

## **NDPC Strategy for Campus Emergency Preparedness**

The ability of a University to provide a safe and secure environment to the administrators, faculty, staff, and students is a complex problem. The University is faced with a varied threat environment; both natural and man-made; both known and unknown and all of which require a holistic approach and the development and implementation of a comprehensive strategy. The strategy must be designed to prepare the key decision makers, administrators, faculty, students, and response elements (campus and jurisdictional) to meet a variety of events while mitigating loss of life and facility damage. The University campus (inclusive of community colleges, state colleges, private colleges, and technical colleges) faces multi-faceted emergencies including acts of violence and natural hazards that mirror those of the typical municipality. The University's challenge is to prevent, prepare for, respond to and recover from natural and man-made events involving dispersed facilities, limited communications infrastructure and limited response capabilities.

The NDPC has developed a strategy that tailors an integrated solution that provides a comprehensive all-hazards training continuum focused to address the unique campus prevention, preparedness, response, and recovery elements. The strategy includes a continuum of awareness, operational and management level training supplemented as needed by technical assistance tailored for the entire campus community. The training continuum components are tailored to meet the differing challenges faced by the executive management team; including the Board of Regents, president, chancellor, provosts, and deans; the faculty and staff, the student body, and the emergency responders including campus and jurisdictional components.

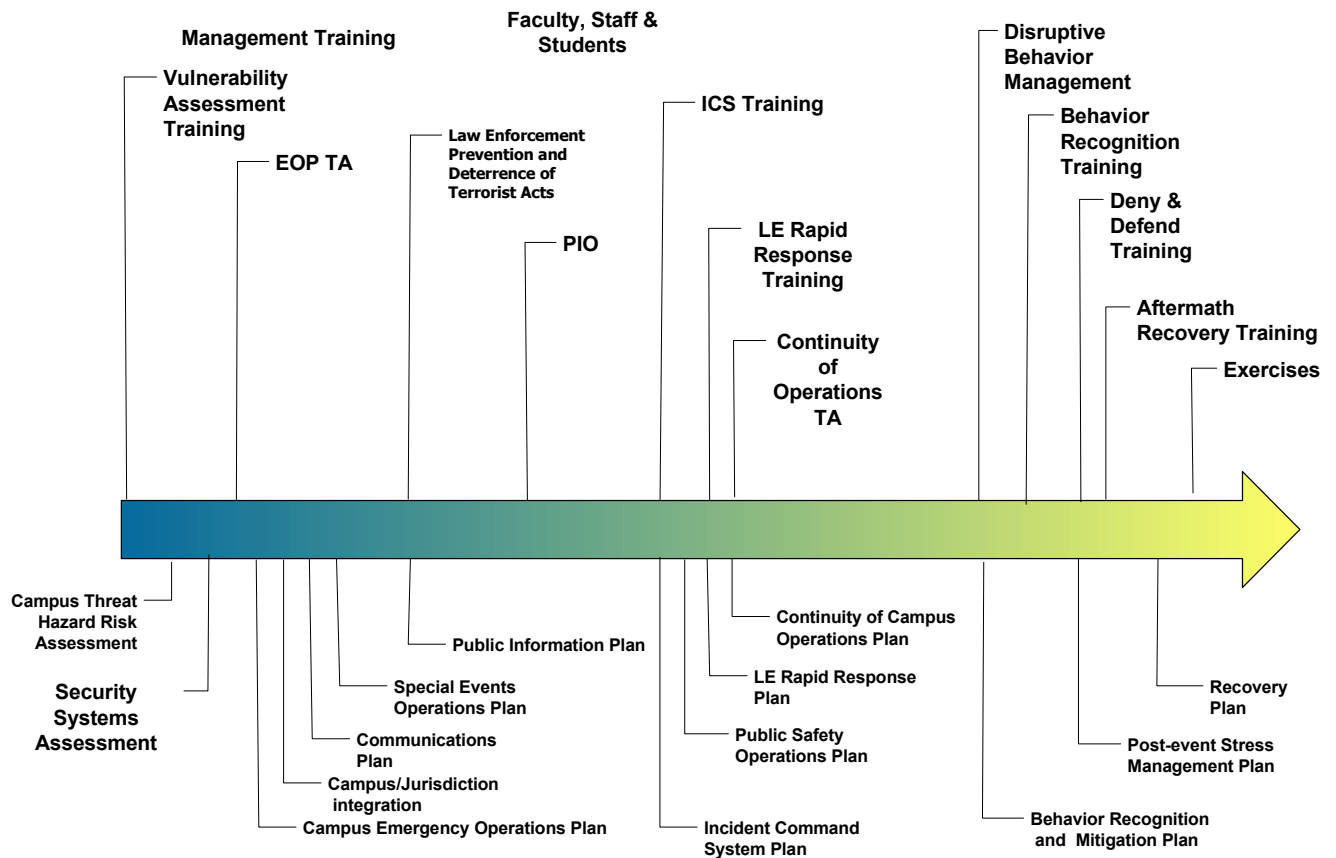
The NDPC continuum of training includes elements which address the response command system, emergency planning, physical security system assessments, precursors in behavior recognition, best practice techniques and strategies to incorporate when dealing with violent students, advanced law enforcement response techniques focused on the active shooter, and student techniques and strategies for denying their victimization and defending themselves in an active shooter environment. The training continuum provides the tools to:

