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III. EOC DISASTER RECOVERY OPERATIONS

A. DISASTER RECOVERY DEFINITION

When an emergency or disaster is significant enough to interrupt the normal flow of CSUF operations, it will be necessary to activate the campus Emergency Operations Center (EOC).

As the EOC transitions from response to disaster recovery activities, Command of the EOC will transition from supporting the campus response to functioning as the coordination center for initial University Disaster Recovery activities.

Disaster Recovery involves the efforts necessary to restore the critical infrastructure necessary for normal campus operations such as facilities, grounds, water, power, sanitation, HVAC, network services and telecommunications.

DISASTER RECOVERY PHASES

The Disaster Recovery Phase begins once all life-safety issues have been addressed and initial damage assessment has occurred. This phase is divided into three stages: the Short-Term Recovery Stage, the Mid-Term Recovery Stage and the Long-Term Recovery Stage.

a. Short - Term Recovery Stage

During the first hours and days after an emergency event [*Short-Term Recovery Stage*], the principal objectives will be to restore the necessary structural [facilities, HVAC systems, roadways and grounds] and non-structural, (power, water, sanitation, telecommunications and) at Lincoln Plaza.

The EOC Director and Section Chiefs provide direction and overall management of the campus disaster recovery effort, and the EOC provides the operational support necessary to accomplish these objectives.

b. Mid - Term Recovery Stage

In the first weeks after a major emergency event [*Mid-Term Recovery Stage*], the principal objectives will be to ensure the restoration of the all pre-identified business functions on campus considered to be critical to normal business operations.

Divisions and Departments normally responsible for performing the critical business functions of the University will be responsible for

recovering those functions after a disaster. ***Business Resumption Teams*** have been identified in each Division's Emergency Plans to recover the critical business functions after a disaster.

c. **Long - Term Recovery Stage**

During the Long-Term Recovery Stage, the principal objective is to resume normal operations. More than likely, it will be during this stage of recovery that the EOC will be deactivated, and CSUF will resume its pre-disaster organizational structure. A Long-Term Recovery Team may be established, if warranted, to consider and coordinate strategic plan objectives and long-term recovery efforts.

Based on the size and nature of the disaster, the timeline to resume normal operations may be dependent on the extent of disrupted critical services on campus. Telephone and power service shortages, disruption of water supplies, damage to major transportation routes and transportation providers, and ongoing government emergency operations may hamper recovery activities.

In addition, the timeline to resume normal operations will be greatly dependent on the extent of damage to campus (structural) and to CSUF facilities (systems, communications, and non-structural) and non-duplicated vital records.

In a major disaster, the recovery efforts may take several weeks or months or even years to complete.

The CSUF EOC Team during Disaster Recovery Operations consists of:

- **EOC Director**
(Associate Vice President for Administration – Facilities Management);
- **Operations Chief**
(Director - Physical Plant);
- **Operations Chief for Information Systems**
(Designee from Campus Information Technology Services);
- **Planning and Intelligence Chief**
(Executive Director - Human Resources);
- **Logistics Section Chief**
(Designees Appointed by EOC Director)
- **Finance and Administration Chief**
(Designee from Business and Finance Division); and
- Key individuals assisting each function.

1. ACTIVATION CRITERIA

During the Mid and Long Term Disaster Recovery Phases on campus, the Associate Vice President for Administration – Facilities Management, will serve as the EOC Director and will decide whether the EOC will remain activated to support disaster recovery operations, based on the following criteria:

Whenever an event has occurred that has affected campus operations and is of significant magnitude to require an active disaster recovery effort in excess of a normal working day and requiring the efforts of more than one Division on campus.

2. EOC LOCATIONS

- a. **University Police Conference Room [T-1200]**
- b. **TSU Conference Center or RGC Multi-Purpose Room**

3. AUTHORIZED ACCESS LIST

Access into the EOC during Recovery Operations has been authorized for the following individuals:

University President
Executive Vice President
Vice President for Academic Affairs
Vice President for Administration
Vice President for Student Affairs
Vice President for University Advancement
Chief Financial Officer – Business and Financial Affairs
General Counsel
Public Affairs Officer
Executive Officer, Governmental Affairs and Planning and Research
Executive Director - Human Resources Division
Disaster Recovery Coordinator
Manager, Contract Management Section
Manager, Facilities Management Section
Manager, Management Services Section
Manager, Telecommunications Section
Manager, Member and Benefit Services

B. EOC ROLES AND RESPONSIBILITIES

The roles and responsibilities assigned to CSUF staff throughout the disaster recovery process are based on (1) the University's normal or pre-disaster organizational structure and (2) the California Standardized Emergency Management System (SEMS).

