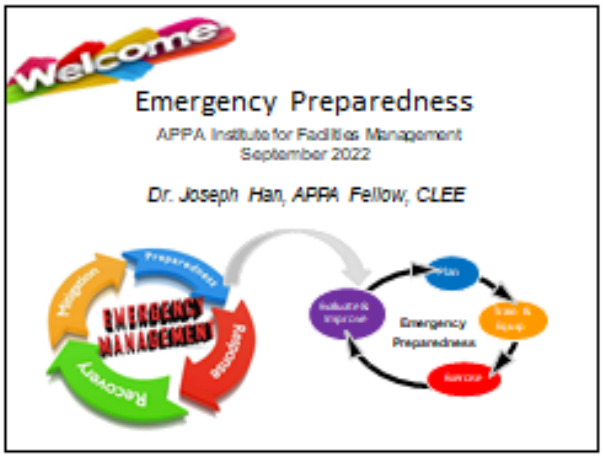
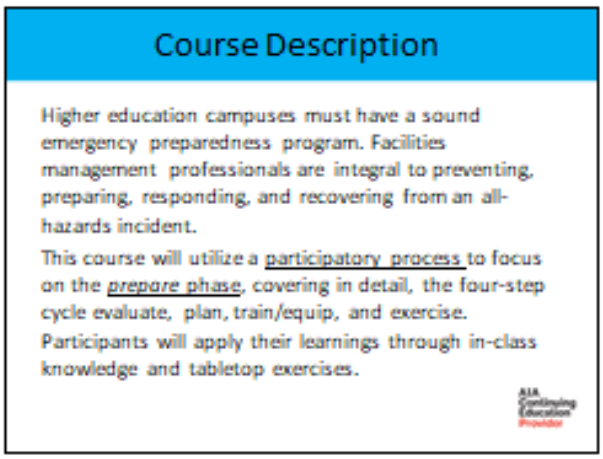

Welcome
Emergency Preparedness
APPA Institute for Facilities Management
September 2022
Dr. Joseph Han, APPA Fellow, CLEE
EMERGENCY MANAGEMENT
Preparedness
Response
Recovery
Mitigation
Emergency Preparedness

1

About Your Facilitator
Then: 3/1980 – 7/2019
NOW: 10/2018 - TBD
THE NUNCHI GROUP
APPA

2


Course Description
Higher education campuses must have a sound emergency preparedness program. Facilities management professionals are integral to preventing, preparing, responding, and recovering from an all-hazards incident.
This course will utilize a participatory process to focus on the prepare phase, covering in detail, the four-step cycle evaluate, plan, train/equip, and exercise. Participants will apply their learnings through in-class knowledge and tabletop exercises.

3

Learning Objectives

Course Goal

1. Engage to learn
2. Become familiar with emergency preparedness terminology
3. Review requirements related emergency management programs
4. Assess the readiness of your campus
5. Participate in several TTX (Tabletop Exercises)

4

Emergency Preparedness Terminology

ALL-Hazards
IAP
EOP
Emergency Preparedness
FEMA
TTX
EOC
Malicious Incident
Natural Incident
LIP
EMA
COOP
USDE
Stafford Act
EMA
USDE
Emergency Management
EMP
Vulnerability Assessment

5

What's your emergency preparedness WHY?

1. It's the right thing to do
2. FMEA Best practices
   - »Protect Life, Infrastructure stability, Property/environment
   - »Protect continuity of operation
   - »Provide a speedy recovery
3. Required by FEMA/USDE
4. Required by state or board mandate

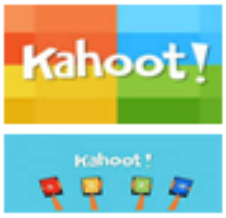
6

FEMA & U.S. Department of Education requirements

- ✓1) EOP, COOP, HazMat Mitigation Plan
- ✓2) Audits and table top exercises.
- ✓3) Sufficiently trained staff members
- ✓4) Develop coordinated plans with first-responder agencies.

