UC Santa Barbara
Emergency Operations Plan

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Promulgation

This document establishes the University of California Santa Barbara's Emergency Operations Plan (EOP).

This EOP applies to all employees participating in emergency and disaster mitigation, preparedness, response, and recovery efforts. To ensure they are prepared to carry out their obligations under this plan, departments and individuals who have been assigned responsibilities must ensure that necessary operational procedures are put into place. These operational procedures must be kept current and tested regularly.

This Promulgation shall be effective upon its signing and will remain in full force and effect until amended or rescinded by further promulgation, or until the University of California Santa Barbara changes leadership. At such times, a new Promulgation shall be executed.

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Garry Mac Pherson, Vice Chancellor
University of California Santa Barbara

4/24/2025

Date

Executive Summary

The University of California, Santa Barbara (UC Santa Barbara) EOP aims to establish guidelines, procedures, and an organizational framework for addressing emergencies affecting UC Santa Barbara, covering mitigation, preparedness, response, and recovery efforts.

These essential components are incorporated into the UC Santa Barbara EOP. The plan is designed to ensure a coordinated and efficient response to emergencies, safeguarding the well-being of students, faculty, staff, and visitors. By adhering to Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS), UC Santa Barbara can seamlessly collaborate with local, state, and federal agencies, enhancing the overall effectiveness of its emergency management efforts.

Key elements of the EOP include:

1. **Risk Assessment and Mitigation:** Identifying potential hazards and implementing measures to reduce risks, thereby minimizing the impact of emergencies.
2. **Preparedness:** Conducting regular training and drills for UC Santa Barbara community members to ensure a state of readiness. This includes developing and disseminating emergency procedures, maintaining emergency supplies, and establishing communication channels.
3. **Response:** Mobilizing resources and personnel swiftly and efficiently in the event of an emergency. This involves activating the Emergency Operations Center (EOC), deploying response teams, and ensuring clear and timely communication with all stakeholders.
4. **Recovery:** Facilitating the restoration of normal operations as quickly as possible following an emergency. This includes providing support services, assessing damages, and implementing long-term recovery plans.

The UC Santa Barbara EOP is a living document, regularly reviewed and updated to reflect new threats, best practices, and lessons learned from past incidents. Community involvement and feedback are integral to the plan's effectiveness, fostering a culture of resilience and preparedness across the campus.

By committing to these principles, UC Santa Barbara aims to create a safe and secure environment, where education and research can thrive even in the face of adversity.

Section 1 Base Plan

1.1 Purpose

The EOP adopts a comprehensive, multi-functional strategy for emergency preparedness. This includes identifying and mitigating hazards, ensuring continuity of operations, and outlining emergency response and recovery procedures.

Additionally, it is designed to be "response ready" and includes checklists for personnel to utilize during emergency drills, exercises, or when dealing with real emergency situations. The Plan also emphasizes the importance of regular training and education for all involved parties, ensuring that everyone is well-prepared and confident in their roles. It incorporates advanced technology and communication systems to facilitate rapid information dissemination and coordination among various departments and agencies.

Moreover, the EOP promotes community involvement and awareness, encouraging students, faculty, and staff to participate in preparedness activities and stay informed about potential risks and safety measures. By fostering a culture of preparedness and resilience, the EOP aims to minimize the impact of emergencies on individuals and the campus community.

In summary, this comprehensive approach not only enhances the immediate response capabilities but also strengthens long-term recovery efforts, ensuring a safer and more resilient future for all.

1.2 Scope

The EOP serves as the campus-level guidance for UC Santa Barbara personnel and resources during emergencies. It is the official plan, superseding previous versions and ensuring that employee actions align with its intent. Good judgment and common sense are encouraged in unforeseen situations not covered in the plan. This plan defers to State or Federal plans during a disaster declaration by those authorities and applies to all UC Santa Barbara activities involving personnel, students, and visitors. Specific emergency management procedures for buildings, facilities, and departments follow a consistent framework but may vary in scope depending on individual activities, operations, and hazards. The plan encompasses Santa Barbara Campuses and remote classrooms.

All UC Santa Barbara personnel must familiarize themselves with this plan and participate in regular training and drills to ensure readiness and effective response during an emergency. Communication is a critical component of the EOP, with established channels and protocols to provide clear, accurate, and timely information to all stakeholders.

Emergency response teams will be activated as necessary, and coordination with local, state, and federal agencies will be prioritized to manage resources and support efforts. The plan emphasizes the safety and well-being of the UC Santa Barbara community, with designated evacuation routes, shelter-in-place procedures, and medical response strategies in place to protect lives and minimize harm.

Moreover, the plan includes provisions for continuity of operations to ensure that essential functions and services are maintained during and after an emergency. This includes detailed roles and responsibilities for campus leaders, emergency responders, and support staff, as well as contingency plans for academic instruction and research activities.

By adhering to the EOP, UC Santa Barbara aims to foster a resilient and prepared campus environment, capable of withstanding and recovering from a wide range of emergencies. Continuous review and improvement of the plan, based on lessons learned and evolving best practices, will help ensure its effectiveness and relevance in safeguarding the university community.

Situations

1. UC Santa Barbara is subject to many hazards that require the use of an Emergency Operations Center (EOC) to facilitate policy making, coordination, and control of response resources in the event of an emergency or disaster situation.
2. The EOC has the capability to communicate with the necessary local, and state agencies in the event of an emergency or disaster situation.

Assumptions

1. The EOC provides functional sections of incident response consistent with Command, Operations, Planning, Logistics, and Finance.
2. The Vice Chancellor of Administrative Services is the EOC Director.
3. A proclamation of a disaster will be signed by the designated EOC Manager if the Vice Chancellor is not available.
4. Close coordination must be maintained with Campus Police, Local Law Enforcement, and Santa Barbara County throughout the incident to identify special considerations, threats, resources, and mutual aid.

1.3 Concept of Operations

It is the mission of UC Santa Barbara to respond to an emergency safely, effectively, and timely. University personnel will accomplish the following priorities in the event of an emergency or disaster:

- Life Safety
- Incident Management
- Property Conservation
- Restoration of essential services and operations

When an emergency requires support for Law Enforcement, Fire or Emergency Medical Services (EMS) operations, appropriate agencies are notified and respond. When necessary, the EOC will be activated to support the response.

1.4 Authorities and References

UC Santa Barbara emergency planning needs to align with relevant laws and administrative directives. It is crucial for UC Santa Barbara to ensure that all staff members assigned specific roles under this plan are well-trained and ready to fulfill their duties.

The section on authorities and references outlines:

1. The legal foundation (statutes, ordinances, executive orders, regulations, proclamations) for emergency operations.
2. The rationale for delegating emergency authority ensures that designated leaders or their successors can exercise specific emergency-related legal powers.

The State's Emergency Plan, established under the California Emergency Services Act, grants statewide authority and responsibility, detailing governmental functions during extraordinary emergencies. Sections 8567, 8587, and 8614(a) empower the Governor to instruct State Executive Departments to support planning, preparedness, and emergency activities. Executive Order No. W-9-91 mandates each agency to oversee emergency planning, preparedness, and training.

