

SAN LEANDRO UNIFIED SCHOOL DISTRICT



EMERGENCY OPERATIONS PLAN

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PROMULGATION AND APPROVAL

The preservation of life, property and the environment is an inherent responsibility of local, State and Federal government. The San Leandro Unified School District, in cooperation with the City of San Leandro and the County of Alameda, have prepared this Emergency Operations Plan (EOP) to ensure the most effective and economical allocation of resources for protection of students, staff and property in time of an emergency or disaster. While no plan can completely prevent death and destruction, good plans carried out by knowledgeable and well-trained personnel can and will minimize losses. This plan establishes the emergency organization, assigns tasks, specifies policies and general procedures and provides for the coordination of planning efforts of the various emergency staff and service elements using the Standardized Emergency Management System (SEMS).

The objective of this plan is to incorporate and coordinate all facilities and personnel of the District, City and County into an efficient organization capable of responding effectively to any emergency or disaster. This EOP is an extension of the California State Emergency Plan. It will be reviewed and exercised periodically and revised as necessary to meet changing conditions.

The San Leandro Unified School District's School Board gives its full support to this plan and urges all officials, employees and citizens-individually and collectively-to do their share in support of the emergency efforts of the San Leandro Unified School District.

This document promulgates the San Leandro Unified School District's Emergency Operations Plan (EOP) and constitutes the adoption of the San Leandro Unified School District's Emergency Operations Plan and the adoption of the Standardized Emergency Management System (SEMS) as delineated in: California Code of Regulations (CCR), Title 19, Division 2, Chapter 1. This Emergency Operations Plan (EOP) becomes effective upon approval by the San Leandro Unified School District's School Board.

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PREFACE

The San Leandro Unified School District's Emergency Operations Plan (EOP) incorporates and coordinates all District personnel and facilities into an effective and efficient organization that is capable of responding to and managing emergencies or disasters. It provides a platform for coordination and collaboration between the City of San Leandro, the County of Alameda and other local, State and Federal organizations during an emergency or disaster. This Emergency Operations Plan (EOP) identifies the authority and responsibilities of the District as it relates to emergency management and is an extension of the California State Emergency Plan.

The Emergency Operations Plan (EOP) is designed for use as a District resource for prevention, preparedness, response, recovery and mitigation planning and training for personnel within the San Leandro Unified School District. The Emergency Operations Plan (EOP) shall meet the requirements for the Annual Safety Plan Process under Senate Bill 187, Education Code Section 35294, Statutes of 1998, the National Incident Management System and the Standardized Emergency Management System, as delineated in: California Code of Regulations (CCR), Title 19, Division 2, Chapter 1.

The Emergency Operations Plan (EOP) is designed to be a living document that on an annual basis, is reviewed and updated as necessary to meet the needs of the District, and to address any changes in program requirements or legislation governing emergency preparedness. The Emergency Operations Plan (EOP) review shall be completed and approved by the Superintendent and members of the School Board by March 1st of each year (California Education Code Sections 32280–89).

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1. INTRODUCTION

The San Leandro Unified School District (SLUSD) is a publicly funded School District located in the City of San Leandro and the County of Alameda. Geographically, the San Leandro Unified School District is situated on the eastern shore of the San Francisco Bay. Historically, Alameda County, as a whole, is an area faced with a high risk of being impacted by natural or human-caused disasters. There are three earthquake faults that intersect the County. These faults include: the Hayward Fault, the Calaveras Fault, and the Greenville Fault. The well-known San Andreas Fault is in close proximity and poses a significant threat. Alameda County also has within its boundaries the crossroads of major highways, air, sea, and rail transportation routes that overlay commercial areas of diverse businesses, industries, and clusters of residential areas with large populations. These areas lend itself to potential human-caused disasters that could impact the San Leandro Unified School District at any time.

The San Leandro Unified School District provides K-12 educational opportunities, as well as, Adult School programs. The District facilitates these opportunities at 14 campuses throughout the City of San Leandro. The District is managed by a Superintendent, that is supported by an Executive Cabinet and a District School Board. All are committed to the mission of preparing the San Leandro Unified School District to respond efficiently and effectively to emergencies; ensure the safety of students and staff, minimize loss of lives, destruction to property, and damage to the environment; and ensure that continuity of school services is maintained.

The San Leandro Unified School District's Emergency Operations Plan (EOP) provides an overview of the District's approach to emergency operations. It addresses the District's responsibilities in emergencies and provides a framework for coordination of response and recovery efforts with local, State and Federal organizations. The EOP establishes an emergency organization, at the District level, to direct and control operations at all school sites and facilities during emergencies by assigning emergency operations responsibilities to its personnel. It works in conjunction with and supports each School Site's Emergency Operations Plan. The EOP is scalable and has the flexibility to be used for all emergencies, small or large and will facilitate response and recovery activities in an efficient and effective way. The EOP:

- Conforms to the State mandated Standardized Emergency Management System (SEMS) and effectively structures emergency response at all level in compliance with the Incident Command System (ICS)
- Establishes response policies and procedures, providing the District with clear guidance for planning purposes
- Describes and detail procedural steps necessary to protect lives and property
- Outlines coordination requirements
- Provides a basis for unified training and response exercises to ensure compliance

1.1 Intended Audience

The intended audience of this EOP consists of San Leandro Unified School District personnel, elected/appointed City officials, Alameda County Emergency Operations Center officials, and representatives of private corporations and nongovernmental organizations (NGO's) that are responsible for assisting the San Leandro Unified School District with emergency management activities. This plan is also a reference for managers from other local governments in Alameda County, the State and Federal government, and other interested members of the public.

1.2 Distribution

The San Leandro Unified School District has the sole responsibility to prepare, coordinate, publish, and distribute the Emergency Operations Plan and any revisions made to it to its intended audience. The EOP will also be made available to external organizations at their request.

1.3 Promulgation and Approval

This EOP will be reviewed by all personnel/organizations assigned a primary function in the San Leandro Unified School District's emergency management organization, as defined in this EOP. Additionally, the District's School Board will review the EOP. An approved EOP gives both the authority and the responsibility to personnel/organizations to perform their tasks, formalizing their responsibilities with regard to preparing and maintaining their own procedures/guidelines that commit them to carrying out the training, exercises, and plan maintenance necessary to support the District's EOP. Concurrence regarding details contained in the EOP will be documented using the Concurrence Agreement, which is included in the Preface of this EOP. A signature from the Superintendent, District School Board Members and designated heads of organizations having a primary function in the San Leandro Unified School District's emergency management organization, confirms that they have read, understand, and approve the EOP and that they have no conflict with the contents contained therein at the time of publication.

Upon review and approval, the San Leandro Unified School District's Emergency Operations Plan will officially be adopted and promulgated by the District's School Board. A letter of promulgation is located in the Preface of this plan, which validates the concepts, roles and responsibilities, and emergency management system for the District.

1.4 Authorities

The following authorities and references provide direction and guidance for conducting emergency operations by the San Leandro Unified School District.

District Authorities

The following plans, policies and statutes stand as authorities directing the San Leandro Unified School District's emergency management program:

- San Leandro Unified School District Board Policy 3516, Emergencies and Disaster Preparedness Plan
- San Leandro Unified School District School Site Emergency Operations Plan
- San Leandro Unified School District Emergency Preparedness Resolutions

Local Authorities

The following local plans, policies and statutes stand as authorities directing the San Leandro Unified School District's emergency management program:

- City of San Leandro Ordinances, Plans and Resolutions
- County of Alameda Ordinances, Plans and Resolutions
- County of Alameda School Emergency Plan
- County of Alameda Emergency Operations Plan

State of California Authorities

The following State of California plans, policies and statutes stand as authorities directing the San Leandro Unified School District's emergency management program:

- California Emergency Services Act, Title 2, Division 1, Chapter 7 of the Government Code
- State of California Emergency Plan (SEP), State of California, Cal EMA, 2009
- Disaster Service Workers Act, Section 3100, Title 1, Division 4, Chapter 4 of the California Government Code
- Standardized Emergency Management System (SEMS): California Code of Regulations (CCR), Title 19, Division 2, Chapter 1
- California Civil Code, Section 1799.102, Chapter 9
- California State Emergency Plan
- Disaster Assistance Act Regulations: CCR Title 19, Division 2, Chapter 6
- Orders and regulations that may be selectively promulgated by the Governor during a State of Emergency
- Orders and regulations that may be selectively promulgated by the Governor during a State of War Emergency
- California Disaster and Civil Defense Master Mutual Aid Agreement (MMAA)
- The Katz Act, Sections 35295-35297 and Section 40041 and 40042 of the California Education Code

Federal Authorities

The following Federal plans, policies and statutes stand as authorities directing the San Leandro Unified School District's emergency management program:

- Robert T. Stafford Emergency Disaster Relief and Emergency Assistance Act (42 United States Code (USC) 5121 et seq.)
- Federal Disaster Relief Regulations: 44 Code of Federal Regulations (CFR) Part 206
- Federal Civil Defense Act of 1950
- Individual Assistance (44 CFR 206.101 et seq.)
- Public Project Assistance (44 CFR 206.200 et seq.)
- Hazard Mitigation (44 CFR 206.430 et seq.)
- National Incident Management System (NIMS)
- Homeland Security Presidential Directive (HSPD) 5, Management of Domestic Incidents
- Presidential Policy Directive 8, National Preparedness
- Homeland Security Presidential Directive (HSPD) 21, Public Health and Medical Preparedness

1.5 Special Needs Populations

The San Leandro Unified School District is committed to ensuring that considerations are made for those with special needs at every stage of the emergency management process. Caring for special needs populations in a disaster is part of the responsibilities of each leader in the emergency management organization. To that end, the San Leandro Unified School District is committed to maintaining compliance with the Americans with Disabilities Act.

Special needs populations may have additional needs before, during and after an incident in specific areas including but not limited to: communication, nourishment, bathroom facilities, medical care, supervision and transportation. The District must also be cognizant of the needs of those from diverse cultures, those who have limited English proficiency, and those who are non-English speaking.

To provide the best possible service to our students and staff during an emergency or disaster, the San Leandro Unified School District will adhere to the following guiding principles:

- The District will make every reasonable effort to see that persons with a disability or special needs will be able to access services or facilities provided by the San Leandro Unified School District during an emergency or disaster
- The District will work to accommodate those with a disability or special needs to the best of their ability
- The District will not exclude or deny services to those with a disability or special needs

1.6 Relationship and Applicability to Other Plans/References

This Emergency Operations Plan is the overarching plan for all emergency management activities for the San Leandro Unified School District. This plan is supported by the School Site Emergency Operations Plan that has been developed and is in place at all campuses/facilities throughout the District. Together, these plans work in unison to provide a comprehensive approach both at the management level and field level to effectively and efficiently manage an emergency or disaster.

Additionally, the City of San Leandro and the County of Alameda have developed Emergency Operations Plans to manage emergencies and disasters within their areas of responsibility. These plans, in order of progression should maintain consistency with standardized concepts and structures as defined by local, State and Federal requirements. The San Leandro Unified School District's Emergency Operations Plan supports and is consistent with the emergency management construct established within the plans developed by the City of San Leandro and the County of Alameda.

Throughout the County of Alameda, agencies and departments having a nexus to emergency management and response have developed various emergency plans that may impact District emergency operations. Although they are not an integral part of the San Leandro Unified

School District's Emergency Operations Plan, they serve to support the District's plan by providing specificity and field level guidance for targeted actions necessary during large scale emergency response activities. The following is a list of emergency plans and the responsible agency:

| Emergency Plan Title | Responsible Agency |
|--|--|
| Alameda County Catastrophic Earthquake Donations Management Plan | Alameda County General Services Agency |
| Alameda County Sheriff's Office Coroner's Bureau Catastrophic Earthquake Mass Fatalities Operations Plan | Alameda County Sheriff's Office Coroner's Bureau |
| Alameda County Catastrophic Earthquake Transportation and Evacuation Plan | Alameda County Office of Emergency Services |
| Alameda County Operational Area Volunteer Coordination Plan | Alameda County Office of Emergency Services |
| Alameda County Operational Area Care and Sheltering Plan | Alameda County Social Services Agency |
| Alameda County Public Works Disaster Waste Management Plan | Alameda County Waste Management Authority |
| Alameda County Public Works Catastrophic Earthquake Debris Management Plan | Alameda County Waste Management Authority |
| Alameda County Human Evacuation Plan | Alameda County Sheriff's Office |
| Alameda County Emergency Hazardous Materials Plan | Alameda County Environmental Health Department |
| Alameda County School Emergency Plan | Alameda County Office of Education |
| Medical and Health Emergency Operations Plan | Alameda County Health Care Services |
| Alameda Countywide Terrorism Response Plan | Alameda County Sheriff's Office |
| Alameda County Bioterrorism Response Plan | Alameda County Public Health Department |
| Alameda County Emergency Operations Plan | Alameda County Sheriff's Office |

2. PURPOSE, SCOPE, SITUATION OVERVIEW AND HAZARD ASSESSMENT

2.1 Purpose

The purpose of the EOP is to establish the foundational policies and procedures that define how the San Leandro Unified School District will effectively prepare for, respond to, recover from, and mitigate against natural or human-caused disasters. It provides a description of the emergency management organization and how it is activated. It also addresses the following issues:

- Specifies roles and responsibilities of staff.
- Establishes lines of authority and identifies how all actions will be coordinated with local, State and Federal organizations
- Describes the system to be used to coordinate emergency response efforts.
- Specifies the coordination and communication procedures and systems that will be relied upon and implemented to direct activities between school sites/facilities and the District's Emergency Operations Center (EOC)
- Specifies the coordination and communication procedures and systems that will be relied upon and implemented to direct activities between the District's Emergency Operations Center (EOC) and the City of San Leandro's and the County of Alameda's Emergency Operation Centers (EOC's)
- Provides for the orderly conversion of pre-designated District sites to American Red Cross Shelters, when necessary
- Identifies supporting plans and procedures that have a nexus to the EOP
- Provides for continuity of school operations

2.2 Priorities

The following overarching operational priorities govern resource allocation and response strategy for the San Leandro Unified School District during an emergency or disaster:

- Save Lives – The protection of the safety and welfare of students, staff visitors and volunteers within the San Leandro Unified School District is a top priority and takes precedence over all other considerations
- Protect Health and Safety – Actions will be taken to mitigate the emergency's impact on health and safety matters
- Protect Property – All feasible efforts will be taken to protect and preserve the facilities and grounds that encompass the San Leandro Unified School District during and after the emergency
- Preserve the Environment – All possible efforts will be made to preserve the environment and protect it from damage during the emergency

2.3 Scope

The San Leandro Unified School District's Emergency Operations Plan addresses the entire spectrum of contingencies, ranging from minor incidents to large-scale disasters. All District personnel must be prepared to quickly and effectively respond to any emergency and to take all necessary actions. The EOP is applicable to all elements of the District's emergency management organization and applies to all phases of emergency management.

2.4 Phases of Emergency Management

Emergency management activities are categorized into five phases as described in the graphic below. These phases or functional activities include: Prevention, Preparedness, Response, Recovery and Mitigation. These phases are often described as part of a continuous process that acknowledges that critical activities frequently cover more than one phase, and the boundaries between phases are seldom precise. Each phase relies on the other and it is these interrelationships and the understanding thereof that creates a successful approach to effective emergency management.



Prevention

The prevention phase includes activities, tasks, programs, and systems intended to avoid or intervene in order to stop an incident from occurring. Prevention can apply to both natural and human-caused incidents. The following countermeasures are included in the prevention phase:

- Safety Inspections
- Appropriate barrier installations
- High visibility activities
- Programs focusing on deterrent activities
- Programs expanding communication capabilities
- Implementing monitoring activities/operations
- Building resilient/redundant programs

Preparedness

The preparedness phase involves activities that are undertaken in advance of an emergency or disaster. These activities ensure operational capabilities and effective responses to an emergency or disaster. Within the preparedness phase, emergency and/or disaster plans are developed or revised to guide response efforts and to efficiently manage resources. Planning efforts are also undertaken and include activities such as: developing hazard analyses, training response personnel, and improving information and communications systems. Preparedness activities fall into two categories: Readiness and Capability.

Readiness

Readiness activities shape the framework and create the basis of knowledge necessary to complete critical tasks. Readiness activities include, but are not limited to:

- Creating hazard analyses
- Implementing hazard mitigation activities
- Developing/maintaining/revising emergency plans and procedures
- Conducting general and specialized training
- Conducting drills and exercises
- Entering into agreements with other organization for emergency support activities
- Communicating emergency preparedness information throughout the District
- Maintaining effective communication platforms for early warning, as well as, emergency operations management

Capability

Capability activities involve the identification and procurement of items, tools and technology necessary to complete a task or mission. Capability activities include, but are not limited to:

- Assessing the District and its available resources
- Comparing available resources to anticipated resource requirements
- Identifying local sources to fill the necessary gaps in resource needs
- Purchasing new equipment, tools and technology necessary to increase capability levels

Response

Response activities are typically divided into three phases. Each phase has distinct considerations, which do not necessarily move in a sequential fashion, but often occur at the same time. These phases are: increased readiness, initial response, and extended response.

