



UC Emergency Management & Business Continuity Impact Report 2024, 2025

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**For the purposes of this report, accomplishments for UCSF Enterprise Emergency Management are listed in Section III: Health Locations.*

Cover Photo Credit: During a full-scale exercise at UC San Diego, participants practice responding to a potentially hazardous explosive device.

SECTION I:

Systemwide Coordination



UC Office of the President (UCOP)

Systemwide Emergency Management and Business Continuity (EM/BC) consists of the Director, EM/BC and the Program Manager, EM/BC and is part of the Office of Risk Services. The Director reports to the Associate Vice President and Chief Risk Officer.

Systemwide Incidents

- Statewide wildfire monitoring and coordination annually throughout fire season.
- Systemwide incident coordination:
 - Fall 2024 Expressive Activities
 - November 2024 Election Day
 - January 2025 Los Angeles Wildfires
 - 2024 and 2025 Labor Action

Systemwide Coordination & Initiatives

- Developed the UC Systemwide Response Plan, defining UCOP's procedures for responding to incidents that require decision-making and coordination at the systemwide level. Plan was approved by the Executive Vice President and Chief Operating Officer and released in September 2025.
- Finalized and facilitated the signatory process for the EM Mutual Aid Memorandum of Understanding (MOU) to support response, sustain essential operations, and facilitate recovery during emergencies or large-scale planned events. MOU has been signed by 17 UC locations.
 - MOU was successfully activated to support UC Merced during the June 2024 Board of Regents Meeting and UCLA in response to the 2025 wildfires.
- Oversaw and facilitated allocation of \$1.6 million in funding to support continuity planning efforts across the system. Launched new continuity planning funding model to increase funding support to UC campuses, health locations, and ANR.

- Established and funded permanent UC Ready System Administrator position.
- Continued ongoing management of the UC Systemwide Geographic Information System (GIS) for Emergency Management Tool.
 - Led key initiative to integrate GIS facility data layer into UC Ready.
- Led the development of an updated UC campus benchmarking guide to address new systemwide program standards related to mass evacuation, sheltering, and re-entry.

UC Collaborative Planning

- Coordinated with UCOP partners to develop Systemwide Guidelines on Emergency Evacuation Procedures for Individuals with Disabilities to strengthen evacuation planning for individuals who are unable to self-evacuate during emergencies.
- Coordinated with Systemwide Community Safety to develop Expressive Activities Response Matrix and conduct tabletop exercise sessions with all 10 campus locations.


External Partnerships

- Served on the following external committees and boards: Cal OES Safety Assessment Program Steering Committee, California Earthquake Early Warning Advisory Board, UC/CDPH Health Security Executive Steering Committee, and Disaster Resilient Universities (DRU) Advisory Committee.
- Co-chaired CSU/UC Sharing Success Series.



UC Tech Award
Yvonne Tevis

*UC Collaboration Award - Silver Award for UC
Emergency Management GIS Systemwide Facility
Data Layer Automation*



6
Informational sessions held

Expanding Crisis Support Services Across All UC Locations

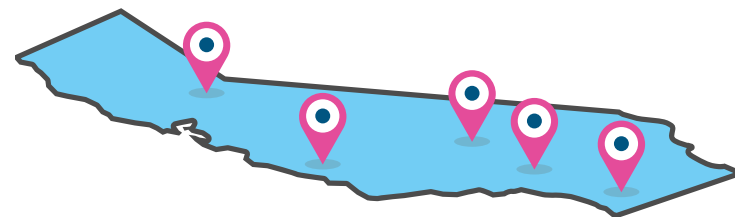

In 2025, UCOP established a systemwide contract with Empathia, Inc to provide crisis response and recovery services to all UC locations. Available services include a crisis call center and family assistance services. Both UCOP and UC locations completed multiple actions to integrate Empathia's services into their response capabilities and to support rapid deployment when needed.

Systemwide EM/BC

- Established systemwide contract.
- Developed UC-specific activation procedures.
- Organized a three-part series of training sessions for UC locations.
- Developed and co-facilitated five virtual tabletop exercise sessions for 10 UC locations.

UC Locations

- Coordinated campus attendance at training sessions.
- Completed multiple tasks required for onboarding with Empathia.
- Provided feedback on activation procedures.
- Participated in Empathia Crisis Call Center Activation Tabletop Exercise session.

11
UC locations onboarded with Empathia



107
Participants representing 10 locations attended tabletop exercise sessions


UC Emergency Management Council

The UC Emergency Management Council (EMC) is an organization of key subject matter experts from all UC locations. The EMC seeks opportunities to address common emergency management and business continuity challenges and to advance the collective risk management priorities of the UC. The EMC is co-chaired by a campus and health representative and consists of three cohort affinity groups: Campus EM, Health EM, and Continuity.

EMC Subcommittees

The EMC convenes subcommittees to collaborate on projects and issues of common systemwide interest. Subcommittee members volunteer to develop work products for the benefit of all participants. Thank you to the chairs and members of all EMC subcommittees for their participation.

In the reporting period, the following EMC subcommittees were active:



37
Collaboration Meetings Held



Disability Access and EM Integration Toolkit

- The subcommittee is comprised of subject matter experts in emergency management, ADA compliance, employee disability management, and student disability services.
 - **Chairs:** Yonit Kovnator (UCLA), Alicia Jensen (UCOP)
 - **Members:** Michael Brindle (UCSB), Jim Caesar (UCSB), Seán Devine (UCLA), Stephan Edgar (UCSC), Ben Perez (UCSF), Tim Phillips (UCD Health), Laura Riley (UCR), Mohammed Shahin (UCSC)
- **Accomplishments:** Began drafting best practices toolkit to help better integrate campus accessibility professionals into emergency preparedness, planning and response.



GIS for Emergency Management

- **Chairs:** Alicia Jensen (UCOP), Tylor Headrick (UCLA), Mono Simeone (UCSF; UC EM GIS Center of Excellence)
- **Members:** Asim Akhter (UCLA), Amina Assefa (UCOP), Tara Brown (UCLA), Jim Caesar (UCSB), John Case (UCI Health), Jennifer Dutton (UCLA Health), Stephan Edgar (UCSC), Jason Ferguson (UC Berkeley), Diana Henderson (UCSD), Alyson Hong (UC San Diego), Alex Lichtenstein (UCLA Health), Zachary Morganstein (UCLA Health), Dilon Reynolds (UC Irvine), Chris Snyder (Berkeley Lab), Brooks Steppe (UC Santa Barbara), May Vo (UCLA Health), Emma Wellard (UCSF)
- **Accomplishments:** UC-Wide Damage Assessment Tools pilot and exercise; Quarterly combined meetings with Facilities and Operations GIS group.



