



ANNEX PA/CU
Peaceful Assembly / Civil Unrest Response Plan

Contents

Quick Action Guide2

 Event Preparedness Team 2

 Event Response Team..... 2

 Office of the Executive Vice Chancellor & Provost 3

 Campus Management Response Team..... 5

1. Introduction7

2. Principles7

3. Concept of Operations:9

4. Transition of Team Activations.....10

5. Event Preparedness Team 11

 5.1 Activation 11

 5.2 Event Preparedness Team Membership 11

 5.3 Meetings..... 11

6. Event Response Team 12

 6.1 Activation..... 12

 6.2 Chairperson 12

 6.3 Event Response Team Membership: 12

 6.4 Ad-hoc membership 12

 6.5 Meetings..... 13

 6.6 The Event Response Team’s primary functions are: 13

7. Campus Management Response Team 14

 7.1 Role of the Campus Management Response Team..... 14

 7.2 CMRT Members 14

 7.3 Role of Ad Hoc Team Members 14

8. After Action Reporting..... 15

9. References 15

Document Change Control 16

Quick Action Guide

This critical Action Guide is a tear-away resource for UCSF staff responding to a Peaceful Assembly/Civil Unrest

Event Preparedness Team	
	Receive a threat assessment briefing by UCSF PD of the intended event
	Review and provide input into proposed UCSF PD procedures to protect public safety and property and promote continuation of university services and functions while protecting freedom of speech rights of the event organizers.
	Identify University and community services, functions, facilities and populations which may be impacted by the event.
	Determine which if any UCSF buildings, administrative, academic, research, medical, or other services may need to be cancelled, closed, or hours of operation adjusted.
	Review and provide input into planned University Relations and UCSF PD communications and message distribution.
	Identify Event Preparedness Team members to serve as ad-hoc members of the Event Response Team.
Event Response Team	
Chairperson	
	Assess initial reports of a protest for situations in which protestors are planning to or are engaging in civil disobedience and are in violation of applicable laws or regulations which threaten life, safety, property or essential University services or functions including academic or clinical studies.
	Activate the Event Response Team
	Conduct Event Response Team meetings and activities, identifying strategic issues for decision-making and tasking specific Event Response Team members to develop recommendations as appropriate.
	Brief the Chancellor and responding to information requests from UCOP and/or the Board.
Event Response Team	
	Receive a briefing by UCSF PD of the protestor numbers, location, activities, threatened activities, police strength, locations protective measures and current situation
	Share basic information about the demonstration, its affects upon the University, concerns, etc.
	Identify priorities and objectives for responding to the demonstration, and consider how, if at all, the Administration should respond to unlawful activity by the demonstrators.
	Review definitions of tolerable vs. non-tolerable or life-threatening civil disobedience situations which will require a response and, what type of response is appropriate.

CONFIDENTIAL INFORMATION – DO NOT DUPLICATE

	Receive a briefing from the Chief of Police (or designee) on the Department’s Use of Force Protocol as related to “orderly crowds or marches,” “peaceful civil disobedience,” or to “non-peaceful civil disobedience.
	The Chief of Police or Senior member of the Event Response Team should brief the Chancellor or the Chancellor’s designee on the priorities and objectives for responding to a peaceful demonstration and protestor/demonstrator threats or actions considered non-tolerable or life-threatening civil disobedience during the event.
	During an event, continuously re-assess objectives, and the wisdom of pursuing them, considering necessary police tactics—seek to pursue only important goals with the minimum force necessary ¹
	If use of force of justified:
	<ul style="list-style-type: none"> Designate at least one administrator from the event response team to be present at the demonstration to facilitate the Administration’s involvement in decision-making at any time in which police action may be imminent.²
	<ul style="list-style-type: none"> If that person is not the Chancellor or the person to whom the Chancellor delegated ultimate decision-making responsibility, then the person on the ground must be able to communicate in real-time with the Chancellor or the Chancellor’s designated decision-maker.³
Office of the Chancellor	
	Set expectations for monitoring and managing the event
	Designate appropriate individual as Chancellor’s representative “on the ground” to event organizers/protest leaders and law enforcement
	Ensure appropriate and effective communication between event organizers/protesters, senior administrators, and law enforcement
	Appoint a designee with decision-making authority if the Chancellor is unavailable.
	Communicate with the Chief of Police regarding use of force guidelines
	Provide direct communication with the University of California Office of the President (UCOP)
Office of the Executive Vice Chancellor & Provost	
	Direct communication with faculty regarding all appropriate aspects of faculty involvement in peaceful assemblies or demonstrations.
	Initiate educational opportunities, when appropriate, around issues of protest.
	Communicate with the Chancellor all recommendations to alter daily campus business as usual, to facilitate the immediate needs of the students and faculty regarding the issues of protest or the safety of the campus.

