

CAMPUS EMERGENCY PREPAREDNESS AND TABLETOP EXERCISES

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IMPROMPTU TABLETOP

Director of Office of Emergency and Homeland Security- City of Bridgeport- In direct communication with Security

Provost- makes call about school closures

Executive Director of UB Security

Dean of Students Office- Dean of Students is in charge if the mass notification email, text and phone messages that go out. Reports to Provost who makes decisions about school closures.

Student Health Services- Director

CIO/VP- Oversight of VP University Relations- Media and Website

Director of Residential Life and Student Conduct

Human Resources

SCENARIO

Thursday, October 29, 2015, 9:15 am.

The National Weather Service daily forecast indicates 60% chance of the potential for severe weather later on in the afternoon. There is a slight risk that some of these storm cells may produce gusty winds, heavy rainfall, lightning and thunder. There is a 10% chance that these cells may produce tornadic activity according to the Storm Prediction Center.

At this time, the skies are sunny and the temperatures are hovering around 45-50 degrees.

1:00 The National Weather Service has issued a Severe Thunderstorm Warning for Southern Fairfield County. A strong line of severe thunderstorms are moving in a eastwardly direction and right located about 15 miles west of the City of Bridgeport. These lines of thunderstorm have the potential of producing sustained winds of 55 mph +, torrential rain, flash flooding and cloud to round lightning. Tornado warning has been issued.

What do you do with this information?

OBJECTIVES

This presentation will demonstrate how a tabletop exercise can help to examine campus emergency preparedness plans, sharpen group problem solving under pressure. How to properly design, conduct, and evaluate the exercise will also be discussed.

AGENDA

1. Steps for conducts and evaluating tabletop exercises.
2. Lessons learned
3. Walk through tabletop example- active shooter
4. Preparing for an active shooter event
5. Building collaborative relationships
6. Hot wash from today

What is a Tabletop Exercise?

A tabletop exercise stimulates an emergency situation where participants are able to discuss the scenarios presented and general problems and procedures in the context of an emergency scenario. The focus is on training, roles of individuals and departments, protocols, procedures or responsibilities.

WHAT HAVE WE DONE AT UB

Hostage Situation Drill

POD/Active Shooter Drill

Active Shooter Building

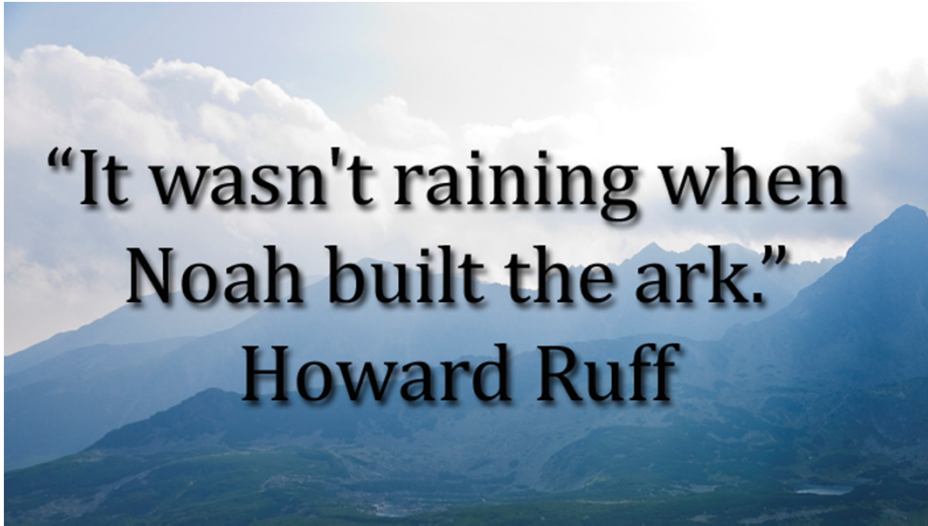
Severe Weather

Fire on Campus with Fatality

Next... Hazmat situation needing medical response.

