EMERGENCY MANAGERS ANNUAL MEETING
UC Riverside
November 4 – 5, 2008

Attendees:
Paul Walker, UCR                      Robert Charbonneau, UCOP
Ross Grayson, Director, UCR EH&S      Grace Crickette, Chief Risk Officer - UCOP
Jeff Trapp, Fire Chief - UCSC         Valerie Lucus, UCD
Chris Gaylord, UCSC FD                Jill Parker, AVC Safety Svcs - UCD
Chris Jones, UCSF PD                  Glynis Foulk, UCD Health System
Peter Balestreri, UCSF MC             John Gargiulo, Bus Cont Planner, UCD
Paul Dimond, Cont Plan Mgr – UCB     David Burns, UCLA
Therese Rymer, UCSD MC                Bill Dunne, UCLA Medical Center
Phillip VanSaun, UCSD                 Mark Barros, ANR EH&S
Linda Bogue, UCI                      Scott Martin, UCI Medical Center

Tuesday, November 4 (Day One)

I. Welcome Remarks & Introductions

EH&S Director’s Liaison Remarks – Ross Grayson

Ross Grayson introduced himself as the new EH&S Director liaison to the Emergency Managers. He shared background information regarding his current work with Paul Walker and Scott Corrin. Ross shared drawings for the new EH&S facilities at UCR which are funded and will double as the new UCR Campus EOC. The facilities will include 4 rooms as a radius around the main lobby. The perimeter rooms can be closed off. The intent is to utilize the entire building. UCR EH&S is open to ideas and suggestions and invited the attendees to submit any they may have.

Welcome Remarks from VC of Administration – Al Diaz
Al welcomed everyone to UCR. Al gave valuable direction of getting back to basics: Individual Accountability - holding ourselves responsible for success and safety; Teamwork - recognizing that we need help regarding safety and security organizations; Open Communications Environment – must be open to diversity of opinions.

II. SEMS/NIMS Training – LMS Demo

Learning Management System – funded by OPRS insurance program prompted by mandatory UC sexual harassment and ethics training. LMS manages the delivery of self-paced, e-learning courses and will track training information by individual staff - it has a robust complex database of all UC staff, and allows entry of UC’s entire training portfolio. It also inputs training relationships by various categories such as: supervisors and departments. LMS is ‘SCORM’ compliant, an industry standard for authoring software. ‘Articulate’ is a software program for importing courseware into LMS.
LMS is completely transparent and can run from anywhere. LMS creates a Learner’s Profile which contains a questionnaire that will discern what training an individual should complete. LMS is now being rolled out to every UC Campus.

LMS has at least two items that can use improvement:
1. LMS does not hold information
2. Individuals cannot put in their own classes.

In addition to NIMS/ICS training (below), other potential uses of LMS include new employee orientation on safety/emergency preparedness; various HICS/JCAHO training requirements (see CommandAware); and UCPD POST officer training.

NIMS (National Incident Management System) – suite of ICS training courses:
- ICS-100, ICS-200, ICS-300, ICS-400, IS 700, and IS 800
- Campus EMs must determine who on campus requires what level of NIMS/ICS training (based on their roles and responsibilities)
- State OES has certified a number of Campus EMs as ICS “Train the Trainers”

DMACS (Disaster Management Action Coordinators)
These courses do not require a test but certificates are issued. They involve good faith effort and documentation. Also, videos can be downloaded and combined courses are included.

Action Items:
Ross will email the IT person regarding courses included within LMS and will also purchase other software. A sample product ‘Articulate Presenter’ has a simple way to develop courses that can be imported into LMS. Bob will post list of Campus LMS Coordinators to EM listserv.

