



TUREADY FOR ANYTHING

EMERGENCY PREPAREDNESS PROGRAM



FTE Students: 36,397 / Head count: 40,240

Employees: 8,387 faculty, staff & administration

Tier 1 Research

Satellite campuses include -
Health Science Center Campus

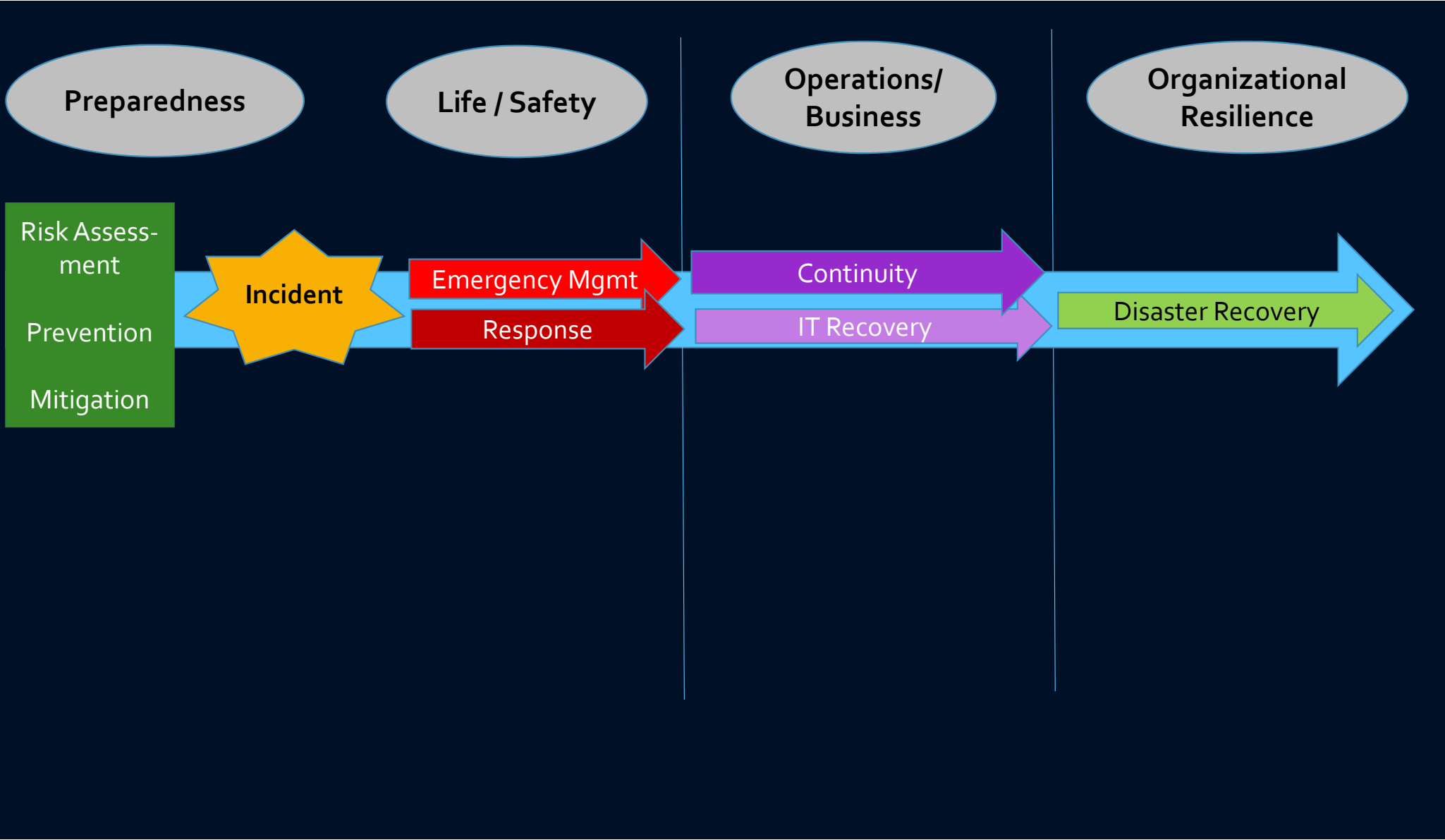
Agenda

- Creating a Structure
- Planning / Preparedness
- Mitigation
- Continuity





FEMA Phases of
Emergency
Management,
or the EM Cycle



Preparedness

Life / Safety

Operations/
Business

Organizational
Resilience

Risk Assess-
ment

Prevention

Mitigation

Incident

Emergency Mgmt

Response

Continuity

IT Recovery

Disaster Recovery

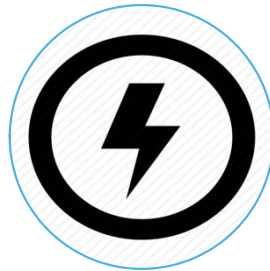
Risk Assessment: Sets the Priorities



Active Assailant:
Procedures,
Incident
Command, Public
preparedness



**Cyber Security /
Attack / Breach**



**IT Disaster
Recovery** (failure,
disruption,
damage)



Severe Weather
(Snow, Ice,
Hurricane)



**Displacement of
Students**
(Emergency
Housing)



**Facilities
response:** Utility
failure, Internal
flooding



What Is an Incident?

An **incident** is . . .

. . . an occurrence or event, natural or manmade, that **requires a response to protect life or property.**



Emergency
Management
GOAL:

Protection of Life
and Property







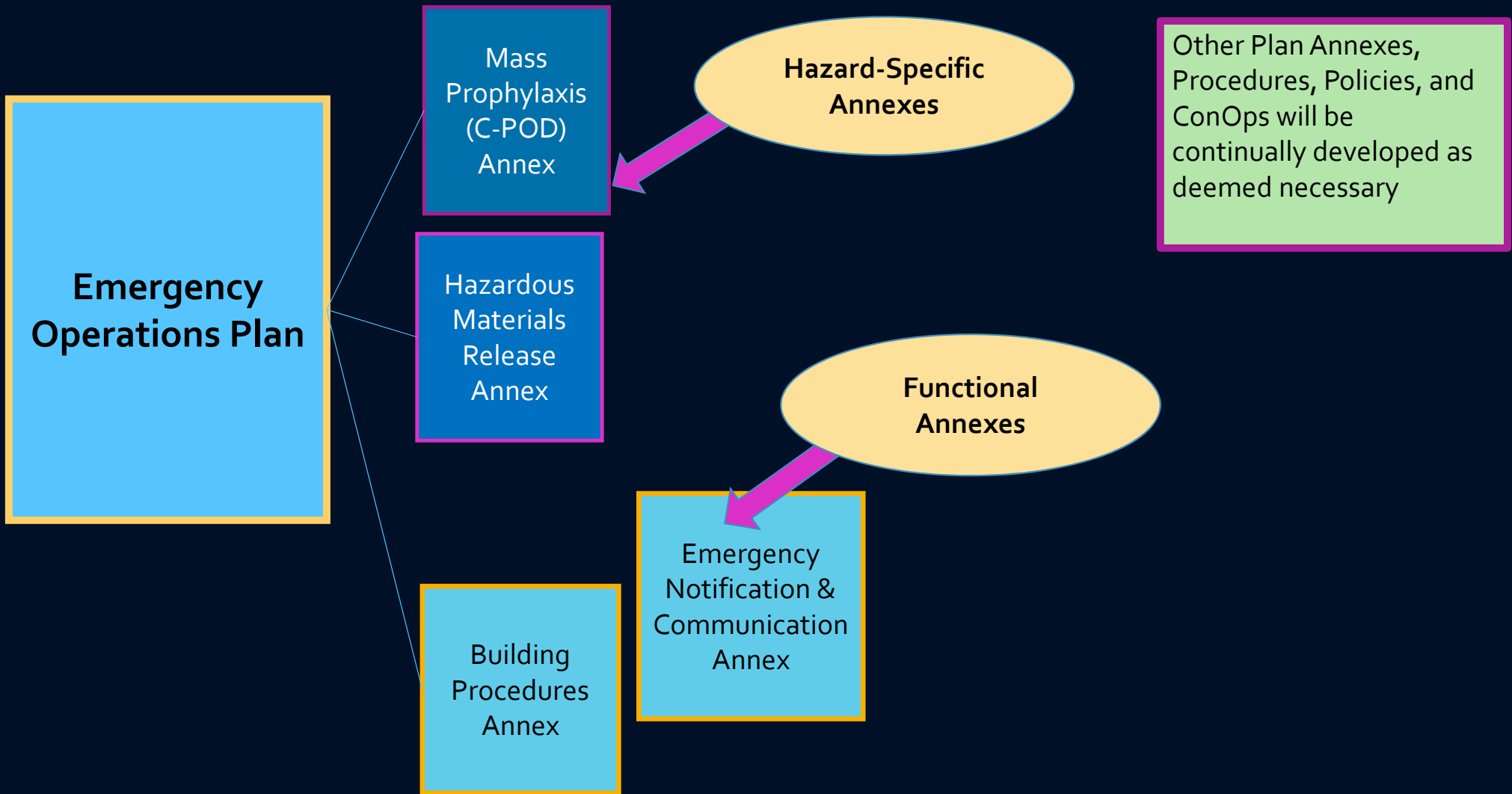
Emergency Operations Plan



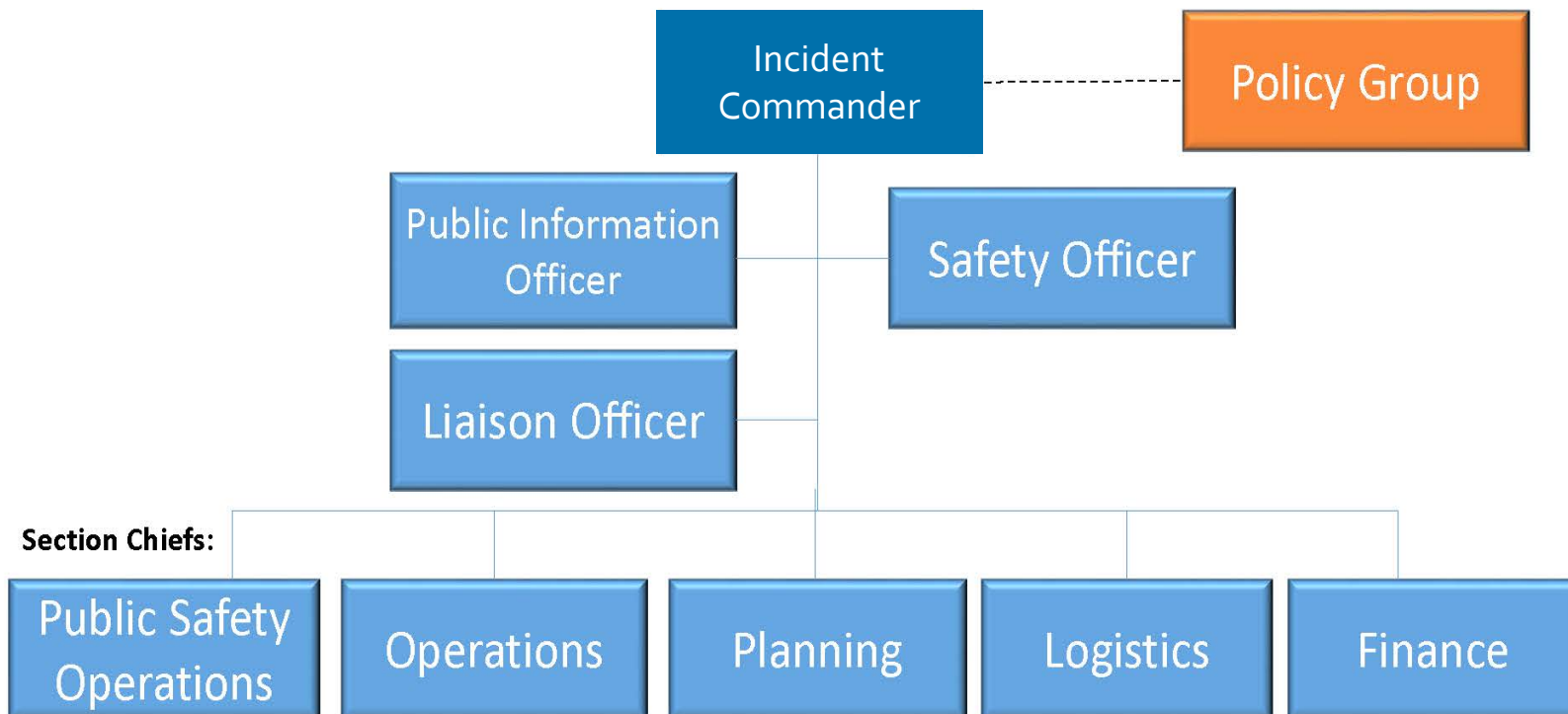
Emergency Operations Plan

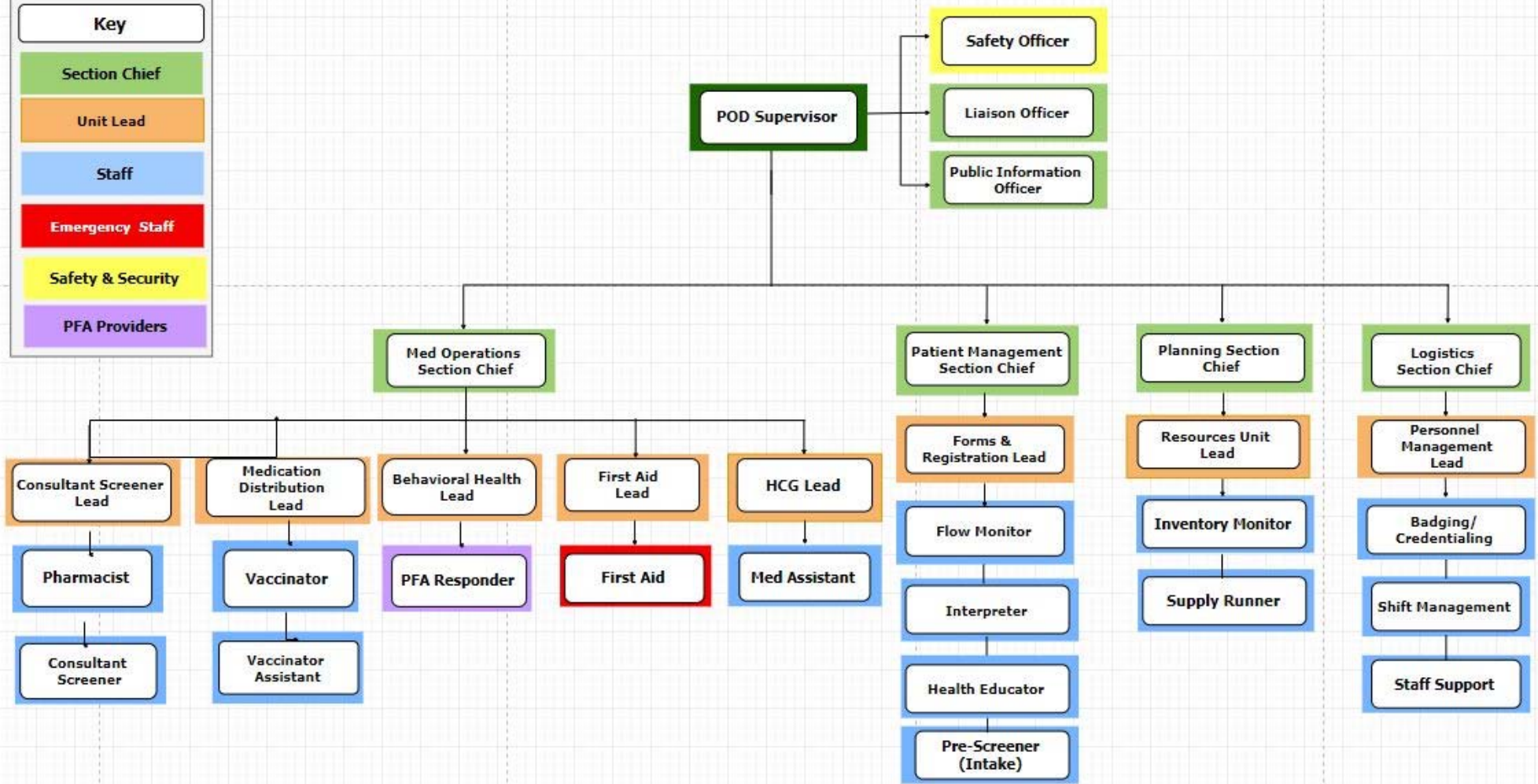