1. COMMAND

Command provides overall management of all disaster recovery activities; conducts periodic strategy sessions with the President and the President's Advisory Board [PAB]; determines recipients and contents of all external notifications; establishes disaster recovery priorities; and establishes a Long-Term Recovery Team, if warranted, to consider and coordinate strategic plan objectives and long-term recovery efforts.

2. COMMAND SUPPORT

Command Support offers advice and counsel on legal, operational, and financial matters and performs a liaison role with government agencies, the media, and the CSU system.

3. EOC DIRECTOR

The EOC Director manages and coordinates all CSUF Disaster Recovery activities during the short and mid-term phases; ensures that all required functions within the EOC are activated, staffed, and operating effectively; conducts periodic planning meetings with the EOC Section Chiefs; and briefs PAB during Policy Group meetings.

- **Public Information Specialist:**
Ensures that all internal (employee) messages are consistent with external (media) messages; directs the Internal Communications Unit in coordinating internal communication messages with external messages and the dissemination of messages to employees via any and all viable means.

4. OPERATIONS CHIEF

The Operations Chief receives structural damage reports from the Disaster Assessment Teams in the field; oversees structural and non-structural facilities functions, including damage assessment, support and restoration activities; provides periodic briefings to the EOC Director and Emergency Operations Center Team.

The following Branches report to the Operations Section Chief:

- a. **Structural Facilities Recovery Branch** - Assesses the non-structural facility damage; coordinates relocation to temporary and/or permanent workspace; and coordinates restoration of non-structural facilities at Lincoln Plaza
- b. **Non-Structural Facilities Recovery Branch** - Assesses the non-structural facility damage; coordinates relocation to temporary and/or permanent workspace; and coordinates restoration of non-structural facilities on campus.

5. **INFORMATION SYSTEMS OPERATIONS CHIEF**

The Systems Operations Chief determines if and when the Campus IT Disaster Recovery Plan will be invoked; oversees all systems recovery activities; and provides periodic briefings to the EOC Director and Emergency Operations Center Team.

The following Teams report to the Systems Operations Chief:

- a. **Recovery Management Branch** - Coordinates systems recovery activities of the University IT Recovery Teams.
- b. **Application Support Branch** - Establishes mainframe production processing, in conjunction with the Recovery Management Team, and provides troubleshooting and programming support during the recovery efforts.
- c. **Facility Support Branch** - Assesses systems damage; restores CSUF computing facilities; arranges and oversees restoration and replacement of computer equipment; and provides logistical support for the University IT Recovery Teams.
- d. **Production Recovery Branch** - Establishes mainframe production processing and data entry services for established University critical functions.

- e. **Technical Recovery Branch** - Establishes network communications and recovers the critical mainframe computing environment and Local Area Network (LAN) servers.
- c. **Telecommunications Recovery Branch** - Assesses telecommunications damage; obtains alternative telecommunications devices; establishes and supports all EOC and Disaster Recovery telecommunication needs; and restores telecommunications university-wide.

6. **PLANNING/INTELLIGENCE CHIEF**

The Planning/Intelligence Chief oversees the planning for all disaster-related personnel activities; provides current and projected situation status reports; and provides periodic briefings to the EOC Director and Emergency Operations Center Team.

The following Units report to the Planning/Intelligence Chief:

- a. **Emergency Staffing Branch** - Coordinates and tracks emergency staffing and employee redeployment.
- c. **Situation Status Branch** - Collects, processes, and distributes information related to the current and projected situation; prepares situation status reports for use within the EOC; and develops and maintains general information displays and maps.
- d. **Advance Planning Branch** - Develops projections of the probable situation (36 to 72 hours in advance) given the current situation and priorities; recommends priorities for actions and resources; identifies issues to be addressed based on the probable situation in 36 to 72 hours; and prepares special reports and briefings for the EOC Director to use in strategy sessions.

7. **LOGISTICS SECTION CHIEF**

The Logistics Section chief oversees EOC logistics functions, including emergency procurement and contract processes; provides vendor coordination and EOC support for the Emergency Operations Center Team.

- a. **Emergency Procurement Branch** - Purchases goods as necessary to support the University Disaster Recovery efforts.