7

Emergency Preparedness - Knowledge Check



- Each table is a team
- *Select a team name.*
- Using your laptop or smart phone, go to *Kahoot.it*
- *Type in the code on the screen*
- *What are you playing for?*
- *Get ready!*

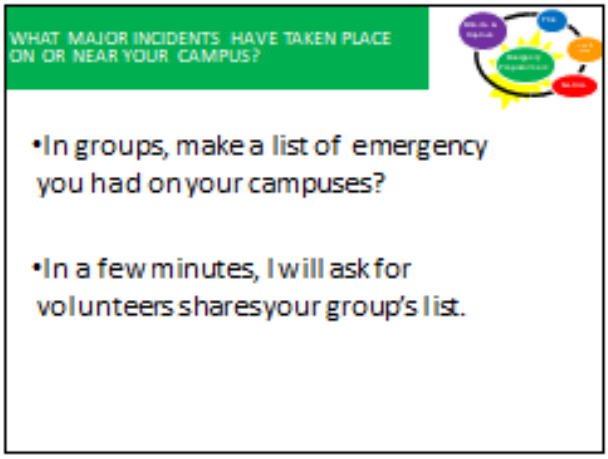
8

Four Phases of Emergency Management

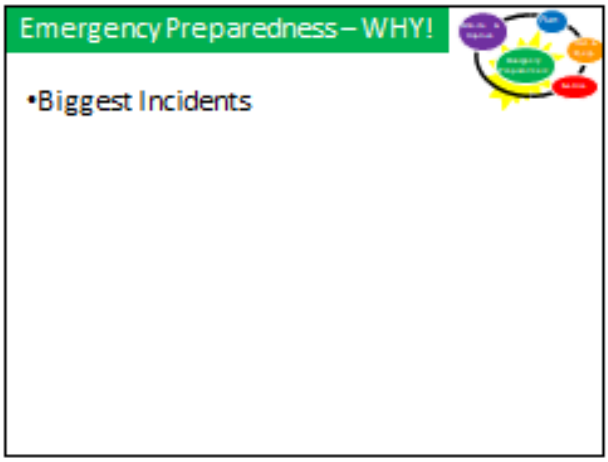
9

Emergency Preparedness -
4 Steps Planning Cycle
1
2
3
4
5
Plan
Train & Equip
Exercise
Evaluate & Improve
Emergency Preparedness

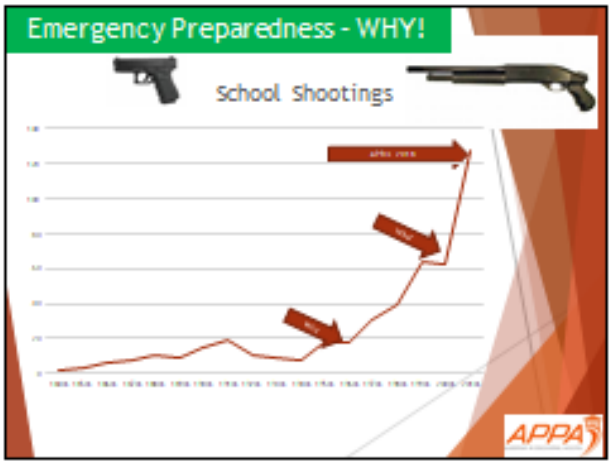
10


WHAT MAJOR INCIDENTS HAVE TAKEN PLACE ON OR NEAR YOUR CAMPUS?
•In groups, make a list of emergency you had on your campuses?
•In a few minutes, I will ask for volunteers shares your group's list.

