Emergency Response Framework
University of California, Davis

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PREFACE

The UC Davis Emergency Response Framework is written to conform to benchmarks adopted by the University of California, Office of the President, based on the National Standard on Disaster/Emergency management and Business Continuity Programs (National Fire Protection Association [NFPA] Standard 1600; 2010 edition).

NFPA1600 has been universally endorsed by the American National Standards Institute (ANSI), the 911 Commission, US Congress, and the federal Department of Homeland Security. The Standard represents a “total program approach” to the challenge of integrating disaster and emergency management with business continuity planning.

The Emergency Response Framework involves several kinds of actions. This plan is formatted as a Strategic base plan, with annexes related to broader campus functions, and appendices to provide additional detail or reference to other documents.

This plan, along with its annexes and appendices, establishes procedures and protocols for the UC Davis main campus. It is distributed to the campus at http://prepare.ucdavis.edu.

Plan Design

The base plan covers programs administrative functions and refers to both the campus, department and program strategic plans

Annex

Each annex describes a broader campus function and its associated policies, operating procedures, plans and other materials.

Appendices

An appendix is a subsection of an annex and includes more specific information for use by staff or employees during an emergency situation.

Site Description

The main campus for the University of California, Davis is located in the heart of the Central Valley of California, about 20 minutes west of Sacramento and just over one hour northeast of the San Francisco Bay Area on the I-80 corridor. The campus is vulnerable to a number of natural and human-caused hazards that could affect University property, faculty, staff and students. To effectively respond and recover from these incidents, UC Davis has adopted this Comprehensive Emergency Management Plan. The Office of Emergency/Continuity Management is responsible for the overall development and maintenance of this Plan.

Additional facts about the faculty, staff and student population are available at http://facts.ucdavis.edu/.
I. PROGRAM ORGANIZATION

Emergency and continuity programs at UC Davis are facilitated by the Office of Emergency/Continuity Management and integrated throughout the University. The organization consists of policy and oversight groups as well as teams that are mobilized for emergency response:

1. Policy and Oversight Groups

   **Emergency Management Advisory Council (EMAC)**

   The program committee is described in Section II-3 of this document

   **The Executive Policy Group**

   The Executive Policy Team is staffed and appointed by the Chancellor. It has ultimate responsibility for oversight and direction of the Emergency Operations Center (EOC) and all response or continuity activities on campus. Their primary role is to advise and assist the Emergency Responders and the EOC in making strategic policy decisions.

   **Department Safety Coordinators**

   Individuals appointed by department heads to oversee implementation of the Safety Management Program, and functions in that capacity on behalf of their department.

2. Response Groups:

   **The Emergency Operations Center (EOC) Team**

   The campus maintains an Emergency Operations Center to serve as a command hub during incidents that overwhelm the campus’s day-to-day response capabilities. It is activated as indicated in Annex A: Emergency Operations/Response Plan. The EOC is staffed by a team of trained campus personnel who provide the expertise through which incidents are coordinated and controlled within the campus Department Operation Centers.

   **Department Operations Centers (DOC)**

   Departments develop plans, teams and locations from which to coordinate activities before, during and after an emergency – with or without activation of the campus EOC. When the EOC is activated, the DOC assigns primary and backup staff to the EOC to coordinate department activities with the rest of campus.

   **Emergency Responders**

   UC Davis supports a campus Police Department and a joint campus/City of Davis Fire Department, both of whom support the campus and maintain agreements for joint response with surrounding jurisdictions.
II. PROGRAM MANAGEMENT

1. Leadership and Commitment

Strong support for the Emergency and Continuity management program exists at all levels of the campus, led by campus leadership, as evidenced by both the commitment of physical and financial resources and their participation as part of the Executive Policy Team. The campus operates under an overall strategy of creating a ‘culture of safety’ institutionalizing and sustaining the concepts of safety, emergency preparedness, planning and recovery throughout the campus.

