

# DISASTER RESOURCE GUIDE

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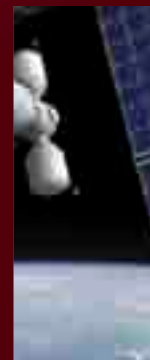
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# DISASTER RESOURCE GUIDE

CRISIS COMMUNICATIONS  
& DISASTER RESPONSE



# Ensure your emergency communications plan isn't a **Misfire.**

We know that trusting a company with your emergency notification needs is a serious decision. After all, lives are at stake. Let us help you decide the plan that's right for YOU.

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SYSTEM FEATURES	One Call <b>Now</b>	The Competition
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<b>Fast Implementation</b> Be up and running in DAYS, not months.	✓	✗
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<b>99.99% Uptime</b> You need the call to go out. We will make sure it does.	✓	✗
<b>Triple-Redundancy</b> means no matter what, your message goes out.	✓	✗
<b>Polling</b> Get answers immediately and view answers in a handy online report.	✓	✗
<b>Weather Warnings</b> We have partnered with WeatherBug® to provide you with warnings for approaching inclement weather. Never be caught off guard again!	✓	✗
<b>iPhone App</b> Launch calls and view reports to see who you've reached anywhere, anytime!	✓	✗



# How Bulletproof Is Your Emergency Communications Plan?

## Be prepared with One Call Now, America's largest message notification provider.

Reach your staff/citizens and coordinate in real time with One Call Now's multi-modal communications solutions. We'll have you up and running in no time, providing both local access and corporate control of your messaging needs. Have facilities in multiple locations? No problem. Coordinate your communications on multiple levels simultaneously with SuperGroups. Need to delegate? No problem. Messengers can send messages to their people immediately. Message Reports show you who was reached and by what means.

- Inclement weather
- Plant Shutdowns
- Supply Interruptions
- Illness
- Facility breakdown
- Staff Coordination



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Send a poll. Our touchtone response feature provides information in a flash. See who can respond and when with the simple pressing of a button. Hot Transfer allows recipients to press a key and be transferred to a number you pre-determine. Get help to those who need it FAST. Need a conference call to strategize? Alert recipients can transfer directly to conference bridge.

## Multi-Modal Keeps You Covered

35,000 clients trust us to send 5,000 notifications every day to millions of recipients. Triple redundant architecture at every point guarantees availability and delivery. We also keep you covered by providing many methods of communication. In addition to voice, text and email, One Call Now features multi-lingual translations and text-to-speech, as well as an iPhone app for those on-the-go.

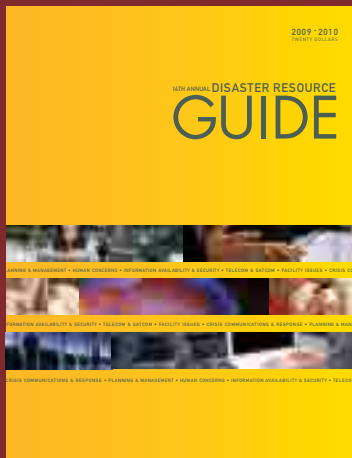
*Jeff Woolf is Sales Director for One Call Now, America's largest message notification provider, serving 35,000+ clients nationwide. Jeff can be reached by email: [Jeff.Woolf@onecallnow.com](mailto:Jeff.Woolf@onecallnow.com) or Tel: 877.698.3262 x1320. [onecallnow.com/drg](http://onecallnow.com/drg)*



# THE GUIDE ...

## WHERE THE INDUSTRY GATHERS – ANNUALLY, QUARTERLY, WEEKLY, & 24/7!

### ANNUALLY



#### The Disaster Resource GUIDE

Since 1996, the annual GUIDE has brought together the best of the best in one single volume. We go to dozens of conferences where we find products and service solutions for real business needs. All year long, we comb through periodicals, e-newsletters, whitepapers and reports for trends and best practices. We talk to professionals working at the local and national level. And it all comes together each year in the annual GUIDE. By the way, you must sign up every year to get a free copy. Go to [www.disaster-resource.com/freeguide](http://www.disaster-resource.com/freeguide)

### QUARTERLY



#### Mini-Guide

The Disaster Resource GUIDE is growing to meet the changing needs of the Business Continuity, Emergency Management and Homeland Security marketplace. The annual GUIDE covers six content categories and includes an extensive directory of organizations, products and services. Each of the 3 new quarterly issues delves deeper into a single content category (i.e. Facility Issues, Telecom/Satellite, etc.)

### WEEKLY



#### The Continuity e-GUIDE

Every Wednesday the e-GUIDE provides a concise seven-day snapshot of the business continuity and emergency management industry from around the world right down to the local level. Based on the philosophy of “working together”, the e-GUIDE integrates, consolidates, and communicates resources from organizations that are leaders in business continuity, risk management, crisis management, emergency response, and disaster recovery. For a free subscription go to [www.disaster-resource.com/freeguide](http://www.disaster-resource.com/freeguide)

# CRISIS COMMUNICATIONS IN A MOBILE WORLD

98% OF DATA TRAFFIC VIA SMARTPHONES?



Over the last decade plus, crisis communications has been revolutionized by the internet. Emergency managers and disaster recovery professionals can access information, backup data, notify thousands – it's a long list. That revolution has shifted gears and is now moving at warp speed. A study published last month predicted that data traffic on cellular networks in the US, alone, will go from 8 petabytes/month this year to 327 petabytes/month in 2015. How will we be receiving all that data? Smartphones, currently using 79% of data traffic, will consume 98% of that traffic in 2015. It's a smartphone world!

I bought my first PDA / smartphone almost 10 years ago. It was more of a smartbrick, considering its size and weight. Browsing was almost impractical in the early days due to low bandwidth. But in 2015, much of that data traffic will be video, movies and television content.

**Please tell us about your smartphone usage – Win a BlackBerry!**



- Have you ever lost your smartphone?  
Were you worried about the data on it?
- How secure is your smartphone?
- Is it encrypted? Backed up?
- Have you used it in an emergency situation?

The Disaster Resource GUIDE is now conducting a smartphone security and usage survey, sponsored by Wallace Wireless and Research In Motion (maker of the BlackBerry smartphone). If you take just a few minutes to complete the online survey, you may win one of two BlackBerry smartphones (the model of your choice). Even if you do not win the BlackBerry, you will help BC and EM professionals better understand the issues we face while integrating smartphones into our business continuity and disaster recovery/response plans.

Will you take a few minutes and take the survey? Go to [www.disaster-resource.com/survey](http://www.disaster-resource.com/survey). Anyone who takes the survey will receive a summary of the results, and will be given the opportunity to attend a webinar where the results will be reviewed and explained. The survey will also give you an opportunity to suggest changes in smartphone design and function.

We hope you enjoy the rest of this special issue on Crisis Communications and Disaster Response. We have articles and surveys on emergency notification services, satellite usage, CERT programs, social media, and more!

Thanks for reading the Disaster Resource GUIDE.

Tommy Rainey

Executive Publisher

Disaster Resource GUIDE

Continuity e-GUIDE

[publisher@disaster-resource.com](mailto:publisher@disaster-resource.com)

24/7



## The Online GUIDE

At your fingertips, you will find links to all the important places. Looking for a product or service? You can search by vendor or by product category. Want to know the best articles published in the past 12 months? We list articles from a dozen periodicals and include links directly to the articles in many cases. Our industry organizations directory includes more than 300 updated groups. On our homepage you will find new articles and press releases which are updated on a regular basis. Come to the online GUIDE – we'll be sure you stay connected! [www.disaster-resource.com](http://www.disaster-resource.com)

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# FROM EMERGENCY SITUATIONS TO ROUTINE COMMUNICATIONS

BY MIKE ELLIS

**When Clarinda Regional Heath Center needs to assemble their Decontamination Unit, time is of the essence. “The quicker we get the decon-team in to help, the more likely we are to minimize injury,” said Adam Wainwright, Hospital Preparedness Coordinator.**

Recently two farmers covered with ammonia arrived at the Emergency Room directly from the field. CodeRED was used to call staff in to quickly wash/remove the ammonia from their bodies and both men were able to walk away from the incident virtually unharmed thanks to their speedy response. Seconds truly count when you are dealing with potentially life-threatening injuries. Noting that emergencies can occur at any time, Wainwright appreciates the ability to easily reach on call staff no matter where they are, “not having to rely on a traditional calling tree is a huge benefit of the CodeRED system, it frees up staff to focus on helping our patients especially after normal business hours when staffing is low.”



Join Clarinda Regional Health Center and others across the country by responding to incidents quickly with CodeRED. Assemble first responders, notify staff with instructions and perhaps most importantly, maintain a sense of calm by simply keeping people informed. The CodeRED system is easy to implement and can be used for routine communications, such as filling open shifts and providing department announcements, in addition to use in emergency situations.

As pioneers in the mass notification industry, Emergency Communications Network is different from other solution providers. They possess a unique understanding not only of the technology to deliver messages, but also how people interact with the technology. Since 1998, from chemical spills to road closures, severe weather warnings to power outages, Emergency Communica-

tions Network has supported clients by providing high-speed notification. In fact, every day law enforcement agencies rely on the network as the technology behind the national program, A Child Is Missing. And now, with some new functionality to provide additional options for private industry, CodeRED is available across industries. To learn more visit [emergencycommunications.net](http://emergencycommunications.net) or call 866-939-0911.

## ABOUT THE AUTHOR

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# PLANS AND EXERCISES

## TO BUILD A TIMELY COMMUNICATION RESPONSE

BY REGINA PHELPS

When asked what areas need to be improved after any disaster, inevitably companies will often list “communications” as one of the most important areas for improvement. “Communications” is, of course, a broad topic, however, there is one comment that is probably heard more than any others: “Communication needs to be more timely.”

Is that your experience? When surveying our client population, we often find that timeliness is one of the biggest issues. Over the years, we have developed plans and exercises specifically to help companies develop a more timely response. The goal of this article is to share some of the ideas that have been the most successful.

Our strategy is two-fold: develop some simple communication tools, and then exercise them.

### COMMUNICATION TOOLS

#### The Communication Matrix

Corporate Communications teams usually have some type of “crisis communications” plan in place, but often the plan is limited. One aspect of



the plan that is often missing is the identification of stakeholders and pre-approved message templates.

A valuable tool for any team to develop is what we call a communication matrix. The process to develop one is simple:

- Identify all of the stakeholders that you will need to communicate with after any incident.
- Name the internal “owner” of that communication relationship.
- Specify what tools will be used to communicate with each stakeholder.

This simple matrix is so powerful, it helps to immediately speed up communications. This is a great task to do as a “whiteboard activity.” Simply get your team into a room with a large white-

board or flip chart set up with three large columns. In the first column, have the team list every possible stakeholder that you are likely to communicate with after an incident. In the second column, note the communication owner. In the third, list what tools are likely to be used to reach each stakeholder.

It might look something like the chart on the following page.

#### Communication Templates

The second critical planning activity is to develop initial communication templates for each of the stakeholders. These are pre-written “scripts” that contain the basic outline of what information might be needed, and then could be quickly modified with current and pertinent information during an incident.

What should you have pre-written before an incident? What should be in each script? A good place to look for answers to these questions is to read your hazard risk assessment and determine what likely events could occur, then prepare messages accordingly. Another strategy is the one that we most often recommend: Write basic theme messages for two types, or “styles,” of events:

- **It happened only to you.** The incident only happened to you and the rest of “the world” is fine. Imagine such events as a fire, workplace violence situation, water pipe break, etc.
- **It happened to everybody.** The event is widespread or regional in nature, and many people are affected. This could include earthquakes, hurricanes, severe winter storms, etc.

Once the templates have been written, get all of the formal approvals now, before an event occurs. Pre-approval may need to include legal counsel, senior management, investor relations; your company may require other approvers. As part of this process, decide in advance who will have the authority to approve the modified messages at time of disaster. Because the basic templates will have been pre-approved, this should be a short list. Then, at time of disaster, modify the template and have the agreed-upon individuals approve the message to go out. This should significantly decrease your time to develop the messages and get them out the door!

## EXERCISE THE PLAN AND THE TEAM

Communications exercises can be done for just the Communications team, or as part of a larger Incident Management Team exercise. Begin by sitting down with the team to determine what they want to get out of the exercise experience. This conversation will help you to develop the specific exercise objectives for the team, which will allow you to design the exercise around those objectives. For example, if the team is interested in validating their communication matrix and new templates, your objectives might look something like this:

STAKEHOLDER NAME	RELATIONSHIP OWNER – NAME AND DEPARTMENT	COMMUNICATION TOOL
Employees	Human Resources	Employee hotline Website Notification System Company email Facebook/Twitter
Clients	Individual Business Units	Website Client email Facebook/Twitter
Board of Directors	CEO/Communications Team	Phone Email
Regulators	Individual Business Units	Email Phone
Investor Community	Investor Relations	Website Email Facebook/Twitter
Suppliers	Purchasing	Email Phone

Assess the ability of the communications team to develop timely communications:

- Validate the communication matrix: stakeholders, owners, and tools. Note areas for improvement.
- Utilize the new communication templates. Assess tools and process for timeliness. Note areas for improvement.
- Assess the ability of the team to monitor and respond to social media sites such as Facebook, Twitter, Digg. Note areas for improvement.