TEMPLE UNIVERSITY

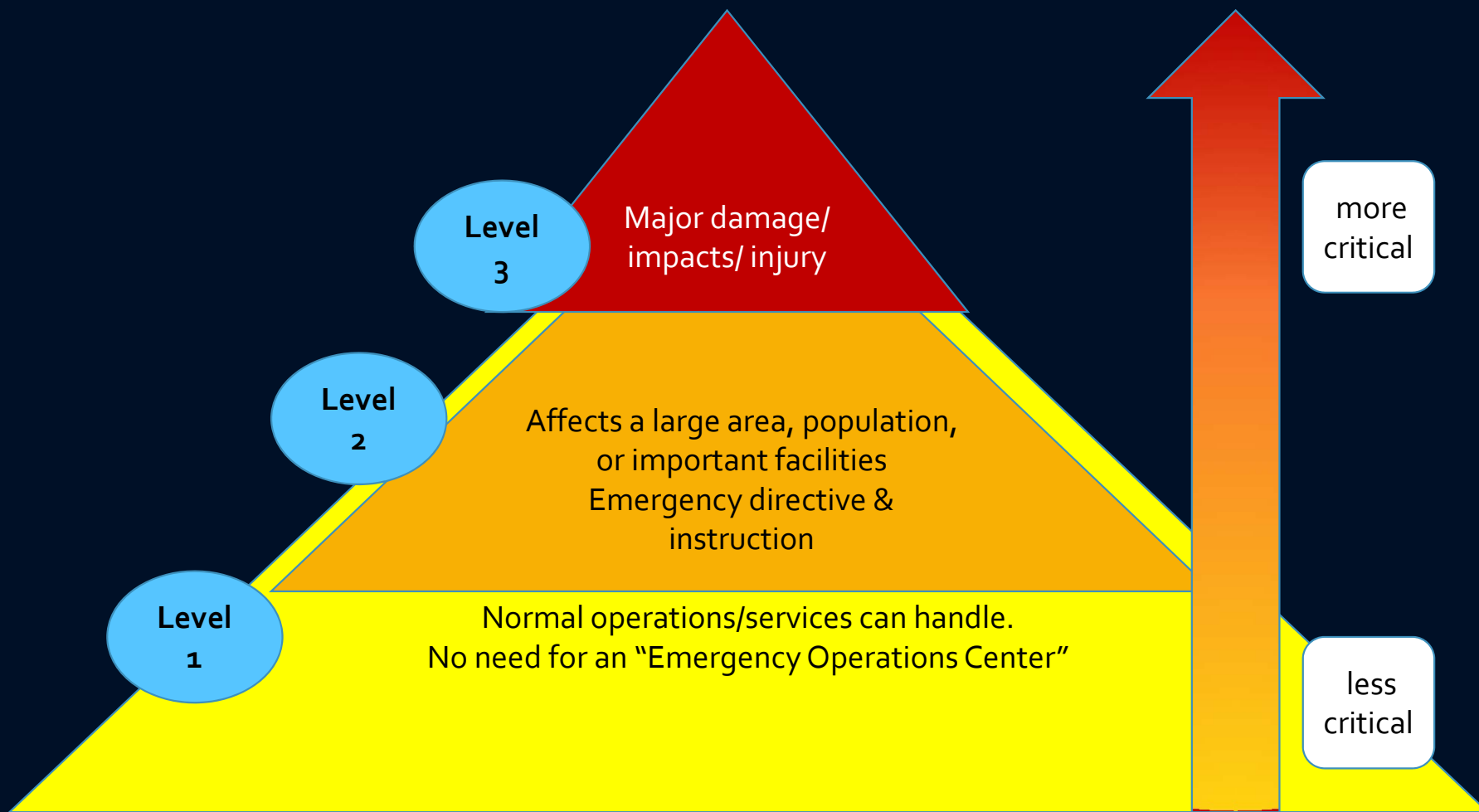
- Structure
- Framework
- Standard for the organization
- **All** Emergency Response plans become **an annex** to this one



