



UNIVERSITY  
OF  
CALIFORNIA

# UC Emergency Management & Business Continuity Impact Report

FY20-21, FY21-22

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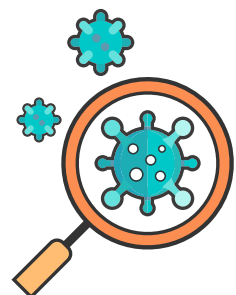
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SECTION I

# Systemwide Coordination

## UCOP Risk Services Systemwide Coordination

### Pandemic Response



#### Continued COVID-19 systemwide response and recovery coordination and support.

- Provided subject matter expertise and coordination support to the UCOP Management Response Team (MRT) and UC Health Coordinating Committee (UC-HCC).
- Coordination Lead for multiple systemwide working groups including the UC-HCC Fall Planning Working Group. Led the guidance development process in support of the Fall 2021 return to onsite operations.
- Developed and distributed 187 issues of the “COVID-19 Digest” news compilation to >500 stakeholders from across the UC system.
- Represented the UC on the California Office of Emergency Services (Cal OES) COVID-19 Schools Task Force.
- Developed COVID-19 Preliminary Lessons Learned Report.
- Participated in the following systemwide COVID-19 coordination groups: Testing and Contact Tracing Task Force, Testing Infrastructure Task Force, Vaccine Distribution Working Group, Employee Vaccination Tracking Working Group, COVID-19 Vaccination Policy Implementation Working Group, and Fall Capacity Planning Working Group.



#### Conducted extensive coordination for COVID-19 vaccination distribution and policy development.

- Co-led the distribution of COVID-19 vaccine to UC locations through the UC Health Multi-County Entity (MCE). Coordinated with the State to expand MCE eligible facilities to include campus-based Student Health Centers.
- Represented the UC on the State Vaccine Operations Task Force.
- Served as Subject Matter Expert on the Vaccination Program policy development and implementation.
- Facilitated development of the systemwide COVID-19 Vaccine Policy Compliance Dashboard to track vaccination rates across all UC locations.
- Served on the core team of the Vaccine Compliance Project.



# 187

Issues of COVID-19 Digest

### Systemwide Initiatives

- Provided subject matter expertise and support to UC systemwide climate change initiative.
- Coordinated with UCOP’s Office of Energy and Sustainability to identify coordination procedures between the Governor’s Office and UC relative to energy conservation when heatwaves or other incidents strain the state’s electricity grid.
- Conducted wildfire monitoring/coordination with affected locations and provided written updates to UCOP leadership.
- Partnered with UC Santa Barbara Emergency Management (EM) and Academic & Staff Assistance Program staff to offer a Special Lunchtime Session for the EM Council entitled “Pause, Reflect, Rejuvenate.”
- Led the development, issuance, and signatory process for 17 MOUs with UC locations to support the maintenance and sustainability of the GIS for EM tool.
- In support of systemwide interest and in collaboration with UC San Diego, facilitated the re-establishment of the EM Council Business Continuity (BC) Planning cohort.

### External Partnerships

- Established ongoing partnership with CSU Chancellor’s Office to coordinate and collaborate across the CSU/UC systems on best practices and common EM/BC challenges.
  - Held first Joint CSU/UC Continuity Symposium.
  - Established CSU/UC Sharing 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.
- Serve as the President’s designee on the California Earthquake Early Warning Advisory Board (ongoing).

### Key Coordination Partners

- Cal OES
- CSU Chancellor’s Office
- Student Health
- UC Health
- UCOP EHS
- UCOP Office of Energy and Sustainability



# UC Emergency Management Council



## Council Charter Updates

- Formalized the role of UC Health leadership.
- Added continuity of governance role for UCOP EM.

## Collaboration Opportunities

- Bimonthly Full Council Meetings included Spotlights on Lawrence Berkeley Lab, Campus GIS Projects, the UC Education Abroad Program, and more.
- Bimonthly Campus Cohort Meetings included Spotlights on UC Merced Hazard Vulnerability Assessment Update, UC Santa Barbara Hostile Intruder Exercise, and more.
- Bimonthly Health Cohort Meetings.
- Bimonthly Business Continuity Cohort Meetings restarted.

## COVID-19 Response and Recovery

As the pandemic continued through 2021 and 2022, UC EM and BC staff balanced ongoing COVID-19 response and recovery efforts with numerous non-pandemic related planning, preparedness, and training initiatives.

At the same time, EM and BC staff remained integral to key components of UC's COVID-19 response and recovery. From the initial surges of 2020 to more normalized operations in summer 2022, EM and BC staff played a critical role in the successful implementation of many COVID-19 response action including COVID-19 testing and screening, surge preparedness, isolation and quarantine, and logistics and emergency procurement, among many others. See the Location highlight pages for additional details.

SECTION II

# Campus Locations



## Planning & Preparedness

- Completed staff transition from Sproul Hall to Emergency Operations Center (EOC) location in Warren Hall enabling “warm” start of the EOC when needed.
- Secured funding to replace four of seven existing Outdoor Warning Sirens (OWS) on campus.
- Consulted with Berkeley Public Affairs to develop and deliver campus-wide disaster preparedness messaging.
- Presented with Clery Director at the Campus Security Conference Los Angeles on “Crisis Messaging and Lessons Learned”.
- Determining EOC build-out prerequisites to remodel and redevelop the campus in-person EOC.
- Launched Emergency Operations Plan (EOP) revamp.
- Continued the support of departments across campus to help facilitate emergency preparedness, resilience, and recovery.
- Hired and onboarded Continuity Planner.
- Continued continuity next steps and discussions with departments.

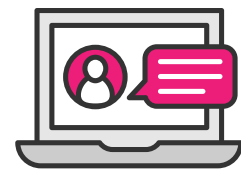
## Training & Exercises

- Developed and delivered monthly Events and Crisis Management Team (ECMT) training opportunities with senior level policy makers.
- Re-assessed staff proficiency and refreshed Incident Command System (ICS) training for EOC staff membership.
- Continued asynchronous exercise development for key departments.