¹ Robinson Edley Recommendation 12

² If the Chancellor designates decision-making responsibility, the Chancellor’s designee may be a member of the Academic Senate. Robinson Edley Recommendations 11 & 13

³ It is not necessary for the ultimate decision-maker to be on-site at the protest as long as he or she has an adequate understanding of the situation based on real-time communications from the on-site administrator and the police department’s Incident Commander.



CONFIDENTIAL INFORMATION – DO NOT DUPLICATE

	Appoint academic spokesperson for media interviews, if appropriate, in consultation with University Relations
	Designate an “on the ground” liaison if faculty or instructional staff are involved in the protest
	Appoint or designate mediator as appropriate
Office of the VC Strategic Communications & University Relations	
	Develop communications/media strategy and news points
	Recommend and provide oversight of all media outlets, interviews, releases and press conferences
	Monitor news coverage and blogosphere to provide real-time feedback to incident command post
Office of Community and Government Relations	
	Provide communication to governmental entities as appropriate, in coordination with University Relations
Police Department	
	Establish Incident Command and activate EOC as determined by the Chief of Police
	Provide continuous and appropriate levels of security for the safety of all involved people and UC property
	Ensure all on and off-campus responding law-enforcement personnel are thoroughly briefed
	Identify the police incident commander responsible for giving an order to use force prior to deployment and establish direct line of communication with the Chancellor’s on the ground representative
	Provide proactive planning guidance to affiliates as appropriate
	Identify staffing needs and proactively request appropriate levels of staffing from UC campuses, CSU campuses, CHP, local law enforcement agencies, fire and EMS when appropriate for the safety, security and timely response of or to the needs of the community
	Provide violence-prevention education and advocacy support as appropriate
	Establish, if necessary, field incident command post and communicate the location to the Campus Management Response Team
	Assist in identifying non-affiliates participating in a sustained or encampment protest
Office of the Vice Chancellor for Student Affairs Functions (Ad Hoc Member):	
	Direct personal communication with students regarding interpretation of policies, expectations, academics, student discipline, and general guidance provided by the UC San Francisco Principles of Community; health and safety requirements; federal, state and local laws; and university policy.
	Designate independent observers if needed
	Monitor mental and physical health of students
	Identify and communicate health, safety, security and academic needs to the Campus Management Response Team

CONFIDENTIAL INFORMATION – DO NOT DUPLICATE

	Communicate with parents and student caregivers as appropriate
	Appoint a spokesperson for media interviews, if appropriate, in consultation with University Relations
	Provide planning guidance to students
	Designate an “on the ground” liaison if students are involved in the protest
Facilities Management Functions (Ad Hoc Member):	
	Provide facilities support as identified by Campus Management Response Team including but not limited to:
	<ul style="list-style-type: none"> • Sanitation and trash receptacles and pick up
	<ul style="list-style-type: none"> • Lighting
	<ul style="list-style-type: none"> • Building-access control
	<ul style="list-style-type: none"> • Grounds maintenance and irrigation control
	<ul style="list-style-type: none"> • Signage
	<ul style="list-style-type: none"> • Facility maintenance
	<ul style="list-style-type: none"> • Safety, health and security equipment needs
	<ul style="list-style-type: none"> • Transportation and parking needs
Office of Environmental Health and Safety Function (Ad Hoc Member):	
	Monitor and provide guidance for meeting the fire, health and safety needs during sustained demonstrations
Human Resources Functions (Ad Hoc Member):	
	Direct communication with employees and labor union representatives regarding interpretation of policies, expectations, employee discipline and general guidance provided by the UCSF Principles of Community; health and safety requirements; federal, state and local laws; and university policy.
	Monitor mental and physical health of employees
	Identify and communicate health, safety and security needs to the Campus Management Response Team
	Designate an “on the ground” Labor Relations Liaison if staff are involved in the protest
Campus Management Response Team	
	Make policy and strategic decisions that have significant implications for UCSF.
	Approve the communications strategy and key messages developed by the crisis communications team for both internal and external stakeholders.

