MANAGING THE UNTHINKABLE
When Disaster Strikes

Peg Blake, VP Student Affairs
Joyce Lopes, VP Administration
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Agenda

• The incident
• Taking care of the students
• The incident command system
• Communications
• Memorial
• Lessons learned
Origin of HSU Students Enrolled Fall ‘14

Origin of First-time Undergraduates (Fall 2014)

<table>
<thead>
<tr>
<th>CA County of Origin</th>
<th>CA Region of Origin</th>
<th>Head Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1-Local</td>
<td>79</td>
<td>6%</td>
</tr>
<tr>
<td></td>
<td>2-Northern CA</td>
<td>113</td>
<td>8%</td>
</tr>
<tr>
<td></td>
<td>3-SF Bay</td>
<td>214</td>
<td>15%</td>
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<tr>
<td></td>
<td>4-Sacramento</td>
<td>55</td>
<td>4%</td>
</tr>
<tr>
<td></td>
<td>5-Coast</td>
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<td>2%</td>
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<tr>
<td></td>
<td>6-Central CA</td>
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<td>8%</td>
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<tr>
<td></td>
<td>7-Los Angeles</td>
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</tr>
<tr>
<td></td>
<td>8-San Diego</td>
<td>115</td>
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<td></td>
<td>W-WUE state</td>
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<td>6%</td>
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<tr>
<td></td>
<td>X-Other state</td>
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<tr>
<td></td>
<td>Y-Foreign</td>
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<td>0%</td>
</tr>
<tr>
<td></td>
<td>Grand Total</td>
<td>1,386</td>
<td>100%</td>
</tr>
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History of Preview Plus Program

• 20+ year-old program
• Cornerstone of our outreach/recruitment to underrepresented populations from low-income and disadvantaged communities (thru the years our yield rates for these students has been 3-4 times greater than all other admitted students)
• Hands-on experience of on-campus living, classes, and academic programs
• Purpose: to provide URM students an opportunity to visit HSU and determine if it the right school for them; to begin an early transition to HSU; to meet staff, faculty and students
• HSU provides on-campus housing, student hosts, transportation and meals
Preview Plus Program

• Approx. 120 high-potential prospective students invited to campus for Preview Weekend plus special programming
• Three charter buses pick-up at several locations across state (total trip ~14 hours)
• Buses converge in Sacramento for early dinner and final leg of trip (~5 hours)
• Arrive on campus that evening for welcome program including student hosts
April 10, 2014. 5:20 PM

• VP’s are returning from a Student Union Board meeting
• Admissions staff are preparing for annual Spring Preview Program on April 11th (tomorrow)
• Housing staff are preparing for the arrival of three buses from Southern California carrying approximately 120 Preview Plus Program participants
April 10, 2014  5:42pm

• FedEx truck traveling south on I-5 near Orland, CA travels across 60’ median and hits head-on …

• Charter bus traveling north on 1-5 near Orland, CA carrying 40 students and 3 chaperones

• Both vehicles erupt in flames trapping passengers and drivers
Initial reports

• “Traffic collision involving an HSU bus”
• CHP preliminary reports of tour bus incident near Orland, 200 miles southeast of campus
• Is this one of our buses?
• Where are the other two busses?
• Who is on this bus?
• How serious is the accident?
• When will buses #1 and #2 arrive?
The next 24 hours are a study of:

- Incredible tragedies and amazing heroism
- Maintaining our priorities, protecting our students, and caring for the university community
- Emergency management beyond anything anticipated by training exercises
- Unprecedented communications demands
Immediate concerns

- Determining who was on the involved bus
- Preparing student hosts
- Greeting arrivals
- Decision to proceed with Preview Weekend
- Supporting staff
- Supporting students and families
Going forward

• Caring for the survivors
• The trip home
• Following up contact
• The return to campus for the start of classes
• Looking forward
Incident Command
INCIDENT COMMAND

Training

Teamwork

Trust
Putting Training into Action

• Training
  – Week long NIMs & SEMs training in 2013 for all sections

• Facility
  – New multi-purpose facility: Welcome Center, Phone Center, EOC
  – First time we used it

• Sections
  – Command, Planning, Operations, Log/Fin, Policy
• Moved out of dispatch to EOC
• UPD Chief established critical liaison with:
  – CHP
  – CSU Chico EOC
  – Glenn County Sheriff/Coroner
  – K-12 School Districts
  – California Office of Emergency Services
• Develop tracking sheet for missing students
• Started tracking down fieldtrip paperwork
• Set up a team to greet other two buses
OPERATIONS SECTION

• Set up phone bank – CRITICAL

• Developed script for phone operators

• Staffed phones using staff across campus

• Identified Spanish speaking operators
Developed spreadsheet to track missing students
Logged all calls into the spreadsheet
Monitored status through the night
Helped us determine that one student never got on the bus in LA! He was a survivor!!
LOGISTICS/FINANCE SECTION

• Notified OSHA, Insurance, CSU System-wide Risk Management
• Scheduled travel to reunite family members
• Utilized existing processes when procuring travel or supplies
• Reported financial results
• Set up gift processing fund within 12 hours of accident
TEAMWORK – Key Functions

• Manage the information and the incident
• Determine the appropriate University response and message
• Each section focused on their tasks
• Provide support to:
  – The survivors and their families and friends
  – The deceased’s families and friends
  – The University community (faculty, staff, students)
  – The greater community, media and first responders
TRUST - Know your team

- Quickly determined who could best fill which role
- Trusted everyone was trained to cover their role
- Within 30 minutes the EOC was fully functional
- Constant communication ensured all bases were covered
TRAINING TEAMWORK TRUST

1. Set up EOC
2. President and VPs greet arriving students
3. K-12 Liaison
4. Call center staffed with bilingual speakers
5. Focused on family and friend support
6. Student needs were number one
7. OES support
8. Critical Incident Stress De-brief for all responders
Communications
One picture ...
Immediate information

- Social media posted photos within minutes, Los Angeles area media soon after
- Parents and others had immediate information, turned to Humboldt State
- National and statewide media demands on local public information officers
- Practical considerations regarding brand identity
Public information

• Special purpose website
• Media releases and updates throughout the night on the website
• Kept the media ‘fed’ and led to very good relations with the media
• VP for Student Affairs served as media spokes person for live interviews
Other considerations

• Decision to send President to hospital emergency rooms
• Presidential availability at national press conference
• Renaming the event “I-5 Bus Accident”
• Charitable contributions
• Campus memorial
Campus memorial, April ##, 2014

• <memorial video goes here>
Lessons learned
LESSONS LEARNED

- Communicate
- Be flexible
- Train, train, train
- Know your role
- Honor the roles of the rest of the EOC
- Take breaks
- Follow through with the after math and mitigation