



UNIVERSITY
OF
CALIFORNIA

UC Emergency Management & Business Continuity Impact Report

FY2022-23
FY2023-24

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*For the purposes of this report, accomplishments for UCSF Enterprise Emergency Management are listed in Section III: Health Locations.

Cover Photo Credit: UCR James San Jacinto Mountain Reserve's "Council Tree" – over 200 ft tall and one of the largest Ponderosa Pines in Southern California. It is thought to be roughly 500 years old. EH&S and Emergency Management staff are pictured on a site visit to James Reserve to collaborate with reserve staff on emergency preparedness and safety.

SECTION I

Systemwide Coordination

UCOP Risk Services

Systemwide Emergency Management and Business Continuity (EM/BC) consists of the Director, EM/BC and the Program Manager, EM/BC. The Director reports to the Associate Vice President/Chief Risk Officer. Program accomplishments include the following:

Systemwide Incidents

- Statewide wildfire monitoring and coordination annually throughout fire season.
- Systemwide incident coordination:
 - July 2023 Extreme Heat
 - August 2023 Tropical Storm Hilary
 - January 2023 Winter Storms
 - January 2024 Winter Storm
 - Spring 2024 Pro-Palestinian Encampments and UAW Strike

Systemwide Coordination & Initiatives

- Led systemwide coordination of response to Spring 2024 encampment, protests and labor strike activities, including coordinating the UCOP Management Response Team and systemwide Incident Coordination Team (ICT).
- Developed Emergency Management Mutual Aid Memorandum of Understanding (MOU) covering all UC locations.
- Formalized and launched UCOP Systemwide ICT. Developed ICT operational playbook and conducted team onboarding training session.
- Climate Resiliency Planning:
 - Led development of first-of-its-kind Climate Resiliency Hazard Vulnerability Assessment methodology and template.
 - Additional coordination with Health Climate Resiliency/White House pledge and other systemwide climate change resiliency efforts (including presentations to the Global Climate Leadership Council).

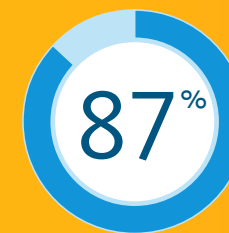
- Led review and synthesis of revised National Fire Prevention Association (NFPA) standards for emergency management, including incorporation of standards for mass evacuation, sheltering, and re-entry.
- Continued ongoing administration of systemwide program for mobile satellite (MSAT) devices backup communication resource. Managed and tracked monthly testing.
- Oversaw and facilitated the allocation of \$3 million in funding to support continuity planning efforts at each UC campus, health location, and ANR.
- Hired and onboarded new UC Ready System Administrator.
- Coordinated with vendor and UC Risk and Safety Solutions on UC Ready enhancements.
- Geographic Information System (GIS):
 - Created and launched UC Emergency Management GIS Center of Excellence (COE) to expand emergency management capabilities, support technical needs, and coordinate with stakeholders.
 - Continued ongoing administration of the UC Systemwide GIS for Emergency Management Tool.
 - Completed the Systemwide Facility Data Layer Automation Project.
 - Facilitated evaluation of incident notification software options.
- Coordinated with UC Santa Barbara to design and conduct innovative Artificial Intelligence-based systemwide exercise focused on concurrent emergency scenarios.
- Provided support and expertise to UC locations conducting recruitments for staff vacancies. During the reporting period, systemwide EM/BC assisted with recruitments for EM Directors at UC Berkeley, UC Davis, and UC Riverside.

UC Collaborative Planning

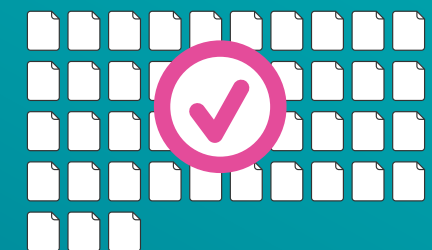
- Deepened collaboration with systemwide UC Natural Reserve System (NRS) staff to improve wildfire monitoring communications and identify emergency preparedness strengths and opportunities for improvement.
- Coordinated with UCOP Capital Programs, Energy and Sustainability on initiatives related to energy reliability and resiliency, equity centered climate resilience, and evacuation procedures for individuals with disabilities.
- Leveraged computer programming services offered by the UCSC Center for Integrated Spatial Research to add unique value to the UC Systemwide GIS for Emergency Management Tool.

External Partnerships

- Served on the following external committees and boards: Cal OES Safety Assessment Program Steering Committee, California Earthquake Early Warning Advisory Board, UC/CDPH Health Security Executive Steering Committee, and Disaster Resilient Universities (DRU) Advisory Committee.
- In January 2023, partnered with the University of Oregon and the DRU Network to co-sponsor and host the first Higher Education Climate Resiliency Roundtable.
- Co-chaired CSU/UC Sharing Success Series - a virtual collaborative meeting that brings together EM and BC staff from across the CSU and UC systems to share stories of success, common challenges, and opportunities for collaboration.



13/15 of UC locations participated in at least one of the 21 systemwide MSAT radio tests held during the reporting period



43

Systemwide situational reports issued for 5 incidents



UC Emergency Management Council

The University of California Emergency Management Council (EMC) is an organization of subject matter experts from all UC locations. The EMC seeks opportunities to address common emergency management and business continuity challenges and to advance the collective risk management priorities of the UC. The EMC is co-chaired by a campus and health representative and consists of three cohort affinity groups: Campus EM, Health EM, and Continuity.

EMC Subcommittees

The EMC convenes subcommittees to collaborate on projects, programs, and issues of common systemwide interest. Subcommittee members volunteer to develop work products for the benefit of all participants. Thank you to the chairs and members of all EMC subcommittees for your participation. In the reporting period, the following EMC subcommittees were active:

Collaboration Opportunities

- Bimonthly Full Council Meetings
- Bimonthly Campus Cohort Meetings
- Bimonthly Health Cohort Meetings
- Bimonthly Continuity Cohort Meetings

60+

Members of the Emergency
Management Council



Climate Resiliency Hazard Vulnerability

Chairs

Jim Caesar (UCSB)
Grant Madden (UCSD Health)

Members

Ana Arevalo (UCSD Health)
Amina Assefa (UCOP)
Benton Best (UCD)
Travis Bilyeu (UCLA Health)
Charles Bolan (UCD Health)
Alyson Hong (UCSD)
Alex Lichtenstein (UCLA Health)
Alana Martin (UCD Health)
Lisa Martin (UCLA)
Jacob Paradise (UC ANR)
Nathan Tabitha (UCI Health)

Accomplishments

Developed Campus Resiliency HVA assessment scales for campus and health locations.



Emergency Preparedness for Remote Sites

Chair

Randy Styner (UCI)

Members

David Alamillo (UC ANR)
Amina Assefa (UCOP)
Benton Best (UCD)
Jim Caesar (UCSB)
Andy Flores (UCR)
Alicia Jensen (UCOP)
Mike Kisgen (UC NRS)
Lisa Martin (UCLA)
Steve Monfort (UC NRS)
Ro Rodarte-Do (UCSF)
Tom Stoner (UCR)
Sara Souza (UC Berkeley; Field Research Safety COE)

Accomplishments

Shared best practices, developed and distributed emergency preparedness survey to NRS site points of contact, developed roster for use by EM and NRS.



GIS for Emergency Management

Chairs

Alicia Jensen (UCOP)
Charles Schafer (UCD Health)
Mono Simeone (UCSF; UC EM GIS COE)

Members

Asim Akhter (UCLA)
Amina Assefa (UCOP)
Tara Brown (UCLA)
Jim Caesar (UCSB)
Jennifer Dutton (UCLA Health)
Stephan Edgar (UCSC)
Tylor Headrick (UCLA)
Diana Henderson (UCSD)
Alex Lichtenstein (UCLA Health)
Zachary Morganstein (UCLA Health)
Ayla Quesada (LBNL)
Krista Woodward (UCI)

Accomplishments

Facility data automation, quarterly project showcases.



National Fire Prevention Standards (NFPA) 1660 Evaluation

Chair

Amina Assefa (UCOP)

Members

Jim Caesar (UCSB)
Alicia Jensen (UCOP)
Ro Rodarte-Do (UCSF)
Laura Rodriguez-Mascorro (UCM)
Krista Woodward (UCI)

Accomplishments

Evaluated and analyzed revised NFPA standards, made recommendations to EMC for integrating and complying, drafted consolidated NFPA 1660 Benchmarking Guide.