- b. **Emergency Contract Branch** - Activates stand-by contracts with vendors to stabilize and recover damaged critical records and executes emergency contracts as necessary to support the recovery efforts.
- c. **Vendor Coordination Branch** - Schedules and coordinates (in conjunction with the Disaster Recovery Coordinator) building access for vendors assisting in the recovery efforts.
- d. **EOC Support Branch** - Establishes shelter at the EOC and supports EOC operations as needed (clerical support, mail and/or messenger service, supplies, etc.).
- e. **Employee Services Branch** - Determines the need for and scope of employee assistance following a disaster and provides support to employees and their families as needed. Employee assistance may include providing counseling; establishing community links for special childcare, elderly care, or shelter provisions; and/or arranging travel accommodations for employees reporting to remote locations.

8. **FINANCE/ADMINISTRATION CHIEF**

The Finance/Administration Chief oversees all disaster-related financial activities; develops short- and long-term financial strategies as appropriate; and provides periodic briefings to the EOC Director and Emergency Operations Center Team.

The following Units report to the Finance/Administration Chief:

- a. **Emergency Funds Branch** - Reports on the availability of emergency funds and obtains and provides emergency funds for disaster-related purchases.
- b. **Expense Tracking Branch** Maintains records of all disaster-related expenditures; prepares disaster-related expense reports; ensures that emergency procurements and contracts are appropriately identified; and provides estimate of damage costs.
- c. **Documentation Branch** - Tracks time, events, resources, and damage and casualty information; assists the Emergency Operations Team in establishing and maintaining records, journals, and/or special reports; and maintains all official EOC records.

C. EOC CRITICAL FUNCTIONS

EOC CRITICAL FUNCTIONS POLICY GROUP	
✓	ACTION
	1. Ensure that all necessary EOC Sections have been activated.
	2. Schedule initial strategy session with EOC Director and Command Support.
	3. Conduct initial strategy session. <ul style="list-style-type: none"> • Determine recipients and content of initial communication messages (i.e., Faculty, staff and students and parents, media and the local community). • Discuss legal implications of event. • Discuss financial implications of event. • Determine whether adequate resources exist within the University to respond to the event and if necessary, who to contact for assistance (i.e., local, CSU System-wide and state agencies). • If damage estimates are severe enough that personnel may need to be relocated for longer than three weeks, designate this function with the Planning and Intelligence Section to begin planning long-term recovery strategy. • Schedule Disaster Recovery strategy sessions.
	4. Continue to oversee Disaster Recovery efforts, providing guidance to the EOC Director where needed, and setting strategy sessions at appropriate intervals.
	5. In conjunction with EOC Director, determine when to deactivate the EOC.

EOC CRITICAL FUNCTIONS EOC DIRECTOR	
✓	ACTION
	1. Re-orient the EOC from the Response phase to the Disaster Recovery phase.
	2. Contact both the Operations Chief to obtain the current status of the University: <ul style="list-style-type: none"> • Structural Damage • Non-Structural Damage • Roads and Grounds • Other
	3. Contact IT Systems Operations Chief to obtain current status of systems: <ul style="list-style-type: none"> • Mainframe • LAN Servers • PBX • Voicemail • Electronic Mail • Other
	4. Conduct the initial Emergency Operations Center Disaster Recovery Team planning meeting as soon as possible. <ul style="list-style-type: none"> • Determine current situation status. • Determine appropriate length for current operational planning period. • Determine general priorities and objectives related to the Disaster Recovery of the University. • Determine appropriate EOC activation level. • Determine appropriate EOC staffing level and schedule work shifts for team members and relief personnel--include time for debriefings between shifts. • If employee notification is warranted, activate Internal Communications Unit. • Direct Finance/Administration Chief to activate Emergency Funds Unit to obtain emergency funds. • Ensure that accurate and complete records are being maintained.
	5. Ensure that all required functions within EOC are activated, staffed, and operating effectively.
	6. Ensure PAB is briefed on current situation status as soon as possible and at each strategy session--involve Section Chiefs as appropriate.
	7. Ensure preparation of internal communication messages and dissemination to employees via any and all viable media; coordinate internal communication messages with external communication messages.
	8. Thoroughly brief alternate or relief person prior to leaving post.

EOC CRITICAL FUNCTIONS EOC DIRECTOR	
✓	ACTION
	9. Continue to manage priorities and resources as response and recovery activities progress.
	10. In conjunction with the Policy Group, determine when to deactivate EOC. Supervise deactivation.