Once you have designed the communications objectives, now you can select an exercise narrative. Create a realistic scenario that will deliver the kind of results you are looking for in the objectives. To best exercise the Communication team, it should be a “public enough” event to create issues that may impact the company reputation and brand (both internally and externally), and create media interest in the story.

One important aspect of the exercise is the actual simulation. To achieve these objectives, the exercise will need to be fully simulated in order to really push the team to respond in real time. What does this mean? Two things will make it feel realistic to the team:

- Use a Simulation team for the Communication team to interact with. The Simulation team can act as the media, the investor community, and other key stakeholders. This gives the Communication team someone to have to talk to.
- Use live media injects to force the team to respond to these “media” inputs. This can include radio broadcasts, television (i.e., video) clips, newspaper or web articles, Facebook and Twitter feeds, or blogs.

## EXERCISE DELIVERABLES

There are a variety of specific exercise deliverables you might want to have your team develop. This list would, of course, be developed as part of creating the exercise objectives. At a minimum, I would suggest the following activities as part of your communication exercise:

- Create employee hotline message.
- Create employee text message (SMS).
- Create company website message.
- Prepare press release.
- Prepare for a press conference.
- Create Facebook, Twitter and/or other social media response(s).
- Create client message.
- Create investor relations message.

CONTINUED ON PAGE 12



### Employee Hotline Message

A very reliable form of employee communication is the use of a hotline. These phone numbers are usually toll-free and are ideally hosted out of state (especially for areas prone to regional disasters such as earthquakes). Employees would call this number to find out simple information (such as if the office is open or closed) and basic employee instructions.

A great way to exercise this is to have a “dummy” voice mailbox set up to act as the hotline during the exercise. The message is developed and then recorded, so everyone in the exercise can then dial in and hear what has been recorded. It is great practice for the team to actually record the message as well as prepare it. The advantage of using a “dummy” voice mailbox is that you aren’t changing the real number, thereby avoiding a potential “War of the Worlds” situation if someone not in the exercise were to hear the message.

**Often, your employees are Tweeting and Facebooking before the Communications team knows what hit them.**

### Employee Text Message (SMS)

If using a notification system, SMS might be the best and most reliable way of communication after a regional disaster, however, it takes practice to provide enough information in 140 characters or less – the length of a standard SMS message. Although these should already be in the pre-approved templates, modification may be required. A goal in any exercise would be to have the Communications team develop SMS messages for employees participating in the exercise, and then send them.

### Company Website Message

How are updates posted on the company website? Which team makes the changes? If a dummy webpage can be set up, it is great practice to change the page to reflect the company’s status during the exercise. If that isn’t possible, ask the team to develop the

message and then post it on a status board in the Emergency Operations Center (EOC).

### Press Release

A formal press release should be developed for the exercise, either in response to media inquiries or just as a matter of course. This release should be developed, approved through the agreed-upon channels, and distributed to the team in the exercise. Having pre-approved press release templates should speed up the process.

### Press Conference

This is a great conclusion to any exercise. The pre-identified company spokesperson gets up before a group of “reporters” to read the company release and take questions. Where do you get these “reporters”? The Simulation team – who the players have been interacting with – make great reporters. Ask each of them to have two or three questions ready about different aspects of the exercise. After the spokesperson delivers the statement, the reporters spring into action, asking all types of questions. This is good practice for the spokesperson. If it’s possible, videotape it so the spokesperson can see their performance for their own personal development.

### Facebook, Twitter And/Or Other Social Media Responses

Social media has exploded as a means of communication. Often, your employees are Tweeting and Facebooking before the Communications team knows what hit them. Being skilled at getting on top of these sites is critical. Although many media outlets now scan employees’ Facebook pages and Tweets (and other similar sites) for information, ideally, you want those media sources to be looking to your Communications team for the “inside scoop.”

Develop Twitter messages and Facebook postings (or other forums that you find) during the exercise. Post these messages on the communications status board in the exercise so everyone can see what you are developing in real time.

### Client Message

What are the main messages to clients? What are the talking points for sales staff and all client-facing call centers?

Go back to your communication matrix. You should have called out all of the owners and the tools. Develop several of these in the exercise and deploy to the business units that would be using them to ensure that they are getting what they need. If you don’t provide the talking points, they will likely make them up themselves – not an ideal solution for customer communication. Post all client messages on the communications status board in the EOC.

### Investor Relations Message

If you are a publically-traded company, sometimes you need to get a message out to “the Street” rapidly. This is usually an integrated response between Investor Relations, Legal, and your senior management. Timeliness is important. Use the pre-designed templates and modify them in the exercise. Assess their effectiveness and post in the EOC.

## GOING FORWARD

What are the qualities of good communications during an emergency? You could sum them up in four key points:

- Show concern and demonstrate compassion.
- Be transparent and forthright in all communications.
- Cooperate with all responders.
- Demonstrate resolve to overcome the situation and get back to some semblance of normal.

However, even if these are done, but not done in a timely manner, they will not achieve the type of results that the company is looking for after a major incident. Work with your team in advance to develop the plans and tools, then exercise them regularly to produce the communication results that you desire.

### ABOUT THE AUTHOR

Regina Phelps, CEM, RN, MPA, is a noted author and consultant, and speaks worldwide on such issues as pandemic planning, incident/crisis management, exercise design & facilitation and BCP audits. She can be reached at [regina@dems-solutions.com](mailto:regina@dems-solutions.com) or (415) 643-4300.

## EMERGENCY MANAGEMENT EDUCATIONAL OFFERINGS

### UNIVERSITY OF NEVADA, LAS VEGAS

The University of Nevada, Las Vegas (UNLV) offers one of the very few Executive Master of Science Degrees in Crisis and Emergency Management (ECEM) and has been doing so since 2003. The Mission of this degree program is to provide a well-rounded graduate learning experience to current and future crisis and emergency management leaders for effectively

addressing natural, intentional, and technical disasters. This 24-month on-line and on-campus degree is designed for working and new professionals and is intended for mid to upper-level incident response managers and policy makers at the federal, state and local levels as well as those wanting to pursue a career in the homeland security or emergency management field. Subject matter experts teach the courses which are offered in four modules of three courses with 6 3-day weekends on-campus. The experts provide students

with theoretical and practical knowledge about managing the five stages of disasters: prevention, preparedness, mitigation, response and recovery. More information about the program can be obtained at <http://publicadministration.unlv.edu/programs/ecem.html>.

### UNIVERSITY OF CENTRAL MISSOURI

The University of Central Missouri is preparing graduates for the growing field of emergency management through its Bachelor of Science in Crisis and Disaster Management degree. Students who participate in this program may concentrate in the areas of emergency management, hazardous materials or business continuity.

This degree completion program is offered completely online by the Institute for Rural Emergency Management within the College of Health and Human Services. The degree program facilitates individual professional development in a student-centered learning environment. Its multidisciplinary curriculum focuses on the principles of preparedness, response, mitigation, and recovery in an integrated program of study. Numerous service learning and training opportunities provide students with practical experience and additional skills development. Students who seek this degree are required to complete a practicum which provides them with a structured field experience to complement their educational accomplishments.

The CDM degree program addresses the need within the state of Missouri and across the United States for technically educated emergency management professionals. For additional information on the program contact the executive director, Dianna Bryant, [Bryant@ucmo.edu](mailto:Bryant@ucmo.edu).

### GRAND CANYON UNIVERISTY

Whether you plan to pursue a career in the military, or transition into the public sector, earning your degree from Grand Canyon University (GCU) represents a positive next step in achieving your career goals.

Founded in 1949, GCU offers a wide variety of bachelor's, master's and doctoral degree programs in business, education, liberal arts and nursing and health sciences. Classes can be taken 100% online, which means military professionals can complete their program without interruption – no matter where they're stationed!

For more information call 877-658-7692 or visit [www.gcu.edu/guide](http://www.gcu.edu/guide)

## Minimizing the impact of a toxic chemical release and keeping it from becoming a disaster requires the right technologies and the right information.

We are **SAFER Systems**, the global technology leader in chemical emergency management solutions. We can help you plan for, more effectively respond to *plus* address the aftermath of a toxic release event.



### Are you involved in:

- Emergency management
- Risk management
- Business continuity
- Facility management, safety, or security?

Does your company and its facilities deal with hazardous materials and the potential for a hazardous materials incident?

Are you adequately prepared to respond to such an incident and the potential far-reaching human and economic impact and public reaction to such a hazardous materials release incident?

### Using SAFER Systems products:

- Organizations that manufacture, process, store or transport hazardous materials
- Those charged with safeguarding personnel at an industrial facility and responding to emergencies at such a facility
- Community 1st responders
- Those charged with safeguarding high-profile public events
- Government agencies concerned with homeland security/civil defense, environmental protection and emergency planning/management/response

can better estimate the associated risks, thoroughly prepare for the possibility of a chemical release, quickly determine the best ways to mitigate those risks when responding to an event and have all the data they may need about the event and their response to it to deal with the potential legal, regulatory and public reactions should a real emergency occur.

**It's why our global customer base includes many of the *Fortune Global 500* chemical, petrochemical and oil companies, railroads and government civil defense and hazmat/first response agencies at all levels.**



To learn more about how our products can help save lives and minimize the impact of a chemical emergency on companies, the community and business at large visit [www.safersystemv10.com](http://www.safersystemv10.com) or call us at 805-383-9711.

  
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# CSTAT

Center for Strategic Tactical Advisory Technologies

When our client, the World Trade Center, was attacked, the decision to create a high-security, off-site disaster notification operations center was reaffirmed. A remote operations facility – for primary or backup use – was essential to a comprehensive disaster notification system.

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**w w w . c s t a t U S A . c o m**



# OFF-SITE NETWORK OPERATION CENTERS. ESSENTIAL INGREDIENT FOR A COMPREHENSIVE DISASTER NOTIFICATION SYSTEM.

BY JERRY MCMULLIN

As I sat in my Houston office one mild, autumn morning, one of our esteemed clients – The World Trade Center – was mercilessly attacked. The devastation was beyond the control of the managers, tenants and even rescue personnel.

Our response was immediate. We worked closely with Silverstein properties and the Port Authority of New York & New Jersey. We provided data from our Houston servers to facilitate logistical support for re-assembly of placements, names and phone number assignments. This intel was essential to the port authorities and Silverstein in identification and clean-up efforts.

Assessments had been made several years earlier after the attempted bombing of the Trade Center in the 90's. With the nitrate attempt, discussion of an off-site solution was the best direction to pursue in development of a comprehensive emergency notification system.

Following the attack on the Towers, we launched a comprehensive evaluation of our primary operations environment. We noted elements that influence the susceptibility and success of an operations facility.

**Weather is a major factor.**

**Case in point:** Hurricane season for the Atlantic Ocean typically begins in June and lasts through November. The rainy season can bring milder forms called *tropical depressions*, *tropical storms* with continuous winds up to 73 MPH or destructive *hurricanes* with winds in excess of 160 mph. Tropical Storm Allison (June, 1989) brought more than 30 inches of rain to Houston. As Allison moved slowly southward, torrential downpours flooded the telephone companies,

crippling public communication lines. Our clients affected by Allison – medical, educational and financial institutions, as well as, Gulf Coast petroleum companies – needed operational communication lines. Although 75 percent of telephone infrastructure was lost, we maintained service with all of our clients. It was a close call!

**Big cities as terrorist targets.**

**Case in point:** 911... Oklahoma City... the infamous Underwear bomber looking to terrorize a declining Detroit...

**The good & not-so-good sides of remote servers**

Primary, off-site disaster notification systems offer a bird's eye view of plant operations from a protected perspective. Remote servers ensure operable communication systems when local systems are down. When used as backup they provide an added layer of security. For example, if a major storm takes down power at the main facility, operations can be switched to the off-site servers for alternative communication routes.

**Remote locations can create delivery challenges.**

**Case in point:** When Hurricane Katrina ravaged the shores of Louisiana, the ports responsible for fossil fuel distribution were paralyzed. Oil and gas delivery for much of the United States came to a halt. Gas prices rose as supply levels dwindled. Katrina's fury was felt by all Americans.

**A safety net(work)**

Physical security for the protection of sensitive information was vital to the creation of a successful operations center. We needed a fortified facility. Nothing short of a war-hardened bunker would work.

