

PART 2 EMERGENCY RESPONSE ORGANIZATION, FUNCTIONS, & EXPECTATIONS

Table of Contents

| | |
|--|----|
| EOC CRITICAL FUNCTIONS | 1 |
| INCIDENT COMMAND SYSTEM PURPOSE | 2 |
| ICS Structure | 2 |
| EOC Branches | 2 |
| EXPECTATIONS OF EOC INCIDENT MANAGEMENT TEAM | 3 |
| Figure 1: EOC Organization Chart | 5 |
| Responsibilities | 6 |
| CHANCELLOR, POLICY GROUP & ADVISORS | 6 |
| Responsibilities | 12 |
| COMMAND STAFF | 12 |
| Responsibilities | 15 |
| OPERATIONS SECTION | 15 |
| Responsibilities | 21 |
| OPERATIONS SECTION CAMPUS LIAISON UNITS | 21 |
| Responsibilities | 23 |
| PLANNING & INTELLIGENCE SECTION | 23 |
| Responsibilities | 25 |
| RESOURCES AND LOGISTICS SECTION | 25 |
| Responsibilities | 28 |
| RESOURCES AND LOGISTICS SECTION CAMPUS LIAISON UNITS | 28 |
| Responsibilities | 29 |
| FINANCE AND ADMINISTRATION SECTION | 29 |

Updated sections Highlighted

EOC CRITICAL FUNCTIONS

Emergency response management requires the establishment of a strategic Emergency Operations Center (EOC) staffed by an Incident Management Team (IMT) comprised of staff from various departments which represent critical functions of the University or have resources necessary to respond to emergencies. The EOC is activated during times of emergency, when normal operations are not sufficient to meet the immediate or overwhelming needs that occur. The EOC's critical functions are to manage and coordinate the University's immediate emergency response for:

- Life safety and protection of property and assets

- Resumption and continuation of University healthcare, research, business and educational functions
- Restoration of all operations to normal

During emergency response operations the EOC must also implement the processes to assure the recovery of expenses and losses through the federal disaster assistance programs under the Stafford Act (PL 94-288 amended)

INCIDENT COMMAND SYSTEM PURPOSE

Consistent with the California Standardized Emergency Management System, The UCSF Emergency Response Management Plan uses the **Incident Command System (ICS)**. The ICS provides an organizational structure capable of responding to all levels of emergencies from simple to complex. It also provides the flexibility to respond to an incident as it escalates and then diminishes in severity.

The purpose of the ICS is to:

- Provide an organizational structure that can grow rapidly in response to the requirements of the emergency;
- Provide the Incident Commander with the control necessary to direct and coordinate all operations and all agencies responding to the incident;
- Assign employees with reasonable expertise and training to critical functions without loss of precious time;
- Activate only those positions needed to manage a particular incident or level of incident; and
- Promote proper span of control and unity of command.

ICS Structure

UCSF's EOC is organized according to ICS and includes the Command Staff supported by four Sections: Operations, Logistics, Administration & Finance, and Planning & Intelligence. (Refer to Figure 3, UCSF EOC Organization Chart, pages 3-6)

EOC Branches

Within some of the EOC sections, branches have been created. Depending on the size of the emergency or disaster, the EOC Director or a Branch Chief may need to activate one or more units within a branch. Initially or in smaller scale disasters, only the Branch Chief may be activated. Some units within a Branch may not be physically located within the EOC when they are activated. Some provide support and coordination to the Branch Chief from their offices via phone, fax, and e-mail. Those units which may perform their functions outside of the EOC can be identified

by referring to the “Location” section on their Checklist. (Refer to Parts 5 – 9 for ICS function checklists.) Currently, the following Branches exist:

Operations Section: Buildings & Facilities Branch
Health & Medical Branch
Logistics Section: Information & Technology Services Branch

EXPECTATIONS OF EOC INCIDENT MANAGEMENT TEAM

Division Expectations: UCSF divisions, departments and units may be assigned responsibility by the Chief of Police (EOC Director) for designating staff to the Emergency Operations Center (EOC) Incident Management Team (IMT). Divisions, departments and units are responsible for assuring that designated staff assigned to the IMT will be made available for training, exercises, meetings, and activations. Divisions, departments and units are responsible for assuring the prompt designation of replacement staff assigned to the IMT when necessary and will notify the Director, Emergency Management of the change.

Staffing: Each position should at all times have one Primary and at least two alternates to enable staffing of the EOC 24 hours a day, seven days per week during an emergency. The Primary is responsible for assuring replacements are designated for themselves and alternates whenever there is a departure. The Primary is responsible for notifying the HSEM Division and Section Chief (or EOC Director if the change is within the Command Staff) of the change.

Training: Primary and alternates are equally responsible for acquiring the knowledge and skills necessary to carry out their IMT functions efficiently and effectively during a disaster. Primaries and alternates are required to participate in EOC exercises, IMT meetings and training and development. IMT members will fulfill National Incident Management System (NIMS) training requirements.

Exercises: If unable to participate in an EOC exercise, the primary is responsible for assigning one of the designated alternates to participate. Alternates should make every effort to participate in or observe at least one exercise annually.

Meetings: IMT meetings are scheduled throughout the year. Primaries and all alternates are expected to attend meetings whenever possible. However, primaries are responsible for assuring at least one member attends each scheduled meeting to assure representation of the position.

Coordination: Primaries and alternates are to maintain current work and emergency contact information on each other to coordinate coverage.

Substitution: IMT members may not substitute a representative for their assigned position with someone who is not officially registered with the HSEM Division as a primary or alternate for that position. At the discretion of the EOC Director, other UCSF staff may be assigned to IMT positions when necessary.

Emergency Notification and Activation: IMT members will maintain accurate and current work and personal emergency contact information in the UCSF Mass Notification System at all times (Refer to Appendix MNS). Upon receipt of an EOC Emergency Notification/Activation IMT members shall make every effort to respond to the Notification/Activation as instructed. Upon activation IMT members will collaborate to assure functions and assigned shifts are staffed until deactivated by the EOC Director. In the event an IMT member is unable to report to the EOC due to transportation, road and bridge damage, or due to life/safety needs of one's household, every effort should be made to notify the EOC or Emergency Communications Center (ECC).

The UCSF Emergency Operations Center Organization Chart is displayed in Figure 1. A description of the responsibilities of the positions and primary and alternate assignments to these positions are shown on Table 1, UCSF Emergency Response Assignments.