Campus policy provides for certain authorities to be delegated by the Chancellor, and further delegated within each department. Each vice chancellors’, vice provosts’, and deans’ office is required to maintain copies of the UC Davis Policy and Procedure manual and each unit maintains a list of all authorities that have been delegated to individuals within department.

The ultimate responsibility for response, recovery and continuity of operations at UC Davis rests with the Chancellor. If the Chancellor is not available, the authority to act for the Chancellor is codified within ‘Authority to Act for the Chancellor, a document which defines that authority in sequence:

2. Program Coordinator

The Office of Emergency/Continuity Management has campus-wide responsibility for developing and implementing the Emergency Response Framework Functions include but are not limited to: developing plans and updating documentation, planning and conducting emergency drills and exercises, guiding and coordinating department continuity planning, providing appropriate training, coordinating and collaborating with state and local jurisdictions and agencies, maintaining and activating the Emergency Operations Center in consultation with the appropriate campus authorities during, or in anticipation of, an emergency.

Developing and coordinating relationships with offsite agencies, jurisdictions and other groups is vital to a successful multi-agency response to an emergency. UC Davis maintains close working relationships with all surrounding entities, including the Yolo County and the City of Davis. On behalf of UC Davis, the Emergency Manager maintains active membership in various forums and professional organizations, including the California Emergency Services Association and the International Association of Emergency Managers.

3. Program Committee

The Event and Crisis Management Team (ECMT) is composed of senior representatives from a variety of departments, programs and constituencies on and off campus. This group provides vital campus-wide perspective in guiding and supporting all policy aspects of emergency management and business continuity planning. It members are appointed annually by the Provost and meets quarterly (unless otherwise indicated). ECMT has an ongoing day-to-day advisory role in the Emergency and Continuity Management Program.
4. **Program Administration**

   a. **Scope**

   This plan covers the University of California, Davis main campus located in Davis, California. Other campuses (i.e., the UC Davis Medical Center in Sacramento) and offsite locations have related but separate response plans. The Office of Emergency/Continuity Management provides guidance and support to assist other campuses and locations to develop specific plans.

   This plan supersedes previous plans and precludes employee actions not in concert with the intent of this plan. It acknowledges the existence of campus personnel and resources that respond to internal incidents on a daily basis, and the existence of internal department plans and procedures for response, recovery and mitigation that are implemented on a daily basis.

   Nothing in this plan should be construed as limiting the use of good judgment and common sense in matters not foreseen or covered by this plan.

   b. **Mission**

   The mission of the University of California, Davis is to achieve excellence in academics, research and public service. The mission of the Office of Emergency and Continuity Management is to provide an integrated approach to the management of programs and activities to address all four emergency phases (mitigation/prevention, preparedness, response, recovery) in all types of emergencies (natural and man-made) including continuity and resumption planning to ensure the continuation of the University's mission.

   The purpose of this plan is to establish policies, procedures and an organizational structure for responding to emergency situations that overwhelm or threaten to overwhelm the day-to-day resources of the university, including procedures for continuity of operations and for the campus to recover in a safe, effective and timely manner.

   c. **Roles and Responsibilities**

   Every member of the UC Davis campus community has a role in a campus emergency preparedness and response. All students, staff and faculty are expected to be familiar with emergency procedures required by campus or department policy.

   **Students**

   **General Responsibilities**

   Students are responsible for being aware of their surroundings and familiar with building evacuation routes, exits and the nearest faculty, staff and/or residence director. In the event of an emergency, they are responsible for watching or listening for and following directions provided by emergency responders and/or university staff.

