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Gregory D. King, Director of Public Safety

Last Update: August 2010
1. Objective & Scope

1.1 The objective and purpose of the Public Safety Business Continuity Plan (BCP) is to reduce consequences of a disruption to an acceptable level through execution of pre-established continuity and recovery procedures. Continuity and recovery of critical processes identified during the business impact analysis are the main focus of this BCP.

1.2 The Public Safety BCP is designed to be in compliance with CSU Executive Order 1014 and in concert with The California Emergency Services Act, Chapter VII, commencing with Section 8550, Division I, Title II of the Government Code. Models used in the design of this BCP include Continuity of Operations/Continuity of Government plans and guidelines promulgated by the California Office of Emergency Services (required by California Executive Order S-04-06).

1.3 The operational areas covered by this plan include:
   a. Administrative Services;
   b. Parking Services;
   c. University Police;
   d. Environmental Health & Safety/Risk Management; and
   e. Subsets of these main components.
2. Definition of “Disaster”

2.1 A disaster is an event that disrupts mission-critical business processes and degrades their service levels to a point where the resulting financial and operational impact to an organization becomes unacceptable.

2.2 Levels of Disasters and Emergencies: Disasters are classified according to severity to help business continuity teams determine appropriate responses in a timely manner during a crisis situation.

■ Minor:
  - Occur more frequently;
  - Effects are often isolated to a small subset of critical business processes;
  - Business unit who depend on these processes can continue to function for a certain length of time;
  - Cause is usually the failure of a single component, system, or service.

Examples: temporary loss of network connectivity; malfunction of server for Computer Aided Dispatch software for call recording/tracking; or Public Safety radio communications is not totally operational because of loss of a repeater.

■ Intermediate:
  - Occur less frequently but with greater impact than minor incidents;
  - Effects go beyond Public Safety organization to impact portions of the campus;
  - Disrupts normal operations of some but not all critical business units;
  - Operational disruptions result from major failures of multiple systems and equipment.

Examples: water intrusion/leakage that displaces or disrupts ability of Public Safety to provide services; or electrical disruptions that requires generated power for longer than 30 minutes.

■ Major:
  - Possibility of occurring very small, but extent of impact significant;
  - Event disrupts normal operations of most or all critical business processes;
  - Inaccessibility or failure of most systems and equipment.

Examples: fires, floods, earthquakes, and sabotage.

3. Risk and Business Impact Analysis Summary

3.1 The overall Public Safety Business Continuity Plan risk analysis data is used to provide basic information to the development of risk/impact analysis related to an emergency event.

3.2 Overall risks can typically be categorized into three groups:
o Natural hazards, such as floods, earthquakes, fires, severe weather, and public health emergencies (pandemic situations are covered within the campus Influenza Pandemic Plan);
o Human-related hazards, or technical events (power outage, computer network failure, telecommunications issues);
o Pro-active human hazards, sometimes referred to as threats that reflect deliberate actions by individuals or groups to cause harm (workplace violence, bomb threats, and civil disturbances).

3.3 The nature and impact of an emergency event cannot be known until it emerges. Operational continuity planning presents a challenge because it is difficult to know exactly how Public Safety will be affected by adverse circumstances presented.

3.4 The highest priority in responding and recovering to any adverse event is the protection of lives and the safety/health of people [students, employees, visitors, vendors, and contractors].

3.5 The basic continuity goal for Public Safety before, during and after an adverse event is to recover and resume critical operations and support services in the shortest time possible. This does not mean that every function normally performed will be available or conducted; however, key services and safety concepts do need to be provided.

3.6 Risk to disruption of critical Public Safety services includes, but is not limited to:
   • Loss of critical people [Police Officers, Dispatchers, Command and Supervisory Staff, emergency preparedness support personnel];
   • Loss of facilities [main building, Parking & Transportation Service Center, Emergency Operations Center/Complex, hazardous materials storage units];
   • Loss of infrastructure [utilities, telecommunications & emergency notification systems, network, information systems, radio system, 911 Emergency Call System]; and
   • Loss of mission related business and service functions [University Police Patrol for security and safety, criminal investigative services, case filing and prosecution of offenders, building security and fire monitoring systems, and Parking Services information distribution and service points];
   • Failure of access to critical records (arrest and incident report data).