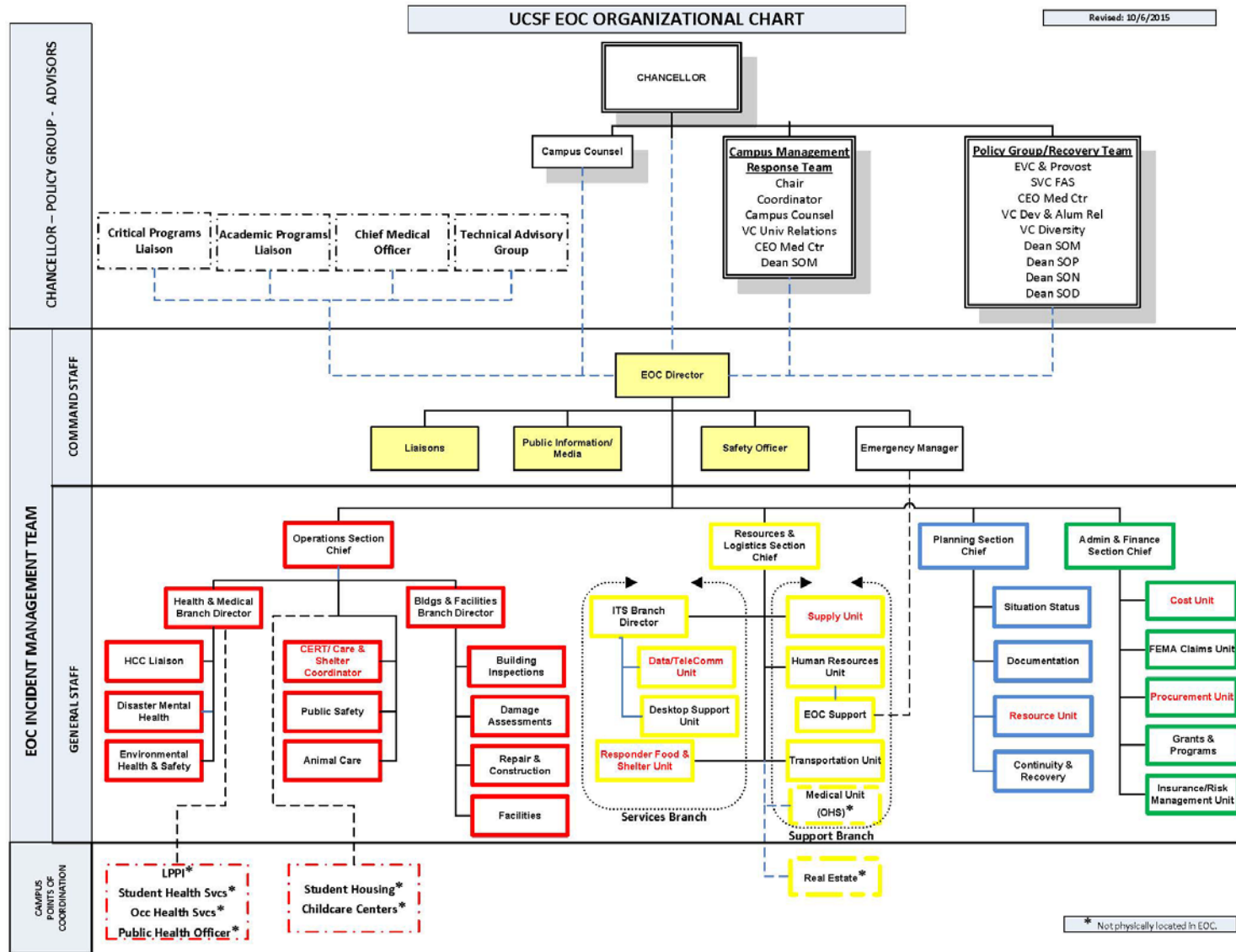


Figure 1: EOC Organization Chart

**Table 1
UCSF EMERGENCY RESPONSE ORGANIZATION
Positions and Assignments**

| Position | Responsibilities | Departments Responsible for Staffing | |
|--|---|---|---------------------------|
| | | Primary | Alternates |
| CHANCELLOR, POLICY GROUP & ADVISORS These are not EOC Staff. Chancellor, Crisis Management Response Team & Policy Group provides leadership and sets strategic policy and fiscal priorities for EOC. Advisors may recommend technical strategy. | | | |
| Chancellor | The Chancellor is the executive level leader of the UCSF Emergency Operations Center and declares a state of emergency or disaster for the University. The Chancellor provides overall direction to the EOC and represents the University to key constituents. The Chancellor may serve as the official spokesperson of the University, if needed. Coordination and communication most likely accomplished by phone and e-mail however may attend EOC meetings with EOC Director and Command Staff closer coordination. | Chancellor | Executive Vice Chancellor |
| CET-PG | The Chancellor Executive Team (CET) is the executive level oversight and strategic decision-making body for UCSF during a potential or actual crisis situation. Its members are drawn from the Chancellor's Executive Cabinet and its size is kept intentionally small to facilitate rapid, focused and decisive decision making in times of crisis. When activated, the CET is responsible for and has the authority to make strategic, financial, and policy decisions in response to the issue or event. The Chancellor Executive Team may be activated independent of or as a result of EOC activation. | Executive Vice Chancellor and Provost Senior Vice Chancellor Finance & Administration Associate Chancellor Chief Campus Counsel and Associate General Counsel Vice Chancellor Strategic Communications Vice Chancellor University Development and Alumni Affairs (UDAR) President and CEO UCSF Health Dean of School of Medicine and Vice Chancellor for Medical Affairs (Ad Hoc Members) | |

Table 1
UCSF EMERGENCY RESPONSE ORGANIZATION
Positions and Assignments

| | | | |
|--------------------------------|---|--|---|
| <p>CET-Policy Group</p> | <p>Appointed University officials that function as a strategic policy and recovery planning team; set general policy regarding overall UCSF emergency operations and recovery plan. Advise the Chancellor on large funding expenditures, capital improvement and reconstruction projects. Set priorities and authorizes recovery plan. Coordination and communication most likely accomplished by phone and e-mail however may attend EOC meetings with EOC Director and Command Staff closer coordination.</p> | <ul style="list-style-type: none"> • Executive Vice Chancellor & Provost • Senior Vice Chancellor Finance & Administration • VC Strategic Communications & University Relations • Vice Chancellor Development & Alumni Relations • Vice Chancellor Diversity and Outreach • CEO Medical Center • Dean of the School of Medicine • Dean of the School of Pharmacy • Dean of the School of Nursing • Dean of the School of Dentistry | <p>Senior Deputies & Administrators appointed by each Policy Group Member</p> |
|--------------------------------|---|--|---|

