

Bruce D. Griffin

**Partnering with  
Emergency Officials for  
Mutual Benefit**

# Hi, my name is Bruce Griffin, I am ...

- the father of Keen Griffin,
- the husband of Jennifer Griffin,



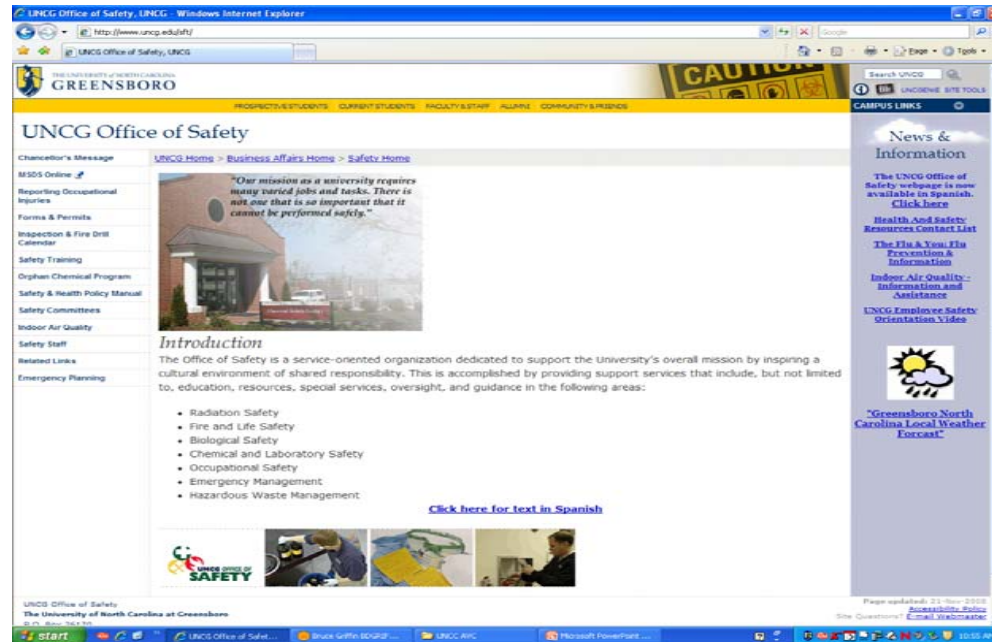
# And...

- My B.S. is from the University of Maryland, my M.S. is from East Carolina University,
- I hold several professional certifications in Health and Safety and Risk Management, and
- For this audience I will add that I was president of my fraternity as an undergraduate and currently working with them on a national housing task force.



# And...

- the Assistant Vice Chancellor of Environmental Safety at the University of North Carolina at Greensboro, and
- a Ph.D. student in Higher Education Administration at UNCG.



# You are Student Affairs Professionals...

- Vice Chancellors for Student Affairs,
- Deans of Student,
- Housing and Residential Education leaders,
- Student Activities leaders,
- University Police leaders,
- Students,
- Others.

# Today's Objectives are that...

- We learn something about each other.
- We learn something about Emergency Management and the people work in it.
- Discuss ways we can partner with Emergency Management Agencies for the mutual benefit of our campuses and our communities.

# Basics of Emergency or Crisis Management

- Emergency or Crisis
- Emergency Management
- Emergency Management Cycle (process)
- Federal Emergency Management Administration (FEMA)
- Emergency Management Agency (local and state)
- Incident Command Structure (ICS)
- National Incident Management System (NIMS)
- Incident Commander (IC)
- Command Post or Incident Command Post (ICP)
- Public Information Officer (PIO)
- Incident Action Plan (IAP)
- Staging Area

# Basics of Emergency or Crisis Management

- Emergency Operations Center (EOC)
- WebEOC®
- Family Assistance Center
- Community Emergency Response Team (CERT)
- American Red Cross
- University Environmental Health and Safety (EHS)
- University Police and Public Safety
- Crisis Communications Plan
- Business Continuity Planning (BCP)
- Continuity of Operations Plan (COOP)
- Disaster Recovery Plan



# Who are the players?

- Local and State Police or Sheriff
- Local Fire Department
- Maybe Local Emergency Management
- Campus Police and maybe Emergency Management
- State Emergency Management
- Federal Emergency Management Agency (FEMA)
  - 11 Regional Offices
- Who is in charge?