Incident Command Structure







Preparedness: Exercises & Drills



Table Top



Drill

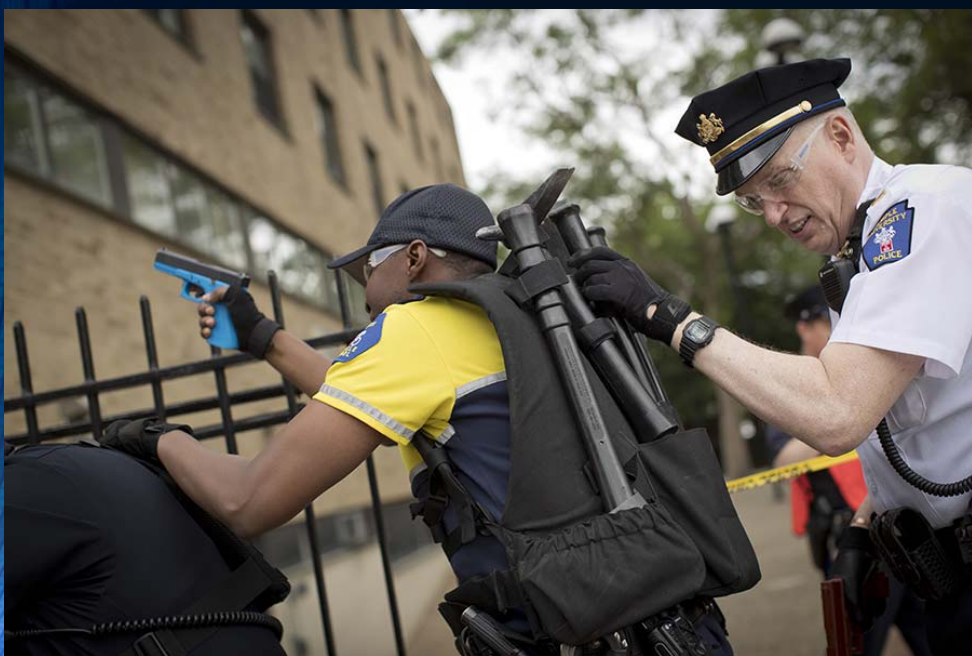


Functional

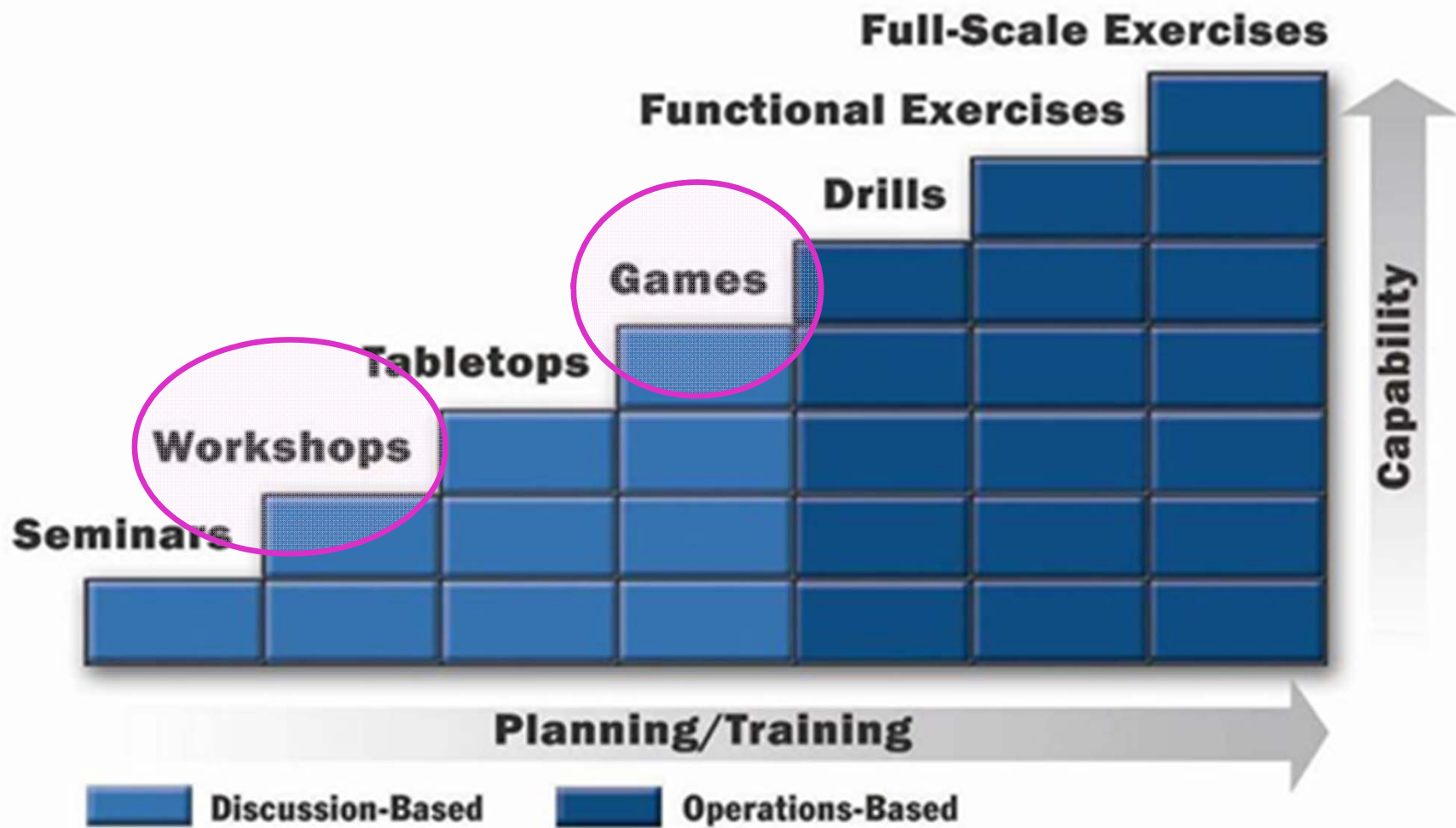


Full-scale

Active Shooter Functional Exercise



June 2017



Test, Training and Exercise

November 2016– Closed-POD Table Top Exercise

December 2017 – Civil Disturbance Table Top Exercise

April 2018– Closed-POD Functional Exercise

October 2018 – Evacuation / Fire Drills

October 2018– Student Center BEMT Table Top Exercise (HazMat/ S-i-P)

December 2018– Security Lockdown Drill

February 2019 – Shelter-in-Place Drill

March 2019 – Cyber Security TTX

March 2019 – Security Lockdown Drill

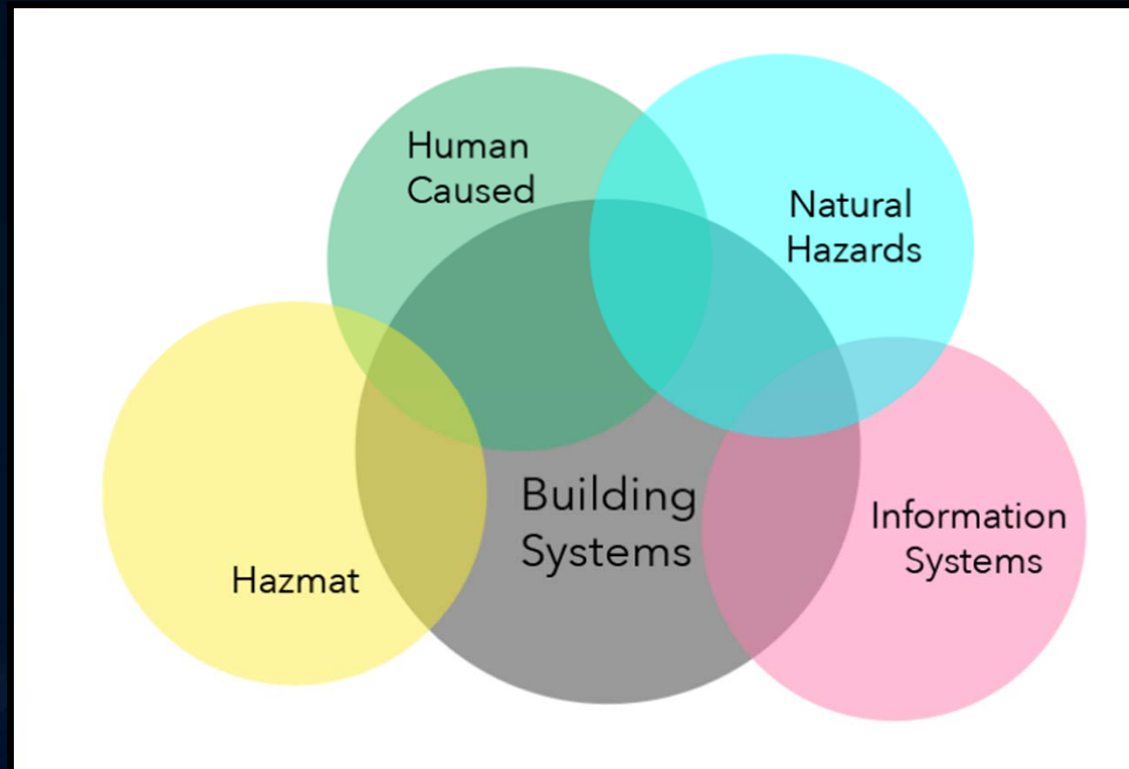
June 2018 – Facilities TTX



Mass Notification

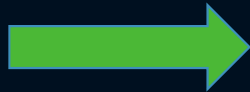


Hazard Identification → Hazard Mitigation



Hazard Mitigation Planning

HAZARD AREA



MITIGATION TECHNIQUES

Natural
Hazardous Materials
Building Systems
Human
Technological

People
Procedures
Equipment
Infrastructure
Planning

Philadelphia Hazard Mitigation Plan

No.	Hazard	Mitigation Action and Description	Lead Agency/ Agencies	Completion Status	Ongoing/ Updating Cycle	Estimated Project Cost	Possible Funding Source(s)	Specific Grant Funding Sources	FEMA Category	Goals and Objectives	Update Since 2012
53	Multi-Hazard	Development of COOP Planning for PDPH internally to keep Health Dept. running after disaster to prevent secondary infections/illness.	PDPH	Ongoing	Annually	\$100,000	Grants	HHS	Local planning and regulations	2.4, 4.1	COOP plan in place, sustainment of operations during severe pandemic limited.
54	Winter Storm	Upgrade Snow HQ technology including and use of the City's police/traffic camera system.	STREETS	Completed		\$200,000	Grants		Preparedness	1.5	Completed in 2015.
55	Multi-Hazard	Maintain portable EOC in a Box.	OEM	Ongoing	Update inventory every 3 years	\$250,000	Grants	HSGP	Preparedness	1.1	OEM maintains equipment and updates stock as needed.

Mitigation techniques



People

Hire appropriate positions; Ensure that employees are provided **training**, follow procedures, avoid operational risks; Identification of critical roles.



Procedures

Formulate SOPs for all critical processes & tasks



Equipment

Install & maintain critical devices & equipment such as alarm systems or monitors



Infrastructure

Determine infrastructural issues; identify needs that would improve resilience.



Planning

Design and deliver sustainable projects that enhance disaster resiliency; Prioritize safety, security, and long-term thinking.