11


Emergency Preparedness – WHY!
•Biggest Incidents

12


Emergency Preparedness - WHY!
School Shootings
APPA

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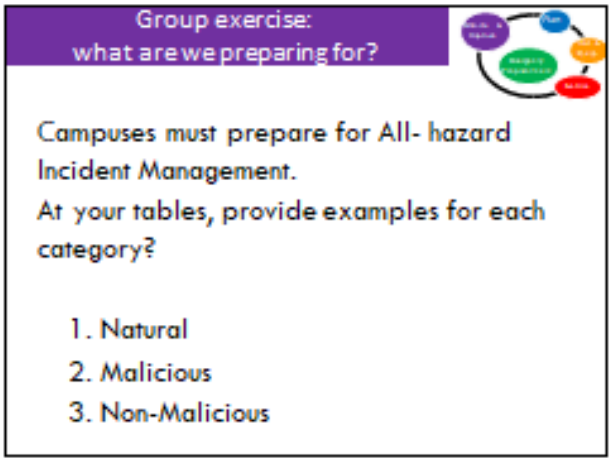
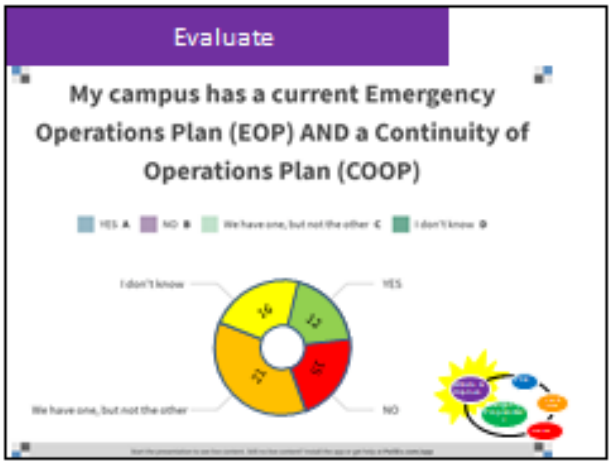
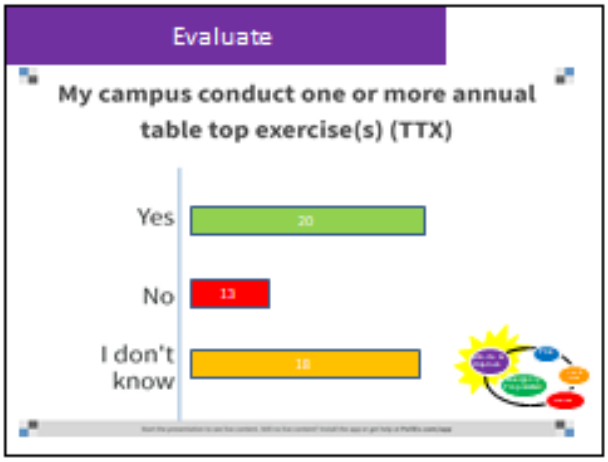

Group exercise:
what are we preparing for?
Campuses must prepare for All- hazard Incident Management.
At your tables, provide examples for each category?
1. Natural
2. Malicious
3. Non-Malicious

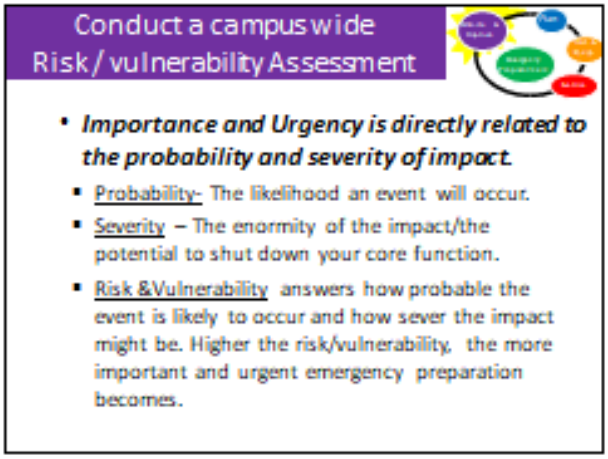
14


Evaluate
My campus has a current Emergency Operations Plan (EOP) AND a Continuity of Operations Plan (COOP)
I don't know
YES
We have one, but not the other
NO

15


Evaluate
My campus conduct one or more annual table top exercise(s) (TTX)
Yes
20
No
13
I don't know
18

16


Conduct a campus wide Risk / vulnerability Assessment
Importance and Urgency is directly related to the probability and severity of impact.
Probability- The likelihood an event will occur.
Severity – The enormity of the impact/the potential to shut down your core function.
Risk &Vulnerability answers how probable the event is likely to occur and how sever the impact might be. Higher the risk/vulnerability, the more important and urgent emergency preparation becomes.