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|----------------------|---|--|--|
| | | Primary | Alternates |
| Recovery Team | Policy Group members supported by Mission Continuity Management Team members or Continuity Plan Coordinators from their departments, responsible for recovery and resumption of business operations, University education programs, research activities, major reconstruction/capital improvement programs and FEMA Disaster Relief Application process. <u>Does not report to the EOC, but becomes available as soon as the critical emergency phase subsides.</u> | <ul style="list-style-type: none"> • Executive Vice Chancellor & Provost • Senior Vice Chancellor Finance & Administration • VC Strategic Communications & University Relations • Vice Chancellor Development & Alumni Relations • Vice Chancellor Diversity and Outreach • CEO Medical Center • Dean of the School of Medicine • Dean of the School of Pharmacy • Dean of the School of Nursing • Dean of the School of Dentistry | Senior Deputies & Administrators appointed by each Policy Group Member |

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| Academic Coordinator | Represents the Faculty and Academic Program Coordinators. Assesses the impact of the emergency on academic activities and advises the EOC Director. Ensures high priority program criticality is addressed in the EOC. Coordination and communication most likely accomplished by phone and e-mail however may attend EOC meetings with EOC Director and Command Staff to achieve closer coordination. | Responsible Department: Academic Affairs Responsible Official: (VP Academic Affairs to assure Primary Position is filled) Staffing Level: Filled by staff at the AVP to VP levels. | Responsible Department: Academic Affairs and Student & Academic Affairs Responsible Official: VP Academic Affairs and VC Student Academic Affairs to assure Primary & Alt Positions are filled Staffing Level: Filled by staff at the Director to VC levels |
| Chief Medical Officer (CMO) | CMO primary responsibility is assuring delivery of care at UCSF Medical Centers. Provides advice and information on medical issues impacting the UCSF community to EOC. Advises EOC on patient care issues. Works with the Public Information Officer to speak for medical issues at UCSF. Serves to coordinate health and medical advice. May draw on designated experts from programs such as Communicable Disease, Occupational Health, Radiation Safety, Chemical Safety, Bio Safety and other specialties as needed to advise him/her. . Coordination and communication most likely accomplished by phone and e-mail however may attend EOC meetings with EOC Director and Command Staff closer coordination. | Responsible Department: Medical Center Responsible Official: CMO to assure Primary & Alt Positions are filled Staffing Level: CMO | Responsible Department: Medical Center Responsible Official: CMO to assure Primary & Alt Positions are filled Staffing Level: Associate CMO |



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| Position | Responsibilities | Departments Responsible for Staffing | |
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| Critical Programs | Coordinates information regarding Students and Student Programs. Assists with recovery of Academic Programs. Tracks the status and requests resources and other support for critical University Research Programs. This may include power, environmental stabilization, transportation of research data and/or work in progress, etc. This position ensures, as much as possible, the continuation and early restoration of critical research programs. Coordination and communication most likely accomplished by phone and e-mail however may attend EOC meetings with EOC Director and Command Staff to achieve closer coordination. | Responsible Department: Office of Research Responsible Official: VC Research to assure Primary & Alt Positions are filled Staffing Level: Filled by staff at the AVC to VC levels. | Responsible Department: Office of Research Responsible Official: VC Research to assure Primary & Alt Positions are filled Staffing Level: Filled by staff at the Director to AVC levels |
| Legal Counsel | Legal Counsel is responsible for assessing UCSF risks resulting from the emergency or from operations. This function provides professional counsel to the Chancellor and EOC Director regarding emergency actions, liability, legal procedures and possible legal eventualities. Legal Counsel is also responsible for representing UCSF in matters involving local, state and federal regulatory agencies. Coordination and communication may be accomplished by phone and e-mail however may attend EOC meetings with EOC Director and Command Staff to achieve closer coordination. | Responsible Department: Office of Legal Affairs Responsible Official: Chief Campus Counsel to assure Primary & Alt Positions are filled) Staffing Level: Filled by Chief Campus Counsel | Responsible Department: Office of Legal Affairs Responsible Official: Chief Campus Counsel to assure Primary & Alt Positions are filled) Staffing Level: Filled by Campus Counsel Attorneys |
| Technical Advisory Group (TAG) | Provides subject matter expertise and advice to UCSF Medical Center and UCSF EOC on health and medical strategies to prepare, protect, respond and recover from public health or chemical, biological, radiological, nuclear emergencies. Coordination and communication most likely accomplished by phone and e-mail however may attend EOC meetings with EOC Director and Command Staff closer coordination. | Responsible Department: Any UCSF Department or Division with subject matter experts on the immediate threat/risk (i.e.: a specific communicable disease or hazardous material) Responsible Official: Upon request from EOC Director, CMO, Chancellor or EOC Policy Group, Control Points will assure appropriate staff are assigned as TAG members based on threat. | |



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| COMMAND STAFF | | | |
| Command Staff is responsible for overall management of the incident. | | | |
| EOC Director | <p>The EOC Director activates the UCSF Emergency Operations Center. When activated, the EOC Director manages and provides direction for the EOC and with all operations of the University. The EOC Director coordinates with the CEO of the Medical Center. Specific areas of management are:</p> <ul style="list-style-type: none"> ▪ Directs EOC Command & General Staff, establishes priorities, approves Incident Action Plans, issues and policy regarding EOC operations. ▪ Maintains the overall "Situational Awareness" and facilitates a "Common Operating Picture" among emergency response personnel, the Chancellor, Chancellor's Executive Cabinet and San Francisco and State emergency management agencies. ▪ Activates and coordinates with the Campus Management Response Team, Policy Group, Recovery Team, Legal Counsel, Academic Coordinator and Critical Programs when appropriate. ▪ Provides direction for the Public Information/Media ▪ Provides direction to the Liaison to the City of San Francisco, sister Campuses and other outside agencies ▪ Has fiscal authorization for expenditures. | <p>Responsible Department: UCPD</p> <p>Responsible Official: (COP and SVC FAS to assure Primary & Alt Positions are filled)</p> <p>Staffing Level: Filled by Chief of Police</p> | <p>Responsible Department: FAS</p> <p>Responsible Official: (COP and SVC FAS to assure Primary & Alt Positions are filled)</p> <p>Staffing Level: Filled by Assistant Vice Chancellor to Vice Chancellor level executives</p> |
| Emergency Manager | <p>Serve as emergency management subject matter expert to Command Staff & General Staff in ICS, NIMS, SEMS, NRF and Homeland Security Directives. Assists EOC Command Staff in coordination with City, State and Federal Emergency Operations Centers/Officials. Works with Logistics Section HR Unit to coordinate augmentation of EOC Support Staff with UCPD civilian staff. Supports overall EOC management team and serves as EOC Deputy Director in absence of the EOC Director.</p> | <p>Responsible Department: UCPD</p> <p>Responsible Official: Dir. HSEM to assure Primary & Alt Positions are filled</p> <p>Staffing Level: Director HSEM</p> | <p>Responsible Department: UCPD</p> <p>Responsible Official: Dir. HSEM to assure Primary & Alt Positions are filled</p> <p>Staffing Level: Emergency Management Analysts to Mission Continuity Program Manager staff from HSEM</p> |