3.7 The assumption is made that some key management, operational, and technical personnel will be available and able to make decisions and communicate guidance about recovery and continuity of operations within the Public Safety organization and the Emergency Preparedness response effort, if it is a campus-wide event.

3.8 A list of threats and risks from each functional area has been developed from survey forms distributed to each major component of Public Safety. Analysis was conducted in each area, component, and department that included:
   • Identifying name of organizational component;
   • Basic business requirements;
   • Functions and assets critical to operational needs; and
   • Main business continuity goals.
3.9 A list of critical assets exposed to emergency events includes, but is not limited to:
- Emergency calls and response requests capability through Police Dispatch (E911 & telecommunications);
- Radio communications through antenna and repeater equipment/locations;
- Campus-wide wireless public address system;
- Emergency Notification System (MIR3) for text, voice, and email communication;
- Emergency Operations Center and Complex, including inventoried response equipment and designated coordination point;
- Public Safety general points of information distribution (front counter, Welcome Center, Parking and Transportation Service Center, Kiosk);
- Arrest and incident report data and records;
- Lock Shop equipment and supplies required to secure buildings off normal access until inspected.

3.10 A list of implemented risk controls for identified assets includes, but is not limited to:
- Emergency call and request capability through Police Dispatch
  - Evaluation of existing functions and support systems
  - Establishment and maintenance of a Dispatch point at the EOC (radio, CAD, telecommunications)
  - Establishment of Mobile Command Vehicle Dispatch point (radio, CAD, telecommunications)
- Radio and Support Communications
  - Current radio system will operate in “line-of-sight” mode
  - Family Radio System (FMS) is available through EOC (over 100 radios are available for distribution)
  - Amateur Radio system available in EOC
  - Satellite Phones at the EOC and the Public Safety Building
  - Satellite radio, statewide Cal-EMA "SMARTS" (Satellite Mutual Aid Radio Telephone System) talk-group #01 (formerly "SKYMARS"); and CSU exclusive talk-group #02 for inter-campus use, known as “CSU SATMAC” (Satellite Mutual Aid Communications).
- Public Address System
  - Use of Public Safety vehicle PA systems
  - Emergency Notification System (MIR3) for text and voice
  - Electronic Boards (7) available throughout campus, including a trailer version
  - “Bull-horns” available for distribution
- Emergency Notification System (MIR3) for students, faculty and staff
  - Campus-wide public address system
  - Electronic Boards (7) available throughout campus, including a trailer version
  - “Bull-horns” available for distribution
  - Email through global Internet
- Emergency Operations Center and Complex
  - Public Safety Building (Lot 1)
- Mobile Command Vehicle
- Distributed supplies at Public Safety building and Parking Services storage points
- Public Safety general points of information distribution
  - Front counter of Public Safety building (support location the EOC, Lot 7)
  - Welcome Center, back-up location Kiosk (Administration Building, Lot 4)
  - Parking and Transportation Service Center, transfer of Cashiering duties
campus Cashier’s Office
- Arrest/Incident Report records
  - Daily electronic back-up of information recorded/received in last 24-hour period
  - Once a week total back-up of records, placed on tape, and stored in fire safe
  - Hardcopy reports scanned in to digital back-up system that exceed three-years old
  - Electronic version of all crimes, arrests, and incident reports available
    through Automated Records Management System (ARMS)
- Building Security and Fire Monitoring (Lock Shop & Fire/Life Technician)
  - Padlocks and chains for doorways available in Dispatch
  - Key punch, key duplicator, padlocks, building keys, key cylinders, and key
    request cards for manual system of distribution available at the EOC and the
    Lock Shop
  - Electronic version of Lock Shop files, emergency building entry door
cylinders pre-made with keys, padlocks, one full set of master keys for
  campus, and a variety of tools made available in “grab and go” bag (Lock
  Shop)
  - Fire and intrusion alarm main systems (459 unit in Dispatch) maintained
    operational, or monitor buildings physically with assigned personnel


4.1 During the business continuity strategy development stage, various options were
investigated for recovering disrupted data, records, applications, systems, services,
equipment, and facilities. This section summarizes the recovery options selected
for major organizational components.