CONFIDENTIAL INFORMATION – DO NOT DUPLICATE

	Provide strategic guidance to the campus Chief or Police or Incident Commander or EOC Incident Management Team both during and after the crisis, including in some cases establishing priorities.
	Inform, periodically brief, and make recommendations to UCOP on the overall response strategy and key issues from the UCSF perspective.
	Identify/forecast/manage key issues and consequences stemming from the incident or event

1. Introduction

Free and open association, discussion and debate are important aspects of the educational environment and are part of the rich culture and history of the University of California.

To that end, it is essential that the leadership of University of California San Francisco (UCSF) ensures peaceful assemblies and demonstrations are protected and encouraged on the campus and properties of UCSF.

Moreover, the Chancellor and campus leadership encourage frequent interaction and discussion between and among members of the campus community to ensure open avenues of communication around areas of concerns.

At the same time, university leadership must ensure that the normal academic, research and administrative activities of the university can be carried out in an environment that is safe and free from intimidation or harassment.

Therefore, the Chancellor of UCSF has established the following policy to ensure that these potentially conflicting rights are protected and judiciously balanced during peaceful assemblies or demonstrations on the properties of the UCSF. The policy includes a clear delineation of divisional duties and responsibilities and mandatory procedures for the prior review of any decision to use force or other means to disperse, manage or control crowds or to defuse non-emergency but potentially dangerous, destructive or harmful situations affecting people or property or the ability of the university to carry out its teaching, research and service mission.

2. Principles

The U.S. Constitution and the policies and traditions of the University of California protect the right to peaceful assembly and protest. These rights shall not be abridged at UCSF provided they are exercised in a manner that does not violate criminal statutes or unreasonably impede the teaching, research, service, and administrative activities of the university, its students, faculty, administrators, staff, suppliers and others who have a need to come and go safely and freely.

The term “peaceful” is interpreted to include conduct that may annoy or give offence to persons opposed to the ideas or claims than an assembly is promoting. It is also interpreted to include nonviolent conduct such as passive resistance or sit-down blockades that impede or obstruct the activities of a third party. When peaceful assemblies or demonstrations include civil disobedience and are in violation of applicable laws or regulations, there may be legal or judicial consequences. But the existence of police powers to intervene and disperse an unlawful but peaceful assembly does not mean that such powers should be exercised.

Actions by campus police to intervene in a peaceful assembly or protest only will be taken following consultation with and approval by the Chancellor, who is ultimately responsible for ensuring that force is used as a last resort when negotiations have failed, and the disruption to



CONFIDENTIAL INFORMATION – DO NOT DUPLICATE

the mission of the University is substantial or a threat exists to the safety of persons or property. The Chancellor may delegate responsibility for this decision but in doing so must maintain civilian control.

As needed, the Chancellor or designee will convene the Event Response Team to collaboratively oversee peaceful assemblies and demonstrations on campus. The Event Response Team is responsible for operating in a manner that continually re-assesses the event and objectives, and emphasizes teamwork, timely and effective communication and actions that support the university's teaching, research and service missions while protecting and respecting the right to peacefully assemble and protest. It is the university's explicit intention to accomplish these goals with the least possible show or use of force or other means of control. In situations where this objective cannot be met, clear protocols for escalation identified in the University of California, San Francisco Police Department General Orders Special Order #12-02; Crowd management, Intervention and Control, as well as the UCOP Use of Force Interim Policy shall be followed.

In the rare event of an imminent and substantial threat of harm to persons or property, and with no reasonable opportunity to consult with the Chancellor or designee, Campus Police will follow University of California, San Francisco Police Department General Orders Special Order #12-02; Crowd management, Intervention and Control, as well as the UCOP Use of Force Interim Policy. The Chief of Police is responsible for exercising sound judgment and appropriate restraint.

3. Concept of Operations:

Event Preparedness Team

Demonstrations (also known as: protests) are rarely spontaneous, thus require planning by the protest organizers. During the weeks or days leading up to a planned protest an Event Preparedness Team comprised of University administrators and stakeholders will work with the University Police Department in preparations for the event.