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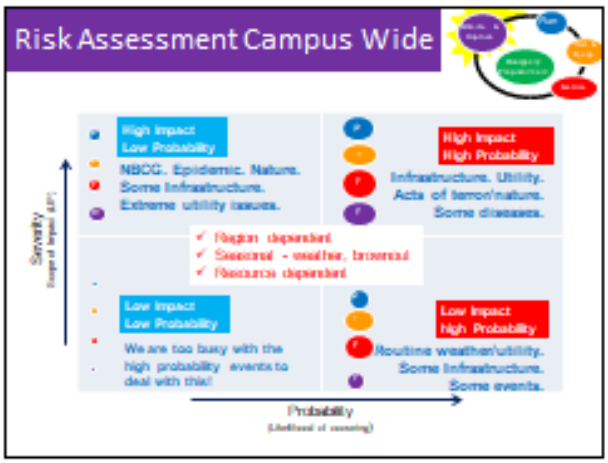
Risk Assessment Campus Wide
High Impact Low Probability
NBCC. Epidemic. Nature. Some Infrastructure. Extreme utility issues.
High Impact High Probability
Infrastructure. Utility. Acts of terror/nature. Some diseases.
Low Impact Low Probability
We are too busy with the high probability events to deal with this!
Low Impact High Probability
Routine weather/utility. Some Infrastructure. Some events.
Probability

18

Begin with evaluation of your campus

Complete the emergency preparedness handout

What's your Score?

19

What is your assessment?

How did your campus do with the evaluation/assessment?

- What can be done to improve emergency preparedness on your campus?

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TTX: Event Scenario (1)

John Doe Event Center seats 12,000 and expected to be filled to capacity with 3,000 graduates, 500 faculty, and 7,000 visitors. The three (3) hour graduation event is scheduled for 1pm – 4pm in June: 95 degrees, sunny and slightly muggy.

a. What are the factors to consider?
b. Immediate response based on current policies & procedure
c. Recovery strategy and priorities
d. Stakeholders & communication

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TTX: Event Scenario(2)

John Doe Event Center seats 12,000 and expected to be filled to capacity with 3,000 graduates, 500 faculty, and 7,000 visitors. The three (3) hour graduation event is scheduled for 1pm – 4pm in June: 95 degrees, sunny and slightly muggy.

The commencement speaker is _____.

a. What are the factors to consider?
b. Immediate response based on current policies & procedure
c. Recovery strategy and priorities
d. Stakeholders & communication

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The Planning P

The Operational Planning Cycle shows the initial response phase (stem) leading to the Planning Cycle (P).

- Started at U.S. Coast Guard's Tool "O"
- EM added the onboarding portion to make the O to P

Source: FEMA IAP Guide

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Event vs. Exercise vs. Incident

Phase	Event Planning	Preparation Exercises	All Hazard Incident
1	**Known in Advance**	**Hypothetical Incident**	**Unfolding Incident**
2	Event objectives	Incident objectives	Incident objectives
3	Event Planning	Incident Planning	Incident Planning
4	Disseminate/discuss the Plan	Disseminate/discuss the Plan	Disseminate/discuss the Plan
5	Execute & Evaluate	Debrief / Hot wash	Debrief / Hot wash
6	Hot wash	Update Plans	

