



UNC GREENSBORO

Emergency Management Program

Framework and Strategic Plan



2022-2026

On the Cover

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ADMINISTRATIVE STATEMENT

The following information applies to this document:

1. The title of this document is the “UNC Greensboro Emergency Management Program Framework and Strategic Plan,” or shortened for internal use, the “Framework and Strategic Plan.”
2. This plan is considered a public document and available to all University stakeholders.
3. The information contained in the Plan was prepared for use by UNC Greensboro (UNCG), specifically the Office of Emergency Management and the overall emergency management program.
4. For more information, please consult the Office of Emergency Management:

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PROGRAM FRAMEWORK

Introduction

The UNCG Office of Emergency Management is responsible for developing, implementing, and maintaining an institution-wide Emergency Management Program. This Program performs duties within the five mission areas¹ of emergency management to provide for the safety and well-being of all university stakeholders, property, and the environment. This includes comprehensive planning, training, and exercise programs that enhance the University's resiliency.

Program History

The University's Emergency Management Program started in January 2009 following the recommendations of the 2007 University of North Carolina (UNC) Campus Safety Task Force Report to the UNC President. The report delineated that the Chancellor shall take appropriate measures to implement and maintain an Emergency Management Program that protects 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 Environmental Health and Safety Office. In the infancy stages of the Program, the emergency management position was response-based and centered around environmental health and safety-related matters. In 2016, the Emergency Management Program transitioned to a unit within the University Police Department. As a product of this transition, the Program realigned its efforts to holistically address the five mission areas of emergency management.

In 2018, the Office of Emergency Management transitioned from a unit within the Police Department to a standalone department, reporting directly to the Vice Chancellor for Finance and Administration. Since this transition, the department has grown from one full-time employee to three full-time employees.

Program Overview

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), conducted every five years.

Mission Statement

The Office of Emergency Management strives to provide a safe, disaster-resilient university through a comprehensive, all-hazards Emergency Management Program.

Program Vision

The vision of the UNCG Emergency Management Program is "A university resilient to all threats and hazards."

Program Structure

The UNCG Emergency Management Program is an all-hazards, university-wide system of over 25 partner departments coming together to perform the five mission areas of emergency management. The

¹ The five mission areas of emergency management are prevention, protection, mitigation, response, and recovery.

cooperation and coordination of all partners are required to ensure that the Program is effective and efficient.

The following committees and groups are responsible for ensuring that the whole university community is represented in the plans and procedures developed for the Emergency Management Program at UNCG.

Emergency Management Program Advisory Committee

To ensure that the UNCG Office of Emergency Management coordinates the Program with input and assistance from university stakeholders, an Emergency Management Program Advisory Committee (EMPAC) has been established.

The EMPAC consists of the following members:

- Assistant Vice Chancellor for Emergency and Risk Management (Chair)
- UNCG Emergency Planning and Response Team representatives (2)
- Crisis Policy Group representative
- Faculty Senate representative
- Staff Senate representative
- Student Government Association representative
- UNC System representative
- NC A&T State University Emergency Management representative
- Guilford County Emergency Management representative
- City of Greensboro Emergency Management representative

The EMPAC meets at a minimum on an annual basis to coordinate projects, initiatives, policy challenges, and other functions. The committee provides for coordinated input by Program stakeholders in preparing, implementing, evaluating, and revising the Emergency Management Program. The UNCG Office of Emergency Management manages the meeting schedule, agendas, and minutes through collaboration with committee members.

Crisis Policy Group

Under the direction of the Chancellor, the Crisis Policy Group (CPG) comprises the Chancellor, his executive staff, and various other key officials. This team provides overall policy guidance during significant emergencies and disasters. The CPG works closely with the Emergency Planning and Response Team (EPART) to develop and manage policy-level decisions and maintain communications with university stakeholders.

The following CPG members are the core members that support the Chancellor in continuing administration activities and implementation of emergency public policy. These members are activated each time the CPG is activated.

- Chancellor
- Provost and Executive Vice Chancellor
- Vice Chancellor for Finance and Administration
- Chief of Staff
- Vice Chancellor for Student Affairs

- Vice Chancellor for Strategic Communications
- Vice Chancellor for Institutional Integrity and General Counsel

The individuals listed below are subject to serving on the CPG upon activation, depending on the situation.