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|----------|---|--|--|
| | | Primary | Alternates |
| Liaison | Initiates and maintains contact with assisting public or private agencies (e.g. SF DEM, American Red Cross, FEMA, CalOES, other campuses, UCOP), utilizing MOU's when possible, and helps coordinate mutual aid support and assistance. | Responsible Department: Community & Government Relations Responsible Official: AVC Community & Government Relations to assure Primary & Alt Positions are filled Staffing Level: AVC Community & Government Relations | Responsible Department: Community & Government Relations Responsible Official: AVC Community & Government Relations to assure Primary & Alt Positions are filled Staffing Level: Assistant Director to Director level staff from Community & Government Relations |



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|---------------------------|--|--|--|
| | | Primary | Alternates |
| Public Information/ Media | Maintains liaison with the news media; provides news releases and other information as approved by the EOC Director, assuring that official statements are issued only by those administrators authorized to issue such statements; provides information for response to inquiries from the public relative to the disaster. Co-authorizes news media interviews and other media activities at the joint media center located in the patient meeting room at the Moffitt-Long Hospital. Coordinates with the UCSF Medical Center regarding news releases and internal messages to staff and employees. Disseminates information to all UCSF staff. Activates the Campus Emergency Hotline. | Responsible Department: Strategic Communications & University Relations Responsible Official: VC Strategic Communications & University Relations to assure Primary & Alt Positions are filled Staffing Level: Assistant Director to AVC level staff from Public Affairs or Strategic Communications | Responsible Department: Strategic Communications & University Relations Responsible Official: VC Strategic Communications & University Relations to assure Primary & Alt Positions are filled Staffing Level: Assistant Director to AVC level staff from Public Affairs, Strategic Communications, Web Communications |
| Safety Officer | The Safety Officer advises the EOC Director on protecting the health & safety of EOC & response personnel. He/She creates a health and safety plan for EOC & response personnel, ensures safety messages and briefings are made, reviews the IAP for safety implications, initiates preliminary investigation of accidents within the incident area, participates in planning meetings to address anticipated hazards associated with future operations and exercise emergency authority to stop and prevent unsafe acts. | Responsible Department: OEH&S Responsible Official: Dir. OEH&S to assure Primary & Alt Positions are filled Staffing Level: Staffed by Operations Section EH&S Unit lead | Responsible Department: OEH&S Responsible Official: Dir. OEH&S to assure Primary & Alt Positions are filled Staffing Level: Staffed by Operations Section EH&S Unit Alternates |

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|---|--|--|---|
| | | Primary | Alternates |
| OPERATIONS SECTION | | | |
| The Operations Section is responsible for all activities focused on reduction of the immediate hazard, saving lives and property, establishing situational control, and restoration of normal operations. | | | |
| Operations Section Chief | The Operations Team Leader manages the field operations section including Public Safety, Facilities, EH&S, Animal Care, and LPPI. The Operations Team establishes a liaison with the Medical Center. Is responsible for the overall coordination and efficient use of field resources in emergency response. Is responsible for field operations prioritization and for managing multi-agency and departmental response. Directs the field incident commanders. Coordinates with the EOC Director in contacting outside agencies for assistance and/or mutual aid. | Responsible Department: UCPD Responsible Official: COP to assure Primary Positions are filled Staffing Level: Lt - Capt to Director level staff from UCPD | Responsible Department: UCPD & CLS Responsible Official: COP & AVC CLS to assure Alternate Positions are filled Staffing Level: Associate Director to Executive Director level staff from CLS and Lt to Director level staff from UCPD |
| Animal Care | Responsible for managing and providing animal care services, including protecting, feeding, rescue and relocation if necessary, for research animals in all campus facilities. Reports the status of animals to the EOC. Coordinates emergency response operations in conjunction with the priorities for providing Environment Health and safety to the animals. | Responsible Department: Laboratory Animal Research Center (LARC) Responsible Official: Dir. LARC to assure Primary & Alt Positions are filled Staffing Level: Manager to Director level staff | Responsible Department: Laboratory Animal Research Center (LARC) Responsible Official: Dir. LARC to assure Primary & Alt Positions are filled Staffing Level: Assoc Manager to Manager level staff |



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|---|---|--|---|
| | | Primary | Alternates |
| Building & Facilities Branch Director | Receives reports from Facilities Services (FS) Emergency Response Center (ERC) and Building Managers in the field regarding the status of UCSF buildings, properties and utilities. Coordinates emergency operations with Building and Inspections coordinator, Damage Assessment Team coordinator, Repair and Construction Coordinator, and Facilities coordinator located at the ERC for all campus utilities and facilities Reports to the Operations Section Chief and EOC Director on all CP and FS emergency operations. Helps establish EOC operational priorities and conveys them to the FS ERC for implementation. As needed may activate one or more of the Buildings and Facilities Branch Units to the EOC (Building and Inspections, Damage Assessment, Repair and Construction). | Responsible Department: Facilities Services Responsible Official: Executive Director FS and AVC CP to assure Primary & Alt Positions are filled Staffing Level: Director to Executive Director FS or Director to AVC CP | Responsible Department: Facilities Services and Capital Programs Responsible Official: Executive Director FS and AVC CP to assure Primary & Alt Positions are filled Staffing Level: Assoc to Director level staff from FS and Assoc Dir to Dir CP |
| <ul style="list-style-type: none"> Building Inspections Unit | Coordinates and directs the inspection of all campus buildings. Assigns teams and sets priorities. Receives preliminary safety reports and provides information to Situation Status and Damage Assessment. Continues to manage field inspections with contract structural engineers and assists in identifying priority projects. Provides for re-occupancy of buildings and notifies recovery team of usable facilities. Coordination and communication most likely accomplished by phone and e-mail however may be activated to the EOC Operations Section, Buildings and Facilities Branch for closer coordination. | Responsible Department: Capital Programs Responsible Official: AVC CP to assure Primary & Alt Positions are filled Staffing Level: Director to AVC level staff | Responsible Department: Capital Programs Responsible Official: AVC CP to assure Primary & Alt Positions are filled Staffing Level: Associate Dir to Director level staff |