- Conduct Campus Threat and Risk assessments to identify the threat and hazard environment faced by the educational institution
- Conduct physical security system assessments to identify gaps in the access control and intrusion detection systems within the Campus environment
- Identify the command structure and the processes for successful Emergency Operations Center functionality to ensure success in managing an emergency and establishing campus communications protocols
- Develop an Emergency Operations Plan (EOP) for the integrated pre-planned management of emergencies of any scope or size including mutual aid agreements and jurisdictional response relationships
- Provide a basis for the public information dissemination and media relationship building

- Identify those existing bias issues and the behavioral precursors that serve to identify potential criminal intent
- Assist the Faculty, staff and students to respond to emergencies in such a manner as to prevent their victimization
- Aid Campus and Jurisdictional Law Enforcement responders in the rapid and efficient response to time critical events such as the active shooter or suicide bomber
- Provide post-event crisis and stress management planning
- Provide an understanding of, and a sensitivity for, the recovery, grieving and memorialization in the aftermath of an event that claims innocent lives
- Provide a means to validate the viability of the EOP and response elements in stages of increasing complexity through a tailored exercise program

The NDPC strategy meets the prevention, preparation, response and recovery needs for the campus community. The training continuum addresses the unique environments and differing stages of readiness that are found across the Nation by providing a cafeteria plan system of linked but modular components that can be tailored for the specific Campus needs. This allows for the Campus to make the needed investment in time, resources and energies necessary for their planning and preparation without duplication of effort. The timeline below illustrates the system modular components and the resulting actions the

### NDPC Campus Training Program and Planning Timeline



University would implement upon successful completion of specific modules. The training continuum provides for user specific training in those areas that reinforce their response needs. Those training elements, for instance, which are designed for the management team to develop an Emergency Operations Plan are not delivered to the student body. The breakout of the components and their targeted participants are defined below:

- The University management teams will participate in the EOP technical assistance to serve as a functional development of the University EOP. A secure, web-based, EOP Tool for Universities will be developed to standardize and streamline the EOP development process while allowing for the uniqueness of each institution's environment, size and threats. The EOP would inculcate a set of scenario dependent decision matrices that will drive executive management and responder actions.
- The management team would also participate in Incident Command System training to develop an understanding of the responsibilities of the Incident Commander and the functioning of the Emergency Operations Center.
- The University Engineering/Facilities and Law Enforcement components would participate in the Vulnerability Assessment: Strategy, Design, and Mitigation training. Subsequently, they would conduct baseline assessments to identify those security system shortfalls that would need to be addressed to facilitate a safe and secure environment throughout the University.
- The University Faculty and Administrative staff and selected student body leadership would participate in the Behavior Recognition training that would facilitate identification of criminal intent precursor activity on behalf of other faculty, staff or students. The precursor training would be presented after a review of Social Bias Cognition to soften the urge to falsely accuse.
- The faculty, staff and student body would participate in workshops focused on denying their victimization and defending themselves in violent situations.
- All levels of participants would participate in the recovery training that would focus on the mental and physical well being of the University population in a post event period.
- All levels would participate in the exercise program. The exercises will be developed specifically for each institution based upon the steps already taken and their ability to conduct complex exercises. After each exercise an After Action Report would be provided to the University to serve as a guide towards fixing deficiencies noted by the exercise Observer Controllers.

The NDPC acknowledges the need for a swift response in the wake of the recent events at Virginia Tech University. The NDPC strategy incorporates a multi-phased approach to the facilitated rollout of the training continuum which builds upon currently OG&T approved and certified course offerings inculcated within the consortium member institutions. In parallel with the immediate delivery of some products, other products will require several months of refinement prior to the initial deliveries. The NDPC acknowledges and desires to seek the contribution of established associations, agencies, and campuses to inculcate their experience and interest in Campus safety and security issues within the training components. Therefore, the NDPC will facilitate a national Campus security stakeholders meeting including representatives from the International Association of Campus Law Enforcement Administrators (IACLEA) and the International Association of Chiefs of Police (IACP) and others participating groups and consortia to be held in Washington, D.C. within the next 160 days. This stakeholders meeting will bring those associations, agencies, and campuses together to develop best practices for incorporation within the Campus security solution.

Subsequently, the NDPC will establish an Advisory Board that will serve to advise the consortium on those actions needed for future campus security issues that may arise.

The training continuum rollout phases are defined below:

### **Phase I**

Objective: Immediate rollout of currently developed curriculum to meet the immediate needs of response including the Active shooter.