Annual UC Emergency Management and Business Continuity Conference

In 2024, UC Emergency Management and Business Continuity staff gathered at UC Berkeley for an interactive in-person conference to connect through collaborative discussions, informative speakers, and cohort breakout sessions.

Presentations included:

- Earthquake Early Warning
- A Seat at the Table – An Equal Opportunity to Live
- CalOES & FEMA Community Partnerships & Continuity Planning Support
- GIS Mapping Tools & Best Practices
- UC Ready Use for Executive Decision Making
- Planning Considerations for Emergency Stockpiles
- UC Campus + Rave Use Cases & Implementation Lessons Learned
- Liquid Nitrogen Shortage & Cross-Campus Collaboration
- UC Berkeley Campus Overview and Tour of Emergency Operations Center



SECTION II:

Campus Locations

Participants in the UC Irvine Functional Reactor Exercise receive an operational briefing from responding agencies.



Merced EOC staff listen to a briefing during an EOC exercise.



UC San Diego students participate in a “hands-only” CPR class

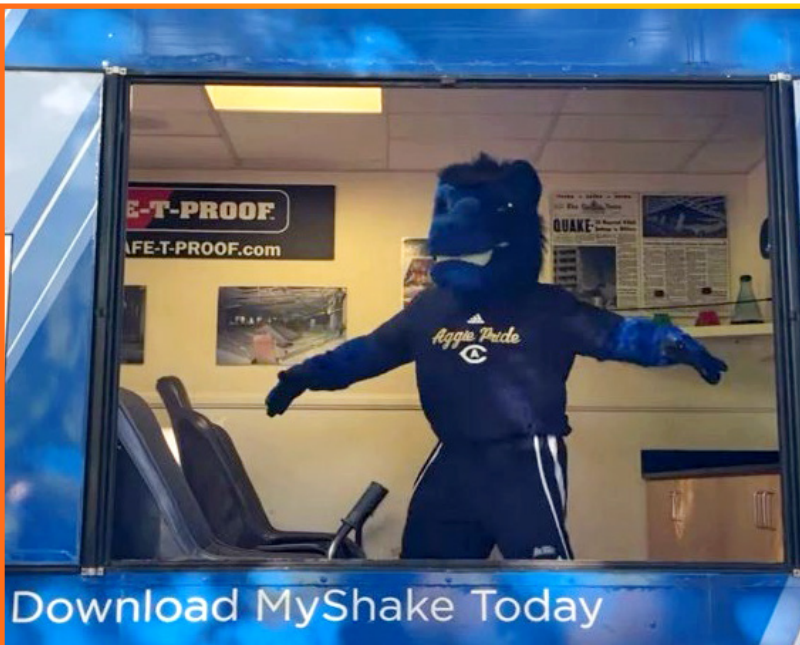


UC CAMPUS HIGHLIGHTS

Stay safe,
stay informed,
stay prepared:
**UC Berkeley
Safety App**



Campus community members receive personal preparedness resources and learn about the benefits of the UC Berkeley Safety App.



UC Davis mascot Gunrock recruits volunteers to experience an earthquake simulation and download the MyShake earthquake early warning app.



UC Riverside staff participate in a damage assessment drill as part of the Great California Shakeout.



UC Berkeley Emergency Management

UC Berkeley

The UC Berkeley Office of Emergency Management (OEM) consists of a Director, a Business Continuity Planner, an Emergency Management Training and Exercise Coordinator, and an Emergency Operations Planning Coordinator. The OEM team reports to the Executive Director, Environment, Health and Safety and maintains a dotted reporting line to the Vice Chancellor for Administration during campus emergencies.

Planning and Preparedness

- Published campuswide [Emergency Evacuation Preparedness Policy](#).
- Successfully transitioned to Rave Alert as the campus Emergency Notification System.
- Launched UC Berkeley Mobile Safety App.
- Tested and integrated MyShake earthquake early warning alerts into the California Memorial Stadium Command Post.
- Created an Earthquake Annex to the campus Emergency Operations Plan.
- Conducted Hill Campus Wildfire Planning, including radio distribution for redundant emergency communications.
- Practiced emergency coordination with Berkeley IT for planned Data Center shutdown.
- Performed targeted continuity planning outreach to academic units and updated Continuity Toolkit.
- Refined data and GIS capability for campus buildings and Emergency Management Areas.
- Hosted the Great Berkeley ShakeOut and Preparedness Fair (October 2024 and 2025).
- Consulted on/processed >20 Individualized Emergency Evacuation Plans.

Training and Exercises

- Conducted 15 All-Hazards Preparedness Lunch and Learn sessions and delivered 13 Emergency Management Overview and Preparedness presentations to campus departments.
- Conducted 5 Tabletop Exercises with scenarios including active threat, public health outbreak, earthquake, power outage, and wildfire.
- Produced and published an [Active Threat Safety Training Video](#).
- Collaborated with UCPD to develop in-person Active Threat Safety Training with Site Safety Assessment.
- Conducted Access and Functional Needs focused preparedness training at 2025 UC Berkeley Neurodiversity Symposium.
- Conducted earthquake evacuation drill and earthquake functional exercise.

Response Operations

- August 2024 Active Threat (Clark Kerr Campus Track).
- October 2024 Extreme Fire Conditions Monitoring.
- October 2024 Active Threat (Downtown Berkeley).
- November 2024 Flash Flood Warning.
- November 2024 Post-Election Impact & Red Flag Weather Conditions Monitoring.
- December 2024 Tsunami Warning.
- January 2025 Power Outage.
- March 2025 Power Outage.
- May 2025 Commencement.
- November 2025 Turning Point USA coordination support.



10
EOC activations



15
Business Continuity
Plans completed

UC DAVIS

Emergency Management and Mission Continuity

UC Davis

The UC Davis Office of Emergency Management and Mission Continuity (EMMC) consists of the Campus Emergency Manager and a Mission Continuity Planner. UC Davis EMMC reports to the Director of Risk and Emergency Management.

Planning and Preparedness

- Published 14 new components of the Campus Emergency Operations Plan, including EOC Position Overviews, Hazard Responsibility Matrix, Emergency Action Plan Guidebook, and UC Ready Guidebook.
- Continuity of Operations (COOP) achievements included:
 - Facilitated updates/approvals of 36 COOP Plans in UC Ready.
 - Formed COOP advisory committee and held nine meetings.
 - Created COOP toolkit as a one-stop shop resource for campus continuity planners.
- Kicked off the creation of 22 inter-departmental Emergency Action Plans and published updated EAP templates.
- Participated in the update of key campus policies related to Emergency Alert and Mass Notification and Change in the Campus Operating Status.
- Facilitated six leadership meetings: an EOC Director's Meeting, an Executive Assistant Orientation to EOC, and four Executive Policy Group meetings.
- Facilitated six meetings of the inter-departmental WarnMe Committee, which serves as an advisory group for the campus and health mass notification system.
- Reestablished UC Davis Amateur Radio Club.
- Campus Emergency Manager certified by California Office of Emergency Services as a Type III EOC Coordinator.

