P3, I3)
- Threat Assessment 3: Flooding (P1, I1)
- Threat Assessment 4: Landslide/Mudflow (P1, I1)
- Threat Assessment 5: Tsunami (P1, I3)
- Threat Assessment 6A: Transportation – Air Crash (P1, I3)
- Threat Assessment 6B: Transportation – Train Derailment (P1, I2)
- Threat Assessment 7: Civil Unrest (P1, I3)
- Threat Assessment 8: Terrorism (P1.5, I3)
- Threat Assessment 9: Public Health Emergency (Pandemic) (P1.5, I2)
- Threat Assessment 10: National Security Emergency (UNK)
- Threat Assessment 11: Active Shooter (P3, I3)
- Threat Assessment 12: Dam Failure ( )
- Threat Assessment 13: Wildland Fire ( )

Other hazards identified and discussed include: Inclement Weather (P1, I1), Fire (P2, I2), Power Outage (P3, I3), Communications Failure (P2, I3), and Bomb Threat (P1, I3).
University – Map
Threat Assessment 1
Major Earthquake

General Situation
A major earthquake will cause significant social disruption and damage to buildings and infrastructure due to severe ground shaking. A large earthquake, catastrophic in its effect upon the population, could exceed the response capabilities of the individual cities and the Operational Area. Response and disaster relief support would be required from other local governmental and private organizations, and from the state and federal governments.

The extent of damage from an earthquake is determined by the magnitude of the earthquake, distance from the epicenter, and characteristics of surface geology. This hazard is the primary cause of the collapse of buildings and other structures.

Earthquakes are the result of a release of seismic energy causing a shift in the layers of rock beneath the surface of the Earth, generally resulting in a shaking motion at the surface. These events are largely unpredictable, providing little to no warning, and vary in terms of intensity and duration. California straddles the Pacific and North American plates, and as a result, is permeated by numerous faults. In San Diego County alone, there are at least 10 known faults with the potential to impact the region. These plates move past each other at a rate of approximately two inches per year, which is offset by sudden slips on faults, producing earthquakes.

Studies suggest the following maximum likely magnitudes for local faults: La Nacion (M6.2 to M6.6), Coronado Bank (M6.0 to M7.7), San Diego Trough (M6.1 to M7.7), Oceanside Blind Thrust (M7.0+), and San Clemente Island (M6.6 to M7.7). Note: Some faults are hidden beneath undisturbed sediments (blind fault) and only discovered after an earthquake occurs. Additionally, the maximum probable event for these faults is the largest earthquake the fault is predicted capable of generating within a specified time period of concern (typically 30 years) whereas the maximum credible earthquake is the largest earthquake a fault is believed capable of generating.

Specific Situation
A major earthquake occurring in or near San Diego County has the potential to cause many deaths and casualties, extensive property damage, fires and hazardous material spills and other hazards. The effects could be aggravated by aftershocks and by the secondary effects of fire, hazardous material/chemical accidents and possible failure of waterways and dams.

The shaking from a major earthquake has the potential to cause serious to catastrophic damage to buildings, including hospitals, businesses, schools, public service agencies, and other buildings critical to public and private use. Older buildings, including unreinforced masonry structures, are particularly vulnerable to damage from earthquakes. A major earthquake can also cause serious damage to dams, railways, airports, major highways and
bridges, utilities, telephone systems, and other critical facilities. The damage can cause hazardous materials releases and extensive fires.

Extensive search and rescue operations may be required to assist trapped or injured persons. Emergency medical care, food and temporary shelter could be required by injured or displaced persons. In the most serious earthquakes, identification and burial of the dead could exceed the capacity of the Coroner. Public health will be a major concern, due to potential contamination of water sources. A major earthquake will be a traumatic experience for people in San Diego County. Mental Health counseling will be needed for an extended period. A major earthquake will aggravate existing social problems, such as poverty and unemployment.

Evacuations of areas downwind from hazardous material releases may be essential to save lives. Many families could be separated, particularly if the earthquake should occur during working hours. Emergency operations could be seriously hampered by the loss of communications and damage to transportation routes within the disaster area and by the disruption of public utilities and services.

The negative economic impact on San Diego County and its cities due to a major earthquake could be considerable, with a loss of employment and of the local tax base. A major earthquake could cause serious damage and/or outage of critical data processing facilities. The loss of such facilities could curtail or seriously disrupt the operations of banks, insurance companies and other elements of the financial community which could affect the ability of local government, business and the population to make payments and purchases.

The damage to water systems could cause water pollution or water shortages. Two of the three major aqueducts serving Southern California are expected to be out of service from three to six months following a major event; only the Colorado River Aqueduct is expected to remain in service. Ruptures could occur along the water pipelines in the County; damage to reservoir outlets could take weeks to repair. The majority of water wells are expected to be disabled by loss of electricity and the lack of backup power sources. In addition, shear forces could render a third of the wells inoperative for an indefinite period.

**Emergency Response Actions**
Emergency response actions applicable to all hazards are included in **Part Two Annexes, Checklist Actions for each Section.**

Attachment 1 — Southern California Earthquake Fault Map
Attachment 2 — Abridged Modified Mercalli Intensity Scale
Attachment 3 — Richter Scale
Major Known Faults in San Diego County

There are many faults spread throughout San Diego County. The lack of large or even catastrophic earthquakes and the county’s brief earthquake history results in a false sense of immunity for many San Diego County residents. The majority of faults listed below can be found in the Southern California Earthquake Center database. Those that are not listed in the database may not have had catastrophic earthquakes but are known and should still be noted as potential hazards for the county.

San Jacinto Fault Zone
Rose Canyon Fault
La Nacion Fault System
Elsinore Fault Zone
Coronado Bank Fault
San Clemente Island Fault
Oceanside Blind Thrust
Carlsbad Thrust Fault/San Mateo Thrust
San Diego Trough
## Attachment 2, Threat Summary 1
### Abridged Modified Mercalli Intensity Scale

<table>
<thead>
<tr>
<th>Intensity Value and Description</th>
<th>Average Peak VeloUniversity (cm/sec)</th>
<th>Average Peak Acceleration (g = gravity)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Not felt except by a very few under especially favorable circumstances (I Rossi-Forel scale). Damage potential: None.</td>
<td>&lt;0.1</td>
<td>&lt;0.0017</td>
</tr>
<tr>
<td>II. Felt only by a few persons at rest, especially on upper floors of high-rise buildings. Delicately suspended objects may swing. (I to II Rossi-Forel scale). Damage potential: None.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>III. Felt quite noticeably indoors, especially on upper floors of buildings, but many people do not recognize it as an earthquake. Standing automobiles may rock slightly. Vibration like passing of truck. Duration estimated. (III Rossi-Forel scale). Damage potential: None.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IV. During the day felt indoors by many, outdoors by few. At night some awakened. Dishes, windows, doors disturbed; walls make cracking sound. Sensation like a heavy truck striking building. Standing automobiles rocked noticeably. (IV to V Rossi-Forel scale). Damage potential: None. Perceived shaking: Light.</td>
<td>1.1 – 3.4</td>
<td>0.014 - 0.039</td>
</tr>
<tr>
<td>V. Felt by nearly everyone, many awakened. Some dishes, windows, and so on broken; cracked plaster in a few places; unstable objects overturned. Disturbances of trees, poles, and other tall objects sometimes noticed. Pendulum clocks may stop. (V to VI Rossi-Forel scale). Damage potential: None. Perceived shaking: Moderate.</td>
<td>3.4 – 8.1</td>
<td>0.039-0.092</td>
</tr>
<tr>
<td>VI. Felt by all, many frightened and run outdoors. Some heavy furniture moved, few instances of fallen plaster and damaged chimneys. Damage slight. (VI to VII Rossi-Forel scale). Damage potential: Light. Perceived shaking: Strong.</td>
<td>8.1 - 16</td>
<td>0.092 -0.18</td>
</tr>
<tr>
<td>VII. Everybody runs outdoors. Damage negligible in buildings of good design and construction; slight to moderate in well-built ordinary structures; considerable in poorly built or badly designed structures; some chimneys broken. Noticed by persons driving cars. (VII Rossi-Forel scale). Damage potential: None. Perceived shaking: Very strong.</td>
<td>16 - 31</td>
<td>0.18 - 0.34</td>
</tr>
<tr>
<td>VIII. Damage slight in specially designed structures; considerable in ordinary substantial buildings with partial collapse; great in poorly built structures. Panel walls thrown out of frame structures. Fall of chimneys, factory stacks, columns, monuments, and walls. Heavy furniture overturned. Sand and mud ejected in small amounts. Changes in well water. Persons driving cars disturbed. (VIII to IX Rossi-Forel scale). Damage potential: Moderate. Perceived shaking: Severe.</td>
<td>31 - 60</td>
<td>0.34 - 0.65</td>
</tr>
<tr>
<td>XII. Damage total. Waves seen on ground surface. Lines of sight and levels distorted. Objects thrown into air.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Modified from Bolt (1993); Wald et al. (1999)
Attachment 3, Threat Summary 1
Richter Scale

The Richter Scale

Magnitude 1 2 3 4 5 6 7 8 9

Largest Recorded Offshore Chile, 1960
Alaska, 1964
New Madrid 1812 San Francisco 1906
Great Damage & Deaths Possible
Loma Prieta 1989
Damage Begins Deaths Rare
Great Damage & Deaths Possible
Major
Strong
Moderate
Small
Minor
Not Felt

The Richter Scale

Magnitude 1 2 3 4 5 6 7 8 9
Threat Assessment 2
Hazardous Materials Incident

General Situation
Because of the University’s close proximity to freeways, major highways and light rail, the release of a hazardous material into the environment could cause a multitude of problems that can be discussed in a general manner. The significance of the problems to the environment, property, or human health is dependent on the type, location and quantity of the material released. Although hazardous material incidents can happen almost anywhere, certain areas are at higher risk. Jurisdictions near roadways that are frequently used for transporting hazardous materials and jurisdictions with industrial facilities that use, store, or dispose of such materials all have an increasing potential for major mishaps, as do jurisdictions crossed by certain railways, waterways, airways and pipelines.

Releases of explosive and highly flammable materials have caused fatalities and injuries, necessitated large-scale evacuations and destroyed millions of dollars worth of property. Toxic chemicals in gaseous form have caused injuries and fatalities among emergency response teams and passers-by. When toxic materials have entered either surface or ground water supplies, serious health effects have resulted. Releases of hazardous chemicals have been especially damaging when they have occurred in highly populated areas and/or along heavily traveled transportation routes.

Specific Situation
Many forms of hazardous materials are present in the University in permanent storage locations, roadway transport and at various industrial and commercial sites. With its proximity to major highway transportation routes and various light industries, the University has a growing potential for a hazardous materials incident. The 78, and 15 freeways along with Twin Oaks Valley Road are heavily traveled by trucks. They carry every conceivable type of hazardous material including gasoline, pesticides and compressed chlorine materials.

A hazardous materials release affecting the University would most likely involve either transportation of chemicals by truck or use of chemicals at a business or illegal dumping of chemical waste.

Transportation Accidents
The greatest probability of a major hazmat incident is from a transportation accident. The amount of hazardous materials transported over roadways on a daily basis is unknown, but estimated to be steadily increasing as our economy grows. There is the potential for a hazardous materials incident almost anywhere on the highways and roads around the University, especially on the freeways and major highways. Some of the most vulnerable areas along these routes are considered to be the on/off ramps and interchanges near the University.
Besides the immediate effect of a hazardous materials incident on scene, there are also ancillary effects such as the impact on waterways and drainage systems, and the evacuation of schools, business districts, and residential areas.

**Fixed Facility**
The second most likely hazmat threat exists from an accidental spill and/or incident at one of the facilities that manufacture, warehouse, and process toxic chemicals and/or generate hazardous waste materials near University boundaries.

Although there are numerous departments (Sciences, Physical Plant, etc.) involved with hazardous materials throughout the University, they are less of a threat due to required contingency and evacuation plans. The State Fire Marshal reviews these plans and makes sure they are in compliance with current laws and regulations.

**Clandestine Dumping**
Clandestine dumping is the criminal act of disposing of toxic materials and hazardous waste on public or private property. As the costs and restrictions increase for legitimate hazardous waste disposal sites, it might be anticipated that illegal dumping of hazardous materials will increase proportionately.