Each agency must establish a succession plan and train employees for emergency roles. The State's Emergency Plan employs a standardized management approach, enabling effective coordination among State agency plans.

The following documents and sources were referenced during the planning process:

- National Response Framework (2016)
- National Incident Management System (2017)
- Guide for Developing High-Quality Emergency Operations Plans for Institutions of Higher Education (2013)
- FEMA Developing and Maintaining Emergency Operations Plans Comprehensive Planning Guide (CPG) 101
- State of California Emergency Plan
- California Office of Emergency Services Active Shooter Awareness Guidance (2018) 16
- National Fire Protection Association (NFPA) 1561: Standard on Emergency Services Incident Management System
- NFPA 1600: Standard on Disaster/Emergency Management and Business Continuity Programs • NFPA 1660: Standard on Evacuation, Shelter Operations and Re-entry.
- Santa Barbara County Emergency Operations Plan.

1.5 Phases of Emergency Management

1.5.1 Mitigation

Activities that either prevent the occurrence of an emergency or reduce the community's vulnerability in ways that minimize the adverse impact of a disaster, or other emergencies are examples of mitigation.

Specific hazard mitigation plans are prepared following a federally declared disaster. They reflect the current risk analysis and mitigation priorities specific to the declared disaster. Mitigation planning also includes a review of ways to eliminate or reduce the impact of future disasters. Once a disaster has occurred, the University may be involved in complying with the hazard mitigation requirements of Section 406 of the Federal Disaster Relief Act of 1974.

1.5.2 Preparedness

Normal Operations
This Plan is considered to be in effect at all times to provide authorization to accomplish essential emergency preparedness activities. The preparedness phase involves activities undertaken in advance of an emergency by the Emergency Services Act and the State Emergency Plan. These activities will provide operational capabilities and improve effective response to disasters. Planning activities and actions conducted during this phase include:
- Developing and revising disaster plans and hazard analyses
- Writing mutual aid operational plans
- Training response personnel
- Improving public information and communications systems
- Conducting exercises to validate the planning process

1.5.3 Response

In terms of response, university personnel and equipment will be utilized to accomplish the following performance objectives:
- Priority I: Protect Lives
- Priority II: Protect Facilities and the Environment
- Priority III: Restore Normal Operations

It is anticipated that, as operations progress from Priority I through Priority II and III responses, the administrative control of the University will move from the Incident Command System organization back to the regular UC Santa Barbara organizational structure.

1.5.4 Recovery

At the onset of an emergency, actions are taken to enhance the effectiveness of recovery operations. Recovery is both a short-term activity intended to return vital life-support systems to operation and a long-term activity designed to return infrastructure systems to pre-disaster conditions. Recovery also includes cost recovery activities.

There is no definitive line separating the response from the recovery phases. However, the incident command system stresses considering demobilization actions when resources are mobilized. There should be a plan of how and when to transition from response to recovery. The development of an initial recovery plan would require approval from the unified command and should address the following:

- Identify damaged infrastructure requiring restoration, determine who is responsible for the restoration, if insurance applies, and estimate completion schedule.
- Complete windshield damage report and preliminary damage reports (PDA) for all affected structures and community lifelines; including calculating the number of displaced or unhoused students and the need for temporary shelter or permanent housing. Submit damage assessments to UC Office of the President (UCOP) and the County.
- Identify resources needed to support human services for disaster survivors and take steps to provide those emotional and spiritual care services.
- Identify what, if any, State and Federal public, and private assistance programs are available through the County and State Offices of Emergency Management at the joint State and Federal Disaster Assistance Centers in the local area.
- In long-term recovery, the planning committee should collaborate and recommend additional recovery and campus re-development planning. Evaluate potential land-use changes and mitigation initiatives for increased resilience.

As soon as practical following a major emergency, normal management of UC Santa Barbara operations will be restored. Disaster assistance for affected persons will be coordinated through joint State and Federal Disaster Assistance Centers in the local area. If major damage has occurred, the recovery aspects of this Plan will be implemented to coordinate planning and decision-making for recovery and reconstruction efforts. The Office of Emergency Management and Mission Continuity is responsible for scheduling an after-action meeting and starting an assessment process shortly after the emergency operation center (EOC) is demobilized.

Recovery actions may include the following:

- Implement health and safety measures.
- Protect, control, and allocate vital resources.
- Restore essential facilities and systems including replenishing critical supplies used during the response.
- Maintain campus security.
- Communicate to the campus community as needed.
- Prepare an After-Action Report
- Consider any anniversary or memorial events that will affect the UC Santa Barbara operations.

1.6 UC Santa Barbara Campus Emergency Operations

When feasible, a campus shall consult with the President of the University before proclaiming a state of emergency to exist on the campus. In any event, UCOP will be notified as soon as possible. The Chancellor or EOC Director may proclaim a campus state of emergency when:

- Emergent conditions exist on or within the vicinity of the campus as a result of a natural or man-made disaster, a civil disorder that poses the threat of serious injury to persons or damage to property, or based on other seriously disruptive events; and
- Extraordinary measures are required immediately to avert, alleviate, or repair damage to university property or to maintain the orderly operation of the campus. Other considerations include the need for resources beyond those on campus.
- The Chancellor, EOC Director, or their designee may proclaim a state of emergency for the whole campus or a portion of the campus, and he or she can officially downgrade the state of emergency to a business-as-usual state.

1.6.1 Concept, Structure & Action

This EOP uses a management system known as the Incident Command System (ICS). The ICS provides an organizational structure capable of responding to various levels of emergencies ranging in complexity. It also provides the flexibility needed to respond to an incident as it escalates in severity.

The purpose of the ICS is to:
- Provide an organizational structure that can grow rapidly in response to the requirements of an emergency.
- Provide management with the control necessary to direct and coordinate all operations and all agencies responding to emergency incidents.
- Assign employees with reasonable expertise and training to critical functions without loss of precious time.
- Allow the activation of only those positions needed to manage a particular incident or level of emergency; and
- Promote proper span of control and unity of command.

The organizational structure of the ICS does not resemble the day-to-day organization of the University. Employees may report to other employees with whom they do not usually have a reporting relationship.
The EOC is normally activated only for substantial events when the establishment of resource management priorities is required. The EOC will be activated at the discretion of the Vice Chancellor of Administrative Services Incident or Executive Policy Group.

The following criteria indicate when an EOC should be activated:

- Resources beyond local capabilities are required.
- The emergency is of long duration.
- Major policy decisions will or may be needed.
- Activation of an EOC will be advantageous to the successful management of an emergency.
- A local or state emergency is proclaimed.

1.6.2   Roles and Responsibilities

Position	Primary	Alternate
Executive Policy Group		
Incident Commander		
Public Information Officer		
Safety Officer		
Liaison Officer		
Operations Section Coordinator		
Planning Section Coordinator		
Logistics Section Coordinator		
Finance Section Coordinator		

Section 2 Base Plan Emergency Operations Center (EOC)

2.1 Overview

The EOC serves as the centralized facility in which the predetermined Emergency Operations Staff will gather, check in and assume Emergency Response roles. The overall objective of emergency management is to ensure the effective management of
response resources in preparing for and responding to situations associated with natural disasters, terrorist attacks, major technology failures, and national security emergencies. To carry out its responsibilities, the EOC organization will accomplish the following objectives during a disaster/emergency:

- Support and coordinate emergency response and recovery operations.
- Coordinate and work with appropriate federal, state, and other local government agencies,
- as well as applicable segments of private sector entities and volunteer agencies to assess.
- situation status, monitor resource needs, and coordinate requests for resources from outside agencies and jurisdictions.