Training and Exercises

- Facilitated Animal Care Program Virtual Tabletop Exercise.
- Held annual refresher training for EOC Management Section, Operations Sections, and Logistics Section.
- Conducted two tabletop exercises for Executive Policy Group.
- Facilitated four campuswide tests of the mass notification system.

Response Operations

- Implemented six enhancements to the EOC, including installing redundant telecommunications.

39

EOC activations

29

FEMA projects submitted.
Expected reimbursement
of ~\$841,300



Received the 2025 UC Excellence in Emergency Management Award, the highest EM recognition across the UC system.

UCI Emergency Management

UC Irvine

The UC Irvine Office of Emergency Management (OEM) consists of an Interim Director of Emergency Management, a Business Continuity Program Manager, and a Training and Exercise Coordinator. UCI OEM reports to the Senior Associate Vice Chancellor for Campus Operations in the Division of Finance and Administration.

Planning and Preparedness

- Developed Earthquake Response Levels framework and facilitated its review by UC Seismic Advisory Board.
- Finalized process for Critical Communication standardization via zotALERT/ZotMail matrix.
- Successfully transitioned to Rave mass notification system, including:
 - Method for signing up non-UCI members.
 - Handoff procedures between UCPD and EM for zotALERT messaging.
- Integrated Zonehaven evacuation management platform with pre-established emergency data.
- Installed High Frequency Radio program/antenna at UCI Health Orange, UCI PD, and EHS building.
- Created new Department Operations Center Template for improved departmental emergency coordination.
- Repurposed OEM's trailer to support deployment/establishment of an Incident Command Post.
- Completed Business Impact Analysis Phase One: Engaged all campus departments to identify Essential Functions and High Impact Units.

- Participated in >10 professional committees and working groups both internal and external to UCI.
- Established three new contracts for post-earthquake damage assessment.
- Established two hotel agreements for hosting Family Assistance Center.

Training and Exercises

- Developed a 3-year training and exercise calendar to enhance training efforts. Calendar was approved by UCI leadership and culminates in a full-scale exercise in 2028.
- Created new EM Training Website as a consolidated resource for the campus community.
- Conducted annual Nuclear Reactor functional exercise.

Response Operations

- 1 EOC/Incident Management Team activation.
- 8 Crisis Communications Team activations.
- >18 Event Management Team activations.



26

Training sessions and exercises conducted



3

New contracts established for post-earthquake damage assessment

UCLA

UCLA

The UCLA Office of Emergency Management (OEM) consists of the Director of Emergency Management, a Deputy Director of Emergency Management, a Senior Program Manager, and an Emergency Management Specialist. UCLA OEM reports to the Associate Vice Chancellor of the Office of Campus and Community Safety. The campus Senior Business Continuity Planner reports to the Director of Insurance & Risk Management.

Planning and Preparedness

- Completed multiple annexes to the campus Emergency Operations Plan: Damage & Rapid Assessment, Volunteer & Donations Management, Mass Care & Shelter, and Public Health.
- Conducted a comprehensive Hazard Vulnerability Assessment using a campuswide survey and evaluation methodology.
- Developed customized Department Operations Center plans in partnership with campus departments.
- Produced 37 detailed building emergency profiles.
- Supported UCLA's readiness for the 2028 Olympic and Paralympic Games.
- Expanded mass notification coverage to the full campus enterprise, including health workforce populations.
- Established Incident Management Team structure capable of sustained 24-hour operations.

- Improved technology in the Emergency Operations Center (EOC).
- Developed and approved a standardized demobilization framework.
- Business continuity planning:
 - Conducted gap matrix on 73 continuity plans.
 - Developed business continuity campus operational status dashboard.
 - Completed Business Continuity Lessons Learned Survey for AWS outage and campus cooling curtailment.
 - Developed cost recovery procedures.
 - Coordinated development of instructional continuity procedures and integrated into continuity plans for instructional areas.
 - Participated in the third-party audit of ransomware attack and provided input on continuity improvements.
 - Met biweekly with UCLA Digital and Technology Solutions to maintain an inventory of more than 1,000 IT systems and address planning gaps to ensure alignment with the IS-12 systemwide policy

Training and Exercises

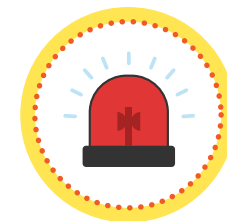
- Provided EM training to >600 participants.
- Conducted 10 tabletop exercises, including scenarios for athletics event operations, labor disruption, and biosafety laboratory incident.
- Designed and delivered targeted emergency preparedness outreach to the UC systemwide retiree community.
- Incorporated crisis call center vendor resources into campus procedures and exercise operations.

Response Operations

- 21 EOC Activations:
 - 30 Incident Action Plans produced.
 - 43 Situation Status Reports produced.
- Facilitated seven activations of all continuity plans via UC Ready.
 - Coordinated regular operational status reporting to the campus EOC.



553
People trained in
Business Continuity



96
Emergency
communications
tests conducted



54
Training/outreach
events held



UC Merced

The UC Merced Office of Emergency Management (OEM) consists of the campus Emergency Manager, who reports to the Chief of Police. The UC Merced Business Continuity Planner reports to the campus Risk Manager.

Planning and Preparedness

- Developed and implemented Critical Incident Response Team.
- Hosted the UC Merced Safety Conference (>200 participants).
- Continuity Planning:
 - Established campus Enterprise Plan.
 - Added 10 new plans to UC Ready, including four research-specific plans.
 - Incorporated data analytics from Business Impact Analysis into continuity plans.
- Supported UC Merced in achieving accreditation from the International Association of Campus Law Enforcement Administrators.
- Supported transition to City of Merced as fire service provider and transition to AMR – Merced County as emergency medical services provider.

Training and Exercises

- Operationalized campus response plans by conducting seven tabletop exercises with >200 campus stakeholders.
- Conducted annual evacuation drills for 43 campus buildings.
- Planned and implemented a Mass Casualty Incident Full-Scale Exercise (>300 participants) in the Kolligian Library.