4.2 The Department of Public Safety shall utilize established lines of authority and
succession in relation to key positions during any emergency situation.

<table>
<thead>
<tr>
<th>Position</th>
<th>Primary</th>
<th>Back-up</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incident Commander</td>
<td>Chief of Police</td>
<td>Police Lieutenant</td>
</tr>
<tr>
<td>Logistics</td>
<td>Director, Parking</td>
<td>Police Sergeant</td>
</tr>
<tr>
<td>Operations</td>
<td>Police Lieutenant</td>
<td>Duty Watch Commander</td>
</tr>
<tr>
<td>Communications</td>
<td>Dispatch Supervisor</td>
<td>Senior Dispatcher</td>
</tr>
<tr>
<td>Public Relations</td>
<td>Admin. Svcs. Manager</td>
<td>Police Investigator</td>
</tr>
<tr>
<td>Finance</td>
<td>GF Accountant</td>
<td>Parking Accountant</td>
</tr>
<tr>
<td>Safety</td>
<td>Director, RM/EHS</td>
<td>Radiation Safety, RM/EHS</td>
</tr>
</tbody>
</table>
4.3 Major Public Safety component & functions BCP summary

<table>
<thead>
<tr>
<th>Area/Component</th>
<th>Basic Business Requirements</th>
<th>Functions &amp; Assets Critical to Operational Needs</th>
<th>Main Business Continuity Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Services</td>
<td>Fire/Life Safety systems; building security locks; Police Records</td>
<td>Electronic building monitoring alarms; methodology to secure buildings from normal access;Electronic data back-up of critical records.</td>
<td>Continue to deliver security and safety controls necessary to ensure a safe environment, and protection of life and property.</td>
</tr>
<tr>
<td>University Police</td>
<td>Life and safety; traffic control; information distribution; emergency response requirements; service call receiving and assignment</td>
<td>Police patrol; building assessment; EOC operational; critical records via back-up; trained staff; radio and telecommunications equipment; work schedules.</td>
<td>Maintain plans, procedures, and means to respond to emergency events that resolve service disruptions; provide NEMS/SEMS/ICS training for staff; provide general and strategic information thru established message systems; secure buildings; establish traffic patterns; respond to crimes and incidents.</td>
</tr>
<tr>
<td>Parking &amp; Transportation Services</td>
<td>Maintain public points of service; assist in signage and public information distribution; provide public transportation information; assist in safety, security and assessment patrols.</td>
<td>Staff Welcome Center, Kiosk, Parking &amp; Transportation Building, and Front Counter; make and distribute signage on portable stands; use electronic signboards effectively; contact regional transportation authorities for information; assign personnel to shifts for patrol duties.</td>
<td>Provide continual service point staffing; utilize mobile vehicles to assist Police; train personnel in NIMS/SEMS/ICS; distribute public information; provide traffic control at crucial locations; assist police in security measures.</td>
</tr>
<tr>
<td>Environmental Health &amp; Safety/Risk Management</td>
<td>Record/manage work related injuries; hazardous materials response/clean-up; chemical, radiation, and biological inventory; insurance claims; fire/life infrastructure support and recovery.</td>
<td>Record work-related injuries and illnesses compliant with Cal/OSHA; hazardous materials response coordinated with local authorities and contracted CSULA vendors; safety response assessment for campus first responders; maintain close fire/life safety and recovery duties.</td>
<td>Support emergency/incident response while protecting safety/health of responders; perform function of Risk Management &amp; EHS at a minimal service level until norm; provide environmental restoration support for critical operations and instructional areas.</td>
</tr>
</tbody>
</table>

5. Business Continuity Teams

5.1 This section of the Public Safety Business Continuity Plan defines the organization of the business continuity teams, and their roles and responsibilities. Teams may be broken into three main components:

- Crisis management;
- Business resumption; and
- Technical and operational recovery.
5.2 Members of a team are chosen based on their knowledge and experience of activities, procedures, and the tasks assigned to the team. The teams are staffed with the personnel who perform the same or similar tasks under normal conditions.