Annual UC Emergency Management and Business Continuity Conference

Each year, UC Emergency Management and Business Continuity staff gather for an in-person interactive conference to connect through collaborative discussions, cohort breakout sessions, and informative speakers.

2022

The 2022 conference was hosted by UC Santa Cruz.

Presentations included:

- Facilities Infrastructure Assessment Tool
- Integrating Access and Functional Needs into Emergency Management Planning in Higher Education
- Cyber Threats
- Post Active Threat Planning
- Professional Growth through Trainings & Deployments
- Field Trip: CZU Burn Scar & UCSC Campus

2023

The 2023 conference was hosted by UC Santa Barbara.

Presentations included:

- UC Santa Barbara Emergency Operations Center Activation History
- GIS Lightning Talks
- Artificial Intelligence (AI) Tools, Ethics & Risks, and Changes Coming
- Systemwide Exercise: Heatquake
- Safety Assessment Program & Post Earthquake Building Evaluation Plan
- Visualization of National Risk Index
- Cal OES Resources Update



Spring 2024 Encampments and Labor Strike

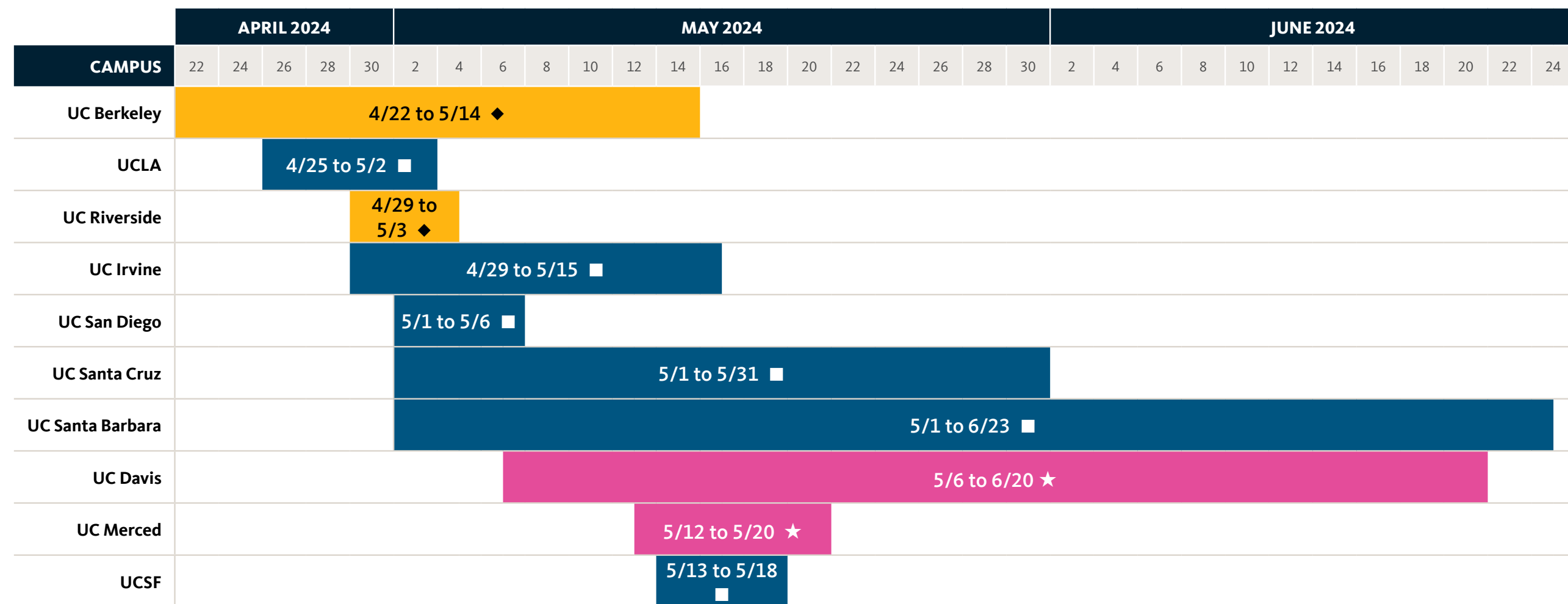
In Spring 2024, a wave of pro-Palestinian demonstrations, protests, and encampments swept across colleges and universities in the United States. All 10 UC campuses experienced encampment activity, beginning with establishment of an encampment at UC Berkeley on April 22, 2024.

During the same time period, the United Auto Workers (UAW) Local 4811 union representing many UC academic student employees, postdocs, and academic researchers authorized a strike. Strike activity occurred at six UC campuses. UC Emergency Management and Business

Continuity staff played critical roles in supporting campus operations amid ongoing encampment activities, the concurrent labor strike, related law enforcement actions and commencement activities throughout the spring of 2024.

Timeline of Pro-Palestine Encampments at UC Campuses

STATUS: ■ ended via law enforcement action ♦ ended via agreement ★ ended voluntarily (no agreement)



SECTION II

Campus Locations

UC Berkeley Emergency Management

The UC Berkeley Office of Emergency Management (OEM) consists of the Director of Emergency Management (EM) and a Business Continuity Planner. Two new positions, Emergency Operations Planning Coordinator and EM Training and Exercise Coordinator were approved for hiring in 2024. Recruitments are pending. At the time of this report, UC Berkeley OEM reports to the Vice Chancellor for Administration. By 2025, it will report to the Executive Director of Environment, Health and Safety. Program accomplishments include the following:

Planning and Preparedness

- Added two Access and Functional Needs (AFN) support roles to the Emergency Operations Center (EOC). Added Academics and Research Operations Section to the EOC organizational structure.
- Enhanced partnership with the Lawrence Berkeley Lab and City of Berkeley emergency management teams to include their participation in UC Berkeley EOC activations.
- Completed six Business Continuity Plans. 34 Business Continuity Plans in progress.
- Update to Campus Emergency Operations Plan (EOP) and Crisis Communications Plan expansion in progress.
- Added AFN support into Continuity Planning sessions.
- Bay Area Continuity (BAC) Pack monthly gatherings created for Continuity Planner collaboration.
- National Intercollegiate Mutual Aid Agreement (NIMAA) - UC Berkeley is signatory #135 of the NIMAA network of higher education institutions nationwide.
- Intentional collaboration and emergency planning with Grainger to bolster disaster supply chain.

Training and Exercises

- Conducted Emergency Operations Plan (EOP) Training (16 attendees) and EOC Position Checklist Training (12 attendees).
- Conducted EOP Training for the Events & Crisis Management Team (ECMT) (10 attendees).
- FEMA G402 Incident Command Overview for Senior Officials Training for ECMT conducted by Sensemakers (10 attendees).
- Active Shooter Response Exercise.
- Preparation for January 3rd People's Park EOC Activation.
- Conducted two Residential & Student Service Programs (RSSP) Continuity Exercises.
- Conducted Mass Casualty Exercise and IT Disaster Recovery Continuity Exercise.
- Coordinated with RockPark Inc. to conducted ECMT/EOC Tabletop exercise focused on UC Berkeley's EOP (34 attendees).