Increased Readiness

Increased readiness is required when the District is in receipt of a warning or in anticipation that an emergency situation is imminent or likely to occur. When this occurs, the District will initiate actions to increase its overall readiness. Increased readiness activities include, but are not limited to:

- Briefing the Superintendent, School Board, key District personnel, City of San Leandro personnel, and possibly all District employees
- Reviewing the Emergency Operations Plan and all relevant annexes, policies and procedures
- Increasing public information capabilities and begin messaging development
- Provide just-in-time training
- Inspect facilities and emergency response equipment to ensure it is in a state of operational readiness
- Test emergency warning and communication systems
- Develop a staffing plan
- Review resources necessary for special needs population
- Review evacuation plans
- If necessary, mobilize key personnel and pre-position resources and equipment
- If necessary, contact local, State and Federal agencies that may provide support

Initial Response

The District's initial response activities are primarily performed at the field level; at campuses or facilities. The emphasis during initial response is to save lives and minimize the effects of the emergency or disaster. Initial response activities include, but are not limited to:

- Making all necessary notifications
- Disseminating warnings, emergency public information notifications and instructions to staff, students, volunteers and parents
- Conducting evacuations and rescue operations
- Establishing Parent-Child Reunification sites
- Treating the injured
- Conducting initial damage assessments
- Assessing the need for mutual aid assistance
- Restricting movement at affected campuses/facilities
- Developing and implementing Incident Action Plans (IAP's)

Extended Response

The District's extended response activities are primarily conducted in the Emergency Operations Center (EOC). Extended emergency operations involve the coordination and management of resources and personnel to mitigate an emergency and facilitate a smooth transition to recovery operations. Extended response activities include, but are not limited to:

- Disseminating emergency information to staff, students, volunteers and parents
- Preparing detailed damage assessments
- Liaison with the City of San Leandro and the County of Alameda for assistance, if needed
- Documenting and preparing situational reports and status changes
- Documenting expenditures
- Restoring vital utility services
- Coordinating long term Parent-Child Reunification Centers
- Preparing for the implementation of American Red Cross Shelters
- Developing and implementing Incident Action Plans (IAP's) for extended operations
- Conducting advanced planning activities
- Procuring required resources to sustain operations
- Tracking resource allocation
- Coordinating decedent operations

Recovery

Recovery activities involve the restoration of services to the District and returning the affected area(s) back to normalcy. Recovery activities can be short term, intermediate, and long term. They can include: utility service restoration, debris removal, temporary or full restoration of campus/facility buildings, as well as mitigation measures designed to prevent future occurrences of a given threat. Recovery activities include, but are not limited to:

- Restoration of vital utility services
- Identification of accessible/usable facilities and what repairs are needed
- Identification and mitigation of safety issues
- Continuing communication efforts with staff, students, volunteers and parents
- Identification of resources needed to re-open educational services
- Temporary restoration of educational services
- Development of a plan for rebuilding campuses/facilities, if necessary
- Development of a plan for full restoration of educational services

Mitigation

Mitigation activities occur both before and after emergencies or disasters. Post-disaster mitigation is actually part of the recovery process. This includes eliminating or reducing the impact of hazards that exist within the San Leandro Unified School District. Mitigation activities include, but are not limited to:

- Initiating structural retrofitting measures

- Working with the City of San Leandro to amend local ordinances and building codes to incorporate newly adopted mitigation strategies
- Identify funding sources for mitigation efforts
- Assessing and altering land use planning
- Development of sustainable projects/programs that are survivable during emergencies and disasters

2.5 Hazard Assessment

A hazard analysis has indicated that the San Leandro Unified School District is at risk from numerous hazards associated with natural disasters and human-caused disasters. Those hazards, the probability of their occurrence, and their effect will be covered in this assessment.

| Disaster/Threat | Probability of Occurrence | | | Effect | | | Disaster/Threat Rating (Probability x Effect) |
|---------------------|---------------------------|----------------------|----------------------|-------------------|---------------------|-----------------|--|
| | <u>Likely</u> 10 | <u>Possible</u> 5 | <u>Unlikely</u> 1 | <u>High</u> 10 | <u>Average</u> 5 | <u>Low</u> 1 | |
| Aircraft Incident | | X | | X | | | 50 |
| Civil Disturbance | | | X | | | X | 1 |
| Dam Failure | | | X | X | | | 10 |
| Drought | X | | | | | X | 10 |
| Earthquake | X | | | X | | | 100 |
| Energy Emergency | | | X | | | X | 1 |
| Epidemic | | | X | | | X | 1 |
| Flood/Storm | | X | | | | X | 5 |
| Hazardous Materials | | X | | | X | | 25 |
| Landslide | | | X | | | X | 1 |
| Liquefaction | X | | | X | | | 100 |
| High Winds | | X | | | | X | 5 |
| Tsunami/Seiche | | | X | | | X | 1 |
| Wildland/Urban Fire | | X | | | X | | 25 |
| Train Derailment | | X | | | | X | 5 |
| Terrorism | | | X | X | | | 10 |

Aircraft Incident

An aircraft incident can cause a large loss of life, a large loss of property, and can have a drastic impact to the City and County as a whole. An airplane crash can lead to a large number of fatalities or injuries to persons both on the airplane and persons on the ground at the site of the accident.

Aircraft accidents can be caused by mechanical failure, manufacturing error, pilot error, air traffic controller error, natural hazards, and inappropriate cargo. Mechanical failures and manufacturing errors can cause an aircraft to function improperly and crash. Pilot and air traffic controller errors can lead to mid-air collisions and crashes into the ground or elevated structures. Natural hazards, such as wind shear, terrain-induced turbulence, and poor visibility, can lead to the loss of control of an aircraft or an incorrect judgement by the pilot.

Inappropriate cargo, such as a pressurized container can lead to sudden explosions and loss of control of an aircraft. Also, an aircraft accident can be caused by several of the aforementioned factors that cumulatively lead to loss of control of an aircraft and a crash.

The Oakland International Airport is located approximately 4 miles from the San Leandro Unified School District and is home to Southwest Airlines, as well as many others. It is a major hub for shipping giants such as UPS and Federal Express and has a dedicated section of the airport for small and private aircraft. Several campuses within the District are in direct line with flight paths both from commercial and private aircraft. Based on this analysis and review of past incidents, the probability of an aircraft incident affecting the San Leandro Unified School District is rated as possible with a high effect, should the incident occur at a campus.

Civil Disturbance

Civil disturbance or civil disorder, is described as any incident intended to disrupt community affairs and threaten public safety. Civil disturbance is a result of civil unrest, when individuals or groups within the general population feel they are being discriminated against or that their rights are not being upheld. Triggers can include racial tension, immigration control, unpopular political decisions, loss of essential services or supplies, and bad weather. Crowds attending sporting events after the defeat or victory of their team can also be motivated to cause civil disturbances. Civil disturbance spans a variety of actions including strikes, demonstrations, riots and rebellion. Civil disturbance can be divided into the following three categories:

- Peaceful, non-obstructive demonstrations (low severity)
- Non-violent, disruptive demonstrations (moderately severe)
- Violent, disruptive demonstrations (severe)

In general, a low-severity disturbance such as a strike will cause little concern and have little to no involvement from law enforcement. A moderately severe civil disturbance, such as a protest that disrupts nearby businesses and/or campuses/facilities and possibly causes some property damage will require law enforcement intervention to restore order. A severe civil disturbance such as rioting, arson, looting and assault will require aggressive law enforcement intervention. Severe civil disturbance may result in deaths, injuries, and property damage of varying degrees.

The San Leandro Unified School District takes great pride in promoting a positive school climate and ensuring that its non-discrimination policies are followed by all who attend or are employed by the District. It is responsive to teacher needs and respects collective bargaining agreements. It is possible, however, that situations occurring with the City of San Leandro may spill over to District property and impact one or several campuses/facilities. To prevent this from occurring, the District has policies and procedures in place to limit access to campuses/facilities. These policies and procedures are located in the School Site Emergency Operations Plan. Based on this analysis and review of past incidents, the probability of a civil

disturbance affecting the San Leandro Unified School District is rated as unlikely with a low effect.

Dam Failure

A dam failure is the structural collapse of a dam that releases the water stored in the reservoir behind the dam. A dam failure is usually the result of the age of the structure, inadequate spillway capacity, or structural damage caused by an earthquake or flood. When a dam fails, a large quantity of water is suddenly released with a great potential to cause human casualties, economic loss, and environmental damage. This type of disaster is especially dangerous because it can occur suddenly, providing little warning and evacuation time for those located downstream. The flows resulting from dam failure generally are much larger than the capacity of downstream channels and therefore lead to extensive flooding. Flood damage occurs as a result of the momentum of the water and the debris that it carries.

There are two large dams that could significantly impact the San Leandro Unified School District if they were to fail. These dams are the Upper San Leandro Reservoir and Lake Chabot. Because of the age of these structures, water management organizations have spent a considerable amount of effort and resources to address a multitude of dam failure and inundation scenarios. Structural improvements to the dams and associated run-off systems have been completed and are on-going. Based on this analysis and review of past incidents, the probability of a dam failure affecting the San Leandro Unified School District is rated as unlikely with a high effect.

Drought

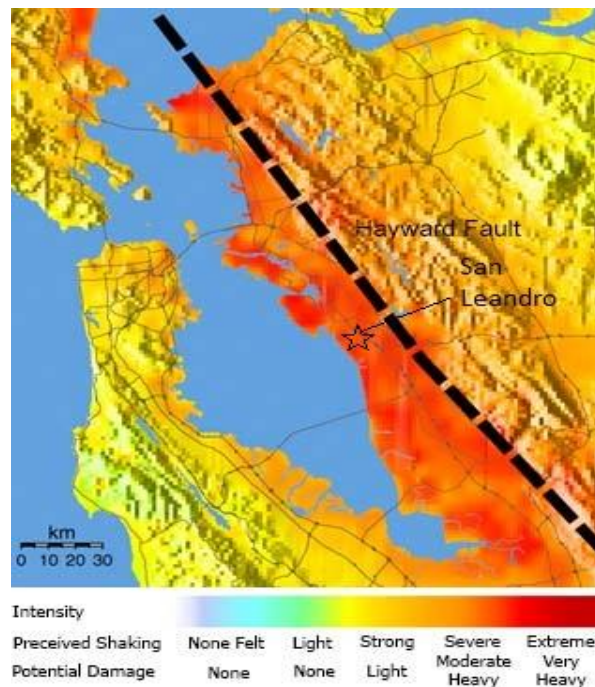
A drought is a prolonged period of dryness in which precipitation is less than expected or needed in a given geographic location or climate over an extended period of time. For much of human history, drought and its devastations have been seen as an unpredictable, unavoidable calamity. However, that viewpoint is giving way to the recognition that climatic fluctuations occur everywhere, and that periods of low precipitation are a normal, recurrent feature of climate.

Drought is a cyclical part of the climate in California, occurring both in the summer and winter, with an average recurrence interval of between four and ten years. Short-term, annual events are more frequent, whereas the less frequent long-term events have ranged from two to four years in length. Climate change is likely to increase the number and severity of future drought, however, the magnitude of this change is unknown. Periods of long-term drought and their impact on the San Leandro Unified School District are minimal and would mostly be relegated to environmental issues such as landscaping restrictions and programs involving water sports with reduced availability of water and the implementation of water restriction programs. Based on this analysis and review of past incidents, the probability of a drought affecting the San Leandro Unified School District is rated as likely with a low effect.

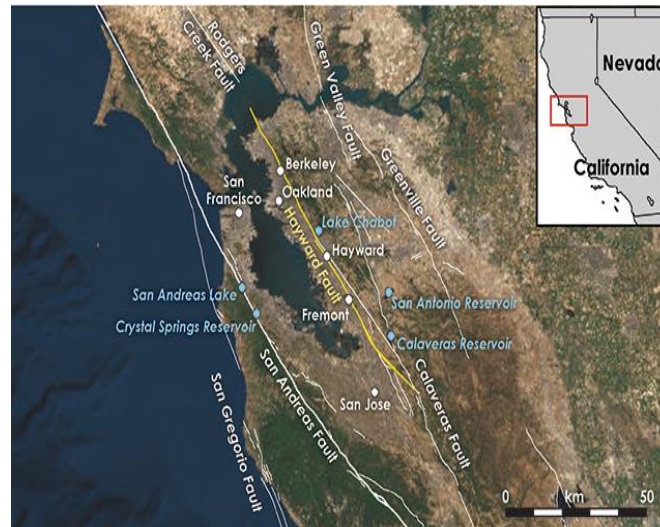
Earthquake

An earthquake is generally a result of displacement along a geologic fault resulting in the release of accumulated strain. The effects of large earthquakes can be felt far beyond the site of its occurrence. Earthquakes usually occur without warning and, after just a few seconds, can cause significant damage and extensive casualties. The most common effect of earthquakes is ground movement. Ground shaking or movement is caused by seismic waves traveling in the earth's interior or along the earth's surface. The severity of an earthquake can be expressed in terms of intensity. Intensity is based on the effects and damage and observed effects on people to the natural and built environment. It varies from place to place, depending on the location with respect to the earthquake fault rupture. The intensity generally increases with the amount of energy released, which is proportional to the size of the earthquake and decreases with distance from the causative fault.

The County of Alameda is exposed to seismic hazards from numerous known faults and potentially unmapped or undiscovered faults. There are two types of faults that reside in the County. These faults are called strike-slip faults and thrust or reverse faults. A strike-slip fault is where the rupture plane is oriented generally vertically and the ground on one side of the fault slips horizontally relative to the other side. A thrust or reverse fault is where the ground moves upward and over adjacent ground. The most active strike-slip fault in the County of Alameda is the Hayward Fault, which has three fault segments and runs directly thru the City of San Leandro. A large scale earthquake occurring on the Hayward Fault poses the greatest risk to the San Leandro Unified School District and will significantly impact District operations. The below map depicts perceived shaking and potential damage of a large scale earthquake on the Hayward Fault.



The most active fault in the Bay Area is the San Andreas Fault, which has ten fault segments. Additionally, there are numerous other faults within the County of Alameda that should a large scale earthquake occur on any of these faults, could have a significant impact on the San Leandro Unified School District. The below map depicts the numerous faults that have the potential to impact the San Leandro Unified School District.



Based on this analysis and review of past incidents, the probability of a large scale earthquake affecting the San Leandro Unified School District is rated as likely with a high effect.

Energy Emergency

Energy supply includes electrical power, natural gas and finished petroleum products used for transportation, manufacturing, residential and commercial purposes. It potentially encompasses the extraction, transmission, generation, distribution and storage of fuels. An energy supply can become disrupted in several ways:

Intentional Disruptions

These types of disruptions are planned and/or scheduled such as system maintenance required by the service provider. Unscheduled disruptions are generally done on the spot. Demand side disruptions are done as part of an agreement during periods of peak system loads. Load shedding disruptions are done when the system is under extreme stress due to heavy demand or the failure of energy facilities (rolling blackouts and power outages).

Unintentional Disruptions

Power outages that are unplanned include: accidents by the utility company, malfunction or equipment failure, reduced capability, vandalism or acts of terrorism, weather, excessive operation, or overload of the system. Additionally, natural disasters such as storms and earthquakes can have the secondary effect of an unintentional power outage.

The San Leandro Unified School District has developed policies and procedures to address energy emergencies at its campuses and facilities. These policies and procedures are located in the School Site Emergency Operations Plan. The District also has developed and implemented a robust maintenance schedule to ensure that energy pathways at campuses and facilities are functioning properly.

Additionally, energy service providers throughout the County of Alameda and the State of California have placed a major emphasis on the ability to provide uninterrupted energy services to its customers. Large scale infrastructure improvements have been completed and others are planned for the future to ensure that energy supply and delivery is not only sustainable but survivable during emergency situations and disasters. Based on this analysis and review of past incidents, the probability of an energy emergency affecting the San Leandro Unified School District is rated as unlikely with a low effect.

Epidemic

Infectious diseases are caused by pathogenic organisms, which can be a virus, bacteria, fungi, or parasites. Disease can affect any living organism, including people, animals, and plants. Diseases spread directly (through infection) and indirectly (through secondary effects). Some diseases can directly affect both people and animals. The major concern with respect to disease in humans is the evolution of an epidemic or pandemic resulting from a disease that is virulent, with a high morbidity rate combined with a high mortality rate. Infectious diseases can also be released intentionally as an act of terrorism.

Pandemics are different from seasonal outbreaks of influenza that are caused by subtypes of influenza viruses that already circulate among people. Pandemic outbreaks are usually caused by entirely new subtypes to which the population has no immunity because the subtype has either never circulated among people, or has not circulated for a long period of time. Seasonal influenza occurs routinely worldwide each year.

Tremendous efforts have been undertaken at the local, State and Federal levels to address the spread of infectious diseases. Organizations tasked with the monitoring and response to potential epidemics or pandemics have built a surge capacity to address these situations immediately and effectively.

The San Leandro Unified School District has partnered with several health care providers to ensure that processes are in place at the beginning and throughout the school year to identify, prevent and/or respond to infectious disease incidents. Through in-house nursing staff, clinics and healthcare programs, the District is able to offer preventative health care as a means of thwarting a potential infectious disease outbreak. Based on this analysis and review of past incidents, the probability of an epidemic affecting the San Leandro Unified School District is rated as unlikely with a low effect.

Flood/Storm

Flooding is the accumulation of water where usually none occurs or the overflow of excess water from a creek, stream, river, lake, reservoir, or coastal body of water onto adjacent floodplains. Floodplains are lowlands adjacent to bodies of water that are subject to recurring floods. Floods are natural events that are considered hazards only when people and property are affected.

Nationwide, floods result in more deaths than any other natural hazard. Physical damage from floods includes the following:

- Inundation of structures, causing water damage to structural elements and contents
- Impact damage to structures, roads, bridges, culverts, and other features from high-velocity flow and from debris carried by flood waters
- Release of sewage and hazardous or toxic materials as wastewater treatment plants are inundated, storage tanks are damaged, and pipelines severed

Floods also cause economic losses through closure of businesses, schools and government facilities. They disrupt communications, the provision of utilities, result in excessive expenditures for emergency response, and generally disrupt the normal function of a community.

There are at least four flood types that can occur: coastal flooding, riverine flooding, storm water runoff, and flash flooding.