5.3 Crisis Management Group Overview

5.3.1 The Crisis Management Group [CMG] controls the execution of the Public Safety BCP, emergency response plan, and crisis communication plan. During the initial and subsequent periods of the crisis, the CMG uses a crisis management center to conduct its operations [operationally coordinated from the EOC].

5.3.2 It is essential for this group have at least one senior manager as the team leader, responsible for its overall guidance. The President is the University’s designated CMG leader and has the final decision and authority to invoke the plan. The Chief of Police shall be the main authority in relationship to the Public Safety CMG.

5.3.3 The following Public Safety personnel are assigned to this component:
   o Police Lieutenant - Emergency response;
   o Director, Risk Management & EHS; Damage & risk assessment;
   o Director, Public Safety Administrative Services - Crisis communication;
   o Director of Parking Services - Notification, resource procurement and logistics.

5.3.4 These members provide information about their functional responsibilities activities to the Public Safety CMG. The Public Safety CMG can include representatives from IT, Human Resources, legal, and finance departments, as well as representatives from other relevant business units.

5.4 Business Resumption Group Overview

5.4.1 The Business Resumption Group [BRG] has the role of:
   - Conducting an overall assessment of Public Safety’s immediate needs;
   - Monitoring the recovery progress and status; and
   - Coordinating Public Safety’s operational recovery activities.

5.4.2 Each major component/division of Public Safety should be represented within the BRG. This group validates the successful recovery of operational and IT processes.

5.4.3 The following Public Safety personnel are assigned to this component:
   o Police Watch Commander on duty (Sergeant or Corporal);
   o Insurance/Claims Reporting employee, Risk Management/EHS;
   o Parking Service Operations supervisor;
   o Chief’s Administrative Assistant.

5.5 Technical and Operational Recovery Group Overview

5.5.1 This group consists of computer-based and non-technology centered operational representatives. Areas/functions represented are:
• Police Dispatch and Communications;
• Criminal Investigations;
• Public Safety Records;
• Uniform Patrol Police;
• Risk Management and EHS.

5.5.2 Teams should be formed to address specific concerns within designated areas. An example would be to form a subgroup to address technology based issues, and different group to review operational problems. Another alternative is to give a group a specific problem and then insure representatives from all contributors to the solution are present within the unit. No teams are formed in advance until a mission is identified for the group to address.

6. Contact Information/Crisis Communication Planning

6.1 Contacting personnel spread across the organization tends to be difficult under normal conditions; in a disaster it can prove to be even more difficult to contact the teams and their members. Therefore, it is critical to maintain accurate and up-to-date contact information within the business continuity effort through the development of a Public Safety Communication Plan.

6.2 Decision process to activate the Public Safety BCP shall be with the highest ranking member on duty at the time the event occurs. This decision should be made with command and management level (MPP) personnel when possible and within reason concerning the level of the emergency presented.

6.3 The Public Safety Communication Plan consists of the following elements:

   a. The primary goal of emergency notification of agency personnel or University leadership is to take action in a responsible, efficient and timely manner to a significant event.

   b. The command level officer on duty, or the Watch Commander in the absence of a command officer, is the designated communication coordinator.

   c. Conditions for activating the emergency Communications Plan shall consist of the need of the organization to respond to an identified emergency, or to relate pertinent information to other segments of the campus community.

   d. The primary Plan assumption is that notifications shall escalate and be reduced as the event is processed.

   e. The critical contacts for issuing updates shall include the Chief of Police and all subdivision managers (MPP).

   f. Message Content shall include the following:
      1) General information -
         a) Notification and clarification of disruptive event;
         b) Impact of the event;
         c) Current status and conditions; and
         d) Time of next update.
2) Specific requests or directions for –
   a) Employees;
   b) Public; and
   c) Responding support agencies or groups.
3) Contact details for additional information shall be referred to the established command center (i.e., EOC, Mobile Command Unit, or other established control point, including Public Affairs).

g. Means of communication:
   1) Direct contact via telephone;
   2) MIR3 text/voice messaging system; and/or
   3) Electronic mail.

h. Frequency of communication shall be reduced to required notifications only.
i. Message approval and authorization process shall be through the Communications Coordinator, with consideration provided by the Incident Commander.
j. A Communications Log will be established by the Police Dispatch Center and maintained either manually, or with the Automated Records Management System.