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| Position | Responsibilities | Departments Responsible for Staffing | |
|---|--|--|---|
| | | Primary | Alternates |
| <ul style="list-style-type: none"> • Damage Assessment Unit | <p>Evaluates initial damage reports from the Building Inspections Teams. Maintain complete records and files of all damage, by building, and provides current and ongoing damage estimates and related information to the EOC Director and other EOC personnel on an ongoing basis. Coordination and communication most likely accomplished by phone and e-mail however may be activated to the EOC Operations Section, Buildings and Facilities Branch for closer coordination.</p> | <p>Responsible Department: Finance Service Center (FSC) & Facilities Services (FS)</p> <p>Responsible Official: Exec Director FSC and Director FS to assure Primary & Alt Positions are filled</p> <p>Staffing Level: Ass Dir to Director level staff from FS and FSC</p> | <p>Responsible Department: Finance Service Center (FSC) & Facilities Services (FS)</p> <p>Responsible Official: Exec Director FSC and Director FS to assure Primary & Alt Positions are filled</p> <p>Staffing Level: Analyst to Sr Business Partner level staff from FS and FSC</p> |
| <ul style="list-style-type: none"> • Repair Construction Unit | <p>Sets up and manages emergency maintenance, repair and construction projects as authorized by the EOC Director. Develops a repair/construction plan by priority. Begins documentation for FEMA disaster program requirements. Coordination and communication most likely accomplished by phone and e-mail however may be activated to the EOC Operations Section, Buildings and Facilities Branch for closer coordination.</p> | <p>Responsible Department: Capital Programs</p> <p>Responsible Official: AVC CP to assure Primary Positions are filled</p> <p>Staffing Level: Assoc Dir to AVC CP level staff</p> | <p>Responsible Department: Capital Programs and Facilities Services</p> <p>Responsible Official: AVC CP and Exec Director FS to assure Primary & Alt Positions are filled</p> <p>Staffing Level: Assoc Dir to Dir CP level staff and Assoc to Sr Assoc level FS Staff</p> |

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|---|--|--|--|
| | | Primary | Alternates |
| <ul style="list-style-type: none"> Facilities Unit | <p>Receives reports from Facilities Emergency Operations Trailer and Building Managers in the field regarding the status of UCSF buildings and properties. Coordinates and directs emergency repair and restoration operations for all campus utilities and facilities. Checks all utilities for safety and operational status. Coordinates with outside public utilities as needed. Assists with emergency power and support for all field operations and the EOC. Coordination and communication most likely accomplished by phone and e-mail however may be activated to the EOC Operations Section, Buildings and Facilities Branch for closer coordination.</p> | <p>Responsible Department: Facilities Services Responsible Official: Exec Director FS to assure Primary & Alt Positions are filled Staffing Level: Assoc Dir to Dir level Staff</p> | <p>Responsible Department: Facilities Services Responsible Official: Exec Director FS to assure Primary & Alt Positions are filled Staffing Level: Assoc to Sr Assoc level Staff</p> |
| CERT/Care & Shelter Coordinator | <p>Coordinates Campus volunteer Emergency Response Teams (CERT), Emergency Communications Teams (ECT) and Care and Shelter Teams (CAST). Collects field reports from Teams and provides assessment, recommendations and situation reports to EOC.</p> | <p>Responsible Department: UCPD Responsible Official: Dir. HSEM to assure Primary & Alt Positions are filled Staffing Level: Emergency Preparedness Analyst</p> | <p>Responsible Department: UCPD Responsible Official: Dir. HSEM to assure Primary & Alt Positions are filled Staffing Level: Police Officer, Security Guard or CERT member</p> |
| Environment Health and Safety | <p>EOC coordinator and director of EH&S field operations including verifying the status and containment of all hazardous materials, hazardous conditions, and worker safety. Coordinates UCSF Emergency Response Team (ERT) and mutual aid, local, state or federal HazMat teams to identify, contain, and clean up spills of hazardous materials and recommends emergency measures, such as evacuation, to prevent exposure to hazardous materials.</p> | <p>Responsible Department: OEHS Responsible Official: Dir. OEHS to assure Primary & Alt Positions are filled Staffing Level: Director to Safety Officer level staff from OEHS</p> | <p>Responsible Department: OEHS Responsible Official: Dir. OEHS to assure Primary & Alt Positions are filled Staffing Level: Safety Officer, Fire Marshal and Manager level staff from OEHS</p> |

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|--|--|--|---|
| | | Primary | Alternates |
| Health & Medical Branch Director | Coordinates UCSF Campus health & medical emergency response operations in support of UCSF students, faculty, staff, affiliates and visitors impacted by the emergency or disaster. Coordination may include UCSF CERT, Police, Student Health, Occupation Health and other responders, faculty and Staff with First Aid training or current health care licensure. May also coordinate with City, State and Federal disaster medical response teams. Collects and coordinate information from UCSF Medical Center HCC and LPPI. Coordinates Campus EOC operations with Student Health Services and Occupational Health. May request activation of HCC and LPPI liaisons to EOC Operations Section, Health & Medical Branch for closer coordination of EOC support to LPPI or the Medical Center. | Responsible Department: EVC & Provost Responsible Official: EVC & Provost and CEO Medical Center to assure Primary & Alt Positions are filled Staffing Level: Drawn from SOM, SON, OHS, Med Center based upon knowledge & abilities of available staff. | |
| <ul style="list-style-type: none"> Disaster Mental Health Coordinator | Coordinates Disaster Mental Health Teams (DMHT). Collects field reports from DMHTs and provides assessment, recommendations and situation reports to EOC. | Responsible Department: FSAP Responsible Official: Director FSAP (Dir. FSAP to assure Primary position is filled, requesting Alternates from EVCP & CEO Med Center) Staffing Level: Drawn from FSAP, based upon knowledge & abilities of available staff. | Responsible Department: FSAP Responsible Official: Director FSAP (Dir. FSAP to assure Primary position is filled, requesting Alternates from EVCP & CEO Med Center) Staffing Level: Drawn from FSAP, LPPI, Osher, SOM, SON, or Med Center based upon knowledge & abilities of available staff. |
| <ul style="list-style-type: none"> Hospital Command Center Liaison | Provides situational status reports on an ongoing basis to the EOC regarding patient status, status on request for assistance to the SFDPH DOC and other hospital needs. Coordinates requests for support from the EOC which cannot be met through the SFDPH DOC. Coordination and communication most likely accomplished by phone and e-mail from the HCC, however may be activated to the EOC Operations Section, Health & Medical Branch for closer coordination of EOC support | Responsible Department: Medical Center Responsible Official: Med Center Dir Emer Mgmt to assure Primary & Alt Positions are filled Staffing Level: HCC Staff members | |