- Held a set of four quarterly tabletop exercises for the newly established Critical Incident Response team.
- Coordinated quarterly EOC meetings, refresher sessions, and position-focused training to strengthen EOC readiness.
- Delivered department-specific EM training, including:
 - Evacuation procedure training for 100 dining staff.
 - All-day annual Resident Assistant (RA) EM training for 102 RAs.
- Conducted Building Safety Coordinator onboarding and ongoing training.
- Coordinated campus participation in the annual Great California ShakeOut.
- Trained more than 15 new departments in continuity planning.

Response Operations

- Supported Incident Command Post during Spring Commencement ceremonies.
- Conducted monitoring, coordination, and communication with campus partners during demonstration activities.
- Conducted coordination calls with campus stakeholders and community partners during severe weather events.

18

Outreach and tabling events held



2,200+

People reached through preparedness outreach



11,000+

Participants in building evacuation drills



UC Riverside

The UC Riverside Office of Emergency Management (OEM) consists of the Director of Emergency Management and a Business Continuity Planner. OEM reports to the Assistant Vice Chancellor of Environmental Health, Safety and Risk Management.

Planning and Preparedness

- Successfully transitioned to Rave as UCR's emergency notification system. Increased enrollment from 30% to 100% enrollment via email and 85% enrollment for mobile phone contacts.
- Launched UCR SAFE as UCR's first mobile safety app.
- Partnered with the City of Riverside and Riverside Urban Area Security Initiative to conduct security/vulnerability assessments for the School of Medicine, Center for Childhood Education, and UCPD.
- Partnered with Provost and faculty groups to develop procedures and webpage for classroom management and emergency procedures.
- Updated Emergency Operations Plan and Emergency Action Plan.

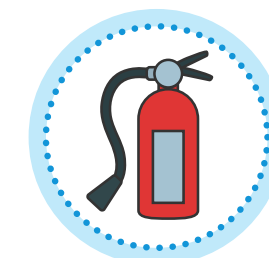
Training and Exercises

- Conducted Earthquake Response Tabletop Exercise with Riverside City Fire, UCPD, Fire Marshals, Facilities, and EHS Incident Response Team.
- Participated in UCPD Active Shooter training exercise.
- Conducted Student Protest, Labor Strike, Wildfire, and Active Shooter tabletop exercises with EM Policy Group.
- Conducted emergency training and evacuation drills with off-campus health clinics.
- Participated in Great California ShakeOut damage assessment drills using Arc GIS Quick Capture application.

- Assisted Fire Marshals with annual housing evacuation drills and other buildings as needed.
- Revamped building emergency plans and training for building emergency staff.

Response Operations

- October 2024 – Monitored student events on campus.
- November 2024 – Monitored labor action.
- January 2025
 - Monitored LA Fires and environmental impacts.
 - EOC Management Watch, structure fire on campus.
- February 2025 – Monitored labor action.
- April 2025
 - Monitored labor action.
 - Monitored a student/labor demonstration on campus.
 - EOC Management Watch for two separate off-campus major gas leaks.
- May 2025
 - Monitored Charlie Kirk/Turning Point USA event on campus.
 - Monitored student demonstration.
- June 2025 – EOC Management Watch, power outage impacting multiple buildings.



200+

Staff and students attended hands-on fire extinguisher training



3,850+

UCR SAFE app downloads

UC San Diego

UC San Diego

The UC San Diego Emergency Management & Mission Continuity (EM&MC) office consists of the Emergency & Mission Continuity Manager, a Emergency Management Specialist, and an Emergency Management/Business Continuity Specialist. At the time of this report, UCSD EM&MC reports to the Director of Environment, Health & Safety (EH&S).

Planning and Preparedness

- Comprehensive update of the Campus Emergency Operations Plan, including addition of hazard-specific annexes.
- Emergency Operations Center (EOC) planning included:
 - Identified new EOC location that can be activated with minimal notice.
 - Identified alternate EOC location.
 - Implemented Microsoft Teams for event information sharing for executive leadership and EOC staff during a campus emergency.
 - Implemented new incident and documentation software tool in the EOC.
- Contributed to development of GIS tools and layers to provide mapping and incident information to the campus community.
- Initiated “Know your Zone” incident location identification system.
- Completed 23 Emergency Action Plan updates.
- Conducted Great California ShakeOut activities including Go Bag prep and evacuation guidance for students, faculty, and staff.
- Led the development of an Individualized Emergency Evacuation Plan program across campus.

- Initiated planning for campus evacuation buildings and areas, including communications for areas to be evacuated and assembly areas or evacuation points for the evacuees.
- Identified facilities that can be used as campus cooling centers during extreme heat weather events.
- Maintained 182 AEDs on campus, including replacement of 23 AEDs.

Training and Exercises

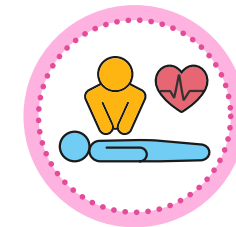
- Conducted an improvised explosive device Full Scale Exercise and completed an After Action Report for the exercise.
- Provided EOC staff training and EOC section-specific training. Increased training frequency to monthly for EOC staff.
- Held six Community Emergency Response Teams (CERT) academies. Presented a CERT refresher class for current CERT members.
- Participated in a crisis call center tabletop exercise facilitated by UCOP and the call center vendor

Response Operations

- 22 EOC activations

6

**CERT academies held,
88 new CERT members
trained**



28

**Departments
(103 participants) trained
in hands-only CPR and
AED skills**



UC SANTA BARBARA

UC Santa Barbara

UC Santa Barbara Emergency Management and Mission Continuity consists of the Emergency Manager and a Mission Continuity Specialist. UC Santa Barbara emergency management program is housed in Environmental Health & Safety (EHS).

Planning and Preparedness

- Updated the Campus Emergency Operations Plan.
- Developed a Campus Business Impact Analysis.
- Completed all 32 continuity plans for the Student Affairs Division.
- Completed all 11 continuity plans for the Housing, Dining, and Auxiliary Enterprises Division.
- Coordinated the multi-departmental Emergency Communications Workgroup.
- Completed Climate Resilience Planning Project with the Department of Sustainability.
- Participated in the UC Systemwide ADA-EM Integration Toolkit Working Group.
- Participated in the Santa Barbara County Subcommittee for Diversity, Equity, Inclusion, and Accessibility.
- Presented at the Department Safety Representative Summit.

Training and Exercises

- Coordinated monthly Emergency Planning Committee meetings.
 - Exercises and topics included heat wave, flooding, power outage, mission continuity, crisis communications, cybersecurity, measles outbreak, and a major earthquake with post-earthquake building inspection.
- Conducted new series of continuity tabletop exercises for EHS, Facilities Management, Design and Construction Services, and Business and Financial Planning.
- Conducted continuity tabletop exercise for the Animal Resource Center.
- Participated in functional exercise with the Santa Barbara County Office of Emergency Management.