Coastal Flooding

Coastal flooding is generally caused by wave run-up. Pacific Ocean storms in conjunction with high tides and strong winds can cause significant wave run-up. The size and intensity of storm-generated waves depends on the magnitude of the storm, its sustained wind speeds, and the duration of the storm. During storm conditions, the elevated water levels generated by the storm surge allow waves to penetrate much closer to the shoreline, exposing coastal structures to direct wave attack, wave run-up, and wave-induced scour and erosion.

Riverine Flooding

The most common type of flooding is riverine flooding. It is also known as overbank flooding and involves fresh water sources. Riverine floodplains range from narrow, confined channels in the steep valleys of mountainous and hilly regions to wide, flat areas in plains and coastal regions. The amount of water in the floodplain is a function of the size and topography of the contributing watershed, the regional and local climate, and the land use characteristics of the floodplain. In steep valleys, flooding is usually rapid and deep but of short duration. In flat areas, flooding is typically slow, relatively shallow, but can last for long periods of time.

Storm Water Runoff

Flooding due to storm water runoff or street flooding often occurs when storm drains cannot convey the amount of water that would need to flow through them. This hazard can be due to high rates of rainfall, inadequate drainage design, storm surges, and/or debris blocking the storm drain conveyances.

Flash Flooding

A flash flood (also a fresh water source), is the fastest moving type of flood and can fill a normally calm area with a rushing current in a relatively short period of time. Flash floods occur when water falls too quickly on saturated soil or dry soil that has poor absorption ability. This water cannot be absorbed into the soil and therefore flows elsewhere. The defining characteristic of a flash flood is the timeframe in which it develops which is generally in less than six hours. Flash flood waters also move at tremendous speeds and have the power to move boulders, tear out trees, and destroy buildings and transportation infrastructure.

The San Leandro Unified School District relies heavily on the City of San Leandro, as well as, water management organizations within the County of Alameda to ensure that appropriate measures are in place to prevent and/or minimize the impacts of flooding. Past and present infrastructure projects focusing on handling water runoff have been effective. While the potential of small scale flooding within the City of San Leandro is a possibility, it is not on a scale that would impact District operations. Based on this analysis and review of past incidents, the probability of a flood/storm affecting the San Leandro Unified School District is rated as possible with a low effect.

Hazardous Materials

Hazardous materials are substances that may have negative effects on health or the environment. Exposure to hazardous materials may cause injury, illness or death. Effects may be felt in seconds, minutes or hours (short-term effects), or they may not emerge until days, week, months or even years after exposure (long-term effects). Also, some substances are harmful after a single exposure of short duration, but others require long episodes of exposure or repeated exposure over time to cause harm.

The toxicity of a specific substance is one important factor in determining the risk it poses, but other factors can be just as important, if not more so. Factors affecting the severity of an accidental release include: toxicity, quantity, dispersal characteristics, location of the release in relation to population and the efficacy of response and recovery actions.

Hazardous materials are abundant. The focus is not on the hazards contained in everyday products, but rather on the hazards associated with potential releases of hazardous substances from transportation corridors (mobile incidents) and fixed facilities (fixed incidents) within the City of San Leandro and the County of Alameda.

Mobile Incidents

Mobile incidents include those that occur on a roadway, railway, waterway or in the air via aircraft. These releases can be caused by human error, equipment failure, intentional dumping, acts of terrorism or natural phenomena. Mobile incident-related releases are dangerous because they can occur anywhere and at any time. These incidents can be very difficult to mitigate because of the large area over which any given incident might occur.

Fixed Incidents

Fixed incidents include hazardous substance releases from stationary sources. These releases can be caused in the same manner as mobile incidents. Earthquakes pose a significant risk to stationary sources because they can damage or destroy facilities containing hazardous substances. The affected area, often times is not as large as a mobile incident unless the facility hazardous substance holding area is large in size.

The San Leandro Unified School District is located between two major traffic thoroughfares, two railway lines, is adjacent to the San Francisco Bay waterway and is in close proximity to the Oakland International Airport. Additionally, there are numerous manufacturing facilities not only in the City of San Leandro but also in the County of Alameda. The Lawrence-Livermore National Laboratory resides in the County of Alameda. Based on this analysis and review of past incidents, the probability of a hazardous materials incident affecting the San Leandro Unified School District is rated as possible with an average effect.

Landslide

Landslide is a term used to describe the dislodging and fall of a mass of soil or rocks along a sloped surface. The term is used for varying phenomena, including mudflows, mudslides, debris flows, rock slides, avalanches, etc. Landslides can include natural rock and soil formations, as well as, artificial fill. The susceptibility of hillside and mountainous areas to landslides depends on variations in geology, topography, vegetation, and weather. Landslides may also occur because of indiscriminate development of sloping ground or the creation of cut and fill slopes in areas of unstable or inadequately stable geologic conditions.

Additionally, landslides often occur together with other natural hazards, thereby exacerbating conditions, as described below:

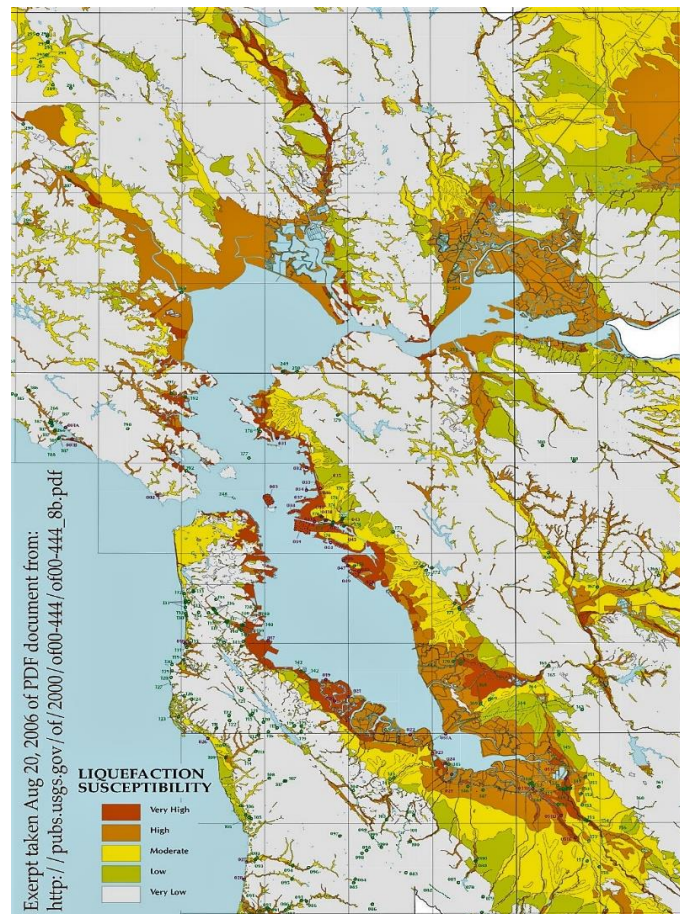
- Shaking due to earthquakes can trigger events ranging from rock falls to massive slides
- Intense or prolonged rainfall that causes flooding can also saturate slopes and cause landslides
- Wildfires can remove vegetation from hills and significantly increase landslides
- Landslides into reservoirs can impact dam structures and cause breaches that could trigger landslides

Mudslides are another type of soil failure, and are defined as flows or rivers of liquid mud down a hillside. They occur when water accumulates under the ground, usually following long and heavy rainfalls. If there is no vegetation to hold the soil in place, mud forms and flows down the slope.

The San Leandro Unified School District is located in an urban area. The topography of where its facilities reside is flat and not directly adjacent to hillsides or sloped areas that would cause an impact to the District should a landslide or mudslide occur. Based on this analysis and review of past incidents, the probability of a landslide incident affecting the San Leandro Unified School District is rated as unlikely with a low effect.

Liquefaction

Liquefaction occurs when the waves of an earthquake pass through a saturated granular soil layer, distorting its structure and causing some of its pore spaces to collapse. The collapse of the granular structure increases pore space water pressure. This decreases the soil's shear strength and causes ground ruptures, sand boils, ground subsidence, and lateral ground displacement. This can lead to pipe breakage, building foundation damage, as well as road and airport runway buckling.



The Liquefaction Susceptibility map above shows the liquefaction areas in the San Francisco Bay Area. As noted by the color gradient, the City of San Leandro, because of its close proximity to the San Francisco Bay shoreline has a moderate to very high susceptibility to liquefaction as a result of a major earthquake. The San Leandro Unified School District falls within this area and therefore would be significantly impacted by liquefaction. Based on this analysis and review of past incidents, the probability of liquefaction affecting the San Leandro Unified School District is rated as likely with a high effect.

High Winds

Winds are horizontal flows of air that blow from areas of high pressure to areas of low pressure. Wind strength depends on the difference between the high and low pressure systems and the difference between them. A steep pressure gradient results from a large pressure difference or short distance between these systems and causes high winds. High winds are defined as those that last longer than one hour at speeds greater than 39 miles per hour or for any length of time at speeds greater than 57 miles per hour. There have been instances, based on historical data, where tornados have developed within the County of Alameda but they did not have the sustained winds necessary to pose a threat.

The campuses/facilities that make up the San Leandro Unified School District are constructed in a manner to withstand high winds. The materials used, coupled with the stringent building codes that were required to be followed during the construction process minimizes the threat from exposure to high winds. It is possible that out-building such as storage sheds, green house/garden areas, etc., may be damaged during sustained high winds, however, these out-buildings are not part and parcel of the main structures and therefore would result in little to no impact to the District, if damaged. Based on this analysis and review of past incidents, the probability of high winds affecting the San Leandro Unified School District is rated as possible with a low effect.

Tsunami/Seiche

A tsunami is a series of waves generated in a body of water by a disturbance along the seafloor that vertically displaces the water. Subduction zone earthquakes at plate boundaries often cause tsunamis. However, tsunamis can be generated by submarine landslides, submarine volcanic eruptions, and the collapses of volcanic edifices. A single tsunami may involve a series of waves, known as a train, of varying heights. In open water, tsunamis exhibit long wave periods (up to several hours) and wavelengths that can extend up to several hundred miles.

The actual height of a tsunami wave in open water is generally only one to three feet and is often practically unnoticeable to people on ships in deep water. The energy of a tsunami passes through the entire water column to the seabed. Tsunami waves may travel across the ocean at speeds up to 700 miles per hour. As the wave approaches land, the sea shallows and the wave no longer travels as quickly, so the wave begins to pile-up as the wave front becomes steeper and taller and less distance occurs between crests. Therefore, the wave can increase to a height of ninety feet or more as it approaches the coastline and compresses.

Tsunamis not only affect beaches that are open to the ocean, but also bay mouths, tidal flats, and the shores of large coastal rivers. Tsunami waves can also diffract around land masses. Since tsunamis are not symmetrical, the waves may be much stronger in one direction than another, depending on the nature of the source and the surrounding geography.

A seiche can be considered very similar to a tsunami, with the difference being that the water waves are generated in a closed or restricted body of water such as a lake or within a harbor. The shaking of an earthquake (or other vibration) can result in large and destructive oscillations that produce waves exponentially higher than normal water levels. In harbors and closed or restricted bays, these waves can destroy harbor and shore facilities. Indirectly, tsunamis, by causing a rapid change in sea level or more commonly by the wave itself, can set up smaller internal oscillations in bays and harbors. These seiches are very similar to tsunamis, but the waves are usually smaller and of lower energy. The trigger mechanism for seiche waves is similar to tsunami wave generation.

The secondary effects of a seiche can often produce more damage than the seiche itself. Large seiches can spill over dams on manmade lakes or reservoirs, causing flooding in the areas downstream. This can also wash out earth-filled dams, causing complete collapse.

Tsunamis have not been a major problem in the City of San Leandro or the County of Alameda. Although there have been numerous tsunami advisories issued by the National Weather Service, these advisories are the lowest level alert and means that there could be wave activity and current surges but inundation is not expected. Based on this analysis and review of past incidents, the probability of a tsunami/seiche affecting the San Leandro Unified School District is rated as unlikely with a low effect.

Wildland/Urban Fire

A wildfire is an uncontrolled fire spreading through vegetative fuels. Wildfires can be caused by human activities (such as arson or campfires) or by natural events (such as lightning). Wildfires often occur in forests or other areas with ample vegetation. In areas where structures and other human development meets or intermingles with wildland or vegetative fuels, which are referred to as the Wildland Urban Interface (WUI), wildfires can cause significant property damage and present extreme threats to public health and safety.

The following three factors, topography, fuel and weather, contribute significantly to wildfire behavior and can be used to identify wildfire hazard areas.

Topography

As slope increases, the rate of wildfire spread increases. South-facing slopes are also subject to more solar radiation, making them drier and thereby intensifying wildfire behavior.

Fuel

The type and condition of vegetation plays a significant role in the occurrence and spread of wildfires. Certain types of plants are more susceptible to burning or burn with greater intensity; and non-native plants may be more susceptible to burning than native species. Dense or overgrown vegetation increases the amount of combustible material available to fuel the fire (referred to as the "fuel load"). The ratio of living to dead plant matter is also important. The risk of fire increases significantly during periods of prolonged drought, as the moisture content of both living and dead plant matter decreases; it also increases when a disease or infestation has caused widespread damage. The fuel's continuity, both horizontally and vertically, is also an important factor.

Weather

The most variable factor affecting the behavior of wildfires is weather. Temperature, humidity, wind and lightning can affect chances for ignition and spread of fire. Extreme weather such as high temperatures and low humidity can lead to extreme wildfire activity. By contrast, cooling and higher humidity often signal reduced wildfire occurrence and easier containment.

Urban fires occur primarily in cities or towns with the potential to rapidly spread to adjoining structures. These fires damage and destroy homes, schools, commercial buildings and vehicles. They can occur by natural events (earthquakes or lightning strikes), accidents (faulty wiring or gas connections) and man-made (arson and acts of terrorism). Contributing factors to the occurrence of urban fires include, but are not limited to the following:

- Non-compliance with building/fire codes during the construction process
- Non-compliance with building/fire codes during the remodeling process
- Failure to install appropriate fire detection systems, such as smoke detectors and fire alarms
- Failure to properly maintain the property inside as well as outside
- Civil unrest within a specific community or city
- Improper city zoning practices
- Lack of inspection processes

The geographic location of the San Leandro Unified School District minimizes the potential of being significantly impacted by the primary threat of a wildland fire. However, secondary affects such as smoke and hazardous air quality have impacted the District in the past due to wildland fires in neighboring cities and counties.

The San Leandro Unified School District is a participative entity in the overall safety and security matrix established within the City of San Leandro. The District is a leader in taking a proactive approach to addressing the aforementioned factors that contribute to urban fire situations. The District works in conjunction with local, State and Federal organizations to ensure that every campus/facility under its control complies with all fire and life safety requirements. Based on this analysis and review of past incidents, the probability of a

wildland/urban fire affecting the San Leandro Unified School District is rated as possible with an average effect.

Train Derailment

The majority of railroad accidents in the United States are the result of train derailments, a problem that is typically track-related. Because of the reduction of routes used by the nation's rail systems, there has been a substantial increase in traffic over the tracks that remain in use.

Train derailments affects not only those directly involved in the incident but can lead to transportation issues by causing congestion and disruption to transportation thoroughfares in the surrounding area. Train derailments can impact utility services and cause power failures. It can also be a cause for hazardous material spills affecting a large geographic area.

The San Leandro Unified School District is located between two major railway lines. These railway lines cut north to south through the City of San Leandro and cater to both passenger and cargo traffic. The District does not have any campuses/facilities adjacent to railway lines. Historical data shows that train derailments in the County of Alameda average between one to two per year. However, the magnitude of these incidents remained quite small and therefore led to minimal consequences. Based on this analysis and review of past incidents, the probability of a train derailment affecting the San Leandro Unified School District is rated as possible with a low effect.

Terrorism

There is no universally accepted definition of terrorism, however, the Code of Federal Regulations defines terrorism as: “the unlawful use of force and violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives.” In general, terrorism is seen as violence against civilians to achieve a political or ideological objective through fear.

Terrorism can occur in various forms such as:

- Assassinations
- Kidnappings
- Hijackings
- Bomb threats and bombings
- Cyber-attacks (computer based)
- Use of chemical, biological, radiological, nuclear and explosive weapons.

Concern is also growing about emerging infectious diseases that have been weaponized and the possibility of a bioterrorism attack.

A bioterrorism attack is the deliberate release of viruses, bacteria, or other germs (agents) to cause illness or death in people, animals, or plants. These agents are typically found in nature, but it is possible that they can be modified to increase their ability to cause disease, make them resistant to current medicines, and/or to increase their ability to be spread into the

environment. Biological agents can be spread through the air, through water, or in food. Terrorists may use biological agents because they can be extremely difficult to detect and may not cause illness for several hours or days. Some bioterrorism agents, like the smallpox virus can be spread from person to person; other like anthrax cannot.

The Department of Homeland Security's National Planning Scenario identifies the possible terrorist strikes it views as most plausible. Places or areas deemed to be at risk include cities that have an economic and symbolic value, places with hazardous material facilities, and areas where large groups of people congregate, such as large scale office buildings or sports arenas.

The County of Alameda, its fourteen incorporated cities, assorted unincorporated areas and special districts have all made a concerted effort to ensure the safety and security of its citizenry from terrorist related attacks. The first responder organizations residing in the aforementioned areas receive the best possible training and equipment to readily respond to potential acts of terrorism. Their unified approach to terrorism, coupled with information sharing processes at the local, State and Federal levels have helped to create a steadfast approach to terrorism early warning and response activities.

The San Leandro Unified School District works collaboratively with local, State and Federal entities in protecting against acts of terrorism and shares their philosophy of a unified approach. To that end, the District has implemented numerous multi-layered security enhancements to ensure that students, staff, visitors and parents are safe and secure when at campuses/facilities throughout the District. Based on this analysis and review of past incidents, the probability of an act of terrorism affecting the San Leandro Unified School District is rated as unlikely with a high effect.