- Assistant Vice Chancellor for Emergency and Risk Management
- Associate Vice Chancellor for Facilities
- Associate Vice Chancellor for Human Resources
- Vice Chancellor of Information Technology Services & Chief Information Officer
- Vice Chancellor for University Advancement
- Vice Chancellor for Enrollment Management
- Vice Chancellor for Research and Economic Development
- Director of Intercollegiate Athletics

The CPG meets annually to review and discuss emergency policies and procedures specific to their function. Additional meetings of the CPG may take place depending on the need for training and exercises.

Emergency Planning and Response Team

The Emergency Planning and Response Team (EPART) is comprised of critical administrative personnel from departments that provide essential operations and resources during emergencies and disasters. These departments are organized in Emergency Support Functions (ESF), as described in the University's Emergency Operations Plan (EOP). During a significant emergency or disaster, EPART works to coordinate resources and information to allow for an efficient, coordinated response by the University.

This dedicated team of individuals meets at least twice a year to assist in preparedness activities that ensure UNCG is ready to respond to and recover from any emergency.

Ad/Hoc Groups and Supplemental Committees

Based on University and community emergency response plans and frameworks, ad-hoc or supplemental committees may be formed to focus on specialized areas of prevention, protection, response, recovery, and mitigation.

Current supplemental committees include:

- Recovery Planning Committee
- Hazard Mitigation Planning Team
- Guilford County Joint Information System Committee
- Guilford County Local Emergency Planning Committee

Guiding Standards and Best Practices

There are several operating standards, requirements, recommendations, and best practices that are professionally accepted and aid the development, implementation, and maintenance of an Emergency Management Program. These standards have been used to evaluate the UNCG Emergency Management Program and 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 accreditation aims to evaluate an emergency management program's organization, resources, plans, and capabilities against current standards to protect lives and property effectively.

The Emergency Management Accreditation Program (EMAP) has been designed to facilitate compliance with 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 sixty-six standards indicating the components a quality emergency management program should have. Most emergency management agencies often find these standards challenging to meet. The standards describe what a Program should accomplish but not necessarily how compliance with a standard should be achieved.

The UNCG Emergency Management Program is working toward full compliance with all sixty-six EMAP standards and seeking accreditation. Currently, there are no EMAP accredited higher education institutions in North Carolina. Our target timeframe for the accreditation assessment is the Spring of 2024.

UNC Campus 2007 Safety Task Force Report

The UNC Campus Safety Task Force Report was developed because 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 System's campuses during the 2006-07 academic year, led to an examination of campus safety. 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, resulted from the Task Force's review of campus public safety efforts.

The UNCG Emergency Management Program has accomplished all the recommendations identified in this report. The Program will continue to enhance and improve upon the current implementations of these recommendations as the Program matures.

UNC Campus 2013-14 Security Initiative Report

University President [Thomas W. Ross](#) launched the UNC Campus Security Initiative in August 2013 to study system-level coordination of security and student safety efforts at our 17 campuses. President Ross asked for a review of current security practices, assessment of pending needs, and recommendations for coordinated action.

The [full report](#) includes 36 recommendations, including the high-priority items that remain to be implemented from the 2007 Task Force. The complete set of recommendations aimed to make UNC campuses safer, ensure the University meets both the letter and the spirit of laws governing campus security, and offer a blueprint for continuous improvement.

The UNCG Emergency Management Program has accomplished all the emergency management related recommendations identified in this report. The Program will continue to enhance and improve upon the current implementations of these recommendations as the Program matures.

UNC System 2020 Emergency Preparedness Assessment

In 2020, the UNC System released the UNC System Emergency Preparedness Assessment. The [assessment](#) was conducted by a third-party consulting firm, Witt O'Brien's, and provides a comprehensive assessment of the UNC System's capacity for preparedness, response to, and recovery from natural or human-caused emergencies and disasters. It assesses the UNC System's all-hazard approach to emergency management during preparedness, mitigation, response, and recovery, focusing on system-wide coordination and capabilities. It documents the existence and utility of individual institutions' operational response plans, continuity plans (including academic continuity, housing, and dining), operational communications protocols, pre-event relationships with local, state, and federal agencies and resources, mutual aid (or assistance) agreements (MAAs) and memoranda of understanding (MOUs), and campus-level leadership responsibilities.

This report also considers UNC System-level leadership responsibilities. It notes strengths and areas for improvement in the relationship and coordination between the UNC System Office and the UNC institutions and between the UNC campuses and county/municipal emergency management offices.

While UNCG has accomplished nearly all the recommendations outlined in this report, there are several that the Emergency Management Program needs to incorporate over the next five years. These items are incorporated into the Program's strategic plan.

