Multi-Year Strategic Plan

2017-2021
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Introduction
The UNCG Office of Emergency Management is responsible for developing, implementing, and maintaining an institution-wide Emergency Management Program that performs duties within the five mission areas of emergency management (prevention, protection, mitigation, response, and recovery) to provide for the safety and well-being of all university stakeholders. This includes comprehensive planning, training, and exercise programs aimed to enhance the university’s ability to manage large-scale incidents that affect the UNCG campus.

The purpose of this strategic plan is to systematically delineate the strategic goals of the UNCG Emergency Management Program and set forth an implementation schedule to achieve the goals.

Program Overview
The University’s Emergency Management Program started in January 2009 in accordance with the recommendations of the 2007 University of North Carolina (UNC) Campus Safety Task Force Report to the UNC President, which outlined that the Chancellor of University of North Carolina at Greensboro shall take appropriate measures to implement and maintain an Emergency Management Program that provides for the protection of life and property and continuity of essential university functions during times of disaster, whether natural or manmade.

The Emergency Management Program began as a single position within the University’s Office of Environmental Health and Safety. In the infancy stages of the Program, the emergency management position was largely response based and centered around environmental health and safety related matters. In 2016, the Emergency Management Program transitioned as a division within the University Public Safety and Police Department. As a product of this transition, the program realigned its efforts to better address the five mission areas of emergency management: prevention, protection, mitigation, response, and recovery.

The UNCG Emergency Management Program takes an all-hazards approach in fulfilling its mission areas. The all-hazards framework is based on the Program’s Hazard Identification and Risk Assessment (HIRA) which is conducted every five years.

Mission Statement
The mission of the UNCG Emergency Management Program is:

The Office of Emergency Management strives to provide a safe, disaster resilient university through a comprehensive, all-hazards Emergency Management Program. This Program encompasses the five mission areas of emergency management: prevention, protection, mitigation, response, and recovery. Working in partnership with local, state, federal, and private entities, the Office of Emergency Management will work to provide an integrated Emergency Management Program that will aid in supporting intellectual growth, service to the community and institutional research.
Program Vision
The vision of the UNCG Emergency Management Program is:

A university resilient from all threats and hazards.

Overall Goals
Each year, emergencies impact the UNCG community. These emergencies may occur on campus, or at the homes of our faculty, staff and students. It is the goal of the Office of Emergency Management to:

- Create a culture of preparedness among faculty, staff and students
- Involve a variety of external stakeholders to leverage the university’s existing resources and provide additional areas of expertise and additional assets in the overall Emergency Management Program
- Build a disaster resilient community starting from the individual up to the university-wide level
- Mitigate against recognized hazards
- Provide emergency preparedness training to faculty, staff and students
- Ensure timely warnings of emergencies impacting the immediate health and safety of the campus-wide community
- Ensure plans and resources are in place to effectively respond to emergencies and disasters on campus
- Ensure that the University can continue critical operations during and after an emergency or disaster
- Develop a framework that will allow for a fast, efficient disaster recovery process following an emergency or disaster
- Provide direct support to departments and individuals on emergency planning, coordination, and information management.

Guiding Standards and Best Practices
There are several operating standards, requirements, recommendations, and best practices that are professionally accepted nationwide that drive the development, implementation, and maintenance of an Emergency Management Program. These standards have been used to evaluate the UNCG Emergency Management Program and to create strategic goals to align the Program with accepted best practices.

Emergency Management Accreditation Program
Emergency Management accreditation is a voluntary, non-governmental process of self-assessment, documentation, and independent review designed to evaluate, enhance, and recognize quality in emergency management programs. The accreditation process is intended to improve emergency management program capabilities and increase professionalism, thus benefiting the communities those Programs serve. The goal of the accreditation is to evaluate an emergency management program’s organization, resources, plans, and capabilities against current standards to increase effectiveness in protecting lives and property.
The Emergency Management Accreditation Program (EMAP) has been designed to facilitate compliance with a set of standards called the “EMAP Standard”. The EMAP Standard builds upon the NFPA 1600 Standard on Disaster / Emergency Management and Business Continuity programs adopted by the National Fire Protection Association (NFPA). The NFPA 1600 earlier adopted a portion of its program element framework from the Capability Assessment for Readiness (CAR) created by the Federal Emergency Management Agency (FEMA).

The EMAP Standard contains 64 standards that are intended to indicate the components a quality emergency management program should have in place. These standards are often difficult to meet and provide to be challenging for most emergency management agencies. Currently, only four universities have been accredited in the United States. The standards describe “what” a Program should accomplish, but not necessarily “how” compliance with a standard should be achieved. This provides flexibility to the university in developing emergency management programs based around EMAP Standards.

