

Critical Incident Management

A “Concept of Operations” for the Campus Environment

“Is your University prepared
to respond to disaster?”

Please silence all pagers and cell phones.

Vincent F. Faggiano

Presented by BowMac Educational Services, Inc.

CRITICAL INCIDENTS

- Usually Random in Time and Place
- Include;
 - Terrorism
 - Natural disasters
 - Fires
 - Haz Mat incidents
 - Accidents
 - Criminal activity
 - Deaths: accidental, violent and/or suicidal

Common Issues

The following is a list of common issues that must be addressed at every critical incident:

- Communications
- Problem Assessment / Intelligence
- Resources-Too Few / Too Many
- Crowd and Traffic Control – Perimeters
- Who's in Charge
- The Media
- Politics
- Planning and Training
- Environmental Issues

Video Exercise # 1

- California State University, Northridge

- Debrief

California State University at North Ridge

January 17, 1994

A 6.7 earthquake struck at 4:01 AM The following Common Issues were identified as impacting the response effort of the incident

Communications:

- All communications on campus were down
- A mobile command post from Cal State Fullerton responded and that brought some communication capabilities with it.
- The need to communicate with faculty and University employees was difficult i.e. not to respond to the campus.
 - A pay phone and a roll of quarters first means of communication: The need to establish phone trees within the organization
 - Talk Radio became a means of mass communication to faculty and staff
- How to communicate with students during the reopening process
- 24 Information booths were established to share information

Problem Assessment:

- Major structural Damage. Not even sure if entry into the buildings to check for victims could be conducted safely.
- Fires Burning in the science building research labs posed unknown dangers to responders. Led to no fire fighting operations until the contents were identified.
- Whether or not to extinguish the fire was a major concern for firefighters.
- The Police Department had to be evacuated.
- Initially the command post was a table and four chairs.
- One person authorized to sign checks for purchases and unable to reach the checkbook due to building instability.
- Large stress impact on the entire University. Faculty members were impacted by loss of research work. In some cases their life's work. Described as a feeling of overwhelming helplessness. Fear crying, impaired thought process all described as a normal human response to an abnormal event. As much damage to people as to buildings.
- Aftershocks caused a need to continually reevaluate the safety to enter buildings.
- All data documents, computer data, etc was lost. Critical to re-establishing a 5200 course schedule required to reopen the University.

Resources:

- Four officers on duty at the onset of the incident.
- Responders had to check on the welfare of their own families and that led to a shortage of responders.
- Local Search and Rescue Teams
- Other resources from area colleges and Universities (Cont'd)

Resources (Cont'd):

- Tents/Trailers
- Volunteers, several hundred, led to the need to house, feed, and provide facilities for the responders
- Long term required specialists Architects, Engineers to evaluate building conditions
- Heavy Equipment, Construction crews
- Local businesses supplied food
- Physical Plant personnel were critical to building searches for victims
- Although the secured computers no college related data on those computers
- Trailers for class resumption. How many? 200 not enough, five hundred too many, 450 asked for hoping for four hundred.
- Maps of utility systems were key to reopening.
- Counselors for effected personnel.

Crowd and Traffic Control:

- The decision to secure the campus was made early on.
- The ongoing need to keep crowds in safe areas and prevent them from entering buildings on campus to retrieve personal property.

Who's in Charge:

- The president of the University was out of town when the incident occurred. Initially the Chief of Police was in charge. Air transportation needed to be secured for the President to get to the school.
- The need for autocratic management style was required.

The Media:

- Huge media response initially. Hundreds of responding reporters.
- Rumors were reported as fact: Release of radioactive material. Rumors control became imperative.

Politics:

- Military decision making required.
- Management style was not participative not the norm for University environment.
- Difference between consultation and communication

Environmental Concerns:

- Safety of work areas
- Became cold and windy

Planning and Training

The following question regarding a campuses planning and training process are raised in this video. It may serve as a good self-check of you institutions planning and training process.

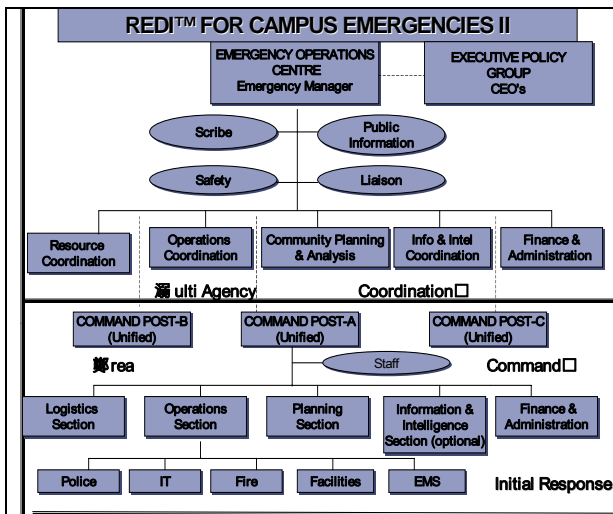
- Do you have an up to date emergency plan for your campus?
- Do you have regular campus-wide training sessions and exercises?
- Are faculty involved in your training, exercising, and hazard reduction programs?
- Are faculty prepared to help students during an Emergency?
- Are faculty, staff, and administrators trained to handle injuries and death
- Does every department use and store hazardous materials, chemicals, and equipment safely?
- Have administrators been trained in their emergency roles?
- Are administrators aware of the kinds of decisions they will have to make?
- Are damage assessment contracts in place with structural experts?
- Do you have contracts for equipping and supporting emergency cleanup and re-construction teams?
- Do you have an adequate emergency communication system?
- Do you backup key records and store them off campus?

“Be Prepared!”

“Postpone planning and you will deserve what you get!”

Campus "Concept of Operations"

- Initial Response
 - Scene Isolation & Stabilization
- Command Post Operations
 - Scene Management & Resolution
- Emergency Operations Centre (EOC)
 - Focus on Impact of the Incident on the Operation of the Institution
 - Provide Coordination and Networking with Scene(s)
 - Major Logistics, Maintenance of Routine Operations
- Executive Policy Group - Provides Overall Guidance
 - Focus on Impact to the Institution - Policy Direction, Politics, Message to the Public



The Challenge

- Confusion and/or delays in response can cause further exposure of students, faculty and staff to danger and increased property damage.
- You don't need to be an expert in chemical, biological, health or emergency management! (The information will come from experts, Police Fire, Health Dept., etc.)
- You do need a system that will allow you to put expert advice to work rapidly.
- Can you organize quickly enough to carry out requests from Public Safety / Health Department / Haz Mat?

Thank You for your attention!

If I can be of any assistance please do not hesitate to
contact me.

Vincent F. Faggiano
BowMac Educational Services
10 Ontario Street
Honeoye Falls NY 14472
Main Office: 585-624-9500
Cellular phone: 585-317-4917
E-Mail: vincefaggiano@bowmac.com