Source: FEMA IAP Guide

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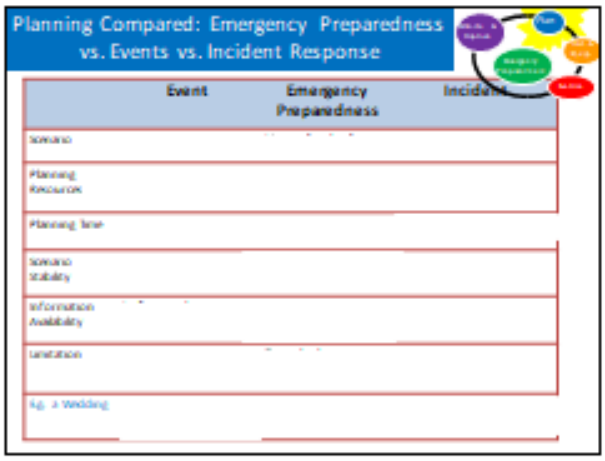
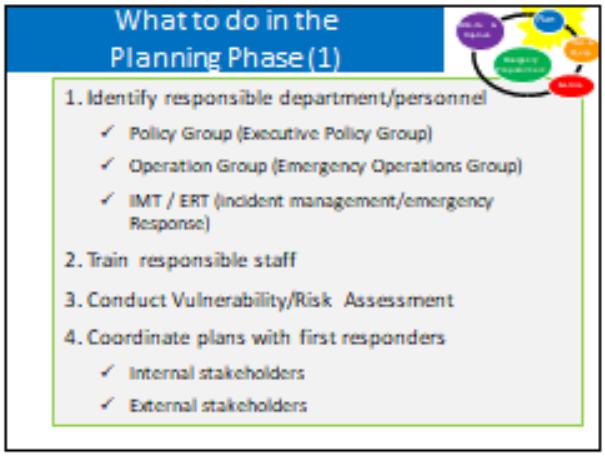

Planning Compared: Emergency Preparedness vs. Events vs. Incident Response
Event
Emergency Preparedness
Incident

25


What to do in the Planning Phase (1)
1. Identify responsible department/personnel
✓ Policy Group (Executive Policy Group)
✓ Operation Group (Emergency Operations Group)
✓ IMT / ERT (incident management/emergency Response)
2. Train responsible staff
3. Conduct Vulnerability/Risk Assessment
4. Coordinate plans with first responders
✓ Internal stakeholders
✓ External stakeholders

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What to do in the Planning Phase (1)
✓ Emergency Operations Plan (EOP) (FEMA Template)
✓ Continuity of Operations Plan (COOP) (FM)
✓ Emergency Operations Center (EOC)
✓ Incident Action Plan (IAP)
✓ Discussion based training: Seminars/workshops, TTX, Operations based training: Games, Drills/Functional & Full scale
✓ Crisis Communication Plan
✓ Mass communication system (ENP)

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Emergency Operations Center, EOC

- Introduction
- Purpose
- Assumptions
- Location, Activation
- EOC Communication Options
- EOC Operation
- INCIDENT COMMAND SYSTEM
- EOC STRUCTURE
- EOC Deactivation:
- Incident Command Forms

- EOC Manager's Support Team
- Satellite Phone Operation
- Emergency Conference Bridge Procedure
- Sample Planning Meeting Agenda
- Liaison Officer Position Checklist

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Emergency Operations Center, EOC

- EOC is not same as Incident Command POST
- EOC requires activation per EOP
- Consider partnering with the city or nearby campus
- If you choose to establish an EOC,
  - Assign an EOC manager
  - Have a back up location
  - Assign roles & assignment & practice it
- EOC requires deactivation

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Crisis Communications Plan

1. *Get the facts & Stick to the facts.*
2. *Say nothing until, you are sure.*
3. *Keep everyone current.*
4. *Never speculate about what may happen next.*
5. *Tell the story; don't let the story be told. Get out in front of bad news.*
6. *Be consistent.*
7. *Evaluate after the crisis.*

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Resources

- Department Homeland Security
- FEMA
- State Emergency Management Agency, EMA
- City/County EOC
- CDC http://www.cdc.gov
- Peer Institutions
- Insurance Underwriters
- Consultants

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Pitfalls of Disaster Planning

1. Failure to start & persevere.
2. Assume staff availability.
3. Assume technology availability.
4. Assume resource availability (w/ & w/o MOUs, MOAs).
5. Assume how other departments function.

32

Pitfalls of Disaster Planning

6. Overly complicate the process (do too much too fast)
7. Fail to establish key internal relationship/partnership before the incident.
8. Fail to resolve policy issues before the incident
9. Fail to establish key internal relationship/partnership before the incident.
10. Overlook broader impact of an incident to neighboring community.

33

Resources

- Department Homeland Security
- FEMA
- State Emergency Management Agency, EMA
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31

Pitfallsof Disaster Planning

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32

Pitfallsof Disaster Planning

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33

Planning Principles that Work

1. Relationships work better than policy or force.
2. Simplify, Simplify, Simplify.
3. Identify and regularly update an executive sponsor.
4. Identify and resource the right champion.
5. Involve stakeholders from across the campus to develop & prioritize a list of potential scenarios.