It is the intent of the UNCG Emergency Management Program to work toward becoming compliant with all 64 standards set forth by EMAP.

UNC Campus Safety Task Force Report

The UNC Campus Safety Task Force Report was developed as a result of the Virginia Tech shooting in April 2007, in which 32 students and faculty members were killed on the university’s campus, and another 17 were injured before the gunman took his own life. That tragedy, along with a small number of less extreme events on UNC’s campuses during the 2006-07 academic year, led to an examination of safety on UNC campuses. This examination was intended to ensure that the University of North Carolina is doing all that it reasonably can do, consistent with the values of the university, to reduce the incidence of violent crime and improve safety across the university system. In May 2007, a Campus Safety Task Force was developed, and this report, along with its included recommendations, were a result of the Task Force’s review of campus public safety efforts.

The following are recommendations from the Campus Safety Task Force Report that relate to emergency management:

**Recommendation I-9:** Each chancellor shall review the campus administrative structure to assure that the campus has adequate expertise to implement campus safety efforts and adequate coordination of and accountability for safety and disaster prevention, preparedness, response and recovery efforts, including the administration of the Campus Safety Plan, the Emergency Operations Plan and the Threat Assessment Team.

**Recommendation II-1:** Each campus should have and keep current an all-hazard, risk-based Emergency Operations Plan (EOP).

**Recommendation II-9B:** Every UNC campus police department should meet baseline proficiency standards. Minimal standards include written "all hazard" plan for responding to critical incidents such as natural and man-made disasters, civil disturbances, mass arrests, bomb threats, hostage/barricaded persons situations, acts of terrorism and other unusual incidents. The plan should follow the standard Incident Command System Protocol.
Recommendation II-3: Each campus should assure key personnel are trained in Incident Command.

Recommendation II-4: All campuses must conduct scheduled tabletop exercises at least two times per year.

Recommendation II-5: Each UNC campus must adopt an emergency notification and communication-goal statement and adopt best practices that ensure the effective dissemination of emergency and crisis information to targeted populations in an organized and timely fashion. In support of this recommendation, each UNC campus must:

a. Identify the technical limitations of their notification and communication strategy and regularly test notification and communication systems.

b. Implement programs to regularly update campus constituents about emergency notification and communication practices.

c. Establish systems to be able to track and communicate with affiliated faculty, students and staff who may disperse during or after a campus emergency. In addition, families should be encouraged to establish a family communications plan.

Recommendation III-5: Each campus should develop a written plan for communicating emergency procedures to all students, faculty and staff.

Recommendation II-7: Campus construction and renovation budgets should include the cost of procuring and installing building security systems, and building operating budgets must provide ongoing funding for operation and maintenance of security systems and devices.

Recommendation II-9F: Having an interoperable radio system that is capable to communicating with all area responders.

Recommendation II-8: Crime Prevention through Environmental Design (CPTED) techniques should be utilized in the design of new buildings. UNC General Administration should establish a standard set of building design security guidelines for new construction and significant building renovations.

UNCG incorporates all of these recommendations into its overall emergency management efforts. Future efforts will continue to enhance and improve upon current implementations of these recommendations.

National Incident Management System Standards
Following the attacks on the World Trade Center and the pentagon on September 11, 2001, it was determined that a national approach to incident management would further improve the effectiveness of emergency response providers and incident management organizations when dealing with any hazard, whether it be natural, man-made, or technological. This national approach would be applicable to all jurisdictional levels and functional disciplines in order to allow for consistency in emergency and disaster preparedness, response, and recovery efforts.
On February 28, 2003, the President issued Homeland Security Presidential Directive (HSPD)-5, which directed the Secretary of Homeland Security to develop and administer a National Incident Management System (NIMS). According to HSPD-5:

This system will provide a consistent nationwide approach for Federal, State, and local governments to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, and local capabilities, the NIMS will include a core set of concepts, principles, terminology, and technologies covering the incident command system; multi-agency coordination systems; unified command; training; identification and management of resources (including systems for classifying types of resources); qualifications and certification; and the collection, tracking and reporting of incident information and incident resources.

To provide the framework for interoperability and compatibility, the NIMS is based on the appropriate balance of flexibility and standardization in order to allow for consistent integration of multiple internal and external agencies during incident management. The major components of NIMS are:

- **Command and Management** – Mandates consistent use of the Incident Command System, Multi-Agency Coordination Systems, and Joint Information Systems.
- **Preparedness** – Requires standardized planning, training, and exercises; consistent methods for qualification and certification of emergency personnel; uniform response and recovery equipment acquisition and certification; and publication management.
- **Resource Management** – Defines uniform mechanisms for inventorying, mobilizing, dispatching, tracking, and recovering resources over the life cycle of an incident.
- **Communications and Information Management** – Identifies the requirement for standardized communications, information management (collection, analysis, and dissemination), and information sharing at all levels of incident management.
- **Supporting Technologies** – Includes identification and acquisition of technology and technological systems that support capabilities that are essential to implementing and continuously refining the NIMS. These include voice and data communications systems, information management systems, and data display systems.
- **Ongoing Management and Maintenance** – Establishes activities to provide strategic direction for oversight of the NIMS. This includes routine review and refinement of the system.