# Do you know your...

- Local Police and Fire Chiefs?
- Local Emergency Planning Committee?
- Do you have a local emergency management agency?
- Campus officials in crisis response?
- Local NGO leaders?

# What are emergency folks like?

- Mission Focused (theirs not yours)
- Can't understand why everyone isn't prepared
- “right” and “law-abiding”
- Like “lights and sirens”

# Partnering, or Collaborating, what does this mean...

- Working together
- Common goals (at least some)
- A relationship
- Sharing
- More?

# What do Emergency Management officials offer?

- Community Emergency Response Teams (CERT) for Students (and others in campus community)
- A “helicopter” in an emergency (resources)
- Resources for exercises and any event
- What else?

# What do Student Affairs Professionals offer?

- Family Assistance Center leadership/development
- Counseling resources for responders/victims
- Source of eager Service Learners
- Organizational and leadership skills
- Medical resources

What do you think?

# Emergency Notification and Communication Methods

- Notify, then communicate
- Text Message (how do you sign up?)
- Computer screen pop-up with RSS feed
- Public announcement
  - Classroom
  - Siren/blue light
  - Fire alarms with speakers
  - Existing systems
- Email
- Keep it simple for the Incident Commander



# Emergency Notification and Communication Methods

- Communicate important, timely information
- Low-power AM radio station
- Add web streaming to make it high-tech
- Email listserves
- Web page
- Voice mail
- Commercial media
- RSS Feed

## My thoughts...

A diverse community requires diverse notification and communication methods.

Test your communication systems on purpose and let everyone know.

Don't use them unless you need to, but don't be afraid to use them when you need to.

Name of System	Description	Progress to Date	Funded FY 2007/08	Future Capital Cost	Capital Total Cost	Ongoing Annual Costs
SMS text messaging (PIER System)	Text messages (system includes email and web also)	Phone number collection system being completed August 2008	\$0.00	\$0.00	Paid	\$12,000 for license; \$.03 per message; \$1400.00 for tests**
Public Announcement over IP Intercom	Reaches classrooms and eventually all buildings	85% of classrooms to have one-way announcement by December 2008	\$150,000.00	≈\$676,080.00	≈\$826,080.00	\$1,000.00 ongoing equipment repairs
Blue Light Emergency Telephone upgrades (16)	Outdoor voice and audible tone warning system	Completion schedule for May 30, Testing to begin June 15	\$192,500.00	\$0.00	\$192,500.00	\$1,000.00 ongoing equipment repairs
PIER System Web based content delivery (and email)	Remotely hosted pre-developed web resources and email list delivery	Functioning and being updated	\$0.00	\$0.00	Paid	**Included in above
UNCG Information Radio Station AM 1640	Many offices have AM crank radios	Functioning - 120 offices with wind-up radios	\$0.00	\$0.00	Paid	\$200.00 for new radios
Information Radio Webcasting	Internet broadcast of UNCG Information Radio Station	July 2008 completion	\$10,000.00	\$0.00	\$10,000	\$3,333.00 (plus ITS staff time)
Desktop Computer Pop-up Announcement	Small software to be added to all new UNCG computers that will create a pop-up notification	July 2008 development completion. Several years to have installed on all campus computers	\$0.00	\$0.00	\$0.00	\$0.00
Dialogic Emergency Notification System	Rapid dialer for limited number of phones (key staff)	Functioning. Additional capability being added.	\$0.00	\$0.00	Paid	\$8,500.00
WebEOC Emergency Communication System	Connection with external emergency centers	Functioning. System upgrade in progress	\$0.00	\$0.00	\$0.00	\$2,000.00
Board Room Wireless	Add wireless internet for CMG	Complete	\$7,500	\$0.00	\$7,500	\$0.00
Crisis Management Group Teleconference System	Communicate remotely via permanent number	Awaiting funding	\$0.00	\$0.00	\$0.00	\$360.00
UHF Radio System	Add to existing UHF radio system	Awaiting funding	\$0.00	\$15,000.00	\$15,000	\$0.00
Sprint Go Kit	Purchase priority access mobile phones	Awaiting funding	\$0.00	\$15,000.00	\$15,000.00	\$1,500.00
<b>TOTAL</b>			\$360,000.00	\$730,000.00	\$1,066,080.00	\$31,293.00

# Questions about ...

- Me,
- Special things about your situation,
- How could you approach your local Emergency Management Officials?