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|---------------|---|--|--|
| | | Primary | Alternates |
| Public Safety | Responsible for managing Police operations within the EOC. Works with the Police Communications Center and may communicate directly with field incident commanders and units. Coordinates all multi-agency incidents in which Police function as the Incident Commander. Has primary authority for establishing priority for field response, police resource allocation. Manages and directs all field medical emergency response including field emergency triage, medical transportation, first aid, deaths, and casualty counts. Coordinates the allocation of medical resources. Monitors and documents injury and death reports. | Responsible Department: UCPD Responsible Official: COP to assure Primary & Alt Positions are filled Staffing Level: Lt - Capt level staff from UCPD | Responsible Department: UCPD Responsible Official: COP to assure Primary & Alt Positions are filled Staffing Level: Lt - Capt level staff from UCPD |

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|--|--|--|--|
| | | Primary | Alternates |
| OPERATIONS SECTION CAMPUS LIAISON UNITS | | | |
| The following UCSF units liaison with the EOC Operations Section to coordinate their emergency response operations with the EOC, request additional resources, and share situational awareness in order to contain or eliminate the immediate hazard, save lives and property, establishing situational control, and restoration of normal operations. These units are not assigned to the EOC, coordinating via phone and e-mail. However they may be requested to attend briefings and meetings. | | | |
| Langley Porter Psychiatric Institute Liaison | LPPI primarily coordinates hospital and patient care requirements through HCC. Provides situational status reports on an ongoing basis to the EOC regarding patient status and hospital needs. Coordinates requests from LPPI which cannot be met through the HHC with the EOC. Coordination and communication most likely accomplished by phone and e-mail from the HCC however may be activated to the EOC Operations Section, Health & Medical Branch for closer coordination of EOC support. | Responsible Department: LPPI Responsible Official: Mgr. LPPI EH&S to assure Primary & Alt Liaisons are filled Staffing Level: LPPI HCC and EH&S staff | |
| Occupational Health Liaison | Occupational Health Services (OHS) provides situational status reports on an ongoing basis to the EOC regarding OHS in support of hospital and campus emergency response operations. Coordinates requests for resources which cannot be met through the HHC with the EOC. Coordination and communication most likely accomplished by phone and e-mail however may be activated to the EOC Operations Section, Health & Medical Branch for closer coordination. | Responsible Department: OHS Responsible Official: Dir. OHS to assure Primary & Alt Liaisons are filled Staffing Level: Occupational Health Services (OHS) staff | |
| Public Health | Provides Public Health recommendations/advice during public health emergencies including recommendations/advice on prevention, safety, public health information, Zoonotic disease and animal health concerns resulting from disasters. This function may be provided through the Office of Environment, Health and Safety. Public Health recommendations are coordinated with Technical Advisory Group Recommendations when available. Coordination and communication most likely accomplished by phone and e-mail however may be activated to the EOC Operations Section, Health & Medical Branch for closer coordination. | Responsible Department: OEHS Responsible Official: Dir. OEHS to assure Primary Liaison is filled, requesting Alternates from EVCP & CEO Med Center Staffing Level: OEHS - Public Health Officer | Responsible Department: EVCP & CEO Med Center Responsible Official: Upon request from Dir. OEHS, EVCP & CEO Med Center to assure alternates with MPH identified Staffing Level: Drawn from SOM, SON, OHS, Med Center based upon knowledge & abilities of available staff. |

**Table 1
UCSF EMERGENCY RESPONSE ORGANIZATION
Positions and Assignments**

| Position | Responsibilities | Departments Responsible for Staffing | |
|------------------------|--|--|------------|
| | | Primary | Alternates |
| Student Health Liaison | Student Health & Counseling Services (SHCS) provides situational status reports on an ongoing basis to the EOC regarding SHCS operations and student health and medical needs resulting from the emergency. Coordinates requests for resources with the EOC. Coordination and communication most likely accomplished by phone and e-mail however may be activated to the EOC Operations Section, Health & Medical Branch for closer coordination. | Responsible Department: Student Health & Counseling Services (SHCS) Responsible Official: Dir. SHCS to assure Primary & Alt Liaisons are filled Staffing Level: SHCS RN or MD | |
| Housing | Housing provides situational status reports on an ongoing basis to the EOC regarding SH operations, facilities and resident needs resulting from the emergency. Coordinates requests for resources with the EOC. Coordination and communication most likely accomplished by phone and e-mail however may be activated to the EOC Operations Section for closer coordination. | Responsible Department: Housing Services Responsible Official: Dir. Housing to assure Primary & Alt Liaisons are filled Staffing Level: Housing Staff Analysts to Director. | |
| Child Care Centers | Campus life Services, Wellness & Community Services, Family Services Division oversees the operations of four on-campus child care centers serving the UCSF community via third party contractors. During emergencies CLS contracted Childcare centers are responsible for the health and safety of the children under their care. Prolonged emergencies disaster may necessitate coordination of care and shelter resource support by the UCSF EOC to the Child care Centers, or child care center services to the children of UCSF personnel engaged in emergency response operations. | Responsible Department: Campus Life Services Responsible Official: Executive Director, Campus Life Services/ Wellness & Community Services to assure Primary & Alt Liaisons are filled Staffing Level: Family Services Manager to Child Center Directors. | |