**Emergency Response Actions**
Emergency response actions applicable to all hazards are included in Part Two Annexes, Checklist Actions for each Section.
Threat Assessment 3
Flooding

General Situation
The size and frequency of a flood in a particular area depends on a complex combination of conditions, including the amount, intensity and distribution of rainfall, previous moisture condition and drainage patterns.

The magnitude of a flood is measured in terms of its peak discharge, which is the maximum volume of water passing a point along a channel. Floods are usually referred to in terms of their frequency of occurrence, such as 50 or 100 year events.

The primary effect of flooding is the threat to life and property. People and animals may drown; structures and their contents may be washed away or destroyed; roads, bridges, and railroad tracks may be washed out.

Floods may also create health hazards due to the discharge of raw sewage from damaged septic tank leach fields, sewer lines, and sewage treatment plants and due to flammable, explosive, or toxic materials carried off by flood waters. In addition, vital public services may be disrupted.

Floods are generally classed as either slow-rise or flash floods. Slow-rise floods may be preceded by a warning time lasting from hours, to days, or possibly weeks. Evacuation and sand bagging for a slow rise flood may lessen flood related damage. Conversely, flash floods are the most difficult to prepare for due to the extremely short warning time, if available at all. Flash flood warnings usually require immediate evacuation within the hour. On some occasions, adequate warning may be impossible.

Once flooding begins, personnel will be needed to assist in rescuing persons trapped by flood waters, securing utilities, cordonning off flood areas, and controlling traffic. The Public Health Department would be actively involved in addressing the public health impact of a flood, such as disease and environmental health issues. These actions may overwhelm local agencies, and additional personnel and resources may be required. It is anticipated that existing mutual aid resources would be used as necessary to augment local resources.

Specific Situation
The potential for flooding is not normally a major threat to the University. The University receives an average of 16 inches of rainfall annually, with most of it occurring between November and February (Source: http://cdec.water.ca.gov). Heavy rains occur about every three to five years with the potential of 50 and 100 year flooding.

Areas subject to flooding drain either naturally into flood controls or are assisted by pumping stations designed to handle average and above average flows.
Some flooding may occur in low-lying areas during heavy prolonged storms, or when storm drains are clogged with debris and unable to carry excess water away. Time should be available to organize forces, obtain needed supplies, equipment and outside aid.

An unusual number of brush fires in hillside areas may create the potential for mudslides if heavy rains arrive before the replanting has taken hold. Situations of this nature can usually be managed by warnings to the campus community and making sandbags available in advance of the predicted heavy rainfall.

**Emergency Readiness Stages**
Flood in the special risk areas can occur rapidly or slowly depending on the heaviness and severity of rainfall. Emergency preparedness will be based on three stages of response actions.

**Stage I (Flood Watch)**
Stage I indicates light to moderate rain. Monitor storm to establish precise nature of flood risk. Alert key personnel. Ensure availability of Shelters. Ensure availability of sandbags at pre-designated locations.

**Stage II (Flood Warning or Urban and Small Stream Advisory)**
Stage II means moderate to heavy rain. Monitor storm constantly to establish precise nature of flood risk and evolving situation. Establish liaison with all emergency services agencies and consider whether to set up Emergency Operations Center. Deploy staff to risk areas to monitor. If needed alert staff to open shelters. Deploy reserve sand bags. Post flood warnings in affected areas.

**Stage III (Flood Statement)**
Stage III signifies a continuation of heavy rain and a threat to private property and persons. Areas should be evacuated. In addition to the Flood Warning activities, open shelters, assist with evacuation of flooded area(s), deploy staff to assist in spreading flood warnings, liaison with media to pass on important information.

**Evacuation Routes**
It is expected that most major streets will be open. As such, evacuation should be easily facilitated. Other pertinent information relating to evacuation operations are in Part Two, Operations Section Annex, Supporting Documents.

**Emergency Response Actions**
Emergency response actions applicable to all hazards are included in *Part Two Annexes, Checklist Actions for each Section*. 
Threat Assessment 4  
Landslide/Mudflow

General Situation
Landslide is a general term for a falling mass of soil or rocks; vertical movement of small pieces of soil. “Mudslide” (mudflow) is a flow of very wet rock and soil. The primary effects of landslides or mudslides can include:

- Abrupt depression and lateral displacement of hillside surfaces over distances of up to several hundreds of feet.
- Disruption of surface drainage.
- Blockage of flood control channels and roadways.
- Displacement or destruction of improvements such as roadways, buildings, oil and water wells.

The speed with which landsides can occur vary considerably from rapid rock falls to virtually imperceptible movements down slope under the pull of gravity. Soil creep is a very slow type of earth flow movement. It occurs mainly in solids containing clay. Most landslides are shallow, ranging up to perhaps 100 feet in depth and limited in extent to generally less than 100 acres. Most are not presently in motion (active), but have moved down slope to a position of stability and have remained.

An unusual number of brush fires in hillside areas may create the potential for mudslides if heavy rains arrive before the replanting has taken hold. Situations of this nature can usually be managed by warnings and making sandbags and K-rail available in advance of the predicted heavy rainfall.

Specific Situation
Both the United States Geologic Survey and the California Geologic Survey are currently conducting significant research that focuses on the conditions and processes that lead to destructive slope failures. This includes methodology for analysis of slopes and drainage basins, and the development of susceptibility maps.

Emergency Response Actions
Emergency response actions applicable to all hazards are included in Part Two Annexes, Checklist Actions for each Section.
Threat Assessment 5
Tsunami

General Situation
Tsunamis, though infrequent in the State of California, are very dangerous and can result in the loss of thousands of lives and billions of dollars in property damage. Tsunamis can strike the coastline with as little as 15-20 minutes warning up to several hours of warning.

Near source, or locally generated tsunamis, are possible at many points along the California Coast. These occur if a large earthquake displaces the sea floor. The first waves may reach the coast within minutes after the ground shaking stops. There is no time for authorities to issue a warning. People on the beach or in low coastal areas need to be aware of the tsunami risk and be prepared to move to higher ground as soon as they are able after a strong earthquake and stay there until told by officials that the danger is passed.

A distant source, or regional/Pacific wide, tsunami may be generated by very large earthquakes in other areas of the Pacific Ocean and may reach our coastline many hours after the earthquake occurred.

The Palmer Alaska Tsunami Warning Center is responsible for gathering information on earthquakes which may generate tsunamis and alerting state and local officials who may order an evacuation.

A tsunami is not one wave, but a series of waves. The time that elapses between passage of successive wave crests at a given point usually is from 10 to 45 minutes.

Tsunamis in California
Since 1812, 15 tsunamis with wave heights higher than three feet have struck the California coast. Seven of these waves were destructive.

Researchers now believe that the risk from a locally generated (nearshore) tsunami is high south of Monterey to Palos Verdes; and moderate south of Palos Verdes to San Diego.

The Tsunami Threat to Southern California
The Working Group on California Earthquake probabilities of the Southern California Earthquake Center (SCEC) has identified the Palos Verdes, Santa Cruz Island and Santa Rosa Island faults as active and potentially able to generate a tsunami. There is also suggestive evidence of episodes of vertical displacement capable of conventional tsunami generation associated with the offshore extension in the Palos Verdes fault.

To date, tsunami damage in San Diego has been limited to its harbors. A catastrophic M9.5 earthquake in Chile during 1960 resulted from a major marine underwater fault, generating a tsunami that caused loss of life and property across the Pacific. Los Angeles and San
Diego harbors experienced $1 million in damage to piers and small boats. This was the most energetic earthquake ever recorded worldwide. A M8.8 earthquake struck off the coast of Chile on February 27, 2010 and was the strongest earthquake affecting Chile since 1960 and the strongest earthquake worldwide since the 2004 Indian Ocean earthquake. The temblor generated tsunamis that impacted many coastal towns in Chile, killing over 475 people.

The tsunami had significant affects in southern California. There were very strong currents (up to 15 knots in several southern California harbors), with the strongest currents found at harbor entrances within narrow channels. There was over $1 million in damage, statewide, including damage to docks, boats and harbor infrastructure. A portion of the dock at the Bali Hai restaurant in Shelter Island was destroyed.

The impact of a Tsunami on the University would be considered secondary (cause and effect). Depending on the severity along the coastal regions of Southern California the University could experience traffic issues if Interstate 5 or State route 78 are closed for extended periods. Also, anyone living within the inundation zone that works or attends the University could be adversely effected.

**Emergency Response Actions**

Emergency response actions applicable to all hazards are included in *Part Two Annexes, Checklist Actions for each Section.*
Threat Assessment 6-A
Transportation: Major Air Crash

General Situation
A major air crash that occurs in a populated residential area can result in considerable loss of life and property. The impact of a disabled aircraft as it strikes the ground creates the likely potential for multiple explosions, resulting in intense fires. Regardless of where the crash occurs, the explosions and fires have the potential to cause injuries, fatalities and the destruction of property at and adjacent to the impact point. The time of day when the crash occurs may have a profound effect on the number of dead and injured. Damage assessment and disaster relief efforts associated with an air crash incident will require support from other local governments, private organizations, state and federal governments.

It can be expected that few, if any, airline passengers will survive a major air crash. The intense fires, until controlled, will limit search and rescue operations. Police barricades will be needed to block off the affected area. The crowds of onlookers and media personnel will have to be controlled. Emergency medical care, food and temporary shelter will be required by injured or displaced persons. Many families may be separated, particularly if the crash occurs during working hours; and a locator system should be established at a location convenient to the public. Investigators from the National Transportation and Safety Board and the San Diego County Coroner’s Office will have short-term jurisdiction over the crash area and investigations will be completed before the area is released for clean up. The clean-up operation may consist of the removal of large debris, clearing of roadways, demolishing unsafe structures and towing of demolished vehicles.

It can be anticipated that the mental health needs of survivors and the surrounding residents will greatly increase due to the trauma associated with such a catastrophe. A coordinated response team, comprised of mental health professionals, should take a proactive approach toward identifying and addressing mental health needs stemming from any traumatic disaster. The American Red Cross is mandated by Congress to provide assistance to families and victims of air crashes.

It is impossible to totally prepare, either physically or psychologically, for the aftermath of a major air crash. However, since Southern California has become one of the nation’s most overcrowded air spaces, air crash incidents are no longer a probability but a reality. Therefore, air crash incidents must be included among other potential disasters.

Specific Situation
The skies above the University are occupied by aircraft originating and departing from a number of airports located within the San Diego County region. The airports nearest to the University which handle the greatest amount of air traffic are as follows:

- McClellan-Palomar Airport
- San Diego International Airport
- Camp Pendleton MCAS Munn Field Airport
• Oceanside Municipal Airport
• Brown Field Municipal Airport
• Miramar MCAS Airport
• Montgomery Field Airport

Aircraft flying over The University are typically located in the SoCal TRACON (858)-537-5800 (SCT) airspace. SCT serves most airports in South California and yearly guides an estimated 2 million planes over roughly 9,000 square miles, making it one of the busiest in the world. SCT provides radar air traffic approach control services to all arriving and departing aircraft in the San Diego region. SCT has established maximum and minimum altitude and approach in which aircraft must travel. Pilots operating small aircraft often rely on geographical landmarks, rather than charts, to indicate geographical landmarks of the San Diego area, he/she may misinterpret a particular landmark and inadvertently enter restricted airspace. This misunderstanding could potentially result in a mid-air collision.

**Emergency Response Actions**

Emergency response actions applicable to all hazards are included in *Part Two Annexes, Checklist Actions for each Section.*

Attachment 1 – Map of Local Airports
Attachment 1, Threat Assessment 6-A
Map of Local Airports
Threat Assessment 6-B
Transportation: Commuter Train Incident/Derailment

General Situation

Commuter Rail
The Commuter Rail system consists of:

- Rail transit lines:
  - Sprinter Line—runs east and west between Oceanside to Escondido
  - Coaster Line—runs north and south between Oceanside to San Diego

The Sprinter Line has a station located on the Cal State San Marcos Station campus.

Assumptions

Derailments can require specialized outside resources with hours of needed response time, so it is important to cordon off the area immediately. Derailments will likely require mutual aid and a more robust Incident Command System than responders may normally use. Passenger train derailments can easily create a Mass Casualty incident. Derailments that occur at crossings can cause road closures, create significant detours and traffic issues.

Derailments should always be handled as a HazMat event, diesel engines carry large amounts of fuel and can be electrical generators. Firefighters and HazMat teams should be notified immediately and HazMat protocols implemented.