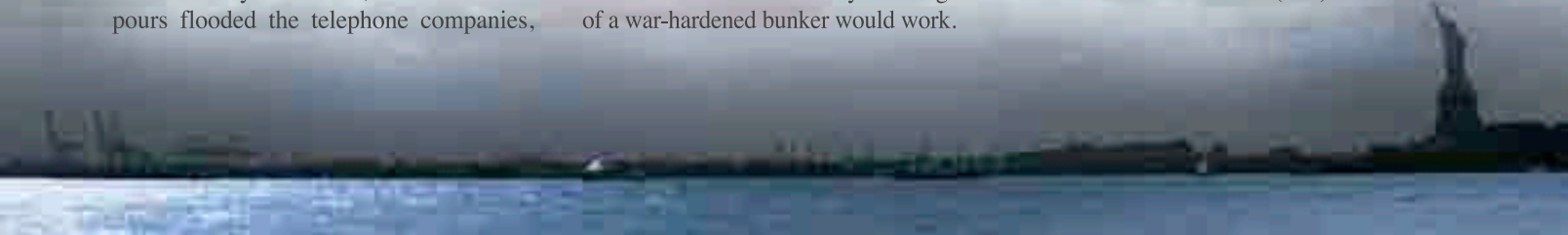
Power sustainability was also a major factor. Our servers had to remain operational no matter what. An extensive backup system was essential to the accountability of the operations center. Without it, emergency operations services could not be guaranteed.

**Putting it all together -  
The rise of CSTAT.**

Factoring in regional, annual weather patterns, proximity to large cities and the availability of alternative, renewable energy resources, we began to scout for locations. The new facility had to be in a "safe zone" – a mild-weathered area, away from fault lines and major cities. Renewable energy such as wind and solar needed to be readily available. Using sustainable energy as primary power with generator backups, we could achieve 100% uptime and 24/7, client support.

CSTAT – *the Center for Strategic, Tactical Advisory Technologies* – is housed in a nuclear war-hardened bunker powered by wind and solar technologies with backups to fossil fuel generators and chemical UPS's. A 5-tier power backup system means we have the power to keep our clients' systems operating in the most critical situations. CSTAT servers boast four redundant connectivity routes: fiber, satellite, telco and microwave ensuring continuous data and voice processing. The browser-based interface makes connectivity quick and simple. With client-specific intelligence and the latest technology translates to successful response and recovery missions during natural or human-made disaster.

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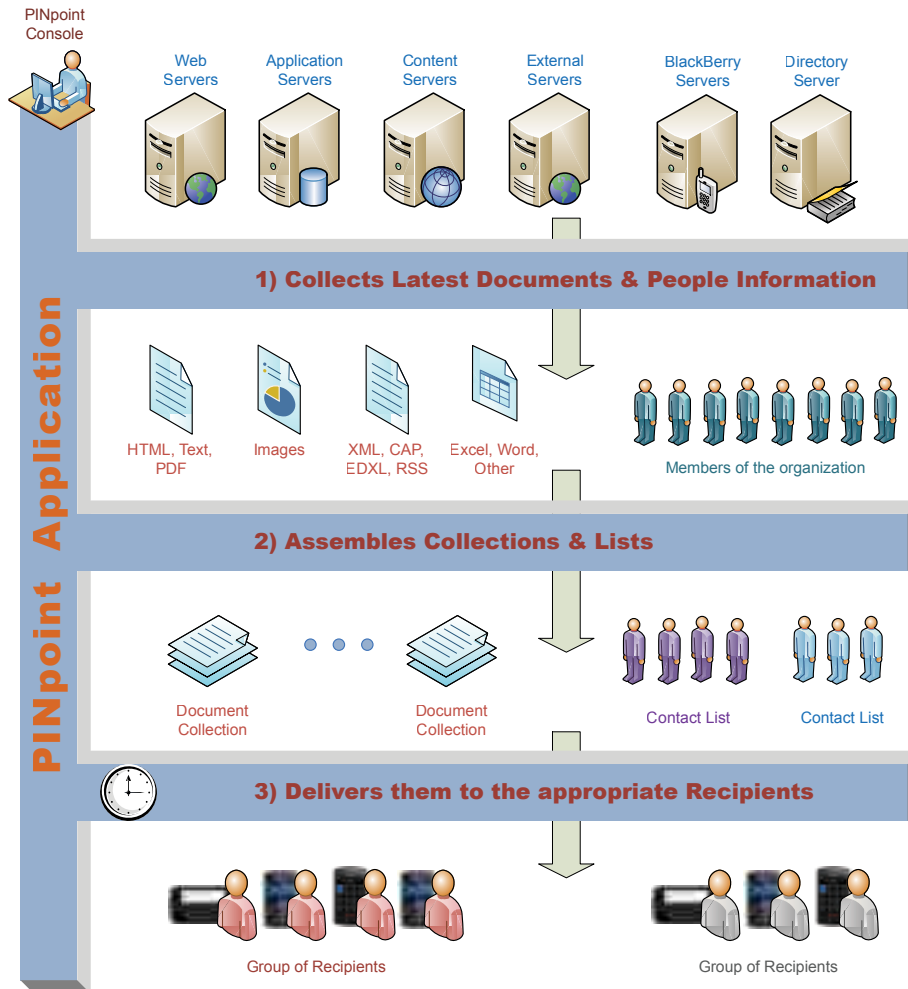
Following a defined schedule, PINpoint automatically collects the most up-to-date documents and contact information from your internal systems, and pushes them to the BlackBerry smartphones you designate. Pushed information is automatically stored in your BlackBerry smartphones cache memory, thus ensuring that it will be available when your users need it, even if your systems are down or unreachable.

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- PINpoint supports HTML, PDF, Word, Excel, RSS, XML, CAP, EDXL, etc.
- For easier administration, documents can be sorted and organized into Collections, which are then assigned to Groups of Recipients (e.g. by language, city, position, etc).

## Define Content of Contact Lists Using Data Fields From

- BlackBerry Enterprise Server database: user name, PIN number, mobile phone number, email address, SMS address, carrier, BlackBerry smartphone model, memory, status, etc.
- Corporate Directory: attributes from LDAP source (e.g. Active Directory or eDirectory): position, office phone #, location, department, groups, etc.
- Scope of contact lists may also be defined based on the value of any BlackBerry Enterprise Server or Directory attributes (e.g. include in list "only senior members of DRP/BCP group", or "all devices activated in New York").

## Different Content May Be Pushed to Different Groups of People

- Flexible mapping of Document Collections (documents to include) and Contact List Scopes (people to include in lists) to Recipient Groups.
- Groups of recipients may be defined based on the value of any BlackBerry Enterprise Server or Directory LDAP attributes (e.g. push list to "All Managers in Boston" or to "AT&T devices with at least 64MB of RAM").

## I.T. Features

PINpoint is configured and managed centrally, using a browser-based Management Console which allows an Administrator to define what information will be delivered, to whom, and when. The Console allows extensive configuration to match your organization's requirements, while at the same time keeping the end user interface on the BlackBerry smartphone simple and friendly.

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- Documents: PINpoint can collect documents and feeds from internal or external systems, and push them to the appropriate end users over multiple channels.

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# DISASTER WIKI

## GET READY NOW TO HARNESS SOCIAL MEDIA!

BY ERIC HOLDEMAN



**Social media is the next technological phenomenon that is starting to sweep through all layers and sectors of society. Business, government and the media in particular are all trying to sort out how to react to the surge in interest in meeting, networking, interacting and exchanging information in a cyber space context.**

Emergency management and homeland security are also trying to chart a path in the new world of social media. Technology in general has taken emergency management by storm. It was only 15 years ago that many smaller emergency management offices did not even own a computer. While it was only ten years ago that emergency management homepages were being developed, the use of email and the internet for communications is now common practice. Today a variety of electronic notification systems and EOC (Emergency Operations Center) information management systems are found in mid- to larger-sized jurisdictions.

The next step in emergency management is to establish a platform for the use of social media to communicate with citizens and organizations in a two-way and multi-dimensional format. One way to promote this interaction before, dur-

ing and after a disaster is the use of a Disaster Wiki.

As a point of reference, most people today are familiar with Wikipedia, the online encyclopedia. What makes Wikis unique is that the authors who write content for a Wiki are not from one organization. Content for a Wiki can come from many sources. If you have information to share you can do so by posting directly to a Wiki. While this idea may scare some people, it is this ability to tap into the strength and knowledge of a cyber community that makes a Wiki such a powerful tool. Wikis can be used in a variety of ways for content management. Some may even use it as a project management tool.

Since a Wiki is not bound by geography and our artificial jurisdictional barriers, it is best suited to be used in a regional context. This is not a multi-state region, but one in which there is

a collection of jurisdictions that share a common population and resources. This might be mid to large size metropolitan areas with a larger central city/county, but then including neighboring jurisdictions. You cannot make an artificial determination for what those boundaries are; for in fact, the participants in the Wiki will do that for you. However, it should be noted that trying to establish a national Wiki is not the place to start. While the federal levels of government might like that idea, the Wiki participants may have difficulty in identifying with such a large scale concept.

A Wiki can be most powerful during disaster response and recovery when the need for information is at its greatest. Here is how a Disaster Wiki might function:

### Situational Awareness

At the start of an emergency or disaster it is difficult to determine what is actually happening. Where are events occurring, what damages are being inflicted and what are the greatest needs for the community response? What a Wiki can access is a network of thousands of remote sensors capable of reporting and documenting damages as they are occurring. These instruments are handheld, geo-locatable devices that have audio, picture and video capabilities – they are called cell phones. Average citizens with their smart phone technology in hand can provide eye witness accounts backed up with images that collaborate what they are reporting. With a Wiki there can be scores if not hundreds of reports coming in on a single point incident, or across a broader regional disaster. One of the beauties of this reporting is that these individual reports can be automatically posted to a map that will rapidly give first responders and emergency managers an inkling of what is happening, where there are needs and the scope of what is going on. Yes, there may be some inaccurate reporting, just as there is today with existing systems, but with a Wiki it can be self correcting as there are many more reporting entities. Studies have shown the “wisdom of crowds” impact when people share the information burden.



Photo courtesy of USAID

These reports are not sent to just one single jurisdiction. They are logged on the Wiki by the reporting individual and then ideally populated to systems that tabulate and display the information for anyone to see. Rather than being overwhelmed with reporting, an agency can simply mine the Wiki for the information it needs.

**With an already established Wiki people could go to the Wiki and fill out a simple online form, geo-code the location of the damage, add a photo and have it populate a map.**

### Damage Assessment/Reporting

In a post disaster environment there must be an initial damage assessment that is typically conducted by local emergency management agencies that do “windshield surveys” and perhaps have “citizen hotlines” for people to call and report their damages. This is

true for both the average citizen and businesses. With an already established Wiki people could go to the Wiki and fill out a simple online form, geo-code the location of the damage, add a photo and have it populate a map. The information could either be viewable by anyone on the Wiki, or perhaps it could be only for public agencies to mine for the information they need to help with the disaster response or in securing federal disaster recovery funding for their communities. Since it is regional each community would have access to information for their jurisdiction.

### Volunteer Donation Management

Government keeps being put in the middle between those people having needs and people or organizations who are willing to provide assistance. In the typical disaster there is an outpouring of support for those impacted by a disaster. People want to help. They will give money, and they also want to donate goods and services to those in need. Matching those needs with the donations many times ends up being one role that is foisted on government. It is sometimes a millstone around the necks of emergency managers who are already busy with the disaster response and then disaster recovery. Many a landfill has consumed tons of donated goods

CONTINUED ON PAGE 20



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CONTINUED FROM PAGE 19

when there has been no need or system for distribution of the supplies.

It could be possible to use a Disaster Wiki as a trading post for people with needs and those who want to help. Think of it as a Craig's List type of function. Those with a need post their need on the Disaster Wiki. Those who have goods or services to donate also post what they have in the same fashion. Ideally, it will be market driven in that those who want to provide assistance can do so by perusing the needs posted and then matching up what they have to offer. Government does not need to be the middle man in the exchanges of good-willed people and organizations. Resources will naturally flow to those people and organizations that have the need. For Example:

A church is willing to serve as a disaster shelter. But, they don't have electrical power, and they don't have a generator. They could post on the Disaster Wiki their need for a generator and

other accessory equipment, or the need for expertise in hooking it up. People or organizations who are willing to make a donation, or rent or sell a generator could contact the church to offer their services. This does not become a resource request that is passed through the local EOC, onto the County EOC, then to the State EOC, then perhaps on to the National Guard or FEMA to fulfill. The resources just flow independent of government action.

### Summary

There are certainly some challenges to be overcome in establishing a Wiki. What organization will administer it for a region? What are the legal risks associated with providing a forum like a Wiki for the exchange of information? [Editor's note: See the article by Joe McMenemy in this issue.] How can the Wiki be sustained over time? Will volunteer "moderators" emerge who can help administer the Wiki like is already

done for Wikipedia? These are just a few questions to consider.