Response Operations

- November/December 2022 UAW Labor Strike
- October 2023 Israel Gaza Protest Rally
- November 2023 Matt Walsh Event
- January 2024 People's Park
- February 2024 People's Park Community Protest
- February 2024 Active Threat
- March 2024 Silent Protest March
- March 2024 Power Outage
- April/May 2024 Savio Steps Protest and Encampment
- May 2024 Anna Head Criminal Trespassing Incident
- May 2024 Power Outage
- August 2024 Active Threat



12

EOC activations

UCDAVIS
**Emergency Management
and Mission Continuity**

The UC Davis Office of Emergency Management and Mission Continuity (EM&MC) consists of the Campus Emergency Manager and a Mission Continuity Planner. UC Davis EM&MC reports to the Director of Risk and Emergency Management. Program accomplishments include the following:

Planning and Preparedness

- Completed a campus Hazard Vulnerability Assessment.
- Assembled a Whole Community Planning Group to review, incorporate feedback from key stakeholders, and complete the base Campus Emergency Operations Plan.
- Updated Campus Emergency Policy (PM 390-10).
- Assembled working group to update Building Emergency Action Plan (EAP) template, training, and guidance.
- Established Microsoft Teams as the campus’ primary platform for communicating before, during, and after an emergency.
- Established position titles and roles & responsibilities for Emergency Operations Center (EOC) representatives.
- Coordinated with Bodega Marine Reserve/Bodega Marine Laboratory to develop EAP.
- Instituted After Action Review process.
- Two key hires occurred during the reporting period:
 - Campus Emergency Manager
 - Mission Continuity Planner
- Continuity planning achievements included:
 - Developed UC Ready Onboarding.
 - Wrote UC Ready Guidebook.
 - Updated 7 continuity plans. Developed strategic plan to update remaining plans.
 - Transitioned UC Ready users from Classic to Lightning interface.
 - Updated UC Ready Data for end-users, plan owners, org units, and IT apps and services.
 - Continuity Planner obtained Level I Professional Continuity Practitioner Certification.

Training and Exercises

- Held full-scale exercise for an intentional mass casualty incident.
- Held tabletop exercises for the Executive Policy Group (EPG) and Risk & Safety Solutions (RSS).
- Conducted virtual tabletop exercise for the Animal Care Program.
- Conducted EOC trainings for Management, Finance and Administration, Operations, and Logistics sections (~50 people trained).
- Hosted FEMA course Crisis Management for Institutions of Higher Education (~40 people trained).
- Held UC Ready workshop (20 people trained).
- Collaborated with Yolo County to host eight courses in the UC Davis EOC.

Response Operations

- 5 campuswide emergency alert tests.
- Submitted 30 public assistance projects to FEMA for two major disasters.
- 4 public assistance applications and recovery implementation.
- Other improvements include:
 - Implemented new Situation Report Template.
 - Tested EOC’s backup power.
 - Replaced EOC overhead lights.



UCI Emergency Management

The UC Irvine Office of Emergency Management (OEM) consists of the Director of Emergency Management, a Deputy Director, a Business Continuity Program Manager, and a Training and Exercise Coordinator. UCI OEM reports to the Senior Associate Vice Chancellor for Campus Operations in the Division of Finance and Administration. Program accomplishments include the following:



Planning and Preparedness

- Created a template for departments to use for department wide response to campus emergencies and coordination with the Emergency Operations Center (EOC).
- Developed a Family Assistance Center working group, which finalized an organization chart, assigned internal departments, and will assist with finalizing the Family Assistance Center Operations Plan.
- Evacuation planning:
 - Evacuation Stair Chair Project: Phase I & II (complete) = 201 Chairs in 26 buildings Phase III (in progress) = 34 chairs in six buildings
 - Launched installation of Assembly Area signage for designated parking lot areas.
 - Installed Know Your Zone Signage for Zone C and University Hills.
 - Updated Emergency Action Plan Template.
 - Submitted Emergency Preparedness and Evacuation for Individuals with Disabilities Checklist to UCOP.
- Awarded grant for High Frequency Radios from California Office of Emergency Services.
- EOC enhancements:
 - Aligned EOC Position Specific Checklists with modified "Planning P."
 - Continued customization of Web Incident Action Plan (Web-IAP) EOC management software and reduced use of Incident Command System (ICS) forms.
 - Added Geographic Information System (GIS) Specialist position to UCI EOC.
 - Implemented virtual EOC.
- Updated the Limited Access Protocol.
- Developed new Damage Assessment Tool.
- Created a new, one-page document of UCI Emergency Response Procedures to replace existing red flip charts.
- Held two Emergency Management (EM) Advisory Committee meetings.
- Finalized zotAlert/ZotMail responsibility matrix and handoff procedures.
- Conducted Zone Crew Biannual meetings.
- Conducted outreach including Beat the Quake Escape Room (>100 participants) during the Anteater Involvement Fair and Earth Day BioSci tabling.
- Participated in the campuswide GIS working group.
- Finalized Emergency Operations Plan Family and Friends Center Annex.
- Coordinated with the Office of IT to execute the systemwide policy on IT Recovery (IS-12).
- Activated EOC for UCI Encampment Incident (Spring 2024).



Training and Exercises

- Exercises conducted: Care and Reception functional exercise at the Student Center including EOC workshop, EOC-Facilities functional exercise, Sanitary Sewer exercise, and Nuclear Reactor exercise (annual).
- Held tabletop exercises on Electronic Health Records, Aircraft Accident, Missing Students, Family and Friends Center, Meningitis, Nuclear Reactor, Campus and Medical Center communications, and Information Technology Disaster Recovery (IT DR).
- Conducted quarterly Crisis Core Team activation drill.
- Conducted First Aid and CPR trainings for UCI Police Department.
- Conducted monthly EOC virtual trainings including Biosafety Level 3 (BSL-3) medical drill.
- Conducted Great California ShakeOut campuswide earthquake drill (annual).
- Contributed EM evaluators and Anteater Express bus to John Wayne Triennial airport exercise.
- Participated in Orange County Courts Community Emergency Response Team (CERT) exercise
- Conducted monthly trainings for Web-IAP EOC management software.



Received Excellence in
Emergency Management
award at the 2023
UC Risk Summit



500

Stop the Bleed Kits
assembled in 3 days



The UCLA Office of Emergency Management (OEM) consists of the Director of Emergency Management, a Senior Program Manager, and two Emergency Management Specialists. UCLA OEM reports to the Associate Vice Chancellor of Safety. The campus Senior Business Continuity Planner reports to the Director of Insurance & Risk Management. Program accomplishments include the following:

Planning and Preparedness

- Developed campus Emergency Operations Plan (EOP) and 13 related Annexes.
- Developed 3-year OEM Strategic Plan.
- Tested all Emergency Notification Systems (ENS) for the Great California ShakeOut, reaching >100,000 campus and community members.
- Developed Department Operations Center (DOC) template plan and a strategy to collaborate with 13 designated DOCs aligning plans and department strategies.
- Drafted a Damage and Rapid Assessment Annex.
- Emergency Operations Center (EOC) enhancements:
 - Restructured the EOC, identifying and training 63 staff.
 - Established new EOC finance section.
 - Performed a feasibility study of hardware, software, support equipment, and Alertus Broadcast Network.
- ENS improvements:
 - Added 11 new templates for use during Clery Act alerts.
 - Partnered with IT Services to upgrade the existing ENS application.
 - Updated the security and online content of the Bruin Safe app.
- Provided emergency preparedness information at 29 New Student & Parent Orientations.
- Partnered with city and county emergency personnel for a collaborative review of enhancing planning and response strategies for special events within the city and surrounding areas.

Training and Exercises

- Delivered Stop the Bleed training to >700 staff and 900 student staff.
- Developed and delivered emergency preparedness training for >670 members of the campus community.
- Provided emergency preparedness information to >600 new UCLA staff at 20 new employee orientations.

Response Operations

- Five EOC Activations: three UC Board of Regents meetings, 2024 Gaza Protests, 2024 Encampment, and 2024 Commencement.
- Four Incident Response Team (IRT) activations.
- Support to UC Merced:
 - Hosted and trained UC Merced personnel in preparation for Board of Regents meeting.
 - Provided mutual aid support to UC Merced for May 2024 Board of Regents meeting.

Business Continuity Program

- Performed gap analyses on 136 continuity plans.
- Provided four business continuity town hall meetings.
- Partnered with IT Services on several resiliency initiatives, including aligning UC Ready with IS-12 requirements and recovery levels, updating the IT inventory of more than 1,000 systems, and building a recovery gap indicator report.
- Conducted a lessons-learned assessment of the September 2022 campus curtailment of operations and identified the top 10 operational risks for 2023.
- Tested the activation of 16 continuity plans in UNEX and 17 plans for Business and Finance Solutions.

- Conducted tabletop exercise for Insurance & Risk Management (IRM).
- Developed continuity strategy partnerships with Facilities and Purchasing.
- Activated all continuity plans via UC Ready during the Spring 2024 EOC Activation and coordinated the daily operational status reporting with 75% of all departments reporting their operational status.
- Collaborated with the Center for the Advancement of Teaching to develop Instructional continuity guidance for the business continuity toolkit.
- Updated the business continuity toolkit (130 new views) and UC Ready Orientation Video (103 views).