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Planning Principles that Work

6. Use DATA, quality experience, and financial models to promote Emergency Preparedness
7. Be prepared to promote Emergency Preparedness when the timing is right.
8. Identify the roadblocks and be solution oriented.
9. Be visible (campus events, fliers, promotional, create events).
10. Be innovative (911-celllar app, give a ways)

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Develop the Plan: EOP/EMP/EAP/ERP

- EOP (use FEMA template)
- Annexes
  - COOP
  - Emergency Notification System
  - Communication Plan
  - Incident Specific IAP
  - EOC Handbook
  - Campus Specific Response Plan

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Event Scenario(3)

Open carry "educational walk" is scheduled to take place from noon – 4:00PM.

a. What are the factors to consider?
b. Immediate response based on current policies & procedure
c. Recovery strategy and priorities
d. Stakeholders & communication

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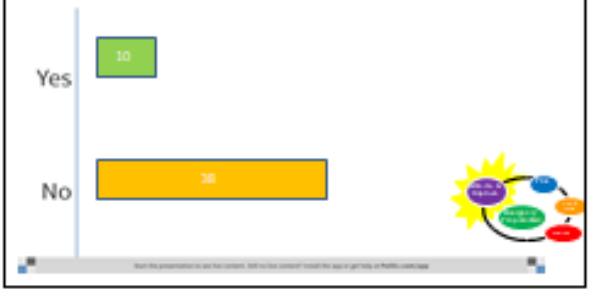
Training – Staff Readiness

I have completed FEMA's ICS 100, 200, 700 and 800 courses



38

Train and equip the Campus

Required/Recommended Training
- ✓ Foundations: ICS 100,200,700,800
- ✓ Intermediate: ICS 300,400
- ✓ Advanced: Specialty, Command/General staff

Training Resources
- ✓ FMEA / EMI
- ✓ **State EMA**
- ✓ **County EMA**
- ✓ TEEX @ Texas A&M
- ✓ Seminars/consultants

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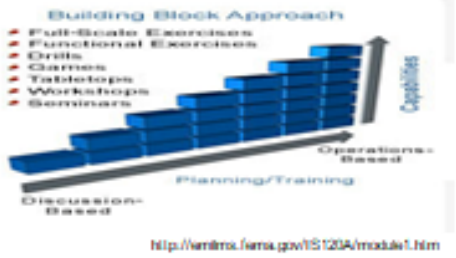
Building Response Capacity Through Training



http://emilms.fema.gov/IS120A/module1.htm

40

Why conduct training Exercises

Exercises are time consuming, expensive, and nobody wants to do it. Why bother?

- Clarify roles and responsibilities.
- Improve interagency coordination.
- Find resource gaps.

- Develop individual performance.
- Identify opportunities for improvement.
- Creating buy-in to minimize micro-managing.

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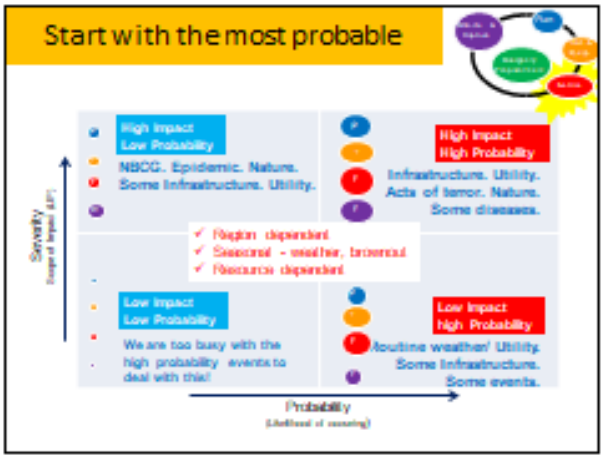
Tabletop Exercises (TTX)

What do you test?