In reality, we are already seeing these types of social media tools being used following large scale disasters. Enterprising citizens with the energy and expertise are setting up online forums for communicating with their neighbors about all of the areas discussed above.

Now is the time for governments to take the initiative and work in concert with their "region" to pre-establish a Disaster Wiki so that it is available when disasters strike their communities. Building disaster resilience demands incorporating the resources of our private citizenry into solving issues as they emerge. It will make for a stronger community, region, state and nation.

### ABOUT THE AUTHOR

Eric Holdeman has 21 years of experience in the fields of emergency management and homeland security at the federal, state and local levels. You can contact him via [www.ericholdeman.com](http://www.ericholdeman.com).

# SOCIAL MEDIA DURING DISASTER RESPONSE

## A LAWYER'S PERSPECTIVE

BY JOE MCMENAMIN

Social media hold tremendous potential for facilitating disaster recovery. In the recent Haitian earthquake, for example, Twitter posts enabled the State Department to initiate a set of steps that led to finding and saving an individual trapped under rubble from a collapsed building, and alerted NBC that landing restrictions designed to facilitate military air traffic had prevented a plane chartered by Doctors Without Borders from delivering badly-needed medical supplies. By bringing the problem to the attention of the military, NBC helped solve it.

Examples abound from around the world. Major oil companies are using Twitter to post hurricane updates. Filipinos used social media to coordinate rescue efforts during the recent Typhoon Ondoy. During the Mumbai terror-



ist attack, tweets identified hospitals in need of blood. On the other hand, the terrorists, who themselves were skilled in use of social media, eluded pursuers and prolonged the violence by monitoring the activities of the police and the military. In February, 2009, Twitter provided updates and alerts on bush fires in Australia. That same year, after the Iranian government blocked conventional communications, Iranian demonstrators were able to communicate via social media.

Other examples are closer to home. Within 90 minutes of the first deaths at Virginia Tech in April, 2007, Wikipedia

featured an article accurately describing the events. A mere 20 minutes later, Facebook users had set up a group called "I'm OK at VT," allowing students and staff to assure friends and loved ones that they were safe. During the more recent shootings at the University of Alabama, students used Twitter to complain in real time that the University's alert system had failed to notify them of the attack. Campus police, focused as they were on trying to limit the carnage, were criticized for failing to notify students and others. One wonders whether social media might not have been helpful here as they were at Virginia Tech.

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Photo courtesy of Marvin Neuman/FEMA

The Los Angeles Fire Department posts alerts about major fires and road closures. For snow emergencies, the City of Minneapolis has created a Facebook page providing information on closed streets and winter parking restrictions. The Washington (State) Department of Transportation uses social media to report traffic alerts, route changes for ferry vessels and so forth.

In emergencies, information is critical. These examples demonstrate that social media provide unprecedented communication capabilities. The potential for benefit is clear. Despite these many benefits, however, organizations should be alert to risks, notably including legal ones. The rapidity that gives these media their potential for benefit also gives them their power to inflict harm.

Consider confidential corporate information. A disaster does not change the sensitivity of trade secrets, intellectual property, or insider information. Once the information is disseminated, during an emergency or not, the damage is done.

Consider the risk of fraud liability. The Securities and Exchange Commission takes the position that a company is responsible for statements made by it or

on its behalf and that the law's anti-fraud provisions apply to such statements. There is no exception for information conveyed on YouTube or LinkedIn. Companies may not be able to avoid liability by having employees speak through social media only as individuals. Nor can companies avoid liability by requiring users, as a condition of participation in a blog, to waive antifraud protections under the securities laws. On the other hand, SEC has said that a company is not responsible for third-party statements, even on company-sponsored websites. The site sponsor need not monitor its site or correct misstatements made by strangers. As of this writing, however, FDA has made no similar statement with respect to sites controlled by pharmaceutical, medical device, or biotechnology companies.

Privacy law applicable to new media is unsettled. In *City of Ontario (California) v. Quon*, 08-1332, the Supreme Court will decide, perhaps by June, whether police officers enjoy a "reasonable expectation of privacy" in sexually explicit text messages they allegedly transmitted on department-issued SWAT team pagers. The officers had signed a document

warning them that the department had the right to monitor their communications using official media, but had not explicitly stated that text messages were included in the materials that could be searched. The case illustrates the need to state the organization's privacy policy fully and clearly.

Harassment claims can be based upon online statements; they need not be focused on sex. References to race, religion, age, or national origin may all give rise to harassment claims. In fact, the plaintiff need not even be the person harassed but could be anyone claiming to be affected by the offensive conduct. Nor need the harasser bear any special relationship to the plaintiff, and a claim can be brought even if no economic harm can be shown. The new media allow offensive statements to be disseminated more rapidly than ever before.

Of particular pertinence to business continuity professionals, the media may themselves be a source of business disruption. As suggested above, carelessness in handling confidential data, or posting inaccurate or offensive statements, can give rise to a wide array of legal problems. But the social media may themselves create an emergency. An unhappy airline passenger, claiming that his musical instrument had been ruined by baggage handlers, aired his complaint via a YouTube video that has now been seen millions of times. The damage to the company, though reputational and not physical, is every bit as real, and serious, as any caused by fire or flood.

The good news is that organizations can also harness the power of the internet to rectify, or at least ameliorate, problems such as these. When a cable technician visited a customer's residence to replace a faulty modem, he was put on hold with the home office for so long that he fell asleep on the customer's couch. When after three weeks the problem remained unresolved, the customer posted a video on YouTube capturing the technician asleep on the job. Once again, millions of visitors have watched this video online. In this instance, however, the company developed programs to turn problems around quickly and



now follows up with the customer to be sure any such problem is resolved.

In another example, employees of a pizza chain videoed themselves adulterating food intended for human consumption and then mounted the video on YouTube. Once again, millions of viewers saw the video before it was pulled down. The company suffered significant financial loss as well as damage to its well-established brand reputation. The company president, however, quickly harnessed YouTube himself, issuing a heartfelt and highly effective apology. He provided reassurance to customers, shareholders, employees, and the public at large, noting that the restaurant in question was being scrubbed down stem to stern, and that the misconduct was wholly at variance with the company's philosophy and track record. The president pointed out that his company employs well over 100,000 individuals across the country and that the local franchise owner had been severely hurt. He also told viewers that the perpetrators had not only been discharged, but were facing felony criminal prosecution. The apology was so well done that the pizza chain not only survived but actually by some measures raised its stature in the eyes of consumers.

Social media, then, must be recognized as powerful engines for both good and ill. It follows that organizations should develop rules for the use of social media by employees, not only during disasters, but at all times. One option is to bar outright any such use on company time. Assuming the company wishes to utilize or permit employees to use social media, however, it should establish clear guidelines for information to be posted about the company and limit those authorized to blog, post or tweet on its behalf. Specific rules will vary from organization to organization, but several principles may be of general utility. Information conveyed via social media should be limited to non-controversial public or non-material data. If tweets are used, the 140-character limitation makes it difficult, if not impossible, to provide a balanced presentation. A link to more complete statements else-

where on the internet might solve that problem. Someone should monitor data regularly and amend statements that are out of date, out of line, or simply incorrect. Media policy should be updated regularly. Policies must be enforced not only against employees, but also against management –for reasons not only of equity but also of effectiveness.

The company's policies should make plain that it can and will monitor communications made with its equipment or network or appearing to have originated with the company; that misusing social media is grounds for discipline, including termination; and that it will take-down any defamatory, infringing or otherwise unacceptable content posted through its media. Before disciplining an employee for something he did online, however, the company should conduct a careful investigation to determine the facts and seek advice of counsel. The company should prohibit:

- disclosure of confidential, trade secret or proprietary information
- using company email addresses to register for social media sites
- posting false information about the company or its employees, customers or affiliates
- appearing in uniform or
- speaking for the company without express authorization.

The organization can also require adherence to its non-harassment and non-discrimination policies and demand that an employee whose personal blog identifies his employer post a disclaimer prominently on his blog or webpage. Companies should ask employees to keep company logos or trademarks off such sites, and train supervisors and managers how to handle social media issues, including those arising from use of the media themselves. The organization should develop a plan of prompt action to combat a social media disaster.

The company should also create a policy for use of these media specifically in disaster recovery and business continuity contexts, coordinating with the approach taken by local authorities. The company should select its own designated communicator and a back-up or

two. It could develop message templates that can be edited as needed, listing, for example, evacuation centers and contact data for key personnel. Mock emergency response trials should be conducted regularly. In an actual disaster, posts must be monitored for accuracy. The company must be prepared to make corrections quickly, specifically including posts attacking it. Finally, social media can be used to rebuild after the emergency ends.

**Social media offer a uniquely rapid and powerful way to disseminate information – good and bad, accurate and inaccurate.**

## Conclusion

Social media offer a uniquely rapid and powerful way to disseminate information – good and bad, accurate and inaccurate. In deciding whether to use them to communicate, organizations must consider both the benefits and the risks. Among the latter are legal issues, including some thorny ones. The law applicable to these media is evolving, and organizations electing to use them would be wise to follow that evolution and to be governed accordingly.

## ABOUT THE AUTHOR

Joseph P. McMenamin was a university-trained internist and a practicing emergency physician before being admitted to the bar. He is a partner with McGuireWoods and an Associate Professor in the Department of Legal Medicine at the Medical College of Virginia in Richmond. He can be reached at [jmcmenamin@mcguirewoods.com](mailto:jmcmenamin@mcguirewoods.com), or (804) 775-1015.

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# DO MORE WITH LESS: INTEGRATING SYSTEMS FOR EFFICIENT, COST-EFFECTIVE NOTIFICATION

BY MIKE ADAMS

**Current economic conditions, coupled with personnel reductions, are forcing public and private organizations to do more with less.**

For most, this means thinking and operating “creatively” in order to maximize existing technologies or justify the acquisition of new ones. Integration of disparate systems can often help address these needs and add value to existing third-party or proprietary applications while decreasing the workload of already-overburdened resources.

Take emergency notification technology, for example. Though a critical part of any continuity strategy, these systems typically lie in wait until a contingency occurs. Regardless, they still require resources for adding or updating contact data, testing notification scenarios and so on. To capitalize on these investments, an Application Programming Interface (API) provided by the notification vendor can prove most useful.

APIs enable organizations to develop communications paths between their emergency notification solution and other third-party or proprietary software and/or databases. They generally support multiple programming languages, such as .NET, JAVA, C++, PHP and COBOL, and can be implemented through a basic web services model. APIs also often use Simple Object Access Protocol (SOAP), making integration quick and hassle-free for development/IT personnel.

McLeod Health, a health care network managing three hospitals, 30+ physician practices, hospice and home

health agencies throughout 12 South Carolina counties, utilizes their notification system’s API to develop innovative, value-added applications.

The API allows McLeod Health to initiate “calling codes” throughout its facilities, automatically alerting personnel of critical situations via overhead page. These codes advise staff, patients and visitors of security issues, lockdowns and other situations requiring immediate attention. The API is also utilized to augment daily communications, triggering scheduled announcements for concluding visiting hours, planned activities, etc., via public address.

The API is used to set off communications with in-network personnel based on on-call schedules. Utilizing the organization’s existing databases, nurses, physicians and others are automatically contacted to fill positions by location. If the need is urgent, out-of-network individuals (whose contact information resides in separate databases) may be notified to meet patient demands.

McLeod Health also utilizes the API to improve their emergency preparedness measures. Typical uses include announcing drills and exercises and providing instructions for inspections and/or review facility-wide. Additional current and planned uses of the API and emergency notification technology inside McLeod are:

- Volunteer recalls
- Blood donor outreach
- Patient surveys
- Weather announcements

Like McLeod Health, many other public and private organizations (e.g., retailers, public utilities and government agencies) are now using an API to augment both critical and routine communications. Not only are they reducing the time and resources required to main-



tain various systems and data, they are expanding the use of an application normally only called upon in contingencies. And, they are doing so on their own terms and at a rapid pace.

Among the benefits experienced by these innovative, cost-conscious operations are:

- Less manual entry, improved quality of data
- Flexibility and freedom to develop interfaces as needed
- Two-way information exchange, greater reliability of systems
- Adaptability to most any computing environment

Any organization can benefit from the integration of systems and/or databases. This is especially true now when so many disparate solutions and data sources must be maintained by fewer and fewer resources. The use of APIs, like the ones from today’s notification providers, really does help in doing more with less. And, as evidenced by McLeod Health and others, done easier, faster, and, in some instances, even better.

## ABOUT THE AUTHOR

Mike Adams is Product Line Manager for the Notification Solutions and Services business unit of PlantCML®, an EADS North America company. To learn more, visit [www.plantcml-eads.com](http://www.plantcml-eads.com).