The UC Merced Office of Emergency Management (OEM) consists of the campus Emergency Manager, who reports to the Chief of Police. The UC Merced Business Continuity Planner reports to the campus Risk Manager. Program accomplishments include the following:

Planning and Preparedness

- Revised Building Emergency Action Plans to incorporate emergency evacuation chairs.
- Developed and hosted inaugural UC Merced Safety Conference with >300 participants.
- Participated in National Night Out for community engagement.

Continuity Planning

- Worked with departments to review and update existing plans. 60% of active plans are complete.
- Number of Employees Trained: >50 staff trained.
- Completed UC Merced's Business Impact Analysis in partnership with a vendor.
- Collaborated and assisted in an IT outage tabletop exercise.
- Provided assistance to Emergency Management with evacuation drills/trainings.

Training and Exercises

- Conducted Hazardous Materials Spill full-scale exercise in a new research building with >150 participants.
- Conducted tabletop exercises on Cyber Security, Active Shooter, and Crisis Communications with Chancellor and cabinet.
- Hosted a series of Crisis Communication tabletop exercises.
- Conducted Summer Residential Assistant Fire & Evacuation Training.
- Conducted evacuation drills:
 - Conducted annual move-in drills in residential and mixed-space buildings: 18 buildings (dorms, retail space, office space, and classrooms) with ~4,500 participants.
 - Conducted campus building evacuation drills: 10 buildings (classrooms, research labs, health, administrative and dining centers).

- Conducted classroom and hands-on emergency evacuation chair training with Student Health Center, Counseling and Psychological Services, UCM Police, Fire and Building Safety, and Residential Education staff.
- Conducted annual hands-on Emergency Preparedness, Evacuation Procedures, Evacuation Chair and Fire Extinguisher training with Residential Education Coordinators and Residential Assistants.
- Conducted a campuswide Mass Notification System test utilizing Blue Lights, PA, and the emergency notification system.
- Conducted a Biosafety Lab Emergency Management functional exercise and coordinated Biosafety Lab 3 (BSL-3) First Responder Training.
- Co-hosted an Irradiator Removal Workshop for local law enforcement agencies.
- Conducted quarterly training for the Emergency Operations Center and Crisis Communications Team.
- Conducted emergency preparedness trainings for campus staff members.
- Hosted FEMA course on Crisis Management for Institutions of Higher Education (~40 total attendees from UC Merced, CSU Stanislaus, and Stanford).
- Participated in a 3-day FEMA Alert & Warning Workshop with the Campus Crisis Communications Team.

Response Operations

- Hosted first UC Board of Regents meeting held on the UC Merced campus.
 - Activated the Regents Operations Center, held preparations meetings, visited UCLA and UCSF Board of Regents to learn operations with UC Merced Police and host agencies.
- Spring 2024 Encampment Response Coordination.
- Supported the Incident Command Post for UC Merced Irradiator Removal.
- Provided logistical support to Human Resources to host an on-campus employee Flu Clinic.

- Fulfilled a local Emergency Management Mutual Aid (EMMA) request to support the Merced County EOC during the March 2023 Storms and Flooding incident.
- Provided support to the community of Planada during the emergency declaration due to flooding.

28

Buildings had
evacuation drills
conducted



150

Participants in
Hazardous
Materials Spill
Full-Scale Exercise



80

Continuity planning
meetings/
trainings held





The UC Riverside Office of Emergency Management (OEM) consists of the Director of Emergency Management and a Business Continuity Planner. OEM reports to the Executive Director of Environmental Health & Safety (EHS). Program accomplishments include the following:

Planning and Preparedness

- Emergency Communications & Notifications:
 - Replaced and updated Alertus High Speaker Array system: Resumed monthly tests and enhanced police dispatch technology to enable live audio announcements.
 - Updated current mass notification system to include all UC Riverside email addresses.
 - Began process to replace current mass notification system platform with a new vendor.
 - Began the process to implement App Armor Mobile App via Rave.
 - Updated Riverside County Disaster Net radio system and began monthly testing.
 - Participated in monthly systemwide mobile satellite (MSAT) unit tests.
 - Purchased Cal OES High Frequency radio base station and mobile “fly away kit” to provide further redundancy in state emergency communications in partnership with City of Riverside Emergency Operations Center (EOC).
- Coordination with UCR-administered Natural Reserve System (NRS) reserves:
 - Conducted safety visits to all UCR-administered NRS reserves in partnership with the Campus Fire Marshal and EHS.
 - Improved lines of communication with NRS staff and leadership.
 - Created an Emergency Action Plan template for reserve sites.
- Partnered with the City of Riverside and Riverside Urban Area Security Initiative to conduct security vulnerability assessments in the City and UCR.

- Submitted a FEMA request for Public Assistance on behalf of Agricultural Operations due to extensive damage to research facility in Coachella, CA resulting from Tropical Storm Hilary.
- Participated in the 2023 Great California ShakeOut.
- Continuity planning:
 - Initiated participation in the Cybersecurity & Infrastructure Security Agency ChemLock chemical security program; completed initial on-site assessments.

Training and Exercises

- Participated in UCPD Active Shooter training exercise and City Fire exercises.
- Partnered with Campus Fire Marshal’s Office to conduct numerous evacuation drills in campus buildings.
- Participated and conducted tabletop exercises involving cyber security, wildfire, and campus demonstrations with various partners and campus Emergency Management Policy Group (EMPG).
- Participated in California Heritage Emergency Response tabletop exercise and IT Services IS-12 Implementation/Cyber Security tabletop exercise.

Response Operations

- Participated in operational planning support and onsite response presence/capabilities for five major UCR events and off campus commencement (City of Ontario).
- Provided analytical/threat intelligence for 2022-23 Wildfire Season & 2023 Winter Storms.



40

High priority
Mission Continuity
Plans updated



UC San Diego

The UC San Diego Emergency Management & Mission Continuity (EM&MC) office consists of the Emergency & Mission Continuity Manager, two Emergency Management Specialists, and an Emergency Management/Business Continuity Specialist. UCSD EM&MC reports to the Director of Environment, Health & Safety (EH&S). Program accomplishments include the following:

Planning and Preparedness

- Transitioned the active Emergency Operations Center (EOC) into an information management Fusion Center.
- Continued to maintain readiness of over 160 Automated External Defibrillators (AEDs) across the UCSD campus, which includes inspecting each AED every 90 days and providing batteries and pads as needed. Within the last year, a UCSD AED was deployed and the patient survived.
- Transitioned the dispatch of EH&S duty responders to UCSD's mass notification system.
- Updating the UCSD Emergency Action Plan (EAP) program in collaboration with the Campus Fire Marshal.
- Created and utilized the one-button push-messaging in UCSD's mass notification system for Potential Deadly Threat, EH&S HazMat call back and additional simplified messaging for rapid distribution.
- Launched Critical Events dashboards for EOC Activations and Critical Events monitoring and information sharing.
- Held Safety Assessment Program (SAP) training for Evaluators and Coordinators to determine safe entry into buildings and coordination for Emergency Responses.
- Revive & Survive partnership with School of Public Health. Led multiple classes of Hands-Only CPR and AED Training.
- Met with over 30 departments on EAPs, continuity plan updates, and Department Operation Center documentation.
- Replaced two aging emergency supply containers with new containers. These containers contain supplies

and equipment for first responders and Campus Emergency Response Team (CERT) members.

- Conducted Great California ShakeOut events across campus:
 - Assisted departments in updating and reviewing their EAPs, "drop-cover-hold on" exercises, and evacuation drills.
 - Sent a Triton Alert test to the entire campus community.
 - Hosted multiple tables and activities for the campus community including Go Bag kit building, Hands-Only CPR, fire extinguisher training, and evacuation guidance.
- Established a comprehensive Workplace Violence Prevention Program in compliance with CA Labor Codes 6401.9 and 6401.7 and additional UCOP requirements.