   If a student has a special need that can prevent them from safely responding to a hazard, it is their responsibility to identify themselves prior to an emergency to the Student Disability Center as an individual who may require additional assistance during an emergency situation. Students with special needs are also encouraged to inform faculty and/or classmates of their need to ensure they have the support necessary during an emergency.
Role in an emergency

Students involved in an emergency should assess a situation quickly and thoroughly, and use their best judgment when determining how to respond. If directly involved in an incident, students should contact the UC Davis Police Department as soon as possible, show public safety officers or responders where the incident occurred, and provide any requested information. If evacuation of a building is necessary, students should evacuate the building in an orderly fashion and follow directions from emergency responders, department safety coordinators, faculty and staff.

Staff/Faculty

General Responsibilities

University faculty and staff are considered leaders and must be prepared to provide leadership in emergency situations. Faculty and staff should understand department emergency and building evacuation procedures in areas where they work and teach. Faculty and staff may be the first at the scene of an incident and are responsible for following standard response procedures and contacting the appropriate individuals.

Role in an emergency

Staff and faculty involved in an emergency should assess a situation quickly and thoroughly, and use their best judgment when determining how to respond. Faculty and staff should follow campus and department emergency procedures to report emergencies as required. If evacuation of a building is necessary, faculty and staff are expected to exercise authority and provide assistance as needed to facilitate the evacuation.

Faculty and staff need to be aware of anyone who may be in need of additional assistance during an emergency, and should assist the individual if they can safely do so. If they cannot safely assist the individual with special needs, then they must inform first responders of the situation in a timely manner.

Deans, Vice Chancellors and Department Heads

General Responsibilities

Deans, Vice Chancellors and Department Heads serve as leaders for a school, college or unit and are responsible for providing overall guidance to its emergency and safety management planning. They are responsible for appointing a department safety/emergency coordinator.

Role in an emergency

Deans, Vice Chancellors and Department Heads are also staff and/or faculty. They would assume the same role during an emergency.
In accordance with the UC Davis Policy and Procedure Manual, Section 290-15, department heads are required to appoint a department safety coordinator (DSC), responsible for coordinating all elements of the Safety Management Program.

5. **Laws and Authorities**

The Emergency/Continuity Management Program at UC Davis is authorized and governed by provisions in the following documents:

1. **University of California, Davis**
   - UC Davis Campus Emergency Policy, Emergency Operations Plan (2/25/15)
   - UC Davis PPM, Chapter 200: Campus Organization and Management, Section 60: Assignment of Administrative Authority (5/25/16)
   - UC Davis PPM, Chapter 390: Emergency Management and Campus Security, Section 10, Campus Emergency Policy (5/25/16)
   - UC Davis PPM, Chapter 290: Health and Safety Services, Section 15: Safety Management Program (4/26/15)
   - UC Davis PPM, Chapter 290: Health and Safety Services, Section 20: Fire Safety (2/13/18)
   - UC Davis PPM, Chapter 320: Records and Archives, Section 10: Records Management, Retention and Distribution (6/23/14)
   - Delegations of Authority Information, maintained by the Office of the Chancellor and Provost.
   - UC Davis, PPM, Chapter 200, Section 20 (5/25/16)
   - Authority to Act for the Chancellor (5/25/2016)

2. **University of California Office of the President (UCOP):**
   - UCOP, Policy on Safeguards, Security and Emergency Management (1/25/06)
   - UCOP, Policy on the Management of Health, Safety and the Environment (10/28/05)
   - UCOP, Regents Standing Orders, 100.4 Duties of the President of the University (1/29/2007)
   - UCOP, Presidential Policies, Campus Emergency UCOP Notification Protocol (12/17)
   - UCOP, BFB-IS-12, Continuity Planning, Disaster Recovery. (7/27/2007)

3. **State of California:**
   - The Standardized Emergency Management System (SEMS) as described by California Government Code 8607(a)

4. **Federal:**
• Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 93-288, as amended by PL 100-707.
• Code of Federal Regulations (CFR), Title 44. Emergency Management Assistance.

6. Performance Objectives/Program Improvement

The campus defines short term needs as those required to protect life safety, property and the environment and necessary to resume critical business functions; long term needs as those required to bring the campus back to full operational conditions.