- Establish priorities and resolve any conflicting demands for support.
- Prepare and disseminate emergency public information to alert, warn, and inform the campus.
- Collect and disseminate damage information and other essential data about the situation.
- Fulfill obligations for intelligence gathering and information flow as described in SEMS/NIMS
- Provide logistics support for the emergency response.
- Oversee and manage activities incurring costs and expenditures. Collect records needed for successful cost recovery Units in the field receive tactical direction from the Incident.
- Command Post (ICP) in accordance with the Incident Command System (ICS) principles.
- The EOC is considered a Multi-Department Coordination Entity and is intended to support field forces by providing overall coordination and priority setting of resources.

2.2 Activation of the EOC

The primary campus Emergency Operations Center is located in the Training Room (#1045) of the Environmental Health and Safety Building (Bldg. 565) on Mesa Road. The room that is designated for use as the EOC is used on a semi-daily basis for training and is not a dedicated EOC facility. The EOC serves as the centralized, well-supported location in which EOC staff will gather, check-in, and assume their role in the EOC. Response activities and work assignments will be planned, coordinated, and delegated from the EOC. During an emergency, designated personnel should report directly to the EOC. If the primary EOC cannot be used, personnel should report to the alternate EOC located at Loma Pelona. Upon the determination to activate the EOC, the EOC Director shall determine which EOC positions to activate and direct their activities.

1. If an emergency occurs during normal business hours, all designated management personnel will be notified to report to the EOC as soon as possible. Concurrently, key members of the various Department EOCs will also report to their designated areas.

2. If an emergency event occurs after normal business hours, the UC Santa Barbara police Watch Commander will direct the Campus Police Dispatcher to send a UC Santa Barbara Alert notification to the EOC staff to notify them of the emergency and request they respond to the EOC. If the event is so large as to unquestionably have a profound impact on the campus, EOC staff has been instructed to report to the EOC as soon as possible without waiting for a notification.

Virtual EOC

The COVID-19 pandemic showed the importance of establishing a virtual EOC. The advantages of the virtual EOC include the following:

- No waiting. The virtual EOC allows UC Santa Barbara to begin managing the event immediately.

- Flexibility. Plans, teams, and processes can be changed and adjusted easily in a virtual environment and meet the changing demands of the disaster.
- Location. EOC members can participate regardless of physical location.
- Redundancy. If the physical location is not available, you can still operate virtually.
- Cost effectiveness. The cost of the virtual EOC is less than maintaining a physical space.
- Communication. Communication and coordination are transparent in a virtual environment.
- UC Santa Barbara has a dedicated EOC Zoom Room located in the Campus EOC.

2.3 EOC Activation Levels

The majority of emergency conditions and situations that occur at the University will be addressed via normal emergency response protocols. However, if the emergency requires a more extensive response, the EOC may be partially or fully activated under the following plan:

The decision to activate the EOC rests with the Chancellor or their designee. In addition, for a serious widespread disaster that presents immediate and obvious threats to UC Santa Barbara (such as a large earthquake), all EOC staff and Executive Policy Group members are to assume their roles according to the UC Santa Barbara EOP. The Executive Policy Group may meet on an emergency basis via teleconference, message relay, or by reporting individually to the EOC.

PERMANENT MEMBERS OF THE EXECUTIVE POLICY GROUP

- Chancellor
- Executive Vice Chancellor
- VC, Budget & Planning
- VC Admin Services
- AVC DFSS
- VC Research
- VC Student Affairs
- AVC External Affairs
- AVC HDAE
- Chair Academic Senate
- Chief Information Officer
- AVC/Chief Human Resources Officer

ACTIVATION LEVELS

Level 1 – Notification

> The Executive Policy Group determines that the EOC does not need to be activated; however, key staff are notified of the current status of response operations. In a campus-wide emergency, departments will

report their respective status to an on-scene incident commander or, if the incident command is not present, directly to the campus EOC.

Level 2 – Alert

The Executive Policy Group determines that the EOC may need to be activated and contacts the Chancellor or their designee. Key staff are placed on alert for the possibility of activation and advised of the current status of response operations at UC Santa Barbara. Alert means that all UC Santa Barbara staff notified are to maintain contact with the EOC Management or with a designated contact that will serve as communications for the Alert status. This may be the Police Dispatcher or another staff person who has been assigned as temporary communications coordinator (This can even be coordinated from a home or cellular telephone if more convenient for staff). If alert communication exceeds the capabilities of the Police Dispatch or other assigned position, then the EOC is partially activated to conduct efficient communications.

Level 3 – Activated

The Executive Policy Group determines that the EOC should be activated, determines which staff positions are needed for EOC operations, and contacts the Chancellor or their designee. The Police Dispatch or a staff person in the Office of the Vice Chancellor, Administrative Services will then contact members of the EOC who have been designated to report in. EOC activation means that all UC Santa Barbara Staff notified is to report to the EOC as soon as possible. If the primary person is not available, the alternate will be contacted to report for duty.

2.4 EOC Management, Director, and Control

The EOC is managed by the Vice President of Administrative Services. The UC Santa Barbara will coordinate with the county for multi/interagency coordination. UC Santa Barbara will work with the other campuses for interagency coordination.

2.5 Coordination with other organizations (internal and external)

UC Santa Barbara will identify organizations that operate within the campus's geographical area to coordinate resources as needed. Many organizations may have a role during an emergency incident. Their roles will be coordinated by the EOC, usually through pre-established relationships, and may include:

- Community Emergency Response Team (CERT)

- Santa Barbara County Fire Department (County Fire
- Santa Barbara County Office of Emergency Management (OEM)
- Santa Barbara County Sheriff's Office (SBSO)
- Santa Barbara Unified School District (SBUSD)

2.6 Mutual Aid

Mutual aid can take many forms. By fostering a culture of cooperation and reciprocity, mutual aid helps to build a more resilient campus. Mutual aid will be coordinated with the UC Santa Barbara EOC and Santa Barbara County or UCOP as needed.

2.7 Disability, Access, and Functional Needs

UC Santa Barbara acknowledges that every person could have temporary or permanent vulnerabilities, cultural differences, and/or access and functional needs (AFN). This includes employees and visitors to the campus. It is not the intent of this EOP to strictly define or single out these populations but to recognize that this Plan must be inclusive for all. Under the guidance of California Government Code Section 8593.3 and California Senate Bill 160 (2019-2020), the Chancellor's Office will endeavor to ensure all individuals working at or visiting UC Santa Barbara, will be able to receive and understand emergency communications, will be provided with emergency assistance and accommodation, and will be treated with equal care and respect.