3. PROGRAM ADMINISTRATION

This section describes how the San Leandro Unified School District Emergency Management Program is administered. Specifically, this section describes foundational guidelines and additional elements to sustain the program, before, during and after a disaster.

3.1 NIMS and SEMS Compliance

The San Leandro Unified School District Emergency Management Program complies with Federal guidance and adheres to the policies established in the National Incident Management System (NIMS). Furthermore, the District complies with and practices the Standardized Emergency Management System (SEMS) pursuant to the requirements and guidelines established in Chapter 1 of Division 2 of Title 19 of the California Code of Regulations. Both NIMS and SEMS are described below in detail.

National Incident Management System (NIMS)

NIMS provides a comprehensive approach to emergency management for all hazards. NIMS integrates existing best practices into a consistent, nationwide approach to domestic emergency management applicable to all jurisdictional levels (public and private) and across functional disciplines. NIMS incorporates the Incident Command System (ICS), which is a standardized on-scene emergency management concept designed to provide an integrated organizational structure for single or multiple emergencies, and to enable emergency response across jurisdictional boundaries.

Standardized Emergency Management System (SEMS)

SEMS is used to manage single-agency, multi-agency and multi-jurisdictional responses to emergencies and disasters in the State of California. SEMS consists of five hierarchical levels which are as follows:

- Field Level
- Local Level
- Operational Area level
- Regional Level
- State Level

SEMS incorporates the principles of ICS to facilitate command and control of the emergency or disaster. The system is designed to minimize the problem common to many emergency response efforts which is the duplication of effort. SEMS provides a platform that gives each person in the Incident Command System a structured role in the organization and each organization its piece of the larger response. Under SEMS, response activities are managed at the lowest possible level.

Field Level

The Field Level is where emergency response personnel and resources, under the command of the Incident Commander, carry out decisions and activities in direct response to the emergency situation or disaster. To facilitate field level response, the San Leandro Unified School District has developed the School Site Emergency Operations Plan. This plan covers all aspects of field level response for campuses/facilities within the District.

Local Level

The Local Level is where overall management, coordination, and control of the emergency or disaster occurs. This function occurs within an Emergency Operations Center (EOC) and is synonymously referred to as a Departmental Operations Center (DOC). The San Leandro Unified School District functions as the local level entity during emergencies or disasters affecting their campuses/facilities and is responsible for overall emergency response and recovery activities within their jurisdiction. Each campus/facility reports directly to the District's Emergency Operations Center.

Depending on the magnitude of the emergency or disaster and the need for additional resources is required, the District will liaison with the City of San Leandro's (local government) Emergency Operation Center. Together, these two entities will form a unified command and through the use of SEMS, will ensure that a bi-directional flow of information is established and that effective management, coordination and control is maintained during and after the emergency or disaster.

Operational Area Level

An Operational Area Level is the intermediate level of the State's emergency management organization. It encompasses a County's boundaries and all political subdivisions within that County, including special districts. The Operational Area (OA) is managed by the Alameda County Sheriff's Office and their Emergency Operations Center is located in the City of Dublin. The Operational Area facilitates and/or coordinates information, resources, and decisions regarding priorities among local governments (cities) in the Operational Area. The Operational Area serves as the coordination and communication link between each city or special district and the Regional Level.

Regional Level

The Regional Level manages and coordinates information and resources among Operational Areas within the mutual aid region, and also between the Operational Area and the State Level. The Regional Level also coordinates overall State agency support for emergency response activities within the Region. California is divided into three California Emergency Management Agency (Cal EMA) Administrative Regions. These Regions are: Inland, Coastal, and Southern. The County of Alameda and its political subdivisions are part of the Coastal Region. The Regional Level operates out of the Regional Emergency Operations Center (REOC) located in the City of Oakland. The Regional Level also manages its

operational responsibilities from the Operational Area Emergency Operations Center in the City of Dublin.

State Level

The State Level prioritizes tasks and coordinates State resources in response to requests from the Regional Level. It coordinates mutual aid among the mutual aid regions and between the Regional Level and the State Level. The State Level also serves as the coordination and communication link between the State and the Federal emergency response system. The State Level requests assistance from other State governments through the Emergency Management Assistance Compact and similar interstate compacts/agreements. It coordinates with the Federal Emergency Management Agency (FEMA) when Federal assistance is requested. The State Level operates out of the State Operations Center (SOC) located in the City of Sacramento.

3.2 Incident Command System (ICS)

The San Leandro Unified School District responds to emergencies and/or disasters using the Incident Command System (ICS), which is a primary component of both NIMS and SEMS. This standardized emergency management concept allows responders to adopt an integrated organizational structure equal to the complexity and demands of any single incident or multiple incidents without being hindered by jurisdictional boundaries.

ICS is based on a flexible, scalable response construct. This construct provides a common framework within which people can work together effectively toward a common goal and common purpose. Because response personnel may be drawn from multiple agencies that do not routinely work together, the ICS is designed to establish standard response and operational procedures. This reduces the potential for miscommunication during incident response.

3.3 Emergency Proclamations

Emergency proclamations can be generated at various levels of government which include:

- Federal Level Emergency Proclamations issued by the President of the United States
- State Level Emergency Proclamations issued by the State Director of Cal EMA
- County Level Emergency Proclamations issued by the County Board of Supervisors and the Director of Emergency Services
- Local Level Emergency Proclamations issued by a Mayor/City Council

In addition to local governments having the ability to proclaim a local emergency, the County of Alameda's Health Officer has the power to proclaim a local health emergency, as awarded and defined in State law.

When proclaiming a local emergency, City and County level entities must ratify their proclamation within seven days, review it every fourteen days, and terminate it as soon as possible. The San Leandro Unified School District will work in concert with and support the efforts of the City of San Leandro in assessing the need for an emergency proclamation.

Purpose

The purpose of a local government emergency proclamation is as follows:

- Authorizes the undertaking of extraordinary police powers
- Provides limited immunity for emergency actions of public employees and governing bodies
- Authorizes the issuance of orders and regulations to protect life and property
- Activates pre-established local emergency provisions such as special purchasing and contracting
- Serves as a prerequisite for requesting a Governor's proclamation of a State of Emergency and/or a Presidential Proclamation of a State of Emergency
- Officially declares an emergency or disaster

Proclamation Deadlines

Local governments should be aware of the following deadlines when considering an emergency proclamation:

- An emergency proclamation must be issued within ten days of the occurrence of a disaster if assistance is requested through the California Disaster Assistance Act
- The emergency proclamation must be ratified by the City or County governing board within seven days of issuance, if issued by an official designated by ordinance
- Emergency proclamations must be reviewed at regularly scheduled City or County board meetings until terminated
- Emergency proclamations should be reviewed every fourteen days until terminated. No review should wait longer than twenty-one days from the previous review
- The emergency proclamation should be terminated when conditions warranting proclamation have ended

Notification

When issuing a local government emergency proclamation, the following notifications should be made:

- The city in which the proclamation was made should notify the Operational Area (County of Alameda) and provide a copy of the emergency proclamation as soon as possible
- The Operational Area should notify the Cal EMA Region and provide a copy of the emergency proclamation as soon as possible
- The Cal EMA Region will notify the Cal EMA State level and is the primary contact between the Cal EMA State level, the Operational Area, and the city in which the emergency proclamation was made for updates or on any requests for assistance
- The Cal EMA State level will respond in writing to the city in which the emergency proclamation was made concerning the status of any requests for assistance included with the local emergency proclamation or accompanying letter

3.4 Continuity of Operations

In order to continue District operations during or after a large scale emergency or disaster, which may require school dismissal or closure, the San Leandro Unified School District has determined specific essential functions that must continue under any and all circumstances. These essential functions include, but are not limited to the following:

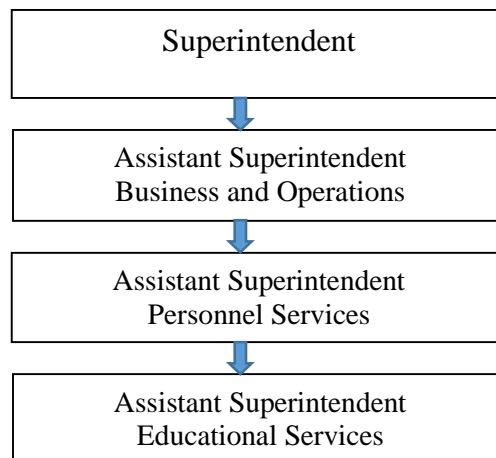
- Maintaining functional leadership
- Continuity of educational services including teaching and learning activities
- Continuity of educational support services including special education and related services, school-based medical services and food programs
- Ensuring physical safety aspects of available campuses/facilities
- Continuity of communications and technical support functions
- District business functions
- Providing emotional and psychological recovery efforts to students and staff

It is the goal of the San Leandro Unified School District to restore the aforementioned essential functions within 12 hours of activation of this Emergency Operations Plan and to sustain restored essential functions for up to 30 days or until full operational status is achieved. During this time frame, the District will strive to protect essential buildings and facilities, equipment, records, students, teachers, staff, and assets; reduce or mitigate disruptions; and minimize damage to life and property.

The District is committed to coordinating with local community partners, such as emergency management representatives, first responders, and care and shelter organizations to maximize the use of existing infrastructure, facilities, and other resources.

Succession

Orders of succession define who will play an active leadership role when regular leadership is unavailable. In the event that the Superintendent is not available during an emergency or disaster, the following diagram depicts the alternates that will serve in an interim or acting capacity in order of succession:



In the event that an alternate assumes an interim or acting role as Superintendent, they shall have full authority and responsibility pursuant to Board policy to execute any and all duties commensurate with the position of Superintendent.

Vital Records Protection

Vital records are defined as those that are essential to continue District functions and to conduct emergency operations. In addition, vital records are necessary to:

- Protect the rights and interests of students and staff
- Conduct emergency response and recovery operations
- Re-establish normal District functions

Each department within the San Leandro Unified School District shall share the responsibility for ensuring that vital records storage and preservation is accomplished.

Designated Emergency Facilities

The San Leandro Unified School District has designated the following primary and alternate facilities as their Emergency Operations Center. These facilities are equipped with an emergency power generator, radios, computers, telephones, maps, technological enhancements, etc., that will facilitate bi-directional information exchange on a 24-hour basis between the District's Emergency Operations Center, City of San Leandro's Emergency Operations Center, as well as, the County of Alameda's Emergency Operations Center. All equipment under the control of the San Leandro Unified School District will be inspected on a monthly basis and maintained in a state of operational readiness.

Additionally, space for liaisons from the City of San Leandro and the San Leandro Unified School District have been established at each respective organization's Emergency Operations Centers to establish and maintain a unified command approach to managing emergencies and disasters. The locations of these facilities are as follows:

Primary Emergency Operations Center
Barbara Lee Center
2251 Bancroft Avenue
San Leandro, CA 94577

Alternate Emergency Operations Center
District Office Headquarters
835 East 14th Street
San Leandro, CA 94577

City of San Leandro Emergency Operations Center
San Leandro Senior Community Center
13909 East 14th Street
San Leandro, CA 94578

3.5 Training and Exercises

The philosophy of the San Leandro Unified School District is to incorporate training and exercise activities at all levels into its emergency management preparedness program. Having staff that are thoroughly trained and exercised is the cornerstone to the successful management of any emergency or disaster.

Training and exercise activities pertaining to the Emergency Operations Plan (EOP) shall be conducted at the direction of the Superintendent. Training and exercises will be conducted utilizing various formats such as:

- Training Bulletins
- Lecture/Discussion Activities
- Table Top Exercises
- Full Scale Exercises

Training and exercises will be on-going and conducted throughout the school year to ensure all staff are aware of their roles and responsibilities during an emergency or disaster. The same training and exercise format will be utilized to ensure field level personnel are well-versed on the operational aspects of the School Site Emergency Operations Plan that has been developed for all campuses/facilities within the District.

3.6 After Action Review

After an exercise or actual incident, an After Action Review will be conducted and an After Action Report (AAR) will be developed. This report should be focused on identifying strengths, areas that need improvement and gaps in plans and systems used during the event. Once the After Action Report is completed, it will be used as the basis for engaging in the Corrective Action Planning Process where staff participating in the event will create an Improvement Plan that will then be used to make changes and/or address gaps in the Emergency Operations Plan. This process is in accordance with the guidance found in the Homeland Security Exercise and Evaluation Program (HSEEP).

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4. CONCEPT OF OPERATIONS

This section explains in broad terms leadership intent with regard to an emergency response operation. The Concept of Operations describes how the emergency response organization accomplishes its mission. Ideally, it offers clear methodology to realize the goals and objectives to execute the plan. It includes roles and responsibilities, the organizational element of the overall emergency management program, a discussion of the EOC activation levels, and a description of control, direction, and intra and interagency coordination.

4.1 Command and Control Sections

When activating an Emergency Operations Center, it is important to ensure that key positions responsible for the overall management of the emergency or disaster have been identified and are incorporated into the emergency management structure. These positions have been established by the Standardized Emergency Management System and facilitate the use and processes established within the Incident Command System. These positions incorporate specific roles and responsibilities that are required to facilitate command and control of the emergency or disaster. These positions are as follows:

Management/Command Section (The “Leaders”)

The Management/Command Section is responsible for overall policy, direction, and coordination of the emergency response effort in the Emergency Operations Center. Staff assigned to the Management/Command Section are responsible for interacting with personnel internally, as well as, externally to ensure the effective function of the Emergency Operations Center.

Operations Section (The “Doers”)

The Operations Section is responsible for coordinating all operations in support of the emergency response and for implementing action plans. This section includes response teams that work toward reducing the immediate hazard, mitigating damage, and establishing control and restoration of normal operations.

Planning/Intelligence Section (The “Thinkers”)

The Planning and Intelligence Section is responsible for collecting, evaluating, and disseminating information; maintaining documentation; and evaluating incoming information to determine the potential situation in the not-too-distant future. This section also develops action plans for implementation by the Operations Section.

Logistics Section (The “Getters”)

The Logistics Section is responsible for providing all types of support for the emergency response operation. This section orders all resources from off-site locations and provides facilities, services, personnel, equipment, transportation, and materials.

Finance and Administration Section (The “Collectors”)

The Finance and Administration Section is responsible for accounting and financial activities such as establishing contracts with vendors, keeping pay records, and accounting for expenditures. This section is also responsible for all other administrative requirements and acts as the clearinghouse for documentation during the recovery phase.

4.2 Emergency Operations Center

The San Leandro Unified School District’s Emergency Operations Center is a location from which centralized emergency management can be performed. The use of an Emergency Operations Center to manage and coordinate all facets of an emergency response is a standard practice in emergency management.

The Emergency Manager and key decision-making personnel operate from the Emergency Operations Center and establish policy, priorities, and provide overall management and coordination of resources committed to the emergency or disaster. It serves as the central point for information gathering, processing, and dissemination; coordination of all San Leandro Unified School District operations, and coordination between other organizations including the City of San Leandro’s and the County of Alameda’s Emergency Operations Centers.

The Emergency Operations Center is organized according to the Standardized Emergency Management System, as noted earlier in this plan. The Emergency Manager and the Section Chiefs serves as the Emergency Operations Center’s Management Team.

4.3 Definition of an Incident, Emergency and Disaster

Incident

An incident is an occurrence or event, either human-caused or caused by natural phenomena, that requires action by emergency response personnel to prevent or minimize loss of life or damage to property and/or natural resources.

Incidents may result in extreme peril to the safety of persons and property and may lead to, or create conditions of disaster. Incidents may also be rapidly mitigated without loss or damage. Although they may not meet disaster level definition, larger incidents may call for managers to proclaim a local emergency.

Incidents are usually a single event that may be small or large. They occur in a defined geographical area and require local resources or, sometimes mutual aid. There is usually one to a few agencies involved in dealing with an ordinary threat to life and property and to a limited population. Usually, a local emergency is not declared and the jurisdictional Emergency Operations Center is not activated. Incidents are usually of short duration, measured in hours or, at most a few days. Primary command decisions using the Incident Command System are made at the scene along with strategy, tactics, and resource management decisions.

Emergency

The term emergency is used in several ways. It is a condition of disaster or of extreme peril to the safety of persons and property. In this context, an emergency and an incident could mean the same thing, although an emergency could have more than one incident associated with it.

Emergency is also used in Standardized Emergency Management System terminology to describe agencies or facilities, e.g., Emergency Response Agency, Emergency Operations Center, etc.

Emergency also defines a conditional state such as a proclamation of local emergency. The California Emergency Services Act, of which the Standardized Emergency Management System is a part, describes three states of emergency:

- State of War Emergency
- State of Emergency
- State of Local Emergency

Disaster

A disaster is defined as a sudden calamitous emergency event bringing great damage, loss, or destruction. Disasters may occur with little or no advance warning, e.g., an earthquake or a flash flood, or they may develop from one or more incidents, such as, a major wildfire or hazardous materials discharge.

Disasters are either single or multiple events that have many separate incidents associated with them. The resource demand goes beyond local capabilities and extensive mutual aid and support are needed. There are many agencies and jurisdictions involved including multiple layers of government. There is usually an extraordinary threat to life and property affecting a generally widespread population and geographical area. A disaster's effects last over a substantial period of time (days to weeks) and local government will proclaim a local emergency. Emergency Operations Centers are activated to provide centralized overall coordination of jurisdictional assets and resources, departments and incident support functions. Initial recovery coordination is also the responsibility of Emergency Operations Centers.

4.4 Response Levels

This section lists the response levels to incidents, emergencies and disasters and their relationship to Emergency Operations Center activation. The area(s) affected and the extent of coordination or assistance needed to effectively manage the event will dictate the degree of participation expected from the San Leandro Unified School District. Response levels are closely tied to emergency proclamations issued by the head of a local government. The San Leandro Unified School District uses a four level response system which is as follows:

Response Level 0 – Operational Readiness

This level is maintained on a daily basis by all staff within the San Leandro Unified School District. It makes available to staff, resources and support necessary to manage and respond to daily incidents and emergencies occurring at campuses/facilities. Operational Readiness also establishes a mechanism for stand-by and alert procedures that are issued in advance of an anticipated or planned event. Activation of the Emergency Operations Center is not required.