Mission Continuity Program

Current Frameworks for Continuity Planning:

NFPA 1600

Standard on
Continuity, Emergency,
and Crisis Management

2019



Continuity Guidance Circular

February 2018

FEMA National Continuity Programs

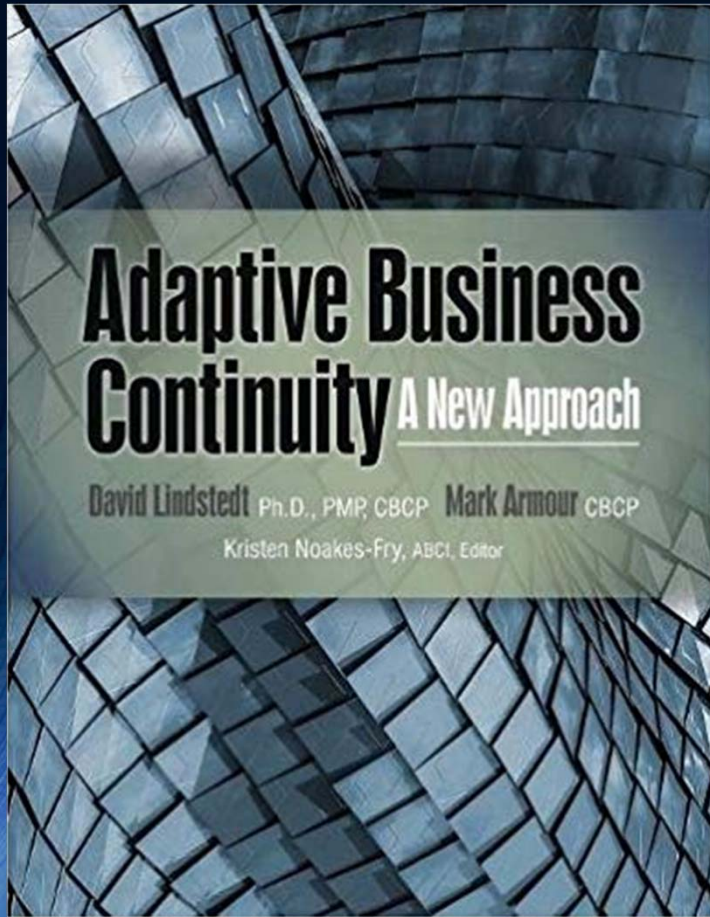


ISO 22301 Business Continuity Standards Kit

Standards included: ISO 22301:2012,
ISO 22313:2012



Adaptive



- Manifesto
- Framework
- Justification
- Implementation? Not quite there.

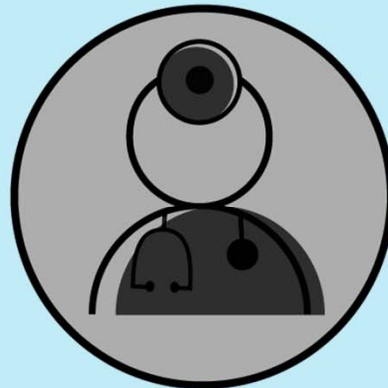
What's essential at emple?