FEMA defines vulnerable populations as the following:[1]
- Caregivers
- Children in special education
- Children, infants, and unaccompanied minors
- Diverse racial and ethnic populations
- Elderly persons
- Families using supported decision-making or guardianship
- Homeless individuals
- Immigrants
- Incarcerated individuals, people in jails or prison, and people on parole
- Individuals with:
  - Mental health needs
  - Limited cultural and English proficiency
  - Household pets
  - Emotional support or therapy animals
  - Limited or no transportation resources or who need public transportation to access essential services, commodities, and resources
  - Little or no trust in government

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[1] Comprehensive Preparedness Guide (CPG) 101, Version 3. (September 2021). FEMA.
https://www.fema.gov/sites/default/files/documents/fema_cpg-101-v3-developing-maintaining-eops.pdf

- o Special dietary concerns (e.g., life-threatening food allergies, fed by tube)
- Individuals requiring:
  - o Durable medical and backup power suppliers
  - o Power for ventilators or other life-sustaining/assistive technology

In addition to this comprehensive definition, the EOP also includes visitors and temporary employees as vulnerable populations.

Cultural Competence is addressed in this plan to meet or exceed the requirements of Senate Bill 160 and California Government Code Section 8593.3.5(a), specifically:

A county, including a city and county, shall, upon the next update to its emergency plan, integrate cultural competence into its emergency plan by addressing, at a minimum, how culturally diverse communities within its jurisdiction are served by the following:

1. *Emergency communications, including the integration of interpreters and translators.*
2. *Emergency evacuation and sheltering.*
3. *Emergency mitigation and prevention.*
4. *Emergency planning, including drawing on community-based values and customs, and incorporating qualified representatives from diverse population groups in the community, during the planning process.*
5. *Emergency preparedness, including the use of culturally appropriate resources and outreach techniques to educate and prepare community members for emergencies or disasters.*

The California Government Code Section 8593.3 defines AFN as "Individuals who have: developmental, intellectual, or physical disabilities; chronic conditions or injuries; limited English proficiency or non-English speaking; or individuals who are: older adults, children, or pregnant; living in institutional settings; or low-income, homeless, and/or transportation disadvantaged."

2.8 Coordination with Local Government

UC Santa Barbara will foster open communication and collaboration to ensure the needs of UC Santa Barbara are met in the event of an emergency.

Section 3 EOC Operations

The EOC is led by the Emergency Operations Center Director or designee and manages emergency protection, response, and recovery actions.

Policy Group ("The Guiders")

The Policy Group is responsible for making critical, high-level policy decisions during an emergency. The Policy Group directs the EOC policy via the Emergency Operations Executive.

Management Section ("The Deciders")
The Management Section is responsible for establishing the EOC, providing directive advice, public information, and interagency liaison. The Management Section operates under the EOC Director.

- Emergency Operations Center (EOC) Director
  The EOC Director is responsible for:
  - Activating the EOC.
  - Implementing the EOP
  - Organizing, staffing, and operating the EOC.
  - Directing EOC operations
  - Oversight of all emergency response and continuity activities.
  - Opening, setting up, supplying, and maintaining the EOC.
  - Setting up and maintaining alternate facilities for EOC operations if necessary.
  - Providing status updates to the Emergency Operations Executive.
  - Coordinating after-action reports (AAR) following exercises and incidents.

- Public Information Officer
  The Public Information Officer (PIO) ensures that information is released in a consistent, accurate, and timely manner.
  - Emergency notification to employees about an emergency or continuity incident.
  - At the PIO's discretion, this role can be two positions: the Internal PIO and the External PIO.

Operations Section ("The Doers")
The Operations Section is responsible for coordinating all operations in support of the emergency response effort. The Operations Section operates under the supervision of the Operations Section Chief. The Operations Section normally consists of the following groups:
- Information Technology (IT) Unit
  - Protects the data center.
  - Assists with the restoration of IT services and workarounds.
  - Supports communications technology services.
- Employee Unit
  - Advocates for employees and advises on HR policies and procedures such as emergency pay, administrative leave, benefits impacts and payroll services.
- Security Unit

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- o   Protects the building and grounds.
- o   Provides access management of staff and visitors.
- o   Coordinates with local police and fire when they are needed and working on-premises.
- Facilities Unit
  - o   Manages the physical environment.
  - o   Ensures building systems are operational.
  - o   Manages standby generator.
  - o   Coordinates with internal and external service/repair crews.
- Environmental Health and Safety Unit (EHS)
  - o   The EHS Unit is responsible for identifying and mitigating safety hazards and situations of potential liability during EOC operations and ensuring a safe working environment.
  - o   Monitors incident operations and advises the EOC Director on all matters related to operational safety including the health and welfare of assigned personnel.

Planning Section ("The Thinkers")

The Planning Section is responsible for the collection, analysis, and dissemination of information regarding the incident and the assigned resources, the development of an EOC Action Plan in coordination with other sections, and the collection and maintenance of incident documentation. The Planning Section operates under the supervision of the Planning Section Chief. The Planning Section normally consists of the following units:

- Situation Unit
  - o   Produces situation report.
  - o   Monitors external and internal situational awareness.
  - o   Submits form
- Documentation Unit
  - o   Takes notes.
  - o   Ensures records are kept of the incident and actions taken.

Finance and Administration ("The Payers")

The Finance and Administration Section is responsible for all financial activities and other administrative aspects of the emergency. This section provides facilities, services, personnel, equipment, and materials necessary for the response. The Finance and Administration Section operates under the supervision of the Finance and Administration Section Chief and consists of the following units:

- Claims and Workers Compensation Unit
  - o   Collects and processes incident-related claims associated with property damages, injuries, and loss of life.

Logistics Section ("The Getters")

The Logistics Section meets all support needs for the incident, including ordering resources through appropriate procurement authorities from off-incident locations. The Logistics Section is also responsible for acquiring, coordinating, tracking, deploying, and demobilizing resources needed in an emergency. The Logistics Section operates under the supervision of the Logistics Section Chief and consists of the following units:

- Procurement Unit
  - Establishing and/or activating emergency contracts.
  - Using CO P-cards to procure supplies on behalf of the incident.
  - Manages and accounts for equipment and supplies usage.

All other UC Santa Barbara Office Employees

All UC Santa Barbara employees are considered Disaster Service Workers, according to California Labor Code §3101, and may be called upon to assist during or following an emergency. UC Santa Barbara will work cooperatively with employee association representatives whenever employees may be called upon to work outside their standard job duties or work hours.

3.1 EOC Set up

Once activated, the setup of the EOC is the responsibility of the Campus Emergency Manager.

3.2 EOC Staffing

Staffing decisions will be driven by the scope of the emergency and the activation level ordered by the Vice Chancellor of Admin Services. The EOC Sections must be prepared for extended operations on a twenty-four (24) hour basis; this creates a need for depth within each Section as one staff member should not be relied upon exclusively to see their Section succeed. Multiple staff should be able to fulfill each role in some capacity.

3.3 EOC Operational Periods

An operational period is a period determined by UC Santa Barbara's activation of the EOP. In an operational period, the objectives are determined by the previous operational period that just occurred. The process of planning for future operational periods is called the action planning process and the Incident Action Plan (IAP) is the documentation process by the EOC staff during the activation.

3.3.1 Incident Action Planning

A primary task of the EOC is the gathering of information regarding the situation before, during, and after an emergency to assist in determining response, continuity, and recovery actions.