National Incident Management System

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, manmade, or technological. This national approach would apply to all jurisdictional levels and functional disciplines to ensure consistency in emergency 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 to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide interoperability and compatibility among Federal, State, and local capabilities, the NIMS includes 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.

NIMS is based on the appropriate balance of flexibility and standardization to allow for consistent integration of multiple internal and external agencies during incident management to provide the framework for interoperability and compatibility. The significant 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 periodic review and refinement of the System.

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

The UNCG Office of Emergency Management intends to continue the implementation of NIMS in its emergency and disaster preparedness, response, and recovery activities.

Jeanne Cleary Act

The Jeanne Cleary Act (Cleary 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.

The UNCG Office of Emergency Management intends to comply fully with Clery Act requirements through continued implementation of reporting, preparedness, and enhancement of response and recovery capabilities.

Authorities and References

The following authorities and references set forth the foundation of the UNCG Emergency Management Program:

- [UNCG Emergency Management Policy](#)
- UNCG Emergency Operations Plan²
- Guilford County Emergency Operations Plan²
- [North Carolina General Statute 166A, as amended](#)
- [National Incident Management System: Department of Homeland Security, March 2004](#)
- [Robert T. Stafford Disaster Relief and Emergency Assistance Act \(as amended\) 42 USC 5121](#)
- [Emergency Management and Assistance: 44 Code of Federal Regulations \(CFR\)](#)
- [Homeland Security Presidential Directive 5: Management of Domestic Incidents](#)
- [Presidential Policy Directive 8: National Preparedness](#)
- [Higher Education Opportunity Act \(as amended\): Public Law 110-135 August 14, 2008](#)
- [The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act \(Clery Act\), 20 USC section 1092\(f\) as amended](#)

² Links to these documents were not provided due to the sensitive nature of these operational plans.

STRATEGIC PLAN

Strategic Planning Process

Beginning in February 2022, the Office of Emergency Management started the strategic planning process for 2022-2026. Rather than conducting a Strengths, Weakness, Opportunities, and Threats (SWOT) analysis to craft the plan as in prior years, the decision was made to focus on programmatic feedback obtained over the past two years.

The Emergency Management Program was exceptionally engaged in 2020-2021 due to the COVID-19 pandemic. The Office of Emergency Management regularly sought partner feedback through surveys, meetings, and after-action reporting. The information gained in this period was considerable, and the quality and quantity of the input are paramount to the program's future success.

To create this strategic plan, the Program started by reviewing the following plans, documents, and program data:

- UNCG Strategic Plan
- Finance and Administration Strategies Document
- Previous Emergency Management Program Strategic Plan
- Office of Emergency Management Program and Project Management System
- Corrective Action Program Items
- COVID-19 Interim After Action Survey
- COVID-19 After Action Report
- UNCG Emergency Management Program Training and Exercise Plan
- UNC System Emergency Preparedness Assessment
- Emergency Management Accreditation Program Standards

In reviewing this information, four common themes were derived. The program's strategic goals were developed using these themes to enhance the already well-established Program. The themes identified were 1) enhancing resilience, 2) enhancing plans, policies, and procedures, 3) enhancing the message, and 4) enhancing data.

Once the strategic plan was drafted, it was shared with the EMPAC, CPG, and EPART for review. Plan feedback was then evaluated and incorporated into this plan.

Evaluation, Maintenance, and Revision

This strategic plan covers 2022 to 2026 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 to current goals and objectives, because 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 before the current plan expires.

Strategic Goals and Objectives

Below are the strategic goals of the Emergency Management Program and their associated objectives. See [Appendix A: Goals, Objectives, and Milestones](#) for additional information and the target milestone for each objective.

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 business units must be poised to withstand interruption and sustain or rapidly resume their critical functions.

Objectives

1. Expand the University Continuity of Operations Planning (COOP) program to all University departments/units and implement an annual departmental/unit-based COOP exercise program.
2. Implement a resource management process that addresses the hazards identified in the Hazard Identification and Risk Assessment, including identifying resource requirements, shortfalls, and inventories.
3. Expand the Emergency Management Program training and exercise program to ensure Emergency Management Program partners are prepared to perform their roles in emergency response and disaster recovery.
4. Execute mitigation strategies and actions identified in the University's Hazard Mitigation Plan to lessen hazard impacts.
5. Conduct Emergency Management Accreditation Program (EMAP) assessment to assess the Program's implementation of broadly recognized best practices in emergency management, ensuring that the Emergency Management Program meets current standards.