If an incident involves large spills or runoff from fire suppression, knowing the location of storm drains and surface waters is important, and actions to block runoff will be necessary.

Specific Situation
Safety issues include: derailments, hazardous materials releases, sabotage, station accidents, boarding and disembarking accidents, and right-of-way accidents.

Emergency Response Actions
Emergency response actions applicable to all hazards are included in Part Two Annexes, Checklist Actions for each Section.

Attachment 1 – Sprinter Map
Attachment 1, Threat Assessment 6-B, Sprinter Map
Threat Assessment 7
Civil Unrest

General Situation
The disruption of normal, orderly conduct and activities in urban areas, or outbreak of rioting or violence that is of a large nature referred to as civil unrest. Civil unrest can be the result of long-term dissatisfaction with authority, social/economic factors or racial or religious tensions. Civil unrest is usually noted by the fact that normal on-duty police and public safety personnel cannot adequately deal with the situation until additional resources can be acquired.

Specific Situation
Situations of civil unrest may include, but not be limited to:
- Community problems that spill over onto campus.
- Controversial issues/speakers/events/policies on campus
- Campus disputes/ social injustice or perceived social injustice
- Mistrust of local authorities.

The University is host to numerous speakers and events, some controversial in nature. There is a possibility that community and campus members take exception to and have issue with and differing views of those sponsored speakers and events. Large events can get out of control quickly if not dealt with immediately.

Emergency Response Actions
Specific emergency response actions are intentionally not discussed in this Emergency Operations Plan for the safety of first responders.
Threat Assessment 8
Terrorism

General Situation
San Diego County has a diverse population of approximately 3.2 million persons. The County and its cities are home to many business and government agencies, transportation infrastructure and cultural facilities which are vulnerable to terrorist attack. Terrorism is a continuing threat throughout the world and within the United States. A variety of political, social, religious, cultural and economic factors underlie terrorist activities. Terrorists typically target civilians to advance their agenda. The media interest generated by terrorist attacks makes this a high visibility threat.

Specific Situation
Incidents generating significant mass casualties make preparedness and the mechanisms for effective response essential. In addition to large-scale attacks, a full range of assault styles must be considered, including simple letter bombings, assassinations with small arms, major car bombings, etc.

Use of explosive devices remains the weapon of choice for terrorist activity. Related activities include bomb threats which disrupt the normal operations of transit systems, government or corporate facilities. Locations likely to be targets include airports, mass transit targets and government facilities. Entertainment and cultural facilities may also be targeted.

The potential for nuclear, biological or chemical (NBC) terrorism is also a concern. NBC emergencies would necessitate detailed contingency planning and preparation of emergency responders to protect their communities.

The Federal Bureau of Investigation (FBI) is the lead federal agency for all terrorist activities within the United States. The FBI coordinates this activity with local law enforcement through the San Diego Law Enforcement Coordination Center.

San Diego County also participates in the SD-LECC, which assesses potential threats to determine if they are credible. The SD-LECC is a multi-agency, multi-jurisdictional group that works with key federal and state agencies and other counties.

A broad threat assessment of potential terrorist targets, threat elements and local response capabilities has been developed. This assessment is contained in restricted use-planning documents. The information contained in this document will be used as necessary during a threat situation or actual event. Following is a general overview of potential terrorist targets in San Diego County:

- Facilities that store, manufacture or transport hazardous materials.
- US and State Highways.
• Telecommunications facilities.
• Federal, state, county and University offices.
• Shopping malls.
• Medical centers.
• Schools, churches and religious centers.
• Research facilities.
• Electrical facilities and power plants.
• Water and wastewater facilities, dams.
• Bridges and overpasses.

**Emergency Response Actions**
Emergency response actions applicable to all hazards are included in *Part Two Annexes, Checklist Actions for each Section.*
Threat Assessment 9
Public Health Emergency/Pandemic Event

General Situation
Widespread public health emergencies, referred to as “pandemics”, occur when a disease, often a strain of influenza, emerges to which the population has little immunity. The 20th century saw three such pandemics, the most notable of which was the 1918 Spanish influenza pandemic that was responsible for 20-40 million deaths throughout the world.

Public health experts are always concerned about the risk of another pandemic where a disease spreads between and amongst species. When strains of animal disease interact with the common strains of human diseases, a mutation can occur, creating a disease capable of human-to-human transmission, initiating a pandemic. Depending on the nature of such a disease, between 25 to 35 percent of the population could become ill. This level of disease activity would disrupt all aspects of society and severely affect the economy.

Public Health Emergency – World Health Organization (WHO) Pandemic Phases
To ensure consistent planning efforts, federal, state and county public health agencies use the World Health Organization (WHO) pandemic phases as described below.

<table>
<thead>
<tr>
<th>Interpandemic Period</th>
<th>General Definition</th>
</tr>
</thead>
</table>
| Phase 1              | • No new influenza virus subtypes detected in humans.  
                          • May or may not be present in animals.  
                          • If present in animals, the risk of human infection is considered to be low. |
| Phase 2              | • No new influenza virus subtypes detected in humans.  
                          • A circulating animal virus subtype may be detected in animals.  
                          • There may be a substantial risk of human disease. |

<table>
<thead>
<tr>
<th>Pandemic Alert Period</th>
<th>General Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase 3</td>
<td>• Humans have been infected with a novel virus subtype but human-to-human transmission has not occurred or only in rare instances of close contact.</td>
</tr>
</tbody>
</table>
| Phase 4              | • Small cluster(s) of cases with limited human-to-human transmission are documented, but spread is highly localized.  
                          • Virus is not well adapted to humans. |
### Interpandemic Period

<table>
<thead>
<tr>
<th>Phase</th>
<th>General Definition</th>
</tr>
</thead>
</table>
| Phase 5 | • Larger cluster(s) appear, but human-to-human spread is still localized, suggesting that the virus is becoming increasingly better adapted to humans, but may not yet be highly transmissible.  
• The risk of pandemic is now substantial. |

### Pandemic Period

<table>
<thead>
<tr>
<th>Phase</th>
<th>General Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase 6</td>
<td>• Increased and sustained transmission is documented in the general population.</td>
</tr>
</tbody>
</table>

### Post-Pandemic Period

<table>
<thead>
<tr>
<th>Phase</th>
<th>General Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase 7</td>
<td>• Continuing public health actions, including communication with the public on issues such as when public gatherings can resume and continued monitoring of possible outbreaks of infection, etc.</td>
</tr>
</tbody>
</table>

The San Diego County Health and Human Services Agency (HHSA) (619) 542-4181 is the lead department for the county’s response. HHSA will work closely with local jurisdictions to ensure that:

- Planning efforts are consistent throughout the county;
- Official information will be provided to the jurisdictions in a timely manner;
- Pharmaceutical distribution planning, training and exercising is conducted; and the organization is SEMS/NIMS (Standardized Emergency Management System/National Incident Management System) compliant.

### Specific Situation

In highly urbanized and densely populated San Diego County, quarantine and isolation practices would not be enforceable or practical. The University will work in conjunction with county, state and federal agencies to aggressively promote basic sanitation and hygiene public education programs. The University will, at the direction of the Public Health Officer for San Diego County, implement the procedures and protocols as outlined in the **Pandemic Annex to this plan**.

### Emergency Response Actions

Emergency response actions applicable to all hazards are included in **Part Two Annexes, Checklist Actions for each Section**.

**Reference:** *Unified San Diego County Emergency Services EOP, Annex E Public Health Operations*

**Web Address:**
Threat Assessment 10
National Security Emergency

General Situation
National security emergencies are typically war-related events or those events which threaten our national infrastructure, both physical and human, including those which hold the potential for destabilizing our national economy. National security emergencies could also include events such as severe petroleum shortages, disruption to food production and the supply chain or a public health emergency such as a pandemic. National security emergencies are, by their nature, catastrophic events which impact us not just on a local or regional level but threaten the well-being of the entire country.

Emergency Response Actions
Response activities to the nuclear materials threat will be far reaching and will consist of in-place protection measures, relocation and spontaneous evacuation. Emergency response actions applicable to all hazards are included in Part Two Annexes, Checklist Actions for each Section.
Threat Assessment 11
Active Shooter

General Situation
An “active shooter” is defined by the Department of Homeland Security as, “an individual who is actively engaged in killing or attempting to kill people in a confined and populated area.”

Prevention
Great care should be taken to prevent an active shooter incident from occurring. The campus has a Violence Prevention Team and Student Response Team whose objective is to identify students, faculty and staff who may be a danger to themselves or others (See Part 3.18). Active shooter incidents across the country have been prevented by observant individuals and groups reporting suspicious individuals to the authorities.

Response
The campus teaches and follows the response guidelines modeled after the “Run, Hide, Fight.” philosophy

The Department of Homeland Security response guide has been added as an annex to the EOP for reference (Part 3.19).

All campus Departments and high volume student areas (University Student Union, Kellogg Library and Student Health and Counseling Services) are required to have pre-assigned safe rooms to be used for incidents that involve the threat of violence against the campus community such as a person with a gun, or an active shooter. The locations of these rooms should be made available to the employees that occupy these buildings.

In general, how you respond to an active shooter will be dictated by the specific circumstances of the encounter, situational awareness is key. Differing responses may be necessary if you are hearing or seeing active gun fire versus an emergency notification to Lockdown and Barricade (Shelter in Place).

Recovery
An active shooter incident on the San Marcos campus will undoubtedly leave a lasting effect on our community. Immediately following an incident, the psychological well-being of the campus community should be looked after. Professional psychologists should be contacted to help with the recovery process.

Media inquiries should be directed towards the Joint Information Center (JIC) which should be stood up in the aftermath of an active shooter incident. If the JIC has not been established at the time of the inquiry, the media should be directed to the campus Public Information Officer.
Threat Assessment 12
Dam Failure

General Situation
Dam failures can cause loss of life, damage to property, and other ensuing hazards, as well as the displacement of persons residing in the inundation zone. Damage to electric Generating, facilities and transmission lines could also impact life support systems in communities outside the immediate hazard areas. A catastrophic dam failure, depending on size of the dam and the population downstream, could easily exceed the response capability of the local community. Mass evacuation of the inundation areas would be essential to save lives. Extensive search and rescue operations could be required to assist trapped or injured persons. Emergency medical care, food, and temporary shelter would be required for injured or displaced persons. These and other emergency operations could be severely hampered by the possible loss of communications, damage to transportation routes, and the disruption of public utilities and other essential services.

San Diego County OES maintains the Dam Evacuation Plans for the entire OA. The plans contain information about the physical situation, affected jurisdictions, evacuation routes, unique institutions and event responses. Each plan also contains: a master phone list; inundation maps showing direction of flow and inundation area boundaries; hospitals; multipurpose staging areas; command posts/sites; and mass care and shelter facilities/sites.

Specific Situation
The potential for Dam Failure is not normally a major threat to the University. The impact on the University will be external disruptions, damage to electric generating facilities, transmission lines, power and communications outages, and potential damage to transportation routes and displacement of persons who work or attend the University.

San Marcos lies generally downstream of dams, reservoirs, and debris basins that ultimately flow toward the City. Inundation hazards can range from high to low with increasing distance away from these water containment structures.

Flooding and inundation could result in the City due to heavy rain or structural failures, earthquake damage, or materials failure. South Lake is located up gradient from Discovery Lake, and a failure of the upper dam is shown to overwhelm the lower dam. In such an event, flooding would encompass much of the southwest portion of San Marcos Creek Valley upstream of Lake San Marcos.

A failure of Lake San Marcos Dam would flood San Marcos Creek downstream of the dam at Lake San Marcos. Lake San Marcos Dam is under the jurisdiction of the State of California Department of Water Resources Division, Safety of Dams. City studies suggest that dam inundation flooding from South Lake/Discovery Lake could involve approximately 73.3 million gallons (about 225 acre-feet) of water (Wilson Geosciences 2009).
Four dams and ten reservoirs lie within the planning area (identified in Table 6-2). The reservoirs are above ground water storage tanks maintained and used by the Vallecitos Water District; two reservoirs are Carlsbad Municipal water tanks within the San Marcos City limits (VWD 2010).