# EMERGENCY NOTIFICATION SURVEY

This survey contains information provided by the service providers. Each company has included details of their offering in four categories:

COMPANY NAME	PRODUCT NAME	PRICING FEATURES
<b>AVALUTION CONSULTING</b> 1220 W 6th Street, Suite 307 Cleveland, OH 44113 Tel: (866) 533-0575 Fax: (216) 803-6738 <a href="mailto:contactus@avalution.com">contactus@avalution.com</a> <a href="http://www.theplanningportal.com">www.theplanningportal.com</a>	<b>THE PLANNING PORTAL (TPP)</b>	TPP Notify runs on SharePoint and is priced based on the anticipated usage level of each communication method – phone call (text to speech), text message (SMS) and/or email.
<b>EMERGENCY COMMUNICATIONS NETWORK</b> 9 Sunshine Blvd. Ormond Beach, FL 32174 Tel: (866) 939-0911 Fax: (386) 676-1127 <a href="mailto:sales@emergencycommunications.net">sales@emergencycommunications.net</a> <a href="http://www.emergencycommunications.net">www.emergencycommunications.net</a>	<b>CODERED</b>	The CodeRED system is priced to be cost-effective and all inclusive. System time, training, initial calling data, mapping and integration of client data are included. There are no set-up fees to pay, no equipment to buy, no phone lines to lease and no annual maintenance.
<b>GLOBAL ALERTLINK</b> 300 Summers Street Suite 1100 Charleston, WV 25301 Tel: (877) 291-1646 Fax: (304) 342-1941 <a href="mailto:sales@globalalertlink.com">sales@globalalertlink.com</a> <a href="http://www.globalalertlink.com">www.globalalertlink.com</a>	<b>GLOBAL ALERTLINK</b>	Unlimited recipients, groups and devices. Guaranteed SLA. Unlimited e-mail and BB P2P. Unlimited users on Enterprise license. Free training options. No setup fees for standard implementations. All plans include 24/7/365 support. SaaS, Dedicated, On-Premise, Hybrid.
<b>OMNILERT, LLC</b> 525-K East Market St., #232 Leesburg, VA 20176 Tel: (800) 256-9264 Fax: (206) 338-5680 <a href="mailto:info@omnilert.com">info@omnilert.com</a> <a href="http://www.Omnilert.com">www.Omnilert.com</a>	<b>AMERILERT E2CAMPUS</b>	Unlimited Use Pricing - Flat rate price based on # of potential users during year. More users, lower per user cost. Get unlimited messages, groups, admins, updates, support, basic training. Discounts for multi-year terms. One of best priced in the industry.
<b>ONE CALL NOW</b> 726 Grant Street Troy, OH 45373 Tel: (877) 698-3262 Fax: (937) 335-3887 <a href="mailto:sales@onecallnow.com">sales@onecallnow.com</a> <a href="http://www.OneCallNow.com/drg">www.OneCallNow.com/drg</a>	<b>ONE CALL NOW</b>	Plans based on number of contacts or per-call basis. Gold Plans: 90-second messages, FREE SMS text, email, and text-to-speech. Unlmted retries. Only delivered messages count. Email is free. No overage or set up fees. Add'l free training is available on website.
<b>PLANTCML®</b> 42505 Rio Nedo Temecula, CA 92590 Tel: (951) 719-2100 Fax: (951) 296-2739 <a href="mailto:marketing@plantcml-eads.com">marketing@plantcml-eads.com</a> <a href="http://www.plantcml-eads.com">www.plantcml-eads.com</a>	<b>THE COMMUNICATOR!® NXT™ GEOCAST® WEB™</b>	PlantCML®, (formerly Dialogic Communications Corp.), delivers hosted, on-premise and hybrid notification solutions. Systems are priced to allow for configurations ranging from simple broadcast alerting to complex mobilizations). Specific pricing varies.

DATABASE FEATURES	BACKUP & SECURITY	UNIQUE FEATURES
<p>There is no need to duplicate contact lists in TPP Notify, as administrators can pull contact information located in any area of TPP. All aspects of the notification are completely customizable (i.e. message, number of attempts, time between attempts, etc).</p>	<p>TPP stores client information in SharePoint using secure databases, located in a SAS 70 Type II data center, protected by passwords as well as firewalls. In addition, the user interface for TPP Notify is encrypted with a GeoTrust 256bit Security certificate.</p>	<p>The Planning Portal offers the industry's only truly built-in emergency notification capability (TPP Notify) that DOES NOT require an additional third-party contract. In addition, TPP is based on SharePoint – making it very easy to use.</p>
<p>With CodeRED, an initial calling database is provided. Supply any data you have and we will integrate your data at no additional charge. With CodeRED you will also receive a personalized webpage to allow your community to provide additional contact numbers.</p>	<p>The CodeRED system was developed with multiple redundancies built-in on a sophisticated infrastructure designed to ensure delivery of critical communications. And since dependability is paramount, ECN manages its entire network and uses no third party dialers.</p>	<p>The CodeRED system offers proprietary mapping technology and patented delivery methods that add to the value of this affordable, high-speed notification system that has been in operation since 1998 and is currently used daily by clients from coast to coast.</p>
<p>Data stored once shared across multiple departments and in plans/incidents. A single change updates all uses, eliminating duplication. For price of notification only system, our solution includes planning tools, incident management and notification.</p>	<p>Geo-redundant SAS 70 Type II data centers. 100% application uptime guarantee. Notifications transmitted through multiple routes with multiple levels of failover within each. Customizable backup and retention policies. Strict security policies for complete protection.</p>	<p>Clients choose us because we save them money, provide better protection to their company and make their lives easier. Visual Modeler for Scenarios. Intelligent Notifications. PDA compatible. Advanced IVR. GIS integration. Realtime screen updates. Unlimited workspaces.</p>
<p>Self-service, web-based, opt-in or upload user data; interface LDAP or Active Directory. Reach the most endpoints of any ENS. Send custom or pre-saved alerts as fast as 18,000 SMS/min &amp; 30,000 calls/min. SmartCode rapid 1-day setup. Free 6-month trial.</p>	<p>Most trusted ENS in the industry - 99.999% uptime. Redundant, no single point of failure. 100% hosted at several geo-dispersed Tier-1 USA data centers. CAP 1.1 compliant, DISA reviewed, mission tested. Award winning &amp; rated Tier-1 ENS by Frost &amp; Sullivan.</p>	<p>Best UI design in industry = clean &amp; easy to use. Most aggregators, direction connections + social media. Established in 2004, the company's 3,000 clients include US Army, DLA, NIH, GE, Boeing, sanofi-aventis, Harvard, Penn State, American Red Cross, UNICEF.</p>
<p>One contact record can be a member of multiple Subgroups – separate records not necessary. Keep calling lists up to date with One Call SYNC, our automated synchronization tool. We provide FREE set up and support. Be up and running in a day. Try a free 30-day demo.</p>	<p>Servers/dialers at 10 locations. If call fails at 1 delivery location, it retries on other servers, at other geo-locations, using other carriers—triple redundancy—with 24/7 network op monitoring and auto-failover. All 3 primary Colos connect to Tier1 voice carriers.</p>	<p>One Call Now is the first message notification service to release an iPhone App... and it's FREE! Our new mobile application allows users to send and manage their phone notifications on the go using voice and text-to-speech. View message reports to see who was reached!</p>
<p>Solutions are scalable and utilize Microsoft® SQL Server. Standard vulnerability assessment tools provide data for security hardening. Applications support concurrent notifications and the storage of millions of records.</p>	<p>PlantCML is an ISO 9001:2008-certified organization. Hosted and hybrid solutions utilize redundant SAS 70 Type II data centers. On-premise installs support hardware redundancy. Notifications are initiated via secure web access (SSL/HTTPS 128-bit encryption).</p>	<p>Offering customized call flows and a robust API (Application Programming Interface) deliver superior alerting capabilities to public safety, federal/DoD and corporate customers worldwide. GIS integration enables targeted, widespread geographic alerting.</p>





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# BGAN HELPS OMNIPAGE TRACK MEDICAL VEHICLES FOR SPORTING EVENTS

BY HUGH DONNAN



Every year, the one-day Cape Argus Cycle Tour draws some 35,000 competitors to the Cape Peninsula of South Africa for a 109 km race, the largest individually timed cycling event in the world. For the past five years, Omnipage has been supplying medical and logistical support vehicles for the Tour with radio communications to monitor their location at all times. “The ultimate goal is to ensure the safety of competitors and spectators,” says Roy van Schoor, Managing Director.

“For the Argus, we run about 100 medical vehicles including ambulances, response vehicles, quads and motorbikes with doctors or paramedics, even an emergency helicopter,” says van Schoor. “With the sheer number of cyclists involved, it’s an absolute certainty there will be accidents—some of them fairly serious, such as bone fractures and things like that.” Of 73 start groups in the 2009 race, for example, only two made it through the first 100 meters without someone crashing. “When an emergency occurs,” he adds, “we need to dispatch the nearest medical team as quickly as possible. To do that, we need real-time vehicle tracking.”

Originally Omnipage tracked medi-

cal vehicles via radio. Each team had to call in its position to the mobile command centre, which manually updated a digital mapping system. A few years ago, Omnipage began equipping vehicles with SportsTrack GPS units that transmitted each vehicle’s ID, position, speed and time in a small data packet through the GSM network to a tracking server online. Also using GSM, Omnipage’s command centre accessed the server over the Internet, updating the map automatically. But there were problems.

The command vehicle is normally stationed at the finish line or end of each day’s leg, often in a small town with insufficient cellular capacity. “As contestants cross the finish line, they start making calls and the GSM system gets swamped,” explains van Schoor. “Because voice traffic takes priority over data, vehicle tracking lagged as much as 30 to 40 minutes behind their actual location at times—which is totally unacceptable in a medical emergency. That’s when we said, ‘We’ve got to find another way to do this!’”

After doing their homework and researching various solutions, BGAN from Stratos was identified as the best

option for Omnipage. Through Stratos, Omnipage now has a cost-effective tracking solution incorporating BGAN with conventional GSM. “The GPS units still use cellular to feed tracking data from the vehicles to the server,” says van Schoor. “Even though we lose GSM in some remote valleys and mountains, we usually have at least 85 percent coverage out on the course, and the system doesn’t get overloaded the way it does back in town. In our mobile command centre, we now use the BGAN terminal to download tracking data from the Internet – totally independent of the cellular systems. So no amount of voice traffic can bog it down.

“The BGAN works beautifully,” he observes. “Tracking with BGAN is so much more reliable and consistent than GSM. It’s a quantum leap in performance.” Not only is data access through BGAN faster and more reliable, according to van Schoor, it’s also very easy to use. “We put the terminal on the roof of the caravan, plug in the cables, and quickly aim it at the satellite. Probably takes two or three minutes, and we’re in business. All round, BGAN works really well. It’s a fantastic asset.”

The final end-product was a true managed-solution for the customer, which included Iridium and BGAN technology to deliver complete and uninterrupted access to critical data. In addition, Omnipage utilized Stratos Dashboard, part of the Stratos Advantage suite of services to keep a close eye on airtime usage, and status of their various Iridium, and BGAN terminals. For the customer, the total solution delivers the capability to respond more rapidly to emergencies and save lives.

## ABOUT THE AUTHOR

Hugh Donnan is Manager, Enterprise Vertical Market, for Stratos. More information on BGAN from Stratos is available at [www.thepowerofbgan.com](http://www.thepowerofbgan.com).