Since the establishment of the NIMS, the U.S. Department of Homeland Security has issued requirements that governments are to meet annually in order to be compliant with the NIMS for each respective year. These requirements cover each of the elements described above. Many of the requirements placed upon state and local governments typically require many hours of work in order to be fully compliant. In addition, there is a continual refinement of each of the standards in order to clarify the “spirit and intent” of each requirement.

It is the intent of the UNCG Office of Emergency Management to continue implementation of NIMS into its emergency and disaster preparedness, response, and recovery activities.
Jeanne Cleary Act
The Jeanne Clery Act (Clery Act) is a federal law that requires colleges and universities to disclose certain timely and annual information about campus crime and security policies. In partnership with the UNCG Police Department, the UNCG Office of Emergency Management is responsible for developing and implementing institution-wide programs and projects that promote safety, disaster planning, training, mitigation, response, prevention, and recovery for all-hazards and emergencies that could affect the UNCG campus. Emergency Management works in close-partnership with other UNCG departments, such as university police, environmental health and safety, and risk management to promote a safe and disaster resilient institution. If the University Police Department or Office of Emergency Management determines that a “significant emergency or dangerous situation involving an immediate threat to the health or safety of the students or employees” exists, then the UNCG alert system is activated and an emergency notification is sent out to the campus community.

It is the intent of the UNCG Office of Emergency Management to remain in full compliance with Clery Act requirements through continued implementation of reporting, preparedness, and enhancement of response and recovery capabilities.

Strategic Planning Process
Beginning in the fall of 2016, the Office of Emergency Management engaged Program stakeholders in a strategic planning process. This process began with a survey to gather stakeholder input using a strengths, weaknesses, opportunities, and threats (SWOT) process. This data was reviewed during a strategic planning session conducted with the Emergency Management Program Advisory Committee, at which time strategic goals and objectives for the Program were drafted. These strategic planning elements were then compiled into this strategic planning document, which was sent out for stakeholder review and feedback prior to implementation.

Evaluation, Maintenance and Revision
This strategic plan covers the timeframe of 2017 – 2021 and will be reviewed annually by the Emergency Management Program Advisory Committee. Based on the continued feedback and recommendations from stakeholders and the advisory committee, annual maintenance of the plan may occur. This maintenance may include the addition of new strategic goals, or adjustments of current strategic goals, as a result of the current program climate. A complete re-evaluation and revision of the Strategic Plan will occur every five years, with the revision process beginning one year prior to the current plan expiration.

Emergency Management Program Strategic Goals

Strategic Goal 1: Enhancing Resilience
The University must understand and strengthen its ability to withstand hazards that cannot be prevented, including adaptation to future changes in the region’s hazard risks. In doing so, departments and work units must be poised to withstand interruption and sustain or rapidly resume their critical functions.

1.1 Establish a university-wide emergency management policy that empowers the Office of Emergency Management to administer the Emergency
Management Program and that sets forth the requirements of other departments and work units as it relates to emergency planning efforts.

1.2 Institutionalize a mitigation program that regularly and systematically utilizes resources to mitigate the effects of emergencies associated with the risks identified in the HIRA. 2017

1.3 Develop a new EMAP compliant mitigation plan that is based on natural and human-caused hazards and the risk and consequences of those hazards. 2018

Create a plan that incorporates and schedules the involvement of outside agencies for activities such as site visits, threat/risk assessments, training opportunities, etc. 2018

Strategic Goal 2: Enhancing Plans and Policies
Existing plans focus primarily on response phases. Enhancing the university’s ability to withstand a disaster will require development of plans dealing with additional mission areas of emergency management.