Event Response Team

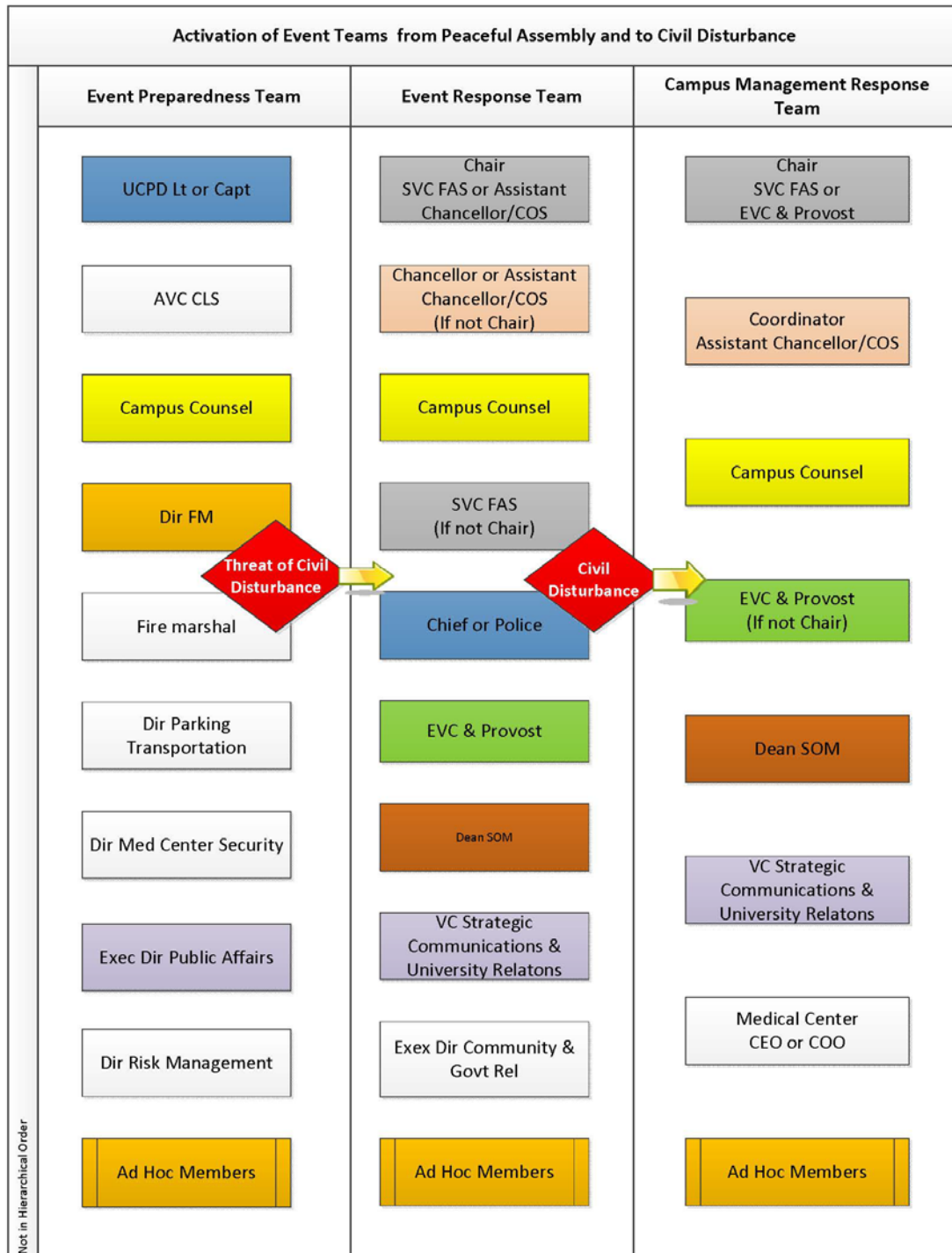
Once a protest appears to be evolving towards civil disobedience or violation of applicable laws an Event Response Team comprised of senior University administrators may be activated to work with the University police to collaboratively protect the right to peaceful assembly and protest. To assure those rights shall not be abridged at UCSF provided they are exercised in a manner that does not violate criminal statutes or unreasonably impede the teaching, research, service, and administrative activities of the university, its students, faculty, administrators, staff, suppliers and others who have a need to come and go safely and freely.

