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Disasters A to Z ... Zzz

Critical Incident Management

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Crisis Manager, NOT ...



BUT, an AMAZING FACILITIES MANAGER!

Effective Leadership in Difficult (i.e., novel) Times

- Leadership varies between crisis and routine emergencies
- Novelty of crisis implies no comprehensive experts
- Orchestrate process of adaptation not search for technical 'fixes'
- Adaptation is political, manage as such
- Crisis often bring out very best in people
- Develop and maintain 'situational awareness' as situation evolves
- Coping effectively involves ingenuity, invention – not previously determined answers or rules
- Leaders deliberately slow process down, waiting to decide when time is right
- Leaders decide when decisions are ready, not when people ask for it.

Routine Emergencies



Characteristics:

- Sudden, unplanned
- High stakes
- Urgent
- Outcomes will vary widely depending on decisions/actions
- **General types of routine emergencies can be anticipated**

Actions:

- **Before:** Develop contingency plans and organize
- **During:** Recognize emergency type and execute plans, adapting them to fit the precise circumstances

What Constitutes Excellence in Routine Emergencies?



Preparedness:

- Robust set of contingency plans
- Clarity of goals and priorities
- People:
 - Training
 - Skills
 - Exercises/Practice
 - Real operational experience

Response: Recognize & Act

- High situational awareness; responders know what to look for
- Confidence in purposes and capabilities
- Executable checklist of SOPs to match/adapt to the situation

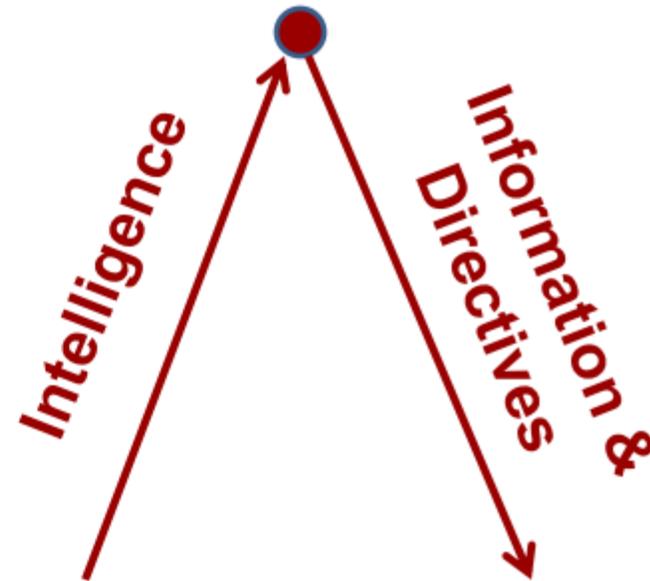
What Constitutes Excellence in Routine Emergencies?



Leadership:

- Expertise-driven
- Leaders chosen for skills, effectiveness in prior experiences
- High authority and compliance
- Centralized responsibility and accountability

Hierarchical Decision-making and Command



WINTHROP UNIVERSITY

CRITICAL INCIDENT MANAGEMENT PLAN

- Winthrop University **can be threatened by emergency and disaster situations** both natural, such as hurricanes, tornados and fires, and man-made, such as hazardous material accidents, resource shortages, civil disorders, criminal and terrorist threats.
- The purpose of the Winthrop University Critical Incident Management Plan (CIMP) is to **provide guidance and structure to the response and actions** of University academic and administrative departments in crisis and to provide support through the Critical Incident Management Team (CIMT).
- In the event of a critical incident, the President, Vice President for Student Life, Chief of Campus Police, or designee may convene the CIMT.
- The University **will conduct continuous planning** to minimize the risk of personal injury, property, and research loss from critical incidents; will cooperate and assure compliance with local, state and federal agencies and directives related to disaster preparedness, response and control; and will take necessary and prudent steps to assure continuity of operations and restoration of normal activities as quickly as possible following an emergency or disaster.