III. **Higher Education Act Reauthorization (HEOA) Requirements/Compliance**
HEOA new legislative requirements (P.L. 110-315, 2008) were discussed relative to fire safety annual reports; “emergency” notification (including off-campus ‘threats’); disclosure of campus emergency response and evacuation procedures; additional Clery Act reporting requirements; law enforcement MOUs; missing persons procedures; etc. Many new requirements are somewhat vague and may be subject to negotiated rulemaking at the discretion of DOE. UC will monitor issuance of implementing regulations by DOE. In the absence of further federal clarification and/or definitions, UC stakeholders (Police, Fire Marshals, EMs) should coordinate internally to interpret and implement the new requirements consistently on a systemwide basis.
IV. Business Continuity Planning – “UC Ready” Program

Business Continuity programs will assist in maintaining the UC missions of education, research, patient care, and public service. OPRS is leading a coordinated and integrated systemwide program to ensure that all UC campuses and medical centers are ‘event-ready.’ This initiative represents a progressive and pro-active approach to prevent or mitigate, prepare for, respond to, and recover from any adverse events or disruptions, including all natural hazards and human-caused events. The goal is to create a disaster-resistant and disaster-resilient institution with effective crisis and consequence management capabilities. A statement of ‘Event-Ready Principles and Practices’ guiding this program has been developed by Risk Services in collaboration with the campuses:

“Event-Ready” Principles & Practices
- Full-time dedicated emergency/continuity manager(s).
- Emergency/continuity managers collaborate and coordinate with all relevant campus stakeholders.
- Preparedness programs are risk-driven based on analysis of the most probable risks, hazards, and losses that may occur locally.
- Executive leadership supports and is actively engaged in preparedness activities and exercises.
- Continuity plans are developed by all campus units that conduct teaching, research, and patient care, and by all units that perform mission-critical support functions, using the “UC Ready” online software tool.
- Incident Command System/Hospital Incident Command system (ICS/HICS) are incorporated into emergency operations plans and standard operating procedures, and are used to manage emergency incidents and activities.
- Mutual aid agreements are established.
- Organized, integrated, and coordinated systems, policies, and procedures are in place to communicate timely and accurate information to the campus community before, during, and after a crisis.
- Annual exercises are conducted and evaluated, and corrective actions implemented as needed.
- An emergency preparedness and hazard awareness educational program is implemented for the entire campus community, including faculty, staff, and students.

A systemwide Business Continuity & Emergency Planning advisory panel has been formed by OPRS to oversee implementation of the “UC Ready” program. The online continuity planning tool is now called ‘UC Ready’ – originally entitled and deployed as ‘Restarting Berkeley’ (v1.0) in 2006, renamed the ‘Berkeley Continuity Planning Tool’ (v2.0) in 2007. The revised 3.0 version will be named ‘UC Ready’. UC Ready is the BCP tool selected and funded by UCOP as a consistent enterprise-wide solution for BCP planning down to the departmental level. UC Ready tool is being revised by a software development workgroup to cover the entire UC system including medical centers; this workgroup has regular conference calls to support its work.
OPRS is providing matching funds of up to $100,000 to each campus/medical center for BCP staffing. Existing campus emergency managers/budgets will count towards local match requirement. OPRS will be transferring funds to campuses by year-end 2008.

Below is the proposed ‘UC Ready’ BCP implementation timeline:
- Software tool developed/modified by FY09
- Access by all locations to the software by FY09
- 10% overall Departmental completion and update of the plan by the 4th quarter, end of 2010
- 25% completion rate by 2011
- 50% by 2012
- 75% by 2013
- 100% by 2014

At the UCOP level, OPRS is coordinating Business Continuity at the following levels:
1. Regents Audit & Compliance Committee
2. Vice Chancellors of Administration
3. UCOP senior management – EVP Lapp; SVP Vacca; VP Broome

Systemwide Issues
- Need for executive leadership and support
- Need to change campus culture regarding preparedness
- Need to engage faculty and stress personal accountability
- UCOP mandates vs. expectations and benchmarks for success?
- BCP communications/marketing strategy and plans
- BCP program systemwide support and coordination (webforum platform?)