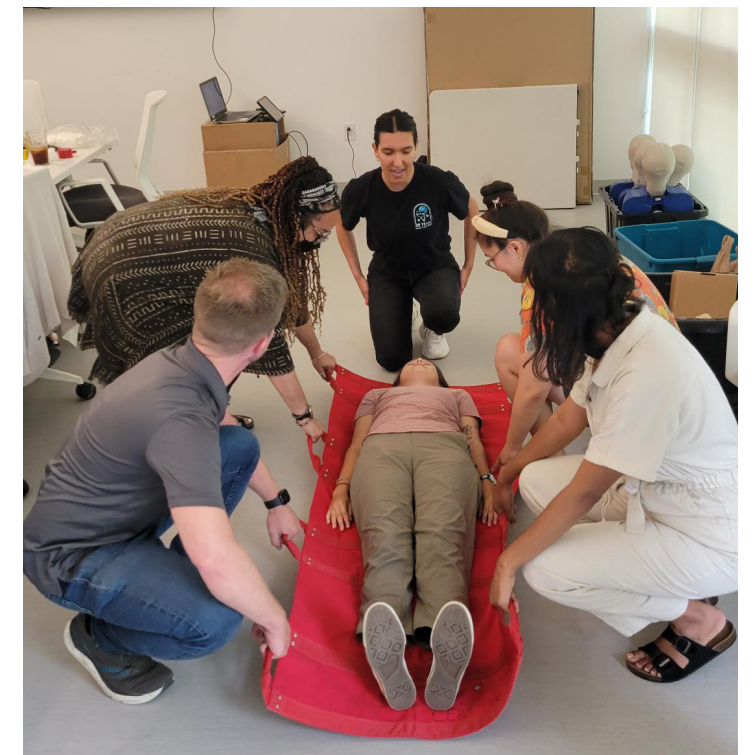
Training and Exercises

- Conducted a two-day radioactive dispersal device full-scale exercise on campus. Held jointly with the Federal Bureau of Investigation, Department of Defense, and San Diego Sheriff's Office.
- Supported a full-scale active shooter exercise conducted by the UCSD Police Department through logistics and providing EH&S and CERT volunteers to role play in the exercise.
- Conducted three Triton Alert tests.
- Hosted Stop the Bleed Training for EH&S, CERT and Police Department staff.
- Conducted bi-monthly EOC staff training and bi-monthly EOC section training. This training included a Power Outage tabletop exercise in November 2023.

- Conducted a Coastal Storm tabletop exercise for EOC staff in coordination with the Operational Area (22 participants).
- Conducted CERT refresher classes for 36 previously trained members.

Response Operations

- Campus EOC activated March 6, 2024 in response to a large protest on campus.
- Campus EOC activated from April 29, 2024 to May 17, 2024 in response to off-campus protests and on-campus encampment activity.
- Campus EOC activated from June 3, 2024 to June 17, 2024 to support commencement planning and activities.
- Completed an After Action Report (AAR) following the EOC activation due to a large protest on campus on March 6, 2024.



8

CERT academies
conducted,
>100 new CERT
members trained



36

Business Continuity
Plans completed





UC SANTA BARBARA

UC Santa Barbara Emergency Management and Mission Continuity consists of the Emergency Manager and a Mission Continuity Specialist. UC Santa Barbara emergency management program is housed in Environmental Health & Safety. Program accomplishments include the following:

Planning and Preparedness

- Coordinated monthly Emergency Planning Committee Meetings with timely exercises and topics including wildfire, earthquake, hostile intruder, debris flow, campus Hazard Vulnerability Analysis (HVA), climate resiliency HVA, mission continuity strategic plan, and UC emergency management mutual aid.
- Renewed National Weather Service Tsunami Ready 3-year readiness standard, achieving 20 years of Tsunami Readiness.
- Conducted Climate Resiliency HVA.
- Participated in policy update for campus Safety Assessment Program (SAP), including implementation of software advancements that allow SAP teams to enter building information in the field and leadership to receive earthquake data.
- Developed Crisis Communication Plan.

- Held two Community Emergency Response Team (CERT) classes for staff, and 1 CERT class for students.
- Developed factsheets for Storms/Flooding, Crisis Communication, and Mission Continuity.
- Held one Listos emergency preparedness class for staff.
- Updated and printed Campus Emergency Flipcharts.
- Continuity planning:
 - Developed a Mission Continuity Strategic Plan.
 - Completed mission continuity plans for Student Affairs Departments, Environment Health & Safety, Facilities Management, Design & Construction Services, and Design, Facilities & Safety Services Business and Financial Planning.

Response Operations

- Gaza Solidarity Encampment Response (May 1 - June 23).
- February 2024 Storms Response.
- Emergency Operations Center (EOC) activations for Halloween and Deltopia.

Other

- Participated in the UCOP Equity Centered Climate Resilience Project.
- Hosted the 2023 UC Emergency Management and Business Continuity Annual Conference.
- Co-facilitated systemwide “Heatquake” exercise with concurrent emergency scenario.
- Co-chaired EM Council subcommittee on Climate Resiliency HVA and participated in subcommittee on the National Fire Prevention Standards (NFPA) 1660 that evaluated newly expanded EM standards.
- Presented at Department Safety Representative Summit (March 2024).
- Presented at 2023 UC Risk Summit on mass evacuation planning.



29

UC Santa Barbara
students trained as
CERT trainers

50

UC EM/BC Planners hosted
for annual conference at
UCSB in October 2023

60

CERT classes held with
over 1,000 participants
since 2010



The UC Santa Cruz Office of Emergency Management (OEM) consists of the Strategic Resilience and Preparedness Manager and a Preparedness Planning Specialist. UCSC OEM reports to the Associate Vice Chancellor of Risk & Safety Services. Program accomplishments include the following:

Planning and Preparedness

- Conducted the Summer 2022 Evacuation Survey to gather information about the UCSC community in case of a campus wide evacuation. Received over 10,000 responses used for emergency planning purposes.
- Updated training and templates to reflect considerations for individuals with access and functional needs.
- Developed new programs for Individualized Emergency Evacuation Plans, Designated Waiting Areas, and Evacuation Chairs with a timeline for initial implementation beginning in Fall 2024.
- Provided Emergency Preparedness Training to 12 campus departments or divisions.
- Developed Department Emergency Action Plans for 12 departments.
- Tabled at several campus events including Cornucopia, Staff Appreciation Picnic, and the Safety Fair.



- Hosted the 2022 UC Emergency Management and Business Continuity Annual Conference at the UCSC Coastal Sciences Campus.
- Continuity planning:
 - Developed or reviewed Business Continuity Plans for eight UCSC departments.
 - Completed development of new and accessible Business Continuity eLearning course.
 - Chartered the Mission Continuity Advisory Committee as a strategic campus entity that will support and help prioritize continuity initiatives.
 - Hosted 20 Mission Continuity workshops and open office hours for individuals to discuss or learn about continuity concepts.
- Developed a more robust mass notification/timely warning program with new policy and training resources.
- Assisted campus stakeholders in resource-related mutual aid requests coordinated with the assistance of UCOP.
- Presented at the UC EM/BC Annual conference and California State University 'Fitting the Pieces Together' Conference on cyber threats and preparedness.
- Completion of Community Emergency Response Team (CERT) Train-the-Trainer course to enable future grant applications aiming to re-start the UCSC CERT Program.
- Completed the Emergence Program by the Center for Homeland Defense and Security hosted by the Naval Postgraduate School.
- Professional development included completion of the Cal OES Specialized Training Institute Emergency Management Specialist Credential and completion of Certified Business Continuity Professional (CBCP) and Associate Business Continuity Professional (ABCP) from Disaster Recovery Institute (DRI) International.



Training and Exercises

- Conducted a First Amendment tabletop exercise for senior leadership covering building occupation and campus entrance obstructions.
- Participated in the Santa Cruz County Bay Area Urban Areas Security Initiative (UASI) Active Attacker Tabletop Exercise (April 2024).

Response Operations

- Activated the UCSC Demonstration Operations Team (DOT) for a month-long encampment in May 2024 to help organize, communicate, and track UCSC operations despite disruptions.

- EOC activations for major strike activity and winter storms with smaller activations for campus events such as 4/20, Earth Day, and May Day.
- Provided situational awareness and regular briefings to campus stakeholders during the course of 10 tracked power outages/utility failures that impacted significant swaths of the campus community.
- Administered mitigation planning and campuswide communications during seven major road closures.
- Coordinated with critical campus stakeholders during four building occupations with varying levels of operational impacts.
- Onboarded new methods of communication and situation awareness using Google Spaces and Groups.