Intelligence is obtained from appropriate sources including information from responders, governmental agencies, media outlets, and other resources.

Types of information collected may include weather reports, law enforcement alerts and security threats, public health information, crime statistics, and crime logs, situation reports from external partners, and lists of emergency management and response agencies assisting with emergency operations. The types of information needed will vary based on the incident or event.

The Internal Essential Elements of Information (EEI) for UC Santa Barbara are:
- Number of injuries or fatalities
- Known operational impacts to campus facilities
- Status of key personnel
- Status of upcoming activities or large events
- Resource shortfalls and status of critical resources

The External EEI for UC Santa Barbara are:
- Infrastructure status (power, internet, water, roads/bridge)
- Status of disaster or emergency declaration
- Status (statistics) on recovery programs (human services, infrastructure)
- Awareness/status of available outside response resources
- Hazard-specific information
- Weather data affecting operations

EEI will be used to inform incident management functions of the EOC. When collected, information is analyzed and shared with appropriate stakeholders through briefings, IAP, and other communications to determine appropriate preparedness, response, continuity, and recovery actions. The EOC will share relevant specific incident information with local emergency responders, utility services, and other incident stakeholders as needed to ensure a successful and effective response.

IAPs formally document the incident goals, objectives for the operational period, and response strategies defined by the EOC. The IAP should be updated for each operational period to describe progress or changes in the incident response, meet objectives, and revised or new objectives as needed to successfully manage the incident. IAPs are generally developed by the Planning Section with input from the other members of the EOC and distributed to all response teams for situational awareness, maintenance of a common operating picture, and coordination of operational cadence.

Section 5 Mission Continuity

The **Continuity Plan**– This plan addresses the effects of an emergency on the business of the UC

Santa Barbara. Consideration of these issues normally begins when the initial life-safety response has stabilized and extends into long-term recovery.

While these plans are separate and distinct, EOP and continuity activities often overlap requiring them to be both integrated and closely coordinated.

The Continuity Plan outlines the key roles and responsibilities within the organization, identifying potential successors and providing them with the necessary training and mentorship to step into their future positions with confidence. It is designed to maintain stability and preserve the institutional knowledge that has been painstakingly accumulated over the years.

The plan also includes contingency measures for unexpected events, ensuring that the organization remains resilient and capable of navigating any challenges that may arise. By prioritizing succession planning, the organization demonstrates its commitment to long-term success and sustainability, fostering a culture of preparedness and proactive leadership development.

Section 6 Hazard Analysis

The risks and hazards associated with UC Santa Barbara have been identified as those most relevant to the campus and surrounding area. These risks and hazards identified in the 2024 Hazard Vulnerability Assessment are identified below.

Natural Hazard	Technological Hazards	Human-Caused Hazards
Communicable Disease	Aviation Incident	Active Shooter
Earthquake	Building Fire	Civil Disturbance/Other events/Disruptions to campus
Extreme Temperature	Communication System Failure	Cyber Attack
Flood	Explosion	
Tsunami	Hazardous Materials	
Wildfire	Power Outage	
Climate	Critical Infrastructure Failure	

6.1 Earthquake

An earthquake occurs when strain is released within or along the boundaries of the Earth's tectonic plates, resulting in ground motion and shaking. This can lead to surface fault ruptures and secondary hazards, such as ground failure. Additionally, earthquakes can trigger landslides, tsunamis, and other devastating natural events that pose significant risks to human life and infrastructure. The severity of an earthquake is typically measured using the Richter scale, which quantifies the energy released, or the moment magnitude scale, which is more accurate for larger quakes.

Preparedness and resilience are crucial in mitigating the impacts of earthquakes. Building structures that can withstand seismic forces, implementing early warning systems, and educating communities about emergency response can significantly reduce the damage and loss of life. In the aftermath of an earthquake, rapid response and recovery efforts are essential to support affected populations. This includes search and rescue operations, medical care, and the restoration of essential services.

6.2 Tsunami

A tsunami is a series of ocean waves with extremely long wavelengths and periods, typically caused by large-scale disturbances such as undersea earthquakes, volcanic eruptions, or landslides. These waves can travel across entire ocean basins with speeds exceeding 500 miles per hour in deep water, but as they approach shallower coastal areas, their speed decreases and their height can increase dramatically, resulting in potentially devastating impacts on coastal communities.

For an emergency operations plan, it is crucial to incorporate the following elements to effectively manage and mitigate the risks associated with tsunamis:

1. **Early Warning Systems:** Establish robust detection and alert systems to provide timely warnings to residents and emergency personnel.
2. **Evacuation Routes:** Clearly designate and regularly maintain evacuation routes and safe zones, ensuring they are accessible to all community members, including those with disabilities.
3. **Public Education:** Conduct ongoing education and awareness campaigns to inform the public about the signs of an impending tsunami and the appropriate actions to take.
4. **Community Drills:** Organize regular tsunami drills to ensure that residents and emergency responders are familiar with evacuation procedures and can act quickly and efficiently.
5. **Emergency Supplies:** Stockpile essential supplies such as food, water, medical kits, and emergency communication devices in designated safe areas.
6. **Coordination with Agencies:** Establish communication and coordination protocols with local, state, and federal agencies to ensure a unified and effective response.
7. **Infrastructure Resilience:** Implement building codes and land-use planning that consider tsunami risks, aiming to reduce the vulnerability of critical infrastructure and residential areas.

By integrating these components into the emergency operations plan, communities can enhance their preparedness and resilience, ultimately saving lives and reducing the impact of tsunami events.

6.3 Wildfire

In the event of a wildfire, several life safety concerns must be addressed, such as evacuation procedures, shelter-in-place strategies, potential loss of electrical systems, access and egress routes, creating defensible space, and assessing the vulnerability of structures.

6.4 Flooding

A flood refers to a temporary state of partial or complete submersion of land that is typically dry. The severity of floods is influenced by various factors, including the intensity and duration of rainfall, existing moisture levels, surface permeability, and the geographic features of the watershed, such as its shape and slope.

Floods can result from a variety of sources, such as overflowing rivers, storm surges from hurricanes, rapid melting of snow, or even dam failures. The impact of floods can be devastating, leading to loss of life, damage to infrastructure and homes, and long-term economic and environmental consequences.

6.5 Pandemic

The potential for widespread disease exists in any community. Epidemics, which are localized outbreaks within specific areas, and pandemics, affecting multiple countries or continents, are natural occurrences that can manifest in various forms, such as Coronavirus. UC Santa Barbara will receive guidance from the Public Health Department in the event of a public health emergency.

6.6 Power Disruption

In the event of a power disruption, UC Santa Barbara will activate its emergency response protocols to ensure the safety and well-being of students, faculty, and staff. Key facilities equipped with backup generators will continue to operate, providing essential services and maintaining critical functions. Communication channels will be kept open to provide timely updates and instructions, and the campus community will be encouraged to stay informed through official university notifications and social media platforms. Emergency response teams will be on standby to address any immediate concerns, and efforts will be made to restore normal operations as quickly as possible. During this time, cooperation, and patience from everyone involved will be crucial in navigating the situation smoothly and effectively.