# 10

Departments trained  
using the  
asynchronous tool



# 8

ECMT Policy  
Group Trainings

# \$400k

Secured for  
OWS Development

## UC DAVIS

### Emergency Management and Mission Continuity

### Planning & Preparedness

- Continued to provide COVID-19 operational leadership, coordination, and support.
- Coordinated with the Tahoe Environmental Research Center on wildfire coordination and planning.
- Coordinated development of Firewatch program, Yolo County/UC Davis medical point of dispensing, and enhanced user interface for WarnMe system.
- Participated in planning and presented at the UC Climate Resiliency Planning workshop for UC Davis.
- Led Emergency Operations Center (EOC) operations and coordination for all campus activations.
- Coordinated with Office of Research Core Facilities on continuity planning efforts.
- Coordinated with UCOP on a UC Ready enhancement to add a new continuity strategy field. Updated continuity plans across campus related to new strategy.
- Helped coordinate Commencement 2022 operations, communication and EOC support.



# 3

University wide  
cybersecurity tabletop  
exercises

### Training & Exercises

- Developed and led series of cybersecurity tabletop exercises with Davis and Sacramento campuses with the following objectives:
  - Clarify roles and responsibilities during a Cybersecurity/IT incident.
  - Improve coordination relating to Cybersecurity and IT incidents.
  - Validate UC Davis Event & Crisis Management Team's response planning, communication and coordination capabilities within the concepts and assumptions of the UC Information Security Incident Response Standard.
  - Identify existing vulnerabilities and support an after action process to mitigate risk and increase organizational resilience.
- Training highlights:
  - Provided safety training to Student Affairs leadership.
  - Presented Active Shooter training to library staff.
  - Delivered UC Ready training.





## UCI Emergency Management

### COVID-19 Response & Recovery

- UCI established a Logistical Support Team to conduct tactical planning and logistical functions.
- UCI developed Critical Response Incident Team (CRIT) to conduct campus-wide strategic planning, and the Strategic Advisory Group (SAG) to implement campus-wide COVID-19 policy.

### Planning & Preparedness

- Updated Emergency Operations Plan and Business Continuity Plan, including multiple annexes and appendices:
  - Developed Campus-wide Evacuation Annex, Extreme Heat Emergency Response Annex, Cybersecurity Response Annex, and Mass Casualty Emergency Response Appendix.
  - Fully revised Care and Shelter Appendix.
  - Reconfigured emergency zones on campus and developed Know-Your-Zone education program.
  - Expanded Emergency Action Plan (EAP) usage within UC Ready with building facility managers. Redesigned EAP signage for buildings.
- Successfully advocated for a dedicated Emergency Operations Center (EOC) facility with state-of-the-art communications, technology, and response capabilities. Currently in development.
- Continued to improve UCI's emergency notification capabilities by upgrading the ZotAlert campus mass notification system and implementing Genasys Zone Haven evacuation planning and response software.
- Fully implemented Web Incident Action Plan (Web-IAP) EOC management software.
- Conducting an updated UC Irvine Hazard Vulnerability Assessment.
- Assisting University Hills Community with developing a community-wide emergency preparedness program and a University Hills Community Emergency Response Team (CERT).
- Collaborated with IT team to develop continuity plan and IT disaster resiliency plan for Police dispatch.
- Coordinated with GIS students to create a "resources" layer of mission continuity buildings to visually display locations of labs, vivaria, lecture halls, and other highly needed research and academic resources.



80%

UCI buildings now installed with evacuation stair chairs

8

Exercises conducted



\$60k

Cal OES High Frequency Communications grant received



### Planning & Preparedness

- Developed a three-year strategic plan for the Office of Emergency Management (OEM) based on eight major goals which encompasses 35 objectives aimed at re-building the emergency operations program to ensure UCLA's mitigation efforts, preparedness, response and recovery.
- Launched On-Call Emergency Management Program for improved campus response during and outside normal operating hours.
- Redesigned the Emergency Operations Center (EOC) organizational structure including:
  - Developed an Activation Set-Up Guide.
  - Developed clear descriptions of each EOC position.
  - Identified primary and secondary EOC staff members.
  - Updated job aids and checklists.
- Contributed to UCLA's new business continuity strategy by demonstrating UC Ready's capabilities to 15 members of senior management.
- Established a Business Continuity Committee roster and finalized a committee charter that formalizes roles and responsibilities.
- Developed a business continuity capability summary outlining UCLA's ability to maintain its 10 campus essential functions in the event of a disruption, gaps in continuity of operations, and potential mitigation projects.

### Training & Exercises

- Developed and facilitated a tabletop exercise for High Containment BioSafety Level 3 Select Agent researchers, stakeholder departments and outside local, state, and federal responding agencies.
- Provided IS-12 business continuity specific training to 61 people.

### Response Operations

- Activated EOC in support of the campus response to the COVID-19 Omicron variant and again in support of Commencement activities.
- Hosted the AFC National Championship Headquarters for the Cincinnati Bengals where they resided, practiced, and prepared to play in the 2022 LVI Super Bowl.
- Conducted three business continuity-focused lessons learned surveys after disruptions to campus operations (two power disruptions and an IT outage).



6 Business Continuity webinars held

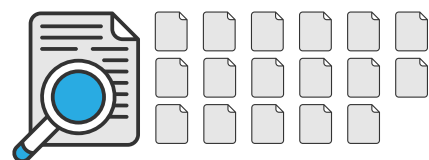
1,313

Business Continuity training participants

Performed a gap analysis on

76

continuity plans



Tested the activation of 17 continuity plans

38 Virtual EOC meetings held for COVID activation

38 Incident Action Plans (IAP) issued





### COVID-19 Response & Recovery

- Conducted planning meetings with the Emergency Operations Center (EOC) team, Merced County Department of Public Health (MCDPH), Executive Policy Group (EPG), and expanded leadership.
- Coordinated campus needs for vaccine administration, prevention plan, PPE, and rapid antigen test distribution.

