Part 1.3 PHASES OF EMERGENCY MANAGEMENT

Four primary phases of emergency management are outlined below, relating to campus mitigation, preparedness, response and recovery activities occurring before, during, and after an emergency or disaster has occurred.

I. 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 emergency 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.

II. PREPAREDNESS

A. 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 in accordance with the Emergency Services Act and the State Emergency Plan. These activities will provide operational capabilities and improve effective response to disasters.

The following actions are all examples of the planning activities conducted under this phase:

1. Developing and revising disaster plans and hazard analyses.
2. Writing mutual aid operational plans.
3. Training response personnel.
4. Improving public information and communications systems.
5. Conducting exercises to validate the planning process.

Those individuals and departments assigned emergency responsibilities will participate in developing and maintaining current Standard Operating Procedures and checklists for the support of the EOC. Elements of these procedures include:

1. Provision to support, maintain, staff, direct and control University resources during the time of a major disaster.
2. Specific emergency actions that will be assumed by staff and designated successors during emergency situations.
3. Circumstances under which successor emergency authorities would become effective, and when they would be terminated.
4. Current department personnel notification/recall rosters procedures and the means to implement. This should include a communication system to implement call-out rosters for personnel assigned to the EOC, support functions and field response team.

5. Establishment of a system for communication to the EOC, University Police dispatch and Physical Plant work order control center, and to manage organizational resources, response field personnel and maintain contact with the EOC during emergencies.

6. Developing mutual aid and other support agreements with appropriate local and state agencies, vendors, and “sister” departments within the CSU system.

7. Reporting of damage assessment information (casualties, damage observations, evacuation status, radiation levels, chemical exposure, etc.) to the EOC during an emergency.

8. Support of cleanup and recovery operations following disasters.

9. Training of assigned response staff and campus volunteers to augment the performing of emergency functions.

B. INCREASED READINESS

Cal State Fullerton will take appropriate action to increase readiness as a crisis begins to develop. Actions taken during the buildup of a crisis situation are designed to increase the university’s ability to respond effectively to a disaster. Departments should consider increasing their readiness for an emergency upon the issuance of a credible, long-term prediction or advisory that could impact the County or State, or a rapidly deteriorating international situation that could lead to a possible attack upon the United States. Actions to be accomplished during this phase include but are not limited to:

- Inspections of critical facilities.
- Reviewing and updating emergency plans and Standard Operating Procedures.
- Briefing President’s Advisory Board
- Updating resource lists
- Mobilizing resources.
- Testing warning and communications systems.
- Disseminating accurate, timely, emergency public information.
- Recruiting of additional staff and Disaster Service Workers.

III. RESPONSE

A. PRE-IMPACT

When the Cal State Fullerton emergency management organization recognizes the likelihood of a pending disaster, actions will be taken to save lives and protect property first. The response phase is activated to coordinate emergency response activities. The level of response necessary will be determined to meet the pending emergency. If the situation warrants, or upon notification from the County of Orange’s Emergency Management Organization, a full emergency will be declared.
Actions:
1. Disseminating warning, emergency public information, and other advice and action instructions to the public.
2. Surveying and evaluating the emergency situation.
3. Marshaling, allocating, and positioning personnel and equipment.
4. Mobilizing necessary resources.
5. Activating the EOC using established guidelines.
6. Evacuating the campus community if necessary.

B. IMMEDIATE IMPACT

During this phase, emphasis is placed on saving lives, gaining control, and minimizing the effects of the disaster. Immediate response actions will be taken by Cal State Fullerton emergency responders and may include CSU System mutual aid, local government and Operational Area responders.

Actions:
1. Activating Incident Command Posts and the EOC.
2. Issuing emergency instructions to the campus community.

C. IMMEDIATE EMERGENCY

If an emergency occurs without warning, the EOC will be activated as rapidly as conditions permit. If a Cal State Fullerton emergency is declared, the City of Fullerton will be notified and may be requested to proclaim a local emergency.