# SATELLITE SURVEY

This survey contains information provided by the service providers. Each company has included details of their offering in four categories:

COMPANY NAME	PRODUCT(S)	PRICING FEATURES	INSTALL CONFIGURATION	QUALITY & SECURITY	UNIQUE FEATURES
<b>SKYPORT GLOBAL COMMUNICATIONS, INC.</b> 11140 Aerospace Avenue Houston, TX 77034 Tel: (832) 584-0658 www.SkyPortGlobal.com	<b>SPACENET</b> 1750 Old Meadow Road McLean, VA 22102 Tel: (866) 480-2263 www.spacenet.com	<b>STRATOS</b> 34 Glencoe Drive, Donovans Business Park St. John's, NL, Canada, A1C 5X3 Tel: (800) 563-2255 www.stratosglobal.com	SEON (Satellite Emergency Operations Network)	Emergency Communications Services Transportable Satellite Kits	BGAN from Stratos
SEON members pay a small Network Readiness fee based on the bandwidth and the number of days of usage per month. A daily rate applies for additional bandwidth needed to respond to a disaster. Purchase and lease options are available for equipment.	Spacenet offers full time or part time satellite service for emergency communications. Instead of paying for high-end bandwidth month-to-month, customers can opt to pay a low monthly standby fee and then only pay for service when they actually need it.	An entry level BGAN system costs about \$1500. Packages feature a small recurring monthly fee. Service offers pay per use (voice, SMS, data streaming) and bandwidth based (background IP/ packet data). Broad range of pricing based on customer requirements.	Most SEON members implement 1.2 meter auto-pointing antennas with 4 - 6 watt BUCs in fly away or vehicle/trailer mounted kits with 4-10 phones and PC's, iDirect 5100, Cisco 2811 router, wireless access point, XLT radios/ antenna and a 1500-2500 watt UPS.	Spacenet's ION communications solution is a self-contained ruggedized field kit enabling rapid deployment of converged satellite communications. Weighing less than 65 pounds, this portable device can be carried or integrated into a mobile command vehicle.	Configure for single user ( one voice channel and one data channel) or multi user (2-5 laptops accessing BGAN as hub + voice services). Highly portable, lightweight, powered by battery/solar or mains power. Includes: terminal, SIM, chargers and adapters.
Located on a military base, all core systems, high-speed fiber, PSTN (phone), power and HVAC are redundant and diversely routed with automated fail-over. A backup teleport stands ready over 200 miles away. Significant satellite capacity supports large events.	Spacenet offers a complete managed network solution with dedicated bandwidth for high-quality. Many others are based on an oversubscribed and shared bandwidth model, which can result in poor quality, especially during emergencies when many users need access.	No availability or capacity issues. Background IP (shared channel) or on-demand services (allocated channel resource). Disaster prepared facilities, redundant teleports with failover monitored 24 x 7. Stratos offers good pricing and value adds.	SkyPort is honored to have served the US National Guard for many years and is the only satellite provider to be awarded the National Guard's prestigious Minuteman Award in 2006 for providing flawless service during Hurricanes Katrina, Wilma and Rita.	Spacenet offers a range of emergency communications solutions that deploy in minutes. We deliver high reliability services including integrated land mobile radio and satellite solutions, emergency communications vehicles and transportable satellite kits.	The Stratos Advantage is our suite of value-adds which elevates standard BGAN service beyond the baseline level; includes full terminal monitoring and cost control tools, email/internet software and utilities and an industry-leading global IP network

# INTEROPERABLE COMMUNICATIONS

BY TIM BONNO

**Interoperable communication projects have been the focus of many Homeland Security projects and grant dollars. Yet, it's hard to believe that we are still looking for ways in which to effectively communicate with each other in a disaster.**

Interoperable communications refers to the ability of emergency responders to communicate and share voice and data information. As citizens (community customers), we expect the public sector to function like a business in which it provides consistent and effective customer service, everywhere and at any time. If our public safety agencies cannot communicate directly with one another by radio and data systems to coordinate life-saving activities, lives may be lost.

## **Why Aren't Public Safety Communications Interoperable?**

- **Incompatible and aging communications equipment** – Different jurisdictions use different equipment and different radio frequencies that cannot communicate with one another.
- **Limited and fragmented funding** – There is limited funding to replace or update expensive communications equipment, and different communities and levels of government have their own budget cycles and funding priorities.
- **Limited and fragmented planning** – Without adequate planning, time and money can be wasted and end results



can be disappointing. Agencies, jurisdictions, and levels of government compete for scarce dollars, inhibiting the partnership and leadership required to develop interoperability.

- **A lack of cooperation and coordination** – Agencies are reluctant to give up management and control of their communications systems.
- **Limited and fragmented radio spectrum** – There is a limited and fragmented amount of radio spectrum available to public safety.

## **Frequency Incompatibility**

There are conventional, trunked, VHF, UHF, 700 and 800 MHz systems (all made by different manufacturers) in

operation throughout the country. Time can be lost while dispatchers manually relay communications between radio systems. Even if two systems are operating in the same frequency band, one manufacturer's radio may not receive signals/ transmissions from another's. This is also true of some non-trunked radio products that operate within the same band. As a result, when responding to an incident, agencies often use inefficient, non-radio methods to indirectly relay messages, severely hampering an immediate response.

## **Equipment Incompatibility**

One interoperable solution is for all agencies in a region to purchase compatible

CONTINUED ON PAGE 34



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## AN INTERVIEW WITH SKYPORT CEO ROB KUBBERNUS

**Disaster Resource GUIDE Editor:** SEON was launched in early February. Why now? What sets SEON apart from any other satellite network?

**Robert Kubbernus, CEO & President:** Public safety has been deeply impacted by previous natural disasters. The lessons learned have caused agencies to assess the requirements for the continuity of operations when much of the infrastructure is in a state of failure or completely destroyed. As a result, agencies have purchased their own emergency solutions without any uniform or standard access to a ubiquitous broadband satellite solution designed specifically for public safety organizations.

SEON is the first network of its kind – a comprehensive interoperable network to provide broadband emergency satellite communications support to emergency management teams. SEON was designed for public safety agencies to efficiently protect citizen lives. The SEON network provides uniform reach-back to Incident Command Systems, full voice capability, broadband data and internet, training and support, interoperable video teleconferencing and ongoing equipment maintenance.

**DRG:** As a comprehensive emergency communications network, potentially serving the whole country, will SEON have enough capacity if multiple disasters occur?

**RK:** SEON's very low sharing ratio, reserve emergency satellite capacity and the fact this network is not shared by any other group or business, but is dedicated 100% to emergency management professionals, is what makes this network so powerful. Our relationship with EchoStar enables SEON members to operate with confidence that the network will perform flawlessly and



is capable of handling high volumes of voice and data during emergency deployment.

**DRG:** Why should public safety agencies depend on SkyPort and SEON during crucial times?

**RK:** SkyPort has years of emergency management experience and a history of successfully building networks.

We are honored to have served numerous National Guard units for many years, enabling SkyPort to hone specific skills that are required to support first responders.

SkyPort is the only satellite provider to be awarded the prestigious "Minuteman Award" in 2006 from the US National Guard Bureau for providing continuous service during Hurricanes Katrina and Rita. SkyPort was again tested in 2008 when Hurricane Ike made a direct assault on the Houston-Galveston area. The teleport remained 100% operational throughout the event and sustained no damage. Being located on Ellington Joint Reserve Air Base and with over \$15 million spent on our infrastructure and network center has made the difference between a standard provider and one of the most trusted network developers around.

**DRG:** What do you think the future holds for SEON?

**RK:** SEON has the capability to expand throughout all 50 states. SEON is designed to extend capacity, capabilities and services which are dedicated to emergency management agencies.

SEON's instant infrastructure offers ubiquitous satellite covering the continental US, making it possible support agencies in areas where existing infrastructure is outdated, damaged, destroyed or overloaded.

Unfortunately, there will always be natural and manmade disasters, and therefore an ongoing need for SEON. Public safety agencies, especially in the post 9/11 world, must be able to communicate with an interoperable, redundant emergency satellite communications network to best serve and protect all citizens.

### ABOUT THE AUTHOR

Robert Kubbernus has been the CEO and President of SkyPort since November, 2008, and has been a board member of SkyPort since 2005. His background is in technology and telecom investment and management. Robert can be reached at (832) 584-0248 or [robert.kubbernus@skyportglobal.com](mailto:robert.kubbernus@skyportglobal.com).

equipment and create an infrastructure that operates in a single frequency band. The cost of deploying such a system, however, is prohibitive given the costs of equipment purchases and possible construction of additional tower sites. Characteristics of different frequency bands are such that the best solution for one agency may not be the best for another. Finally, radio channels may not be available to support all agency requirements within a single band.

Why can't they just use cell phones? Wireless systems often become overloaded during a crisis, preventing first responders from accessing them, which makes this application less desirable to use in an emergency. Public safety officials cannot depend on commercial systems that can be overloaded and unavailable.

### How Can We Achieve Interoperability?

Leadership and Partnerships - Inter-agency planning and governance among participating agencies is critical. Strength in improving interoperability is built through collaboration among agencies and jurisdictions that have traditionally been viewed as competitors for scarce dollars.

- **Planning** – Performing a complete needs and gap assessment of the current and future state of communications is needed to define the problem. As jurisdictions build or upgrade current systems, planning must look at the provision of reliable and interoperable local and regional communications, and ultimately reliable and interoperable local, state, and federal communications.
- **Standards-based Equipment** – As standards develop, a number of initiatives can help solve these interoperability challenges. For example, "Project 25" compliance allows standards-based radio equipment made by different manufacturers to interoperate.
- **Additional Spectrum Allocation** – The Federal Communications Commission has allocated public safety frequencies in the 700 MHz band. As this band becomes available, it will provide opportunities for agencies or coalitions of agencies to obtain much needed additional channels.

- **Training** – Multiagency training is important to provide practice using radios to communicate with first responders of other agencies. It is important that responders in the field use interoperability equipment as part of their daily operations to ensure familiarity and preparedness.

**South Carolina's statewide emergency communications radio system, the "Palmetto 800" (PAL 800), is an 800 MHz trunked network that has grown into one of the nation's largest state-wide systems.**

### Real-world Examples of Interoperability Solutions

#### A Partnership Solution

South Carolina's statewide emergency communications radio system, the "Palmetto 800" (PAL 800), is an 800 MHz trunked network that has grown into one of the nation's largest state-wide systems. It provides interoperable communications for more than 450 state, county and municipal agencies including more than 25,000 voice radios, some of which are in neighboring North Carolina, and 1,400 mobile data devices.

PAL 800 roots can be traced back to a partnership created between Spartanburg County and the power company that owns electrical utilities in South Carolina, North Carolina and Georgia. They agreed to join forces, building out from the utility's existing 800 MHz trunked radio network on a system they could both use.

The system grew to include state government and other counties. In 2001, to push forward with state-wide expansion, the utility, with the state's agreement, sold the network infrastructure to a global communications vendor who

would operate the system and fund the network's expansion. Today, the communications vendor operates PAL 800 under contract with the state. An advisory committee provides oversight and develops policies.

The communications vendor has made technology upgrades that allow both analog and digital communications. Recently, the vendor has been installing equipment that conforms to the Project 25 (P25) standard. The state requires agencies to buy P25 radios, or units they can upgrade to that standard in the future.

Not every local government in South Carolina has joined PAL 800. A few counties still operate their own networks. But since all of these use the same communications vendor's 800 MHz technology, their first responders can talk to fee-paying users on the state system. Furthermore, at least one PAL 800 radio has been given to every police and fire department and emergency medical service in the state that doesn't have interoperable communications. With that, officials feel they at least have interoperability at the command-and-control level.

The reach of PAL 800 may extend beyond the state border as South Carolina looks to make connections with neighboring jurisdictions in North Carolina as well as Georgia.

#### A Technology Solution

The Danville, Virginia region often encountered interoperability problems that they could resolve only with inefficient work-arounds. As in other communities, each local public safety agency had been charged with purchasing its own communications equipment, and had engineered their systems to operate independently of systems in neighboring jurisdictions to avoid interference. Additionally, agencies realized the increasingly complex job of keeping their communities safe required more than just voice interoperability. Data interoperability and real-time video systems were needed as well.

In 2005, a leading technology vendor met with the city of Danville and the National Institute of Justice (NIJ) to discuss how IP technologies could improve regional information sharing in



southern Virginia. The project's overall goals were to open up communications channels and create seamless collaboration, especially in emergency situations.

The project, the Piedmont Regional Voice over IP pilot (RVIP), involved a collaborative effort between the technology vendor, a communications vendor, the National Institute of Justice (NIJ) Communications Technology Program, and agency representatives from Virginia and North Carolina. These government agencies included the city of Danville, emergency responders from the counties of Caswell County, NC, and Pittsylvania County, VA, the state of North Carolina highway patrol, and the state police of Virginia. Additionally, Virginia Tech assessed the project for future applicability.

The project created governance models and partnerships that enabled agencies to work together to overcome hurdles. It reaffirmed that IP technology could improve government efficiency, officer safety, and service to citizens.

The project was implemented in three phases. First, the city of Danville police department took the lead implementing the solution, and then the fire departments, emergency medical services, public works department, and city utilities were all integrated into the solution. Secondly, it was expanded to include the fire departments, emergency medical services, and sheriff's offices of Caswell and Pittsylvania counties. Finally, the state police and highway patrols of Virginia and North Carolina joined the project.

The IP technology solution the vendor provided can convert incompatible signals into IP format and route them over an ordinary IP network. The solution cost a fraction of a radio upgrade, while extending interoperability among radio, VoIP, data and video. Because the IP solution put in place used the existing IP network and allowed the agencies to retain much of their equipment, the participants in the project were able to achieve interoperability for significantly less cost than upgrading every agency to a P25 or similar system. The solution will also be able to support future communications innovations that use IP technology.



#### A Planning Solution

In 1999, Orange County, California connected all of its responders in 31 cities on the same 800 MHz trunk radio system. The system supports more than 17,000 radios and averages about 55,000 transmissions daily. It uses 81 channels and has nearly 400 talk groups.

The key success factor for Orange County was the establishment of a

difficult to combine funding to purchase a system for all agencies at once. Each city's first responder agency began putting money aside in an escrow account and raised 100 percent of its share of the funding by the time the system was operational. The contract cost \$82.7 million. The county approved the contract in 1995 and deployed it between 1999 and 2001.