Table 6-2 Planning Area Dams and Reservoirs

<table>
<thead>
<tr>
<th>California Jurisdictional Dams</th>
<th>VWD Reservoirs</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Lake</td>
<td>Palomar</td>
</tr>
<tr>
<td>Discovery Lake</td>
<td>Richland #1</td>
</tr>
<tr>
<td>Lake San Marcos</td>
<td>Meadowlark #1</td>
</tr>
<tr>
<td>Jack's Pond</td>
<td>Meadowlark #2</td>
</tr>
<tr>
<td></td>
<td>School House</td>
</tr>
<tr>
<td></td>
<td>Sage Canyon</td>
</tr>
<tr>
<td></td>
<td>Via Vera Cruz</td>
</tr>
<tr>
<td></td>
<td>Double Peak</td>
</tr>
<tr>
<td></td>
<td>Palomar Estates (Carlsbad Municipal)</td>
</tr>
<tr>
<td></td>
<td>Simmons Park (Carlsbad Municipal)</td>
</tr>
</tbody>
</table>

Source: VWD 2010.

City of San Marcos Dam Failure Estimates
Exposed Population = 2,481
Assistance Estimate = 174

Emergency Response Actions
Emergency response actions applicable to all hazards are included in Part Two Annexes, Checklist Actions for each Section.

Reference: City of San Diego General Plan Safety Element and San Diego County Emergency Operations Plan.
Threat Assessment 13
Fire

General Situation

A major fire can cause significant disruption and damage to buildings and infrastructure with the potential for serious injury or death. Regardless of where the fire occurs the response by building occupants will play a vital role in personal safety. Cal State San Marcos is vulnerable to both building and wildland fire.

California's forest and land vegetation grows in a cool, moist climate in the winter and hot, dry summers. The combination of vegetation, climate, and topography creates a “world class” fire environment. Fire remains a major natural force in California. It is not a matter of “if” a fire will burn, it is “when”. Therefore, it is important for Californians to understand that living in these conditions means learning to live with fire.

Generally, from June to October of each year, the County faces a serious threat from wildland fires. Due to the highly flammable brush covered land, many portions of the County have experienced numerous wildland fires in the recent years. High temperatures, low humidity, and high winds increase the potential for wildland fires. Another threat posed by wildland fires is the danger to health of persons and animals caused by dense smoke and high air particulate levels.

Specific Situation

Cal State San Marcos currently has 24 buildings and over 1 million square feet, with specialized facilities such as our Science Halls and Central Plant that are all vulnerable to fire both on and off campus. We've found over the years that our building H-Vac systems are also vulnerable to dense smoke and particles.

Annual fire and evacuation drills better equip us to respond to fires on campus. The campus relies on building fire alarm systems or individuals at or near the location of origin for a warning. Building fires may impact us in the form of person injury or property damage, so it is important that we ensure proper fire inspections and safety measures are always observed and up to date. Individuals should become familiar with building fire alarms, extinguishers, exits and evacuation routes.

Wildfire danger is a year round threat and is a constant concern for our community. Whether naturally occurring or man-made, wildfires pose a serious threat to life and property. Maybe not a direct threat to the campus a wildfire in the region may impact the campus due to pollutants in the environment, loss of communications, damage to transportation routes, or disruption of public utilities.
• When a fire occurs on campus, the Incident Commander will establish a command post with the fire officials.
• Full or partial activation of the campus EOC will depend upon threat and damage to the university and potential hazards.
• When a fire off campus poses a possible threat to the university, the Incident Commander will conduct a partial activation of the EOC.
• The President or his/her alternate may determine if closure and evacuation of part or all of the campus will be required. The Incident Commander will coordinate the evacuation process.
• Action plans may be implemented to move students and staff from high-risk areas to safe zones on campus. Additional action plans may be implemented to evacuate people off campus and close the university.
• Utility teams may be implemented to secure utilities to support fire and rescue operations.
• Teams will investigate the impact on University Village Apartments and the Quad. In the event the buildings cannot be occupied, provisions will be made for care and shelter of residents.
• Damage assessment teams will be organized to evaluate the extent of damage. (Planning Section)

Emergency Response Actions
Emergency response actions applicable to all hazards are included in Part Two Annexes, Checklist Actions for each Section.
Section Seven
Hazard Mitigation

Purpose
This section establishes actions, policies and procedures for implementing hazard mitigation programs at the local level.

Authorities and References
The following laws and regulations govern the hazard mitigation process:

- Disaster Mitigation Act (DMA2000) (PL106-390) Section 322 Mitigation Planning establishes the requirement for local, state and tribal mitigation plans.
- Disaster Mitigation Act (DMA2000) (PL106-390) Section 203 authorizes the Pre-disaster Mitigation (PDM) grant program.
- Robert T. Stafford Disaster Assistance and Emergency Relief Act (Stafford Act) (PL93-288) Section 404 authorizes the Hazard Mitigation Grant Program.
- 44 CFR (Code of Federal Regulations, Title 44) Parts 201 and 206 implement policies and procedures that apply to Mitigation Planning and the Hazard Mitigation Grant Program.
- National Flood Insurance Act established the National Flood Insurance Program (NFIP) and the Flood Mitigation Assistance (FMA) Program.
- California Emergency Services Act, Chapter 7, Division 1, Title 2 of the Government Code California Disaster Assistance Act (CDAA), 406 Mitigation.

General
Hazard mitigation is defined as any action taken to reduce or eliminate the long-term risk to human life and property from disasters. Section 322 of Public Law 106-390 requires, as a condition of receiving certain federal disaster aid, that local governments develop a mitigation plan that outlines processes for identifying the natural hazards, risks and vulnerabilities in their jurisdiction. Mitigation plans must:

- Describe actions to mitigate hazards, risks and vulnerabilities identified under the plan.
- Establish a strategy to implement those plans.

Specific plan requirements are listed in 44 CFR Section 201.6. Local jurisdictions without an approved hazard mitigation plan will not be eligible to receive funds for the Hazard Mitigation Grant (HMGP), Pre-Disaster Mitigation (PDM) or Flood Mitigation Assistance (FMA) programs.

Local mitigation plans are the jurisdiction's commitment to reduce risks from natural hazards and guide decision makers as they commit resources to reduce the damage from natural hazards. Hazard mitigation planning and actions are continuous year-round efforts.
Hazard Mitigation Grants

Pre-Disaster Mitigation (PDM)
The Pre-Disaster Mitigation (PDM) grant program may provide financial assistance to local jurisdictions to develop and update plans or identify and mitigate pre-disaster conditions to reduce vulnerability.

PDM funding is provided through the National Pre-Disaster Mitigation Fund and is subject to Congressional appropriations. PDM projects are nationally competitive and opportunities to apply for grants are announced once a year by the California Office of Emergency Services (Cal OES).

Hazard Mitigation Grant Program (HMGP)
Following a disaster, mitigation opportunities and financial assistance may be available through the Hazard Mitigation Grant Program (HMGP). The program funds projects that are cost-effective and which substantially reduce the risk of future damage, hardship, loss or suffering as a result of a natural disaster. The HMGP is funded for each disaster. Total allocation is based upon a sliding scale of between 7.5 and 15 percent of the Federal Emergency Management Agency’s (FEMA) estimate of all public infrastructure damages (not emergency work) and individual assistance costs in a particular disaster. As an incentive to encourage the development of local plans, DMA2000 permits local governments to be eligible for up to a 20 percent share of the total damages estimated in the Public and Individual Assistance programs if they have an approved local hazard mitigation plan. HMGP awards are competitive among jurisdictions that are part of the disaster declaration.

Flood Mitigation Assistance Program (FMA)
FEMA’s Flood Mitigation Assistance Program (FMA) provides funding to communities to reduce or eliminate the long-term risk of flood damage to buildings, manufactured homes and other structures insurable under the National Flood Insurance Program (NFIP). The program provides grants for mitigation planning, projects and technical assistance to reduce claims under the NFIP. A priority of the FMA Program is to fund flood mitigation activities that reduce the number of repetitive loss structures insured by the NFIP. Repetitive loss structures are those that have sustained two or more losses, each exceeding $1000, within a ten year period. FEMA encourages communities to develop plans that address repetitive loss properties.

The federal contribution for an individual HMGP, PDM or FMA project can be up to 75 percent of the cost of the proposed project with applicants providing matching funds through a combination of either state, local or private sources. Awards go to projects that best demonstrate the goals and objectives of local mitigation programs. HMGP funding may not be used to fund any mitigation project that is eligible under Public Assistance or other federal programs, though it may be used to complement or enhance mitigation funded under Individual or Public Assistance.
Implementation
Following each Presidentially declared Emergency or Major Disaster, the Regional Director of the Federal Emergency Management Agency (FEMA) and the Governor sign a document called the Federal/State Agreement. This agreement includes appropriate provisions for hazard mitigation, such as:

- Evaluate or have the applicant evaluate specific natural hazards in the disaster area and make appropriate recommendations to mitigate them.
- Follow up with applicants to ensure that the appropriate hazard mitigation actions are taken.
- Follow up with applicants to ensure that the appropriate hazard mitigation plans are developed and submitted to the FEMA Regional Director for concurrence.
- Review and update disaster mitigation portions of emergency plans.

A hazard mitigation officer is appointed for the state and local applicant. These individuals constitute the hazard mitigation survey team which will:

- Identify significant hazards in the affected areas, giving priority to disaster-related hazards.
- Evaluate impacts of these hazards and recommend mitigation measures.

The hazard mitigation survey team uses information from Project Worksheets (PWs) and visits selected sites where significant damage has occurred. The survey team is responsible for ensuring an adequate consultation among interested federal, state and local parties. The survey team also prepares a hazard mitigation plan which is submitted to the FEMA Regional Director through the Governor's Authorized Representative within 180 days after a Presidential declaration. The plan:

- Recommends hazard mitigation measures for local, state and federal agencies.
- Establishes short and long-term planning frameworks for implementation of hazard mitigation efforts.

The State sets mitigation priorities and awards for HMGP grants. FEMA conducts the final eligibility review to ensure that all projects are compliant with Federal regulations. This includes the Federal law that requires States and communities to have FEMA-approved mitigation plans in place prior to receipt of HMGP project funds.

Responsibilities
Hazard mitigation measures include avoidance, reduction and land use regulations. Key responsibilities of local governments are to:

- **Participate** in the process of evaluating hazards and adoption of appropriate hazard mitigation measures, including land use and construction standards.
- **Appoint** a Local Hazard Mitigation Officer, if appropriate.
- **Participate** on Hazard Mitigation Survey Teams and Inter-agency Hazard Mitigation Teams, as appropriate.
- **Participate** in the development and implementation of section 409 plans or plan updates, as appropriate.
- **Coordinate and monitor** the implementation of local hazard mitigation measures.
Part One, Section Eight
Emergency Operations

Concept of Operations
The University will operate under the following policies during a disaster/emergency as the situation dictates:

- The Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS) will be followed.
- All University and department operating procedures will be adhered to unless directed otherwise by the Director of Emergency Services.
- All on-duty personnel are expected to remain on duty until relieved of duty. Off-duty personnel will be expected to return to work in accordance with the University’s policies.
- While in a disaster mode, work shifts typically will be 12 hours on and 12 hours off for the duration of the event. The University’s work shifts will typically begin at 7:00 a.m. and end at 7:00 p.m. The length of the work shifts may be adjusted to meet local conditions.

University Emergency Management Organization and Responsibilities
The University’s Emergency Management Organization (including emergency/disaster response) will be directed by Emergency Management who serves as the Emergency Manager and has the responsibility for:

- Implementing the SEMS/NIMS Emergency Operations Plan (EOP).
- Working with the Emergency Operations Center team, and the President’s Executive Council
- Oversee all University disaster preparedness.