Availability: Training products available for immediate scheduling:

- ***Introduction to the Incident Command System (ICS) course***– G&T certified course
- ***Law Enforcement Prevention and Deterrence of Terrorist Acts***– G&T certified course
- ***Rapid Response Training*** – G&T approved curriculum
- ***Prevention and Response to Suicide Bomber*** – G&T certified course
- ***Vulnerability Assessment: Strategy, Design, and Mitigation (VASDM)*** – G&T approved curriculum
- ***Public Information Officer*** course
- Access to the ***Understanding and Planning for School Bombing Incidents*** – G&T currently sponsored e-learning campus
- ***WMD Terrorism Response Campus*** – G&T currently sponsored e-learning campus

### **Phase II**

Objective: Transition existing primary education products to the University environment.

Availability: Transitioning the existing curriculum to meet the University environment specific needs will provide for piloting in July and scheduling deliveries to begin in August 2007.

- ***Prevention and Deterrence Seminar for Executive Managers***
- ***EOP Technical Assistance (TA)***
- ***Social Bias Cognition and Behavior Recognition course***
- ***Avoid Deny and Defend*** e-learning course available on-line
- ***Emergency Aftermath Recovery*** e-learning course available on-line

### **Phase III**

Objective: Provide a secure web-based **University EOP Software Tool** for the standardization of the emergency planning process.

Availability: Development to begin upon program funding with delivery in October 2007.

## **Training Continuum Deliverables**

As indicated above, many of the training components are currently G&T approved or certified curriculum that provide a fundability through existing DHS grants or that are provided free of charge in the case of the certified courses. The training elements that are OG&T approved or certified curriculum are ready for immediate delivery to the University's across the nation. This provides an immediate response to the nation's University's training need.

The training components represent a mix of facilitated instructor led courses, seminars and technical assistance supplemented by e-learning deliveries to achieve greater participation, reduced cost and efficient use of the institution's personnel time.

The component deliverables are explained in greater detail below:

- The management level seminar: ***Prevention and Deterrence Seminar for Executive Managers*** addresses the campus security issues at the macro level and details the training continuum and how the components meet the specific campus needs. The seminar is aimed at the senior managers within the institution to define the problem and develop the necessary buy-in from the "c-suite".
- The campus and jurisdictional LE responder elements participation in the Texas State University's Advanced Law Enforcement Rapid Response Training (ALERRT) Center's operational training level course: ***Rapid Response Training*** provides the gold standard for those (non-SWAT) techniques and strategies to locate, identify, and eliminate the active shooter. Additionally, jurisdictional and campus LE participation in the ***Law***

***Enforcement Prevention and Deterrence of Terrorist Acts*** which is designed to address awareness level functions associated with WMD prevention and deterrence including intelligence resources, terrorist operations, the critical role of information sharing, and the importance of the Law Enforcement Officer in combating terrorism

- The development of the campus emergency operations plan is facilitated by hands-on planning technical assistance provided through the ***EOP Technical Assistance (TA)*** and the development of a web-based interactive ***University EOP Software Tool***. The EOP Tool will provide a standard and methodical approach to the development of the EOP. The Tool serves as a guide to step the planner through the process and ensures the educational professional considers the same concepts faced by the emergency planning professional. The EOP technical assistance (TA) addresses the elements of planning and the use of the tool for the development of a plan that is specific to the institution and accurately reflects the uniqueness of the facility environment. The outcome of the EOP TA is the development of the EOP.
- The awareness level training course: ***Incident Command System (ICS)*** provides the basis for the response command structure, Emergency Operations center functionality, and the integration needed with the responding jurisdiction. IACLEA's ***Campus Incident Command System (ICS)*** training course is designed primarily for campus public safety, police, and fire responders at the management and supervisory or command post levels.
- The management level training course: ***Vulnerability Assessment: Strategy, Design, and Mitigation (VASDM)*** provides the basis for conducting the facility assessment and would promote the standardization of the assessment process when using the DHS Vulnerability Identification Self Assessment Tool (ViSAT).
- The management level seminar: ***Social Bias Cognition and Behavior Recognition for Security Professionals*** provides the participants with an overview of existing bias that are demonstrated within case study assessments to provide the framework for the identification of criminal behavior precursors.
- The e-learning based ***Avoid Deny and Defend*** course provides a mass participant availability to the student population at all of the campuses across the nation for exposure to the techniques needed to prevent the student victimization.
- The e-learning ***Aftermath Recovery*** course delivers the need for consideration in the prevention planning for the recovery steps necessary in the post event environment.

- The NDPC strategy provides for a world class exercise program to meet the increasing complexity and response plan validation needs of specific campuses across the nation.

### **Training Continuum Funding**

Training courses that are G&T approved are available for delivery using G&T grant funding as a funding source as approved by the individual state administrative agency. The G&T certified course may be available in limited availability free of charge and then as a contract delivery which can be funded by DHS grant funds. Those courses that are not approved or certified will be delivered on a contract basis.