6.7 Other Events/Disruptions to Campus

Other events/disruptions to UC Santa Barbara campus include impromptu student rallies advocating for sustainability or an action. Despite the disruptions, these events highlight the vibrant, active campus culture at UC Santa Barbara, where critical issues are addressed, and voices are heard. The university administration frequently works to ensure that these activities are conducted safely and respectfully, fostering an environment where free speech and advocacy can thrive.

6.9 Climate

Climate issues affect UC Santa Barbara. the appropriate actions of emergency management at the university are crucial in mitigating these impacts. The institution has developed a comprehensive strategy that includes proactive measures such as regular climate risk assessments, updating infrastructure to withstand extreme weather conditions, and implementing sustainable practices across the campus.

Moreover, UC Santa Barbara actively engages the campus community through educational programs and workshops focused on climate resilience and emergency preparedness. The collaboration between students, faculty, and staff ensures that everyone is well-informed and ready to respond effectively to any climate-related emergencies.

In addition, the university fosters partnerships with local and regional agencies, enhancing its ability to coordinate efforts and resources during crises. These initiatives not only safeguard the

campus but also contribute to broader environmental stewardship, demonstrating UC Santa Barbara's commitment to addressing climate change and protecting its community.

Section 7 Hazard Mitigation

Hazard mitigation refers to any measures implemented to lessen or remove the long-term threats to human life and property caused by disasters. According to Section 322 of Public Law 106-390 (Disaster Mitigation Act of 2000), local governments must create a mitigation plan as a prerequisite for obtaining specific federal disaster assistance. This plan should detail the procedures for identifying natural hazards, risks, and vulnerabilities within their area of jurisdiction.

UC Santa Barbara coordinates with the County on the Hazard Mitigation Plan.

2023 Hazard Mitigation Plan Update | Santa Barbara County, CA - Official Website (countyofsb.org)

7.1 Hazard Mitigation Grant Program (HMGP)

HMGP offers grants to state and local governments for the implementation of long-term hazard mitigation strategies following a major disaster declaration. Its primary goal is to minimize the loss of life and property resulting from natural disasters while facilitating the execution of mitigation measures during the critical recovery phase. The HMGP operates under Section 404 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

Section 8 Recovery

Recovery is a measure that UC Santa Barbara takes during an emergency. These measures are designed to ensure the safety and well-being of students, faculty, and staff, while also preserving the integrity of campus facilities and operations. Recovery efforts may include providing medical assistance, securing buildings and infrastructure, restoring communication channels, and offering counseling and support services to those affected. The university works closely with local authorities and emergency response teams to coordinate efforts and implement best practices. By preparing and responding effectively, UC Santa Barbara aims to minimize the impact of emergencies and facilitate a swift return to normalcy for the entire campus community.

8.1 Recovery Planning

Once the EOC is operational, recovery planning begins. This involves a comprehensive assessment of the damage, prioritizing tasks, and mobilizing resources to restore normalcy. Teams collaborate to address immediate needs such as shelter, food, and medical assistance for those affected. Simultaneously, efforts are made to repair critical infrastructure, including roads, utilities, and communication networks.

Resilient strategies and lessons learned from past experiences are integrated into the planning process to ensure a more robust recovery.

As progress is made, attention gradually shifts towards long-term recovery and rebuilding. This includes economic revitalization, mental health support, and ensuring that future developments are more resilient to potential disasters.

8.2 Request for Public Assistance

Request for Public Assistance for UC Santa Barbara in the event of a disaster, such as an earthquake, wildfire, or flood, is crucial to ensure the safety and well-being of the campus community. The university has established a comprehensive EOP, but the cooperation and preparedness of the public can significantly enhance these efforts.

8.3 Damage Assessment

An Initial Damage Estimate (IDE) will be developed during the emergency response phase to support a request for a local proclamation and for the State to request a Presidential declaration, through the Santa Barbara Operational Area.

This IDE plays a crucial role in gauging the severity of the situation and the resources needed for effective recovery. Emergency response teams will meticulously assess the damage to infrastructure, homes, businesses, and public facilities. They will also consider the impact on the community, including displacement of residents, economic losses, and environmental damage.

Once the IDE is compiled, it will be submitted to the appropriate authorities for review. This process ensures that the necessary support and funding can be mobilized quickly to aid in recovery efforts. Collaboration between local, state, and federal agencies is vital during this phase to ensure a coordinated response.

8.4 Documentation

Documentation is essential for recovering eligible emergency response and recovery costs. Damage assessment documentation will be critical in establishing the basis for eligibility for disaster assistance programs.

Properly maintained records ensure that all incurred expenses are accounted for and can be reimbursed. This encompasses detailed logs of damage, photographic evidence, repair receipts, and any pertinent communication records. By meticulously documenting each step of the recovery process, agencies can streamline their applications for federal, state, or local aid, minimizing delays in obtaining crucial funds.

In addition, thorough documentation not only aids in immediate recovery but also in future preparedness. Lessons learned from current incidents, when properly recorded, can enhance response strategies, and reinforce infrastructure resilience. Therefore, emergency management teams must prioritize and standardize their documentation practices, ensuring all information is accurate, timely, and comprehensive.

8.5 Short-Term Recovery

Short-term recovery focuses on debris removal, building safety inspections, shelter operations, and providing emergency services.

8.6 Long- Term Recovery

Long-term recovery focuses on the return to pre-emergency conditions. Hazard mitigation efforts are conducted as well as after-action reviews to update plans, policies, and procedures. This phase is crucial for building resilience, ensuring that they are better prepared for future incidents. Collaborative efforts among local government, businesses, and students play a significant role in this process.

Section 9 Crisis Communications

Supplementing the Campus EOP, the UC Santa Barbara Crisis Communications Plan facilitates communication between internal and external parties. The Crisis Communications Plan addresses known and unknown hazards and in no way will be deemed to limit the adaptability of communication as needed by the proper authority. Additionally, the Crisis Communications Plan can be utilized in conjunction with or without the EOP and does not require activation of the EOC to implement all or in part.

9.1 Internal Communications

UCSB Alert is an alert system that allows University officials to quickly distribute critical information to registered UC Santa Barbara account holders wherever they are during an emergency. Please see Appendix E for UCSB Alert registration information.

Alerting students, staff, faculty, and visitors to a crisis is usually dependent on a notification system. These system notifications are often disseminated or broadcasted to one or many groups of people. The following information provides a description of how UC Santa Barbara utilizes the notification systems for communication purposes.

Types of Notifications

Notification Type	Communication Mode	Example
Information Notice of a potential hazard Awareness only	Email, Text, Digital Signs	Weather Related, Motor Vehicle Collision, Power Outages

Formal – Heightened awareness, potential threat	Email, text, digital signs, campus radio station 91.9 FM	Impending Storm, Road closures, Police activity, Emergency response personnel responding
Formal – Act immediately	Email, Text, Digital Signs Campus Radio Station 91.9 FM	Severity of storm, Heavy winds, Wildfires, Hostile Intruder, Shelter in place, evacuations

9.2 External Communications

A communication system has been established to address both real and potential events, encompassing two distinct types of communication: formal and informal. Formal communications provide immediate dissemination of information on any incident to agents/entities responsible for direct management of campus emergency services. Informal communications provide a general awareness of events that could or would impact UC Santa Barbara, or which provide patterns and/or precedents for heightened awareness. Certain communications are preauthorized in the interest of speed to expeditiously inform the UC Santa Barbara community in the event of an emergency or disaster.