### Planning & Preparedness

- Updated UC Merced IT Disaster Recovery Plan to be compliant with information outlined in the IS-12 policy.
- Developed a campus-wide Hazard Vulnerability Analysis and Risk Assessment (HVA-RA):
  - Identified UC Merced top 5 hazards; began hazard mitigation planning with critical departments and partner agencies.
- Continued to evaluate campus continuity planning based on risk tiers. Initiated update of campus Business Impact Analysis.
- Continued to identify areas of potential risk and strategies to continue campus operations through emergencies, loss of crucial staff, natural disasters, IT disturbances, etc.
- Coordinating with research field stations to develop new continuity plans for each station.
- Revised Emergency Wall Charts to include response guides to Wildfire Smoke – Air Quality, Psychological Crisis, and Evacuation of Persons with Disabilities or Access and Functional Needs.

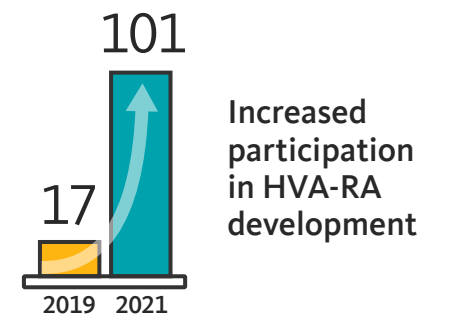
### Training & Exercises

- Developed UC Merced's first Multi-Year Training and Exercise Plan which includes exercise schedules for the EOC, Crisis Communications team, Building Safety Coordinator program and the EPG.
- Conducted quarterly training with the EOC team and Crisis Communications Team.
- Conducted scenario-based tabletop exercises with the EPG.
- Coordinated with Fire and Building Safety to develop new hybrid Residential Assistants training.
- Hosted TEEX's Crisis Management Affecting Institutions of Higher Education for over 20 campus-wide departments including the Dean of Students, Athletics, Office of the Registrar, Controller's Office, Police, and other California universities including Stanford University and CSU Stanislaus.

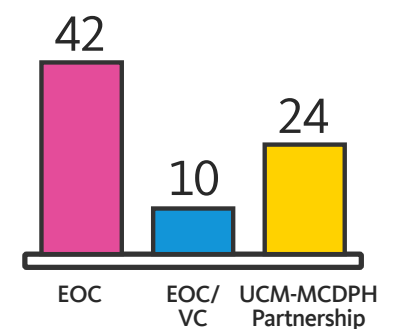


24 EM Tabling events

69 Continuity plans evaluated



### Meetings Held





### COVID-19 Response & Recovery

- As part of COVID-19 response, facilitated a partnership with the City of Riverside and Curative to expand PCR testing capacity for the campus and surrounding community.
  - Coordinated and implemented a partnership with the State of California Department of Public Health COLOR PCR COVID-19 testing program.

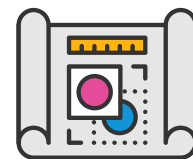
### Planning & Preparedness

- Emergency response and continuity plan development and updates included: Crisis Communications Plan, Earthquake Annex, Emergency Action Plan (EAP), Emergency Operations Plan, Exercise and Training Plan, Utility Outage Annex, and Wildfire & Air Quality Annex.
- Revived the Emergency Management Policy Group (EMPG). In collaboration with the Provost and the Vice Chancellor, developing a charter that recognizes the evolving campus landscape and engages the EMPG with standardized incident command concepts and business/ operational continuity principles.
- Mission Continuity Team reengaged with campus leaders and divisions to update the Business Impact Analysis (BIA). The UCR Business Continuity Manager manages over 163 total plans. This year we interacted with 11 of 11 Mission Critical Divisions, 26 of 26 Priority Divisions, and 90 of 90 Sub-divisional units, working with these teams to update their plans and to capture content for operational continuity post-pandemic.
- Completed UCR's first campuswide Enterprise Continuity Plan. It was developed through collaborative campus partnerships, building upon information in UC Ready.
- Updated 11 mission-critical units' BIAs, continuity plans, and disaster recovery documents.
- Joined as a regional area governing board member for the Riverside Urban Area Security Initiative.
- Drafted the first Natural Reserve System EAP with the James Mt. San Jacinto Reserve team. Serving as a template for the five other sites under UCR's umbrella.
  - The document also serves as a model for the Coachella Valley Agricultural Research Station.

- Partnered with the California State Guard Heritage Emergency Response Team as a regional resource for protecting, preserving, and relocating cultural artifacts during a crisis or emergency.
- Revived the Building Supervisor for Emergency Coordinators (BSEC) and Building Emergency Staff (BES) program post-pandemic, adding 80 new members within 12 campus buildings.

### Training & Exercises

- Collaborated with the Dept. Homeland Security Cybersecurity & Infrastructure Security Agency, the California Cybersecurity Integration Center, the Joint Regional Intelligence Center, and campus Information Technology Solutions to enhance UCR's cyberinfrastructure awareness, preparedness, and recovery.
- Provided fire extinguisher training to over 1,000 residential life, Graduate Students, Ph.D. candidates, and Principal Investigators.
- Held over 100 divisional training sessions on emergency awareness, preparedness, and resilience.
- Conducted annual BioSafety Lab Level 3 evacuation.
- Conducted refresher training with over 135 existing BSEC/BES members.



58 Event Action Plans developed

82 New BES Members



42% Increase in BSEC/BES participation





# UC San Diego

## COVID-19 Response & Recovery

- UC San Diego's campus Emergency Operations Center (EOC) has been activated since March 2020. Emergency Management & Mission Continuity (EM&MC) staff have provided ongoing leadership, expertise, and support to all EOC duties and functions.

