Chapter 33-IFPO-CPO

Emergency Planning

Purpose

Because emergency situations take on many forms and have significant impacts for organizations, individuals and communities, it is imperative that professional protection officers and the organizations they serve maintain a 24/7 state of readiness.

Emergency Situations

While not all emergency situations are of the same scale, they have a number of things in common:

1. An emergency even impacts people.
2. An emergency situation disrupts normal operations.
3. An emergency situation impacts the local community.
4. An emergency situation stretches resources.
5. An emergency situation will have an after-action review.

Types of Potential Emergencies

- **Medical events and accidents**
  - Security should be trained in First aid, CPR and AED
- **Fires and evacuations**
  - Know how to use extinguishers, other fire suppression and understand the evacuation procedures
- **Shelter in place and lockdown incidents**
  - Active shooter, lock down, storms and procedures
- **Bomb threats and suspicious packages**
  - Recognition and response plan
- **Civil disobedience**
  - Labor disputes, political unrest, environmental protest, racial tensions and a host or others.
  - How to handle threats and plan
  - People dislike security personnel because of the perceived controversy.
- **Power outages**
- **Disasters**
  - Safety issues and how the systems operate
  - Know natural and technological disasters and how they may impact your organization
- **Terrorist Activities**
  - Become familiar with terrorism, groups, tactics and the goal for your facilities.

Planning

- 85% of critical infrastructure is owned by the private sector.
- An emergency response plans detail specific actions to take in the event of a catastrophic event and outline the steps that should be employed during the ensuing recovery effort.
- Emergency response plans need to be reviewed on a regular basis.

- No one plan can work for every incident.
- The planning process is a key element that enables protection officers to explore viable options that can be employed in the event of a critical incident.
- Being prepared for emergencies involves four important components:
  1. Planning
  2. Reviewing
  3. Training
  4. Testing.

Planning

- Elements to consider when forming a planning team involve selecting the right people, equipping and training them, as well as allowing the time to plan, practice, and prepare for the event.
- There are a number of established standards for emergency planning. One highly regarded standard was developed by the National Fire Protection Association (NFPA).

NFPA Standard 1600

- NFPA Standard 1600: "Recommended Practice for Disaster/ Emergency Management and Business Continuity Programs."
- Sets criteria for both developing and evaluating existing emergency management programs, including private sector business programs.

NFPA Standard 1600

Defines 14 criteria for programs:

1. Laws and Authorities
2. Resource Management
3. Direction, Control, and Coordination
4. Communications and Warning
5. Operations and Procedures
6. Finance and Administration
7. Exercises, Evaluations, and Corrective Actions
8. Crisis Communications and Public Information
9. Hazard Identification, Risk Assessment, and Impact Analysis
10. Hazard Mitigation
11. Mutual Aid
12. Planning
13. Training
14. Logistics and Facilities

Vulnerability Analysis

- Hazard identification, risk assessment, and impact analysis are important steps in the planning process, since many of the key decisions made relative to the emergency plan are based on this information.
- Can be accomplished by using a simple numerical rating system (scale of 1–5, with 1 as the lowest and 5 as highest) to list potential emergencies (such as fire, flood, terrorist attack, etc.),estimate the probability of each emergency occurring, assess the potential human impact (death and injury), property impact (losses and damages), potential business impact (loss of market share), and, finally, the strength of the internal and external resources that may be available(1beingweak resources and 5 indicating strong resources).

Incident Command System (ICS)

- Incident Command is a concept that has been reinforced by the Federal Emergency Management Agency utilizing the National Incident Management System (NIMS) as revised in 2017.
- The Incident Command System (ICS) was developed in the early 1970s after a series of major wildfires in southern California.
- ICS established an on-scene management system that would help responding agencies work together using a coordinated and systematic approach that can be used for all types of incidents regardless of size.

Incident Command System (ICS)

- The ICS structure is built around five major management activities or functions:
  1. **Command:** The incident commander (IC) determines strategy and objectives and is responsible for overall command of the incident.
  2. **Operations:** Responsible for directing and coordinating all tactical operations to meet incident objectives.
  3. **Planning:** Responsible for all incident-related data.
  4. **Logistics:** Responsible for providing the necessary support.
  5. **Finance:** Responsible for on-site financial and administrative management.

Incident Command System (ICS)

- **Common Terminology:** Common vocabulary is used instead of signal codes. Functional assignments are standardized and easily understood.
- **Integrated Communications:** To accommodate various agencies, a common communications plan is used with assigned frequencies.
- **Unified Command Structure:** The command structure expands when there is more than one responding agency, and all organizations share a common set of incident objectives and strategies.
- **Unit Integrity:** Typically, responding units are not broken up before being deployed. Most responders receive orders through their existing chain of command.
- **Unity of Command:** To avoid organizational confusion, every individual has a designated supervisor.
- **Effective Span of Control:** One supervisor for every 3 to 7 subordinates, with 5 being the optimum number.
- **Modular Structure:** Can expand or shrink based on needs.
- **Comprehensive Resource Management:** Human, material, and equipment resources are always checked in and their status maintained at all times.
- **Consolidated Action Plans:** A single planning process, leading to one incident action plan.