- ✓Mass Notification System
- ✓Confirm MOU/MOA
- ✓Test the EOP/COOP/EOC
- ✓Test campus stakeholder (EPG, EOG)
- ✓Test campus first responders
- ✓Test Interoperability (First Responders, Dispatch,)

42


Start with the most probable
High Impact
Low Probability
NBCC. Epidemic. Nature.
Some Infrastructure. Utility.
High Impact
High Probability
Infrastructure. Utility.
Acts of terror. Nature.
Some diseases.
Region dependent
Seasonal – weather, terrorist
Resource dependent
Low Impact
Low Probability
We are too busy with the high probability events to deal with this!
Low Impact
High Probability
Routine weather/ Utility.
Some Infrastructure.
Some events.
Severity
Probability

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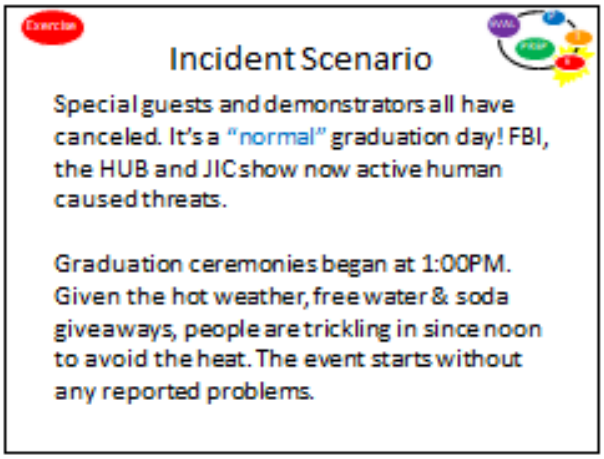
Emergency Preparedness - Knowledge Check
Kahoot!
Kahoot!
Each table is a team
Select a team name.
Using your laptop or smart phone, go to Kahoot.it
Type in the code on the screen
What are you playing for?
Get ready!

44


Exercise
Incident Scenario
Special guests and demonstrators all have canceled. It's a "normal" graduation day! FBI, the HUB and JIC show now active human caused threats.
Graduation ceremonies began at 1:00PM. Given the hot weather, free water & soda giveaways, people are trickling in since noon to avoid the heat. The event starts without any reported problems.

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After Action Report

- HOT WASH:
  - Damage assessment.
  - Situational Update.
  - What Worked Well?
  - What were some challenges?
  - What can/should be improved?
- Corrective actions listed in the After-Action Report/Improvement Plan (AAR/IP).
- Monitor progress and engage a cycle of continuous improvement.

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Evaluation – The Homeland Security Exercise and Evaluation Program (HSEEP)

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Emergency Planning - Wrapping UP

- What was the most significant lesson learned?
- How will you apply what you learned to make a positive difference to ensure emergency readiness for your campus?
- Challenge to the facilities professionals.

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Thanks for participating today!
Please complete the course survey
THE NUNCHI GROUP
Realize Your Aspirational Future
Joseph Han 216 702 2005
joseph@thenunchigroup.com
https://www.thenunchigroup.com/

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Emergency Preparedness Knowledge Check

Dr. Joseph Han | Joseph@thenunchigroup.com | (216) 702 -2005

1. What are the Four Phases of Emergency Management?
    a. Recover, respond, prepare, prevent
    b. Prevent, prepare, respond, celebrate
    c. Prevent, prepare, respond, recover
    d. Prepare, prevent, respond, recover
2. What are the four phases of Emergency Preparedness?
    a. Plan, Train & Equip, Exercise, Evaluate & Improve
    b. Evaluate & Improve, Plan, Train & Equip, Exercise
    c. Train & Equip, Exercise, Evaluate & Improve, Plan
    d. Exercise, Evaluate & Improve, Plan, Train & Equip
3. FEMA and U.S. Department of Education require the following:
    a. EOP & COOP
    b. Sufficiently trained staff and coordination with first responders
    c. Audits and tabletop exercises
    d. All of the above
4. All-Hazards Incident **categories** are (tricky questions)
    a. Natural, malicious, and non-malicious
    b. Nuclear, Biological, Chemical
    c. Active Shooter, arson, sabotage
    d. Storms, earthquakes, floods, and natural fires.
5. Emergency preparedness is
    a. Not required
    b. To ensure continuity of operations & a speedy recovery
    c. Not required by FEMA/US Department of Education
    d. A waste of time
6. EOP is required by the U.S. Department of Education (tricky question)
    a. True, there are no exceptions
    b. True, only for public institutions
    c. True, only if you want federal funds
    d. False, EOP is required by FEMA only.
7. COOP is a required component of the EOP
    a. What's an EOP again?
    b. False, but is highly recommended
    c. True
    d. The COOP is only required to Fly
8. U.S.D.E. and FEMA requires an IAP for every event on campus.
    a. True
    b. False, only for the one that lead to serious injuries
    c. False, only for events involving dignitaries
    d. False, but it is highly recommended
9. TTXs are required
    a. What is a TTX?
    b. True, non-compliance is punishable by a 4 year imprisonment
    c. True, as part of the EOP, which is required by FEMA
    d. False
10. Select best INCORRECT answer related to your campus' readiness for an all-hazards incident on your campus:
    a. My campus is ready
    b. I don't know but will find out.
    c. No, but I will be championed being prepare
    d. NOT my job!