Response Level I – Local Emergency

A minor to moderate incident in which local resources are adequate and available. This level of emergency response occurs when an emergency incident enumerated in the School Site Emergency Operation Plan occurs at a campus/facility and requires Principals/Site Administrators to implement the plan. Activation of the Emergency Operations Center may occur based on the size and scope of the event. The decision rests with the Superintendent.

Response Level II – Local Disaster

A moderate to severe emergency in which resources are not adequate and mutual aid may be required on a Local, County, Regional, even Statewide basis. The City of San Leandro and the County of Alameda will proclaim a local emergency. The State of California may also declare a State of Emergency. This response level occurs when multiple sites are impacted by related incidents and local police, fire and other first responder organizations are working in concert with the San Leandro Unified School District to respond. Activation of the Emergency Operations Center is required.

Response Level III – Major Disaster

A major disaster or catastrophic event where resources in or near the impacted areas are overwhelmed and extensive State and Federal resources are required. Local governments and the County of Alameda will proclaim a local emergency. The State of California will also declare a State of Emergency. Based on the size and scope of the major disaster or catastrophic event, the State of California may request a Federal Emergency Declaration from the President of the United States. Activation of the Emergency Operations Center is required.

4.5 Emergency Operations Center Activation Levels

There are two levels of activation in an Emergency Operations Center. These activation levels are based on the magnitude of the event and the need for management and coordination resources above and beyond the field level response. Emergency Operations Center Activation Levels include: Partial Activation and Full Activation.

Partial Activation

During a partial activation, the Emergency Operations Center is activated but only some of the positions are filled. This may involve a smaller emergency than a limited number of responders can handle, it might involve the early stages of an expanding disaster, or it might involve the late stages of a response prior to deactivation of the Emergency Operations Center. Staff needs for

partial activations vary depending on the scope of the event and must be adaptable to changing conditions.

Departmental Operations Center (DOC)

Under the partial activation category is the Departmental Operations Center (DOC). A Departmental Operations Center is an operational and logistical entity that is designed to coordinate functional support for incident management. The role of a DOC typically involves two functions: continuing critical pre-disaster operations and providing functional support to field operations. DOC's can serve as extensions of the functional branches in the Operations and Logistics Sections of the Emergency Operations Center

Full Activation

During a full activation, the Emergency Operations Center is activated and all or most of the positions are filled. A full activation occurs when a severe emergency/disaster or catastrophic event occurs and the full scope of District resources are required to manage the event.

4.6 Organization Structure

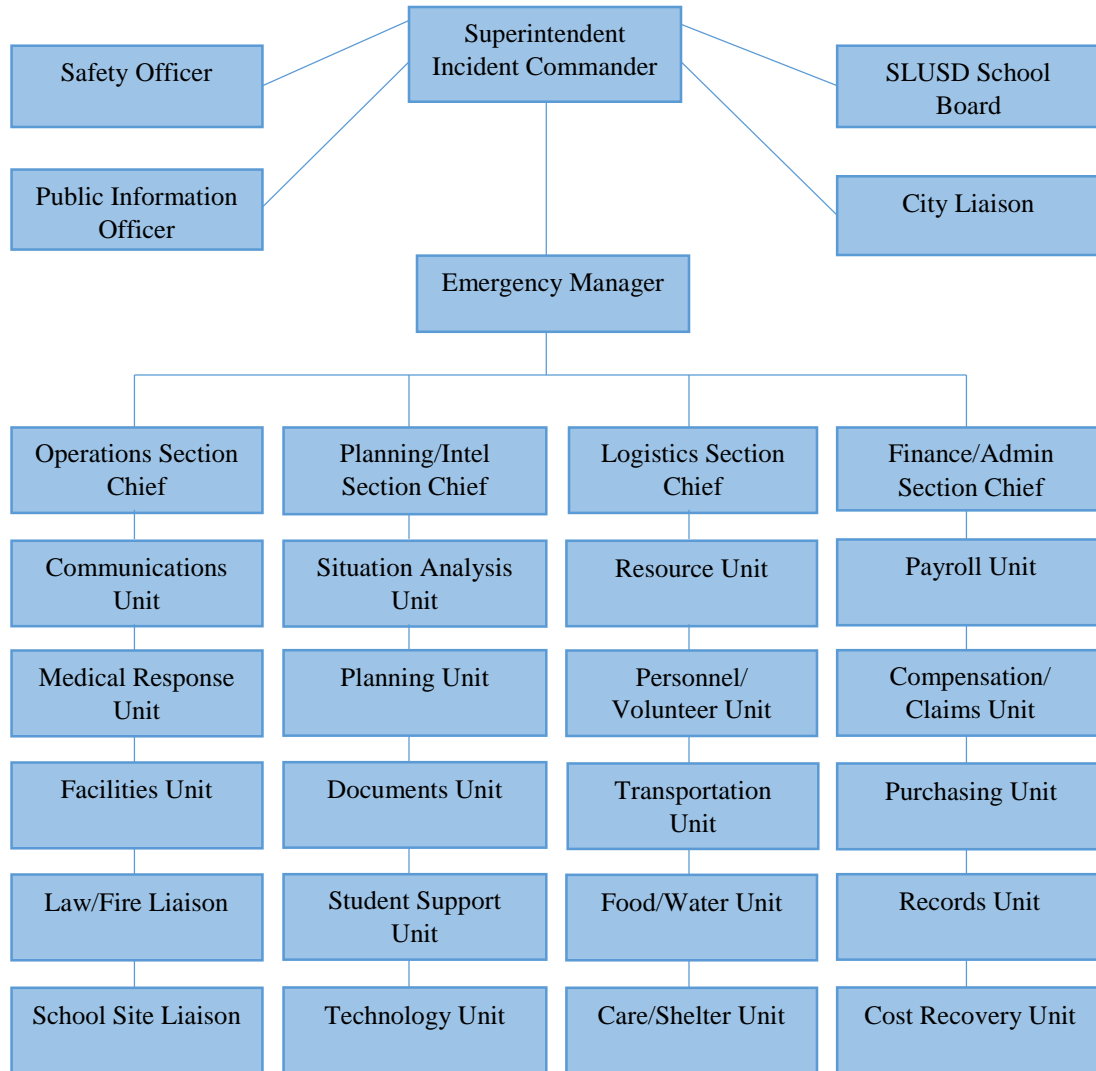
The organizational structure for the Emergency Operations Center follows the Standardized Emergency Management System (SEMS) and includes the Incident Command System (ICS). As previously stated, the five sections of the Emergency Operations Center include:

- Management/Command Section
- Operations Section
- Planning/Intelligence Section
- Logistics Section
- Finance/Administration Section

4.7 Emergency Operations Center Organizational Chart

The Emergency Operations Center Organizational Chart depicts the hierarchy of positions within the Emergency Operations Center. Each section of the organizational chart corresponds to a role with associated responsibilities. Not all the roles are necessary for each Emergency Operations Center activation. In fact, an Emergency Operations Center more frequently activates partially, as a Departmental Operations Center (DOC), since most incidents do not require all disciplines to respond. The below organizational chart has been established for the San Leandro Unified School District's Emergency Operations Center. Additionally, Emergency Operations Center Staffing Rosters are located in Appendix D.

**San Leandro Unified School District Emergency Operations Center
Organizational Chart**



4.8 Position Roles and Responsibilities

District Management Section Structure

An emergency requires constant management to maintain command and control of the emergency or disaster. The Emergency Operations Center shall have management represented at all times during partial and full activations. The following positions are included in the Management Section of the Emergency Operations Center: Superintendent, Safety Officer, School Board, Public Information Officer, City Liaison and the Emergency Manager.

Superintendent

This position is designated as the Incident Commander and is responsible for overall management of the District at all times. Duties and responsibilities include: delegating responsibility for uniform planning and execution of details of the disaster preparedness program for the District, establishing a chain of command for emergencies and facilitating communication between campuses/facilities and the Emergency Operations Center utilizing established communication mediums, directs Principals/Site Administrators to prepare and publish plans for their campuses/facilities on procedures for emergency or disaster situations, ensures that prescribed training and disaster plans are implemented, ensures that campuses/facilities maintain first aid equipment and other emergency supplies, plans for the safe storage of District records, directs staff to maintain updated emergency contact lists inclusive of telephone numbers and addresses at all campuses/facilities, informs the public, particularly the parents of enrolled students about the District's emergency management program and their responsibilities and participation in the plan.

Safety Officer

This position oversees all operations to make sure that emergency responders are working in a safe environment. Duties and responsibilities include: taking steps with the approval of the Superintendent to set policies and change procedures to ensure maximum safety of responders, directs the use of school facilities for community care and shelter if required, designs and implements in-service training of permanent and substitute employees in emergency techniques, and coordinates safety inspections of all buildings within the District.

School Board

This position works in conjunction with the Superintendent and offers support during emergencies and disasters. Duties and responsibilities include: assisting with the development of overall strategies, facilitating the development of Board policies, assisting with legal and legislative issues, providing resources to the emergency management structure, works with the Public Information Officer (PIO) and enables the usage of funds for disaster response and relief activities.

Public Information Officer (PIO)

This position is the direct representative of the Superintendent and the School Board. Duties and responsibilities include: being a conduit for information between the Board and the Superintendent, works collaboratively with all organizations to develop and disseminate public information, serves as the point of contact for assisting and cooperating with responder agencies, authorized to speak on behalf of the District, recipient of all media inquiries, works with all Principals and Site Administrators on the preparation and dissemination of site specific public information.

City Liaison

This position interfaces with the City of San Leandro's Emergency Operations Center. Duties and responsibilities include: represents the interests of the San Leandro Unified School District, provides information to the City of San Leandro to support their operational needs, ensures a bi-directional flow of information between the City's and the District's Emergency Operations Centers, coordinates efforts on site specific needs, and ensures effective resource allocation to the District.

Emergency Manager

This position is responsible for the coordination of emergency management efforts within the Emergency Operations Center. The Emergency Manager shall be at the Emergency Operations Center during an emergency or disaster. Duties and responsibilities include: emergency and disaster strategy implementation, effective implementation of the District's emergency preparedness program, ensuring functionality of the Emergency Operations Center is optimized, maintains and coordinates the operation of the District's communication systems, manages site and hazard surveys, constantly assess the situation and makes adjustments as necessary, maintains updated status on all available resources, monitors all activity, ensures documentation is being completed, obtains status reports from the Section Chiefs, coordinates all response activities through the Section Chiefs, keeps the Superintendent informed of the progress and strategies used during the response, and provides briefings to Emergency Operations Center staff on a regular basis. In the event that staffing in the Emergency Operations Center is limited, the Emergency Manager shall also perform the functions of the Safety Officer, Public Information Officer and City Liaison if necessary.

Emergency Operations Center Section Structure

The Standardized Emergency Management System has established an Emergency Operations Center Structure that works directly under the Management Section. The Emergency Operations Center Structure was developed to ensure that emergencies and disasters are efficiently and effectively managed by identifying specific sections or functions that must be performed during an emergency or disaster. These sections include: Operations, Planning/Intelligence, Logistics, and Finance/Administration.

Operations Section Chief

This position oversees all operational emergency response functions. Duties and responsibilities include: provide updates on operational activities to the Emergency Manager, liaison with other sections in the Emergency Operations Center Structure, provide direction/guidance to units within the Operations Section, evaluate and act on operational information, and facilitate the accomplishment of tasks assigned to the Operations Section by the Emergency Manager. The Operations Section Chief is responsible for the following units: Communications Unit, Medical Response Unit, Facilities Unit, Law/Fire Liaison, and School Site Liaison.

Communications Unit

This unit is responsible for establishing and maintaining overall communications throughout the emergency or disaster. Duties and responsibilities of the Communication Unit include: working with the Emergency Manager to identify communication mediums to be used, selecting radio channels for optimum use, troubleshooting areas experiencing limited communication capabilities, ensuring communication platforms are operational, monitoring status changes, and ensuring access to radio batteries is maintained.

Medical Response Unit

This unit is responsible for organizing first aid and victim response throughout the emergency or disaster. Duties and responsibilities of the Medical Response Unit include: liaison with campus/facility first aid and victim response personnel, ensuring first aid supplies for all campuses/facilities are available, work with Psychologists and Counselors to provide services to students and staff, ensure the Crisis Response Team is activated, and provide oversight for all medical/victim response activities.

Facilities Unit

This unit is responsible for the overall assessment and use of District facilities during and after an emergency or disaster. Duties and responsibilities include: Assisting search and rescue personnel at campuses/facilities, responding to requests for locating and disabling/enabling vital utility services, liaison with utility service providers, work in conjunction with City of San Leandro Building Inspectors to ascertain the safety of buildings, conduct facility assessments for possible building closures, provide assistance in the interpretation of building drawings and schematics, and identify facilities that can be used as care and shelter sites.

Law/Fire Liaison

This position is responsible for working with law/fire first responder organizations to ensure the needs of the District are met during an emergency or disaster. Duties and responsibilities of this position include: work with first responder organizations to facilitate response activities, provide necessary support, work as a liaison between first responders and the District, and assist first responder organizations as necessary.

School Site Liaison

This position is responsible for working in conjunction with the Incident Commander at each campus/facility during an emergency or disaster. Duties and responsibilities include: ensuring that the Incident Command Structure at campuses/facilities is operational, provide support to the Incident Commander, facilitate requests, ensure that School Site Emergency Operations Plans have been implemented, and acts as liaison between the Emergency Operations Center and the campus/facility.

Planning/Intelligence Section Chief

This position oversees all planning/intelligence functions. Duties and responsibilities include: maintaining overall situational awareness, review and approve all plans, provide updates on planning/intelligence activities to the Emergency Manager, liaison with other sections in the Emergency Operations Center Structure, provide direction/guidance to units within the Planning/Intelligence Section, evaluate and act on operational information, and facilitate the accomplishment of tasks assigned to the Planning/Intelligence Section by the Emergency Manager. The Planning/Intelligence Section Chief is responsible for the following units: Situational Analysis Unit, Planning Unit, Documents Unit, Student Support Unit, and Technology Unit.

Situational Analysis Unit

This unit is responsible for reviewing, assessing and developing a situational analysis of the emergency or disaster and the effectiveness of response efforts. Duties and responsibilities include: reviewing all incoming data, reports, and information, assessing the magnitude of the emergency or disaster, determining affected areas, ensuring that response efforts are working, determining the duration of the emergency or disaster, recommending duration of operational periods, liaison with other units within the Emergency Operations Center Structure, and provide analysis for decision making activities.

Planning Unit

This unit is responsible for developing all plans associated with the emergency or disaster. Duties and responsibilities include: work in conjunction with the Situational Analysis Unit, develop plans for specific operational periods, modify plans based on the changing dynamics of the emergency or disaster, support all facets of the Emergency Operations Center Structure, and develop the after action report.

Documents Unit

This unit is responsible for ensuring that all required documents/forms are used and completed. Duties and responsibilities include: ensuring that the Emergency Operations Center has access to all required documents and forms identified within the Standardized Emergency Management System, ensuring that personnel assigned to the Emergency Operations Center are using the correct documents and forms, work in conjunction with the Planning Unit to support the

development of plans, and responsible for maintaining all documents created as part of the Emergency Operations Center activation.

Student Support Unit

This unit is responsible for overseeing the delivery of services to students during an emergency or disaster. Duties and responsibilities include: supporting the efforts of the Medical Response Unit, work in conjunction with the Incident Commander at each campus/facility to address site specific student needs, work in conjunction with the Logistics Section to ensure student needs are met throughout the District, oversee the Parent-Child Reunification process, ensure that special needs students are provided appropriate services, work with care and shelter personnel to address the needs of students, and be responsible for the safety and security of students.

Technology Unit

This unit is responsible for ensuring that technological resources are operational during an emergency or disaster. Duties and responsibilities include: ensure that all technology (phones, computers, promethean boards, smart boards, internet, etc.) is functioning within the Emergency Operations Center, troubleshoot issues that arise during Emergency Operations Center activation, assist campuses and facilities with technology needs during and after an emergency or disaster, work with all personnel assigned to the Emergency Operations Center to optimize the use of technology.

Logistics Section Chief

This position oversees all logistics functions. Duties and responsibilities include: ensuring the provision of resources for the response effort is accomplished, responsible for the identification of necessary resources, efficient distribution of resources, tracking resources throughout the District, work in conjunction with the City and the County to request resources outside the capabilities of the District, work in conjunction with the Finance/Administration Section to identify, purchase and track logistic expenditures, provide updates on logistics activities to the Emergency Manager, liaison with other sections in the Emergency Operations Center Structure, provide direction/guidance to units within the Logistics Section, evaluate and act on operational information, and facilitate the accomplishment of tasks assigned to the Logistics Section by the Emergency Manager. The Logistics Section Chief is responsible for the following units: Resource Unit, Personnel/Volunteer Unit, Transportation Unit, Food/Water Unit, and Care/Shelter Unit.

Resource Unit

This unit is responsible for identifying and allocating resources based on operational need. Duties and responsibilities include: supporting campuses/facilities with logistics requests, identifies and tracks all resource requests, orders resources from varying entities, maintains situational status on all logistic activities, works with the Facilities Unit to identify facility use availability, and support all facets of the Emergency Operations Center.