20

Mission Continuity workshops held



10,000+

Responses to evacuation planning survey



NFPA 1600 Self-Assessment - Campus Locations

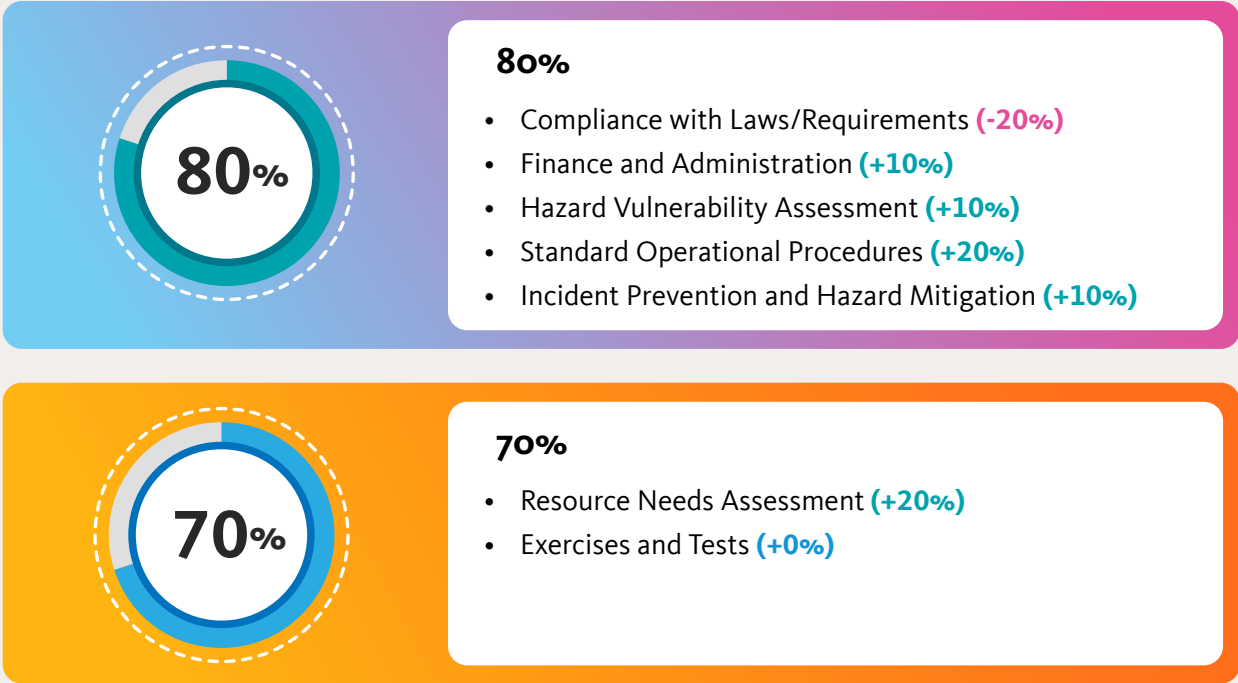
This page summarizes the degree of UC campus locations’ systemwide compliance with the National Fire Prevention Association’s Standard on Continuity, Emergency, and Crisis Management (NFPA 1600, 2019).

Percentages and trends are based on each campus location’s self-assessment of the 21 program elements and associated criteria.

In 2024, the NFPA 1660 Standard for Emergency, Continuity, and Crisis Management: Preparedness, Response and Recovery was released. A subcommittee of the UC Emergency Management Council conducted

a thorough review of the standards and recommended certain components be incorporated into systemwide monitoring. These newly included standards will be reported on in the next biannual impact report.

Percent of campuses fully or substantially conforming with the listed program element and associated criteria:



Biggest movements from 2022 to 2024:



SECTION III

Health Locations



The UC Davis Health Emergency Management (EM) Department consists of the Interim Emergency Manager and a Business Continuity Planner. In January 2024, the EM Department reporting structure transitioned from reporting to the Associate Chief Operating Officer to reporting through the Director of Plant Operations and Maintenance. Program accomplishments include the following:

Planning and Preparedness


- Successful 2022 accreditation survey by The Joint Commission (TJC) with no findings identified in EM and successful mock TJC accreditation survey in 2024 with no EM findings.
- Relaunched improved business continuity efforts, streamlining plans and focusing efforts on business continuity recovery strategies.
- Relaunched building coordinator program.
- Demobilized COVID Command Center and presented After Action Report (AAR) to Medical Center Management Committee.
- Coordinating with Police Department and Public Affairs & Marketing to improve WarnMe communications.
- UCD Health Business Continuity Planner earned a Masters Achievement in Business Resilience certificate from Business Resilience Certification Consortium International (BRCCI).

Training and Exercises

- Provided training for all School of Medicine Lab Managers on updated Emergency Action Plans and Resiliency Strategies.
- Activated Managed Care Utilization’s business continuity plan for Anthem’s annual IT Disaster Recovery Business Continuity audit.
- Conducted and/or participated in 12 exercises, including:
 - Radiation Exposure Exercise
 - Radiation Injury Treatment Network Tabletop Exercise
 - Operating Room Radiation Exposure Readiness Envelope Drill
 - Emergency Department HAZMAT/ Decontamination Exercise
 - Emergency Department Night Shift Mass Casualty Incident (MCI) Functional Exercise
 - Business Continuity Tabletop Exercise with the School of Medicine’s Stem Cell Program
 - Business Continuity Envelope Drill with the Managed Care Utilization Department
 - Patient movement exercises with partners from Travis Air Force Base, David Grant Medical Center, and the Department of Defense National Disaster Medical System

Response Operations

- UC Davis Health experienced multiple incidents requiring Emergency Management support during the reporting period, including:
- Four activations of the Decontamination Plan and the Rapid Response System team
 - Multiple Building Floods
 - Pediatric Respiratory Syncytial Virus (RSV) Surge
 - Alarm Malfunction Triggering Aqueous Film Forming Foam
 - Storm Damage to Building Façade
 - Electrical Component Failure at Institute for Regenerative Cures
 - Perioperative Command Center
 - Electrical Panel Fire in Patient Room
 - Building Hot Water Failure/Boiler Replacement
 - Emergency Department Fire
 - Power Outages at Ambulatory Clinics
 - Change Healthcare Cyber Event
 - Building Evacuations Due to Gas Main Damage
 - Computer Impacts from CrowdStrike Security Software Incident
 - Continuity strategies implemented to resolve a Liquid Nitrogen shortage



12

Exercises conducted and/or participated in

UCI Health

Emergency Management

The UC Irvine Health Environment of Care and Emergency Management unit consists of the Manager, a Business Continuity Specialist, and a Training Coordinator. The unit reports to the Director of General Services. Program accomplishments include the following:

Planning and Preparedness

- Brought in new rapid patient decontamination team to support decontamination capabilities. The team trains monthly and has drilled to test response times.
- Leading planning efforts with the Orange County Healthcare Agency on family reunification between hospitals and local jurisdictions during a mass casualty event (identified as a gap from previous exercises).
- Transitioned mass notification system to a managed service that provides a 24/7 Global Security Operations Center for emergency communications.
- Presented at a Family Assistance Workshop hosted by the National Transportation Safety Board and John Wayne Airport on a trauma center's role and response to a mass casualty incident and family reunification expectations.
- Successful TJC Triennial survey, no findings for EM.
- Continuity planning:
 - UCI Health currently has >100 Continuity Plans in UC Ready.
 - Reviewed and updated at least 40 continuity plans during the reporting period, including Facilities and Emergency Room.
 - Additional plans are being developed for newly opened clinics.

Training and Exercises

- Facilitated a Code Pink (infant abduction) functional exercise in partnership with clinical leadership and UCI Police Department.
- Facilitated an evacuation exercise with Perinatal Services as part of a countywide exercise for a large earthquake.
- Established evacuation chair training for two new ambulatory sites, trained >150 staff.