Accordingly, both short and long term performance objectives are developed annually during the program review. Objectives and reviews are developed separately for the Emergency and Continuity Management Office, the campus Police Department and the Fire Department.

Examples of performance objectives for the campus include plans completed (in UC Ready and Department Operation Center plans), training (specific numbers to be conducted and personnel to be trained, exercises conducted (internal and external), informational events attended.

In addition, all programs and all plans are reviewed after any planned or unplanned event that might require a re-evaluation, such as an institutional organizational or operational change.

7. Finance & Administration

The Office of Emergency/Continuity Management at UC Davis is funded annually through normal University funding channels and accounts. Additional funding is provided through special internal and external programs, and securing external grants for specific projects.

During an event requiring activation of the campus EOC, the EOC Finance Section maintains written plans, procedures and documentation necessary to address any fiscal implication including readily available accounting and financial resources and separate funding accounts to track and document costs related to the event.

8. Records Management

UC Davis recognizes the importance of appropriate treatment of records. Each UC Davis employee has a responsibility for University records as described in the UC Davis Policy and Procedure Manual 320-10, and the University of California Records Disposition Manual.
9. Donations Management

During a major disaster, many individuals may want to donate money, goods and/or services to assist the victims or participate in the recovery process. Donations could be physical (resources) or financial.

Financial donations will be managed through the procedures established by the University Development office, located within University Relations.

UC Davis does not expect and discourages physical donations to the campus, believing all such donations would be better utilized, managed and distributed by the Yolo County volunteer agencies. Certain kinds of donations, however, could be expected, including supplies and food to the Veterinarian Teaching Medical Hospital for sheltered animals. VTMH maintains an internal plan for receipt, accounting and distribution of that resource.
III. PLANNING

1. Planning Process and Design

The campus planning process includes those groups who would be most involved in an event that disrupted normal operations. Many of these groups maintain their own emergency plans within their departments. For example; the campus Veterinarian maintains plans related to the care of research animals during an emergency; the campus Veterinary Medicine Teaching Hospital maintains plans related to the care of admitted or boarded animals. The Police and Fire Departments maintain their own Standard Operating Procedures (SOP’s). Environmental Health and Safety maintains plans specific to BSL-3 laboratories or nuclear irradiators. Those and others are coordinated with the campus through the Emergency and Continuity Management Office.

- Strategic planning for the Emergency and Continuity Management Office is part of the Safety Services strategic plan, and is updated on an annual basis.
- Prevention and mitigation planning strategy is part of the assessments and documents mentioned earlier in this document. Continuity management planning strategy is also mentioned earlier in this document.
- The Emergency Operations/Response Plan (Annex A) includes the EOC Activation procedures and the Department Operations Center template.
- Campus Crisis Communications and Management strategy is included in Appendix B.
- The Recovery Continuity Management planning strategy is included as Appendix C.
- Additionally, there is an appendix for the campus Communication & Warning strategy, and an appendix for hazard specific plans.

2. Risk Assessments

In fall 2003, the University of California Office of the President assigned a system wide Safety, Security, and Anti-Terrorism Committee to assess the University’s overall security, potential exposure and ability to respond to physical hazards ranging from natural disasters, human-caused events, technological hazards and terrorist acts. As part of this program, UC Davis conducted a formal Hazard Vulnerability Assessment in 2005. The goal of this assessment was to assess and rank potential campus threats or hazards and identify potential campus vulnerabilities and mitigation measures.

The assessment ranked the potential hazards to UC Davis as (1) animal or agricultural terrorism related events, (2) Workplace Violence, (3) Building Fires, (4) Sports/Public Events Disturbance, and (5) Active Shooters.

This assessment is available through the Office of Emergency/Continuity Management. The risk assessment for the campus is repeated on a ten-year cycle.