## Planning & Preparedness

- Completed annual review of the campus Emergency Operations Plan (EOP).
- Completed an updated Hazard Vulnerability Assessment:
  - Involved coordination with and approval by multi-disciplinary committee representing more than 20 campus departments.
  - Final document approved by campus as an appendix to the EOP.
- Expanded use of Triton Alert mass notification system to include Timely Warnings and Community Notices to all campus email addresses and registered devices.
- Further expanding use of Triton Alert for after-hours notification of specialized EH&S resources – in partnership with UCSD Police Department and UCSD EH&S Business Operations.
- Maintain containers of campus emergency supplies and equipment to be deployed in the event of a large-scale incident:
  - Replenished emergency food supplies and inventoried other supplies that may need replacement.
  - Inspected physical condition of containers and developed a schedule for repairs.
- In process of revitalizing the Campus Emergency Response Team (CERT) program by conducting four refresher trainings for CERT members.
- Recruited, hired, and onboarded EM&MC Specialist.
- Coordinated with UCOP to relaunch the EM Council's Business Continuity cohort working group.
- Coordinated with multiple departments on continuity planning efforts, continued ongoing review of existing Business Continuity Plans, and updated contact information for continuity plan owners.



Maintain the readiness of

**160+**  
AEDs on campus



**13**

Emergency supply containers maintained by EM&MC staff in state of readiness



CERT skill refresher training participants



Homeland Security  
Emergency Management

## Response Operations

- UCSF’s EOC/Recovery Operations Center (ROC) has remained active on a scalable basis since January 28, 2020.
- Activated Incident Command Post (ICP) to address the Cesium Irradiator Removal Program to reduce risk.
- Activated ICPs in support of UC Regents meetings at UCSF, UCLA, and UCSD.

## Planning & Preparedness

- Conducted UCSF Campus Hazard Vulnerability Assessment.
- Supported Emergency Management Resilience Committee upon its resumption.
- Replenished emergency food supplies in strategic cache storage across the enterprise.
- Actively engaged with campus Climate Resiliency.
- Participated in internal audit of Business Continuity Planning in 2021. Business/Mission Continuity program responded to and remediated the five audit observations.
- UCSF Facilities Services (FS): Created and finalized FS Emergency Preparedness SharePoint website, hosted three tabletop exercises (TTX), and responded to a total of 193 FS emergencies.
- UCSF Fresno EM: Developed local ICP structure and served as the director of local ICP Team, served as Donations Team Lead, updated Emergency Alert Codes, AED equipment, and HAZCOM Plan SDS / Exposure Plan. Conducted focused Floor Warden training and held quarterly updates.
- UCSF Fresno Clery/Security: Successful funding proposal resulted in \$70,000 for Security Camera Upgrade Project.

## Training & Exercises

- Conducted Active Threat training series, earthquake exercise series, fuel planning seminars, wildfire smoke and Public Safety Power Shutoff during COVID-19, ransomware strikes TTX, American Heart Association Heatsaver AED/CPR/First Aid and Basic Life Support in partnership with UCSF Kanbar Training Center, and ArcGIS Mission Training.
- Offered Incident Command System training opportunities to UCSF faculty, staff, and learners via Bay Area Training and Exercise Program.

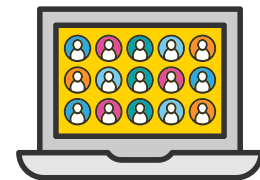


17

Mission Continuity Plans completed

3

UC Regents ICPs  
(UCSF, UCLA, UCSD)



379

Virtual attendees at the Standing Together Against Anti-Asian Violence forum in March 2021

Active Threat Training  
Town Hall with:

346 attendees and 42 departments



## UC SANTA BARBARA

### COVID 19 Response & Recovery

- Continued coordinating the campus response/recovery to the COVID 19 pandemic (ongoing).
- Coordinated the COVID 19 After Action Report process (ongoing).

### Response Operations

- Emergency Operations Center (EOC) openings highlights:
  - Halloween and Deltopia openings.
  - Alisal Wildfire (October 2021).
  - Tonga Tsunami (January 2021).
- Hazardous Materials Responses:
  - Chemistry Spill (January 2021).
  - Elings chlorine gas event (November 2021).

### Planning & Preparedness

- Coordinated the Emergency Planning Committee Monthly Meetings with timely exercises and topics including wildfire, tsunami, and hostile intruder.
- Recruited, hired, and onboarded new Mission Continuity Specialist.
- Coordinating with the Division of Student Affairs to pilot a continuity planning approach that will include the development and finalization of 36 departmental continuity plans.
- Coordinated with departments to help identify mission continuity lessons learned for plans developed pre-March 2020.
- Developed a campus continuity map to track the status of department operations during the pandemic shutdown and subsequent return to onsite campus operations.
- Continued the development of the UC Santa Barbara Business Impact Analysis with key campus partners.



### Office of Emergency Management

UCSC Office of Emergency Management (OEM) is in the process of re-evaluating the program, priorities, and initiatives based upon business needs and resource changes. OEM is evaluating all plans and procedures to ensure that they align with institutional expectations, the Office of the President Community Safety Plan, and direction from UCSC senior leadership.

### Planning & Preparedness

- Supported ongoing COVID-19 response and recovery operations.
- Developed and finalized campus Evacuation Plan Annex.
- Issued first ever Mass Evacuation/Sheltering Survey to obtain data about resource needs.
- Updated emergency preparedness outreach and education material.
- Developed UCSC Emergency Response Guide and updated Department Emergency Action Plan template.
- Created a database which tracks progress/contacts/expiration of business continuity plans and department Emergency Action Plans.
- Created a new business continuity eLearning training module with input from systemwide colleagues
- Formulated a continuity-focused working group to address areas of concerns that impact multiple departments (housing, dining, etc.).



# 50k+

COVID saliva tests issued since January 2022



# 280

Instructional spaces prepared by OEM and EHS staff for Fall 2021 (air purifiers, hand sanitizer, face coverings, COVID-19 signage)

### Campuswide Mass Evacuation/Sheltering Survey



# 25,260

People Surveyed

# 12,604

Results Received



Business Continuity Trainings **12**

Completed & Approved Business Continuity Plans **6**

AED Coordinators trained **28**





## NFPA 1600 Self-Assessment - Campus Locations

This section summarizes the degree of systemwide compliance with the National Fire Prevention Association's *Standard on Continuity, Emergency, and Crisis Management (2019)*. Percentages and trends are based on each campus location's self-assessment of the twenty program elements and associated criteria. Downward trends this reporting period can primarily be attributed to the impact of COVID-19 response and recovery activities on the specific program elements that require ongoing attention.