BONUS Questions worth ½ point each.

11. What act allows campuses to obtain EM funds?
    a. Stafford Act
    b. Clery Act
    c. Entitlement Act
    d. HEERF
12. Who started FEMA
    a. Abraham Lincoln
    b. John Kennedy
    c. Jimmy Carter
    d. Ronald Regan

Emergency Preparedness Check List

Dr. Joseph Han | Joseph@thenunchigroup.com | (216) 702 -2005

	YES	NO	Emergency Preparedness Check List
1			Responsible department/personnel are identified
2			Group (Executive Policy Group) set
3			Operation Group (Emergency Operations Group) set
4			Incident Management/Emergency Response Teams
5			Responsible staff are properly trained/certified
6			Vulnerability/Risk Assessment are conducted
7			Emergency plans are coordinated with internal first responders
8			Emergency plans coordinated with external first responders
9			Exercises are conducted with multiagency and multi departments
10			Campus has an Emergency Operations Plan (EOP)
11			Campus has Continuity of Operations Plan (COOP)
12			Campus has an All-hazards Mitigation Plan
13			Campus has Emergency Operations Center (EOC) set up
14			FM personnel are included in the Incident Action Plan
15			Tabletop & live exercises are conducted annually
16			Campus conducts after action report (hot wash)
17			Campus has a communication plan/strategy
18			Campus has a mass communication system are in place
19			EOP is update when there is a change or and reviewed annually
21			COOP is updated and tested annually
22			I have completed IS/ICS 100, 200, 700, 800
23			We have a mass notification system that is regularly tested
24			My unit has an alternate site to provide seamless services
Tot			>24 Ready. 20-23 Needs Work. <20 = Time bomb.

Emergency Preparedness Definitions

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A	ALL-Hazards	Term used to describe all known and unknown hazards
B	COOP	Continuity of Operations Plan
C	EAP	Emergency Action Plan (See EOP)
D	Emergency Management	4-Phase response including Mitigation, Planning, Response, and Recovery
E	Emergency Preparedness	4-Phase response including Evaluation, Planning, Training, and Exercise
F	EMA	Emergency Management Agency
G	EMP	Emergency Management Plan
H	EOC	Emergency Operations Center
I	EOP	Emergency Operation Plan
J	FEMA	Federal Emergency Management Association
K	HazMat Mitigation Plan	Mitigation Plan that addresses actions steps to prevent and respond to hazardous materials
L	IAP	Incident Action Plan to be used in case of specific event
M	LIP	Emergency Management Priorities: Life, Infrastructure, Property/Environment
N	Malicious Incident	Hazards or incident caused by people with nefarious or intent to do harm
O	Natural Incident	Hazard or incident caused by naturally occurring events.
P	Non-Malicious	Hazard or incident caused by human error or negligence.
Q	Stafford Act	Disaster Relief Act that provides financial and physical assistance when emergency is declared
R	TTX	Tabletop exercises conducted to test all-hazards readiness
S	USDE	U.S. Department of Education
T	Vulnerability Assessment	Tool used to determine the *Importance and Urgency based on probability and severity of impact.*