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|---|---|--|------------|
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| PLANNING & INTELLIGENCE SECTION | | | |
| The Planning Section collects, evaluates, and disseminates incident situation information and intelligence to the EOC Director and incident management personnel, prepares status reports, displays situation information, maintains status of resources assigned to the incident, and develops and documents the Incident Action Plan (IAP) based on guidance from the EOC Director. | | | |
| Planning & Intelligence Section Chief | The Planning & Intelligence Section Chief oversees the Incident Action Planning process. Assures essential information and intelligence on emergency response operations, logistics, finance are documented in daily reports including status of facilities, damage and repairs. Monitors local, regional, state and federal situation reports and briefing materials for use in EOC briefings. Develops situation report, shift briefings, and other reports for use by the EOC Director. Facilitates demobilization and recovery planning. | Responsible Department: Campus Planning Responsible Official: AVC Campus Planning to assure Primary & Alt Positions are filled Staffing Level: Associate Dir and above | |
| Continuity & Recovery Unit | Supports the Operations Section Chief, EOC Director and Recovery Team in identification essential and critical services & programs from UC Ready Mission Continuity Plans. Assist in defining Enterprise Mission Continuity Priorities amongst and within emergency/disaster impacted departments and divisions. Assists in the development of recovery plans, priorities and strategies. | Responsible Department: UCPD Responsible Official: Dir. HSEM to assure Primary Positions are filled Staffing Level: UCPD/HSEM Mission Continuity Program Manager | |
| Documentation Unit | Collects/receives information from EOC staff, Department Operations Centers and emergency Response Teams and maintains EOC Situation Status Log, status boards and visual displays. Supports the Situation Status Unit in identifying and routing information for the Situation Reports. Supports Section Chief in disseminating information throughout the EOC. Coordinates with the Buildings and facilities Branch and Facilities Services Customer Service Center to receive damage assessment, building inspection, repair & construction, and utilities status reports. Tracks all requested, active, and completed response and recovery task/objectives and provides reports, tables, maps or images for Incident Action Plan and Situation Reports. | Responsible Department: Program Management Office Responsible Official: PMO Executive Director to assure Primary & Alt Positions are filled Staffing Level: Program Management Office Analysts and above | |
| Resource Unit | Establishes all incident check-in activities, prepare resource status information; maintain displays, charts and lists that reflect the current status and location of resources, transportation, and support vehicles; and to maintain a master check-in list of resources assigned to the incident. | Responsible Department: Audit & Advisory Services Responsible Official: Director Audit & Advisory Services to assure Primary & Alt Positions are filled Staffing Level: Audit & Advisory Services Auditors and above. | |



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| Situation Status Unit | Situation Status receives and maintains updated field reconnaissance information on the status of all field operations, damages assessment information, numbers of people injured, evacuated, and outside events including weather information that may affect field operations. Information is posted on maps and status boards in the EOC. Identifies inaccuracies and inconsistencies in reports and clarifies miscommunications. Provides ongoing status reports of the emergency situation and the resources assigned to it and maintains EOC Master Log | Responsible Department: Campus Planning Responsible Official: AVC Campus Planning to assure Primary & Alt Positions are filled Staffing Level: Campus Planning Analysts & above | |



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| | | Primary | Alternates |
| RESOURCES AND LOGISTICS SECTION | | | |
| The Logistics Section is responsible for all support requirements needed to facilitate effective and efficient incident management, including ordering resources from off-incident locations. It also provides or acquires facilities, transportation, supplies, equipment maintenance and fuel, food services, communications and information technology support. | | | |
| Resource & Logistics Section Chief | The Resources & Logistics Team Chief coordinates the timely provision of personnel, equipment, supplies, temporary space, and communications (IT and voice) in support of emergency operations and recovery. Coordinates delivery, set-up and management of emergency responders & EOC staff feeding and shelter. Coordinates with Occupational health Services in the development of a medical plan and services for emergency responders & EOC staff. Coordinates with Finance Section for purchasing/contracting and budgeting for funding authorization. | Responsible Department: Supply Chain Management Responsible Official: Associate Vice Chancellor Supply Chain Management in collaboration with the CIO to assure Primary and Alternate positions filled Staffing Level: Supply Chain Management* Associate Director and above * Formerly Campus Procurement and Contracting and Distribution, Storage and Mail | Responsible Department: Information Technology Services Responsible Official: Upon request from Associate Vice Chancellor Supply Chain Management CIO to assure Alternate positions filled Staffing Level: Associate Director and above |
| Information Technology Services Branch | Responsible for assessing enterprise IT network and telecommunications operational status, capacity, damage and needs. Provides situational awareness to the Logistics Chief. Provides strategic and tactical management and coordination of enterprise IT and Telecommunications repair and recovery including the distribution of ITS resources/capacity to support/meet response operations. Activates and oversees the Communications Unit (Formerly IT Branch Assistant) and Desktop Support Unit | Responsible Department: Information Technology Services Responsible Official: CIO to assure Primary & Alt Positions are filled Staffing Level: Information Technology Services MSP, Associate Dir, Director and above | |

**Table 1
UCSF EMERGENCY RESPONSE ORGANIZATION
Positions and Assignments**

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|---|---|---|--|
| | | Primary | Alternates |
| <ul style="list-style-type: none"> Data/Telecommunications Unit (Formerly IT Branch assistant) | Responsible for maintaining campus voice communications (VOIP, POTS, Cellular) and network/computer information systems, including; assessing system status; initiating emergency repair and recovery; and providing information to support emergency response and recovery operations, as requested by the EOC. | Responsible Department: Information Technology Services Responsible Official: CIO to assure Primary & Alt Positions are filled Staffing Level: Information Technology Services managers and above. | |
| <ul style="list-style-type: none"> Desktop Support Unit | Assists EOC staff in the set-up and networking of laptops, desktops, printers, copiers, facsimile, satellite internet and other hardware/software. | Responsible Department: Information Technology Services Responsible Official: CIO to assure Primary & Alt Positions are filled Staffing Level: Information Technology Services Technicians | |
| EOC Support Staff | The EOC Support Staff are assigned to the EOC Director. Their primary responsibilities include setting up the EOC if activation occurs during normal working hours (8:00 AM 5:00 PM, M-F). They arrange for EOC staff support, and serve as the primary internal staff contact for the EOC. They monitor internal EOC operations to ensure the completion of transfer and exchange of information between teams. They establish EOC security. | Responsible Department: UCPD Responsible Official: Chief of Police & Director Homeland Security Emergency Management Staffing Level: UCPD Admin Assistants and above. | Responsible Department: Each Department staffing EOC Responsible Official: Each departments responsible official to assign EOC support staff to their respective EOC Functions as needed. Staffing Level: Admin Assistants and above. |