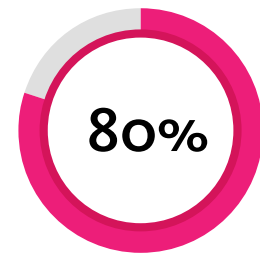
### Percent of campuses fully or substantially conforming with the listed program element and associated criteria:



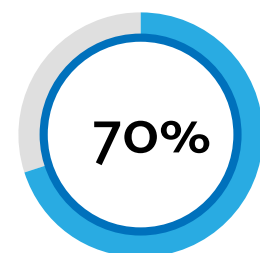
- Program Coordinator/Manager (+0%)
- Compliance with Laws/Requirements (+0%)
- Crisis Management (+10%)
- Crisis Communications and Public Information (+10%)
- Warning, Notifications and Communications (+0%)
- Emergency Operations/Response Plan (+0%)



- Exercises and Tests (-10%)
- Program Maintenance and Improvement (+0%)



- Program Management (-10%)
- Employee Assistance and Support (-10%)



- Finance and Administration (-20%)
- Planning and Design Process (-20%)
- Hazard Vulnerability Assessment (-30%)
- Incident Prevention and Hazard Mitigation (-20%)
- Incident Management (-20%)

### Biggest movements from 2020 to 2022:



#### Strongest Growth

- Business Continuity (+20%)
- Crisis Management (+10%)
- Crisis Communications and Public Information (+10%)



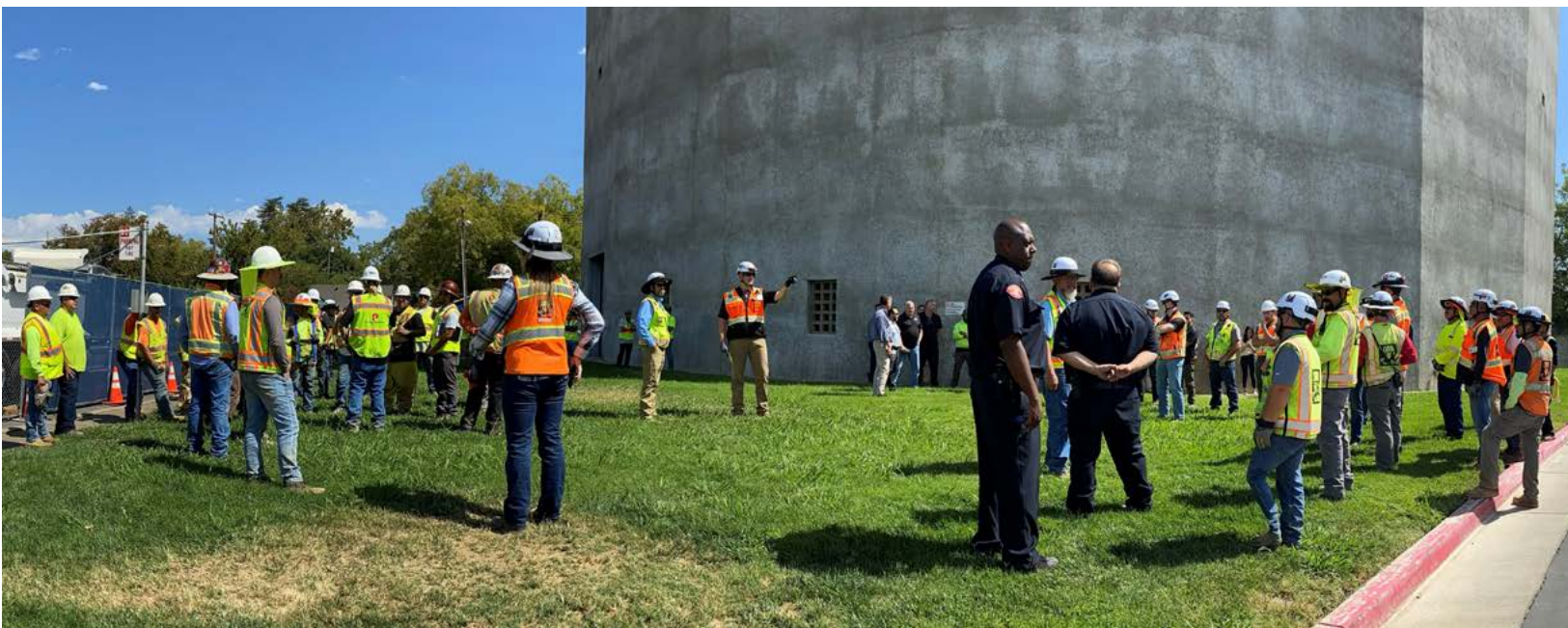
#### Biggest Declines

- Training and Education (-40%)
- Hazard Vulnerability Assessment (-30%)



SECTION III

# Health Locations



**UC DAVIS HEALTH** | Emergency Management

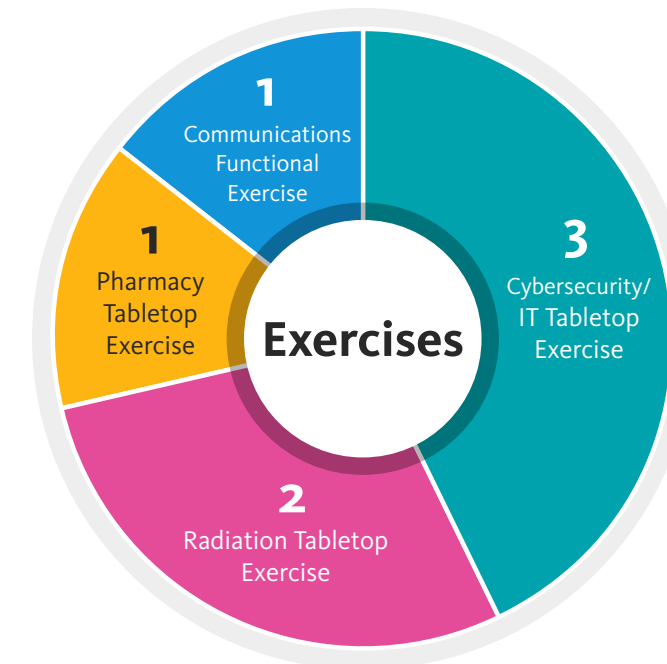
**COVID-19 Response & Recovery**

- Continued to respond to COVID-19 with 91 Command Center meetings throughout the year.
- Used the EM process with COVID Surge and Crisis Standards of Care Plans to develop specific plans to respond to the national Blood Shortage.