Where do we start?

How do we do this?



**“It wasn't raining when
Noah built the ark.”
Howard Ruff**

1. REVIEW PLAN

- ❑ First make sure your university's plan is comprehensive and ready to be tested
- ❑ The reason to conduct a tabletop is to make sure your plans are feasible, comprehensive, and workable



2. DEFINE GOALS FOR THE EXERCISE

- Identify and understand the gaps in current plans.
- Set a baseline for performance prior to the exercise
- Ensure communication links are operational

3.FORM AN EXERCISE TEAM





4. DEVELOP EXERCISE OBJECTIVES

SMART Objectives

- ❑ Simple: Phrase language simply and clearly.
- ❑ Measurable: Set the level of performance so results are observable.
- ❑ Achievable: Make sure the objective can be achieved.
- ❑ Realistic: Present a realistic expectation of the exercise.
- ❑ Task-Oriented: Focus on a behavior or procedure, ideally an individual issue.

FIRE DRILL WITH FATALITIES- EXERCISE OBJECTIVES

- ❑ To determine if there are any gaps in communication internally, externally, and campus-wide
- ❑ To develop messaging protocol (between departments and externally)
- ❑ To determine rumor control capabilities (communication with students, parents, and community)
- ❑ To determine daily operations protocol (security, residential life, academics)
- ❑ Identify consistent fire related procedures in residence halls
- ❑ To determine the needs for faculty/staff training



5. DEVELOP THE EXERCISE SCENARIO

OCTOBER 8TH, 2015 (1100HRS)

It is 11:00am Thursday morning. The temperature is 47 degrees F with wind coming out of the East at 12.5mph.

Students are coming and going to class as normal and 5 classes were canceled due to power outage in the Health Sciences Building



OCTOBER 8TH , 2015 (1105HRS)

At 11:05am all the fire alarm goes off at Bodine Residential Hall.



FACILITATOR TIPS

- Plans and prepares
- Guides, but does not participate
- Calls people by name
- Stays on track and on time
- Allows group members to talk to each other
- Gives clear instructions
- Provides clarification and focus
- Always remains neutral and fair
- Isn't afraid to cut people off
- Conducts the "Hot wash"

EXERCISE RULES

- Do not over analyze the information!
- Follow the University's current plan and procedures. This is what is being tested today.
- If it is not in your plan, don't worry make a note for future plan updates.
- This is a discussion based format, if something is not clear ask for clarification.
- Stick to the time allocated for discussions; in a real emergency there may be less time to make your decisions.
- If you do not have the speaking FLASHLIGHT please do not interject.
- It's just an exercise, stay calm!

10. PLAN THE AFTER-ACTION REPORT

Assign someone who has good observation, note-taking, and writing skills to compile a report

Issues during the drill and brought up during the Hot Wash

- An after-action report/ A corrective action report
- An improvement plan matrix
- A work plan
- Next Steps

LESSONS LEARNED HURRICANE GEORGE

(Try and always be 1-hour before the storm with all communication). Road closed, stay away from water—

The more information people share, the more people feel prepared. Communicator is possible

Pre-

During-

Post-

“Be aware- _____”. Get indoors immediately, seek shelter.

For more information (for parents), call the EOC Hotline-(203) 576-???? (Red Cross Club may be able to help with this).

RECOMMENDATIONS LEARNED DURING EXERCISE:

Identify 2 back ups for Communications in case the VP is unavailable.

Add Human Resources and Director of Health Sciences to the Emergency Operations Center list

Have pre-printed templates of communications available related to weather emergencies.

Dean of Students will have templates checked with City of Bridgeport Emergency Preparedness Division soon

National Weather Service Alerts to be sent to key members on the EOC- Director of Security, VP of Facilities, Provost and President

Parent Communication was an issue- Address emergency alerts during orientation and encourage them to sign up with Connect Ed (auto text and email during emergency situations)

We do not have a hotline when there is a large scale emergency. Need a structure in place where there are live people answering phones in direct communication with the EOC.