6.4 The overall goal of the plan is for members to already know if they are critical and must respond in an emergency situation without waiting for a contact. Non-essential personnel should not come to campus until contacted. This will reduce difficulties in the management of personnel not primarily related to the University’s response to the emergency incident. Critical personnel are the Chief of Police and all subdivision managers (MPP).


7.1. This part of the document describes various phases for executing the Public Safety Business Continuity Plan. A disruptive event may trigger execution of both the Emergency Response Multihazard Plan and the Public Safety Business Continuity Plan simultaneously. The Public Safety BCP consists of six primary phases.

Phase 1: Initial Response and Notification
A preliminary problem report is prepared as an immediate response to a disruption. Appropriate teams are notified based on the type and extent of the damage, and the controls necessary to limit risk and adverse conditions escalating. The normal location for coordinating any emergency will begin with the Public Safety Building, with alternative locations of the Emergency Operations Center (EOC), and/or the Mobile Command Vehicle. All major emergencies will be initially coordinated from the EOC, as this location is the best suited for a campus-wide response.

Phase 2: Problem Assessment and Escalation
A detailed problem report is prepared after a thorough inspection of the disrupted site or problem. Appropriate teams are notified based on the findings in the detailed problem assessment report.
Phase 3: Disaster Declaration
The detailed problem report is reviewed and a decision is made on whether or not to declare a disaster. A disaster declaration statement is prepared in this phase. The remaining phases are executed once a disaster is declared.

Phase 4: Plan Implementation Logistics
Logistical procedures are executed to prepare the recovery environment and mobilize the required teams and resources for the recovery and resumption, and normalization phases.

Phase 5: Recovery and Resumption
Significant functions and resources are recovered and critical process work is resumed at the following facilities: alternate facilities or work areas, and crisis management to coordinate appropriate response level recovery operations.

Phase 6: Normalization
The environment and operations are normalized to pre-disaster conditions by transitioning from an alternate recovery facility to either the restored original site or to another facility.

7.2. The execution of the business continuity plan begins with Phase 1, Initial Response and Notification, and results in the preliminary problem report. Phase 2, Problem Assessment and Escalation, follows and results in a detailed problem report. If the findings of these two phases indicate a serious business impact, the appropriate crisis management group is mobilized to manage the execution of the business continuity plan.

7.3. Phase 3, Disaster Declaration, is executed by the crisis management team in conjunction with the University President or designee. Phase 4, Plan Implementation Logistics, begins once the disaster is declared. Phases 3 and 4 are normally executed at the crisis management center (most probably the EOC).

7.4. Phase 5, Recovery and Resumption, occurs at the alternate recovery facilities or locations. Phase 5 can begin during the same time period as Phase 4. For instance, recovery at the alternate office work area may begin as soon as the required logistics are completed; even though, logistics for other alternate recovery facilities have not been completed.

7.5. Phase 6, Normalization, typically focuses on the restoration of the damaged site back to operational standards previously established for each function.

8. Assignment of Activities, Procedures, and Tasks

8.1 In coordination with overall community, each major University division must provide a Business Continuity Team that will be assigned specific responsibilities related to Phases 1-6 that was outlined in Section 7 of this document. The purpose of this section is as follows:
- Assign high-level activities to business continuity teams.
- Assign procedures and tasks (identified in the preceding section) to team members.
- Provide any additional useful information for managing and controlling activities, such as a time line for high-level activities.
8.2 Each business continuity plan execution phase specifies high-level activities needed to complete the phase. The business continuity teams and their team members are assigned predefined procedures and tasks that are used to implement the high-level activities. This task will be coordinated through the utilization of the campus Multi-Hazard Response Plan with the Planning Section providing overall direction.