**Planning & Preparedness**

- Hired and onboarded Emergency Management Coordinator.
- Hired and onboarded Business Continuity Planner.
- Facilitated successful relocation and reoccupation of two ambulatory clinic buildings, patients, and staff with no injuries and minimal operational / patient care disruption.
- Created UCDH Building spreadsheet to assess building assets, resources, and hazards.
- Created location-based Hazard Vulnerability Analysis for Ambulatory Building Locations, research based facilities, the School of Medicine, and the School of Nursing.
- Updated Emergency Operations Plans and Continuity of Operations Plan in line with updated Joint Commission (TJC) standards.
- Completed successful triennial reaccreditation survey from TJC with zero findings in the Emergency Management chapter for the Hospital, Ambulatory, Home Care Services, and Home Infusion Programs.
- Utilized business continuity program and tools in multiple Command Center activations: COVID-19 Staffing Shortage, Multiple Clinic/Building Evacuations, Multiple Planned/Unplanned IT Outages.
- Launched Business Continuity program in School of Medicine and School of Nursing.
- Created Business Continuity Plan for Medline (primary medical supplier).

Hospital Command Center Activations 2021 – 2022		
Activation Event Type	Number of Events	Affected Group(s)
EMR Disruption	5	IT / Hospital / Ambulatory
Clinic Relocation	2	Ambulatory
Emerging Infectious Disease (COVID and Monkeypox)	2	Hospital / Ambulatory / Home Care Services / Schools of Medicine and Nursing / Research
Internal Flood	1	School of Medicine
Power Interruption	1	Hospital
Staff Shortage	1	Hospital / Ambulatory





### COVID-19 Response and Recovery

- Facilitated all Hospital Command Center meetings to support incident response to the COVID-19 pandemic.
- Coordinated demobilization of alternate care spaces and surge resources to comply with regulatory requirements.

### Training & Exercises

- Facilitated two mass casualty surge exercises (one tabletop and one functional exercise) with members of leadership, the Emergency Department, Operating Room, Trauma Services, and other supporting departments. The scenario was based on an active shooter event in the community which generated 25 critical and non-critical patient transports to UCI Medical Center.
- Conducted Business Continuity training and awareness with key stakeholders of the Emergency Management (EM) Committee which includes physician and nursing leaders, IT, support services, HR, and other multidisciplinary partners.

### Collaboration and Coordination

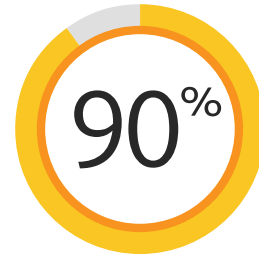
- Successful Joint Commission accreditation survey with no findings in the Emergency Management chapter.
- Addition of an EM utility response truck that has been designed and built out for an all-hazards response. During an incident, the vehicle can quickly deploy resources to clinics throughout the county or support other organizations in the region.
- Hired and onboarded a Business Continuity Specialist to facilitate the planning and oversight of business continuity planning for all of UCI Health.
- Developed a Business Continuity Steering Committee to help drive planning initiatives and provide advisory guidance and oversight to program.



15

Emergency preparedness trainings conducted

Completion of preventative maintenance and testing of disaster equipment and supplies