UC Ready info
http://www.ucop.edu/riskmgt/bcp.html
http://inews.berkeley.edu/articles/Fall2008/UCReady

V. Mass Notification Systems – Status & Performance

Current campus MNS vendors were reviewed and latest performance tests were discussed. Wide Area Rapid Notification (WARN) is the most common system (used by UCB, UCD, UCM, UCSF, and UCSC). MIR3 is used by two campuses (UCI & UCSD). 3N is also used by two locations (UCR & LBNL). UCSB uses RoamSecure, and UCLA has integrated its various systems using the Common Alerting Platform (CAP) protocol (cost about $50K).

W.A.R.N. systemwide proposal - Jill Parker and Valerie Lucus
Wide Area Rapid Notification: www.WARNCalling.com
WARN is considered the fastest, most affordable and complete calling and response management system to notify the public. It includes integrated services for Weather, GIS Mapping, ESRI Tool Bars, Continuity Planning and Activation, training, and consulting.

This proposal has a definite campus financial advantage and would allow each campus to create additional roles and segment populations more efficiently. The proposal also allows us to combine outgoing voice ports to more quickly deliver voice messages to office, home or cellular phones. Currently at UC Davis, there are six (6) trained personnel who know how to activate the campus system immediately.

**Options/Recommendations:**
1. Setting up different distribution groups (e.g. - individual buildings, departments, etc.)
2. Get all warning systems pulled together for messages to be sent from one interface; must be CAP (Common Alerting Protocol)-based; one message translated for a variety of distribution methods such as digital TV; radio; it takes all screens and translates the information into one code
3. W.A.R.N. is a good thing for the UC system – it allows the creation of targeted distribution groups and messages.
4. Involve IT or Purchasing in the decision of obtaining the W.A.R.N. system. Have a conference call to discuss the details and how we will move forward
5. Do not rely on a single system, must have a multi-layered system

**Benefits of systemwide W.A.R.N. solution:**
1. Flexibility of using the system and sending out messages
2. Intercampus assistance in day-to-day operations
3. An advantage over those using MIR3
4. The more UCs that are involved, the lower the cost
5. W.A.R.N. has tracking capabilities and can track outgoing SMS messages

**Several important points of the W.A.R.N. system:**
- API (Application Platform Interface) integration of all systems (CAP-compliant)
- Use of GIS to geo-target information and messages
- Cell Broadcast Technology instead of single point
- Social Networking sites – Twitter; FaceBook; etc.
- Reduced use of voice alerts (Rev-911); increased use of SMS texting

**Action Items:**
Valerie – will put the W.A.R.N. procedures on EM listserv.
Bob – will work with UCD to develop a systemwide enterprise solution that reduces costs and has longevity (Grace will consider enterprise solution for centralized funding)
Wednesday, November 5 (Day Two)

I. EMAP Assessor Training

Emergency Management Accreditation Program (EMAP) assessor training was held at UC Davis on Oct 28-29. Several UC emergency managers attended and were certified, including personnel from UCOP, UCSF, UCSC, UCD/UCDHS, UCLA, and ANR. Currently there are only 23 EMAP accredited jurisdictions in the nation. All but 2-3 are states, not colleges or local gov’t agencies (except San Diego County). Although not required for federal funding (like NIMS), the voluntary program is growing:

http://www.emaponline.org/

EMAP takes a holistic approach and considers the entire jurisdiction; all stakeholders; and organizational systems. Accreditation requires extensive written documentation of program authorities, policies, plans, procedures, supporting resource materials, and evidence of required processes being completed (recordkeeping, corrective actions, etc.). EMAP has been certified by ANSI as a national accrediting/standards body. EMAP Standard is based on NFPA 1600 but with greater expanded details. UCOP has prepared a line-by-line comparison showing the differences between the EMAP vs. NFPA Standards.

Agency accreditation costs about $10,000 - $20,000 in addition to assessor team travel expenses. EMAP assessor teams are comprised of five volunteer emergency managers with skills in various disciplines led by one team leader. Agency accreditation is valid for five (5) years. The assessment team develops and submits findings to the EMAP program review committee that then makes recommendation to EMAP Commission who ultimately determines compliance for accreditation.