Actions:
1. Conducting evacuation and/or rescue operations as required.
2. Issuing emergency instructions to the campus community.

D. SUSTAINED EMERGENCY

As the emergency continues, assistance is provided to victims of the disaster and efforts are made to reduce secondary damage. Regional or statewide mutual aid may be provided to assist with these efforts and response support facilities may be established. Resource requirements will continually change to meet the needs of the incident.

Actions:
1. Providing for the care and treatment of casualties.
2. Collecting, identifying, and disposing of the dead.
3. Providing for the mass care (food, lodging, etc.) needs of displaced persons.

E. RESPONSE LEVELS

Emergency response generally includes three levels of activity. EOC Position Checklists for responding to the various emergencies are provided in Part Three.
1. Level I Response Mode - Decentralized Coordination
   This management mode is operative under normal conditions in which emergency situations are responded to by the usual management procedures and local resources are adequate. The EOC is not activated and any inter-unit coordination (e.g., fire, paramedic, police, etc.) is accomplished by telephone and/or radio.

2. Level II Response Mode - Centralized Coordination
   This mode of operation is used for emergency responses that require several functional units within the Plan and/or agencies from off campus to be activated. In these situations, key EOC personnel will meet in a central location to provide emergency coordination. Their activities include but are not limited to:
   a. Establishing a situation assessment function.
   b. Establishing a public information function.
   c. Determining resource requirements and coordinating resource requests.
   d. Establishing and coordinating the logistical systems necessary to support emergency services.

3. Level III Response Mode - Highest Interagency Coordination and Discretion
   This mode of operation will be utilized following a major disaster that would render it impossible for Cal State Fullerton to effectively respond or function at either Level I or II. In this situation, the EOC will be activated and all coordination and direction activities, including interagency coordination, would be accomplished from the EOC. Incident emergency management systems (to the extent practicable) would report to and receive direction from the EOC.

F. EMERGENCY MANAGEMENT PERIODS

Emergency management includes three periods of activity. Detailed emergency actions for responding to the various emergencies are provided in Emergency Response Checklists.

1. Pre-Emergency Period
   The Campus Emergency Management Staff will maintain communications systems and the EOC in operable condition. Plans, procedures, and resource data will be kept up to date. If an emergency situation is likely, the Emergency Management Organization will take necessary actions to increase readiness.

2. Emergency Period
   If a threatening situation develops, the Emergency Operations Executive will be notified immediately. The elements of the Emergency Management Organization will be activated as required at the direction of the Emergency Operations Executive. Incident management will be established to direct field units. Operations will be coordinated in a centralized or decentralized mode, depending on the magnitude of the emergency situation. Actions will be directed to save lives and protect property. If the situation warrants, a Campus Emergency may be declared.
If an emergency occurs without warning, on-duty personnel will manage the initial response in a decentralized mode. Centralized management, if required, will be established as rapidly as conditions permit. Assistance will be requested through mutual aid channels as needed. A Campus Emergency may be declared. Neighboring jurisdictions will be notified and, if deemed essential, will be requested to proclaim a Local Emergency.

3. Post-Emergency Period (Recovery)
   As soon as practical following a major emergency, normal management of campus operations will be restored. Disaster assistance for affected persons will be coordinated through Disaster Assistance Centers (DACS) in the local area. If major damage has occurred, a recovery group will be formed to coordinate planning and decision making for recovery and reconstruction efforts.

IV. 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.

As soon as practical following a major emergency, normal management of the Cal State Fullerton 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.

Actions:
1. Implementing health and safety measures.
2. Protecting, controlling, and allocating vital resources.
3. Restoring or activating essential facilities and systems.
4. Enforcing police powers in controlling the locations.
5. Establishing access controls, erecting traffic barricades, etc.

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.
B. ACTIVATION CRITERIA

During the Mid- and Long-Term Disaster Recovery Phases on campus, the Associate Vice President for 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.

C. 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.

1. 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.

2. 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.

3. 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.