- Community Emergency Response Team (CERT) program accomplishments included:
 - Conducted four CERT trainings.
 - Conducted CERT Train the Trainer for students and for Santa Barbara County in partnership with Santa Barbara City Office of Emergency Services (OES).
 - Conducted a CERT Program Manager course for Santa Barbara County in partnership with Santa Barbara City OES.

Response Operations

- Emergency Operations Center activations for Halloween and Deltopia.

4
CERT trainings conducted

43
Continuity plans completed




Received 2025 Risk Services Spotlight Award for Continuity of Operations



UC Santa Cruz

The UC Santa Cruz Office of Emergency Management (OEM) consists of the Strategic Resilience and Preparedness Manager and a Preparedness Planning Specialist. OEM reports to the Associate Vice Chancellor of Risk & Safety Services.

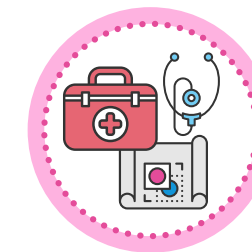
Planning and Preparedness

- Updated six Business Continuity Plans for critical campus departments and launched larger continuity programs specific to Information Technology.
- Supported development and implementation of UCSC's [Interim Major Events Policy](#).
- Participated in campuswide working groups for Campus Access Roads, Joint Academic Senate/ Operations Subcommittee, and the Joint Committee on Climate Change, Sustainability, and Resilience.
- Drafted, trained, and implemented new Tiered Response Model for demonstration events.
- Developed new required student onboarding materials in conjunction with the Santa Cruz Fire Department's Marine Safety Division on ocean safety.
- Developed faculty-specific workshops on classroom emergency preparedness in partnership with the Teaching and Learning Centers.
 - Delivered draft class safety slides, syllabi language, and four sessions for faculty addressing emergencies in the classroom.
- Participation in community outreach events including: Cornucopia, Campus Night Light Safety Walk, Race the Wave Tsunami Preparedness Event, and Reboot the Earth Hackathon.

- Completed review of UCSC's facilities for implementation of the Facilities GIS Layer into UC Ready.
- Participated in systemwide working groups for ADA-EM Integration Toolkit and GIS for Emergency Management.

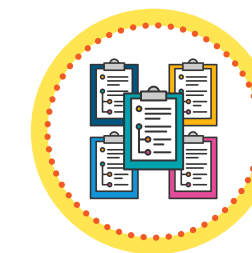
Training and Exercises

- Facilitated exercises including:
 - Campus Leadership and Law Enforcement Active Attacker Tabletop Exercise.
 - Campus Leadership and Campus EOC Wildfire Evacuation Tabletop Exercise.
 - Transportation Unit Wildfire Evacuation Tabletop Exercise.
- Participated in Core Planning Team for County of Santa Cruz Commodity Point of Distribution Tabletop Exercise alongside Bay Area Urban Areas Security Initiative.
- Participated in the County of Santa Cruz's Mass Care and Shelter Functional Exercise.
- Delivered five department continuity trainings to critical departments.



21

Emergency preparedness trainings conducted



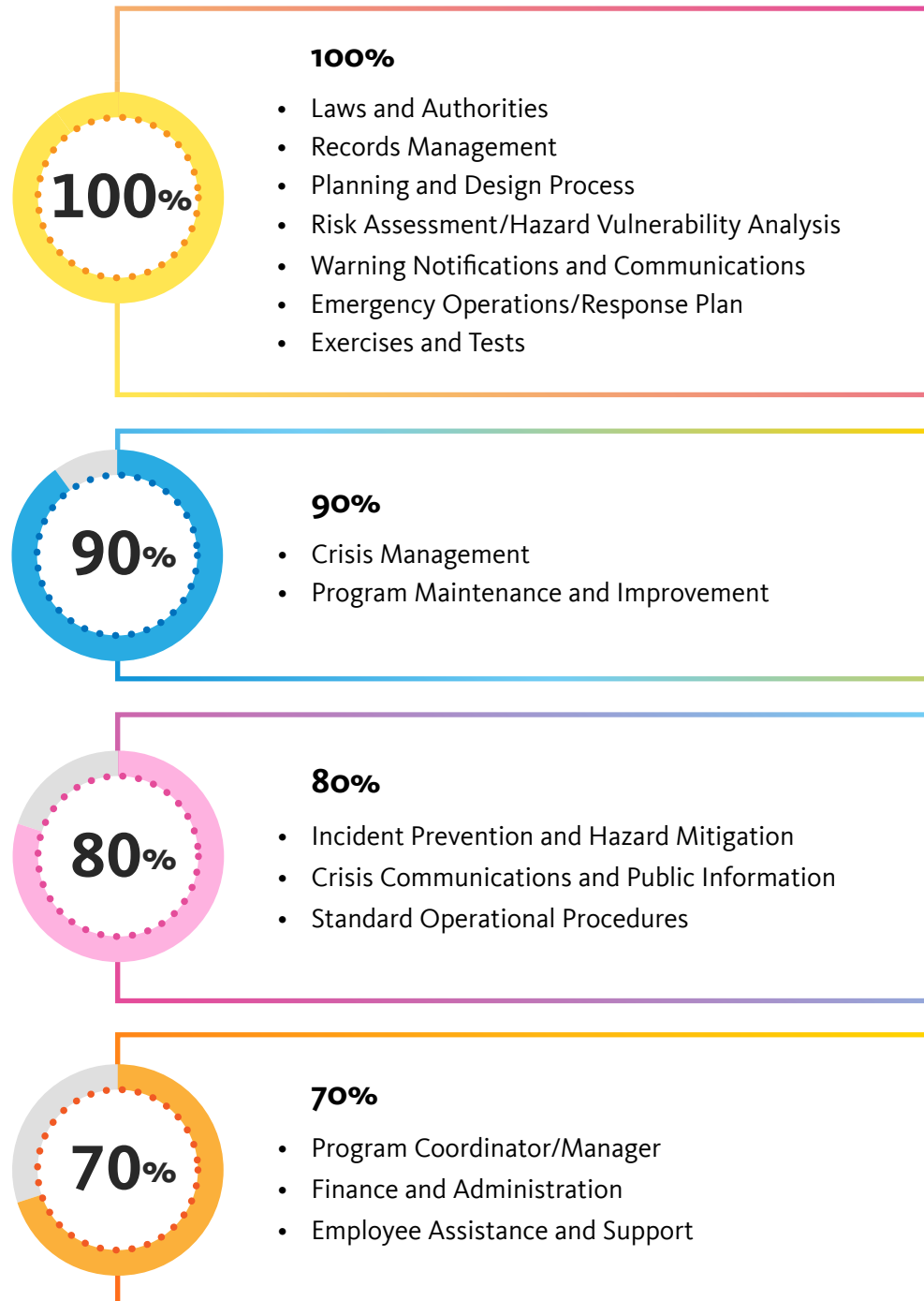
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EOC section-specific trainings held