Additionally, the campus recognizes its place as part of the larger community and refer to the risk assessments within Yolo County Multi-Hazard Mitigation Plan http://www.yolocounty.org/Index.aspx?page=718. This plan was written in 2004 and is repeated as necessary.
3. Business Impact Analysis
The campus is part of the UC-system wide UC Ready project, designed to prepare for rapid resumption of the University’s mission following any unexpected disruption. UC Ready asks each department to identify its critical functions and strategies to continue those functions when necessary, as well as how they maintain vital records, contact lists, and time sensitive applications. Those individual plans can be rolled up into a larger campus-wide plan.

In 2011, the campus conducted a Business Impact Analysis that focused on our campus data center and their major campus clients. The results will be available in late 2011.

4. Prevention / Mitigation
The campus has a dedicated Police Department which is part of all the county and state Mutual Aid and Automatic Aid agreements. They work regularly with the Federal Bureau of Investigation and the Department of Homeland Security in developing prevention strategies that threaten campus life, property and environments. http://police.ucdavis.edu

A campus mitigation strategy was developed along with the Risk Assessment done in 2015, and is repeated every ten years.
IV. IMPLEMENTATION

1. Resource Management

Resource management involves developing a methodology for promptly and effectively identifying, acquiring, distributing, accounting, and use of personnel and major items of equipment for essential functions at the time of an emergency. Additional information can be found in the Emergency Operations/Response Plan in Annex A, Section VI.

2. Mutual Aid/Assistance

Some events warrant the interface, coordination and/or use of offsite organizations or resources at the federal, state and local level. UC Davis is located within the Yolo County Operational Area, which coordinates and communicates with the California Emergency Management Agency. The campus is part of the California Master Mutual Aid Agreement.

In addition, the campus maintains MOU’s with specific agencies, including the American Red Cross, the Yolo County Public Health Department and the Noah’s Wish.

3. Employee Assistance & Support

The campus maintains a broad level of services to assist and support employees both day-to-day and during a crisis situation. They include: http://www.hr.ucdavis.edu/employee

- Academic & Staff Assistance (assessment, intervention, consultation services)
- Catastrophic Leave
- Childcare
- Workplace flexibility
- Disability Management

4. Training, Exercises and Corrective Actions

The goal of training for the Office of Emergency/Continuity Management is to enhance the campus’s ability to successfully weather a natural or man-made emergency. All personnel assigned as part of the emergency response/recovery teams receive training appropriate to their level of participation, including required training like NIMS. Awareness training is provided to the general campus population as appropriate and necessary. All training is documented in various campus software programs that support training and/or within the Office of Emergency/Continuity Management.

The training program for emergency responders, including the identified EOC team members, includes SEMS, NIMS and various FEMA independent study courses. Courses are either online or scheduled and taught by qualified instructors.

Exercises of all levels (workshop, tabletop, drill, functional) are conducted on a regular basis. Exercises are scheduled both internally (within the campus) and externally, with surrounding jurisdictions and agencies.

Office of Emergency and Continuity Management conducts training and exercises and maintains all records for the designated EOC team, the EOC Executive Policy Team, Department Operation Centers and BSL-3 labs.
The Police Department conducts training and exercises and maintains records for the campus sworn police officers.

The Fire Department conducts training and exercises and maintains records for the campus sworn fire personnel.

The safety of personnel and the facility is paramount during all drills and exercises. The planning and management of drills and exercises ensure that sufficient precautions and limitations are established and adhered to for their safe conduct.

One of the most effective ways for learning from experience is the After Action Review (AAR) to include Corrective Actions. During an AAR, actions are appraised by participants, observers and evaluators. Their comments are incorporated into findings and corrective actions which are distributed to all participants. Each of the above responding groups on campus conduct AAR’s after their exercises, develop Corrective Actions and track their progress. AAR’s with status of identified Corrective Actions are kept in the Emergency & Continuity Management office.