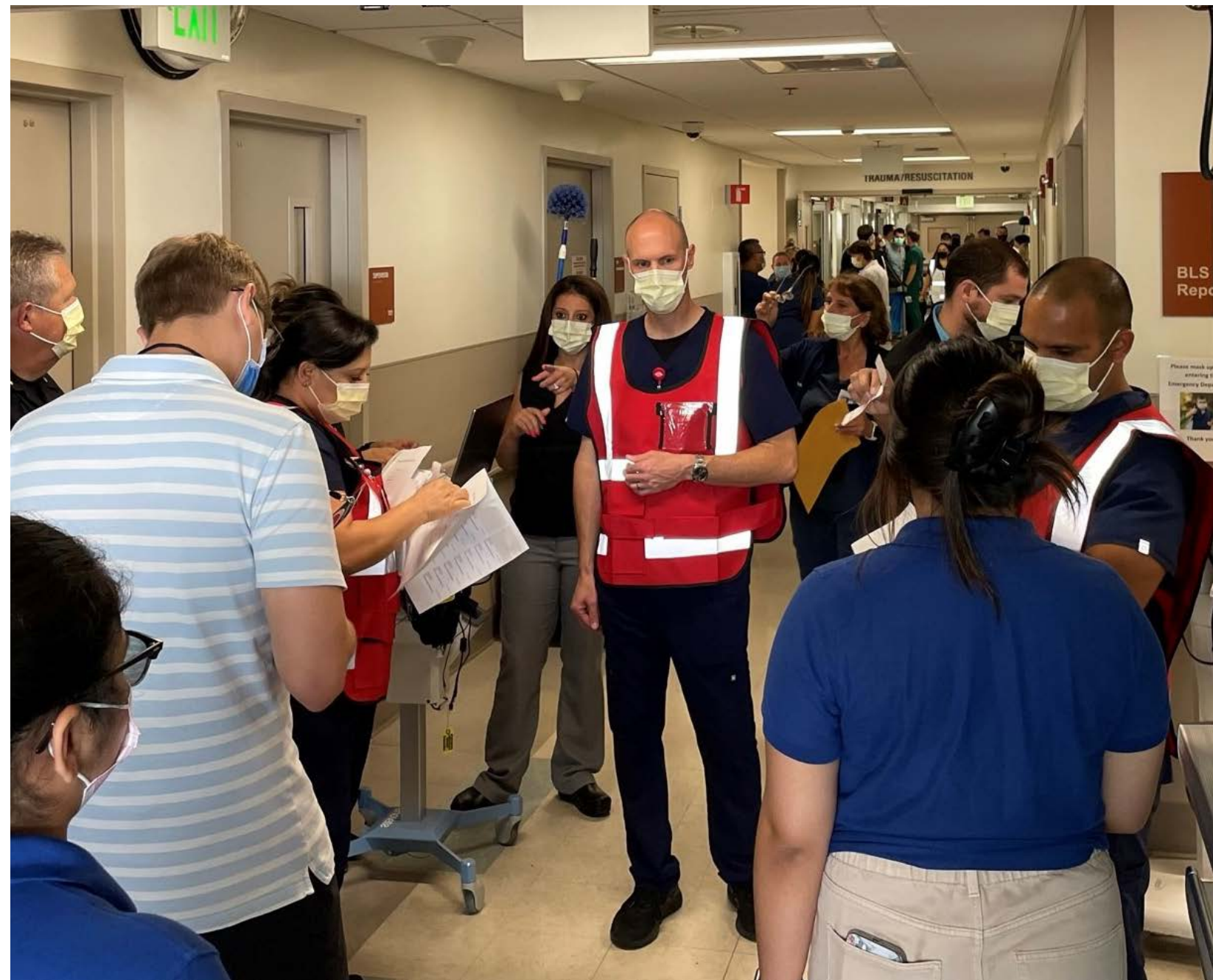
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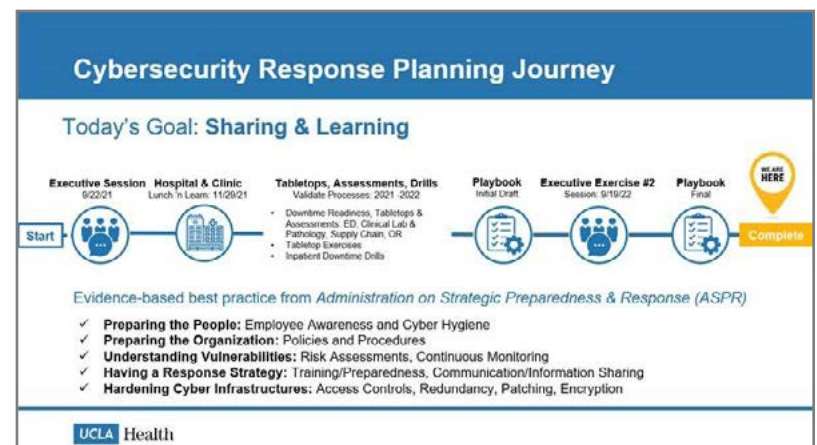
Business Continuity department level interviews and plans completed and uploaded into UC Ready



100%

Plans completed for departments identified as Tier 1 critical units in Business Impact Analysis





# UCLA Health

## Planning & Preparedness

- Completed a multidisciplinary planning effort to develop a comprehensive Family Reunification Plan for UCLA Health.
- Collaborated with UCLA Health IT to lead a cybersecurity response planning initiative, which culminated in the creation of a Ransomware Cyberattack Playbook.
- Coordinated a successful continuity plan for a series of normal power shutdowns at Ronald Reagan UCLA Medical Center to perform urgent infrastructure maintenance.
- Provided ongoing support to implement and refine patient surge plans, including shared room activation and demobilizations, emergency department overflow and alternate care sites.
- Met or exceeded all grant deliverables including a successful on-site audit of grant-funded assets.
- Completed updated inventory of disaster cache supplies/equipment, and reorganized assets in a central storage location.

## Training & Exercises

- Resumed in-person Decontamination Team initial training and quarterly don/doff refresher trainings.
- Continued presenting Emergency Management session in the Nursing Leadership Fellowship Program curriculum.
- Continued Hospital Incident Command System (HICS) education for new UCLA Health leaders.
- Maintained ongoing Leadership Tabletop series for highest risk hazards on Hazard Vulnerability Analysis, including the development of a collaborative active shooter scenario in coordination with UCPD and Health System Security.

- Participated in a County-wide Family Reunification Center exercise to validate the newly developed UCLA Health Family Reunification Plan and test the functionality of the Family Reunification Module in ReddiNet.

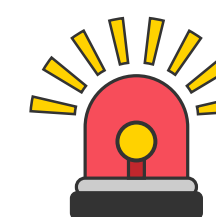
## Emerging Infectious Disease (EID) Program Accomplishments

- Launched development of several Virtual Reality Training modules for Ebola/special pathogens response to extend the reach and augment hands-on training for response team members.
- Continued regular in-person EID Response Team trainings to maintain donning and doffing as well as other core competencies for special pathogens responses.

### Exercises/Drills Conducted

• Monthly leadership tabletops	7
• Emergency department mass casualty drills	11
• Hospital-wide EMR Downtime drills	4
• Shakeout Earthquake drills	2
• Department based disaster drills	2
• Family Reunification tabletop exercise	1
• Ransomware executive tabletop exercise	1

**TOTAL 28**



**40** Code Triage Activations  
(9 internal + 12 external)

**48** Department Emergency Response Plans Updated

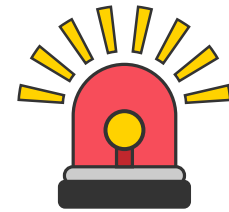
# UC San Diego Health

## Planning & Preparedness

- Working to bridge existing gaps and build resilience to cyber incidents within UC San Diego Health and the healthcare sector in San Diego County.
  - UC San Diego Health founded the Hospital Cyber Workgroup (now part of the San Diego Healthcare Disaster Coalition) and led regional resiliency efforts along with local hospital partners.
- Completed Cybersecurity Annex
  - Cybersecurity Tabletop Exercise with Executive Leadership.
  - Cybersecurity Tabletop Exercise with Council of Chairs.
- Completed COVID-19 After Action Report.
- Revised all EM/BC policies to meet new standards of The Joint Commission.
- Revised and updated business continuity policy.
- Worked with departments to incorporate lessons learned from COVID-19 into their existing business continuity plans.
- Business Continuity plans will be developed and evaluated for the top 20 essential departments throughout the upcoming fiscal year.
  - All-hazards approach, with emphasis on continuity of operations during a cyber incident.