PROCESSES & MEMBERSHIP OF THE CIMT

- 1. Vice President for Student Life:** Assembles and directs the CIMT and provides liaison with the Chief of Campus Police or other responders at the scene. Also communicates with the President and other Vice Presidents reporting the status of the crisis response and recovery operations.
- 2. Chief of Campus Police:** Provides the initial response to the majority of emergencies. Acts as liaison with all involved outside agencies. Also serves as University liaison and representative in community-wide emergency planning and disaster preparedness efforts.
- 3. Senior Counsel to the President for Public Affairs:** Provides advice and serves as the primary public information officer (PIO).
- 4. Associate Vice President for University Relations:** Communicates with the news media, public, staff, faculty, and students as the secondary public information officer (PIO).
- 5. Associate Vice President for Facilities Management:** Coordinates all facilities personnel in response to the incident.
- 6. Director of Residence Life:** Coordinates all housing and food service staff in response to the incident.
- 7. Environmental Health and Safety Manager:** Provides support as needed.
- 8. Associate Vice President for Information Technology:** Provides support as needed.
- 9. Assistant Vice President for Academic Affairs:** Provides support as needed.
- 10. Assistant Director of Human Resources:** Assist with any Human Resources issues that might arise.
- 11. Director of Health and Counseling Services:** Coordinates for immediate response to mitigate trauma.
- 12. Associate Athletic Director/Facility Operations/Sales:** Coordinates any use of Athletic Facility as needed.

ROLES & RESPONSIBILITIES

- The CIMT's role is to be **the initial response decision-making body for the University community** on issues related to the emergency, and to support the President and Executive Officers. **The CIMT will not respond to the scene nor will the team normally manage the initial response to an incident (except for the Chief of Campus Police as circumstances dictate).** It is generally the responsibility of emergency responders at the scene to isolate, contain and neutralize the incident.
- The CIMT will be responsible for:
 1. Determining the scope and impact of the incident, using information provided by the emergency first responders, the University police, or the EOC, as appropriate, thus providing broad oversight to the continuum of necessary responses.
 2. Prioritizing University response to the incident providing well vetted recommendations for action.
 3. Managing and directing the activities of the various departments that will be involved in the University response, recovery and resolution, thus ensuring successful completion of approved responses.
 4. Identifying resources and equipment for field operations while ensuring resources are efficiently utilized and sustained across University departments and units.
 5. Coordinating with federal, state, and local officials, and other institutions, as appropriate. The University utilizes the National Incident Management System protocol.
 6. Coordinating all specialized emergency plans according to the functional activities of the University and ensuring all such specialized plans are kept current and available as appropriate.
 7. Disseminating timely, accurate and appropriate information (through the primary or secondary PIOs, as appropriate) to University faculty, staff, students and parents, and to the news media.



EMERGENCY INFORMATION

Campus Police

Emergency Response Plans

Guidelines & Handbooks

Safety Tips

Training Resources

Weather

Emergency Information

Status

- Winthrop University is operating under **NORMAL** conditions.

General Information

As colder weather sets in and the chance of inclement weather is greater than at other times of the year, now is a good time to remind members of the Winthrop community of our communication plans in cases where classes might be cancelled or delayed due to weather. Please look over the following, especially if you are new to Winthrop.

First, students, faculty, and staff should check their [university e-mail](#) or the university website for the most up-to-date information related to class and office schedules. Should you not have access to e-mail, the Web, or other information, call the campus alert line at 803/323-2222. Please do NOT call [Campus Police](#) for closing information, as this will tie up phone lines that may be needed for an emergency.

Media Coverage

University Marketing and Communications staff also will notify, as quickly as possible, the following local media outlets regarding closings and delays.

Please Note: The following links will open in a new browser window or tab.

- *Radio:*
 - [WRHI-AM](#) (1340)
 - [WBT-AM](#) (1110)
 - [WFAE-FM](#) (90.7)
 - [WIBT-FM](#) (96.1)
 - [WRFX-FM](#) (99.7)
 - [WEND-FM](#) (106.5)
 - [WKKT-FM](#) (96.9)
 - [WLYT-FM](#) (102.9)
 - [WSOC-FM](#) (103)

EMERGENCY CONTACTS

**ON-CAMPUS
EMERGENCY:**
Landline - 3333
Cell phone - 803/323-3333
Call box - Push button for
Campus Police

**ALERT INFORMATION
LINE: 803/323-2222**

EMERGENCIES: Dial 911

EMERGENCY NOTIFICATION

**Register your cell or
landline phone number
today for emergency
notification.** This number
will be used by the
university for critical
notifications in the event of
emergencies, critical
weather, or unplanned
university closings.
Registering for Winthrop's
text and/or voice messaging
is quick and easy - and it
just might save your life.