Personnel/Volunteer Unit

This unit is responsible for the human resource element of managing an emergency or disaster. Duties and responsibilities include: tracking all District personnel and volunteers assigned to the emergency or disaster, tracks the availability of on and off duty personnel, coordinates staff recall needs, arranges recruitment and orientation for temporary personnel, ensuring for the well-being of personnel and volunteers, assignment of personnel and volunteers, registration of volunteers and technical experts/specialists, scheduling personnel and volunteers during protracted events to ensure staffing levels are maintained during each operational period, assumes responsibility for managing check-in activities at the Emergency Operations Center, and support all units within the Emergency Operations Center.

Transportation Unit

This unit is responsible for managing all transportation needs of the District during an emergency or disaster. Duties and responsibilities include: identifying available transportation resources, work with the Resource Unit in identifying transportation needs for students, staff and volunteers, track all assigned and unassigned vehicles within the District, ensure that all vehicles used in the transportation function are operating in a safe manner.

Food/Water Unit

This unit is responsible for the overall management of procuring and distributing food and water throughout the District during an emergency or disaster. Duties and responsibilities include: identification of food and water supplies, procurement of additional food and water when necessary, work in conjunction with the Resource Unit for the distribution of food and water to campuses/facilities, and ensuring that food and water is available to all Emergency Operations Center personnel.

Care/Shelter Unit

This unit is responsible for managing the care and shelter needs of the District during an emergency or disaster. Duties and responsibilities include: working with other unites within the Emergency Management Structure to identify and provide safe and secure care and shelter options for students and staff, liaison with the American Red Cross in the establishment of care and shelter sites at District facilities, maintaining accurate accounting of care and shelter facilities within the District, and ensuring that care and shelter needs for students with special needs are provided.

Finance/Administration Section Chief

This position oversees all finance and administration functions. Duties and responsibilities include: maintaining overall financial management of the emergency or disaster, ensuring that all payroll activities occur, process all workers compensation claims for injured District personnel, oversees all purchases required for the emergency or disaster, maintaining all records associated with the emergency or disaster, ensures that all documentation is maintained, retain all necessary records for cost recovery, oversees the disaster assistance application process,

provide updates on finance/administration activities to the Emergency Manager, liaison with other sections in the Emergency Operations Center Structure, provide direction/guidance to units within the Finance/Administration Section, evaluate and act on operational information, and facilitate the accomplishment of tasks assigned to the Finance/Administration Section by the Emergency Manager. The Finance/Administration Section Chief is responsible for the following units: Payroll Unit, Compensation/Claims Unit, Purchasing Unit, Records Unit, and Cost Recovery Unit.

Payroll Unit

This unit is responsible for maintaining payroll functions during an emergency or disaster. Duties and responsibilities include: accounting for all staff hours, ensuring that paychecks are produced and delivered, and that staff continue to receive appropriate compensation and benefits.

Compensation/Claims Unit

This unit is responsible for managing all claims associated with an emergency or disaster. Duties and responsibilities include: documenting all injuries, completing all necessary reports, filing workers' compensation documents and assisting personnel throughout the process, processing all external and internal claims that are the result of the emergency or disaster, and maintaining accurate records.

Purchasing Unit

This unit is responsible for the purchase of all items required during the emergency or disaster. Duties and responsibilities include: work in conjunction with the Resource Unit to acquire necessary resources, developing and processing purchase orders, managing the use of all District credit cards, maintaining cash reserves, accurately track all purchases, maintain overall accounting principles and practices, maintain accurate records of all expenditures, and provide support to all units within the Emergency Operations Center Structure.

Records Unit

This unit is responsible for maintaining all records associated with the emergency or disaster. Duties and responsibilities include: work in conjunction with all units in the Emergency Operations Center Structure to obtain records associated with the event, maintain and store all records, process all records requests, generate reports as required, provide documents for the submission of all documents to local, State and Federal agencies, and maintain safe storage of all District records.

Cost Recovery Unit

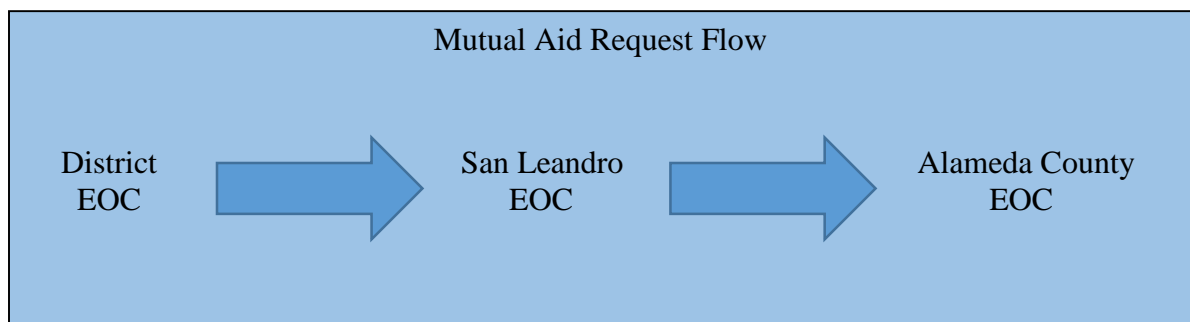
This unit is responsible for working with local, State and Federal organizations on all cost recovery activities. Duties and responsibilities include: working in conjunction with the Records Unit to obtain documentation necessary to recover costs associated with the emergency or disaster, manage all cost recovery submissions, liaison with local, State and Federal entities on

cost recovery opportunities, submit cost recovery applications within specified timelines, track all potential cost recovery activities, and track the status on all cost recovery submissions.

4.9 Mutual Aid System/Resource Requests

Emergency assistance for Alameda County is based on a Statewide Mutual Aid System designed to ensure that additional resources are provided to the State's political subdivisions whenever their own resources are overwhelmed or inadequate. The basis for this system is the California Disaster and Civil Defense Master Mutual Aid Agreement (MMAA), which is entered into by and between the State of California, its various departments and agencies and the various political subdivisions, municipalities and public agencies to assist each other by providing resources during an emergency or disaster. The County of Alameda is a signatory to this agreement. The agreement obligates each signatory entity to provide aid to each other during an emergency without expectation of reimbursement. Under specific conditions, Federal and State funding may be appropriated to reimburse public agencies who aid other jurisdictions. If other agreements, memorandums, and contracts are used to provide assistance for consideration, the terms of those documents may affect disaster assistance eligibility and local entities may be reimbursed only if funds are available.

During the response phase, the real-time tracking of incidents and response resources is critical. Resources may be in short supply, and multiple requests for services can occur. Resource requirements for supplies, equipment, vehicles, facilities, or personnel are initially filled from within the San Leandro Unified School District. Once internal resources have been exhausted (to include inventories on hand, procurement from vendors, and assistance from the private sector or other non-governmental sources) or when based on the emergency or disaster, a shortfall of resources is projected, a resource request based on a needed outcome will be submitted to the City of San Leandro's Emergency Operations Center. The City of San Leandro's Emergency Operations Center will attempt to fill the request. In the event that the City of San Leandro has exhausted their resources or cannot fill the specific request, the City of San Leandro will submit a resource request to the County of Alameda's Emergency Operations Center to fill the request. The diagram below shows the flow of the mutual aid process.



4.10 Direction, Control and Coordination

This section describes the framework for all direction, control and coordination activities. This section also identifies who has operational control of response assets. In addition, this section explains how multi-jurisdictional and multi-agency coordination systems support the efforts of organizations to coordinate efforts across jurisdictions while allowing each jurisdiction to retain its own authority.

Direction and Control

The Superintendent has the power and authority to direct and control District staff and District volunteers when engaging in emergency response activities on District property. The Superintendent may convey this power and authority to designees within the District's command structure to meet a specific objective or need. To facilitate direction and control actions, the San Leandro Unified School Board may promulgate orders and regulations to assist in this endeavor.

Coordinating with Field Level Incident Command Posts

All District field level responders at campuses/facilities will be organized under the Incident Command System (ICS) and will follow the School Site Emergency Operations Plan, which is an annex to the District's Emergency Operations Plan (EOP). Incident Commanders at campuses/facilities will coordinate all activities with the Emergency Operations Center (EOC).

Response entities from outside the District will comply with their organization's emergency response procedures. Liaison positions have been established within the District's Emergency Operations Center (EOC) to coordinate all emergency response efforts.

Coordinating with Local Government Emergency Operations Centers

When activated, the San Leandro Unified School District's Emergency Operations Center (EOC) will coordinate emergency response functions with the City of San Leandro's Emergency Operations Center and the County of Alameda's Emergency Operations Center. A bi-directional flow of information sharing and resource identification/acquisition will be established to ensure emergency response functions are maximized.

Coordinating with the State of California

The County of Alameda's Emergency Operations Center has the responsibility of coordinating resources from the State of California. All requests for State resources will go through the County of Alameda's Emergency Operations Center.

Coordinating with Non-Governmental/Private Sector Organizations

Non-governmental/private sector organizations that provide resources and services to the District in response to an emergency or disaster are encouraged to provide liaisons to the District's Emergency Operations Center (EOC). Space for liaisons has been designated to facilitate support functions.

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5. INFORMATION COLLECTION, ANALYSIS AND DISSEMINATION

Obtaining situational awareness is one of the most critical tasks following an emergency or disaster. Information collection consists of the processes, procedures and systems to communicate timely, accurate, and accessible information on the emergency or disasters cause, size and current situation to the District, staff, students, first responders, public and additional stakeholders (both directly affected and indirectly affected). Information must be coordinated and integrated across jurisdictions and across organizations; among local, State and Federal governments, and with the private sector and non-governmental organizations.

Additionally, education strategies and communication plans help to ensure that lifesaving measures, evacuation routes, threat and alert systems and other safety information are coordinated and communicated to the affected audiences in a timely, consistent manner. Like obtaining situational awareness, public information includes processes, procedures and organizational structures required to gather, verify, coordinate and disseminate information.

5.1 Information Collection

Information is collected after an emergency or disaster to gain situational awareness. Information is gained from field level responders through on scene activities, inspections of infrastructure (campuses/facilities), windshield surveys to acquire damage assessments and the potential for human casualties, and status calls and situation reports from other agencies at all levels of government.

5.2 Analysis

All information acquired by the San Leandro Unified School District should be analyzed, vetted and confirmed prior to disseminating it further and prior to providing direction to staff or making critical decisions based on the information. As part of the analysis, information should be dated, given a credibility rating and compared to other information collected for the same or similar subject matter.

5.3 Dissemination

Information pertaining directly to the San Leandro Unified School District, as a result of an emergency or disaster is controlled by the Superintendent, and disseminated through the use of a Public Information Officer (PIO).

Public Information Officer (PIO)

The Public Information Officer (PIO) works directly for the Superintendent. In respect to emergency management, the PIO supports the Superintendent, the Emergency Management Structure within the Emergency Operations Center (EOC), and all Incident Commanders at District campuses/facilities. The PIO advises leadership on all public information matters relating to the management of the emergency or disaster. The PIO handles inquiries from the

media, the public and elected officials. The PIO is responsible for emergency public information and warnings, rumor monitoring and response, media monitoring, and other functions required to gather, verify, coordinate and disseminate accurate, accessible and timely information related to the emergency or disaster.

Based on the magnitude of the emergency or disaster, the PIO, at the direction of the Superintendent may designate additional Public Information Officers (PIO's) to assist in the management of information as it relates to the emergency or disaster. Additionally, PIO's may be required to function within a Joint Information System (JIS) or a Joint Information Center (JIC).

Joint Information System (JIS)

The Joint Information System (JIS) is the broad mechanism that organizes, integrates and coordinates information to ensure timely, accurate, accessible and consistent messaging activities across multiple jurisdictions and/or disciplines with the private sector and non-governmental organizations.

Joint Information Center (JIC)

The Joint Information Center (JIC) is a central location that facilitates operation of the JIS. It is a location where personnel with public information responsibilities from multiple agencies, departments and other local governments perform critical emergency information functions, crisis communications and public affairs functions. JIC's may be established at various levels of government, at incident sites, or can be components of Federal, State, Regional or local multi-agency coordination (MAC) groups.

Message Development and Approval

Messages intended to be disseminated throughout the District or to the public or other external agencies on behalf of the District, may be developed by subject matter experts working in support of the District's response efforts. In any case, all messaging pertaining to the District must be reviewed and approved by the District's Public Information Officer (PIO) prior to its dissemination.

When working in the capacity of a Joint Information Center, messages are reviewed jointly by PIO's to correct inaccuracies and to maintain consistency in messaging. Approval of these messages, in most cases, will be granted to the head of the agency that is claiming responsibility for the release of the message.

Methods of Dissemination

The San Leandro Unified School District uses various mechanisms to disseminate information to the public. Among them are: social media, standard media, and radio broadcasts. Additional methods are used for those with access and functional needs.

6. COMMUNICATION

Ensuring effective emergency communications is a key part of any Emergency Operations Plan. Effective communication strengthens overall preparedness actions and is the foundation of resiliency and management of critical incidents. Ensuring operable and interoperable communications and real-time information sharing among staff, students, first responders and the public during emergencies and disasters is paramount to everyone's safety and security.

6.1 Importance of Communication

During an emergency or disaster, communication becomes especially critical. Well-conceived and effectively delivered emergency messages can help ensure the following:

- Staff and student safety
- Protection of property
- Facilitate response efforts
- Elicit cooperation
- Help families reunite
- And instill public/parent confidence

The extent to which staff, students, first responders and the public respond to emergency messages is influenced by many factors, including individual characteristics and perceptions, whether the message comes from a credible source, how the message is delivered, and the message itself.

Emergency communications may include:

- Alerts and warning
- Directives about evacuations
- School closures/re-openings
- Parent-Child Reunification locations
- Care and shelter locations
- Self-protective actions
- And information about response status, family members, available assistance and other matters that impact response and recovery activities

6.2 Communication Platform Activation

The San Leandro Unified School District has established a robust communication platform, inclusive of numerous communication tools, for use during day to day operations, as well as, during emergency situations. Whenever communication tools are used, be sure emergency communications are:

- Clear and concise
- Contain specific and adequate information
- Are in sync with other information being disseminated

- And are accessible to staff, students, first responders and the public

Upon activation of the Emergency Operations Center (EOC), responding staff will ensure that communication is established between the District's Emergency Operations Center (EOC), Incident Commanders at each of its campuses/facilities, and if necessary, between the City of San Leandro's and the County of Alameda's Emergency Operations Centers. This will be accomplished through the utilization of a variety of communication platforms. These platforms include:

- Two-way radios
- Land line telephones
- Cellphones
- Web-Based Emergency Management System (Veoci)
- AERIES Loop
- Amateur (HAM) Radio System
(Repeater: W6RGG, 147.240MHz, PL=107.2Hz, +Offset, Call Sign: KF6RZV)

Often times, due to the size and scope of the emergency or disaster, several communication platforms will be used to manage the event. It is not uncommon to have to switch between communication platforms as a result of an evolving emergency or disaster. Flexibility and redundancy are key factors in a successful emergency management communications program. It shall be the responsibility of the Emergency Manager to determine the best means of communication during an emergency or disaster.

6.3 Web-Based Emergency Management System (Veoci)

The San Leandro Unified School District has integrated an emergency management software program to provide operable and interoperable communications between its Emergency Operations Center (EOC), campuses/facilities and the City of San Leandro's and the County of Alameda's Emergency Operations Centers. This unifying software program called Veoci, creates an interoperable link between emergency management entities throughout the County, as well as field level units within the District. It provides for real-time information sharing, resource allocation and reporting functions by creating a virtual Emergency Operations Center (EOC) where District personnel can access vital information from anywhere during an emergency or disaster.

As part of its emergency management program, the San Leandro Unified School District will utilize this software program to:

- Call-up staff during EOC activations
- Centralize all emergency management activity
- Provide situational awareness of the emergency or disaster
- Provide real-time information sharing
- Assist with plan development
- Provide resource identification, allocation and tracking capabilities

- Access and use established Incident Command System (ICS) report forms
- Manage and store all documentation created as a result of the emergency or disaster

The Emergency Manager will be responsible for ensuring that the Veoci Emergency Management System is functioning at all times and is activated during emergencies or disasters.

6.4 Incident Command System (ICS) Report Forms

One of the primary methods of communication during an emergency or disaster is through the use of established Incident Command System (ICS) forms. These forms track all aspects of an emergency or disaster from check-in of personnel to demobilization of the event.

The National Incident Management System (NIMS) and the Incident Command System (ICS) collectively have developed and implemented the use of specific forms to assist emergency management personnel in the overall management of an emergency or disaster. These forms are intended for use as tools for the creation of Incident Action Plans (IAP), resource tracking purposes, and for support and documentation of all Incident Command System activities. Personnel using these forms should have a basic understanding of NIMS and ICS, through training and/or experience to ensure they can effectively use and understand the forms. ICS forms represent an all-hazards approach to managing an emergency or disaster.

ICS forms are designed to include the essential data elements for the ICS process they address. The use of standardized ICS forms is encouraged to promote consistency in the management and documentation of incidents in the spirit of NIMS, and to facilitate effective use of mutual aid.

The following list describes ICS forms used during the management of an emergency or disaster. ICS form use is scalable to address the needs of the activities performed within the Emergency Operations Center (EOC). Not all ICS forms are used for every event. The size and scope of the emergency or disaster, coupled with the level of activation of the Emergency Operations Center (EOC) will dictate what ICS forms will be used.