8.3 The information in this section is represented through a set of tables [spreadsheets] for use as checklists, or quick resource guides. These tables show activities, procedures, and tasks for the team. The following is the Public Safety assigned activities and tasks related to Business Continuity and the connection to the greater University leadership for each response level.

| Phase | Description                  | Person Assigned & Functional Unit                  | Activity                                                                 |
|-------|------------------------------|************************************************|---------------------------------------------------------------------------|
| 1     | Initial Responses & Notification | Director, Public Safety [EOC]                      | Receive Initial alert from campus:                                         |
|       |                              |                                                    | Notify senior management                                                    |
|       |                              |                                                    | Respond to campus                                                          |
|       |                              | Director, Risk Management/EHS                      | Notify & mobilize damage assessment team                                    |
|       |                              |                                                    | Conduct preliminary assessment                                             |
|       |                              |                                                    | Determine cause                                                            |
|       |                              | Director, Public Safety [at EOC] to the Policy Group [Crisis Management Team] | Evaluate extent of damage & report                                          |
|       |                              | Director, Administrative Services                  | Notify senior management of findings                                        |
|       |                              | Director, Parking Services                         | Respond & assist Public Affairs in relation incident summary                |
|       |                              |                                                    | Respond & evaluate campus perimeter parking & access, if required           |

| Phase | Description                  | Person Assigned & Functional Unit                  | Activity                                                                 |
|-------|------------------------------|************************************************|---------------------------------------------------------------------------|
| 2     | Problem Assessment & Escalation | Chief of Police & Operations Section Chief (Police Lieutenant) | Receive the preliminary problem report                                    |
|       |                              |                                                    | Review problem report for the extent and impact of damage                 |
|       |                              | Director, Environmental Health & Safety           | Assess health and safety risks                                            |
|       |                              | Operations Section Chief                          | Assess building & Structural Damage                                        |
|       |                              | Operations Section Chief                          | Assess utility & equipment damage                                         |
|       |                              | Director, Parking Services, Logistics Chief       | Responds to EOC & begins process of determining logistical requirements   |
|       |                              | Director, Administrative Services                 | Responds to EOC for public information review                              |
|       |                              | Chief of Police                                   | Determine level of disaster/incident: Minor, Intermediate, or Major       |
|       |                              |                                                    | Notify Senior management                                                   |

Phase 3, Disaster Declaration, would move the response to a problem back to a more centralized and controlled setting closely related to the University’s Disaster Response Plan [Multihazard Emergency Plan].
<table>
<thead>
<tr>
<th>Phase</th>
<th>Description</th>
<th>Person Assigned &amp; Functional Unit</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Disaster Declaration</td>
<td>President, or senior management official available, in consultation with Policy Group [Crisis Management Team] and the Chief of Police</td>
<td>Review disaster level, risks, and impacts</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Vice President, Institutional Advancement [EOC Planning]</td>
<td>Review available recovery options</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Prepare a disaster declaration statement for the President with the following elements: Date/time of disaster; level of disaster [minor, intermediate, major]; selected recovery options; estimated time to recovery; contacts for clarification and additional information.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>President, or senior management official available</td>
<td>Issue disaster statement</td>
</tr>
</tbody>
</table>

Phases 4-6 [Plan Implementation Logistics, Recovery and Resumption, and Normalization] would be addressed globally from the University’s Disaster Response Plan and at the division level. An example related to Plan Implementation Logistics is the requirement to have each division assess the impact of the disaster on their equipment [computers, printers, office furniture, etc.] and prepare a detailed report of losses. This report would then be processed through the Logistics and Finance Sections of the Emergency Operations Center for documentation purposes and action.

Note: This Business Continuity Plan will be utilized in major emergency events, most of which will occur suddenly. The campus Pandemic Plan will be instituted when there is an identified health or related issue that impacts, or could impact the overall University, including the Public Safety Department.

(END OF DOCUMENT)