**ACTIVE SHOOTER
INFORMATION**



**WU - ALERT
REGISTER TODAY**

LiveSafe



EMERGENCY INFORMATION

Campus Police

Emergency Response Plans

Level 1: Localized Incident	Level 2: Major Emergency	Level 3: Disaster	Residence Hall Plans
About Level 1	About Level 2	About Level 3	Bomb Threat
Classroom Accident Prevention	Bomb Threat	Active Shooter	Building Evacuation
Classroom Emergency Response	Civil Disturbance	Earthquake	Crisis Communication
Telephone System Malfunction	Fire Response	Evacuation	Earthquake
Utility Services	IT Disruption	Hurricane	Fire
Level 2: Major Emergency	Shelter In-Place	Nuclear Accident	Hurricane
Level 3: Disaster		Terrorist	Nuclear Accident
Macfeat School		Tornado	Tornado
Residence Hall Plans			
Guidelines & Handbooks			
Safety Tips			
Training Resources			
Weather			

Critical Incident Safety Tips

For any medical, emotional, personal, or criminal emergency, please call Campus Police at 803/323-3333 for assistance. To reach a 911 emergency operator, dial 911 from any landline or cell phone.

Important Numbers

- [Counseling Services](#) 803/323-2233
- [Environmental Health and Safety](#) 803/323-2328
- [Health Services](#) 803/323-2206
- [Human Resources & Affirmative Action](#) 803/323-2273
- [Facilities Management](#) 803/323-2261
- [Residence Life](#) 803/323-2223
- [University Relations](#) 803/323-2236

Active Shooter

Read information on [what to do in active shooter situations](#).

Building Evacuation

1. Be aware of all marked exits from your building and know at least two exit routes from your room or work area to the outside of the building.
2. Building evacuations should occur when a building alarm sounds continuously, Alertus beacons indicate evacuation is necessary, and/or Campus Police/your building critical incident monitor/building coordinator instruct you to evacuate.
3. Walk quickly to the nearest exit and ask others to do the same.
4. Be aware of any disabled individuals and assist them in exiting the building.
5. In a fire emergency do not use elevators; use stairwells only. In a non-fire emergency, elevators are reserved for use by disabled persons.
6. Once outside, move to a safe area away from the affected building. Students exiting their residence hall should meet their residence learning coordinator/apartment manager and/or resident assistant at the designated area.
7. Keep streets and walkways clear for emergency vehicles and personnel.
8. Do not re-enter the evacuated building until you are told to do so by Campus Police, a building coordinator, Residence Life staff, or other authorized personnel.

Fire

In case of a fire:

1. Be aware of all marked exits from your area and building as well as the location of nearby fire extinguishers and/or building fire hoses.
2. Immediately sound a building alarm and/or alert others in your area.
3. Call Campus Police at 803/323-3333, providing your name and the location of the fire. To reach a 911 emergency operator, dial 911 from any campus phone.
4. If the fire is small and you have been trained in the use of fire fighting equipment, you may want to fight the fire with a fire extinguisher or building fire hose. Be sure you are using the proper extinguisher for the type of fire and direct the extinguisher charge toward the base of the flame. **Remember: PASS – Pull, Aim, Squeeze, and Sweep.**
5. If the fire is large, very smoky, or rapidly spreading, evacuate the building per the "Building Evacuation" guidelines.
6. Close all doors as you leave. However, do not lock the doors.
7. Smoke is the greatest danger in a fire. Stay near the floor where the air will be more breathable.
8. If you are unable to leave your area or room, follow these guidelines:
 - Keep the doors closed.

Training Resources

- [Critical Incident Monitor Training](#) (pdf - 423 kb)
- [Active Shooter Training](#) (pdf - 111 kb)
- [Red Flag 3](#) (pdf - 536 kb)
- [360 Stay Safe at College Series](#) - A comprehensive source of personal safety information for students, parents, children and organizations.

The video links below are available to Winthrop University students, faculty, and staff. A username and password are required for viewing.

- [Introduction](#)
- [Protect your possessions and identity](#)
- [Sexual assault](#)
- [Controlling behavior](#)
- [Stalking](#)
- [Everyday safety](#)
- [Common sense defense](#)
- [Safe travel](#)
- [Play all](#)
- [Credits](#)

Hazardous Weather Shelter Locations

520 Cherry Road

Primary Shelter Location

Basement and interior sections of the first floor in main building, away from exterior doors and windows; conference room and restrooms without windows; close office doors. Adjoining Building – Evacuate to the main building.