Campus Management Response Team

In situations where civil unrests appear imminent or there is a substantial threat of harm to persons or property, the Campus Management Response Team comprised of members of the Chancellors Executive Team and senior administrators assumes the functions of the Event Response Team.

Within the Event Preparedness Team, Event Response Team and Campus Management Response Team, some key members may transfer to each team as the situation escalates thus assuring continuity of operations and transfer of knowledge of the evolving situation. (Refer to Flowchart 1)

4. Transition of Team Activations



5. Event Preparedness Team

5.1 Activation

Demonstrations whether for labor, political, civil, educational or other causes are rarely spontaneous, thus involve planning by labor, student, activist or extremist organizations. As a result, the University has some level of opportunity to prepare to protect freedom of speech, public safety, and property and promote continuation of university services and functions in response to the event.

The UCSF Police are the lead department for event preparedness and planning. An Event Preparedness Team may be activated by Chief or Police, Event Commander, or Special Events Lieutenant in the weeks leading up to a planned event such as the UC Regents meetings, or within the days or hours of learning of a planned demonstration or protest.

5.2 Event Preparedness Team Membership

Membership of Event Preparedness Team will include the following officials or their designees:

- Senior Associate Vice Chancellor Campus Life Services
- Associate Chancellor
- Campus Counsel
- Campus Fire Marshal
- Chief Operating Officer Medical Center
- Director Facilities Management
- Director Parking & Transportation
- Director Risk Management
- UCPD Special Events Lt or Captain
- Vice Chancellor of Communications or Public Information Officer

Other university stakeholders may be invited to participate as Ad-Hoc members. If warranted non-university neighboring stakeholders may be invited to participate. Which stakeholders are invited depends on the type of demonstrations, location(s) and amount of time the University has to prepare.

5.3 Meetings

The Event Preparedness Team may meet by conference call, video conferencing or face-to-face meetings as necessary in the days leading up to the event. For demonstrations by organizations know to UCSF PD, with a history of peaceful assembly and open lines of communication, the Event Preparedness Team may not need to meet, but simply be provided a notice of the planned protest and UCSF PD plans for assuring safety and security during the peaceful assembly and plans for community notification.

6. Event Response Team

6.1 Activation

An Event Response Team may be activated by Chief of Police or designee when the police become aware elements within the protestors are planning to engage in civil disobedience and are in violation of applicable laws or regulations which threaten life, safety, property or essential University services or functions including academic or clinical studies.

An Event Response Team may be activated by the Chancellor or Event Response Team Chairperson when, based on considerations such as the number of demonstrators involved in an event, the event's impact on campus operations, or the potential safety risks involved, he/she determines that an event is significant enough to call for the team's involvement.

6.2 Chairperson

The Event Response Team Chair provides overall direction and coordination of Event Response Team activities. The Event Response Team Chair will be the Senior Vice Chancellor for Finance and Administration or in his/her absence the Assistant Chancellor/COS. See Quick Action Guide for Responsibilities.

6.3 Event Response Team Membership:

Whereas the Event Response Team is comprised of select executive cabinet representatives and an Ad Hoc committee of senior administrators, during a response to a threat of or actual civil unrest the Event Response Team shall consist of the senior officer, or his or her designee, from each of the divisions identified below.

- Campus Counsel
- Chair: Senior Vice Chancellor FAS or Associate Chancellor/COS
- Chief of Police
- Dean School of Medicine
- Vice Chancellor Community & Government Relations
- Executive Vice Chancellor & Provost
- Senior Vice Chancellor for Finance and Administration (or alternates)
- Vice Chancellor of Communications or Public Information Officer

6.4 Ad-hoc membership

The Event Response Team will vary depending on the nature of the demonstration (i.e. labor action, Animal Extremist, Anarchists amongst student activist events), campus location (i.e.: Parnassus, Mission Bay, Fresno).

- AVC Human Resources
- CEO Medical Center
- Senior Associate Vice Chancellor Research
- Office of Environmental Health and Safety
- Director Facilities Management

- Director Insurance/Risk Management
- Other members from the Event Preparedness Team.

