

Guide for Developing High Quality Emergency Operations Plans for Houses of Worship

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Welcome & Webinar Instructions

Hosted By:

U.S. Department of Education
Office of Safe and Healthy Students

in collaboration with the

Readiness and Emergency Management
for Schools (REMS)

Technical Assistance (TA) Center



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Webinar Presenters/Supporters

I. Opening Remarks

Melissa Rogers, Special Assistant to the President and Executive Director, White House Office of Faith-based & Neighborhood Partnerships

John Cohen, Principal Deputy Coordinator for Counterterrorism, U.S. Department of Homeland Security

Rev. David L. Myers, Sr. Advisor to FEMA Administrator Fugate and Director, DHS Center for Faith-based & Neighborhood Partnerships (*DHS Center*)



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II. Overview of the Guide

Jeff Afman, Director, Office of Counterterrorism and Security Preparedness, FEMA Protection and National Preparedness

Donald Lumpkins, Director, National Integration Center, FEMA Protection and National Preparedness



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II. Overview of the Guide (continued)

Active Shooter Situations

Andrea T. Schultz, CPP, Chief, Commercial Facilities
Section, DHS Office of Infrastructure Protection

Special presentation on a new “community of practice”

Marcus Coleman, Program Specialist, FEMA
Individual Community Preparedness Division (ICPD)

Remarks/Introduction of Faith Leaders

Mike Miron, Director, Homeland Security Advisory
Council (HSAC)



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III. HSAC Faith Leader Remarks (By Section)

Principles: Paul Goldenberg, President, Secure Community Network (SCN)

Process: Katie Oldaker, Director, Disaster Response, Catholic Charities, USA

Plan: Salam Marayati, President, Muslim Public Affairs Council

A Closer Look—Active Shooter Situations: Jasjit Singh, Executive Director, Sikh American Legal Defense and Education Fund



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IV. Q&A Availability

Amy J. Banks, Ph.D., Management & Program Analyst, Center for School Preparedness, Office of Safe and Healthy Students, U.S. Department of Education

Rev. Ken Bedell, Senior Advisor, U.S. Department of Education, Center for Faith-based & Neighborhood Partnerships

Katherine Schweit, Special Agent , U.S. Department of Justice, FBI Criminal, Cyber, Response and Services



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Introduction and Purpose

In America there are over 250,000 houses of worship that:

- Provide a safe worshipping environment
- Some provide daycare preschool and educational services
- Some are often places of refuge in times of disaster and crisis



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Introduction and Purpose

In collaboration with their local government and community partners, houses of worship can:

- Plan for potential emergencies
- Create House of Worship Emergency Operations Plans

This guide will assist congregational teams in developing and revising Emergency Operations Plans (EOPs).



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Guide's Four Sections

1. *Principles* of emergency management planning.
2. *Process* for developing, implementing, and continually refining a house of worship Emergency Operation Plan:
 - with community partners (e.g., first responders and emergency management personnel)
 - at the house of worship building level



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Guide's Four Sections

3. *Plan*: Basic plan, functional annexes and threat-specific information (the form, function, and content of an Emergency Operation Plan)
4. “*A Closer Look*,” which considers key topics that support house of worship emergency planning in:
 - Preparing for an active shooter incident
 - Preventing an active shooter incident
 - Responding to an active shooter incident
 - After an active shooter



Presidential Policy Directive (PPD) 8

PPD 8 describes the nation's approach to preparedness and defines preparedness around five mission areas (capabilities):

- **Prevention:** to avoid, deter, or stop an imminent crime or threatened or actual mass casualty incident.
- **Protection:** to secure houses of worship against acts of violence and manmade or natural disasters.



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PPD 8--*continued*

- **Mitigation:** to eliminate or reduce the loss of life and property damage by lessening the impact of an event or emergency.
- **Response:** to stabilize an emergency once it has already happened or is certain to happen in an unpreventable way.
- **Recovery:** to assist houses of worship affected by an event or emergency in restoring the facility that is used for the delivery of services.