Incident Command System Forms List

| ICS Form # | Form Title | Typically Prepared By |
|---|---|--------------------------------|
| ICS 201 | Incident Briefing | Initial Incident Commander |
| ICS 202* | Incident Objectives | Plan/Intel Section Chief |
| ICS 203* | Organization Assignment List | Resource Unit Leader |
| ICS 204* | Assignment List | Operations Section Chief |
| ICS 205* | Radio Communications Plan | Communications Unit Leader |
| ICS 205A* | Communications List | Communications Unit Leader |
| ICS 206* | Medical Plan | Medical Response Unit Leader |
| ICS 207 | Incident Organization Chart | Resource Unit Leader |
| ICS 208* | Safety Message/Plan | Safety Officer |
| ICS 209 | Incident Status Summary | Situation Analysis Unit Leader |
| ICS 210 | Resource Status Change | Communications Unit Leader |
| ICS 211 | Incident Check-In List | Resource Unit/Check-In |
| ICS 213 | General Message (3 Parts) | Any Message Originator |
| ICS 214 | Activity Log | All Sections and Units |
| ICS 215 | Operational Planning Worksheet | Operations Section Chief |
| ICS 215A | Incident Action Plan Safety Analysis | Safety Officer |
| ICS 218 | Support Vehicle/Equipment Inventory | Transportation Unit |
| ICS 219-1 to ICS 219- 8, ICS 219- 10 (Cards) | Resource Status card (T-Card) (may be printed on card stock) | Resource Unit |
| ICS 221 | Demobilization Check-Out | Operations Section Chief |

*Forms identified with an asterisk are typically used in the development of the Incident Action Plan (IAP)

7. RECOVERY OPERATIONS

Although no single definition fits all situations, successful recoveries from emergencies or disasters do share conditions in which an organization:

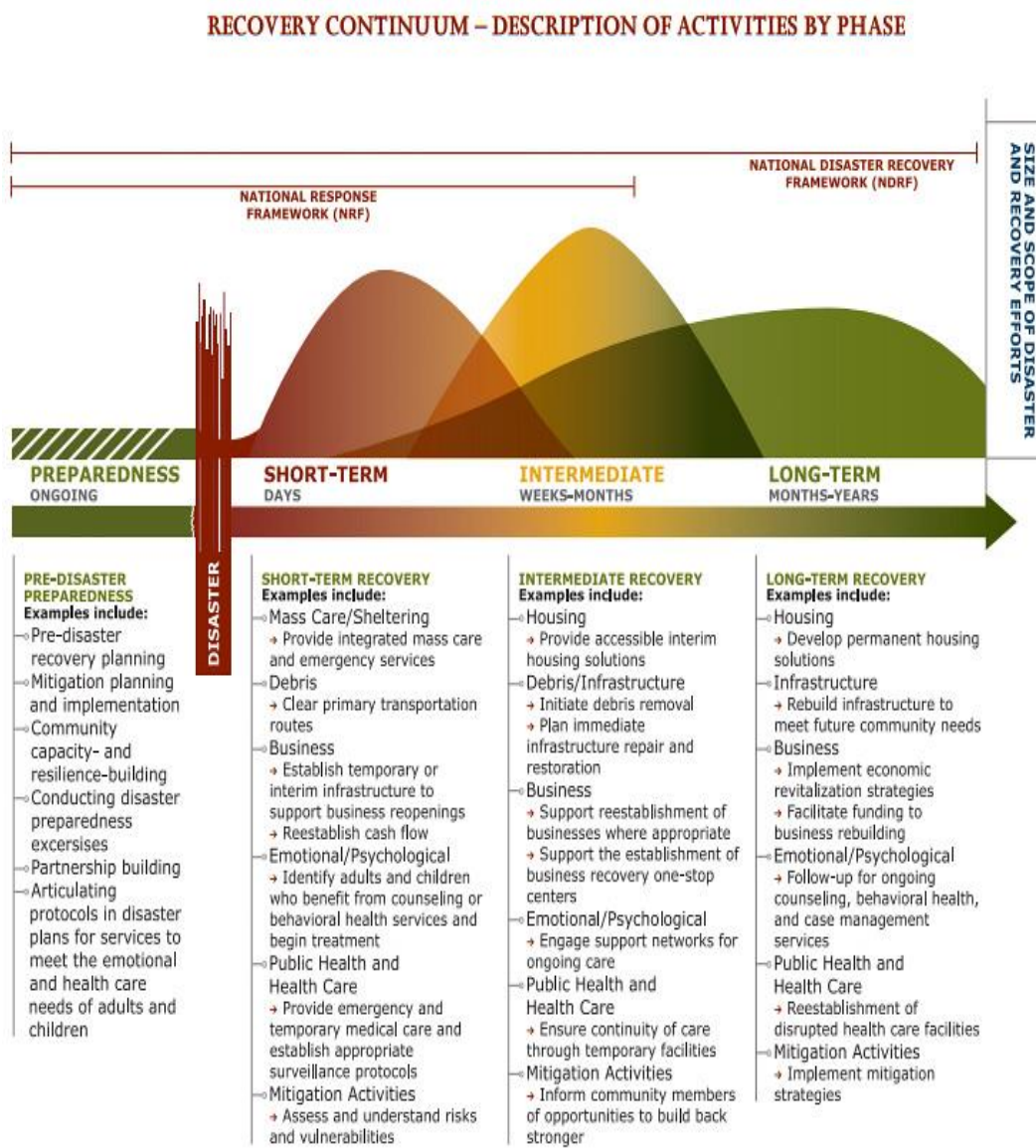
- Successfully overcomes the physical, emotional and environmental impacts of the event
- Re-establishes an educational and operational base that instills confidence in staff, students, parents and the community
- Rebuilds by integrating functional needs of staff and students and reducing its vulnerability to all hazards
- Demonstrates a capability to be prepared, responsive and resilient in dealing with the consequences of emergencies and disasters

In order to achieve these conditions, the San Leandro Unified School District has adopted the following recovery objectives:

- Restoration of basic services at facilities throughout the District or at temporary facilities, along with necessary supplies
- Facilitation of the resumption of employment for District personnel
- Facilitation of displaced students and staff
- Facilitation of physical and emotional needs of students and staff
- Identification of repairs of facilities that can be implemented immediately, as well as, long-term restoration needs of critical infrastructure
- Resumption of the delivery of a full range of services
- Development of a comprehensive plan for rebuilding that is consistent with local, State and Federal policies and priorities, including focused development, environmental sustainability and equitable use of resources
- Coordination of funding resources for recovery efforts, including State and Federal assistance programs
- Initiation of the process for long-term recovery

7.1 Phases of Recovery

The phases of recovery, or the “recovery continuum,” as the Federal Emergency Management Agency (FEMA) refers to them, offer a process of interdependent and often concurrent activities that seek to progressively advance an organization toward a successful recovery. Decisions made and priorities set early in the recovery process by an organization can have a cascading effect on the nature and speed of the recovery process. The below chart indicates how response and recovery functions are related to organizations as a whole and does not address specific actions required by specific entities. The intent of this chart is to provide guidance to the San Leandro Unified School District as they engage in the various phases of the recovery process.



Short-Term Recovery

Recovery operations begin concurrently with or shortly after the commencement of response operation. Short-term recovery activities occur within 90 days of the incident, but may continue beyond that point. Short-term recovery includes actions required to:

- Stabilize the situation
- Restore essential services
- Begin the process of function restoration

Recovery operations are transitioned from the Emergency Operations Center (EOC) to District departments based on their functional responsibilities. These departments coordinate recovery functions as part of their daily duties and responsibilities. Recovery activities typically include:

- Damage assessment
- Debris removal
- Restoration of utilities
- Restoration of services

Intermediate (Mid Term) Recovery

Intermediate or mid-term recovery involves returning District facilities, critical infrastructure and services provided to a functional, if not, pre-disaster state. Such activities are often characterized by temporary actions that provide a bridge to permanent measures.

Long-Term Recovery

Long-term recovery includes those activities necessary to restore an organization to its pre-disaster state, given the inevitable changes that result from a major disaster. Long-term recovery requires significant planning to maximize opportunities and mitigate risks after a major incident. Long-term recovery can continue for years and may include the following:

- Planning and reconstructing District facilities and infrastructure
- Working with city officials to implement waivers, zoning changes and other land use legislation to promote recovery
- Identifying alternative facilities to provide educational services and programs
- Integrating mitigation strategies into rebuilding efforts
- Recovering disaster-related costs for infrastructure restoration through Federal grant programs

7.2 Roles and Responsibilities of Recovery Organizations

Responsibility for supporting recovery efforts after a disaster is shared among several agencies from varying levels of government. The key to successful recovery is the effective coordination and prioritization of activities and funding.

Cal EMA Recovery Branch

The Cal EMA Recovery Branch is responsible for managing disaster recovery and providing assistance to local governments and districts impacted by disasters. The Recovery Branch ensures that State and Federal support are provided in an efficient and timely manner throughout the recovery process. The Recovery Branch acts as the grantee for federally funded disaster assistance programs, as grantor for the California Disaster Assistance Act program, and coordinates recovery activities. The Recovery Branch provides technical support to reduce the costs and streamline the process of future recovery efforts. Additionally, the Recovery Branch ensures that proposed recovery projects are reviewed for environmental concerns and that historical preservation activities are considered.

In support of these responsibilities, the Recovery Branch performs extensive liaison activities with local, State and Federal agencies; legislators; various volunteer and non-profit organizations; and the general public. The Recovery Branch emphasizes recovery preparedness through the coordination or recovery planning efforts, the development of recovery training programs and the involvement in emergency management exercises and drills.

Emergency Support Function #14

Emergency Support Function #14, Long-Term Recover (ESF #14), is coordinated by the Department of Homeland Security and FEMA. ESF #14 has the following responsibilities:

- Develops coordination mechanisms and requirements for post-incident assessments, plans and activities that can be scaled to incidents of varying types and magnitudes
- Conducts impact evaluation of prior ESF #14 efforts and other studies as needed to improve future operations
- Coordinates development of national long-term recovery strategies and plans in coordination with other relevant Federal departments and agencies that have independent authorities and responsibilities for addressing key issues regarding catastrophic incidents. These may include accessible housing, large displacements of individuals including those with special needs, contaminated debris management, decontamination and environmental restoration, and restoration of public facilities and infrastructure
- Develops plans, procedures and guidance delineating appropriate agency participation and available resources, taking into account the differing technical needs and statutory responsibilities

Operational Area (County of Alameda) Recovery Task Force

To facilitate the integration of recovery efforts within the County of Alameda and promote the effective use of available resources, the County of Alameda may establish an Operational Area Recovery Task Force. The Operational Area Recovery Task Force should consist of members of the community, private sector organizations, non-governmental organizations,

local governments, special districts and State and Federal agencies with roles in supporting recovery within the County of Alameda.

7.3 State and Federal Integration

Both State and Federal governments provide disaster assistance. Emergency proclamation thresholds and resource requests typically determine the amount of assistance required. When the State and Federal government offer assistance, they typically do so through the following assistance programs:

Local Assistance Center (LAC)

A Local Assistance Center (LAC) is a centralized location where individuals and families can access available disaster assistance programs and services following a disaster. Local, State and Federal agencies, as well as, non-profit and voluntary organizations, may provide staff at the centers. The Federal government may open separate assistance centers through which only the services of Federal programs are offered.

In cooperation with Cal EMA Recovery, the County of Alameda will assess the need for LAC's and establishes them. Cal EMA Recovery ensures that an appropriate number of LAC's are established, based on assessed needs, and coordinates the participation of State and Federal agencies at the centers. Not all areas affected by an incident require LAC's. Cal EMA Recovery may provide financial support to the County of Alameda for the operation of LAC's through the California Disaster Assistance Act.

Direct Federal Assistance

At the request of the State, FEMA coordinates direct Federal assistance to State and local governments through designated Emergency Support Functions (ESF's). FEMA coordinates the activities of ESF #14 with Cal EMA through the Joint Field Office. Through ESF #14, Federal agencies help affected communities identify recovery needs and potential sources of recovery funding and provide technical assistance in the form of recovery planning support, as appropriate. ESF #14 leverages and increases the effectiveness of Federal recovery assistance through coordination and collaboration among Federal agencies and local communities. Working with local governments, Cal EMA identifies communities for which this mechanism is necessary.

Recovery Programs

Under the Stafford Act, FEMA also coordinates Federal recovery programs, which may include:

- Assistance for individuals and families through the Individual and Household Program, including provision of temporary housing
- Assistance to State and local governments and certain private non-profit organizations for extraordinary costs related to response, removal of debris and damage to buildings and infrastructure through the Public Assistance Program

- Assistance to State and local governments through the Hazard Mitigation Grant Program for measures to reduce damage from future disaster
- Other Federal agencies may implement non-Stafford Act recovery programs, or programs authorized under disaster-specific legislation

Delivery of Federal Assistance Programs

FEMA coordinates Stafford Act programs, such as the Public Assistance Program, with Cal EMA through the Joint Field Office. Coordination of other programs, such as the Emergency Relief Program, may occur outside of the Joint Field Office. Federal funding for these programs, such as the Public Assistance Program, may pass through the State; or it may be delivered directly to recipients. Programs delivered directly to recipients generally are not implemented through the Standardized Emergency Management System (SEMS).

8. PLAN DEVELOPMENT AND MAINTENANCE

The Emergency Operations Plan (EOP) is developed under the authority of the Superintendent and the School Board. It is a living document, subject to revision based on agency organizational changes, new laws or guidance and experience obtained from exercises or responding to actual events. This section describes the plan development and maintenance process for keeping the EOP current, relevant and in compliance with NIMS, SEMS, ICS and other applicable instructions.

8.1 Development and Maintenance Responsibilities

The Office of the Superintendent is responsible for the development and maintenance of the Emergency Operations Plan (EOP). The Superintendent will designate appropriate staff and provide them with the commensurate authority and responsibility to develop and maintain the EOP, as well as, all functional annexes included therein. Staff assigned to this function will report directly to the Superintendent.

8.2 Development Process

The initial development and the development of new material will be managed by staff designated by the Superintendent. Staff will work collaboratively with personnel from the San Leandro Unified School District, City of San Leandro, County of Alameda, first responder organizations, State and Federal organizations, and other organizations having a nexus with supporting the District's Emergency Operations Plan (EOP). All applicable laws, regulations, requirements and best practices will be reviewed and implemented as necessary to ensure the EOP is a comprehensive and functional document. The draft EOP will be made available for review and comment, prior to its finalization.

8.3 Revision and Maintenance Process

A review of the Emergency Operations Plan (EOP) will be conducted annually to ensure plan elements are valid, current and remain in compliance with the Standardized Emergency Management System (SEMS): California Code of Regulations (CCR), Title 19, Division 2, Chapter 1, as well as, other elements of local, State and Federal emergency management programs. The same review process identified in the development process will be utilized. Revisions based on the review process or as a result of deficiencies noted during exercises or actual events will be incorporated into the EOP. All revisions to the EOP will be documented in the Record of Changes Section within the EOP.

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APPENDIX A: GLOSSARY

List of Acronyms

| Acronym | Meaning |
|---------|---|
| AAR | After Action Report |
| AERIES | Web-Based Student Information System |
| Cal EMA | California Emergency Management Agency |
| CCR | California Code of Regulations |
| CFR | Code of Federal Regulations |
| DOC | Departmental Operations Center |
| EOC | Emergency Operations Center |
| EOP | Emergency Operations Plan |
| ESF | Emergency Support Function |
| FEMA | Federal Emergency Management Agency |
| HAM | Amateur Radio System |
| HSEEP | Homeland Security Exercise and Evaluation Program |
| HSPD | Homeland Security Presidential Directive |
| IAP | Incident Action Plan |
| ICS | Incident Command System |
| JIC | Joint Information Center |
| JIS | Joint Information System |
| LAC | Local Assistance Center |
| MAC | Multi-Agency Coordination |
| MMAA | Master Mutual Aid Agreement |
| NGO | Non-Governmental Organization |
| NIMS | National Incident Management System |
| OA | Operational Area |
| PIO | Public Information Officer |
| REOC | Regional Emergency Operations Center |
| SEMS | Standardized Emergency Management System |
| SEP | State Emergency Plan |
| SLUSD | San Leandro Unified School District |
| SOC | State Operations Center |
| USC | United State Code |
| VEOCI | Web-Based Emergency Management System |

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APPENDIX B: EMERGENCY CONTACT LIST

| Agency / Organization | Phone Number |
|--|----------------|
| Emergency Response Agencies | |
| Ambulance | 911 |
| Alameda County Fire Department | 911 |
| San Leandro Police Department | 911 |
| Hospitals | |
| San Leandro Hospital | 510-357-6500 |
| Kaiser Hospital-San Leandro | 510-454-1000 |
| Eden Medical Center-Castro Valley | 510-537-1234 |
| City and County Departments | |
| Alameda County Department of Public Health | 510-267-8000 |
| Alameda County Poison Control | 1-800-222-1222 |
| Alameda County Sheriff's Office (EOC) | 925-551-6647 |
| San Leandro Animal Control | 510-577-3206 |
| San Leandro Police Department (non-emergency) | 510-577-2740 |
| Pacific Gas and Electric Company | 1-800-743-5000 |
| East Bay Municipal Utility District | 866-403-2683 |
| Alameda County Fire Department (non-emergency) | 925-833-3473 |
| FEMA Region 9 Response Division | 510-627-7251 |
| SLUSD Departments | |
| SLUSD Superintendent of Schools | 510-895-4199 |
| SLUSD Business & Operations | 510-667-3504 |
| SLUSD Educational Services | 510-667-3538 |
| SLUSD Human Resources | 510-667-3523 |
| SLUSD Technology | 510-667-6207 |
| SLUSD Safety and Emergency Services (EOC) | 510-667-6203 |
| SLUSD Family and Student Support Services | 510-667-6226 |
| SLUSD Special Education Services | 510-667-6206 |
| SLUSD Prevention and Intervention Services | 510-667-3552 |
| SLUSD Health Services | 510-618-4470 |
| SLUSD Wellness Center (Barbara Lee Center) | 510-667-3552 |
| SLUSD Food Services | 510-667-3508 |
| SLUSD Grounds & Maintenance Department | 510-618-4440 |
| Transportation (Durham, Special Services only) | 510-887-6009 |
| | |

| Agency / Organization | Phone Number |
|---------------------------------|--------------|
| SLUSD Schools | |
| San Leandro High School | 510-618-4600 |
| Fred T. Korematsu High School | 510-618-2322 |
| Lincoln Alternative High School | 510-618-4460 |
| Bancroft Middle School | 510-618-4380 |
| John Muir Middle School | 510-618-4400 |
| Garfield Elementary School | 510-618-4300 |
| Jefferson Elementary School | 510-618-4310 |
| Madison Elementary School | 510-895-7944 |
| McKinley Elementary School | 510-618-4320 |
| Monroe Elementary School | 510-618-4340 |
| Roosevelt Elementary School | 510-618-4350 |
| Washington Elementary School | 510-618-4360 |
| Wilson Elementary Schools | 510-618-4370 |
| San Leandro Adult School | 510-618-4420 |
| | |