Put all important information/documents on the s://drive.

Skype is an option when key players cannot meet face to face.

Hurricane fact sheet will be created and posted/ distributed to students prior to hurricane season.

Graduate students are not required/recommended to register with ConnectEd- this is a gap.

One idea was to require all students to connect with ConnectEd before they register for classes through webadvisor/portal.

RECOMMENDATIONS LEARNED DURING EXERCISE:

Computer issues with EOC

Back ups to Connect Ed need to be able to connect on Blackboard or smartphone.

Create tips on our homepage and portal (Look at Scott's emergency page) flashlights, etc.

Res Life needs to review their evacuation plans.

Think about religious beliefs when creating plan/documents (i.e. food restrictions)

Look into creating a CERT team on campus

Get copy of Emergency Manual for EOC members this summer- not everyone had one.

Make-sure all names and numbers are updated on EOC Contact lists.

Identify buildings that have a PA systems and those which don't

WALK THROUGH A SAMPLE TABLETOP- ACTIVE SHOOTER SCENARIO

OBJECTIVES

To evaluate policies and procedures


To evaluate command and control including communication procedures

To identify resources needed vs. available

To identify communication gaps and capabilities

To identify training needs

To identify improvements and create an action plan to address those needs



To examine current policies, procedures, resources and actions in the context to a response to an active shooter/killer in a college setting, with one location

To promote greater understanding and ability to apply NIMS/ICS principles in a college setting

To make improvements as identified as an outcome of the exercise

To identify lockdown procedures



HEALTH SCIENCES CENTER
60 LAFAYETTE STREET

12.10.2014 04:01

AERIAL VIEW



BACKGROUND

University of Bridgeport has a student population of 4,842

The Universities Health Science Building has 8 floors, a basement, & 4 health related programs. Program serves student body and community members.

The University has a large commuter population of 4,000 and a residential population of 1,000

The University is located in an urban setting

SCENARIO

Today is 12/11/2015

Students are busy preparing for finals

It is 3:30 p.m.

It is a crummy, cloudy, & snowy autumn day

SCENARIO – PART TWO: 03:35

Student calls campus police and provides information about a social media post that indicates “I hate the University of Bridgeport and I will do something about it” (date stamped 3:23pm).

A new employee at the University Security office answers the call and writes the information down.

QUESTIONS

What do you need to know?

How do you find the information?

What does your EOP direct?

What are you going to do?

Given this scenario, what actions will follow?

SCENARIO – 03:37

An unknown individual walks into the Health Sciences building

Person is looking around the lobby uneasy and when asked if he can be helped, staff is ignored.

The individual walks up to the front desk with a weapon and tells everyone to exit the front desk area and lay on the floor in the lobby.

QUESTIONS

What do you need to know?

How do you find the information?

What does your EOP direct?

What are you going to do?

SCENARIO – 03:38PM

The now suspect is heading toward the elevator to a unknown floor

The gunman is last know to have been on the third floor looking through examination windows & trying to open doors.

A shot is fired with unknown results



QUESTIONS

What do you need to know?

How do you find the information?

What does your EOP direct?

What are you going to do?

SCENARIO- 3:39PM

Gunman Headed towards Second Floor

SCENARIO-3:39PM

Arrives to the Third Floor

SCENARIO- 03:40PM

Suspect is now headed up towards the 5th floor of the building.