NFPA 1660 Self-Assessment - Campus Locations

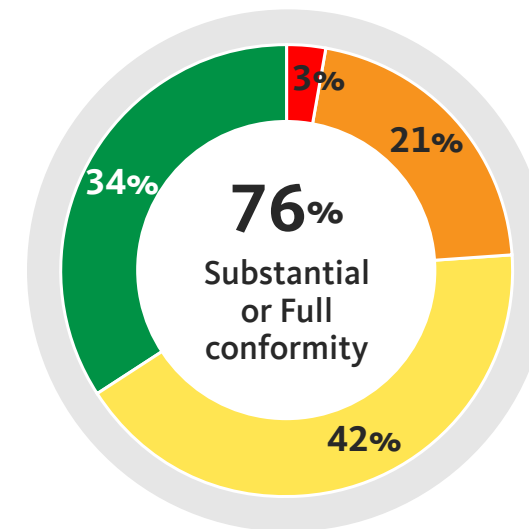
This page summarizes the degree of UC campus locations' systemwide compliance with the National Fire Prevention Association's Standard for Emergency, Continuity, and Crisis Management: Preparedness, Response and Recovery (NFPA 1660, 2024). Percentages are based on each campus location's self-assessment of the 21 program elements and associated criteria.

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



Addition of Mass Evacuation, Sheltering, and Re-Entry Program Elements

- This report marks the first inclusion of self-assessment scores for the newly integrated mass evacuation and sheltering program elements. This establishes an important baseline for evaluating protective action planning across the system. Initial results indicate strong alignment with the standards, with 76% of ratings at substantial or full conformity and only 3% identified as non-conforming.
- Re-entry Planning Priorities emerged as a strength, with all campuses assessed as substantially or fully conforming. Areas for continued development include Sheltering Operations, Public Outreach, and Evacuation/Shelter-in-Place Procedures, where several campuses remain partially conforming. These findings provide a roadmap for targeted improvements and systemwide efforts that can further strengthen UC's emergency preparedness and planning.



Conformity with Mass Evacuation, Sheltering, and Re-Entry Program Elements

- Non-conforming (0) – 3%
- Partially conforming (1) – 21%
- Substantially conforming (2) – 42%
- Fully conforming (3) – 34%

SECTION III:

Health Locations

UCLA Health's Emerging Infectious Diseases (EID) Response Team practicing IV insertion while donned in biocontainment level PPE.



UCSF Benioff Children's Hospital Mission Bay practicing drop, cover, hold while participating in a Great ShakeOut Mass Casualty Incident exercise.



Charles Bolan, UC Davis Health Continuity Planner, gives a presentation about Emergency Preparedness.

UC HEALTH HIGHLIGHTS



Emergency
Management

UC Davis Health

The UC Davis Health (UCDH) Emergency Management (EM) Department consists of the Emergency Manager, an Emergency Management Coordinator, and a Business Continuity Planner. The EM Department reports to the Director of Environmental Health & Safety.

Planning and Preparedness

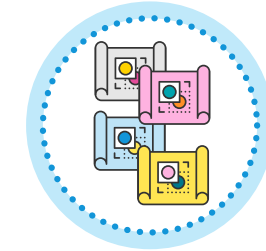
- Increased multidisciplinary engagement for annual Hazard Vulnerability Assessments through the EM Committee.
- Implementation of an EM on-call program, providing leaders with a streamlined and reliable EM point of contact.
- Supported UCDH's designation as a Level 2 Special Pathogens Treatment Center by promoting and supporting institutional emergency preparedness.
- Conducted planning efforts and enhanced response capabilities with UCDH clinical departments, Ambulatory Division, Schools of Medicine and Nursing, community partners, and local and state government entities.
- Supported the planning efforts for the activation of Aggie Square.
- Supported planning efforts for building activation of the new 48X Complex and Folsom Medical Care Clinic.
- Successful 2025 triennial accreditation survey by The Joint Commission with no findings related to EM.
- Coordinated with UC Davis campus continuity planner to complete continuity plans for all animal care and vivarium areas.
 - Passed Association for Assessment and Accreditation of Laboratory Animal Care audit with no continuity findings.

Training and Exercises

- Increased leadership engagement in Hospital Incident Command System training.
- Expanded EM training for Operational Leadership and the Rising Nurse Leaders Program.
- EM Exercises: Mass Casualty Incident Surge Exercise (HazMat, Trauma) and Infectious Disease exposure.
- Tabletop Exercises: Trauma Disaster Plan, Radiation Injury Treatment Network, Ransomware, Animal Care Plan (with UC Davis Campus).
- Regional/Federal Exercises: Sacramento County Medical Response Surge Exercise, National Disaster Medical System Ultimate Caduceus.
- Business Continuity Tabletop Drills: Pharmacy, Managed Care/Utilization Management, School of Medicine Stem Cell Program.

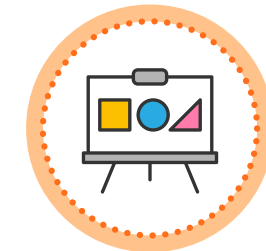
Response Operations

- Successful response to multiple incidents impacting patient care, utilities, technology, and education/research.
- Facilitated planning and response efforts for five labor action events involving six union contracts with limited operational and minimal patient care impacts.



4

EM tabletop
exercises conducted



3

Continuity tabletop
exercises conducted

UCI Health

Emergency Management

UC Irvine Health

The UC Irvine Health Environment of Care and Emergency Management unit consists of the Manager, an Emergency Management Supervisor, and a Business Continuity Specialist. The unit reports to the Director of General Services.

Planning and Preparedness

- Successfully transitioned to Rave mass notification system.
- Participated in The Joint Commission survey with no findings related to EM.
- Relocated evacuation sleds out of the EM cache and placed them on hospital floors/stairwells for rapid deployment during an event.
- Revised the EM Committee:
 - Worked to ensure all leaders across UCI Health are informed and able to disseminate information during an emergency.
 - Added a HAM Radio Workgroup.
- Successfully onboarded with vendor to provide crisis call center or Friends and Relatives Center/Family Information Center services if needed.
- Worked with the Facilities Department to rehabilitate, clean, and properly store two pandemic-era emergency response tents.
- Coordinated with County, City, and EM partners throughout the area.