9.3 Communication Tools

When notifications are requested from a Responsible University Authority (§359.5), they will be made as quickly as practicable given other operational priorities and staffing. Some or all the following systems may be activated in the event of an immediate threat or emergency to communicate information quickly to the UC Santa Barbara community.

System	Description
UCSB Alert	This is a web-based interface that broadcasts SMS and email messages to registered recipients. Current students are automatically enrolled in the UCSB Alert. UCSB Alert is maintained by Everbridge and is managed by the Emergency Management and Mission Continuity Program.
EMMA, and/or D - list email notification	These are campus email distribution lists for all staff, faculty, and students at UC Santa Barbara. They can be used to broadcast information and instructions relevant to the threat or emergency.

System	Description
Outdoor Notification Speakers	Outdoor warning speakers are positioned at various locations on campus. The speakers send an audible voice warning to people located in an outdoor location on the main campus. UCPD can operate on the speakers from Police Dispatch or from the EOC.
Campus Radio Station 91.9 FM (KCSB)	The radio station is located on the UC Santa Barbara campus and during emergencies, the campus EOC can provide timely information to KCSB and the on-air KCSB DJ can provide that information to the UC Santa Barbara community.
Campus Emergency Information Line	This is a toll-free telephone number (888-488-UCSB), which is hosted out of state and contains recorded emergency information. Messages are recorded as needed by the UC Santa Barbara Office of Public Affairs.
UC Santa Barbara Emergency Resources Website	This is an informational website about the UC Santa Barbara Emergency Management & Mission Continuity Program.
UC Santa Barbara Campus Website	The main campus website – www.ucsb.edu will be updated by the UC Santa Barbara Office of Public Affairs during a critical incident.
Patrol Car	UCPD patrol cars are equipped with public address (PA) systems and can be strategically stationed throughout the campus to facilitate communication through the PA system.
Lower Power Radio	An on-campus radio station (1610 AM) is operated by Parking and Transportation Services, it is capable of broadcasting recorded notices and alerts.
Social Media	Regular updates may be posted on official UC Santa Barbara social media venues.

Section 10 Plan Maintenance, Distribution and Revision

10.1 Maintenance

The EOP is designed to be continually adapted and revised as needed to reflect current UC Santa Barbara operations and structure. Following any exercises or implementations of the EOP, AARs, improvement plans, and/or corrective action plans will be developed to indicate necessary changes to the plan. Additionally, departments with responsibilities assigned in the EOP should regularly review the plan along with associated annexes and submit changes on respective portions as needed. The Director of Emergency Management and staff will review the plan annually and will incorporate modifications into the EOP as appropriate. Alterations to the document will be noted on the Record of Changes.

10.2 Distribution

The current plan and associated appendices will be maintained by the Campus Emergency Manager and posted on the intranet so that employees can access and review the Plan. When the Policy Group approves a revision, notification will be sent to all designated EOC staff members.

10.3 Training and Exercises

The US Santa Barbara Emergency Planning Committee will conduct training and exercises that align with UC Santa Barbara's priorities.

The Director of Emergency Management will conduct annual training and/or exercises covering the roles and responsibilities detailed in this EOP and associated appendices. The process will be part of a multi-year training and exercise approach and consistent with the Homeland Security Exercise and Evaluation Program (HSEEP). The Director of Emergency Management will maintain exercise records.

The Emergency Planning Committee will conduct tabletop exercises to include the Policy Group, EOC staff, other administrators, departments, and external partners as needed to exercise and validate the EOP and related plans (Crisis Communications Plan, etc.). All exercises will include AARs to document lessons learned.

UC Santa Barbara may also conduct additional exercises, including drills, functional exercises, and full-scale exercises, as necessary and according to the Integrated Preparedness Plan (IPP) in coordination with the County.

The Director of Emergency Management and staff will track the implementation of any changes in procedures, resources, training, etc., as documented in the resulting improvement plans and AARs developed after these drills and exercises.

10.4 Authorities

Primary authority for this EOP is derived from approval of the document by the UCOP

This EOP uses the foundation provided by the Homeland Security Presidential Directive (HSPD)-5, and the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) to describe a comprehensive, all-hazards approach to emergency management at the Chancellor's Office. This EOP also adheres to Public Law 106-390, the Disaster Mitigation Act of 2000, and Homeland Security Presidential Policy Directive (HSPD)-8: National Preparedness.

This EOP also adheres to the National Preparedness Goal, which emphasizes preparedness as an overarching mission that guides the entire emergency management program by identifying five mission areas: prevention, protection, mitigation, response, and recovery.

US Santa Barbara also considers and complies with additional federal legislation that applies to higher education institutions, including the following:
- Higher Education Opportunity Act of 2008 (includes requirements covered by the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act [Clery Act])
- Family Education Rights and Privacy Act (FERPA)
- Health Insurance Portability and Accountability Act of 1996 (HIPAA)

UC Santa Barbara complies with the Americans with Disabilities Act (ADA), as described in Section II – Concept of Operations.

Additional authority is contained in the following California legislation:
- 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))
- Standardized Emergency Management System (SEMS) Guidelines
- California Emergency Services Act (Chapter 7 of Division 1 of Title 2 of the Government Code)
- 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
- California Labor Code §3211.92(b): Disaster Service Workers

- California Administrative Code, Title 5, §41302, which states "During periods of campus emergency, as determined by the President of the individual campus, the President may, after consultation with the Chancellor, place into immediate effect any emergency regulations, procedures, and other measures deemed necessary or appropriate to meet the emergency, safeguard persons and property, and maintain educational activities."

10.5 References

UC Santa Barbara created this EOP as a commitment to maintain a safe, secure, disaster-resistant, and resilient place of employment. In using this document, the Office of Emergency Management and Mission Continuity employed emergency planning guidance, best practices, and regulations at the local, state, and federal levels as well as higher education-specific sources. The following documents and sources were referenced during the planning process:

1. Local
   - Santa Clara County Emergency Operations Plan

2. State
   - Disaster Assistance Procedure Manual (California Office of Emergency Services)
   - 2024 California Emergency Plan
   - California Emergency Resources Management Plan
   - Cal EMA Continuity Planning Guidance and Plan Template

3. Federal
   - Federal Emergency Management Agency (FEMA) Comprehensive Preparedness Guide (CPG) 101 Version 3
   - National Incident Management System (NIMS), U.S. Department of Homeland Security
   - Continuity Guidance Circular, Federal Emergency Management Agency, 2018
   - National Response Framework, 2019
   - NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity/Continuity of Operations Programs, 2019 Edition.

Appendix A: Glossary

After-Action Report (AAR): The main product of the Evaluation and Improvement Planning process. The After-Action Report/ (AAR) captures observations of an exercise and makes recommendations for post-exercise improvements.

All-Hazards: Natural, technological, or human-caused incidents that warrant action to protect life, property, environment, and public health or safety, and to minimize disruptions of critical services and daily activities.