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# Thank you ...

- For your time this morning, and
- For the important work you do for the university, that's develops to the next generation of leaders, and new knowledge that makes the world better.
- Again, thanks.

# *Emergency or Crisis –*

- Elements of a crisis include, an event that poses a threat, has an element of surprise, a limited response time, interrupts operations, and threatens the safety of people. (Zdiarski, E. L., Dunkel, N.W., & Rollo, J.M., 2007). In the scope of emergency management, crisis is often a better term to describe an event that needs a non-routine response, but government agencies and society in general are often more comfortable with the term emergency. For example, the Federal government definition of an emergency is: “Absent a Presidentially declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States” (U.S. Federal Emergency Management Administration [FEMA], 2005).
- [BACK](#)



# *Emergency Management -*

- Emergency management is the managerial function charged with developing a structure for organizations or communities to reduce their vulnerability to hazards and respond to disasters. The function helps protect populations by coordinating and integrating all activities necessary to build, sustain, and improve the capability to mitigate against, prepare for, respond to, and recover from threatened or actual natural disasters, acts of terrorism, or other man-made disasters. All-hazards emergency management leads to the development of a single system in which organizations use an *Emergency Management Cycle (process)* to be prepared for the variety of events they might face (International Association of Emergency Managers [IAEM], 2008).
- [BACK](#)

# *Federal Emergency Management Administration (FEMA) –*

- In 1978, the President Jimmy Carter reorganized the national emergency response effort. This created the Federal Emergency Management Agency (FEMA), whose director reported directly to the President. Now the director reports as an Under Secretary to the Department of Homeland Security. (Lindell, Prater, and Perry, 2006). The primary mission of the FEMA is to reduce the loss of life and property and protect the nation from all hazards, including natural disasters, acts of terrorism, and other man-made disasters, by leading and supporting a national, risk-based, comprehensive emergency management system of preparedness, protection, response, recovery, and mitigation (U.S. Federal Emergency Management Administration [FEMA], 2008).
- [BACK](#)

# *Emergency Management Agency (local and state) –*

- Various Federal regulations have required state and local governments to develop emergency planning and response committees, aimed at considering specific issues. Often their roles have been expanded to meet local needs for emergency management based on perceived local risks and resources. Agencies from outside the community, such as state emergency management agencies and FEMA, have a great deal of influence on local emergency management policies and practices (Lindell et al, 2006). Because the emergency management process is fundamentally a local issue, the local government is often the lead agency, until the request specific assistance from state or Federal agencies. State law or executive policy often dictates how this will happen.
- [BACK](#)

# *Incident Command Structure (ICS) -*

- A standardized and very flexible all-hazards incident management system designed to provide an integrated organizational structure that reflects the complexity and demands of single or multiple incidents through the life cycle of the event. Its management tools allow for the integration of resources across jurisdictional or organizational boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations. It has been used by firefighters, hazardous materials teams, rescuers and emergency medical teams for several decades. (FEMA, 2005). Important characteristics of ICS include: common terminology, a modular organizational structure, provisions for the establishment and transfer of incident command, unified command, manageable spans of control, comprehensive resource management, and common communications systems (U.S. Federal Emergency Management Administration [FEMA], 2004).
- [BACK](#)

# *National Incident Management System (NIMS) –*

- As part of this restructuring mandated by Homeland Security Presidential Directive HSPD-5, the National Response Plan (NRP) with its foundation in the National Incident Management System (NIMS) is a requirement for all governmental agencies. NIMS is a framework for incident management at all jurisdictional levels regardless of the cause, size or complexity of the incident. Building upon the Incident Command System (ICS), the NIMS provides the nation's first responders and authorities with the same foundation for incident management for terrorist attacks, natural disasters and other emergencies (U.S. Federal Emergency Management Administration [FEMA], 2008). NIMS standardizes terminology and procedures at the national level in order to maximize the effectiveness of response to the very largest disasters or incidents of national significance. After 2005, no Federal preparedness assistance is to be provided to jurisdictions that have failed to adopt the NIMS. Private sector organizations are encouraged to develop emergency response plans that include information-sharing and incident-reporting protocols that fit in with local, state, and federal response plans (Lindell et al, 2006).
- [BACK](#)