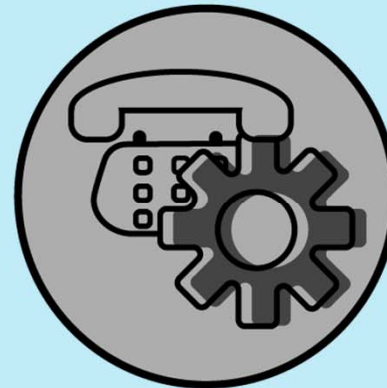
ACADEMICS



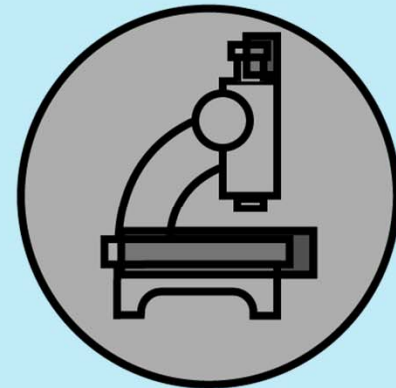
BUSINESS



CLINICAL



OPERATIONS



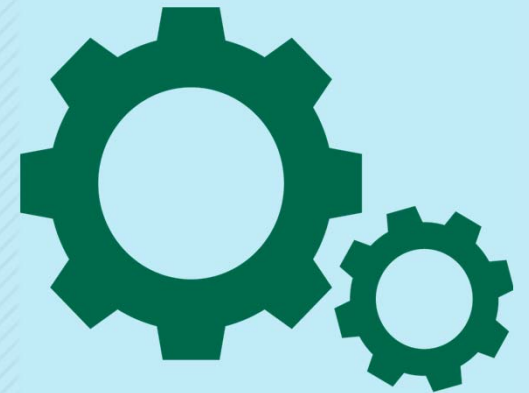
RESEARCH



Identify only what functions are

ESSENTIAL

& what to do if there is a disruption

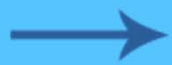


PHYSICAL LOSSES

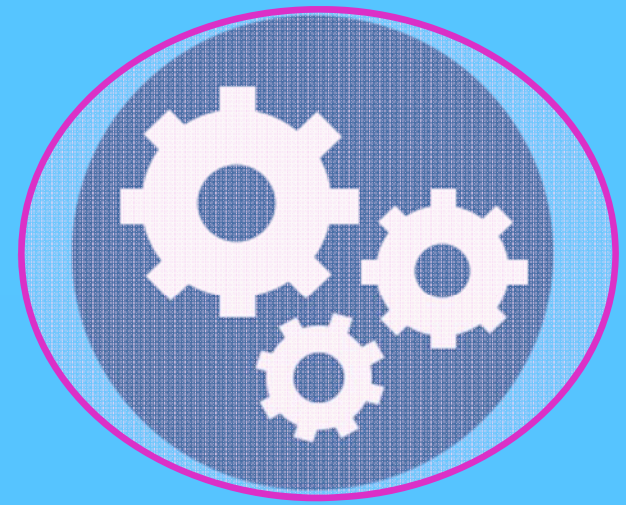




DATA

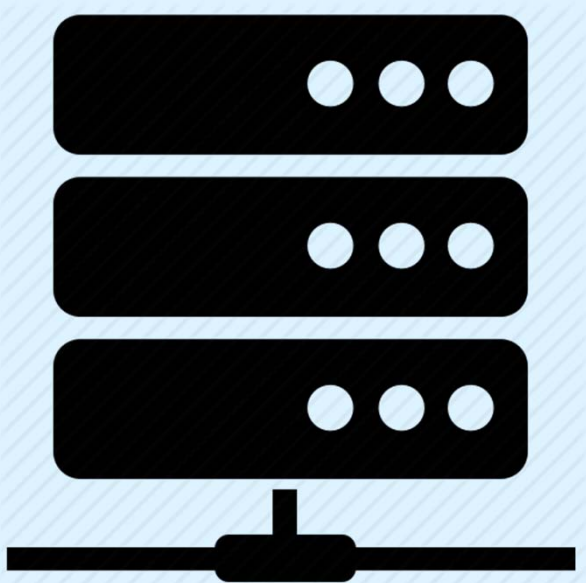


KNOWLEDGE



ACTION

Resources



Procedures

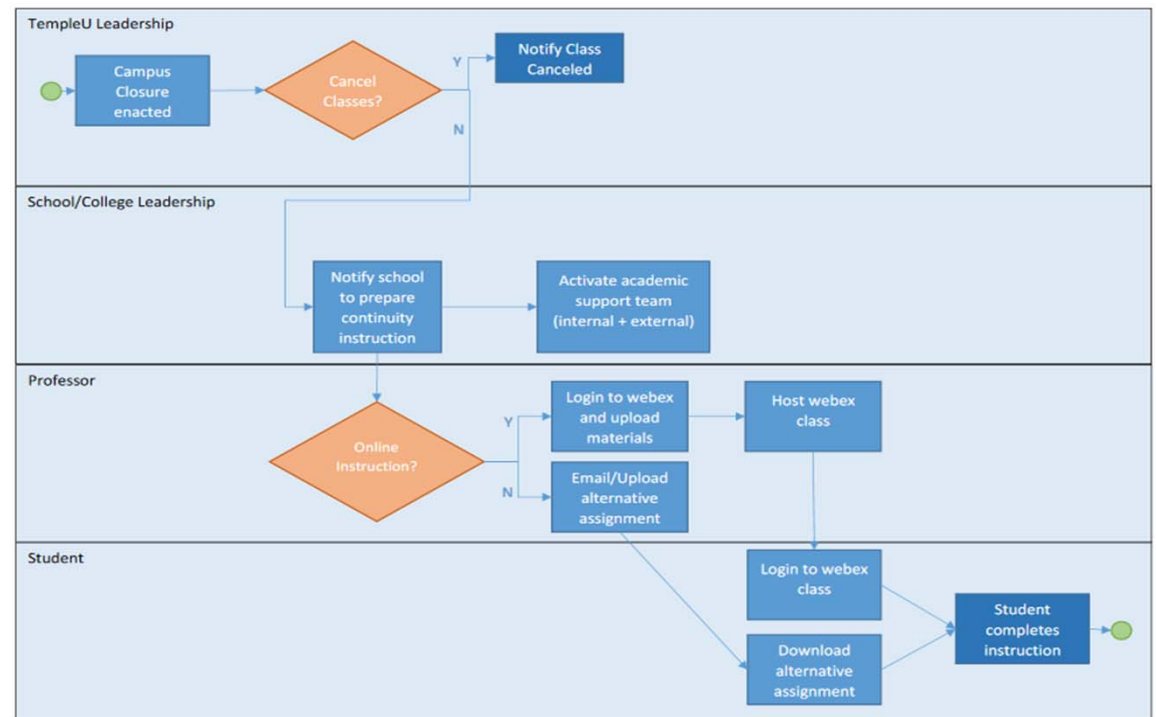
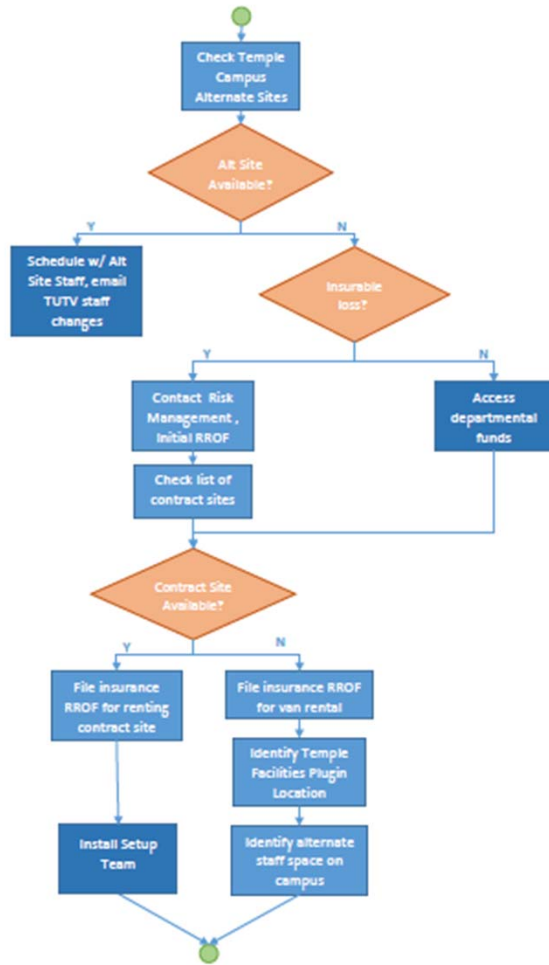


Competencies



CAPABILITIES

Procedures: Make it visual





Exercise

RECOVERABILITY

Learn

Experiment

Innovate

Influence



Sarah J. Powell

Director of
Emergency
Management

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UNIVERSITY
Emergency Management



Business Continuity Planning: Natural Disasters and Strawberry Pop Tarts

S B D C | F O X

Small Business Development Center

TEMPLE UNIVERSITY

You don't need a crystal ball to know:



Responding in the Moment

HOW DO YOU RESPOND IN THE MOMENT?

It doesn't matter what happened or why –
focus on the IMPACT, not the CAUSE.

Reactions are often the result of
Organizational Culture



S B D C | F O X

Examine Your Organizational Culture to

BUILD GENERAL RESILIENCE

Remember: Organizations are PEOPLE

To build a resilient organization, you need to build resilient employees...but HOW?



- Resilience is both an organizational and individual capability
- A resilient company is one that looks at a crisis with an eye toward identifying new opportunities.
- As is the case with risk, developing a specific strategy to embrace transformation will go a long way to creating enhanced resilience.
- Organizations that need to become more resilient need to use the entire HR cycle – hiring, developing, engagement strategies, retraining and retention programs – to identify and promote a resilient workforce.
- A workforce that is tired, overly stressed and fearful of the future is not going to demonstrate much in the way of resilience.

Building General Resilience

01

CANDID COMMUNICATION:

How does your organization react to 'bad news'?

If you kill the messenger, it's unlikely that anyone will step forward to say that there's a problem.

You lose your early warning system and you lose valuable response time.

03

EMBRACE COGNITIVE DIVERSITY:

Do decision makers share the same values, but have different problem-solving styles?

Different thinking styles and an openness to new ideas will bring more creativity and innovation to the organization.

02

CROSSTRAIN KEY PERSONNEL:

Do your managers understand the role of every unit?

Just because something isn't a issue in one department, doesn't mean it won't be a serious problem in another.

No one is an island.

04

PLAN:

Do you have a plan?

Build a business continuity plan by understanding and quantifying risks.

An ounce of prevention is worth a pound of cure ☺

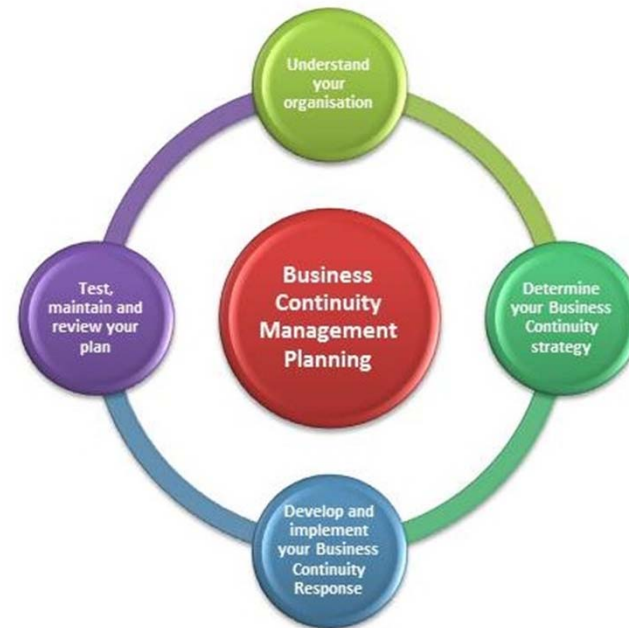
S B D C | F O X

The Nuts & Bolts of

BUSINESS CONTINUITY PLANNING

What the Heck is a Business Continuity Plan?

- Business continuity planning (BCP) is the process involved in creating a system of prevention and recovery from potential threats to a company.
- The plan ensures that personnel and assets are protected, and are able to function quickly in the event of a disaster.
- The BCP is generally conceived in advance and involves input from key stakeholders and personnel.



Business Continuity Planning

01

VOLUNTOLD A COMMITTEE:

Someone needs to take ownership of this project!

In a perfect world, internal operations folks partner with BCP experts and form a committee to get this done.

02

IDENTIFY RISKS:

People, Places, Things...

- To employees and operations
- To vendors/customers
- To suppliers and supply chain logistics
- To your brand/reputation

03

QUANTIFY COSTS of INTERRUPTION:

What are your most valuable products and what percentage of your revenue do they represent?

What do you lose when you can't get supplies?
(How much inventory do you have on hand?)

What do you lose when you can get your products to consumers?
Tangible (like...money) vs. Intangible (like...goodwill)

04

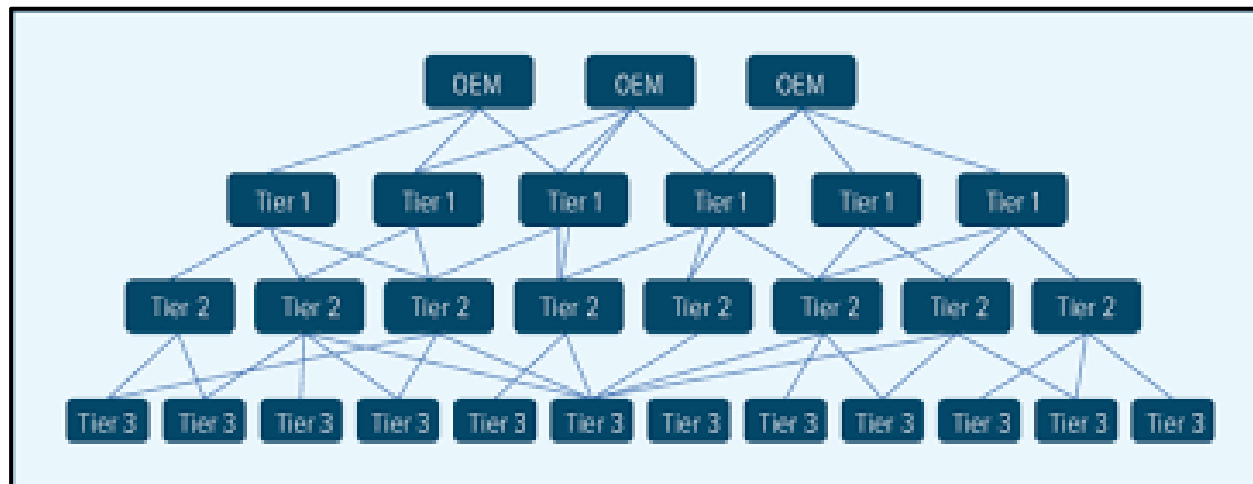
WRITE IT DOWN, TEST IT OUT:

Who are your designated crisis responders?