National Incident Management System (NIMS)

- The National Incident Management System (NIMS) provides a systematic, proactive, all hazards approach that guides all levels of government, nongovernment organizations, and the private sector to work together to respond to, and manage, incidents of all sizes and complexity.
- It should also be noted that ICS is an integral part of NIMS.

Emergency Operations Center

- An Emergency Operations Center (EOC) serves as a centralized area for the management of emergency operations.
- The EOC is where decisions are made by the emergency management team based on information provided by emergency responders and other personnel.
- The EOC can range from a dedicated, well equipped center to an ad hoc room that is used as circumstances dictate.

Media Relations

- **Effective Crisis communication steps:**

1. Have a media plan
2. Build a relationship with the media before a crisis strikes
3. Train employees in crisis communications
4. Maintain a good relationship with the media after crisis

Developing the Emergency Response Plan (ERP)

- Requires considerable time and effort.
- Representatives from key organizational units must be involved from its inception, and upper management support is essential throughout the entire process.
- In the initial planning stages, select an individual within the organization to assume responsibility for the plan and act as the planning team leader or coordinator.
- Capabilities and hazards should be analyzed, specific roles and responsibilities should be carefully outlined, and critical company products and services should be identified in order to ensure a coordinated and effective response when a critical incident does occur.
- This will typically involve meeting with outside groups, and establishing mutual aid agreements where appropriate.

Reviewing/Integrating the ERP

- Once the initial plan is complete, it is essential that its various components be reviewed in depth by planning team personnel and revised as necessary.
- A tabletop exercise provides an excellent opportunity to review potential critical incidents with key personnel since problem areas can be readily identified and discussed.
- Once a final draft is agreed to, the plan must be fully integrated into the organization's standard operating procedures (SOPs).

Training and Testing

- After the plan has been finalized, communicated to all affected personnel, and integrated into the organization's SOPs, it must be thoroughly tested.
- An emergency response plan will not work properly unless realistic training is provided and it is thoroughly tested prior to implementation in an actual emergency.
- The first step in the training process is to assign a staff member responsible for developing an overall training plan and the requisite goals and objectives for each component.
- Questions that must be answered when developing the training:
  - Who will actually perform the training?
  - Who will be trained?
  - What types of training activities will be employed?
  - What materials and equipment are needed?

Training and Testing

- Questions that must be answered when developing the training:
  - When will the training take place?
  - Where will the training take place?
  - How long will the training last?
  - How will the training be evaluated and by whom?
  - How will the training activities be documented?
  - How will special circumstances be handled?
  - How will training costs and expenses be budgeted?
- Organizations should consider how to involve outside groups and agencies in the training and evaluation process.
- Practical “hands-on” training always provides personnel with excellent opportunities to use skills that are taught and to learn new techniques and procedures.
- Simulations serve to determine deficiencies in planning and procedures that can lead to modifications to the emergency response plan.

Training Activity Types

- **Orientation and Education Sessions:**
  - Sessions designed to provide information, answer questions, and identify needs and concerns.
- **Tabletop Exercise:**
  - This is a cost-efficient and effective way to have members of the emergency planning team, as well as key management personnel, meet in a conference room setting to discuss roles and responsibilities and identify areas of concern.
- **Walk-Through Drill:**
  - The emergency planning team and response teams actually perform their emergency response functions.
- **Functional Drills:**
  - Designed to test specific functions such as medical response, emergency notifications, and communications procedures, although not necessarily at the same time. The drill is then evaluated by the various participants and problem areas identified.
- **Evacuation Drill:**
  - Participants walk the evacuation route to a pre-designated area where procedures for accounting for all personnel are tested. Participants are asked to make note of potential hazards along the way and the emergency response plan is modified accordingly.
- **Full-Scale Exercise:**
  - An emergency is simulated as close to reality as possible. Involves management, emergency response personnel, and employees, as well as outside groups and agencies that would also be involved in the response.

Training and Testing

- Training should occur every 3 months, and that eight major areas should be tested. These include:
  1. Internal communications
  2. External communications
  3. Resources
  4. Systems
  5. Safety
  6. Coordination
  7. Record-keeping
  8. Legal issues

Evaluating the ERP

- A formal audit of the entire emergency response plan should be conducted at least once a year.
- Furthermore, in addition to the yearly audit, the emergency response plan should be evaluated, and modified if necessary, as follows:

1. After each drill or exercise
2. After each critical incident
3. When there has been a change in personnel or responsibilities
4. When the layout or design of a facility changes
5. When there is a change in policies or procedures