# *Incident Commander (IC) -*

- An individual designated to be responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The agency that the individual represents is usually dictated by the type of incident and related Emergency Operations Plans. In large, multi-agency response efforts several lead persons may represent their agency/organization, but they report to only one IC. In a university, this role is usually designated depending on the type of incident. Police agencies often take the IC role for a majority of event types routinely encountered. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site (FEMA, 2005).
- [BACK](#)

# *Public Information Officer (PIO) -*

- A member of the Incident Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements. In a university, university relations or news service often serves this role. They can be part of a Joint Information Center (JIC), which is established to coordinate all incident-related public information activities. The JIC is a central point of contact for all news media for the event and should include PIO's from all participating agencies (FEMA, 2005).
- [BACK](#)

# *Incident Action Plan (IAP) -*

- An oral or written plan containing general objectives reflecting the overall strategy for managing a specific incident. This can be part of the response to an emergency event developed prior to a large event that may require a multi-agency emergency response. Development of this incident specific plan should include all agencies who will be part of the response. Large events on a university that might benefit from an IAP are large gatherings, sporting events, or special visitations. The IAP should include the identification of operational resources, assignments, and may also include information providing direction and management oversight of the incident during one or more operational period (FEMA, 2005).
- [BACK](#)



# *Staging Area -*

- A location or locations established by the Incident Command Structure (usually controlled by the Operations Section of the command or management structure) during an event where resources (human or physical) can be placed while awaiting assignment in efforts to respond to recovery from an crisis event. This is often the location that support resources such as those supplied by a Student Affairs organization, not involved in the initial response, will be asked to report (FEMA, 2005).
- BACK

# *Emergency Operations Center (EOC) –*

- A physical location for the coordination of information and resources in support of an incident requiring the implementation of the Incident Command Structure. It is a multi-agency coordination center that may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction or organization. It does not have to operate using ICS, but supports its implementation for the incident. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, county, organization), or some combination thereof. Core functions include: coordination; communications; resource dispatch and tracking; and information collection, analysis and dissemination (FEMA, 2005 and FEMA, 2008).
- [BACK](#)

# WebEOC® –

- A Emergency Operations Center (EOC) software package developed by ESi used, among other commercial products, by Federal agencies, state agencies, local jurisdictions, and universities to create a virtual EOC. It utilizes the internet to create a web-based crisis information management system. It allows for the functions of an EOC to be located across a jurisdiction, state or region (ESi, 2008).
- [BACK](#)

# *Family Assistance Center –*

- A family assistance center is designed to facilitate the exchange of information and to address the families' needs. Families and friends may spend many long hours waiting anxiously for information about their loved ones. The family assistance center provides the families with accurate information in an appropriate manner and setting. Families travel to emergency sites and can be away from home for some time. Other families could be displaced as a result of a disaster. The family assistance center addresses the basic physical needs, including food, shelter, transportation, telephones, and emergency services, that these families often will have (U.S. Department of Justice, 2009).
- [BACK](#)

# *Community Emergency Response Team (CERT) -*

- A Community Emergency Response Team (CERT) is part of a Federal program that seeks to create educated local response teams for emergencies that may impact their area. Through local agencies or universities the teams are trained in basic disaster response skills. CERT members can assist others in their neighborhood and university following an event, when professional responders are not immediately available to help and also in support of emergency response agencies by taking an active role in emergency preparedness projects in their community (U.S. Federal Emergency Management Administration [FEMA], 2007). Many university service learning opportunities exist in the CERT concept.
- [BACK](#)

# *American Red Cross* –

- This premier emergency response non-governmental organization (NGO) was founded in 1881. In addition to offering neutral humanitarian care to the victims of war, it distinguishes itself by also aiding victims of disasters. In addition to domestic disaster relief, the American Red Cross provides services in other areas including: helping the needy; supporting military members and their families; the collection of blood and blood products; health and safety programs; and international relief programs (American Red Cross, 2008).
- [BACK](#)