SCENARIO-03:41PM

Suspect headed to Sixth Floor

QUESTIONS

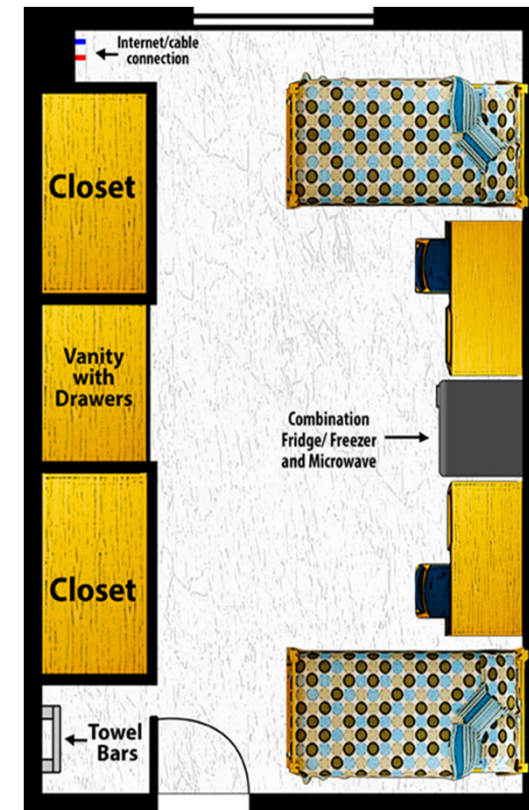
What actions will you take?

Do you activate your college incident command?

What is your ICS structure?

SCENARIO – 03:42PM

An unknown caller indicates there is someone with a weapon headed toward Bodine Residence Hall.



PHOTO



QUESTIONS

What happens next?

What actions have you taken to deal with this incident in-progress?

What do you need to know?

What do you need to do?

STOP ACTION

Take a ten minutes to discuss the answer to the following questions. Document your findings on a flip chart.

How prepared is your college incident command to deal with this rapidly expanding complex incident?

How prepared are your college and local law enforcement agencies (training/human & physical resources)?

MAJOR STRENGTHS IDENTIFIED DURING THIS TABLETOP

The major strengths identified during this event are as follows:

Panic Button as a potential deterrent and assistance device

Proximity to Campus Security

Multiple egress avenues

Staff familiarity with one another

Staff familiarity with departmental roles

The university is open to changes and suggestions

Conducting a tabletop exercise was a step forward

PRIMARY AREAS FOR IMPROVEMENT

Improving Staff's knowledge of surroundings (i.e. different building exits and private locations i.e. rooftops)

Creating universal documentation of active shooter protocol

Developing a dynamic phone tree that pertains to each emergency situation

Updating campus building floor plans

Sharing building changes with the City of Bridgeport Police & Fire Departments

Improve relationships between campus security and BPD (Meet quarterly or bi-annually to have open discussions)

Staff Training (Locating all potential exits, how to secure doors and buildings, self defense tactics, etc.)

ConnectED EOC contacts only (Encourage all EOC members to use cell phones and respond to text messages). Provide text message capabilities to those devices without text message features

Information sharing internally and externally is paramount in emergency situations

Initiating ways to secure treatment rooms, etc. (Health Sciences Building)

Install internal panic buttons in all main areas on campus

In general need to raise general awareness about campus safety and safety measures

Need more University initiatives on residence, staff and campus safety

It Took about 3 minutes to get the alert-out

Get the message out, keep everyone informed- the more that is shared, the more people feel prepared.

Create all hazards templates and make sure templates are using layman's terms- lock down, lock in, lock out might be confusing.

REMINDER:

Shelter in place: Incident outside-severe weather, shutdown all doors and windows hazmat release, can move about. Stay away from doors and windows.

Lock-down: Incident inside-you shutdown doors and windows.

Lock-in: Incident outside-lock doors, don't let anyone in.

REMEMBER TO DISCUSS RECOVERY STAGE AFTER AN INCIDENT

What are you going to do during the recovery stage of this incident?

Can you accomplish this with your current level of:

- Planning
- Training
- Resources
- Situational awareness

HOT WASH

How well did your EOP operate and what actions will you take toward improvement?

How well did your ICS Team operate and what actions will you take toward improvement?

How well did your Communications Plan operate and what actions will you take toward improvement?

HOT WASH

What can be done to improve Campus Police/Security operations?

What internal divisions were required to work together in this scenario?

What external agencies did the Liaison Officer need to work with in this scenario?

