Emergency Management Basics for Jewish Community Leaders

Jewish community organizations are not traditional response agencies nor are their leaders traditional first responders. Unfortunately, in addition to the traditional threats that society faces, the increasing number of targeted crimes against the Jewish community has forced organizations and leadership within the community into emergency response roles.

Laying the Foundation of Emergency Management

Traditional response agencies and first responders operate under a core set of emergency management principles established by the National Incident Management System (NIMS) and the Incident Command System. These agencies and first responders undergo ongoing training to reinforce these principles by conducting practical and theoretical exercises.

Emergency Management Cycle

Source: FEMA

- **Mitigation**: actions taken to prevent or reduce the cause, impact, and consequences of an incident

- **Preparedness**: activities such as training and planning that help a person or organization get ready for events that cannot be mitigated

- **Response**: activities taken to address the short term, direct effects of an incident

- **Recovery**: efforts taken to return back to "normal"

Incident Management Priorities

1 Life Safety

2 Incident Stabilization

3 Property Preservation

Planning

Emergency plans are essential to successful emergency response operations. Incidents are often chaotic and not the time to identify roles, responsibilities, and actions. Convening a security committee comprised of leadership and organization staff as well as response partners is crucial for developing emergency response plans. The most important plans for an organization to have are:

- **Emergency Operations Plan**. A plan that describes who will do what, when, and with what resources before, during, and after an incident

- **Crisis Leadership Management Team Plan**. A plan that specifies not only how the incident will be managed but also who will fill the crisis management team positions

- **Continuity of Operations Plan**. A plan that identifies the critical personnel and resources necessary to ensure that essential functions continue during an incident

- **Recovery/Reconstitution Plan**. A plan that not only identifies what resources are necessary to recover, but also how the resources will be utilized to eventually return the organization to normal operations

Training and Exercise

Training vs. Exercise

Trainings and exercises are very similar and often used interchangeably. However, while trainings and exercises are related, they are also distinctly different. Trainings are meant to teach a participant a new skill, such as CPR. Exercises are meant, in part, to test the skills learned in a training.

Types of Exercises

- **Seminar**: Discussion-based exercise meant to orient participants to a new topic, such as new evacuation procedures

- **Workshop**: Discussion-based exercise meant to develop a product such as plan or policy

- **Tabletop Exercise (TTX)**: Discussion-based exercise in which a simulated scenario is utilized

- **Functional Exercise (FE)**: Operations-based exercise that tests command, control, and coordination and does NOT involve deployment of resources

- **Full Scale Exercise (FSE)**: Operations-based exercise that involves that actual deployment of resources to simulate an incident and test response efforts

Types of Hazards

- Natural—generally associated with weather and geological events
  - Examples include flood, hurricane, and earthquake
- Technological—typically refer to failures of human-designed systems
  - Examples include dam/levee construction and hazardous material storage/transportation
- Manmade—generally associated with criminal or terrorist activity
  - Examples include biological attacks or active threat incidents

Threat Vulnerability and Risk Assessment (TVRA)

You likely are already familiar with many of the hazards that your organization faces. However, you may be unaware of certain vulnerabilities or risks your organization has in relation to these hazards. A threat vulnerability and risk assessment (TVRA) can help your organization identify these so you may prepare for and mitigate against hazards effectively.

To have a TVRA conducted:
- Contact Federation's Director of Security Initiatives
- Reach out to your local or state law enforcement agency
- Use a private vendor

Common Terminology

- **Incident Action Plan (IAP)**: a document developed by the incident command team that includes the goals, objectives, and response strategy of an incident

- **Operational Period**: the time period allotted to completing tasks and objectives. Typically, they are 12 hours and incidents may span more than one operational period

- **Emergency Operations Center (EOC)**: a location at which the coordination of information and resources to support incident management occurs

- **Joint Information Center (JIC)**: a location created for more complex incidents which serves as an information collection and dissemination hub

- **Incident Command Post (ICP)**: an on-scene location that focuses on the tactics to deal with the immediate situation