We know that interoperable communications is not a simple problem with a "one-size-fits-all" solution. There are strategies for improving interoperability through cooperation among responding agencies and jurisdictions. Other strategies will require greater planning and implementation of new systems, policies, and operating procedures.

#### ABOUT THE AUTHOR

Tim Bonno is a business continuity and emergency management consultant who worked for 30 years at a large telecommunications company where he developed and managed business continuity programs and initiatives. During his career he responded to numerous disasters. He has received extensive and advanced training from FEMA as well as the Center for Domestic Preparedness (CDP). He also produces the highly successful "Earthquakes: Mean Business" seminars. He can be reached at [www.linkedin.com/in/timbonno](http://www.linkedin.com/in/timbonno).

**The IP technology solution can convert incompatible signals into IP format and route them over an ordinary IP network.**

"technical-liaison" committee, which was made up of sworn and non-sworn personnel, technical and nontechnical personnel, field and dispatch, and all disciplines -- including fire, police and public works. The committee met monthly for six years to ensure that problems were adequately addressed.

Orange County planned for its interoperable system roughly five years in advance to overcome the challenge of each responder agency being on a different budget cycle. It would have been



# CREATING COMMUNITY EMERGENCY RESPONSE TEAMS (CERT) IN THE PRIVATE SECTOR

BY CONNIE TILLMAN, MPA

**Businesses are facing increasing challenges today from threats of terrorism and manmade and natural disasters. Corporate leaders are inundated with information and choices on how to prepare their businesses against these disasters. As President Obama declared, “Preparedness is an essential element of a resilient and secure nation. My administration has made preparedness a top priority.”**

## Background

Organizations must pick from a quagmire of preparedness choices as they decide what is a good fit for their business. One increasingly attractive approach is to develop Community Emergency Response Teams (CERT) in the private sector. The CERT approach is not a new or novel idea. First responders (in the public sector) have employed the CERT philosophy for years and are the biggest proponents of helping the private sector implement CERT. CERT was born out of disaster. During



Photo courtesy of The City of Temecula

the rescue efforts of the 1985 Mexico City earthquake, hundreds of volunteers wanting to help were either injured or killed because they lacked training. CERT, which formed in California as a result of lessons learned in Mexico City, uses volunteers to assist with everything from earthquakes to wildfires.

Traditionally, however, CERT has been sponsored by city and state governments and operated exclusively in the public sector through volunteerism. Only in very recent years has the idea of developing CERT teams in the private sector become a reality. Many organizations erroneously assume that in times of disaster, local first responders will be there to help. The police, fire and EMS will arrive on the scene to care for the injured and restore peace and order. Right? Maybe not! If they aren't available, you may find that your first responders are members of your own organization.

## Why CERT?

Let's assume for a minute that the unthinkable happens. It certainly would be better for them to be properly trained with the fundamental understanding of what actions they should take when disaster strikes.

Implementing a CERT training program will show employees that the company cares about their, and the community's, health and well-being. Creating a culture of preparedness and caring that transcends from the work place to the broader community is a win-win for everyone.

When considering CERT training, talk to other organizations with CERT teams and see how they have been adopted within their organizations. Check with your local fire department, because they will know where to find CERT members. Look through CERT emergency kits and what is in them.

CONTINUED ON PAGE 38

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- ◆ Screwdrivers
- ◆ Flashlight
- ◆ Batteries, Alkaline D-cell
- ◆ Safety Goggles
- ◆ Swiss Army Knife
- ◆ Duct Tape
- ◆ Caution Tape
- ◆ Lightsticks
- ◆ Leather-palm Work Gloves
- ◆ Marking Crayon
- ◆ Hard Hat
- ◆ Whistle
- ◆ Emergency Blanket
- ◆ First Aid Kit
- ◆ Gloves, Latex
- ◆ Gloves, Nitrile
- ◆ N95 Masks
- ◆ Dust Masks
- ◆ Notebook and Pen
- ◆ Vests, Mesh
- ◆ Vests, Cloth with plastic ID insert
- ◆ Water pouches, 4.22 oz, 6 pack
- ◆ Foodbar, 2400 calories
- ◆ Foodbar, 3600 calories
- ◆ Other items available

Emergency Lifeline Corporation is a woman-owned business founded in 1985. It is one of a handful of companies doing business in the beginnings of the emergency preparedness industry. Customers include companies and government agencies located throughout the United States and worldwide. The company is also the publisher of the Disaster Resource GUIDE, the authoritative source for business continuity, disaster preparedness and continuity of operations, now in its 14<sup>th</sup> annual edition.

**FAX, EMAIL OR CALL US  
FOR A QUOTE TODAY.**

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F: 714.558.8901  
E: [sales@emergencylifeline.com](mailto:sales@emergencylifeline.com)

## Top Management Commitment

CERT training requires complete buy-in from the top down, along with a willingness to invest (employee time, money for equipment and training, etc.) Don't assume that CERT will sell itself. Use all internal communications available to you to generate interest, such as orientation sessions, internal media, email updates and bulletin boards. Using your company logo and the CERT logo (accessible on the web), create flyers announcing the coming of the program. Obtain free preparedness literature from FEMA, your state health and human services departments, or the Red Cross. Leave the information in areas where people are sure to pick it up and at least browse through it. Try to do this at least 3 to 6 months before launching CERT.

## CERT Program Tips

The next step involves building partnerships with outside agencies and businesses. One way to do this is to know your neighbors. For example, Joe Smith owns the pizza parlor next door, so you offer him a space at CERT training. Then if something happens to your building, he may reciprocate in kind with sheltering or food.

Build a relationship with the local fire chief. Have the fire department visit your facility and become familiar with your building(s). Knowing names and faces helps when you need trainers for modules like search and rescue, medical ops and fire safety. Who knows rescue better than the fire department? Another win-win for everyone!

Barter and trade services whenever possible. In these tight economic times no one is interested in spending a great deal of their revenue on another training program. Another benefit of bartering is that it will produce relationships with your greater "community". The most important facet of building these community relationships, however, is that in an emergency, people already know one another. It is much easier to work together when you have some knowledge of each other first before disaster brings you together.

The next phase of developing a CERT program is purchasing supplies. Use

materials you already have available before purchasing new. Each training module for CERT requires specific materials, such as manuals, dust masks, fire extinguishers, flashlights, duct tape, and wood. You may be able to have a local restaurant or car dealership sponsor the purchase of flashlights—publicity for them and equipment for you. Maybe in return, you offer to let someone from their business join your program. Fire extinguishers are another item that can be obtained relatively inexpensively. Fire extinguishers must be decommissioned after a number of years. Check with your building maintenance department, local schools or hospitals for decommissioned extinguishers. Offer to empty the extinguishers and return them afterwards so they can be recycled for scrap metal.

## CERT Training

Training is the final piece. Lists of volunteer trainers are usually available from your state Emergency Management Agency or your local city Emergency Management Agency, the local Citizen Corp Counsel or the area fire department. If time away from work is not feasible, consider training sessions during lunch, evenings or Saturdays.

The 8 training modules that make up CERT are:

- **Disaster Preparedness** is an overview of the program and an understanding of how we, as individuals, can be prepared for various events like tornados, earthquakes, fires, medical emergencies, etc.
- The **Fire Safety** module gives the student a clear understanding of how to attack a fire, the types of fire extinguishers available, how to use a fire extinguisher properly and how to shut off utilities. This is always a class favorite.
- **Disaster Medical Ops I** trains CERT members about injuries often seen in a disaster, how to control bleeding, how to recognize shock, how to determine who can be helped and who cannot, what the "killers" are, and how to triage patients.
- **Disaster Medical Ops II** teaches members about hygiene and sanitation issues, the establishment of treatment areas, and conducting head

to toe assessments. Students get to practice splinting and bandaging wounds, and stabilizing patients. The medical ops modules are good practice for anyone.

- **Search and Rescue** teaches students how to safely extract victims who may be trapped, how to conduct a safe and thorough building sweep, and how to mark a building so other first responders will know the building has been checked and cleared.
- The **Disaster Psychology** module helps the CERT member understand the importance of empathy, how to recognize individuals who may need follow-up mental health assistance, and how to recognize when the situation has become too much for them.
- **CERT Organization** is a very important piece for members. This module teaches the fundamentals of incident command, command posts and operating in a unified structure. It teaches them their role in the bigger scheme of things. All students come away with a better appreciation for how everyone works together in a real emergency.
- The final module, **Terrorism**, gives the CERT members some insight into identifying the difference between manmade disasters and criminal activity, and what actions should be taken.
- The **Final Exercise** simulates a disaster that puts all of the skills and training together. It gives company leaders a chance to witness, first hand the success of the program, the relations that have been developed, and the real, tangible advantage that CERT brings to the organization.

## ABOUT THE AUTHOR

In March of 2009, Saint Louis University became a model of success for building a CERT program in the private sector. In one year, over 90 students and staff were trained. Some of those trainees have gone on to become trainers themselves. If you or your organization would like to start a CERT program, SLU would be happy to assist you. For more information please contact Connie Tillman, MPA, Emergency Preparedness Coordinator for Saint Louis University, [tillmanc@slu.edu](mailto:tillmanc@slu.edu).

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**READY**

– Former Secretary Tom Ridge, US Dept. of Homeland Security



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## PREPARE FOR THE ROAD

### Every Automobile Needs a Survival Kit!

An emergency/survival kit is a practical item that no car should be without.

The kit can provide the essentials of life – food, water, medical, sanitation – at a time when needed most.

Our kits are compact and durable. The food and water have 5-year shelf life. A Survival Kit is a terrific way to show you care.

Include your company logo and you'll have a new marketing tool.

#### Think About

...giving each of your employees a kit as a gift for a special occasion.

...using an emergency kit as a safety incentive.

...setting up an "Employee Discount Program" for your employees to order at reduced prices.



#### SURVIVAL KIT I – 1 Person, 3 Days

Every automobile needs one of these! Packed in a high quality backpack. Water now packed in pouches.



Pictures are for artistic purposes. See contents list.

##### FOOD & WATER

Foodbar, 3600 Calories  
Water Pouches, 4.22 oz (24)

##### SANITATION

Bag, Infectious Waste (3)  
Tissue Pack  
Towelettes, Premoistened (12)  
Toothbrush & Paste Set

##### FIRST AID KIT

##### LIGHT, WARMTH & COMMUNICATION

Blanket, Mylar-type  
Lightstick, 12-hour (2)  
Flashlight, Standard  
Batteries, Alkaline D-Cell (2)  
Radio, AM/FM with Batteries  
Whistle

##### MISCELLANEOUS

Gloves, Leather Palm, Pair  
Mask, Dust

**K1300** Survival Kit I for 1 Person **\$79.95** (13 lbs.)

**K1302** Survival Kit I for 2 Persons **\$94.95** (15.5lbs.)

*The K1302 kit has 2 foodbars, 2 blankets, 2 dust masks and 2 personal sanitation kits. All other quantities the same as K1300.*

#### SURVIVAL KIT II – 1 Person, 3 Days

Another great kit for the automobile. Packed in a sturdy waist-pack for hands-free portability.



##### FOOD & WATER

Foodbar, 3600 Calories  
Water Pouches, 4.22 oz (12)

##### SANITATION

Bags, Infectious Waste (3)  
Tissue Pack  
Towelettes, Premoistened (12)  
Toothbrush & Paste Set  
Mask, Dust

##### LIGHT, WARMTH & COMMUNICATION

AM/FM Radio with Batteries  
Lightstick, 12-hour  
Flashlight, Standard  
Batteries, Alkaline, D-Cell (2)  
Whistle  
Blanket, Mylar-type

##### FIRST AID KIT

**K1310** Survival Kit II **\$54.95** (8 lbs.)

#### SURVIVAL KIT III – 1 Person, 3 Days

This kit can be easily stored in the desk, school locker, automobile or R.V. Use your company logo and colors for a unique corporate gift or award!

##### FOOD & WATER

Foodbar, 3600 Calories  
Water Pouches, 4.22 oz (12)

##### LIGHT, WARMTH & COMMUNICATION

Blanket, Mylar-type  
Flashlight, Standard  
Batteries, Alkaline, D-cell (2)  
Whistle

##### SANITATION

Bags, Infectious Waste (3)  
Tissue Pack  
Towelettes, Premoistened (12)  
Toothbrush & Paste Set  
Mask, Dust

##### FIRST AID KIT



**K1316** Survival Kit III **\$39.95** (7.5 lbs.)

## EMPLOYEE SUPPORT

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Light...Warmth...Communication...Sanitation

#### Quality

Our kits have top quality products, in quantities recommended by experts. Excellent value!

#### Experience

We have helped major banks, law firms, and other organizations get ready since 1985. We have sold over a MILLION kits. We

export to Japan, Mexico, Canada and elsewhere.

#### Contents

*Not all kits are created equal!* For example, we include 3600 calorie USCG approved foodbars. This is 50% MORE THAN what some companies consider adequate! Our kits include more water per

person than most other kits. Do you want to cut corners on your preparedness?