Are all necessary agreements in place to facilitate cooperation among agencies?



PREPARING FACULTY AND STUDENTS

To Survive an Active Shooter Event

GUNSHOTS RIGHT NOW

What can you do?

What do you do?

ACTIVE SHOOTER EVENT MYTHS

They always display tendencies for violent acts

It will not happen here

Police will always respond in time to prevent carnage

Faculty and Students can do nothing against an armed intruder

#1: THEY ALWAYS DISPLAY TENDENCIES FOR VIOLENT ACTS

While many do show signs, in most cases those signs are not recognized until after the deed.

- Too late

#2: IT WILL NOT HAPPEN HERE

Anywhere, Anytime, Any Reason

Amish School ?

Security Measures, Infrastructure Precautions,
Procedural Response will deter most, but not all.

#3: POLICE WILL RESPOND IN TIME TO PREVENT CARNAGE

Columbine Library – 7.5 minutes

- SRO on campus

Norris Hall, VA Tech – 8 minutes

- Double Homicide being investigated 800 yards away

Success Tech High School – 2 minutes

- Downtown Cleveland, FBI office directly across the street

#4: FACULTY AND STUDENTS CAN DO NOTHING AGAINST AN ARMED INTRUDER

A large number will flee, following natural response.

Further numbers will also be able to escape if properly informed.

#4: FACULTY AND STUDENTS CAN DO NOTHING AGAINST AN ARMED INTRUDER

Shooting is a physical skill

Degree of accuracy and level of skill required is directly dependent on the actions of the target:

- Distance
- Movement
- Distractions

#4: FACULTY AND STUDENTS CAN DO NOTHING AGAINST AN ARMED INTRUDER

Police miss almost 80% of their shots in dynamic events.

HOW FACULTY AND STUDENTS SURVIVE

When our security and deterrence measures fail, then we must ...

Instruct faculty and students in very simple strategies that facilitate:

Intelligent Escape

Force High Level of Skill to Shoot Accurately

Utilize Unknown Advantages to Win Back Control

A.L.①.C.E

Alert: Complete information

Lockdown: Initial Barrier

Inform: Real-time Updates

Counter: Require High Skill Level

Evacuate: Get Out!



Students take cover in French Class in Holden Hall, Virginia Tech. Next door to carnage at Norris Hall.

Photo by Chase Damiano

Do these students look ready and prepared to escape, evade, or counter an Active Shooter? We can prepare our community for this very rare, but very real, possibility.

REMEMBER

Evacuate

Hide Out

Take Action Against the Shooter

Follow all Law Enforcement instructions

Plan and Practice

Everyone Plays a Role (i.e., H.R, Admissions, Security, Building Ops, Faculty and Students)



15 STEPS TO BUILDING COLLABORATIVE RELATIONSHIPS ON CAMPUS

Ask to attend the first part of other departmental staff meetings to introduce yourself and describe your roles and responsibilities

Develop an emergency management committee.

Teach a course

Serve as a campus organizational advisor

Start a volunteer program for faculty, staff and students like a Campus Emergency Response Team (CERT) or Medical Reserve Corps (MRC).

Organize a quarterly or monthly (as resources and funding permit) lunch meeting

Facilitate an emergency exercise such as a drill or table-top exercise

Share or purchase equipment and resources with other departments

Coordinate with an academic department on campus to sponsor a special presentation

Collaborate with an academic department on campus to sponsor a special presentation

Seek out partnerships with student government groups and campus organizations

Develop student and faculty/staff advisory groups

Volunteer to serve on panels, selection committees or even as judges

Occasionally work in a different setting

Develop relationships with peers at other campuses or other city/state organization

HOT WASH FROM TODAY'S PRESENTATION

Identify the Emergency Management Director in county or city

Who runs the EOC on campus?

Is there a plan?

What is it?

Where is it?

Who has access to it?

How are they trained?

Who needs to be at table at your university to conduct a tabletop?

CONTACT INFORMATION

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