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Section 1: Principles

Planning

- Must be supported by leadership.
- Uses assessment to customize plans to the building level.
- Considers all threats and hazards.
- Provides for the access and functional needs of the whole house of worship community.
- Considers all settings and all times.



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Principles

- Creating and revising model emergency operation plans is done by following a collaborative process.

*This guide provides a process, plan format, and content guidance that are **flexible** enough for use by the house of worship emergency planning team. **Evaluate its usefulness to ensure the tools do not undermine the collaborative process and collectively shared plan.***



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Section 2: The Planning Process

- Is **flexible** and can be **adapted** to accommodate a house of worship's unique characteristics and situation
- Should involve collaboration with **community partners**-local emergency management staff, first responders, nongovernmental partners (e.g. American Red Cross) and public and mental health officials



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The Planning Process



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Section 3: The Plan

The Basic Plan section of the Emergency Operation Plan (EOP) provides an overview of the approach to operations before, during, and after an emergency.

Introductory material:

- Enhance accountability with community partners, including first responders, local emergency managers, nongovernmental partners and public & mental health officials, and make the EOP easier to use.



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Discussion/The Basic Plan

Purpose

- The basic plan's purpose is a general statement of what the house of worship's EOP is meant to do. It sets the foundation for the rest of the EOP.

Situation Overview

- The plan's situation overview explains why an EOP can be helpful, and in some cases, necessary for a house of worship .



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Discussion/The Basic Plan

The Concept of Operations

- Explains in broad terms the intent with regard to an operation.

Organization and Assignment of Responsibilities

- Provides an overview of the broad roles and responsibilities of house of worship staff, families, guardians, and community partners, and of organizational functions *during* all emergencies.



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Discussion/The Basic Plan

Direction, Control, and Coordination

- Describes the framework for all direction, control, and coordination activities.

Information Collection, Analysis, and Dissemination

- Addresses the role of information in the successful implementation of the activities that occur before, during, and after an emergency.

Discussion/The Basic Plan

Training and Exercises

- Describes the critical training and exercise activities the house of worship will use in support of the plan.

Administration, Finance, and Logistics

- Covers general support requirements and the availability of services and support for all types of emergencies, as well as general policies for managing resources.



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Discussion/The Basic Plan

Plan Development and Maintenance

- Discusses the overall approach to planning and the assignment of plan development and maintenance responsibilities.

Authorities and References

- Provides the legal basis for emergency operations and may include lists of laws, statutes, ordinances, executive orders, regulations, and formal agreements relevant to emergencies in the community.



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Section 3: The Plan/Functional Annexes

- Functional annexes focus on **critical operational functions** and the courses of action developed to carry them out.
- This section of the guide describes some key **functional annexes** that houses of worship should address in developing a comprehensive, high-quality EOP.
- Also included in this section are issues the planning team should consider as it develops **goals, objectives, and courses of action.**



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The Plan/Functional Annexes

Evacuation Annex

- Focuses on the courses of action that houses of worship should take to evacuate buildings and grounds.

Lockdown Annex

- Focuses on the courses of action houses of worship should take to secure buildings and grounds during incidents that pose an immediate threat of violence in or around the facilities.



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The Plan/Functional Annexes

Shelter-in-Place Annex

- Focuses on courses of action when staff, congregants and guests are required to remain indoors, perhaps for an extended period of time, because it is safer inside the building or a room than outside.

Recovery Annex

- Describes how houses of worship will recover from an emergency.



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The Plan/Functional Annexes

Security Annex

- Focuses on the courses of action that houses of worship should implement on a routine, ongoing basis to secure the facilities from criminal threats originating from both inside and outside the school.



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The Plan/Functional Annexes

Threat- and hazard-specific annexes describe the courses of action unique to particular threats and hazards.

- Courses of action already outlined in a functional annex need not be repeated in a threat- or hazard-specific annex.
- A house of worship will develop these based on the **prioritized list of threats and hazards** determined during the planning process.