The designated EOC Manager has overall responsibility for:

- Organizing, staffing and operating the Emergency Operations Center (EOC).
- All communications and warning systems.
- Providing information and guidance to the public.
- Maintaining information on the status of resources, services and operations.
- Directing overall operations.
- Obtaining support for the University and providing support to other jurisdictions as required.
- Identifying and analyzing potential hazards and recommending appropriate countermeasures.
- Collecting, evaluating and disseminating damage assessment and other essential information.
- Providing status and other reports to the Operational Area.
The University’s EOC Functions Chart is in Chart 1 and correlates to the University’s Emergency/Disaster Responsibilities Matrix in Chart 2.
This ICS organization chart represents a full-scale EOC activation for a large organization. The EOC for the University may not have all branches and units fully staffed, depending on the nature and extent of an event. To maintain the span of control, deputies may be appointed. When sections, branches or units are not activated, the responsibility for those functions rises to the next highest level of supervision. The EOC Director is responsible for maintaining the appropriate staffing levels.
### Chart 2 (Fill in Chart Appropriately For Jurisdiction)

**P=Primary  S=Support**

<table>
<thead>
<tr>
<th>University Emergency/Disaster Responsibilities Matrix</th>
<th>President’s Executive Policy Group</th>
<th>University President</th>
<th>Office of EM</th>
<th>Student Health &amp; Safety</th>
<th>Police</th>
<th>Facility Services</th>
<th>Human Resources</th>
<th>Finance</th>
<th>Information Technology</th>
<th>Facilities</th>
<th>Planning</th>
<th>FAS</th>
<th>University Advancement</th>
<th>Academic Affairs</th>
<th>Extended Education</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>MANAGEMENT</td>
<td>EOC Director.</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Liaison Officer</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>EOC Manager</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Safety Officer</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Security Officer</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>P.I.O.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Legal Advisor</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OPERATIONS</td>
<td>Operations Section Chief</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Law Branch</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Coroner Unit</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fire Branch</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Emergency Medical Branch</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Health &amp; Welfare Branch</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Construction/Engineering Branch</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>P</td>
</tr>
<tr>
<td>PLANNING</td>
<td>Plans/Intelligence Chief</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>P</td>
</tr>
<tr>
<td></td>
<td>Situation Analysis Unit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>S</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Documentation Unit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Damage Assessment Unit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>P</td>
</tr>
<tr>
<td></td>
<td>Advance Planning Unit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Recovery Planning Unit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>P</td>
</tr>
<tr>
<td></td>
<td>Demobilization Unit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>P</td>
</tr>
<tr>
<td></td>
<td>Technical Specialists</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>P</td>
</tr>
<tr>
<td>LOGISTICS</td>
<td>Logistics Section Chief</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>P</td>
</tr>
<tr>
<td></td>
<td>Resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>P</td>
</tr>
<tr>
<td></td>
<td>Personnel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>P</td>
</tr>
<tr>
<td></td>
<td>Facilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>P</td>
</tr>
<tr>
<td></td>
<td>Transportation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>P</td>
</tr>
<tr>
<td></td>
<td>Procurement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>P</td>
</tr>
<tr>
<td></td>
<td>Communications/Info</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>P</td>
</tr>
<tr>
<td>FINANCE</td>
<td>Finance/Admin Chief</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>P</td>
</tr>
<tr>
<td></td>
<td>Comp &amp; Claims Unit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>P</td>
</tr>
<tr>
<td></td>
<td>Cost Recovery</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>P</td>
</tr>
<tr>
<td></td>
<td>Purchasing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>P</td>
</tr>
<tr>
<td></td>
<td>Time Unit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>P</td>
</tr>
<tr>
<td></td>
<td>Cost Analysis</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>P</td>
</tr>
</tbody>
</table>
President’s Executive Council
In accordance with the California Emergency Services Act, the University was accredited by the State of California Emergency Council. The primary role of the Disaster Council is to develop and recommend for adoption the University’s emergency plan, emergency services organization, mutual aid plans and agreements and any other emergency management-related rules and regulations.

Employee and Faculty Assignments and Responsibilities
California Labor Code §3211.92(b) identifies public agency employees as Disaster Service Workers. Consequently, all on-duty University employees are expected to remain at work. Off-duty employees should report for work in accordance with University policy. If at home when a disaster occurs, employees are expected to ensure the welfare of their families and homes before reporting to work.

At the time of an emergency, all University employees are eligible to be called upon to assume an emergency assignment. Should that become necessary, the University President may suspend normal University business activities. The Personnel Unit in the University EOC Planning Section will coordinate recruiting, orienting and assigning University employees and volunteers to emergency tasks, as directed by the Director of Emergency Services.

In addition to being available for an emergency assignment, it is the responsibility of all University staff to:

- Be familiar with the University emergency organization, concept of emergency operations and the procedures outlined in this Emergency Operations Plan (EOP).
- Be familiar with department emergency procedures.
- Attend required emergency training and exercises.
- Maintain proficiency in any special skills needed for emergency assignment.

Student Responsibilities
Student responsibilities in emergency management and preparedness include:

- Ensure emergency contact information is up-to-date in MyCSUSM for the campus mass communications system (AlertU).
- Listen carefully when faculty, staff and emergency personnel give instructions.
- Take drills seriously and encourage others to do the same.
- Know the location and content of the building evacuation maps, including the designated outside meeting areas for classes.
- Learn what to do in an emergency beforehand – know about campus emergency procedures described in this emergency operations plan.
- Be informed about the appropriate safety information relevant to the hazards encountered in classrooms and labs.
- Dial 911 on all campus phones or from a cell phone while on campus to contact University Police. Outside on campus, use Blue Light emergency phones or cell
Family Responsibilities
It is recommended that family members create a family emergency plan. Things to consider when creating a family emergency plan are:

- Choose an out-of-town emergency contact for your family. This person should live in a place that is unlikely to be directly affected by the same event. Let this person know you have chosen them.
- Make sure every household member has all telephone numbers and email addresses for that contact as well as each other.
- Your family should know that if landline or cellular telephones are not working, they need to be patient and try again later or try e-mail. Many people flood the telephone system when emergencies occur.
- Do not call 911 or the university police to obtain information. These numbers should only be used for life-threatening emergencies.
- Call the emergency hotline number or monitor local media to obtain information on the status of the campus.

University Employee Notification and Recall
- For obvious emergencies, (e.g., major earthquakes):
  - Employees pre-assigned to an emergency role/EOC function should automatically report to their assigned position.
  - All other employees must:
    - Follow their respective department response plans.
    - Check the University website or call the emergency hotline.
    - Report for their next scheduled shift if no emergency instructions are available.
    - Check media outlets (TV and radio)
- For all other events, department managers will implement telephone calling trees or other means of notifying employees (AlertU) and provide instructions on when and where to report.

Emergency Operations Center (EOC)
In normal conditions, day-to-day operations are conducted by departments and agencies that are widely dispersed throughout the University. In a major emergency or disaster, the University will use an Emergency Operations Center (EOC), from which centralized disaster/emergency management can be performed. This facilitates a coordinated response by the University and representatives of other organizations who are involved in the emergency response and recovery. The level of EOC staffing will vary with the specific disaster/emergency situation.
An EOC provides a central location for information and decision making, and allows for face-to-face coordination among personnel who must make emergency decisions. The following functions may be performed in the University’s EOC:

- Managing and coordinating disaster/emergency operations.
- Receiving and disseminating warning information.
- Developing emergency policies and procedures.
- Collecting intelligence from, and disseminating information to, the various EOC representatives and to City, County, State, Federal and other agencies.
- Preparing intelligence summaries, situation reports, operational reports and other reports.
- Maintaining maps, display boards and other disaster related information.
- Continuing analysis of disaster information.
- Coordinating operational and logistical support.
- Maintaining contact and coordination with field operations, other local government EOCs and the Operational Area.
- Providing disaster/emergency information to the public and making official releases to the news media.
- Communications.
- Resource dispatching and tracking.

University emergency/disaster response and recovery operations will be managed in one of three modes, depending on the magnitude of the emergency/disaster.

**Level One – (Standby/alert)**
Level One activation may be a minor to moderate incident wherein local resources are adequate and available. A Local Emergency may or may not be proclaimed. The University EOC may be activated at a minimal level or may not be activated. Off-duty personnel may be recalled.

**Level Two – (Partial activation)**
Level Two activation may be a moderate to severe emergency/disaster wherein local resources are not adequate and mutual aid may be required on a regional or even statewide basis. Key management level personnel from the principal involved agencies will co-locate in a central location to provide jurisdictional or multi-jurisdictional coordination. The EOC should be activated. Off-duty personnel may be recalled. A Local Emergency may be proclaimed by the University/City/County and a State of Emergency may be proclaimed by the Governor.

**Level Three – (Full activation)**
Level Three activation may be a major local or regional disaster wherein resources in or near the impacted area are overwhelmed and extensive state and/or federal resources are required. A Local Emergency (University/City/County) and a State of Emergency (Governor) will be proclaimed and a Presidential Declaration of an Emergency or Major
Disaster will be requested. All response and early recovery activities will be conducted from the EOC. Most off-duty personnel will be recalled.

**EOC Location and Description**

The primary EOC is located at: University Police Department (425 La Moree Rd. San Marcos Ca. 92078)

The alternate EOC is located at: Facility Services training room

The EOC totals 1184 square feet and is divided among the Management, Operations, Logistics, Planning/Intelligence, Finance/Administration sections and Policy Group (PSB 125). Emergency power is provided by a diesel generator (72 hour capacity on fuel). The EOC has the capability to house and feed staff for 72 consecutive hours. On-site services include (breakroom (frig, sink, microwave), bathrooms, showers, food and water supply).

The alternate EOC may be activated when the primary EOC is unusable. The Logistics Section will coordinate the relocation to the alternate EOC. The operational functions of the alternate EOC will be the same as those of the primary EOC.
Chart 3
EOC Floor Plan

Public Safety Building - 125
EOC Displays
Because the EOC’s major purpose is gathering and sharing information for coordinated emergency response, status boards may be used to track information. All EOC sections must track information so that other EOC staff can quickly comprehend what actions have been taken, what resources are available and the damage in the University resulting from the disaster. The Planning/Intelligence Section is responsible for coordinating displays of information. All display charts, boards, and materials are stored in PSB 125.

A significant events log should be compiled for the duration of the emergency. It is the responsibility of the Planning/Intelligence Section to record key disaster information in the logs.

EOC Communications
Communications in the EOC include telephones, computers, and internet. The Logistics Section is responsible for communications.

EOC Facility Management
Management of and maintaining operational readiness of the primary and alternate EOC facilities is the responsibility of the Emergency Manager.

The EOC Director will have the primary responsibility for ensuring that the President’s Executive Council is kept informed of the situation and will bring all major policy issues to the Council for review and decision.

EOC Activation Policy
The EOC is activated when field response agencies need support, a University-wide perspective is needed or multiple-departments need to coordinate their response. Activated EOCs may be partially or fully staffed to meet the demands of the situation.

The City and County must be notified via the designated countywide emergency reporting systems or telephone call when the EOC is activated.

When to Activate the EOC
- An emergency situation that has occurred or might occur that will require a large commitment of resources from two or more University Departments over an extended period of time. Examples include: an earthquake, brush fire, bombing, flooding, major hazardous material incident, civil disturbance, aircraft disaster, high rise structure fire, severe weather conditions, uncontrolled release or dam failure, act of terrorism, large-scale school incident and special events.
- An impending or declared "State of War Emergency".
Who Can Activate the EOC
The following individuals, either acting as the EOC Director or on behalf of the EOC Director, or their appointed representatives (as referenced in Part One, Section Nine, Continuity of Government Lines of Succession) are authorized to activate the EOC:
- University President
- Provost/VP for Academic Affairs
- VP of Administration and Finance
- VP of Student Affairs
- VP for University Advancement
- VP for Community Engagement
- Chief of Police (if not the Incident Commander)
- Lieutenant of University Police
- Emergency Manager
- Manager of Safety, Risk & Sustainability
- President’s Chief of Staff or designee

EOC Activation Guidelines
- Call an official who has authority to activate the EOC (see list above) and request activation to the level needed.
- Identify yourself as the Incident Commander or other appropriate authority and provide a call-back confirmation phone number.
- Briefly describe the emergency/disaster situation requiring the EOC activation.
- Identify in general what EOC functions will be needed.

EOC Activation Procedures
- Determine level of EOC activation and staffing levels. (See Chart 4, EOC Activation and Staffing Guidelines)
- Notify EOC staff using AlertU.
- Set up the EOC. (See EOC Set Up Procedures in Part Two, Management Section Annex, Supporting Documents.)
- Notify the City EOC and County OES that the University EOC has been activated.

All employees, elected officials and partner agencies may be advised when either the EOC or alternate EOC is activated.