- Facilitated a drill with the Operating Room for a scenario involving a fire during a procedure.
- Participated in both tabletop and functional Family Reunification exercise at the UC Irvine campus.
- Participated in a countywide exercise simulating Mass Casualty Incident Burn Surge impacting the region, allowing UCI Health to also successfully test the decontamination vendor response.
- Participated in a countywide Pediatric Surge exercise to test the hospital's capabilities with triage and treatment of pediatric patients.
- Participated in the John Wayne Airport Triennial Air Exercise coordinating with the Orange County Fire Authority and Airport Operations on medical communications and patient tracking during an airplane crash with >100 victims.
- Participated in a Network Outage tabletop exercise led by IT.
- Trained on the use and deployment of nerve agent antidotes and supplies.

Response Operations

- Activated the Hospital Command Center (HCC) for a winter viral surge that overwhelmed the hospital's capacity and ability to care for pediatric and adult patients in traditional care spaces. Partnered with clinical leadership to rewrite surge bed plan.
- Activated the HCC for network outage. Reported and resolved impacts to operations, and documented several lessons learned from the event.
- Activated the HCC for a patient surge with Emergency Management facilitating the organization-wide response using the Hospital Incident Command System (HICS) framework.



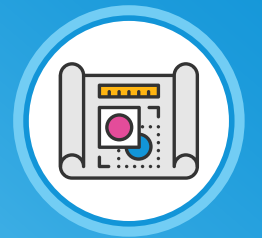
150+

Staff trained on
evacuation chair use



~40

Continuity plans
reviewed/updated





UCLA Health

The UCLA Health Office of Emergency Preparedness consists of a Director, a Program Manager, Emergency Management and Business Continuity, three Emergency Management Specialists, a Director of Emerging Infectious Disease and Pandemic Preparedness, an Emerging Infectious Disease Training Specialist, and an Administrative Analyst. The department reports to the Chief Operating Officer of UCLA Health. Program accomplishments include the following:

Planning and Preparedness

- Led contingency planning and response support for several planned outages, including electrical system maintenance, pneumatic tube system infrastructure replacement, and paging system upgrade.
- Continued leading planning initiatives related to inpatient surge and overflow in response to unprecedented high census and emergency department patient volumes, including facilitating shared room activations and alternate care site planning.
- Emerging Infection Disease (EID) Preparedness:
 - Launched revamped EID Program Steering Committee to establish a formal governance structure and prioritize program goals.
 - Restarted in-person training classes for EID response team members, including ICU nurses, Clinical Laboratory personnel, Emergency Department personnel, and safety monitors.
 - Continued EID Response Team trainings to maintain readiness capabilities to admit a highly infectious special pathogen patient.
 - Successfully launched the Los Angeles Special Pathogens Education and Training Center (LA-SPETC) website in coordination with LA County EMS and other special pathogen treatment center partners.
 - Hired EID Training Specialist and EID Preparedness Program Director.
- 249 plans updated:
 - 67 Hospital Department Emergency Plans
 - 82 Business Continuity Plans
 - 100 Non-hospital Emergency Action Plans

Training and Exercises

- In both FY23 and FY24, coordinated a large multiagency regional decontamination exercise that included eight hospitals and had >200 participants.
- Restarted the Healthcare Community Emergency Response Team (H-CERT) courses, successfully graduating 45 employees.
- Participated in the annual Great California ShakeOut earthquake drills in 2023 and 2024 at two hospitals (day and night shifts), successfully notifying ~12,000 staff members each year with the emergency notification system and recording ~12,000 staff acknowledgements each year of the “Drop, Cover and Hold On” desktop alert messages.
- Training sessions conducted: Evacuation (MedSled), Department Emergency Preparedness In-Service, Hospital Incident Command System (HICS), Nursing Leadership Emergency Preparedness.
- Total Drills/Exercises = 61
 - 24 Emergency Department Mass Casualty Drills
 - 16 Leadership Tabletops
 - 6 Earthquake Drills
 - 8 Care Connect Business Continuity Downtime Drills
 - 2 Regional Decontamination Exercises
 - 2 LA County Medical Response & Surge Exercises
 - 2 LA County Family Reunification Exercises
 - Crisis Communications Tabletop Exercise



34

Total Code Triage
Activations
(19 internal, 15 external)



249

Plans updated



951

Staff members trained

UC San Diego Health

The UC San Diego Health Department of Emergency Management (EM) consists of the Director, a strategy advisor, four Emergency Managers (Hillcrest, La Jolla, East Campus, and Special Hazards Planning), and a Business Continuity Manager. EM welcomed four new team members in 2024. OEM reports to the Senior Director of Environmental Health and Safety (EH&S). Program accomplishments include the following:

Planning and Preparedness

- Emergency Management supported UC San Diego Health's acquisition of former Alvarado Medical Center (now known as UC San Diego Health, East Campus Medical Center) by:
 - Equipping East Campus Medical Center with evacuation devices.
 - Assisting with the Electronic Medical Record (EMR) cutover.
 - Revising all emergency management policies and procedures.
 - Assisting with preparations for the California Department of Public Health (CDPH) licensing survey.
 - Hosting an East Campus Training Fair to educate ~220 staff on the most up-to-date health and safety procedures.
 - Creating East Campus-specific training materials to orient East Campus staff to UC San Diego Health, including evacuation training materials, code changes, and changes to emergency information and contacts.
- Revised the Emergency Response Guide (ERG) to improve applicability and accessibility to all UC San Diego Health sites. The ERG included an additional code (Code Green – patient elopement) to improve a long-standing gap in codes.
- Revised Emergency Safety & Disaster Information badge buddies to improve applicability and accessibility to all UC San Diego Health sites.
- Improved the current Code Orange response framework with the development of an Incident Management Team (IMT).
- Expanded contract with Rapid Response System (RRS) Patient Decontamination vendor to include the East Campus Medical Center.
- In collaboration with the UC San Diego Health Burn Center, provided education to providers countywide in preparation for the Medical Response & Surge Exercise (MRSE).
- Supporting Vascular Ambulatory Clinic with Accreditation Association for Ambulatory Health Care survey.
- TJC Triennial Survey held in 2023 with zero EM findings. The surveyor praised UC San Diego Health's business continuity program for being a beacon in the community.
- Implemented integration with the UC San Diego campus mass notification system, including establishing a workflow that avoids conflicting messaging and establishes areas of responsibility.
- Awarded, in collaboration with San Diego Healthcare Disaster Coalition, Homeland Security's Regional Resiliency Assessment Program, a 3-year long collaboration with a focus on assessing resiliency against cyber incidents in the healthcare sector.
- Partnered with Sustainability Officer to meet White House Climate Pledge by end of 2023. Modified the Hazard Vulnerability Assessment (HVA) to include climate impacts.

Training and Exercises

- Navy Nuclear Propulsion Program Functional Exercise
- Countywide MRSE Exercise Full-Scale Exercise
- Airport Tabletop Exercise
- Major Earthquake Full-Scale Exercise
- Evacuation Full-Scale Exercise
- Cyber Security Tabletop Exercise for Executives
- Ebola Tabletop and two Functional Exercises
- Burn surge Tabletop Exercise
- Pediatric Surge Tabletop Exercise
- Great ShakeOut Earthquake Drill
- Council of Chairs Business Continuity Tabletop Exercise
- Trainings included basic and advanced Hospital Incident Command System (HICS), evacuation device training, Stop the Bleed, and emergency preparedness for staff

Response Operations

- UC San Diego Health's emergency activations included Planned Power Outages, P-tube Outages, Epic Outages, Pacific Storms, Hurricane Hilary, the Change Healthcare Cyber Attack, a Tornado Warning (East Campus), Labor Picketing, Labor Sick Out, an Alleged Active Shooter Event, Network Outages, Auxiliary Phone Outages, Internal Flooding, and the End of Title 42.
- Responded to a military decontamination incident that brought 12 patients across three UC San Diego Health facilities.



UCSF Enterprise Emergency Management



Planning and Preparedness

- Completed targeted quarterly meetings including exercises for the Chancellor-appointed Emergency Management and Resiliency Committee.
- Successful TJC Triennial survey, no findings for EM.
- Received grant for High-Frequency Radios from California Office of Emergency Services (Cal OES).
- Replenished decontamination equipment, including equipment funded by Bay Area Urban Areas Security Initiative (BAUASI).
- Onboarded consultants to help shape and formalize the Business Continuity program.
- Supported UCSF Benioff Children's Hospital Oakland's ACS Trauma recertification survey.
- Hired new Emergency Manager for UCSF Benioff Children's Hospital Oakland and Administrative Officer III for EEM.
- Continuity planning:
 - Redesigned the Business Continuity Program to include three aims: Quality Plans, Maturity Matrix (behavioral expectations to build competence over time), Confidence Score (to provide leadership visibility on risks for easier decision-making).
 - Completed 27 Facilities Services (Campus and Health) Business Continuity Plans.
 - 17 plans exercised.