# *University Environmental Health and Safety (EHS) –*

- A university organization that normally supports highly technical functions including, disposal of hazardous materials, proper handling of chemical, radiological, and biological materials, interpretation of federal regulations, insuring a safe working environment for personnel, emergency planning, and assuring fire safety in residence halls. In emergency situations it often performs the Safety Officer role in the Incident Command Structure and acts as Incident Commander in fire and hazardous materials incidents (College Safety Health and Environmental Management Association [CSHEMA], 2008).
- [BACK](#)

# *University Police and Public Safety –*

- A specialized university organization serving as the primary campus law enforcement agency providing the basic functions for the criminal justice services and many related service functions which can serve to reduce the opportunity for crime. It provides supportive service functions including: educational programming, crime prevention, analysis and enhancement of physical facilities such as lighting, access control, and escort services serve to reduce individual apprehensions of crime and facilitate functioning of the community (International Association of Campus Law Enforcement Administrators, 2008). In emergency situations it provides primary response to most incidents, develops the initial incident command structure, and often acts as the Incident Commander for most types of university crisis situations.
- [BACK](#)



# *Crisis Communications Plan –*

- A plan that details how an organization will communicate with employees, local authorities, customers and other stakeholders during and after a crisis. This formal plan should delegate communication responsibilities, especially related to who will serve as the public spokesperson and how critical information will be communicated within the organization. The role of senior leadership in the process should be clearly defined and communicated to all parties prior to an emergency. If not formalized in some other emergency planning documents this plan should include methods and responsibilities for communication with state and local government agencies, particularly emergency management officials.
- [BACK](#)

# *Command Post or Incident Command Post (ICP) -*

- The location at which the primary tactical-level, on-scene incident command functions are performed. This is the physical location of the Incident Commander and the much of the incident command personnel. The ICP may be located with other incident specific facilities or the EOC and, as possible, is identified by a green flashing light (FEMA, 2005).
- [BACK](#)

# *Emergency Management Cycle* *(process) –*

- An all-hazards, circular, four part process that begins at any point in the continuum of the process, but usually starts with *mitigation*, which are steps to prevent a crisis event or lessen its impact, leading to *preparedness* involving the planning for various crisis or emergencies, followed by *response* process, if they occur, then *recovery* a effort aimed at returning to a previous state, including resumption of normal activities. Recovery may be a multi-stepped process with many intermediate steps that lead to eventual recovery. After a crisis, the process should be started again with a post event evaluation that can lead to further mitigation and planning efforts (Lindell et al, 2006).
- [BACK](#)

# *Business Continuity Planning (BCP) –*

- A management process that helps an organization maintain its operations/services in the face of a disruptive event. Its goal is to develop the ability to continue the operations of an organization and the the delivery of its services during a crisis or other disruption. This is often accomplished through the use of a Business Continuity Plan (BCP), which is a documented set of procedures and information intended to deliver continuity of critical functions in the event of a disruption. Resources to be used and operational procedures that function outside of normal processes are key elements to the plan. Sometimes this term is used just in conjunction with only Information Technology aspects of operation (also called Disaster Recovery Planning), but many times its use is related to all functions across an organization (Her Majesty's Government, Cabinet Office, 2008).
- [BACK](#)

# *Continuity of Operations Plan (COOP) –*

- A planning process that ensures continuity of essential government functions across the Federal Executive Branch. This has expanded to other Federal branches, along with state and local governments. Oversight and coordination of this effort is provided for in Presidential Decision Directive (PDD) 67 which establishes the Federal Emergency Management Agency (FEMA) as the lead agency for Federal Executive Branch COOP. Included in this responsibility is the requirement to formulate guidance and establish common standards for agencies to use in developing viable, executable COOP plans; facilitate interagency coordination as appropriate; and oversee and assess the status of COOP capabilities. The term may be seen in public universities as they may operate within state government programs (U.S. Federal Emergency Management Administration [FEMA], 2008).
- [BACK](#)

# *Disaster Recovery Plan –*

- A process or plan usually related to Business Continuity Planning for Information Technology (IT) systems and processes. This term is usually limited to IT operations and the recovery of those systems following a disruptive crisis.
- [BACK](#)