APPENDIX C: FACILITY INVENTORY

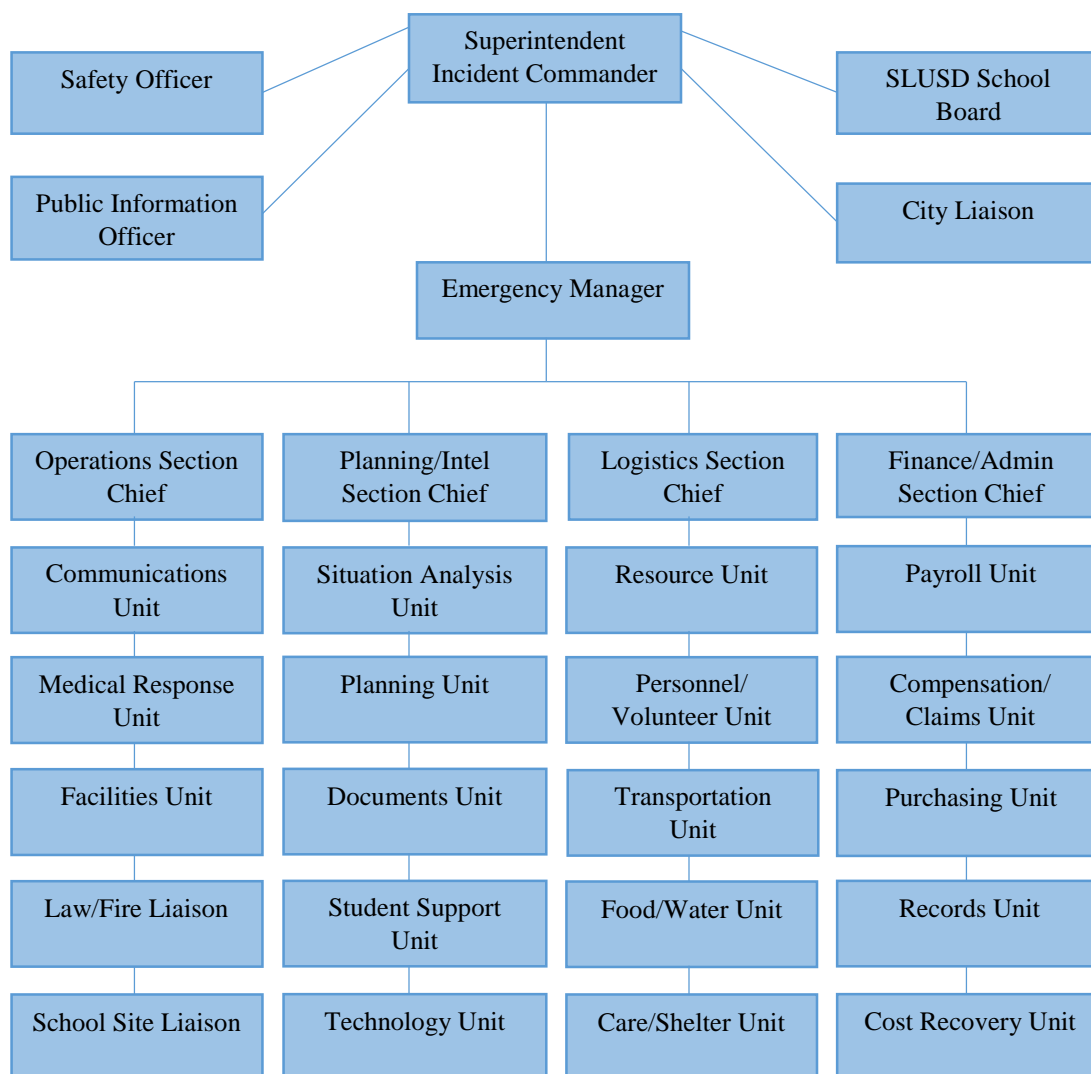
| Site | Size (Acres) | Grades | Year Built | Square Footage |
|---|-----------------|--------|---------------|-------------------|
| San Leandro High School 2200 Bancroft Ave 94577 | 27.2 | 9-12 | 1948 | 252,975 |
| Fred T. Korematsu High School 13701 Bancroft Ave 94578 | 2.45 | 9-12 | 2007 | 67,830 |
| Lincoln Alternative High School 2600 Teagarden St. 94577 | 0.5 | 9-12 | 1993 | 7,085 |
| Bancroft Middle School 1150 Bancroft Ave 94577 | 8.1 | 6-8 | 1952 | 100,768 |
| John Muir Middle School 1444 Williams St. 94577 | 24.0 | 6-8 | 1950 | 117,987 |
| Garfield Elementary School 13050 Aurora Dr. 94577 | 6.5 | K-5 | 1950 | 45,304 |
| Jefferson Elementary School 14311 Lark St. 94578 | 8.1 | K-5 | 1950 | 49,021 |
| Madison Elementary School 14735 Juniper St. 94579 | 10.0 | K-5 | 1950 | 36,931 |
| McKinley Elementary School 2150 East 14 th St. 94577 | 8.9 | K-5 | 1910 | 32,397 |
| Monroe Elementary School 3750 Monterey Blvd. 94578 | 9.1 | K-5 | 1950 | 49,736 |
| Roosevelt Elementary School 951 Dowling Blvd. 94577 | 6.5 | K-5 | 1940 | 54,249 |
| Washington Elementary School 250 Dutton Ave 94577 | 2.9 | K-5 | 1914 | 33,348 |
| Wilson Elementary School 1300 Williams St. 94577 | 10.0 | K-5 | 1946 | 68,333 |
| San Leandro Adult School 1448 Williams St. 94577 | 2.9 | Varies | 2006 | 17,436 |
| Student Services/Special Education 2255 Bancroft Ave 94577 | 1.1 | N/A | 1950 | 2,820 |
| Barbara Lee Center (EOC) 2251 Bancroft Ave 94577 | 1.1 | N/A | 2015 | 13,873 |
| SLUSD Administration 835 East 14 th St. Suite 200 94577 | N/A | N/A | N/A | 3,000 |
| Maintenance Yard 1145 Aladdin Ave 94577 | 1.98 | N/A | 1980 | 20,000 |
| Warehouse 1193 Aladdin Ave 94577 | 1.98 | N/A | 1980 | 11,200 |
| Facilities 14735 Juniper St 94579 | N/A | N/A | 1957 | 8,121 |
| Burrell Field 2451 Teagarden St 94577 | 13.85 | N/A | 2013 | 5,638 |

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APPENDIX D: EMERGENCY OPERATIONS CENTER ROSTER

San Leandro Unified School District Emergency Operations Center

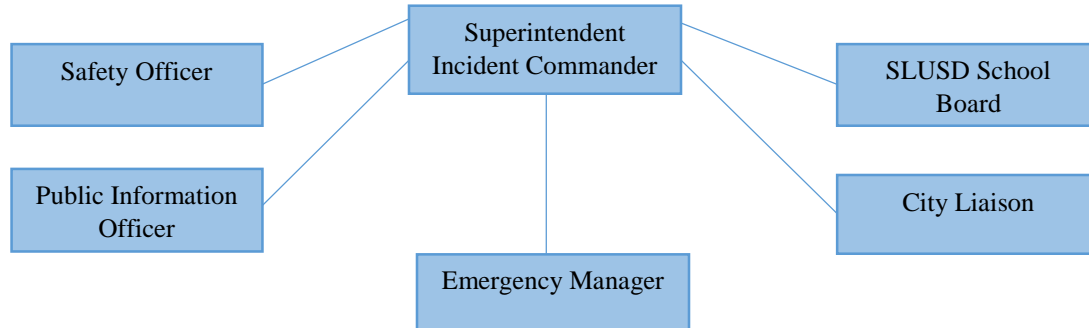
Organizational Chart



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San Leandro Unified School District Emergency Operations Center

Management Section Roster



Incident Commander

| Name | Title | Primary/Alternate | Office # | Cell# |
|-----------------|----------------|-------------------|----------|-------|
| Mike McLaughlin | Superintendent | Primary | | |
| | | Alternate | | |

SLUSD School Board

| Name | Title | Primary/Alternate | Office # | Cell# |
|---------------------|--------------------------------|-------------------|----------|-------|
| Leo Sheridan | President-Area 4 | Primary | | |
| Peter Oshinski | Vice President-Member at Large | Primary | | |
| Monique Tate | Clerk-Area 1 | Primary | | |
| Christian Rodriguez | Member-Area 2 | Primary | | |
| Evelyn Gonzalez | Member-Area 3 | Primary | | |
| Diana Prola | Member-Area 5 | Primary | | |
| James Aguilar | Member-Area 6 | Primary | | |

City Liaison

| Name | Title | Primary/Alternate | Office # | Cell# |
|------|-------|-------------------|----------|-------|
| | | | | |
| | | | | |

Safety Officer

| Name | Title | Primary/Alternate | Office # | Cell# |
|------|-------|-------------------|----------|-------|
| | | | | |
| | | | | |

Public Information Officer

| Name | Title | Primary/Alternate | Office # | Cell# |
|-------------|----------|-------------------|----------|-------|
| Keziah Moss | Director | Primary | | |
| | | | | |

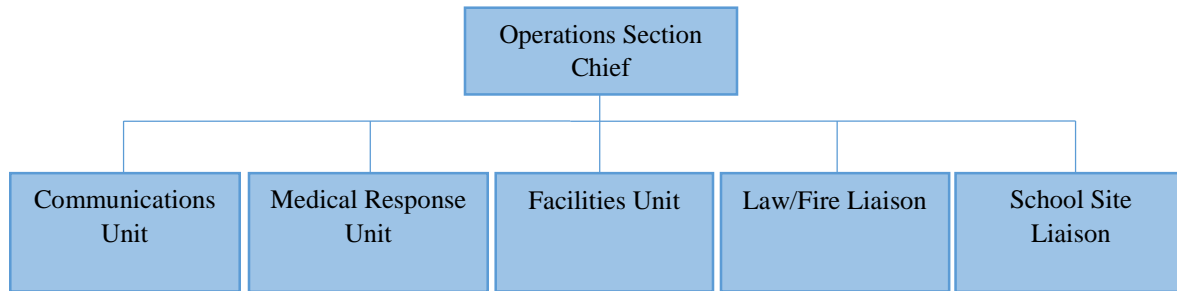
Emergency Manager

| Name | Title | Primary/Alternate | Office # | Cell# |
|------|-------|-------------------|----------|-------|
| | | | | |
| | | | | |

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San Leandro Unified School District Emergency Operations Center

Operations Section Roster



Operations Section Chief

| Name | Title | Primary/Alternate | Office # | Cell# |
|------|-------|-------------------|----------|-------|
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Communications Unit

| Name | Title | Primary/Alternate | Office # | Cell# |
|------|-------|-------------------|----------|-------|
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Medical Response Unit

| Name | Title | Primary/Alternate | Office # | Cell# |
|------|-------|-------------------|----------|-------|
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Facilities Unit

| Name | Title | Primary/Alternate | Office # | Cell# |
|------|-------|-------------------|----------|-------|
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Law/Fire Liaison

| Name | Title | Primary/Alternate | Office # | Cell# |
|------|-------|-------------------|----------|-------|
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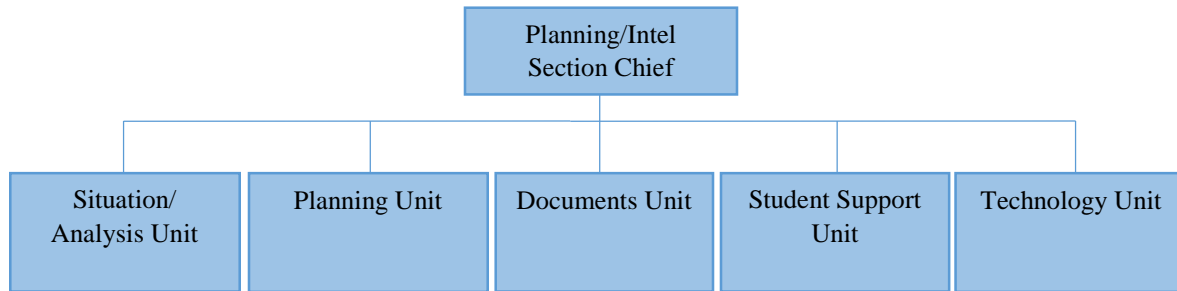
School Site Liaison

| Name | Title | Primary/Alternate | Office # | Cell# |
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San Leandro Unified School District Emergency Operations Center

Planning/Intel Section Roster



Planning/Intel Section Chief

| Name | Title | Primary/Alternate | Office # | Cell# |
|------|-------|-------------------|----------|-------|
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Situation Analysis Unit

| Name | Title | Primary/Alternate | Office # | Cell# |
|------|-------|-------------------|----------|-------|
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Planning Unit

| Name | Title | Primary/Alternate | Office # | Cell# |
|------|-------|-------------------|----------|-------|
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Documents Unit

| Name | Title | Primary/Alternate | Office # | Cell# |
|------|-------|-------------------|----------|-------|
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Student Support Unit

| Name | Title | Primary/Alternate | Office # | Cell# |
|------|-------|-------------------|----------|-------|
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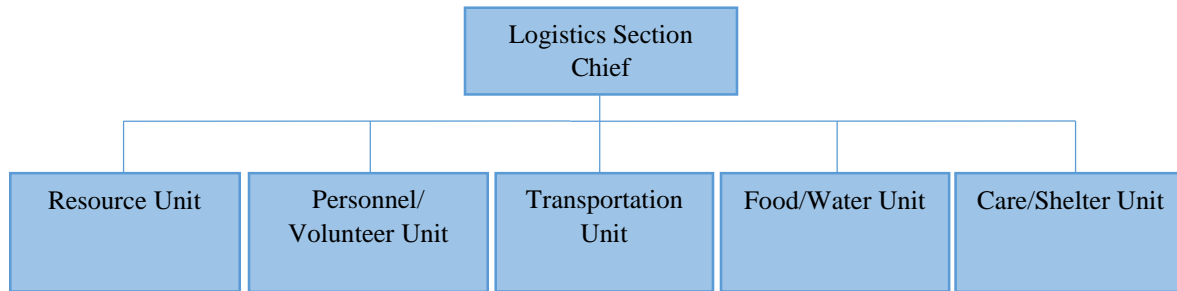
Technology Unit

| Name | Title | Primary/Alternate | Office # | Cell# |
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San Leandro Unified School District Emergency Operations Center

Logistics Section Roster



Logistics Section Chief

| Name | Title | Primary/Alternate | Office # | Cell# |
|------|-------|-------------------|----------|-------|
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Resource Unit

| Name | Title | Primary/Alternate | Office # | Cell# |
|------|-------|-------------------|----------|-------|
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Personnel/Volunteer Unit

| Name | Title | Primary/Alternate | Office # | Cell# |
|------|-------|-------------------|----------|-------|
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Transportation Unit

| Name | Title | Primary/Alternate | Office # | Cell# |
|------|-------|-------------------|----------|-------|
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Food/Water Unit

| Name | Title | Primary/Alternate | Office # | Cell# |
|------|-------|-------------------|----------|-------|
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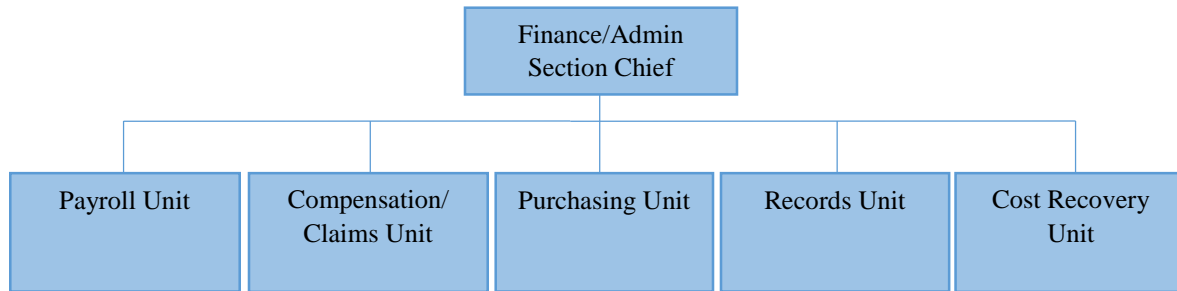
Care/Shelter Unit

| Name | Title | Primary/Alternate | Office # | Cell# |
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San Leandro Unified School District Emergency Operations Center

Finance/Admin Section Roster



Finance/Admin Section Chief

| Name | Title | Primary/Alternate | Office # | Cell# |
|------|-------|-------------------|----------|-------|
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Payroll Unit

| Name | Title | Primary/Alternate | Office # | Cell# |
|------|-------|-------------------|----------|-------|
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Compensation/Claims Unit

| Name | Title | Primary/Alternate | Office # | Cell# |
|------|-------|-------------------|----------|-------|
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Purchasing Unit

| Name | Title | Primary/Alternate | Office # | Cell# |
|------|-------|-------------------|----------|-------|
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Records Unit

| Name | Title | Primary/Alternate | Office # | Cell# |
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Cost Recovery Unit

| Name | Title | Primary/Alternate | Office # | Cell# |
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