EOC CRITICAL FUNCTIONS OPERATIONS CHIEF	
✓	ACTION
	1. Receive structural damage reports from Damage Assessment Teams.
	2. Obtain damage assessment reports from Damage Assessment Teams: <ul style="list-style-type: none"> • Telecommunications restoration. • Structural Facilities inspection. • Non-Structural inspection.
	3. Oversee EOC Support Unit. If warranted, contact Emergency Staffing Unit (Planning/Intelligence Section), for additional personnel resources.
	4. Obtain and allocate resources for repair and restoration activities on campus.
	5. Coordinate with the following Branches as appropriate: <ul style="list-style-type: none"> • Emergency Procurement Branches; • Emergency Contract Branches; • Vendor Coordination Branches.
	6. Participate in Emergency Operations Team planning meetings and strategy sessions as appropriate.
	7. Ensure that complete and accurate records are maintained by Operations Section.
	8. Thoroughly brief your alternate or relief person prior to being relieved.
	9. Continue to manage priorities and resources within Operations Section as Disaster Recovery activities progress.

EOC CRITICAL FUNCTIONS INFORMATION SYSTEMS OPERATIONS CHIEF	
✓	ACTION
	1. Obtain status reports from University IT Recovery Teams.
	2. Obtain damage assessment reports from Damage Assessment Team.
	3. Contact hot-site vendor to declare disaster, if warranted.
	4. Obtain and allocate resources for systems repair and restoration.
	5. Participate in Emergency Operations Disaster Recovery Team planning meetings and strategy sessions as appropriate.
	6. Ensure that complete and accurate records are maintained by System Operations Section.
	7. Thoroughly brief your alternate or relief person prior to being relieved.
	8. Continue to manage priorities and resources within the Information Systems Operations Section as Disaster Recovery activities progress.

EOC CRITICAL FUNCTIONS PLANNING / INTELLIGENCE CHIEF	
✓	ACTION
	1. Activate and oversee the following Units as appropriate: <ul style="list-style-type: none"> • Situation Status Unit • Advance Planning Unit
	2. Prepare internal communication messages and disseminate to employees via any and all viable media; coordinate internal communication messages with external communication messages.
	3. Collect, process, and distribute information related to current and projected situation.
	4. Identify issues to be addressed based on probable situation status in 36 to 72 hours.
	5. Participate in Emergency Operations Team planning meetings and PAB strategy sessions as appropriate.
	6. Ensure that complete and accurate records are maintained by the Planning / Intelligence Section.
	7. Thoroughly brief your alternate or relief person prior to being relieved.
	8. Continue to manage priorities and resources within the Planning/ Intelligence Section as Disaster Recovery activities progress.

EOC CRITICAL FUNCTIONS LOGISTICS SECTION CHIEF	
✓	ACTION
	1. Activate and oversee the following Branches as necessary: <ul style="list-style-type: none"> • Emergency Staffing Unit; • Internal Communications Unit; • Employee Services Unit.
	2. Determine personnel issues that need to be addressed, and initiate communications to resolve issues (i.e., union).
	3. Coordinate and track emergency staffing and employee redeployment.
	4. Determine the need for and scope of employee assistance and provides support services to employees and their families as needed. (Employee assistance may include providing counseling; establishing community links for special childcare, elderly care, or shelter provisions; and/or arranging travel accommodations for employees reporting to remote locations.)
	5. Participate in Emergency Operations Disaster Recovery Team planning meetings and strategy sessions as appropriate.
	6. Ensure that complete and accurate records are maintained by the Logistics Section.
	7. Thoroughly brief your alternate or relief person prior to being relieved.
	8. Continue to manage priorities and resources within the Logistics Section as Disaster Recovery activities progress.

EOC CRITICAL FUNCTIONS FINANCE/ADMINISTRATION CHIEF	
✓	ACTION
	1. Activate and oversee the following Units as appropriate: <ul style="list-style-type: none"> • Emergency Funds Unit; • Expense Tracking Unit; • Documentation Unit.
	2. Provide emergency funds for disaster -related purchases.
	3. Maintain records of all disaster-related expenditures.
	4. Ensure that emergency procurements and contracts are appropriately identified.
	5. Provide estimate of damage costs.
	6. Track time, events, resources, and damages and casualty information.
	7. Maintain official EOC records of Finance Section actions.
	8. Develop short- and long- term financial strategies as appropriate.
	9. Ensure that accurate time records for personnel, including contractor personnel, are being maintained. (Time records are vital records that will be utilized for seeking disaster reimbursement.)
	10. Participate in Emergency Operations Center Disaster Recovery Team planning meetings and strategy sessions as appropriate.
	11. Ensure that complete and accurate records are maintained by the Finance/Administration Section.
	12. Thoroughly brief your alternate or relief person prior to being relieved.
	13. Continue to manage priorities and resources within Finance/ Administration Section as Disaster Recovery activities progress.