EOC Deactivation Procedures
- The EOC Director will determine which units, branches or sections are no longer needed and order EOC deactivation to begin.
- Deactivated units will complete all required paperwork and transfer any remaining tasks or responsibilities to the appropriate unit, branch or section.
As EOC deactivation continues, this process will repeat itself.
The deactivation should be overseen by the Demobilization Unit to ensure procedures are followed.
Notify the City EOC and County OES when the EOC deactivation is complete.
## Chart 4
### EOC Activation and Staffing Guidelines

<table>
<thead>
<tr>
<th>Event/Situation</th>
<th>Activation Level</th>
<th>Minimum Staffing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Events with potential impacts on the health and safety of the public and/or environment</td>
<td>One</td>
<td>EOC Director</td>
</tr>
<tr>
<td>Severe Weather Issuances (see Part Two, Operations Annex Supporting Documents—NWS)</td>
<td></td>
<td>Other Designees</td>
</tr>
<tr>
<td>Significant incidents involving 2 or more Departments</td>
<td></td>
<td>Note: May be limited to minimal staffing</td>
</tr>
<tr>
<td>Power outages and Stage 1 and 2 power Emergencies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Earthquake Advisory/Prediction Level One</td>
<td>Two</td>
<td>EOC Director</td>
</tr>
<tr>
<td>Two or more large incidents involving 2 or more departments</td>
<td></td>
<td>Section Chief’s, Branches and Units as appropriate to situation</td>
</tr>
<tr>
<td>Earthquake Advisory/Prediction Level Two or Three</td>
<td></td>
<td>Liaison/Agency representatives as appropriate.</td>
</tr>
<tr>
<td>Major wind or rain storm</td>
<td></td>
<td>Public Information Officer</td>
</tr>
<tr>
<td>Wildfire affecting developed area</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Major scheduled event</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Large scale power outages and Stage 3 power emergencies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Earthquake with damage</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hazardous materials incident involving large-scale or possible large-scale evacuations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Events with potential impacts on the health and safety of the public and/or environment</td>
<td>Three</td>
<td>All EOC positions</td>
</tr>
<tr>
<td>Major University or regional emergency – multiple departments with heavy resource involvement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Earthquake with damage in the University or adjacent cities.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Coordination with the Field Response Level
Coordination among SEMS levels is clearly necessary for effective emergency response. In a major disaster/emergency, the University’s EOC may be activated to coordinate the overall response while the Incident Command System is used by field responders.

Communication and Coordination with the Operational Area
Communications should be established between all universities and the Operational Area. Designated countywide emergency reporting systems should be used to coordinate and communicate reports and resource requests with the Operational Area EOC. If those systems are not available, all reports and requests are to be sent to the contact Sheriff’s Station by means coordinated with and agreed to by the Watch Commander and University staff. The Sheriff’s Station will then be responsible for sending the information to the Operational Area EOC. (See Charts 5-A and 5-B, Information Reporting Process.)

University should report its status to the Operational Area EOC whether or not it has any disaster damage.

The Operational Area will use the Multi-Agency Coordinating System (MACS) concept when developing response and recovery operations.

Reporting to the County EOC’s
University reports and notifications are to be made to the Operational Area. These reports and notifications include:
- Activation of the EOC.
- Proclamation of a Local Emergency.
- Reconnaissance (Recon) Reports.
- University Status Reports.
- Initial Damage Estimates.
- Incident Reports.
- Resource Requests.

Established reporting procedures include:
- Use of the countywide WebEOC - https://sancoca7.webeocasp.com/sancoca7
- Phoning or faxing information to the Operational Area EOC.

(Reference: San Diego County Operational Area Disaster Information Reporting Procedures.)
Chart 5-A
University to Operational Area Information Reporting System

WebEOC Is Operational

DISASTER OCCURS

University EOC is activated

Contact your Disaster Management Area Coordinator

IF WebEOC IS OPERATIONAL

Enter Initial Event via WebEOC if it is not already in the system

University should call OES (during normal work hours) or Duty Officer (after work hours) to verify receipt of the report unless OES has already verified with the University

If County cannot verify receipt of report, see Chart 5-B

All jurisdictions should enter Status Report in 30 minutes (even if not impacted)

University should call OES (during normal work hours) or Duty Officer (after work hours) to verify receipt of the Status Report unless OES has already verified receipt with the University

Reports and Updates:
University Status Report (first report filed within 2 hours; subsequent reports as conditions change)
Initial Damage Report (when possible or when requested)
Resource Requests (ongoing)
Major Incident Reports (ongoing)
Messages (ongoing)

County OES will make notification to Cal OES and Cal OES will notify other levels of government
Note: Telephone numbers for the various agencies are located in Part 3.2 (Restricted Use)
Chart 5-B
University to Operational Area Information Reporting System

WebEOC Is Not Operational

DISASTER OCCURS

University EOC is activated

Contact your Disaster Management Area Coordinator

IF WebEOC IS NOT OPERATIONAL

Notify City and County EOC of the Initial Event

County EOC will take all reports from the University (both Initial and follow-up) until WebEOC is operational

University should contact OES (during normal work hours) or Duty Officer (after work hours) to verify receipt of all reports and updates unless OES has already verified receipt with the University

Reports and Updates:
Status Report (all cities should enter in 30 minutes even if not impacted)
University Status Report (first report filed within 2 hours; subsequent reports as conditions change)
Initial Damage Report (when possible or when requested)
Resource Requests (ongoing)
Major Incident Reports (ongoing)
Messages (ongoing)

County OES will make notification to Cal OES and Cal OES will notify other levels of government

Follow these procedures until WebEOC is operational
Note:  1) Telephone numbers for the various agencies are located in Part 3.2 (Restricted Use)
Resource Request Process
When a disaster or emergency occurs, the University will use its own internal assets to provide emergency services. If the University’s internal assets are not sufficient, the University will normally make a request to the city of San Marcos or the CSU System (Chancellors Office) for assistance. Internal assets include supplies and equipment available from local vendors.

- If resources are still not available, resource requests should be directed to the Operational Area EOC via the designated countywide emergency reporting systems (WebEOC).
- Existing mutual aid agreements and financial protocols will be followed.
Chart 6
SEMS/NIMS Emergency Activities Flow Chart

DISASTER EVENT OCCURS

▼ Director of Emergency Services determines extent of EOC activation
▼ Make notifications of EOC activation to President and University staff
▼ Set up EOC
▼ Make notifications of EOC activation to outside agencies: City of San Marcos EOC, San Diego County EOC, Op Area and Chancellors Office
▼ EOC briefing regarding current status
▼ Begin initial EOC operations
▼ Sustained EOC operations and begin initial recovery planning
▼ Extended recovery operations
▼ Deactivation/Demobilization of EOC
▼ Debriefing and critique of incident
▼ After-Action Report (AAR)/Corrective Action Report (CAR)
▼ Revision of EOP/SOPs based on AAR/CAR
▼ Recovery operations continue
Part One, Section Nine
Business Continuity (Continuity of Government)

Purpose
A major disaster could result in great loss of life and property, including the death or injury of key government officials. At the same time, there could be partial or complete destruction of established seats of government, and the destruction of public and private records essential to continued operations of government and industry.

In the aftermath of a major disaster, law and order must be preserved and essential university services must be maintained. This preservation is best accomplished by civil government. To this end, it is particularly essential that local government continue to function.

Responsibilities
Government at all levels is responsible for providing continuous, effective leadership and authority under all aspects of emergency services operations (prevention, preparedness, response, recovery and mitigation). Under California’s concept of mutual aid, local officials remain in control of their jurisdiction’s emergency operations while other jurisdictions may provide additional resources upon request. A key aspect of this control is to be able to communicate official requests, situation reports and emergency information during any disaster a community might face.

Preservation of Local Government
Article 15 of the California Emergency Services Act (Chapter 7 of Division 1 of Title 2 of the Government Code) provides the authority, as well as the procedures to be employed, to ensure continued functioning of political subdivisions within the State of California. Generally, Article 15 permits the appointment of up to three standby officers for each member of the governing body, and up to three standby officers for the chief executive, if not a member of the governing body. Article 15 provides for the succession of officers who head departments responsible for maintaining law and order, or in furnishing public services relating to health and safety.

Article 15 also outlines procedures to assure continued functioning of political subdivisions in the event the governing body, including standby officers, is unavailable to serve.

The Emergency Services Act provides for the preservation of University government in the event of a major disaster.
Lines of Succession for Officials with Emergency Responsibilities

The first step in assuring continuity of government is to have personnel who are authorized and prepared to carry out emergency actions for government in the event of a natural, technological or national security disaster.

President’s Executive Council

Executive Order 1014 authorizes universities to designate lines of succession for each member of the university leadership. Standby officers may be any staff member of the university. Standby officers take the same oath as regular officers and are designated Number 1, 2 or 3 as the case may be.

Director of Emergency Services

A successor to the position of Director of Emergency Services is appointed by the President’s Executive Council. The succession occurs:

- Should the director be unavailable or unable to serve, the positions listed below, in order, shall act as the Director of Emergency Services.
- Should these positions be unavailable or unable to serve, the individuals who hold permanent appointments to the following positions in the University will automatically serve as acting director in the order shown. The individual who serves as acting director shall have the authority and powers of the Director, and will serve until the Director is again able to serve, or until a successor has been appointed by the President’s Executive Council.
  - First Alternate: Provost/VP for Academic Affairs
  - Second Alternate: VP Administration & Finance
  - Third Alternate: VP Student Affairs
  - Fourth Alternate: Emergency Manager

Notification of any successor changes shall be made through the established chain of command.

Department Heads

Executive Order 1014 establishes lines of succession for each Division within the University. (See Lines of Succession list for University departments at the end of this Section.)

Temporary President’s Executive Council Meeting Location

- The President’s Executive Council shall designate alternative University seats which may be located outside University boundaries.
- Real property cannot be purchased for this purpose.
- Additional sites may be designated if needed.

In the event the primary location is not usable because of emergency conditions, the temporary seat of University government will be as follows:

- First Alternate: UARSC Conference Room
- Second Alternate: Temecula Campus
Emergency Operations Center (EOC)
For information on the University EOC please refer to the EOC section in Part One of this Plan.

Preservation of Vital Records
The following individuals are responsible for the preservation of vital records in the University:
1) Human Resources
2) Payroll
3) Enrollment Services
4) Health Services
5) Information Technology
6) PDC and Facility Services

Vital records are defined as those records that are essential to:
- Protect and preserve the rights and interests of individuals, governments, corporations and other entities. Examples include contracts, legislative actions, student records, student medical records and employee records.
- Conduct emergency response and recovery operations. Records of this type include utility system maps, locations of emergency supplies and equipment, emergency operations plans and procedures, personnel rosters, etc.
- Reestablish normal governmental functions and protect the rights and interests of campus. Constitutions and charters, statutes and ordinances, court records, official proceedings and financial records would be included here.

Record depositories should be located well away from potential danger zones and/or housed in facilities designed to withstand most destructive forces.

Each department within the University should identify, maintain and protect its own essential records.

For information on the storage of vital records, please refer to the Vital Records section in Part 3.3 of this Plan. Part 3.3 contains confidential and sensitive information and is not a public document

References
- Judicial System, Article VI, Section 1, 4, 5 and 10, of the Constitution of California.
- Local Government, Article XI, of the Constitution of California.
- Preservation of Local Government, Article 15 of the California Emergency Services Act (Chapter 7 of Division 1 of Title 2 of the Government Code).
### Business Continuity Lines of Succession

<table>
<thead>
<tr>
<th>Service/Department</th>
<th>Title/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>University President</td>
<td>1. Provost</td>
</tr>
<tr>
<td></td>
<td>2. Vice President – Administration &amp; Finance</td>
</tr>
<tr>
<td></td>
<td>3. Vice President – Student Affairs</td>
</tr>
<tr>
<td>University Police Chief</td>
<td>1. Lieutenant</td>
</tr>
<tr>
<td></td>
<td>2. First Sergeant according to seniority</td>
</tr>
<tr>
<td></td>
<td>3. First Officer according to seniority</td>
</tr>
<tr>
<td>Director, Logistical &amp; Support Services</td>
<td>1. Asst. Director of Procurement Services</td>
</tr>
<tr>
<td></td>
<td>2. Contract Specialist III</td>
</tr>
<tr>
<td></td>
<td>3. Contract Specialist II</td>
</tr>
<tr>
<td>Director, Facilities Planning</td>
<td>1. Asst. Director of Facility Services</td>
</tr>
<tr>
<td></td>
<td>2.</td>
</tr>
<tr>
<td></td>
<td>3.</td>
</tr>
<tr>
<td>AVP Human Resources Management</td>
<td>1. Director Human Resources</td>
</tr>
<tr>
<td></td>
<td>2. Human Resources Manager</td>
</tr>
<tr>
<td></td>
<td>3.</td>
</tr>
<tr>
<td>Public Information Officer</td>
<td>1. Assoc. VP Communications</td>
</tr>
<tr>
<td></td>
<td>2.</td>
</tr>
<tr>
<td></td>
<td>3.</td>
</tr>
<tr>
<td>Director, Facility Services</td>
<td>1. Associate Director</td>
</tr>
<tr>
<td></td>
<td>2. Chief Engineer</td>
</tr>
<tr>
<td></td>
<td>3. Trades Manager</td>
</tr>
<tr>
<td>Dean, Instructional &amp; Information Technology Services</td>
<td>1. Assoc. Dean</td>
</tr>
<tr>
<td></td>
<td>2. Director and Information Security Officer</td>
</tr>
<tr>
<td></td>
<td>3.</td>
</tr>
<tr>
<td>Director of Safety, Risk &amp; Sustainability</td>
<td>1. Asst. Vice President Administration</td>
</tr>
<tr>
<td></td>
<td>2. Environmental Health &amp; Safety Specialist</td>
</tr>
<tr>
<td></td>
<td>3.</td>
</tr>
</tbody>
</table>
Part One, Section Ten
Emergency Proclamation Process

General
The California Emergency Services Act provides the basic authorities for conducting emergency operations following a proclamation of Local Emergency, State of Emergency or State of War Emergency by the Governor and/or appropriate local authorities, consistent with the provisions of the Act. There are three types of proclamations of emergency in the State of California: local emergency, state of emergency and state of war emergency.