Goal 2: Enhancing Plans, Policies, and Procedures

The University's existing emergency plans and policies establish a solid foundation for the Emergency Management Program. We should mature our existing plans and develop additional plans and procedures that guide and support specific emergency operational functions.

Objectives

1. Update the University Emergency Management Policy to include new best practices and changes in the policy and operational environments.
2. Revise the University Emergency Operations Plan (EOP) to reflect new best practices and incorporate changes identified through recent exercises and actual incidents.
3. Develop standard operating guidelines (SOGs) that guide the Emergency Management Program to conduct activities effectively and consistently in the five mission areas of emergency management.
4. Build crisis communications and public information plans and procedures to enhance communications efforts before, during, and after a crisis.
5. Develop a family assistance center plan and procedures to guide the University in reunification and disaster assistance.

6. Develop University-specific plans for Adverse Weather and Emergency Event Policy, to include who is responsible for essential on-campus work

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.

Objectives

1. Increase pre-incident notification and warning capacities to include tiered messaging based on the incident, hazard, or threat.
2. Update the Spartan Alert website to be more mobile-friendly and improve user experience.
3. Develop a more integrated and comprehensive emergency notification system using advanced features and new alerting capabilities.
4. Increase public education and preparedness activities, focusing on personal and workplace preparedness for hazards identified in the University's Hazard Identification and Risk Assessment.

Goal 4: Enhancing Data

The Emergency Management Program's data collection has matured significantly over the past five years, and the Program now captures a multitude of data. This data can and should be used to improve the Emergency Management Program's decision-making process; to make more data-informed decisions.

Objectives

1. Improve data architecture for the Emergency Management Program, and capture data to benefit programmatic and crisis-focused decision-making.
2. Develop a comprehensive, easy-to-use data visualization process to provide senior administration with real-time information to support data-informed decisions.

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 for official review through the yearly budgeting process. Progress on strategic planning initiatives will be presented to the EMPAC and senior leadership annually and documented in the internal Program and Project Management System in Veoci.

Implementing strategic goals and objectives will be dependent on completing programs and projects that facilitate the necessary activities. Emergency Management programs and projects have been linked to corresponding objectives in the Program and Project Management System to identify and prioritize strategic activities.

APPENDIX A: GOALS, OBJECTIVES, AND MILESTONES

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.

Number	Objective	Milestone
1.1	Expand the University Continuity of Operations Planning (COOP) program to all University departments/units and implement an annual departmental/unit-based COOP exercise process.	2024
1.2	Implement a resource management process that addresses the hazards identified in the Hazard Mitigation Plan, including identifying resource requirements, shortfalls, and inventories.	2023
1.3	Expand the Emergency Management Program training and exercise program to ensure Emergency Management Program partners are prepared to perform their roles in emergency response and disaster recovery.	2025
1.4	Execute mitigation strategies and actions identified in the University’s Hazard Mitigation Plan to lessen hazard impacts.	2026
1.5	Conduct Emergency Management Accreditation Program (EMAP) assessment to assess the Program’s implementation of broadly recognized best practices in emergency management, ensuring that the Emergency Management Program meets current standards.	2024

Goal 2: Enhancing Plans, Policies, and Procedures

The University’s existing emergency plans and policies establish a solid foundation for the Emergency Management Program. We should mature our existing plans and develop additional plans and procedures that guide and support specific emergency operational functions.

Number	Objective	Milestone
2.1	Update the University Emergency Management Policy to include new best practices and changes in the policy and operational environments.	2022
2.2	Revise the University Emergency Operations Plan (EOP) to reflect new best practices and incorporates changes identified through recent exercises and actual incidents.	2023
2.3	Develop standard operating guidelines (SOGs) that guide the Emergency Management Program to conduct activities effectively and consistently in the five mission areas of emergency management.	2024

2.4	Build crisis communications and public information plans and procedures to enhance communications efforts before, during, and after a crisis.	2022
2.5	Develop a family assistance center plan and procedures to guide the University in reunification and disaster assistance.	2023
2.6	Develop University-specific plans for Adverse Weather and Emergency Event Policy, to include who is responsible for essential on-campus work.	2023

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.