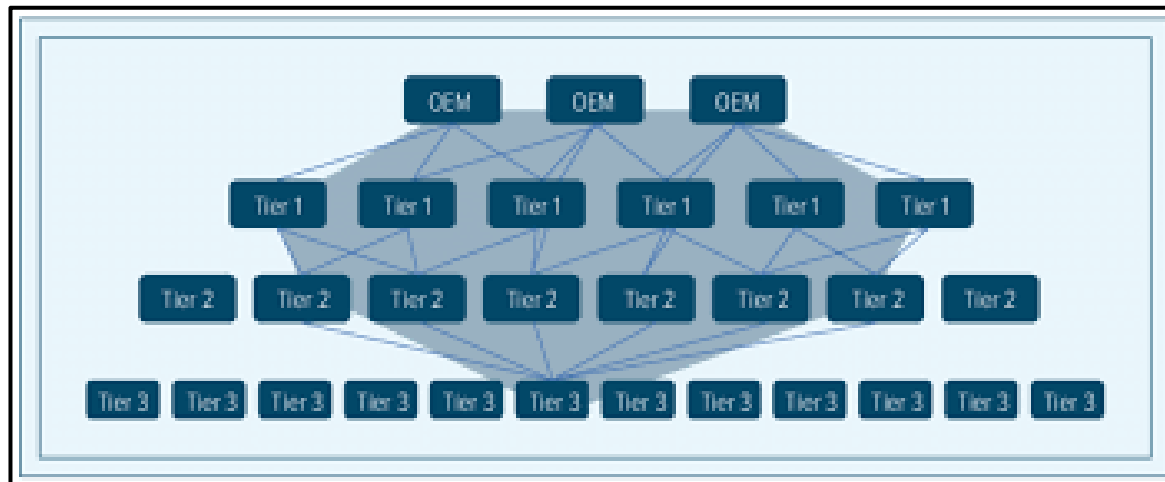
Don't make decisions in a panic. Identify key personnel to make up a response team in advance. Some folks are better suited for this than others...it make not be a manager, but may be someone more resilient.

An ounce of prevention is worth a pound of cure ☺

Deeper Dive: Resilient Supply Chain (GOOD!)



Deeper Dive: “Diamond” Supply Chain (BAD!)



Supply Chain Continuity Planning

01

DILUTION AND/OR SUBSTITUTION:

Can you use less of a critical raw material to extend supplies and inventory?

Is there another (more readily available) material to use?

03

VERTICAL AND/OR HORIZONTAL COLLABORATION: In times of crisis, people tend to collaborate...

Suppliers and customers can work together up and down the supply chain (vertical)

Companies in the same tier can work together – even competitors – pooling resources to accelerate recovery (horizontal)

02

AD HOC SUPPLY CHAINS:

Can you re-route products?

Can you use different modes of transportation?

Do you have an established network of secondary suppliers?

04

REDUNDANCY AND/OR FLEXIBILITY:

Can you afford redundant assets such as additional inventory, multiple facilities, or excess production capacity?

Can any given asset perform multiple functions?

Never Let a Good Crisis Go to Waste!

The WALMART story... a model response to Hurricanes in the South

Assumptions: water, bread, flashlights, batteries, tarps, shovels

Reality: beer (pre-event) and pop tarts (post-event)

Make sure you debrief after the disaster and lessons learned are incorporated into an updated business continuity plan!



Strawberry Pop Tart sales INCREASE 700% after a hurricane

<https://www.nytimes.com/2004/11/14/business/yourmoney/what-walmart-knows-about-customers-habits.html>

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Thrive, Survive, or Drive (off a Cliff)

SMALL BUSINESS CONTINUITY

Why Small Businesses Struggle After a Disaster

01

UNEXPECTED CONSEQUENCES:

Disasters and emergencies cause problems for businesses unrelated to the amount of direct damage they sustain from the event and from related events.

02

LONG-TERM CONSEQUENCES:

The largest losses to the business come in the years after the disaster or emergency and not from the direct damage itself.

03

COMMUNITY ISSUES:

The community almost always changes permanently, creating a new business environment in which doing business the old way often results in operating at a loss for years and, then, when all equity in the business is used up, going out of business

04

BUSINESS STABILITY BEFORE THE DISASTER:

Businesses that are smaller, weaker, and under stress before a disaster are much more likely to fail.

Reopening a marginally profitable enterprise can be a draining and expensive process.

Even if the firm was strong before, will the extended period of closure cause a loss of market share and weaken the firm significantly?

At First I was Afraid, I was Petrified...

For a small business, “survival” is often defined as the financial survival of the business owner.

Survival does not necessarily mean:

- Continuing in the same line of business
- Staying at the same location
- Serving the same customers
- Staying in business at all



Do You Want to Start Over?

After a serious disaster or emergency, it takes the same level of commitment and energy to revitalize a business as it did to start it.

- Do you still have what it takes to do it again?
- Are you and your family in good health?
- Has the problem caused you severe stress?
- Is stress affecting your decision-making?



The people who survive and flourish following extreme events are the ones who look around to see if it makes sense to continue and consider other options.

Small Business and Community Revitalization

01

PROVIDING GOODS AND SERVICES:

According to FEMA, 40 percent of small businesses never reopen after a disaster and another 25 percent, that do reopen, fail within a year. (2018)

Among businesses that are closed for at least five days, 90 percent fail within a year. (2018)

No business = no goods available.

03

PUBLIC HEALTH ISSUES:

A failure of the structure of the public health system to keep up with population changes and growth – especially in urban areas.

Community resilience is not possible without strong and sustainable public health protections.

02

WORKFORCE:

Employees evacuate and there is no accountability to where they go and when (if) they will return to work.

Even if the business could re-open, key personnel may be gone.

04

GOVERNMENT ASSISTANCE AND ACCESS TO RESOURCES:

Federal and state resources can be slow to deploy – does your municipality have ample reserves or will you have to wait?

Do you have a community action plan and cooperation in place before disaster hits?



Thanks for your time
Want to follow-up with me?
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www.temple.edu/SBDC

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Small Business Development Center

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Building Resiliency Within the Marine Transportation System

*Delaware Valley Goods Movement Taskforce
12 April 2019*

Captain Scott Anderson
Commander, Sector Delaware Bay





Overview



Topics:

- Coast Guard's Role in Safeguarding the Marine Transportation System (MTS)
- Marine Transportation System Recovery Planning
- Intro to Sector Delaware Bay's MTSR Plan



USCG's Role in the MTS

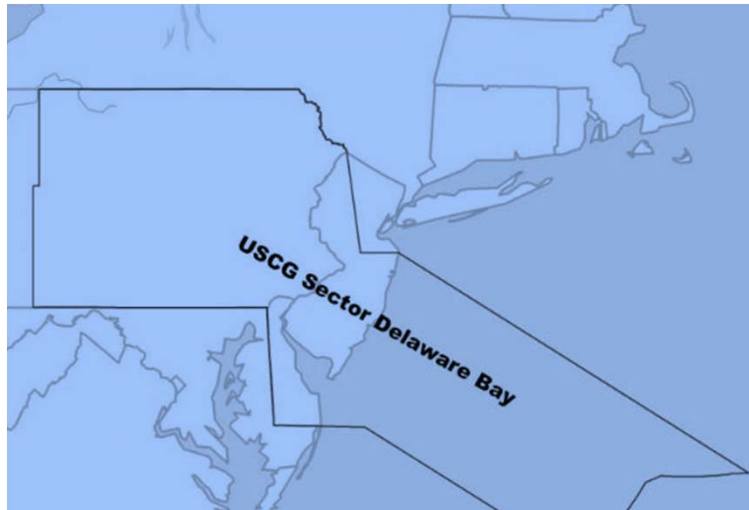


- Maritime Commerce is the lifeblood of the global economy
- MTS by the numbers...
- USCG has “enduring responsibility to safeguard the MTS”