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Example: Natural Hazards

- Earthquakes
 - Tornadoes
 - Landslides or mudslides
 - Winter precipitation
 - Lightning
 - Hurricanes
 - Infectious diseases, such as pandemic influenza, extensively drug-resistant tuberculosis and meningitis
 - Contaminated food outbreaks, including salmonella, botulism, and *E. coli*
- Wildfires
 - Extreme temperatures
 - Tsunamis
 - Volcanic eruptions
 - Severe wind
 - Floods



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Example: Technological Hazards

- Explosions or accidental release of toxins from industrial plants
- Accidental release of hazardous materials from within the IHE, such as gas leaks or laboratory spills
- Hazardous materials releases from major highways or railroads
- Radiological releases from nuclear power stations
- Dam failure
- Power failure
- Water failure
- Fire



Example: Adversarial and Human-Caused Threats

- Arson
- *Active shooters*
- Criminal threats or actions
- Gang violence
- Bomb threats
- Domestic violence and abuse
- Cyber attacks
- Suicide



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Section 4: A Closer Look/Active Shooter

Planning

The planning team will establish goals, objectives, and courses of action for an annex.

Sharing Information With First Responders

- The planning process:
 - Is not complete until the Emergency Operations Plan is shared with first responders.
 - Prepares and makes available to first responders an up-to-date and well-documented **site assessment** as well as any other information that would assist them.



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A Closer Look/Active Shooter

Exercises

- To be prepared for an *active shooter* incident, houses of worship should train their staff, and congregants, as appropriate, in what to expect and how to react.

Warning Signs

- Houses of worship should learn the signs of a potentially volatile situation that may develop into an *active shooter situation* and proactively seek ways to prevent an incident with internal resources, or additional external assistance.



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A Closer Look/Active Shooter

Responding to an Active Shooter Situation

- House of worship EOPs should include courses of action that will describe how staff and congregants can most effectively respond to an *active shooter situation* to minimize the loss of life.
- Train staff to overcome denial and to respond immediately, including fulfilling their responsibilities for individuals with access & functional needs, elders and children.



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A Closer Look/Active Shooter

Run

- If it is safe to do so for yourself and those in your care, the first course of action that should be taken is to run out of the building and far away until you are in a safe location.

Hide

- If running is not a safe option, hide in as safe a place as possible. Staff and congregants should be trained to hide in a location where the walls might be thicker and have fewer windows.



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A Closer Look/Active Shooter

Fight

- If neither running nor hiding is a safe option, as a last resort when confronted by the shooter, adults in immediate danger should consider trying to disrupt or incapacitate the shooter by using aggressive force and items in their environment, such as fire extinguishers, and chairs.



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A Closer Look/Active Shooter

Interacting With First Responders

- Staff should be trained to understand and expect that a law enforcement officer's first priority must be to locate and stop the person(s) believed to be the shooter(s); all other actions are secondary.



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A Closer Look/Active Shooter

After an Active Shooter Incident

- Once the scene is secured, first responders will work with house of worship officials and survivors on a variety of matters. This will include transporting the injured, interviewing witnesses, and initiating the investigation.

Online resource: www.dhs.gov/activeshooter



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QUESTIONS??



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National Preparedness Community



Faith-based Community of Practice Web Portal

Marcus Coleman, FEMA ICPD



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Introducing the Faith-based Community of Practice Web Portal

How can you join? Follow these simple steps:

- Log into community.fema.gov.
- On the homepage, click on the Communities of Practice box.
- Select which community you'd like to view or join.

The National Preparedness Community

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OKLAHOMANS HAVE MORE TIME TO REGISTER FOR DISASTER ASSISTANCE (Updates During Disasters)
07/16/2013 03:03 PM EDT

Insurance May Not Cover Everything So Stay In Touch With FEMA (Updates During Disasters)
07/12/2013 10:22 AM EDT

President Declares Disaster for Montana (Updates During Disasters)
07/12/2013 10:18 AM EDT

Disaster Legal Assistance Available for Alaskans (Updates During Disasters)
07/12/2013 10:15 AM EDT

Disaster Officials Recommend Registering Now With FEMA (Updates During Disasters)
07/08/2013 09:38 AM EDT

President Declares Disaster for South

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www.ready.gov

FEMA Community of Practice

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DHS Center mailbox

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REMS TA Center website (archived webinar):

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