In 2023, UC San Francisco combined programs from Health and Campus to form the new organizational Department of Enterprise Emergency Management and hired the inaugural Executive Director for Enterprise Emergency Management starting in December 2023.

The UCSF Department of Enterprise Emergency Management (EEM) by the end of FY23 consisted of the Executive Director, Health Emergency Management Director, Health Emergency Manager, Continuity & Communications Programs Manager, Business Continuity Manager, and an Administrative Officer. UCSF EEM reports to the Chief Operating Officer (Health) and Senior Vice Chancellor of Finance and Administrative Services. Program accomplishments include the following:

Training and Exercises

- Conducted Enterprise Executive Leadership Active Threat Tabletop Exercise.
- Conducted Health Senior Leadership Active Threat Tabletop Exercise.
- Conducted UCSF's first integrated Enterprise-wide Earthquake Full-Scale Exercise.
- Participated in SF Department of Public Health (SFDPH) mass casualty incident exercise series, including tabletop exercise and functional exercise.
- Conducted six MedSled Train the Trainer sessions.
- Conducted Hospital Incident Command System (HICS) Training for Health Incident Management Team.
- Facilitated HICS functional exercise for emergency medicine (adult) residents (~30 participants).
- Hosted and participated in BAUASI-led decontamination equipment drill (~25 participants).
- Participated in SFDPH-led 2023 Asia-Pacific Economic Cooperation (APEC) tabletop exercise for City and County of San Francisco hospitals.
- Hosted and participated in Chemical Surge regional virtual tabletop exercise with grant-funded Pediatric Pandemic Network. Offered to nine Bay Area counties with >100 participants.
- Participated in SFDPH Chemical Surge virtual tabletop exercise for City and County of San Francisco hospitals.

- Participated in SFDPH-led Mass Casualty Incident full-scale exercise (>100 staff from various departments participated).
- Multiple trainings, exercises in preparation for July Regents meeting hosted at UCSF.
- 75 people completed ATC-20 (Post-Earthquake Evaluation of Buildings) training and 31 trainees registered with Cal OES Safety Assessment Program – led by Real Estate & Design, EEM supported/participated.

Response Operations

- Adult Patient Surge
- Hospital Bomb Threat
- Cross-Bay Pediatric Respiratory Patient Surge
- Strike Labor Action at UCSF Benioff Children's Hospital Oakland
- Spring 2024 Encampment
- Move of UCSF Health Langley Porter Psychiatric Hospital from Parnassus to Mount Zion hospital



~35

Participants
from UCSF and
3 external agencies
participated in a
Helipad Accident
tabletop exercise



27

Business
Continuity Plans
completed for
Facilities Services

SECTION IV

Agriculture and Natural Resources



UNIVERSITY OF CALIFORNIA Agriculture and Natural Resources

UC Agriculture and Natural Resources (ANR) includes emergency management and business continuity functions in the Department of Risk & Safety Services. It consists of Environmental Health & Safety Specialists and a Safety Officer who administer the programs with support from the Director of Risk & Safety Services. Program accomplishments include the following:

Planning and Preparedness

- Facilitated the establishment and implementation of ANR's mass alerting and notification system with Rave Mobile Safety. This system will be the first ANR has sole control for the creation of messaging and targeting specific audiences.
- Delivered comprehensive statewide trainings and outreach campaigns aimed at increasing personal awareness and preparedness among staff and communities.
- Contributed to information maintenance and expansion of the Disaster Happens: Preparing UC ANR to Respond to Disasters in California Communities webpage, ensuring it remains a comprehensive and up-to-date resource for disaster preparedness and response.
- Expanded capacity by appointing Disaster Recovery Advisors who actively work with communities and local stakeholders to build resilience and enhance disaster recovery efforts.
- Launched the Disaster Preparedness and Resilience Team initiative, designed to provide specialized expertise, research, and resources to California communities during crises.
- Held quarterly meetings for the broader ANR community, with the intention to conduct regional meetings to coordinate activities and engage around specific disaster topics.
- Launched Emergency Forest Restoration Teams (EFRTs):
 - These teams, coordinated by a local lead agency at each fire site, are crucial in removing dead trees, planting new ones, and accelerating forest restoration.

- Continuity planning:
 - Enhanced partnerships through regular information-sharing sessions and joint emergency drills with County Extension Offices.
 - Hosted specialized workshops for site Safety Coordinators.
 - Introduced robust safety protocols at ANR Research and Extension Centers (RECs), focusing on the protection of critical research data and rapid operational recovery.
 - Facilitated the active involvement of academics, advisors, and field specialists in safety planning.
- Continued to manage ongoing cases and mediation efforts through the Behavioral Intervention Team, with additional staff receiving specialized training to enhance the team's capacity to assess and manage potential threats.
- Created academic and staff cohorts specializing in disaster preparedness, response, and mitigation.

Response Operations

- Maintained alert monitoring and responsive actions related to wildfires, air quality degradation, flooding, power outages, office closures and other disruptions that posed a risk to ANR sites.
 - Provided timely information and support to ensure the safety and continuity of operations across ANR's statewide footprint.
- The ANR Emergency Response Team held regular meetings to synchronize efforts, share critical updates, and plan for emerging challenges.

SECTION V

National Labs



BERKELEY LAB

The Lawrence Berkeley National Laboratory (LBNL) Security & Emergency Services (SES) consists of two Drills, Training and Exercise Coordinators, two Continuity Specialists, three Hazard Analysts, and one Technical Assurance Analyst, and reports to the Emergency Manager. Program accomplishments include the following:

Planning and Preparedness

- Conducted in-person Great California ShakeOut drill combined with annual fire drill evacuations:
 - Q1: Oct 2023 - all 9,526 Lab employees and affiliates.
 - Q2: January 2024 - 85% response rate from badged, on site personnel.
 - Q3: July 2024 - 75% response rate from badged, on site personnel.
- Developed dynamic accountability drill reporting dashboard to simplify and enhance reporting capabilities.
 - Quarterly personnel accountability drills issued a total of >61,000 notifications to ~5,200 personnel with an average response rate of 84% over six drills.
 - Site-wide accountability drill issued a total of ~25,000 notifications to ~4,500 personnel with an average response rate of 53%.
- Conducted a Hazards and Vulnerability Assessment and Business Impact Analysis as part of LBNL's Business Continuity Program.
- Conducted monthly "open office hours" training for Community Preparedness Framework. Offered training to Lab employees that covered emergency notifications, issuance of protective actions, hazards awareness, and accountability procedures.

Training and Exercises

- Conducted annual Emergency Response Organization (ERO) refresher training combined with a tabletop exercise on an earthquake/hazmat scenario.

- Held multiple tabletop drills and trainings, topics include strike operations, debt ceiling crisis, wildfire, and hazmat response.
- Facilitated training with first response agencies, including building-specific familiarization, low angle rope rescue, and confined space entry.
- Coordinated with response partners to host structure fire/forcible entry training at LBNL.
- Conducted ERO tabletop exercises with unplanned power outage and active threat scenarios.
- Conducted a continuity tabletop exercise on severe weather (including Site Operations Center relocation).
- Hosted FEMA courses ICS-300 (Intermediate Incident Command System for Expanding Incidents) and ICS-346 (Situation Unit Leader), training 22 LBNL students and 27 external partners.
- Conducted full-scale wildfire-based exercise.
- Attended City of Berkeley Bio Watch Tabletop Exercise.

Response Operations

- In 2023, 39 Type IV Emergency Response Organization Activations, including Labor Strike Operations that lasted 35 days.
- In 2024, 80 Emergency Operations System activations, including 30 Type IV Emergency Response Organization Activations, including a Liquid Nitrogen shortage continuity event that lasted for 68 days, a substation explosion, and an offsite shots-fired incident.

69

Type IV
Emergency Response
Organization Activations