Local Emergency (University)
A Local Emergency may be proclaimed by the University President or the President’s designee as specified and/or adopted by the President’s Executive Council. The governing body must review the need to continue the proclamation at least every fourteen days (or every twenty-one days if the governing body does not meet at least weekly) until the Local Emergency is terminated. The Local Emergency must be terminated as soon as conditions warrant. Proclamations are normally made when there is an actual incident or threat of disaster or extreme peril to the safety of persons and property within the University caused by natural or man-made situations.

The proclamation of a Local Emergency provides the University President with the legal authority to:

- If necessary, request that the CSU Chancellor, Governor proclaim a State of Emergency and/or request a Presidential declaration.
- Promulgate or suspend orders and regulations necessary to provide for the protection of life and property, including issuing orders or regulations imposing a curfew within designated boundaries.
- Exercise full power to provide mutual aid to any affected area in accordance with local ordinances, resolutions, emergency plans or agreements.
- Request state agencies and other jurisdictions to provide mutual aid.
- Require the emergency services of any local official or employee.
- Requisition necessary personnel and materials from any local department or agency.
- Obtain vital supplies and equipment and, if required, immediately commande all the same for public use.
- Impose penalties for violation of lawful orders.
- Conduct emergency operations without incurring legal liability for performance, or failure of performance. (Note: Article 17 of the Emergency Services Act, Section 8655, provides for certain privileges and immunities.)

Note: Emergency proclamation forms are in Part Two, Management Section Annex, Supporting Documents. The Emergency Operations Center is responsible for preparing and submitting the paperwork with the assistance of the President’s Executive Council. Documents will be on file in the Emergency Operations Center.
The University should immediately notify and send a copy of the University’s proclamation to the Operational Area EOC so that the County can request a Local Emergency proclamation or a concurrence by the County.

Local Emergency (County)
San Diego County Office of Emergency Services is the administrative coordinator of the Operational Area (OA). When the County’s Office of Emergency Services (OES) receives the University’s proclamation, the County may:
- Proclaim a local emergency or
- Concur with the University’s proclamation or
- Take no action.

The County then forwards to the California Office of Emergency Services (Cal OES) Southern Region:
- The University’s proclamation.
- The County’s proclamation.
- The County’s concurrence with the local proclamation.

When the County of San Diego proclaims a local emergency, the University will be covered under the County proclamation (62 Ops.Cal.Att’y Gen. 701, 708 (1979). If the emergency/disaster affects the University, it is recommended that the University also proclaim a local emergency, as that will enable the University to adopt emergency ordinances and promulgate regulations that would not otherwise be valid. Note that, according to the Attorney General, the County’s ordinances prevail in the event there is a conflict between the County’s ordinances and ordinances adopted by the University (62 Ops.Cal.Att’y Gen. 701, 708 (1979).

When the County proclaims a local emergency, they may request that:
- The California Office of Emergency Services (Cal OES) Secretary concur with the local proclamation,
- The Governor proclaim a State of Emergency, and/or
- The Governor request a Presidential Declaration of an Emergency or Major Disaster.

State of Emergency
A State of Emergency may be proclaimed by the Governor when:
- Conditions of disaster or extreme peril exist which threaten the safety of persons and property within the state caused by natural or man-made incidents.
- Requested to do so by local authorities.
- Local authority is inadequate to cope with the emergency.

Whenever the Governor proclaims a State of Emergency:
- Mutual aid shall be rendered in accordance with approved emergency plans when the need arises in any county or University for outside assistance.
EMERGENCY OPERATIONS PLAN

- The Governor shall, to the extent deemed necessary, have the right to exercise all police power vested in the state by the Constitution and the laws of the State of California within the designated area.
- Jurisdictions may command the aid of citizens as deemed necessary to cope with an emergency.
- The Governor may suspend the provisions of orders, rules or regulations of any state agency; and any regulatory statute or statute prescribing the procedure for conducting state business.
- The Governor may commandeer or make use of any private property or personnel (other than the media) in carrying out the responsibilities of the office.
- The Governor may promulgate, issue and enforce orders and regulations deemed necessary.

State of War Emergency
Whenever the Governor proclaims a State of War Emergency, or if a State of War Emergency exists, all provisions associated with a State of Emergency apply, plus: All state agencies and political subdivisions are required to comply with the lawful orders and regulations of the Governor which are made or given within the limits of authority as provided for in the Emergency Services Act.

Federal Declaration
The Governor can request a Presidential Declaration of an Emergency or a Major Disaster. This opens the door for federal disaster assistance. In some circumstances, a Presidential Declaration may allow for the termination of public works contracts (California Government Code 4410-4412).

Refer to Part Two, Management Section Annex, Supporting Documents for additional information on specific actions and the Emergency Proclamation/Declaration process.
Part One, Section Eleven

Mutual Aid

General
Mutual aid is designed to ensure that adequate resources, facilities and other support are provided to jurisdictions whenever their own resources prove to be inadequate to cope with a given situation(s). The basis for the system is the California Disaster and Civil Defense Master Mutual Aid Agreement, as provided for in the California Emergency Services Act (see Part Two, Management Section Annex, Supporting Documents). This Agreement was developed in 1950 and has been adopted by the state, all 58 counties and most incorporated cities in the State of California. The Master Mutual Aid Agreement creates a formal structure wherein each jurisdiction retains control of its own facilities, personnel and resources, but may also receive or render assistance to other jurisdictions within the state. State government is obligated to provide available resources to assist local jurisdictions in emergencies. It is the responsibility of the local jurisdiction to negotiate, coordinate and prepare mutual aid agreements.

Mutual Aid System
A statewide mutual aid system, operating within the framework of the Master Mutual Aid Agreement, allows for the mobilization of resources to and from local governments, operational areas, regions and state to provide requesting agencies with adequate resources. The general flow of mutual aid resource requests and resources within mutual aid systems are depicted in the diagram in Chart 1.

The system includes several discipline-specific mutual aid agreements, such as fire and rescue, law, medical, building and safety, coroners, emergency managers (EMMA) and public works. These systems are consistent with SEMS and NIMS at all levels. (See Chart 2.)

In addition to the mutual aid agreements that are in place within the state of California, the Governor signed the Emergency Management Assistance Compact (EMAC) which allows the State of California to participate with the other states in a nationwide mutual aid system.

Mutual Aid Regions
Mutual Aid Regions I-VI were established in California under the Emergency Services Act and each contains designated counties. San Diego County and its cities are in Mutual Aid Region VI, which is in the Cal OES Southern Administrative Region. (See Chart 3.)

Mutual Aid Coordinators
To facilitate mutual aid, discipline-specific mutual aid systems work through designated mutual aid coordinators at the operational area, regional and state levels. The basic role of a mutual aid coordinator is to receive mutual aid requests, coordinate the provision of resources from within the coordinator’s geographic area of responsibility and pass on unfilled requests to the next level.
Mutual aid requests that do not fall into one of the discipline-specific mutual aid systems are handled through the emergency services mutual aid system by emergency management staff at the local government, operational area, regional and state levels. In the Operational Area, this would be coordinated through the San Diego County Office of Emergency Services.

Mutual aid system—coordinators at an EOC may be located in various functional elements (sections, branches, groups or units) or serve as an agency representative, depending on how the EOC is organized and the extent to which it is activated.

**Participation of Volunteer, Non-Governmental and Private Agencies**

Volunteer, non-governmental and private agencies may participate in the mutual aid system along with governmental agencies. For example, the disaster medical mutual aid system relies heavily on private sector involvement for medical/health resources. The University’s emergency preparedness partnerships, including volunteer agencies such as the American Red Cross, Salvation Army, Disaster Communications Services, community and faith-based organizations and others are an essential element of local, state and national emergency response to meet the needs of disaster victims. Volunteer agencies and non-governmental organizations mobilize volunteers and other resources through their own systems. They also may identify resource needs that are not met within their own systems that would be requested through the mutual aid system. Volunteer agencies and non-governmental organizations with extensive involvement in the emergency response should be represented in EOCs.

Some private agencies have established mutual aid arrangements to assist other private agencies and government within their functional area. For example, electric and gas utilities have mutual aid agreements within their industry and established procedures for coordinating with governmental EOCs. In some functional areas, services are provided by a mix of special district, municipal and private agencies. Mutual aid arrangements may include both governmental and private agencies.

Liaison should be established between activated EOCs and private agencies involved in a response. Where there is a need for extensive coordination and information exchange, private agencies should be represented in activated EOCs at the appropriate SEMS level.

**Policies and Procedures**

- Mutual aid resources will be provided and utilized in accordance with the California Master Mutual Aid Agreement.
- During a proclaimed emergency/disaster, inter-jurisdictional mutual aid will be coordinated at the county, operational area or mutual aid regional level.
- Make sure a communications plan is in place for response activities.
- The University will make all non-law and non-fire mutual aid requests via designated countywide emergency reporting systems. Requests should specify, at a minimum:
o Number and type of personnel needed.
o Type and amount of equipment needed.
o Reporting time and location.
o To whom resources should report.
o Access routes.
o Estimated duration of operations.
o Risks and hazards.

Authorities and References
Mutual aid assistance may be provided under one or more of the following authorities:
• California Emergency Managers Mutual Aid Agreement.
• California Fire and Rescue Emergency Plan.
• California Fire Assistance Agreement.
• California Law Enforcement Mutual Aid Plan.
• California Master Mutual Aid Agreement.
• Emergency Management Assistance Compact.
• Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended: provides federal support to state and local disaster activities.
Chart 1

Flow of Requests and Resources

Federal

State

Region

Operational Area

Affected Local Governments

Unaffected Operational Areas Within the Region

Unaffected Local Governments, State Agencies, Federal Jurisdictions, NGOs, CBOs and Tribal Governments within the OA

State Agencies Within the Region

Federal Resources

State Agencies

Other Regions

Operational Areas in Other Regions

Resource Requests Resources
Chart 2

Discipline-Specific Mutual Aid Systems

Resource Requests
Information Flow & Coordination
Chart 3
Mutual Aid Regions

Governor's Office of Emergency Services
State of California

OES Regional Map

To contact your county (operational area) coordinator, see the "community services" or "county government" section of your telephone book.

Adapted from the CVMA Disaster Response Program Disaster Resource Guide by permission.
Part One, Section Twelve
Authorities and References

General
The California Emergency Services Act (Chapter 7 of Division 1 of Title 2 of the Government Code), hereafter referred to as the Act, provides the basic authorities for conducting emergency operations following a proclamation of Local Emergency, State of Emergency or State of War Emergency by the Governor and/or appropriate local authorities, consistent with the provisions of the Act.

The Standardized Emergency Management System (SEMS) Regulations (Chapter 1 of Division 2 of Title 19 of the California Code of Regulations), hereafter referred to as SEMS, establishes SEMS which incorporates the use of the Incident Command System (ICS), the Master Mutual Aid Agreement and existing mutual aid systems, the Operational Area concept and multi-agency or inter-agency coordination.

The California Emergency Plan, which is promulgated by the Governor, is published in accordance with the Act, provides overall statewide authorities and responsibilities and describes the functions and operations of government at all levels during emergencies or disasters. Section 8568 of the Act states, in part, that "the State Emergency Plan shall be in effect in each political subdivision of the state, and the governing body of each political subdivision shall take such action as may be necessary to carry out the provisions thereof". Therefore, local emergency/disaster plans are considered to be extensions of the California Emergency Plan. The current State plan was reviewed and found to be in compliance with NIMS.