Secondary Shelter Location

Large room through interior roll-up door, east side of drive-through bay, away from exterior doors and windows; close roll-up door.

Bancroft Hall

Primary Shelter Location

First floor hallways away from exterior doors and windows; close office and classroom doors.

Secondary Shelter Location

Second floor hallways away from windows; close office and classroom doors.

Bancroft Annex

Primary Shelter Location

Ground and first floor hallways away from exterior doors and windows; close office and classroom doors.

Secondary Shelter Location

First and second floor hallways connecting Bancroft Annex and Owens Hall or the enclosed stairwell at west end of building.

Byrnes Auditorium

Primary Shelter Location

Limited occupancy - move to east end of auditorium, under balcony overhang.

Full occupancy - main level occupants remain seated; balcony occupants move into interior hallways.

IN Case of Emergency (Lee Gardner, CHE, 2/29/16) :

- **Have a plan**

- **Think before you speak:**

- a. What you know

- b. What you're doing about it

- c. What you want campus to do

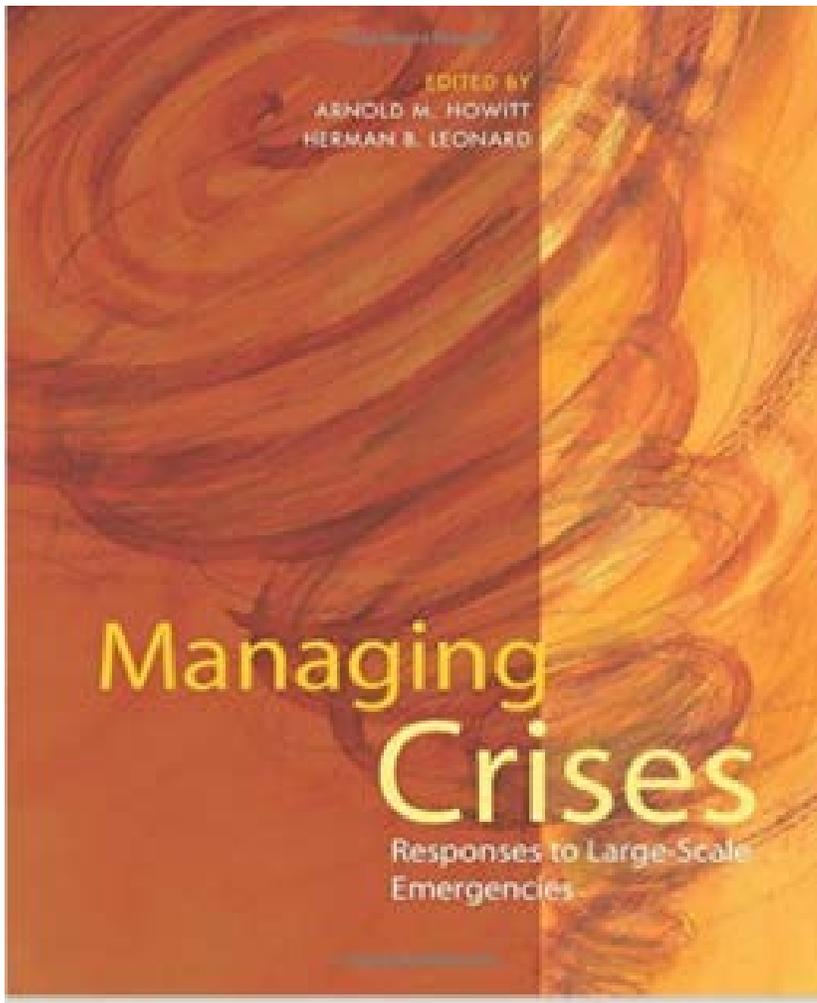
- **But don't overthink**

- **Give empathy, and you might get empathy**

- **Stay focused**

QUESTIONS? CONCERNS?





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Managing Crises: Responses To Large-Scale Emergencies 1st Edition

by Arnold M Howitt (Author), Herman B Leonard (Author)



The Canon Institute for Global Studies



HARVARD Kennedy School

Program on Crisis Leadership

Catastrophic Disasters: Confronting Novel Preparedness Challenges

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Herman B. “Dutch” Leonard and Arnold M. Howitt, “THE HEAT OF THE MOMENT,” Crisis management teams bring together people from different institutional cultures. Managing their inevitable conflicts can be a leader’s toughest challenge.

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