Tri-State Port Complex



Recovery Priority Assessment of Seaport Operations for Delaware River Ports

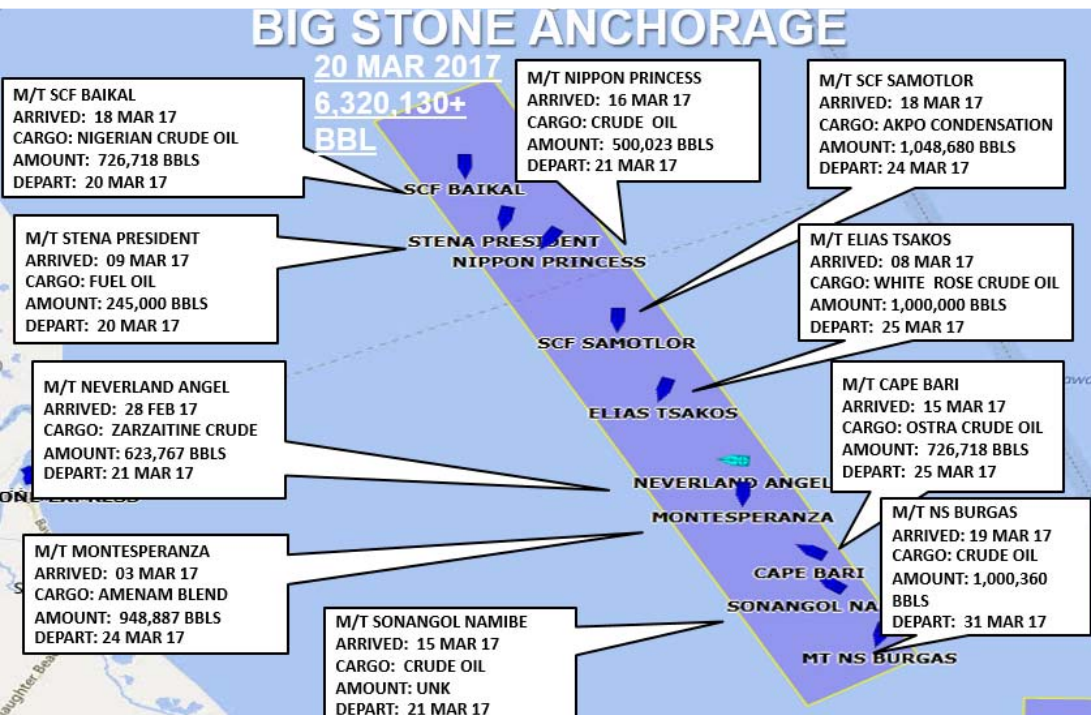


Prepared for:
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Philadelphia, PA 19106
www.maritimeexchange.com



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Page 27, 2018



Coast Guard Legal Authorities

Captain of the Port



Officer in Charge, Marine Inspection



Sector Commander

Search & Rescue Mission Coordinator



Federal Maritime Security Coordinator



Federal On-Scene Coordinator



Homeland Security



MTS Recovery Planning





Stakeholder Involvement



- Harbor Safety Committee(s)
- Port Authorities
- Terminal Operators
- Port Labor Force
- Maritime Vessel Operators
- Local, State, & Federal Governments
- Local Fire & Police Departments
- Freight Brokers, Carriers, & Shippers
- Port Advisory / Planning Councils
- Maritime & Trade Associations





Sector Delaware Bay MTSRP



Port Coordination Team

Marine Transportation System
Recovery Unit

Essential Elements of
Information (Baseline and
During an Incident)

Cargo Prioritization

MARINE TRANSPORTATION
SYSTEM RECOVERY PLAN

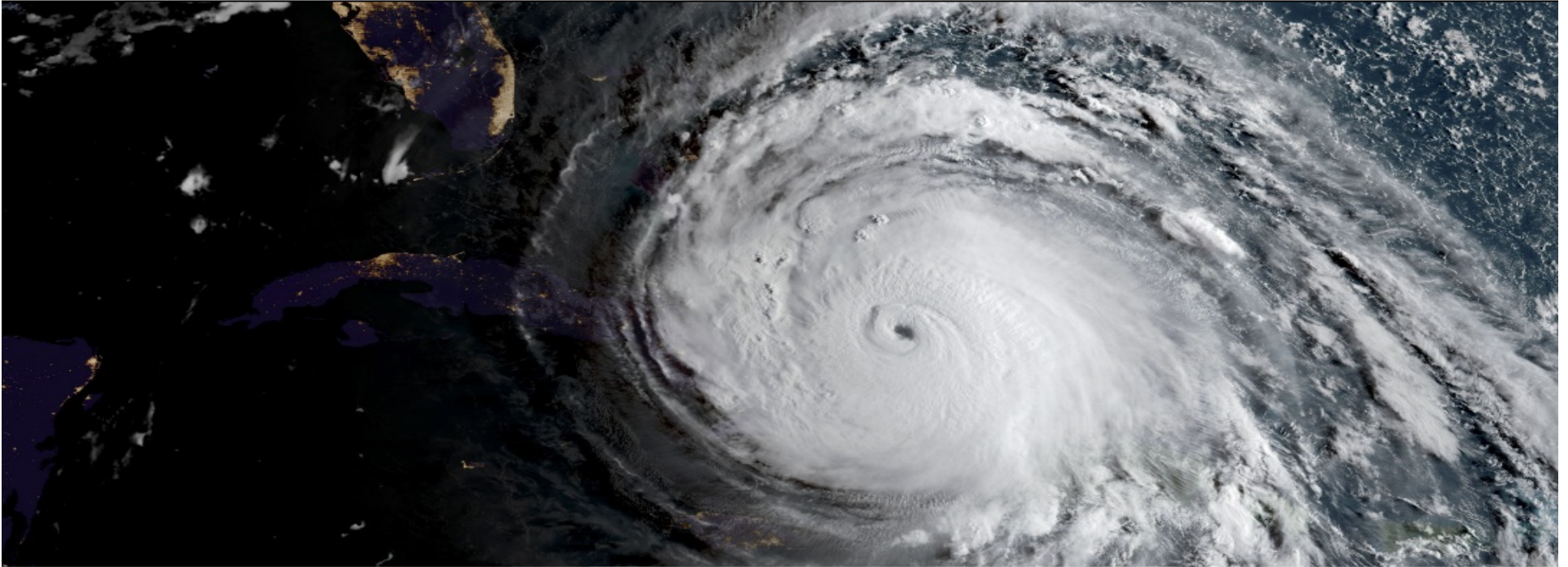
(MTSRP)

Sector Delaware Bay





Hurricanes





Oil Spills



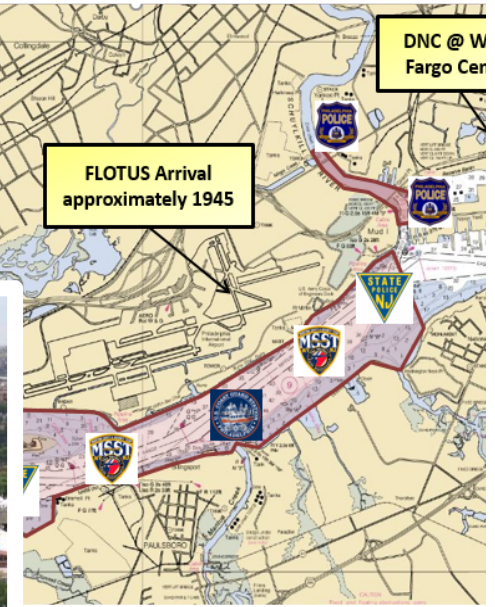


Other Disruptions



CONDITION ONE

Fixed Security zones for arrival and departure of USSS protectees.





Ounce of Prevention Worth a Pound of Response