Number	Objective	Milestone
3.1	Increase pre-incident notification and warning capacities to include tiered messaging based on the incident, hazard, or threat.	2024
3.2	Update the Spartan Alert website to be more mobile-friendly and improve user experience.	2022
3.3	Develop a more integrated and comprehensive emergency notification system using advanced features and new alerting capabilities.	2026
3.4	Increase public education and preparedness activities, focusing on personal and workplace preparedness for hazards identified in the University's Hazard Identification and Risk Assessment.	2025

Goal 4: Enhancing Data

The Emergency Management Program data collection has matured significantly over the past five years and captures a multitude of data. This data can and should be used to improve the Emergency Management Program's decision-making process; to make more data-informed decisions.

Number	Objective	Milestone
4.1	Improve data architecture for the Emergency Management Program, and capture data in a way that can be beneficial to programmatic and crisis-focused decision making.	2023
4.2	Develop a comprehensive, easy-to-use data visualization process to provide senior administration with real-time information to support data-informed decisions.	2024

APPENDIX B: 2017-2021 STRATEGIC PLAN OUTCOMES

Below are the goals and objectives of the 2017-2021 Strategic Plan and the outcomes of the objectives.

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.

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 developing plans dealing with additional mission areas of emergency management.

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.

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.

(The objectives in this table are sorted by planned completion year.)

Objective #	Objective	Planned Year	Outcome	Year Accomplished
1.1	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.	2017	The Chancellor approved a university-wide emergency management policy on August 13, 2018. The current policy can be found at https://policy.uncg.edu/university-policies/emergency_management/ .	2018

Objective #	Objective	Planned Year	Outcome	Year Accomplished
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. <ul style="list-style-type: none"> Establish a Hazard Mitigation Planning Team Create a system to track mitigation strategies and projects methodically 	2017	UNCG created a Hazard Mitigation Planning Team to manage the development of a university hazard mitigation plan. The Office of Emergency Management built a Mitigation Program Management System in Veoci to track mitigation strategies and projects methodically.	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 training records.	2017	A multi-year training and exercise plan was developed based on feedback received from stakeholders. This training plan was used to prioritize training and exercise for the Program.	2017
1.3	Develop a new EMAP compliant mitigation plan based on natural and human-caused hazards and the risk and consequences of those hazards.	2018	UNCG participated in a regional hazard mitigation planning project with seven other universities in the UNC System to develop an EMAP and FEMA compliant hazard mitigation plan.	2021
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	Outside agency coordination was divided among EPART departments based on their external agency involvement, and those departments were charged with coordinating training and other activities.	2018
2.1	Develop a recovery plan that addresses short- and long-term recovery priorities and guides the restoration of critical community functions, services, vital resources, facilities, programs, and infrastructure.	2018	A University-Wide Recovery Plan was created and implemented in March 2019.	2019

Objective #	Objective	Planned Year	Outcome	Year Accomplished
3.2	<p>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.</p> <ul style="list-style-type: none"> Identify duplicated responsibilities among departments and agencies Establish areas of responsibility and reporting relationships among departments and agencies to meet the needs of the EM program and other campus programs requiring similar information/activities. 	2018	Working with EPART departments, an understanding of daily and emergency-related responsibilities was identified, and a division of labor was established to prevent duplication of effort and resources.	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	The University hired a continuity planner and developed a continuity planning system for university departments and units to follow. However, due to COVID-19, we could not facilitate the completion of COOP plans for all EOC departments/units.	N/A
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	A new EOP was developed and officially codified by the Chancellor in January 2020.	2020

Objective #	Objective	Planned Year	Outcome	Year Accomplished
3.3	Enhance crisis communications and public information plans and procedures. <ul style="list-style-type: none"> Update the Crisis Communications Policy Update the Crisis Communications Plan Create a University Joint Information System Plan 	2019	Due to the COVID-19 pandemic, this goal was not achieved in the timeline established. This goal will be included in the 2022-2026 strategic plan.	N/A
2.4	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.	2020	The Office of Emergency Management completed a suite of internal emergency management policies and guides to conduct Program activities consistently and effectively.	2018
2.5	Implement a resource management process that identifies resource requirements, shortfalls, and inventories.	2020	Due to the COVID-19 pandemic, this goal was not achieved in the timeline established. This goal will be included in the 2022-2026 strategic plan.	N/A
3.4	Promote continuity planning for departments not required by policy to maintain a continuity plan.	2020	Due to the COVID-19 pandemic, this goal was not achieved in the timeline established. This goal will be included in the 2022-2026 strategic plan.	N/A
4.1	Conduct Emergency Management Accreditation Program (EMAP) assessment.	2021	Due to the COVID-19 pandemic, this goal was not achieved in the timeline established. This goal will be included in the 2022-2026 strategic plan.	N/A