Appendix: Supporting documents such as a list of acronyms, copies of statutes, and maps that provide additional guidance and references for planning.

Authorities and References: A component of the plan that provides the legal basis for emergency operations and activities.

Business Continuity Plan: An emergency plan providing procedures to follow in the wake of an incident where the normal operations are severely disrupted.

Business Continuity/Continuity: A business' level of readiness to maintain critical functions after an emergency or disruption.

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

Comprehensive Preparedness Guide (CPG) 101: A guide designed to assist jurisdictions with developing emergency operations plans. It promotes a common understanding of the fundamentals of planning and decision-making to help emergency planners examine a hazard and produce integrated, coordinated, and synchronized plans.

Emergency Management/Response Personnel: Includes federal, state, territorial, tribal, substate regional, and local governments, nongovernmental organizations, private sector organizations; critical infrastructure owners and operators, and all other organizations and individuals who assume an emergency management role. Also known as emergency or first responder.

Emergency Operations Center (EOC): The physical or virtual location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place.

Emergency Operations Plan (EOP): An ongoing plan for responding to a wide variety of potential hazards. An EOP describes how people and property will be protected; details who is responsible for carrying out specific actions; identifies the personnel, equipment, facilities, supplies, and other resources available; and outlines how all actions will be coordinated.

Evacuation: The organized, phased, and supervised withdrawal, dispersal, or removal of students, personnel, and visitors from dangerous or potentially dangerous areas.

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Exercise: An instrument to train for, assess, practice, and improve performance in prevention, protection, response, and recovery capabilities in a risk-free environment. Exercises can be used for: testing and validating policies, plans, procedures, training, equipment, and inter-agency agreements; clarifying and training personnel in roles and responsibilities; improving interagency coordination and communications; identifying gaps in resources; improving individual performance; and identifying opportunities for improvement.

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

Hazard Mitigation: Any action taken to reduce or eliminate the long-term risk to human life and property from hazards. The term is sometimes used in a stricter sense to mean cost-effective measures to reduce the potential for damage to a facility or facilities from a disaster or incident.

Hazardous Material (HAZMAT): Any substance or material that, when involved in an accident and released in sufficient quantities, poses a risk to people's health, safety, and/or property. These substances and materials include explosives, radioactive materials, flammable liquids or solids, combustible liquids or solids, poisons, oxidizers, toxins, and corrosive materials.

Human-Caused Hazards: Hazards that arise from deliberate, intentional human actions to threaten or harm the well-being of others. Examples include school violence, terrorist acts, or sabotage.

Incident: An occurrence, natural or human-caused, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Command: The Incident Command System organizational element responsible for overall management of the incident and consisting of the Incident Commander (either single or unified command structure) and any assigned supporting staff.

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

Incident Command Post (ICP): The field location where the primary functions are performed. The Incident Command Post may be co-located with the Incident Base or other incident facilities.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide an integrated organizational structure that reflects the

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complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. ICS is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Management: The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

Management Staff: The staff who report directly to the Incident Commander, including the Public Information Officer, Safety Officer, Liaison Officer, and other positions as required. They may have an assistant or assistants, as needed.

Memorandum of Understanding (MOU): An agreement to be used by federal, tribal, state, and local agencies to assist and define the relationship between and among agencies.

Mutual Aid Agreements: Agreements between agencies, organizations, and jurisdictions that provide a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services.

National Incident Management System (NIMS): A set of principles that provides a systematic, proactive approach guiding government agencies at all levels, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

National Response Framework (NRF): A guide establishing a comprehensive, national, all-hazards approach to domestic incident response. It intends to capture specific authorities and best practices for managing incidents ranging from the serious but purely local, to large-scale terrorist attacks or catastrophic natural disasters.

Natural Hazard: Hazard related to weather patterns and/or physical characteristics of an area. Often natural hazards occur repeatedly in the same geographical locations.

Preparedness: A continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action to ensure effective coordination during incident response. Within the National Incident Management System (NIMS), preparedness focuses on the following elements: planning, procedures and protocols, training and exercises, personnel qualification and certification, and equipment certification.

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property.

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Public Information: Processes, procedures, and systems for communicating timely, accurate, and accessible information on an incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

Public Information Officer (PIO): A member of the Management Staff who serves as the conduit for information to internal and external stakeholders, including the media or other organizations seeking information directly from the incident or event.

Recovery: Encompasses both short-term and long-term efforts for the rebuilding and revitalization of affected communities. Examples: Short-term recovery focuses on crisis counseling and restoration of lifelines such as water and electric supply, and critical facilities. Long-term recovery includes more permanent rebuilding.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of the EOP and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes.

Technological Hazard: These hazards originate from technological or industrial accidents, infrastructure failures, or certain human activities. These hazards cause the loss of life or injury, property damage, social and economic disruption, or environmental degradation, and often come with little to no warning.

Terrorism: As defined in the Homeland Security Act of 2002, activity that involves an act that is dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any state or other subdivision of the United States; and appears to be intended to intimidate or coerce a civilian population, to influence the policy of a government by intimidation or coercion, or to affect the conduct of a government by mass destruction, assassination, or kidnapping.

Threat: Natural, technological, or human-caused occurrence, individual, entity, or action that has or indicates the potential to harm life, information, operations, the environment, and/or property.

Unified Command (UC): In incidents involving multiple jurisdictions, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement, unified command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.

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Appendix B: Acronyms

EOP Acronyms Guide	
Acronym	**Terminology**
ADA	American Disabilities Act
AAR	After-Action Report
AFN	Access and Functional Needs
BOT	Board of Trustees
CEMMA	Campus Emergency Management Mutual Assistance
CO	Chancellor's Office
CPG	Comprehensive Preparedness Guide
EEI	Essential Elements of Information
EHS	Environmental Health and Safety
EMA	Emergency Management Agency
EMC	Emergency Management Coordinator
ENS	Emergency Notification System
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
FEMA	Federal Emergency Management Agency
FERPA	Family Educational Rights and Privacy Act
GETS	Government Emergency Telecommunication Service
HAZMAT	Hazardous Materials
HIPAA	Health Insurance Portability and Accountability Act
HR	Human Resources
HSEEP	Homeland Security Exercise and Evaluation Program
HSPD	Homeland Security Presidential Directive
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IPP	Integrated Preparedness Plan
IT	Information Technology
IPP	Integrated Preparedness Plan
MMAA	Master Mutual Aid Agreement
MOU	Memorandum of Understanding
NFPA	National Fire Protection Association
NGO	Non-governmental organizations
NIMS	National Incident Management System
NRF	National Response Framework
OA	Operational Area
PA	Public Address
PIO	Public Information Officer
PD	Police Department

EOP Acronyms Guide	
Acronym	**Terminology**
SEMS	Standardized Emergency Management System
SITREP	Situation Report
SMS	Short Message/Messaging Service
SOC	State Operations Center
SOG	Standard Operating Guidelines
SOP	Standard Operating Procedures
SRM	Systemwide Risk Management
SWEST	Systemwide Emergency Support Team
UC	Unified Command
UCP	Unified Command Post
WPS	Wireless Priority Service