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| Position | Responsibilities | Departments Responsible for Staffing | |
|--|--|--|------------|
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| Human Resources Unit | Determines and maintains records of status of UCSF employees, as needed. Provides personnel support by filling staffing needs using new hires, volunteers, and temporary services as necessary. Maintains personnel records and handles claims and other personnel matters and issues. Forwards all records of hours worked to accounting for inclusion in the expense report, and maintained for FEMA disaster program requirements. Coordinates emergency services, mental health care, and crisis counseling. | Responsible Department: Human Resources Responsible Official: AVC HR to assure Primary & Alt Positions are filled Staffing Level: Manager to Directors | |
| Responder Food & Shelter Unit (Formerly Care & Shelter Unit) | Responsible for providing rest areas and, as needed, sleeping facilities and arranging meals for campus EOC and emergency response workers. Responsible for obtaining and allocating food and water supplies to support emergency staff needs. Coordinates with Admin Finance Section to purchase or contract for meals from caterers and vendors. May also coordinates with the Medical Center to obtain hot meals from the hospital, if available, to supplement food for emergency workers. | Responsible Department: Supply Chain Management Responsible Official: Associate Vice Chancellor Supply Chain Management to assure Primary and Alternate positions filled Staffing Level: Analyst to Managers and above | |
| Supply Unit (Formerly Equipment & Supplies Unit) | Responsible for procuring and distributing the equipment and supplies (including general population care & shelter supplies) requested by the EOC Director and/or Operations Team Lead, required to support campus emergency response and recovery activities. Coordinates with Finance in the record keeping and planning and budgeting for funding authorization. Maintains records for FEMA funds. | Responsible Department: Supply Chain Management Responsible Official: Associate Vice Chancellor Supply Chain Management to assure Primary and Alternate positions filled Staffing Level: Analyst to Supervisors and above | |
| Transportation Unit | Responsible for providing transportation to support emergency operations, including transport of emergency personnel, equipment and supplies, and injured persons; managing the campus pool vehicles, shuttle service, and parking operations, garage, and coordinating the provision of municipal transit services to campus. Maintains inventory of all available transportation (vehicles) and support (fuel, supplies, and drivers). | Responsible Department: CLS Parking & Transportation Responsible Official: Dir Parking & Transportation to assure Primary & Alt Positions are filled Staffing Level: CLS Parking & Transportation managers and above | |

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| Position | Responsibilities | Departments Responsible for Staffing | |
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| Medical Unit | Whereas NIMS assigns responsibility for emergency responder medical services, including inoculations to the Logistics Section, at UCSF, the Operations Section Health and Medical Branch fulfills this function. | Responsible Department: EVC & Provost Responsible Official: EVC & Provost and CEO Medical Center to assure Primary & Alt Positions are filled Staffing Level: Drawn from SOM, SON, OHS, Med Center based upon knowledge & abilities of available staff. | |

| Position | Responsibilities | Departments Responsible for Staffing | |
|---|--|---|------------|
| | | Primary | Alternates |
| RESOURCES AND LOGISTICS SECTION CAMPUS LIAISON UNITS | | | |
| The following UCSF units liaison with the EOC Logistics Section to coordinate their emergency response operations with the EOC, request additional resources, and share situational awareness in order to contain or eliminate the immediate hazard, save lives and property, establishing situational control, and restoration of normal operations. These units are not assigned to the EOC, coordinating via phone and e-mail. However they may be requested to attend briefings and meetings. | | | |
| Real Estate Unit | Leases space and property for temporary relocation of displaced UCSF personnel and operations. Maintain log on status of all current leased properties and new emergency leases. Contacts UCSF leased property managers or UCSF tenants to obtain reports on property damage and occupancy status. Provides status report to Planning Section and disaster related real estate costs to the Finance Section. | Responsible Department: Real Estate Services Responsible Official: Dir Real Estate Services to assure Primary & Alt Positions are filled Staffing Level: Real Estate Services Managers and above | |

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| FINANCE AND ADMINISTRATION SECTION | | | |
| A Finance/Administration Section is established when the agency(s) involved in incident management activities require(s) finance and other administrative support services. | | | |
| Finance Section Chief | The Finance Team Leader is responsible for managing and supporting Accounting, FEMA/Insurance, Purchasing and Grants Programs. Is responsible for all financial information, accounting, immediate financial support for resources and emergency payables, and insurance management. Provides reports to the EOC Director and may continue operations and track costs during long term recovery. The Finance Section documents expenditures, purchase authorizations, damage to property, personnel time, equipment usage, injury claims, grant programs, and vendor contracting. Responsible for timekeeping and cost analysis, tracking throughout incident, and overall fiscal guidance. Reviews UCSF budget and identifies existing sources of funding for disaster expenditures. Projects expenses for emergency/disaster operations. Provides routine updates on total disaster expenditures. | Responsible Department: Financial & Administrative Services Responsible Official: SVC FAS to assure Associate Vice Chancellor s of Budget & Resource Management, Controllers Office and Supply Chain Management* designate staff for Primary and Alternate positions. Staffing Level: Associate Director to AVC * Formerly Campus Procurement and Contracting and Distribution, Storage and Mail | |
| Cost Unit (Formerly Accounting Unit) | Manage the accounting, auditing, and documentation of all emergency expenditures including labor, benefits, purchases and contracts. Sets up and manages the emergency accounting system. Compiles damage cost estimates; and arranges for sources of emergency funding. Maintains a central FEMA documentation file. Provides auditing of all expenditures to verify budget accounts, invoices and documentation. Receives invoices and processes authorizations for payment. | Responsible Department: Controller's Office Responsible Official: Assistant Vice Chancellor & Controller to assure primary and alternate positions are filled. Staffing Level: Manager and above | |
| FEMA Claims Unit | Responsible for all FEMA documentation from initial preparation to filing for disaster relief claims. Coordinates with Accounting Services, Purchasing, Human Resources, Facilities, Damage Assessment, and Repair/Construction Units and other Units as indicated in assuring accurate documentation of losses, expenses, and time for compliance in filing for CalEMA, and FEMA public assistance funding. | Responsible Department: Budget & Resource Mgmt Responsible Official: Director, Budget & Resource Mgmt. to assure Primary and Alternate positions filled Staffing Level: Manager & above | |

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| Grants/Programs Unit | Responsible for early notification to NIH and other Grantors to maintain funding processes to support research programs. May include a general statement regarding restoration of University programs and the status of academic programs. Also, may evaluate the need for additional funds or opportunities for expansion of grants and scope to include changed conditions as a result of the emergency. | Responsible Department: Office of Sponsored Research Departments (I.e.: Government & Business Contacts) Responsible Official: VC Office of Research to assure Primary and Alternate positions filled Staffing Level: Office of Sponsored Research Departments (I.e.: Government & Business Contacts) Managers and above | |
| Insurance/Risk Management Unit | Manages and coordinates all insurance claims. Assesses the liability of UCSF in any claims made against the University. Supports the Finance team by analyzing financial value, insurance coverage and any impacts on future premiums. Coordinates with Human Resources to assure responder and EOC staff response operations injury and illness claims are reported to Unit for tracking & reporting. | Responsible Department: Risk Mgmt & Insurance Services Responsible Official: Director, Risk Mgmt & Insurance Services to assure Primary and Alternate positions filled Staffing Level: Risk Mgmt & Insurance Services Analyst to Director | |
| Procurement Unit (Formerly Purchasing Unit) | Responsible for processing the purchase orders and other University purchasing documentation to support the University's emergency response, and for maintaining appropriate files and source documents for supporting disaster recovery applications. | Responsible Department: Supply Chain Management Responsible Official: AVC/Chief Procurement Officer to assure Primary and Alternate positions filled Staffing Level: Supply Chain Management Division mangers and above | |