The National Incident Management Section, hereafter referred to as NIMS, was mandated by Homeland Security Presidential Directive No. 5 and is also based on the Incident Command System and the multi-agency coordination system.

The National Response Framework is a guide as to how the nation conducts all-hazards incident response. It is built upon flexible, scalable and adaptable coordinating structures to align key roles and responsibilities across the nation, linking all levels of government and private sector businesses and non-governmental organizations. Response includes:
- Immediate actions to save lives, protect property and meet basic human needs.
- Implementation of emergency operations plans.
- Actions to support short-term recovery and some short-term mitigation activities.

The federal government does not assume command for local emergency management but rather provides support to local agencies. This Framework is based on the premise that incidents are typically managed at the lowest possible geographic, organizational and jurisdictional level.
Authorities
The following provides emergency authorities for conducting and/or supporting emergency operations:

Federal
- Americans with Disabilities Act of 1990 (ADA)
- Homeland Security Presidential Directive #8, December 17, 2005
- Family Educational Rights and Privacy Act (FERPA)
- Health Insurance Portability and Accountability Act of 1996 (HIPAA)

State
- California Emergency Services Act, Chapter 7 of Division 1 of Title 2 of the Government Code.
- California Government Code, Title 19, Public Safety, Div. 1, Cal OES, Chapter 2, Emergency and Major Disasters, Subchapter 3, Disaster Services Worker Volunteer Program
- California Health and Safety Code, Division 20, Chapter 6.5, Sections 25115 and 25117, Chapter 6.95, Sections 2550 et seq., Chapter 7, Sections 25600 through 25610, dealing with hazardous materials.
- California Natural Disaster Assistance Act, Chapter 7.5 of Division 1 of Title 2 of the Government Code.
- Executive Order S-2-05, National Incident Management System Integration into the State of California.
- “Good Samaritan” Liability.
- Orders and Regulations Promulgated by the Governor to Take Effect upon the Existence of a State of War Emergency.
- Orders and Regulations which may be Selectively Promulgated by the Governor during a State of Emergency.
- Standardized Emergency Management System (SEMS) Regulations, Chapter 1 of Division 2 of Title 19 of the California Code of Regulations and Government Code Section 8607(a).

Local (California State University San Marcos)
- University Hazardous Materials Plan
- Executive Order 1056
Executive Order 1014

Note: Mutual Aid plans are addressed in Part One, Section Eleven. Hazard Mitigation and Local Hazard Mitigation Plans are addressed in Part One, Section Seven.

References

Federal
- An ADA Guide for Local Governments: U.S. Department of Justice
- Local and Tribal NIMS Integration: U.S. Department of Homeland Security
- NIMS Emergency Operations Plan (EOP) Compliance Checklist
- Pets Evacuation and Transportation Standards Act, H.R. 3858

State
- California (Cal OES) Disaster Assistance Procedure Manual
- California Emergency Plan.
- California (Cal OES) Emergency Planning Guidance for Local Government
- California Emergency Resources Management Plan.
- California Fire and Rescue Operations Plan.
- California Hazardous Materials Incident Contingency Plan.
- California (Cal OES) Implementation Guidelines for the National Incident Management System (NIMS)
- California Law Enforcement Mutual Aid Plan.
- California Master Mutual Aid Agreement.
- California (Cal OES) State Emergency Plan (SEP) – Checklist Review (Based on Checklist for a NIMS-Compliant EOP from the Template for NIMS Implementation Plan).

County/Operational Area
- Unified San Diego County Emergency Services Organization and County of San Diego Operational Area Emergency Operations Plan (Sept 2014)
Local (California State University San Marcos)
- University Hazardous Materials Plan
- Executive Order 1056
- Executive Order 1014
Section Thirteen
Recovery Operations

Overview
Depending on the impact of the event, recovery can take weeks or months in a smaller incident to decades in a larger, catastrophic event. However, regardless of size, it is a complex process which will ultimately involve not only the resources of the community but those of county, state and federal agencies and departments, private sector and non-profit organizations.

Recovery begins immediately at the onset of an event as the focus is to restore services and return the University to a functional condition as quickly as possible. Phases of recovery will include activities and tasks which will need to be accomplished in the Immediate, Short, Mid and Long-Term timeframes.

Recovery begins almost immediately and the first activities will be coordinated from the EOC. Recovery operations will at some point transition from the Planning/Intelligence Section to a separate organization which will be the Recovery Team. This section of the EOP provides the basic information to begin the recovery process. A Recovery Annex (not included) will provide a guide for the more comprehensive recovery operations conducted by the Recovery Team.

Organization
The Recovery Team will be consistent with a SEMS organizational structure and be composed of: Management, Operations, Planning/Intelligence, Logistics and Finance/Administration. (See Organization Chart on next page).

The Recovery Team will be composed of various individuals, departments, other governmental organizations and outside agencies, as needed, to effectively coordinate and manage policy decisions, public information needs and recovery operations. Representatives from the following departments and organizations will include, but not be limited to, all University departments, local and state government, Chancellors Office, American Red Cross and community groups.
ICS is based on the concept of flexibility and adaptability. All positions are meant to be customized to each agency and each event’s particular needs.

**Damage Assessment**
Assessing damage to the University infrastructure and the community is a continual process, particularly in the aftermath of an earthquake. Some damages will not be readily apparent until reconstruction begins; and additional damage may occur with aftershocks. Detailed information on the impact of damages (ability to provide service), dollar amounts of damage, and economic consequences needs to be documented at every step in the recovery process.

Coordination of the collection of damage assessment information will be a function of the Planning Section. Documentation, analysis and reporting of the damage will be a function of both Planning/Intelligence and Finance/Administration. Support of field units and others involved in the collection of information will be the responsibility of Logistics. Impact to the University’s financial status and evaluation of the financial assistance needed will be responsibility of Finance/Administration.

**Documentation**
The Planning/Intelligence Section, working with the Finance/Administration Section, should establish procedures to be used during the damage assessment process for collecting and processing information. This process will be provided to all units within the organization. This information will be included in a Recovery Annex.
Several types of damage assessments may be conducted:

**Initial Assessments/Response Phase:**

- **Field (Windshield) Survey:** This is an initial, brief survey of the University which reports types and level of damages up to the EOC. This occurs during the response phase and provides an immediate snapshot of the overall condition of the University for prioritization of critical resources.

- **Critical Facilities Survey:** A quick visual assessment of pre-identified facilities and structures within the University to determine damage. This survey gives the University a quick look at the status of locations in the University which may be needed for response and recovery activities or which could impact those activities.

**Comprehensive Assessments:**

- **Rapid Evaluation Safety Assessment:** Inspection of University buildings, using ATC 20 guidelines, to ascertain impact on the University’s ability to provide essential services. This begins in the response phase and will continue until such time as a Detailed Evaluation Safety Assessment can be conducted on individual buildings. This would include tagging of structures to the standard of:
  - INSPECTED (Green placard)
  - RESTRICTED USE (Yellow placard)
  - UNSAFE (Red placard)

- **Detailed Evaluation Safety Assessment:** This is conducted to ATC 20 standards to determine the extent of repairs, reconstruction or replacement of University-owned buildings and will serve as the basis for requesting state and federal assistance for recovery efforts. This would include tagging of structures to the standard of:
  - INSPECTED (Green placard)
  - RESTRICTED USE (Yellow placard)
  - UNSAFE (Red placard)

**Other Assessments:**

- **Infrastructure Assessment:** This assessment will be a coordinated effort among those agencies providing essential services to the University including: transportation (roads, highways, bridges, overpasses), utility providers, schools, medical/health care providers and other segments of the community. The assessment will determine restoration and reconstruction priorities on not only a University-wide basis but on a regional basis as well. Specialized engineers will
be required to conduct some inspections, particularly those where transportation is impacted. (In consultation with the Chancellors Office or representative)

- **Needs Assessment:** Outside agencies, such as the American Red Cross, will assist the University in determining the care and shelter requirements of the residents including, but not limited to, housing, feeding, medical/health, and unmet needs assistance that will be needed.

- **Residential/Business Building Assessments:** Inspections, using ATC 20 standards, will be conducted University-wide once response efforts have stabilized the incident to a point where building and engineering staff can safely move throughout the University and staff is available to conduct the inspections.

- **Reassessments:** The University will need to establish a plan for conducting re-inspections, as it can be expected that aftershocks of a significant magnitude will cause additional damage to structures.

---

**After-Action/Corrective Action Plans and Reports**

After-Action Reports document response and recovery efforts. Corrective Action Reports or improvement plans identifies both successes and shortcomings; identifies potential failure points; recommends modifications or changes to plans, procedures and organizational structures; determines training needs and establishes a baseline for future mitigation activities. The SEMS After-Action Questionnaire is found in the Planning/Intelligence Supporting Documents.
Disaster Assistance

Federal Programs:
- FEMA’s **Public Assistance** provides assistance to State, Tribal and local governments and certain types of Private, Non-Profit organizations so that communities can quickly respond to and recover from major emergencies and disasters declared by the President of the United States. This assistance is for debris removal, emergency protective measures, and the repair, replacement or restoration of disaster-damaged publicly owned facilities. This program also provides funding for hazard mitigation to limit future damage.

As FEMA requirements are updated frequently, current FEMA restrictions, processes and other program information can be found using the following links below:

**Public Assistance:** The Federal share of assistance is not less than 75% of the eligible cost for emergency measures and permanent restoration. The grantee (usually the State) determines how the non-Federal share (up to 25%) is split with the subgrantees (eligible applicants).

- **Policy and Guidance** - 9500 Series Policies and other Publications
- **Debris Management** - Resources for Debris Removal and Demolition Operations
- **Application Process** - Step by step description of the PA grant life cycle
- **Roles and Responsibilities** - Information on the duties of Federal, State and local partners
- **Resources and Tools** - Appeal Database, Equipment Rates, Cost Estimating Format, and other resources

- FEMA’s **Individual Assistance** helps individuals, families and small businesses following a disaster. This assistance can include housing needs, crisis counseling, disaster unemployment insurance, legal services, etc. It also includes loans from the Small Business Administration for physical disaster loans, economic injury disaster loans and emergency loans.

Use the following link to access the FEMA website for individual/family assistance: [https://www.fema.gov/individual-assistance-program-tools](https://www.fema.gov/individual-assistance-program-tools)

- **Hazard Mitigation Grants** provide funding for local governments to engage in a wide range of mitigation activities to reduce or eliminate the impacts of future disasters. For current information on hazard mitigation programs use the following link: [https://www.fema.gov/hazard-mitigation-grant-program](https://www.fema.gov/hazard-mitigation-grant-program)
• The Robert T. Stafford Act provides the guidelines for federal assistance. For additional information on the Stafford Act, use the following link: http://www.fema.gov/library/viewRecord.do?id=3564

State Programs:

• Public Assistance Program in California addresses incidents that do not meet the requirements of a Presidential declaration. This program is governed by the California Disaster Assistance Act (CDAA) for assistance in the following areas: Debris Removal, Emergency Protective Measures, Roads and Bridges, Water Control Facilities, Buildings and Equipment, Utilities and Parks, Recreational Facilities and others. Additional information on current forms and the application process is found using the following links:

California Disaster Assistance Act (CDAA) provides state financial assistance for recovery efforts to counties, cities and/or special districts after a state disaster has been declared. The applicant must incur a minimum of $3,340 in damages to be eligible for the state minimum cost share of $2,500 for each declared disaster under CDAA. A local agency must submit a Project Application CDAA Form 1/Cal OES 126 to the California Office of Emergency Services (Cal OES) within 60 days after the date of a local proclamation. When filing an application for assistance, an applicant may attach a List of Projects (Cal OES 95). Applicants are also required to have on file with Cal OES, a resolution designating an authorized representative (OES 130) for each disaster.

The CDAA process consists of the following steps:

Initial Damage Estimates (IDE)
State Assessment of IDE
Director’s Concurrence or Governor’s Proclamation

Applicants’ Briefing
Submission of Project Application by Applicant
Kick-off Meeting with Area Coordinator (AC)
Project Formulation and Cost Estimating
Project Review and Validation
Obligation of Funds and Required Documents for Payment
Final Claim Process
Closeout