Training and Exercises

- Conducted facility tours and emergency preparedness trainings in support of the new UCI Health - Irvine hospital opening.
- Created 2-hour in-person Decontamination Awareness training. Delivered training to the UCI Health - Irvine Emergency Department nurses prior to hospital opening.

- Conducted in-person evacuation trainings for all shifts in the Neonatal Intensive Care Unit to practice using specialized evacuation equipment.
- Provided in-person evacuation sled and stair chair training to units.
- Launched New Employee Orientation for Ambulatory staff covering emergency preparedness.
- Participated in a crisis call center tabletop exercise facilitated by UCOP and the call center vendor.

Response Operations

- Continually activated throughout 2025 at a HICS Level 1 (monitoring) for patient overcrowding into surge areas.
- February 2025 – HICS Activation for Labor Action.
- April 2025 – HICS Activation for Labor Action.
- November 2025 – HICS Activation for Labor Action.
- December 2025 – HICS Activation for Irvine Hospital Opening.
- December 2025 – HICS Activation for network outage and power issues at multiple locations.
- December 2025 – Code Triage Activation.



20

Disaster supply bags provided to UCI Health - Irvine



40

Evacuation sleds relocated for rapid deployment

100+

Staff trained in hospital evacuation equipment



UCLA Health

The UCLA Health Office of Emergency Preparedness consists of a Director, Assistant Director, three Emergency Management Specialists, a Director of Emerging Infectious Disease and Pandemic Preparedness, an Emerging Infectious Disease Training Specialist, and an Administrative Analyst. The department reports to the Chief Operating Officer of UCLA Health.

Planning and Preparedness

- Completed decontamination site and response plans for newly integrated UCLA West Valley Medical Center.
- Revised evacuation plan based on key insights and feedback from wildfire response.
- Improved physician engagement by providing wildfire case studies and general emergency management education at Anesthesiology and Surgery Grand Rounds, as well as New Chief Resident Orientation.
- Migrated Disaster & Emergency Response Manual planning process to UC Ready software tool. Built new plan template and streamlined process to improve accessibility and support real-time updates.
- Coordinated with UCOP on several enhancements to health continuity plan template in UC Ready.
- Emerging Infectious Disease (EID) program:
 - Ronald Reagan UCLA Medical Center (RRUMC) received National Special Pathogen System Level 2 Special Pathogen Treatment and Network Development Award.
 - Formalized 95 member EID Response Team and expanded training curriculum.

Training and Exercises

- Trained 50 staff members in Hospital Incident Command System.
- Facilitated patient care continuity drills in collaboration with Environmental Health and Safety team.

- Coordinated multi-agency regional decontamination exercise which included eight hospitals and >200 participants.
- Workshopped newly revised LA County Hospital Evacuation Policy with LA County EMS staff.
- Participated in Great California ShakeOut earthquake drills, successfully notifying 39,385 staff and receiving 3,377 confirmations using emergency notification system.
- Conducted multi-agency functional exercise simulating transfer of a special pathogens patient from high-risk ambulance to RRUMC.
- Collaborated with UCLA Simulation Center to offer 10 Biocontainment Unit simulation exercises.

Response Operations

- Led contingency planning and response support for several planned outages, including electrical system maintenance and nurse call system upgrades.
- Activated the UCLA West Valley Hospital Command Center to support integration of a new electronic health record system.
- Led UCLA Health contingency planning for a sterile solution shortage impacting supply at all UCLA Health hospitals and clinics.
- Facilitated activation of plans for shared rooms and overflow areas in response to inpatient surge and overflow.

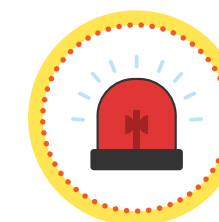
48

Drills and exercises conducted

286

Total plans developed/updated

- 78 Business Continuity Plans
- 38 Emergency Action Plans
- 170 Disaster & Emergency Response Manuals



36

Code Triage Activations



UC San Diego Health

UC San Diego Health

The UC San Diego Health Department of Emergency Management (EM) consists of the Director, a strategy advisor, three Emergency Managers (Hillcrest, La Jolla, and East Campus), and a Business Continuity Manager. EM reports to the Senior Director of Environmental Health and Safety (EH&S), with the Chief Administrative Officer of Offsite and Hospital Support Services, Retail and Hospitality, and Equipment Services, Coordination, and Management as the program's executive sponsor.

Planning and Preparedness

- Revised the Code Orange response framework and crisis communications processes.
- Partnered with the Emergency Department to develop dedicated All-Hazards Clinical Response Team.
- Implemented integration with the UC San Diego campus mass notification system.
- Launched the Downtime Readiness Committee which is co-chaired by EM and Information Services.
- Revised emergency management policies and procedures and updated inventory in support of the acquisition of UC San Diego Health, East Campus Medical Center.
- Prepared for 2026 Joint Commission Triennial Survey, including:
 - Review of emergency management standards, validation of plans and documentation, and coordination with stakeholders.
 - Provided support to the Vascular Ambulatory Clinic in preparation for the Accreditation Association for Ambulatory Health Care survey, including:
 - Review of policies and procedures, staff guidance, and ensuring compliance with accreditation standards.
- Served as reviewers for the federal Climate Resilience for Healthcare Toolkit.
- Served as Chair for San Diego Healthcare Disaster Coalition and Hospital Association of San Diego & Imperial Counties.

Training and Exercises

- UC San Diego Health Mass Casualty Incident Tabletop Exercise.
- UC San Diego Health Downtime Tabletop Exercise.
- UC San Diego Campus Full Scale Exercise.
- San Diego County Chempack Tabletop Exercise.
- San Diego Medical Response and Surge Full Scale Exercise.
- Supported McGrath Outpatient Pavilion opening by training 200 staff members on evacuation devices.

Response Operations

- Coordinated 80 incident response activations, including responses to power and utility outages and a flood that temporarily closed clinical areas and necessitated the use of alternative procedure spaces.
- Facilitated responses to work stoppage events, which impacted multiple unions and affected staffing, patient throughput, and daily operations.
 - Activated Hospital Incident Command System (HICS) to coordinate response, centralize communications, and implement contingency staffing plans.



80

Incident response activations

200

Staff members trained to use evacuation devices



UC San Francisco Enterprise

The UCSF Department of Enterprise Emergency Management (EEM) consists of the Executive Director, Director of Operations, Director of Planning & Business Continuity, Deputy Director of Preparedness, Operations Manager, two Emergency Managers, Emergency Communications Systems Specialist, Business Continuity & Planning Manager, Business Continuity & Planning Analyst, and Program Officer. EEM reports to the UCSF Health Chief Operating Officer/Senior Vice President and the UCSF Senior Vice Chancellor of Finance and Administrative Services.