## Training & Exercises

- Participated in San Diego County Full Scale Earthquake Exercise
  - UC San Diego Health preparations included an internal Tabletop Exercise to provide the UC San Diego Health Hospital Incident Management Team (HIMT) and leadership with training on the Triage by Resource Allocation for Inpatients (TRAIN) tool, and to review the UC San Diego Health Earthquake Response and Evacuation Plan.
- Offered Incident Management Trainings
  - Incident Command System (ICS) 100, 200, 700.
  - Hospital Incident Command System (HICS) Basics.
  - Incident Command Survival Guide for Administrators on Call (AOC).
  - Emergency Operations Plan Pocket Guide for AOCs and House Supervisors.
  - Preparedness Training.
  - Evacuation Equipment Training.
- Conducted continuity-specific tabletop exercise with executive team.



65

Code Activations

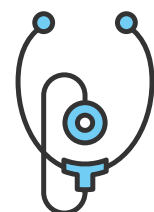
101

Evacuation Device Training participants



102

EM Skills Day participants



178

Nurse Residency EM Training participants





## UCSF Health

### Emergency Management

#### COVID-19 Response & Recovery

- During the COVID pandemic, Emergency Management (EM) team has been highly involved with Hospital Incident Command System duties to ensure the continuity of operations.

#### Planning & Preparedness

- Established a new, system-wide EM Committee, co-chaired by the EM Director and Chief Nursing Executive.
- Secured grant funding from Cal OES for High-Frequency radios that will support and connect each UCSF hospital locations (Parnassus, Mount Zion, Mission Bay, and Oakland).
- Developed new Department Emergency Checklist that supports units/departments in initial stages of an emergency and additionally can serve as a Departmental Status Report for the Incident Management Teams.
- Enjoyed a successful triennial TJC survey that resulted in zero findings for the Emergency Management program.
- Redesigned and updated unit emergency supply kits to meet current needs and present-day space concerns.
- Formed Unit Resiliency Workgroup, a collection of UCSF leaders and frontline staff charged with developing and/or improving resiliency processes.
- Revised department Emergency Action Plan (EAP) template. This plan is a critical resource for department units during a continuity of operations activation, as it provides initial mitigation guidance to respond to emergencies.
- Established new process to contact the managers of 330+ in/out patients, clinics, and labs to ensure department EAPs are reviewed, graded for quality, and annually updated.

- In partnership with Clinical Lab team, completed a Business Impact Analysis of the Hematology lab at the Mission Bay campus. Developing a Business Continuity Plan with the Hematology lab that will serve as a template for all clinical labs at UCSF hospital campuses.

#### Training & Exercises

- Collaborated with IT Security Department to conduct a two-part tabletop exercise focused on cybersecurity. Part One was focused on the technical, IT response and Part Two on the operational response.



4

Real World Activations

4

Exercises Conducted

(Great ShakeOut, ICE Response, Cybersecurity, Active Threat)

8

Training sessions  
with Pediatric  
ED Nurses

1

MedSled  
Train-the Trainer

SECTION IV

# Agriculture



# UNIVERSITY OF CALIFORNIA Agriculture and Natural Resources

## Planning & Preparedness

- Completion of a multi-year National Institute of Food and Agriculture grant project wherein academics and staff collaborated to publish and distribute an emergency guidebook and resources, [Disaster Happen: Preparing UC ANR to Respond to Disasters in California Communities](#).
  - Maintenance of the Disasters Happen webpage as a central repository of preparedness, response, and recovery resources.
  - Capacity building by hiring disaster recovery advisors (academics) who work with and alongside their communities and local stakeholders to increase resiliency.
- Continued tracking and response to wildfires, smoke/air quality, power shutoffs, and any disruption causing impact or closure to ANR sites.
- Continued education, messaging, and trainings—provided statewide—to increase personal awareness and enhance preparedness.
- Resiliency Retrospective & Lesson Learned: Ongoing conversations with entire ANR footprint on how locations and their programs/services were impacted during various stages of the pandemic. The overarching goal is to help facilitate the updating of continuity planning actions allowing locations to more easily navigate changes in protocol or capability.
- Fully resumed/reopened all varieties of in-person and field operations/programming statewide.
- Used innovative mechanisms for remote programming and clientele interaction.



Monthly meetings of ANR's  
Emergency Response Team



Behavioral Intervention Team  
(BIT), ongoing case-based  
meetings and mediation



Formation of academic/  
staff cohorts with expertise  
in select fields of disaster  
preparation, response  
and mitigation



SECTION V

# National Labs



## BERKELEY LAB

### Planning & Preparedness

- Completely revised Comprehensive Emergency Management Plan (CEMP), Continuity Plan and related sub-plans.
- 24 Type IV Emergency Response Organization Activations in 2022.
- Implemented Readiness & Resiliency Working Group.

### Training & Exercises

- Conducted two successful Full-Scale Exercises:
  - Active Threat (July 2021): Response partners included UC Berkeley Police Department and Alameda County Fire Department.
  - Wildfire/Zone Evacuation (Sept 2022): Response partners include Berkeley Fire Department, Alameda County Fire Department, and surrounding jurisdictions.
    - Practiced communications to Department of Energy Watch Office.
    - Issuance of protective actions: Shelter in Place vs Evacuate.
- Conducted 8 personnel accountability drills.
- Managed 81-day liquid nitrogen shortage continuity event, without significant impact to research.
- Conducted Incident Command System 300 course, BET Program training, and accountability drills.



24

Type IV Emergency Response Organization Activations in 2022

22

Critical Incident Management Group activations



40%

Liquid nitrogen deliveries were 40% of normal for 81 days, incident was managed w/out significant continuity impacts