II. Annual Emergency Management Status Report

Draft report was reviewed with emergency managers. Focus on summary tables showing self-assessment scores (0-1-2-3) based on campus/medical center self-reported degree of compliance with NFPA Standard’s various elements. The annual report is posted on the OPRS Systemwide Emergency Management website:

http://www.ucop.edu/riskmgmt/emergprep/syswidemgmt.html

NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity major program elements:

1. Program Policy & Administration; 2. Program Coordinator/Manager;
3. Program Management; 4. Compliance with Laws/Requirements;
5. Hazard Vulnerability Assessment; 6. Incident Prevention & Hazard Mitigation;
Considerations and Issues on Campus Self-Assessments vs. Peer Review:

- Peer review process for validation; always good to have a different perspective
- Political pressures to self-assess favorably; may be inflated campus scores
- Lack of transparency/consistency with current self-assessment process
- Develop an audit team - train one another in evaluation and audit
- May result in costs – all 10 campuses must be prepared to invest monies
- May create an ongoing incentive for improvement
- Identify best practices and great ideas from other areas
- May create greater inter-reliability – a way to measure our progress
- Possibly two (2) person team – one (1) from OP and one (1) Campus person
- Standards should be welcomed and may result in more resources
- Possible funding for issues based on good reliable data
- Transparency and reporting have become priorities for UCOP/Regents

Action Items:
Bob C. will represent UCOP for campus assessments. It will be a major effort to get all the files and documentation.

III. ‘Dynamics of A Crisis’ – Phillip Van Saun, UCSD

Phillip gave this presentation that he delivers at the UCSD Rady School of Management. The presentation focused on the fundamental elements of a ‘crisis’ – an event or events that disrupt normal work flow, a real or perceived threat to safety and/or reputation and the challenge these present to standard methods of doing business – then offers some ideas on how to overcome these challenges.

A Crisis Leadership process involves: forming a team; developing a threat assessment process; gaming-out a response; and developing a basic ICS template. One goal is to provide tools that enable one to focus on survival and cultivate trust.

Below is a preview of some classes being offered at UCSD Rady School of Management:

- Targeted towards Risk Managers and Executives
- This is a one day, 8-hour class, cost approximately $900.

“They Don’t Teach This in Business School”
- To be offered Nov 14 as the first iteration of the program.
- One goal is to generate students.
- This is a one credit seminar
IV. **EOC/ICS Incident Management Software/Systems**

According to federal DOJ evaluation (2002), state/local emergency management agencies indicated that Crisis Information Management software (CIMS) must:

- Be affordable
- Be user-friendly
- Be easy to maintain by existing EMA staff with access to vendor’s technical support
- Be easy to tailor to the conditions and policies of the agency
- Allow for remote access by authorized users located outside the LAN
- Comply with the provisions and standards for Incident Command System (ICS)
- Comply with the provisions of the Emergency Support Functions (ESF)
- Integrate with other systems such as mapping, other CIMS, and telephonic alert notification systems
- Integrate public health into emergency management. Operate within a variety of network configurations
- Have a wide range of features. Offer help desk support 24/7


WebEOC is the original web-enabled crisis information management system and provides secure real-time information sharing to help managers make sound decisions quickly. Originally developed for public safety and emergency management officials, WebEOC is now also used also for routine operations in private corporations, public utilities, domestic and international airlines, healthcare associations, universities, and various government agencies. Current UC licensed users include UCSC, UCDMC, UCR, LBNL and others using local Op Area licenses.

2. **Black Coral**  [http://www.blackcoral.net/](http://www.blackcoral.net/)

Black Coral offers software solutions that facilitate information exchange and collaboration at the strategic, operational, and tactical levels. Their solutions provide enhanced Situational Awareness, Incident Management capabilities and ultimately the ability to make informed decisions that lead to successful outcomes. Black Coral specializes in map-enabled technologies that allow participants from within & across agencies to collaboratively plan, manage and execute strategic, operational & tactical strategies; emergency response efforts; and incident management activities.