Planning and Preparedness

- Launched Emergency Management Committee to advance enterprise-wide emergency management across UCSF Health and Schools.
- Updated Campus Emergency Operations Plan (EOP).
- Updated Health EOP templates and annexes for all health facilities.
- Enhanced outdoor disaster caches to support 15,000 individuals for the first 24 hours.
- Streamlined Emergency Action Plans (EAPs) through updated templates and program consolidation. Reduced number of total plans by nearly 50%. Reduced EAP completion time from 4 hours to <1 hour.
- Collaborated with a multi-disciplinary team to standardize emergency incident notifications.
- Improved Hospital Incident Management Team activation templates and coordination during incidents.

Training and Exercises

- Conducted 12 outreach events including fire drills, housing kick-offs, and campus booths.
- Delivered four just-in-time training sessions for UCSF response coordination.

- Exercises:
 - 27 exercises conducted by EEM.
 - 4 conducted by other UCSF teams.
 - Participated in 9 external exercises.
 - 2025 Great California ShakeOut exercise included:
 - >1,000 participants from >50 departments.
 - Mass Casualty Incident drills (140 participants across five hospitals).
 - Childcare evacuation drills (68 adults, 272 children, and 2 animals).
 - Evacuation plan testing (70 participants across 6 buildings).
 - WarnMe message receipt was confirmed by 7,500+ people.

Response Operations

- Coordinated activation and response for 34+ incidents/events, including:
 - 9 Labor Actions, 5 Unplanned Power Outages, 4 Atmospheric Rivers & Winter Storms, 4 Regents events, 3 Heat Events, and 2 Tsunami Warnings.



3,100+

Employees trained at
26 New Employee
Orientations

750+

Learners, faculty, and staff
engaged in outreach events

SECTION IV:
UC Agriculture

UNIVERSITY OF CALIFORNIA Agriculture and Natural Resources

UC Agriculture and Natural Resources

UC Agriculture and Natural Resources (ANR) delivers Emergency Management and Continuity Planning through the Department of Risk & Safety Services, administered by Environmental Health & Safety Specialists and a Safety Officer under the oversight of the Director of Risk & Safety Services.

Planning and Preparedness

- Integrated EM, continuity planning, workplace violence prevention, and behavioral risk management into a unified operational framework.
- Implemented a standardized Emergency Response Flip Chart template.
- Strengthened safety and continuity protocols.
 - Prioritized protection of critical research data, infrastructure, and rapid operational recovery.
- Provided EM and preparedness presentations at statewide and national venues.
- Expanded staff access to emergency planning tools and guidance through ANR safety platforms and internal communications.
- Enhanced emergency preparedness and safety compliance for the UC ANR 4-H Youth Development Program, with emphasis on camp safety and youth-serving activities.
- Updated 4-H safety guidance and emergency preparedness expectations.
- Increased involvement of academics, advisors, and field specialists in emergency and continuity planning efforts.
- Introduced online platforms, applications, and electronic tools for training, compliance, and preparedness.

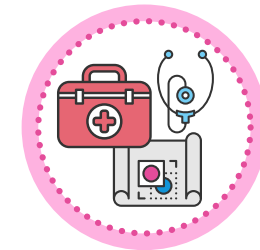
- Supported dissemination of ANR disaster preparedness, emergency planning, and resilience resources for California communities and stakeholders.
- Maintained and enhanced EM and continuity web resources for staff, academics, and volunteers.

Training Exercises

- Delivered targeted emergency preparedness and continuity trainings for staff, supervisors, and Safety Coordinators, addressing evacuation procedures, response roles, hazard awareness, and recovery planning.
- Supported 4-H staff and volunteer training on emergency readiness and consistent application of youth safety policies.

Response Operations

- Monitored and supported incident response to wildfires, smoke and air quality events, flooding, and facility disruptions.
- Provided timely guidance to protect employee safety and support continuity of operations.



150+

People trained in
emergency preparedness

SECTION V: National Labs



Hands-on fire extinguisher training during National Preparedness Month.



BERKELEY LAB

Berkeley Lab

The Lawrence Berkeley National Laboratory (LBNL) Security & Emergency Services (SES) consists of a Training & Exercise Coordinator, an Emergency Response Organization Coordinator, two Business Continuity Specialists, two Hazard Analysts, a Technical Assurance Analyst, and a Continuity/Emergency Manager, and reports to the Emergency Manager.

Planning and Preparedness

- Installed 38 new high-visibility Emergency Assembly Area signs across the Lab.
 - Each sign has a QR code with a unique location identifier, which enhances accountability with real-time check-ins.
- Updated the Comprehensive Emergency Management Plan to align with FEMA's Comprehensive Preparedness Guide:
 - Includes a base plan that outlines the overarching response framework, supported by 14 functional annexes and 9 hazard annexes.
- Completed a Lab-wide Business Impact Analysis (BIA):
 - Identified 129 research-related critical processes.
 - Identified 80 operational critical processes.
- Purchased satellite phones for Critical Incident Management Group and developed satellite phone program to ensure continuity of communications.
- Expanded Emergency Management (EM) outreach, tabling, and engagement activities as part of the Community Preparedness Framework:
 - Participated in the Accelerator Technology and Applied Physics Division Multi-National Lab Safety Event; facilitated an emergency preparedness escape room and Go Bag booth.
 - Participated in National Preparedness Month with weekly preparedness booths and Lunch and Learn sessions covering key topics such as wildland fire preparedness, active attacker response, and emergency readiness.

Training and Exercises

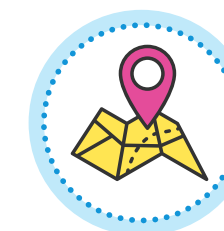
- Developed and implemented revised online EM training, including new web-based modules for earthquakes, medical emergencies, wildfires, and active shooter response.
- Hosted 7 instructor-led FEMA training courses.
- Conducted site-wide accountability drill, issuing 24,841 notifications with an on-site personnel response rate of 73%.
- Conducted [Full-Scale Active Threat Exercise](#) involving 147 participants.
- Facilitated 24 first responder training sessions that included building-specific familiarizations and tabletop exercises.
- Conducted quarterly personnel accountability drills:
 - Issued a total of 52,841 notifications to 14,653 personnel with an average employee response rate of 95% across four drills.

Response Operations

- Responded to 67 Emergency Operations System activations.

209

Critical processes
identified in Lab-wide
BIA



50+

External agencies
attended onsite FEMA
training courses