- **After Action Report/Improvement Plan (AAR/IP)**: a document that identifies the strengths and weakness of the response and how it can be improved for future incidents
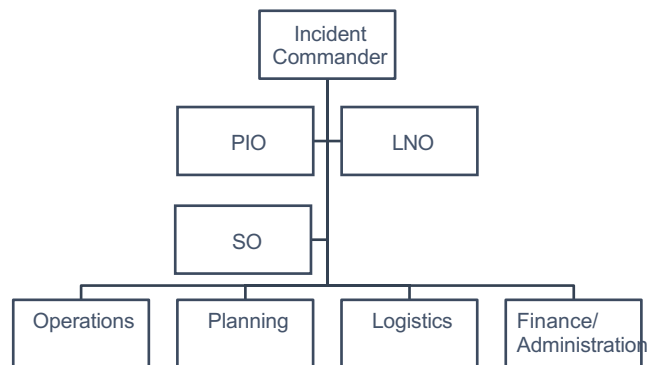
Important Principles of Incident Command

1. **Manageable Span of Control** – A supervisor should be responsible for no more than three–seven people

2. **Common Terminology** – Use plain language and avoid using organization-specific terminology/codes

3. **Unity and Chain of Command** – Each person should report to their direct supervisor (designated by the incident command chart) and will have only one supervisor

4. **Modular Organization** – Incident command can and should be scaled based on the size and complexity of an incident

The Main Players of Incident Command

The Incident Commander (IC) is the overall leader of the incident. His/her direct reports are:

- **Public Information Officer (PIO)** – develops and disseminates incident information to internal and external partners

- **Safety Officer (SO)** – ensures the safety of the incident response and responders

- **Liaison Officer (LNO)** – acts as the point of contact between the organization and external partners

- **Operations Section Chief** – manages all the tactical, or "boots on the ground," activities
- **Planning Section Chief** – provides planning services for the incident

- **Logistics Section Chief** – manages incident supports needs

- **Finance/Administration Section Chief** – manages all the financial aspects of the incident

Partners in Emergency Management

- Jewish Federation in the Heart of New Jersey

- Secure Community Network

- Local Law Enforcement Agencies

- Fire Departments

- Emergency Management Agencies

- Public Health Departments

- Volunteer and Community Organizations such as the American Red Cross

Community Response

In recognition of the sheer manpower and number of resources an emergency response requires, many localities, in addition to traditional response partners, have turned to volunteers for assistance. Outlined below are the common types of volunteer organizations your community may have.

- **Community Emergency Response Teams (CERT)** – Volunteers trained in basic disaster response skills such fire safety, light search and rescue, team organization, and disaster medical operations

- **Medical Reserve Corps (MRC)** – Volunteers who work to improve the health and safety of their communities. Comprised both of current/former medical and public health professionals and community members without healthcare backgrounds, prepare for and respond to emergencies that have an impact on public health

Additional Resources

- **Attend trainings** on a wide variety of emergency response topics, including Countering Act Threat Training (CATT), Situational Awareness, Stop the Bleed, and Greeter/Usher Training.

- **Take free online training from FEMA**. FEMA offers free, online training courses on a variety of topics. The following courses are suggested to learn more about emergency management.

  - [IS-100.c: Introduction to the Incident Command System](#)
  - [IS-200.c: Basic Incident Command for Initial Response](#)
  - [IS-230.d: Fundamentals of Emergency Management](#)
  - [IS-700.b: An Introduction to the National Incident Management System](#)
  - [IS-800.d: National Response Framework, An Introduction](#)

- **View more emergency operations planning resources**. Jewish Federation has put together a list of resources from partners to aid in your organization's emergency operations planning. Check out the webpage at:

  - [Emergency Operations Planning Resources](#)

- **View more security resources**. Federation is also happy to provide you and your organization with general tools and resources to help secure your facility and receive security grants. Check out the webpage at:

  - [Security Resource Library](#)