The Black Coral suite of products includes a web-based Incident Management software tool that was designed specifically to help coordinate response efforts during events, major events, emergencies and disasters. **Black Coral SoftRisk®** can be used to manage all phases of an Incident from the preparedness phase when operators develop plans and procedures to the response phase when users track and record information about assets and personnel.
Black Coral LIVE™ and Black Coral HANDHELD™ are integrated products that facilitate enhanced situational awareness and interoperability allowing multiple organizations to communicate, collaborate and coordinate effectively.


Designed for hospital use, CommandAware provides the tools to easily implement a NIMS/HICS compliant incident command structure that dynamically changes based on the situation. CommandAware helps assure compliance with JCAHO, HSPD-8, HRSA, and up-to-date “best practices.” Developed with Intermountain Healthcare and Washington Hospital Center, PortBlue’s CommandAware™ provides emergency management software for disaster planning, response, recovery, and life-saving emergency healthcare.


EH&S-focused crisis management software


RIMS (v.11) is a police/security-focused software package used by several UC and CSU campuses. Its integrated design makes pertinent information immediately available to authorized users at any time, within security restrictions. Anchored by Computer Aided Dispatch (CAD) and Records Management System (RMS) technology, RIMS is designed to answer all the information handling needs of public safety agencies, including police, security and emergency response services.

6. FBI LEO (Law Enforcement Online)  http://www.leo.gov/

LEO supports the FBI's priorities by providing cost-effective, time-critical national alerts and information sharing to public safety, law enforcement, antiterrorism, and intelligence agencies in support of anti-terrorism activities. LEO is provided to members of the law enforcement community at no cost to their respective agencies. It is the mission of LEO to catalyze and enhance collaboration and information exchange across the FBI and mission partners with state-of-the-art, commercial, off-the-shelf communications services and tools, providing a user-friendly portal and software for communications and information exchange. UC has access to LEO and is used by UCPD.

LEO is a 24/7 online (real-time), controlled-access communications and information sharing data repository. It provides a web-based focal point for electronic Sensitive But Unclassified (SBU) communication and information sharing for the international, federal, state, local, and tribal law enforcement agencies. LEO also supports anti-terrorism, intelligence, law enforcement, criminal justice, and public safety communities worldwide. Users anywhere in the world can communicate securely using LEO.
7. OES RIMS (Response Information Management System):

http://www.oes.ca.gov/operational/OESHome.nsf/978596171691962788256b350061870e/796532464bd18e7888256b3500619ac2?OpenDocument

UC Campuses should have access thru their Operational Areas.

8. HughesNet:


Satellite-based broadband services for business resumption. Internet Satellite approx $3,500 for equipment and $200 monthly allows internet use and email.


MSAT (Mobile Satellite Radio) - UCOP is looking to purchase system and install at all campuses, preferably in UCPD dispatch centers. There are currently 200 agencies operating on a statewide OES talkgroup (SKYMARS). The cost is approx. $10,000 for fixed site installation. MSAT can also be installed in mobile vehicles and portable (handheld) applications.

V. Risk Services Special Insurance Coverages

CRO Crickette discussed UC “special risk” insurance coverages (K&R, etc.). In these cases, contact the CRO and/or the Campus Risk Manager asap. OPRS is also coordinating various terrorism-related coverages and security response. Notification procedures and contact info were distributed.

VI. Medical Center Breakout Session

VII. Roundtable Discussion

Open discussion of various issues by all emergency managers.

VIII. Meeting Wrap-up & Adjournment

UC Santa Cruz agreed to host the 2009 annual meeting. Date suggested to be earlier than late Fall meeting cycle. Exact meeting dates to be determined at a later time.

Thanks again to our hosts Ross Grayson, Paul Walker, and Elenia Burris of UCR EH&S.