#### Pictures

The kit pictures are for artistic purposes only. Refer to contents lists for components. Prices subject to change.



### CORPORATE EMERGENCY KIT – 10 Persons, 3 Days

A great kit to meet basic needs for your company. Choose 10-person or 5-person kit, with or without water. Packed in high quality cordura carrying case with liner.



#### MEDICAL RESPONSE KIT

##### FOOD & WATER

Foodbars, 3600 Calories ea (10)  
Water Pouches, 4.22 oz. (60)

##### LIGHT, WARMTH & COMMUNICATION

Lightsticks, 12-hour (3)  
Lightstick, Hi-Intensity, 30-minute  
Flashlight, Anglehead  
Batteries, Alkaline, D-Cell (2)  
Radio, AM/FM with Batteries  
Whistle  
Blankets, Mylar-type (10)

#### SANITATION

Bags, Waste Collection (3)  
Bags, Infectious Waste (30)  
Chemicals, Toilet, 2 oz (2)  
Tissue Packs (10)  
Towelettes, Premoistened (120)  
Toothbrush & Paste Sets (10)

#### MISCELLANEOUS

Disaster Guide  
Closures, Tamper Evident (5)

**K1220** Corporate Kit - 10, No Water **\$274.50** (30 lbs.)

**K1230** Corporate Kit - 10, With Water **\$294.50** (49 lbs.)



### DELUXE CORPORATE EMERGENCY KIT – 10 Persons, 3 Days

*Includes the same contents as K1230 (above) with the addition of the search and rescue tools listed below.*

#### TOOLS

Bar, Wrecking 24"  
Rope, Trucker's, 3/8" x 50 ft  
Pliers, Lock Grip  
Screwdriver, Phillips  
Screwdriver, Flat  
Tape, Duct 2" x 50 yds

#### PERSONAL SAFETY GEAR

Hard Hats (2)  
Gloves, Leather Palm, Pair (2)  
Masks, Dust (6)  
Goggles, Safety, Pair (2)  
Vests, Disposable Orange (2)

**K1240** Deluxe Corporate Kit **\$334.50** (59 lbs.)

### THE DESKit – 1 Person, 3 Days

This one-person basic kit has a special velcro fastener to attach to the side of a desk. Another great corporate gift idea! Use your company logo and colors. Call for logo pricing.



#### FIRST AID KIT

##### FOOD & WATER

Foodbar, 3600 Calories  
Water Pouches, 4.22 oz (6)

##### LIGHT, WARMTH & COMMUNICATION

Blanket, Mylar-type  
Lightsticks, 12-hour (2)  
Whistle

#### SANITATION

Towelettes, Premoistened (12)  
Bags, Infectious Waste (3)  
Tissue Pack  
Toothbrush & Paste Set

#### MISCELLANEOUS

Velcro Strip  
Wipes, Alcohol (2)  
Mask, Dust

**K1250** DESKit **\$33.50** (4.5 lbs.)

## MEDICAL RESPONSE & SANITATION

### MEDICAL RESPONSE KITS



Photo is for artistic purposes. Refer to contents list.

#### How to Evaluate Medical Kits for First Response

An industrial first aid kit is not a disaster medical response kit. Industrial kits address daily workplace injuries with the assumption that "911" would be called in for major problems. After some disasters, (major earthquake), calling 911 will do little good. During the first 72 hours, you may need to be self-sufficient. Most emergency management agencies recommend that you plan for 20-30% injuries in an office environment. If you have 100 people working in an office setting, you should expect around 25-30 injuries of various kinds and should purchase a medical kit for 25-30 injuries.

- K1100** 5-8 injuries **\$85.50** (7 lbs.)  
**K1110** 15 injuries **\$151.50** (14 lbs.)  
**K1120** 25 injuries **\$223.50** (18 lbs.)  
**K1130** 50 injuries **\$374.50** (29 lbs.)



	K1100	K1110	K1120	K1130
<b>CLEANSING &amp; FLUSHING</b>				
Antiseptic Wipes, BZK	20	40	100	200
Isotonic Solution, 4-ounce	1	1	1	3
<b>REDUCING INFECTION</b>				
Antibiotic Ointment	9	15	-	-
Antibiotic Ointment, 1/2 ounce	-	-	1	2
<b>DRESSINGS</b>				
ABD Pads, 5" x 9", sterile	10	8	12	24
ABD Pads, 7 1/2" x 8", sterile	-	6	12	24
Multi-Trauma, 10" x 30", sterile	1	1	2	4
Gauze Sponges, 4" x 4", sterile	10	14	26	50
Gauze Sponges, 4" x 4"	100	100	200	300
Sterile Wet Dressings	2	-	4	6
Burn Sheets, 60" x 96", sterile	-	1	1	2
<b>BANDAGING</b>				
Adhesive Bandages, 3", sterile	10	30	50	100
Gauze Roll, 3", non-sterile	6	-	-	-
Gauze Roll, 4", non-sterile	-	12	12	24
Triangular Bandages	2	4	6	15
Tape, 1" x 10 yards	1	2	3	5
Butterfly Bandages	5	5	10	10
Splints, 12"	2	1	2	4
Splints, 18"	-	2	3	6
Finger Splints	2	3	5	10
<b>SANITATION</b>				
Premoistened Towelettes	10	20	50	100
Infectious Waste Bags with ties	1	2	3	5
Latex Exam Gloves, single	10	30	50	100
Paper Towels	25	75	150	300
<b>MISCELLANEOUS</b>				
Mylar-type Blankets	2	4	6	12
Cold Packs	2	3	8	15
E.M.T. Shears, 7 1/4"	1	1	1	2
Tweezers	1	1	1	2
First Aid Guide	1	1	1	1
CPR Mask	1	1	2	3
Tamper Evident Closures	-	5	5	5
Tablet with Pen	1	1	1	1
Triage Tags	-	15	25	50
Marker Tags	5	-	-	-

### SANITATION KITS – 50 or 100 Persons

Kit packed in mobile container on wheels. Contents below are for 100 person K1510.



#### Sanitation Kit for 100 Persons

Trash Can on Wheels	Cleanser, Waterless Degerm 4 oz. (2)
Shelters, Privacy (2)	Chemicals, Toilet 2 oz. (20)
Toilets, Portable Folding (2)	Gloves, Latex Pair (25)
Buckets, Rupture (2)	Tape, Duct 2" x 50 yds.
Toilet Bags (300)	Flashlights (2)
Waste Collection Bags (30)	Batteries, Alkaline D-Cell (8)
Bag Ties (400)	Lightsticks, 12-hour Green (6)
Toilet Paper, Rolls (10)	Sanitary Napkins (30)
Towelettes, Premoistened (1000)	Instruction Sheet

**K1505** Sanitation Kit-50 Person **\$209.50** (50 lbs.)

**K1510** Sanitation Kit-100 Person **\$334.50** (78 lbs.)



# SCHOOL PREPAREDNESS

## CLASSROOM KIT

This kit provides supplies to assist the teacher in the first hour following an emergency. It is not comprehensive, but rather should be considered a supplement to a school's primary supplies. Packed in a sturdy backpack.



- |                             |                              |
|-----------------------------|------------------------------|
| 1 First Aid Kit             | 1 Gloves, Leather palm, Pair |
| 2 Blankets, Mylar-type      | 3 Masks, Dust                |
| 36 Water Pouches, 4.22 oz.  | 1 Whistle                    |
| 3 Bags, Infectious waste    | 1 Bar, Nail 15"              |
| 20 Towelettes, Premoistened | 1 Tape, Masking              |
| 2 Lightsticks, 12-hour      |                              |

**K1197 Classroom Kit \$66.50 (15 lbs.) Quantity of 20, \$57.95 each**

## EMERGENCY ESSENTIALS – 1 Person, 3 Days

Terrific Kit! You choose container — box or waterproof bag.

### FIRST AID KIT

### SANITATION SUPPLIES

### FOOD & WATER

Foodbar, 3600 Calories  
Water Pouches, 4.22 oz (6)

### LIGHT, WARMTH & COMMUNICATION

Blanket, Mylar-type  
Lightstick, 12-hour  
Whistle

**K1265** Packed in a box. **\$19.50** (4 lbs.)

**K1270** Packed in a waterproof bag. **\$22.50** (4 lbs.)

## PERSONAL BASICS – 1 Person, 3 Days

This kit is ideal as a starter kit or as a supplement to other kits. Packed in a heavy-duty ziplock bag.

- 1 Foodbar, 3600 calories  
12 Water Pouches, 4.22 oz.  
1 Blanket, Mylar-type

**K1330 Personal Basics \$14.50 (4 lbs.)**



## “BUILD-YOUR-OWN”

Call for our Parts Catalog, which details hundreds of additional products.

## FOOD & WATER

### Foodbar

3600 calorie food unit. U.S. Coast Guard approved. 5-year shelf life.

**F4100** Each **\$5.50**

**F4110** Case/20 **\$94.50**

More than 10 cases? Call for prices.

### Water Pouch, 4.22 oz

Purified water sealed in foil. 5-year shelf life. US Coast Guard approved.

**W9400** 6-Pack **\$1.95**

**W9415** Case/100 **\$19.95**

More than 20 cases? Call for prices.

### Aqua Blox

Each Aqua Blox has 8.45 oz of purified water, is date coded and has a 5-year shelf life. U.S. Coast Guard approved.

**W9300** Case/27. Call for prices.

### MRE, “Meals Ready to Eat” Entrees

Entrees in a Pouch. Ready to eat, fully pre-cooked. Call for menus.

**F4300** Case/72. Call for prices.

### MRE, Full Meals

Contains mixed entrees, side dish, spread, high protein crackers, dessert, drink mix, accessory packet & spoon.

**F4350** Case/12. Call for prices.

### Delicious Dehydrated Foods

Call for menu and pricing. Excellent for EOCs.

### Water Preserver

**W9630** Treats 55 gallons. **\$13.95**

### Water Storage Drum, 55-gallon

Other sizes available.

**W9130** Call for prices.

### Pump, Drum Stroke 8 oz

**W9210** **\$22.50**

## MEDICAL, RESCUE, SANITATION & SHELTER

### Cot, Space Saver

Comfortable aluminum cot with no end-bar construction. 75"x24".

**S7100** **\$49.50**

### CPR Mask

Assists the rescuer with ventilation during CPR with a protective barrier.

**M6071** **\$7.50**

### Fatality Bag

Fabricated of durable 4 mil. plastic. Center zipper. 93"x36".

**S7410** **\$14.00**

### Hard Hats

Complies with ANSI and OSHA requirements. Many colors available.

**T8070** **\$7.50**

### Personal Sanitation Kit

Includes 1 mini-roll toilet paper, 3 infectious waste bags, 12 pre-moistened towelettes, 1 toothbrush/paste set.

**C2325** Basic **\$2.95**

**C2336** Female kit **\$3.15**

### Shade Structure with Poles

12'x12' canopy. Made of heavy-duty reinforced waterproof rip-stop polyethylene. Rope reinforced edges. Lightweight sectional tubular steel poles.

**S7160** **\$41.50**

### Shelter, Privacy

Heavy duty rip-stop polyethylene, 6'x3'x3' with zipper. Flame retardant. Color: Blue

**S7200** **\$47.50**

### Stretcher

Constructed of durable 3/4" tubing with non-slip handgrips. A space saver—rolls up for easy storage. "22 x 68" fits on most cots. Weighs only 6 lbs. Carry 350 lbs.

**S7400** **\$124.50**

### Tarp, 8' x 10'

Made of 1000 denier polyethylene laminated on both sides. Waterproof, washable, shrinkproof.

**S7150** **\$7.00**

### Toilet, Folding

Tubular steel legs. Plastic molded seat. Bags are held in place by a removable plastic ring. Folds up. With 6 plastic bags.

**S7300** **\$17.50**

### Vest, Mesh

Orange mesh vest with elastic sides, velcro front and black binding.

**T8109** **\$7.00**

### Wrench, On-Duty 4-in-One

You can shut off gas, shut off water, pry open doors and dig through debris.

**T8102** **\$15.00**

## LIGHT, WARMTH & COMMUNICATIONS

### Bullhorn

Approximately 300-yard range, 5-watt, uses 8 "AA" batteries (not included). Volume control. Trigger talk switch.

**L5500** **\$104.00**

### Blanket, Mylar-type

Reflects body heat to you. Compact. Waterproof and windproof.

**L5600** **\$1.75**

### Blanket, Wool Blend

Heavy weight blanket. Fire retardant. 62"x90". Gray.

**L5605** Case/12 **\$162.00**

### Lightstick

Non-sparking, non-toxic, wind and water-proof. Will not corrode. Stores up to 4 years.

**L5700** 12-hour green **\$1.75**

**L5750** Hi-intensity yellow **\$1.75**



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## DISASTER RESOURCE GUIDE

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