2.1 Develop a recovery plan that addresses short- and long-term recovery priorities and provides guidance for restoration of critical community functions, services, vital resources, facilities, programs, and infrastructure. 2018

2.2 Develop a standardized continuity of operations planning process and facilitate the completion of departmental and work unit continuity of operations plans (business continuity plans) for all departments/work units that have responsibilities delineated in the university’s EOP. 2019

2.3 Publish a revision to the university’s Emergency Operations Plan (EOP) that reflects newly developed best practices and incorporates changes identified through recent exercises and actual incidents. 2019

2.4 Develop a set of policies that guide the UNCG Office of Emergency Management to effectively conduct activities in the five mission areas of emergency management. 2020

2.5 Implement a resource management process that identifies resource requirements, shortfalls, and inventories. 2020

Strategic Goal 3: Enhancing the Message
The Emergency Management Program must share the message of preparedness with campus audiences, and be ready to communicate with internal and external constituents during emergencies and disasters. Participation in Program activities should expand to include more members of the UNCG community.
3.1 Develop a multi-year training and exercise plan that serves as the basis for a training program composed of training needs assessment, curriculum, course evaluations, and records of training. 2017

3.2 Enhance cross-departmental collaboration and division of labor for daily safety and emergency planning functions amongst university departments and external agencies with similar missions, i.e. emergency management, public safety and police, risk management, and environmental health and safety. 2018

3.3 Enhance crisis communications and public information plans and procedures. 2019

3.4 Promote continuity planning for departments not required by policy to maintain a continuity plan. 2020

Strategic Goal 4: Enhancing Evaluation
Leverage external evaluators to assess our implementation of broadly recognized best practices in emergency management, ensuring that the Emergency Management Program meets contemporary standards, and affording the university the ability to clearly communicate to students, parents, employees, and grantors the university's commitment and achievement in preparedness.

4.1 Conduct mock Emergency Management Accreditation Program (EMAP) assessment in preparation for actual assessment in 2022. 2021

Method for Implementation
The UNCG Office of Emergency Management will work to include each of the strategic planning goals and objectives into yearly work plans and coordinate actions with the appropriate committee or department. Where additional funding or executive buy-in is required, the Office of Emergency Management will include proposals through the yearly budgeting process for official review. Progress on strategic planning initiatives will be included as a section in the Emergency Management Program annual report and documented in the internal Program and Project Management System within WebEOC.
## Appendix A – Implementation Schedule

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<th>Strategic Goal #</th>
<th>Strategic Goal</th>
<th>Year</th>
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<tbody>
<tr>
<td>1.1</td>
<td>Establish a University policy requiring departments with emergency responsibilities to develop continuity plans that identify and describe how essential functions will be continued and recovered in an emergency or disaster and assist those departments in satisfying the policy.</td>
<td>2017</td>
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| 1.2              | Institutionalize a mitigation program that regularly and systematically utilize resources to mitigate the effects of emergencies associated with the risks identified in the HIRA.  
- Establish a Hazard Mitigation Planning Team  
- Create a system to methodically track mitigation strategies and projects | 2017 |
| 3.1              | Develop a multi-year training and exercise plan that serves as the basis for a training program composed of training needs assessment, curriculum, course evaluations, and records of training. | 2017 |
| 1.3              | Develop a new EMAP compliant mitigation plan that is based on natural and human-caused hazards and the risk and consequences of those hazards. | 2018 |
| 1.4              | Create a plan that incorporates and schedules the involvement of outside agencies for activities such as site visits, threat/risk assessments, training opportunities, etc. | 2018 |
| 2.1              | Develop a recovery plan that addresses short- and long-term recovery priorities and provides guidance for restoration of critical community functions, services, vital resources, facilities, programs, and infrastructure. | 2018 |
| 3.2              | Enhance cross-departmental collaboration and division of labor for daily safety and emergency planning functions amongst university departments and external agencies with similar missions, i.e. emergency management, public safety and police, risk management, and environmental health and safety.  
- Identify duplicated responsibilities among departments and agencies  
- Establish areas of responsibilities and reporting relationships among departments and agencies to meet the needs of the EM program and other campus programs requiring similar information/activities. | 2018 |
| 2.2              | Develop a standardized continuity of operations planning process and facilitate the completion of departmental and work unit continuity of operations plans (business continuity plans) for all departments/work units that have responsibilities delineated in the university’s EOP. | 2019 |
| 2.3              | Publish a revision to the University’s Emergency Operations Plan (EOP) that reflects newly developed best practices and incorporates changes identified through recent exercises and actual incidents. | 2019 |
| 3.3              | Enhance crisis communications and public information plans and procedures.  
- Update the Crisis Communications Policy  
- Update the Crisis Communications Plan  
- Create University Joint Information System Plan | 2019 |
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<tr>
<td>2.4</td>
<td>Develop a set of internal policies that guide the UNCG Office of Emergency Management to effectively conduct activities in the five mission areas of emergency management.</td>
<td>2020</td>
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<tr>
<td>2.5</td>
<td>Implement a resource management process that identifies resource requirements, shortfalls, and inventories.</td>
<td>2020</td>
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<tr>
<td>3.4</td>
<td>Promote continuity planning for departments not required by policy to maintain a continuity plan.</td>
<td>2020</td>
</tr>
<tr>
<td>4.1</td>
<td>Conduct mock Emergency Management Accreditation Program (EMAP) assessment.</td>
<td>2021</td>
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