6.5 Meetings

The Event Response Team may meet by conference call, video conferencing or face-to-face meetings as necessary in the days leading up to the event and on the day(s) of the event.

The Event Response Team should meet at least twice a year, even in the absence of demonstrations or other events warranting a meeting to review its purpose, membership and mechanisms for convening rapidly at the request of the team's chair. Additionally, the team should develop a system for real-time communication among members and should designate alternates in case some members are out of town or unavailable when the team needs to convene

6.6 The Event Response Team's primary functions are:

Upon appointment, develop principles for future activations that will guide the Event Response Team in their response to civil disobedience. The guidelines⁴ should:

1. Include clear definitions of the roles of the Event Response Team and of campus police in responding to demonstrations.
2. Make explicit that the responsibilities of the Event Response Team and the police to discuss both the objectives and the police tactics necessary to achieve them continue throughout the event.
3. Require an incremental and progressive approach when responding to civil disobedience, beginning with the least confrontational option.
4. Define what constitutes tolerable vs. non-tolerable or life-threatening civil disobedience situations which will require a response and, what type of response is appropriate.⁵

⁴ Robinson Edley Recommendation 8

⁵ Robinson Edley Recommendations 9 & 10

7. Campus Management Response Team

7.1 Role of the Campus Management Response Team

The Campus Management Response Team (CMRT) is the executive level oversight and strategic decision-making body for UCSF during a potential or actual crisis. When activated, the CMRT is responsible for and has the authority to make strategic, financial, and policy decisions in response to the issue or event. The Policy Group may be activated independent of or as a result of EOC activation.

EOC Not Activated: The CMRT is expected to become involved in the day-to-day leadership of an issue or event if the implications require executive decision-making, have potential significant and/or long-term implications on the viability and reputation of the campus, or require significant changes in existing policies.

EOC Activated: The CMRT may be convened by the EOC Director or Chancellor to provide guidance or executive decision making when the event may have potential significant and/or long-term implications on the viability and reputation of the campus, or require significant changes in existing policies.

The CMRT makes proactive policy and strategic decisions to mitigate threats and is responsible for ensuring that UCOP and critical stakeholders are properly apprised and consulted, as appropriate.

The CMRT may remain activated long after the Incident Command Post (as in a civil unrest event) or EOC has ceased operations to manage the ongoing consequences and medium- to longer-term implications of the event.

See Quick Action Guide for Responsibilities.

7.2 CMRT Members

- Chair: SVC Finance & Administration or EVC & Provost
- Coordinator: Assistant Chancellor/COS
 - EVC & Provost (if not Chair)
 - Camps Counsel
 - Dean School of Medicine
 - VC Strategic communications & University Relations
 - Medical Center CEO or COO

7.3 Role of Ad Hoc Team Members

For incidents that require special expertise, the CMRT Chair may also bring one or more additional ad hoc members onto the CMRT for that particular incident, i.e. members who can provide technical expertise and/or pertinent input to the CMRT members and process. Examples could include IT for data breach or technology issues, the head of research if the issue or event impacts animal researchers or research, or the head of the medical center for an issue involving student health, research or hospital operations. Ad Hoc team members are not required

to attend CMRT meetings unless specifically asked to attend by the CMRT Chair but once engaged, their responsibilities are the same as core team members, outlined above.

8. After Action Reporting

The office/department designated as the lead for the event by the Chancellor (usually UCPD) will compile an after-action report to be presented to the Chancellor no later than 30 days following the end of the event. A summary of observations and recommendations from the official observers must be included in the after-action report.

9. References

1. UC Response to Protests on UC Campus: A Report to University of California President Mark G. Yudof, 2012 (A.K.A. Robinson/Edley Report)
2. UCPD System-wide Policy: Crowd Management Intervention & Control *9/28/2012*
3. University Presidential Task Force on Universitywide Policing 2019
4. UCSF Police Department Special Order #12-02: Crowd Management Intervention & Control *10/11/20*
5. UCSF Police Department Interim Policy on Use of Force *6/2020*
6. UCSF EOP Annex Public Assembly Civil Unrest (PA-CD) *10/2020*



Document Change Control

Date	Summary of Changes	Name
2019-09	Submit DRAFT to UCSF Chief of Police for approval	MD Heckle
2020-10	Reformatted to new HSEM EOP Template	DHomsey