



INSTITUTIONAL EFFECTIVENESS PARTNERSHIP INITIATIVE
Participate | Collaborate | Innovate



California Community Colleges
Chancellor's Office

READY C3



STANDARDIZING EMERGENCY
MANAGEMENT THROUGHOUT
CALIFORNIA COMMUNITY COLLEGES

Contents

Background	3
The Team	3
Goals & Objectives	4
Goal 1: Establish and Staff a CCC Office of Emergency Services.....	4
Objective 1	4
Objective 2	4
Objective 3	4
Goal 2: Develop Standards and Guidelines in accordance with SEMS/NIMS.....	4
Objective 1	4
Objective 2	5
Objective 3	5
Objective 4	6
Objective 5	8
Objective 6	8
Objective 7	9
Objective 8	9
Goal 3: Develop Model Emergency Management Funding Strategy.....	9
Objective 1	9

Background

California Community Colleges are entrusted to provide a safe and healthy learning environment for students, faculty, and staff who live, work, and study on campus. Faced with a wide array of emergencies, this is no easy task. Many emergencies occur with little to no warning; therefore, it is critical for California Community Colleges to plan ahead to help ensure the safety and general welfare of all members of the campus community.

California Community College districts and campuses often span large geographic areas, and many have additional locations in other cities. Some California Community Colleges operate complex enterprises in addition to their academic programs, including performing arts venues, athletic complexes, agricultural centers, residential complexes, and transportation systems. They frequently have open campuses that are integrated into the surrounding community, with visitors regularly on campus touring facilities and attending events.

California Community Colleges serve primarily adult students who are capable of making decisions on their own. Campus populations are perpetually in flux, changing from day to day, semester to semester, and year to year. Some students commute to and from campus, others attend class virtually, while still others live in housing facilities located on or near the college campus, resulting in a dispersed population. California Community Colleges also often host individuals from other nations.

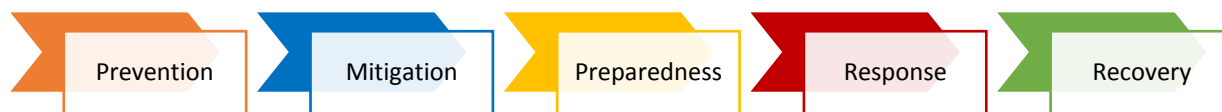
While these characteristics pose challenges, in collaboration with the CCC Chancellor's Office, local government and community partners, California Community Colleges can take steps to plan and prepare for potential disasters and emergencies.

The Team

- Scott Valverde, Chancellor's Office, IPEI svalverde@cccco.edu
- Colleen Ganley, Chancellor's Office, Student Mental Health Services, cganley@cccco.edu
- Rachel Berliner, Foundation for California Community Colleges, berliner@foundationccc.org
- Candace Robertson, TTIP South, crobertson@prolearningnetwork.org
- Chris Grant, San Bernardino CCD, Emergency Preparedness Coordinator/TLO, cgrant@sbccd.edu
- Anjeanette Oberg, Mount San Jacinto Community College, Faculty, aoberg@msjc.edu
- Su Jin Jez, Cal State University, Sacramento, jezs@csus.edu

Goals & Objectives

All goals and objectives align with one or more of the Emergency Management Phases.



Goal 1: Establish and Staff a CCC Office of Emergency Services

Establish and staff a CCC Office of Emergency Services (CCCOES) and Regions to support prevention, mitigation, preparedness, response and recovery efforts of community colleges throughout the State.

Discussion: CCCOES shall have the responsibility to carry out the coordination of information and resources throughout the CCC system and as needed, between the SEMS state and regional levels to ensure effective and efficient support.

Objective 1

Establish CCCOES budget and staffing plan.

Objective 2

Establish 3 CCCOES regions that align with Cal OES regions (Inland, Coastal and Southern).

Discussion: CCCOES regions have the responsibility to carry out the coordination of information and resources within the region and between the CCCOES to ensure effective and efficient support to local response. The regions serve as the conduit for local and regional perspective and provide a physical presence for CCCOES functions at the local level in all phases of emergency management.

Objective 3

Identify and recruit California community college emergency management professionals to serve as volunteer CCCOES regional coordinators and support staff.

Goal 2: Develop Standards and Guidelines in accordance with SEMS/NIMS

Develop emergency preparedness standards and guidelines in accordance with the Standardized Emergency Management System and the National Incident Management System to assist California community college districts and colleges in the event of a natural disaster, hazardous condition, or terrorist activity on or around a community college campus.

Objective 1

Develop standardized guidelines, training, templates and supporting documents needed to establish a campus emergency management teams.

- Executive Policy Group
- Incident Management Team
- Campus Emergency Response Team
- EOC Response Team
- Emergency Relocation Team
- Emergency Management Committee
 - COOP Committee
 - Planning Committee

Objective 2

Establish standards and guidelines regarding emergency management on-boarding training for every employee within six months of commencement of employment.

CCCOES READY Academy

Through CCCOES regions, the academy will facilitate quarterly sessions for all trainings listed below. Trainings will be offered in the following formats: Online (Self-Paced), Webinar and In-Person.

Webinar and in-person training will be facilitated by CCC emergency management professionals as part of their CCCOES professional credentialing requirements and/or through contract offerings from organizations such as Cal OES, TEEX, REMS, UASI, etc. It's anticipated most contract courses will qualify for FEMA, UASI and related funding.

Courses and trainings will align with Cal OES/CSTI offerings to ensure the CCCOES is training to the current standards of SEMS/NIMS/ICS and related California specific emergency management standards and guidelines.

Onboarding Courses – All Staff/Faculty/Executives – (9) hours

- Disaster Service Worker Orientation (1 hr.)
- ICS/SEMS/NIMS Combined (8 hrs.)

Objective 3

Develop specialized training and credentialing standards for employees who may be designated as part of an emergency management team.

CCCOES READY Team Academy

Through CCCOES regions, the academy will facilitate quarterly sessions for all trainings listed below. Trainings will be offered in the following formats: Webinar and In-Person.

Webinar and in-person training will be facilitated by CCC emergency management professionals as part of their CCCOES professional credentialing requirements (See Goal 2, Objective 4) and/or through contract offerings from organizations such as Cal OES, TEEX, REMS, UASI, etc. It's anticipated most contract courses will qualify for FEMA, UASI and related funding.

Courses and trainings will align with Cal OES/CSTI offerings to ensure the CCCOES is training to the current standards of SEMS/NIMS/ICS and related California specific emergency management standards and guidelines.

Executive Policy Group – (28 hrs.)

- SEMS Executive Management Course (2 hrs.)
- IS-546.A: Continuity of Operations Awareness Course (1 hr.)
- CERT Basic Training Course (21 hrs.)

Incident Management Team – (88 hrs.)

- SEMS Executive Management Course (2 hrs.)
- ICS 300 (20 hrs.) and 400 (14 hrs.)
- IS-546.A: Continuity of Operations Awareness Course (1 hr.)

- Adult & Pediatric First Aid/CPR/AED Course (4 hrs.)
- IS-547.A: Introduction to Continuity of Operations Course (2 hrs.)
- Multi-Hazard Emergency Planning for Higher Education Course (24 hrs.)
- CERT Basic Training Course (21 hrs.)
- Adult & Pediatric First Aid/CPR/AED Course (4 hrs.)

Campus Emergency Response Team – (25 hrs.)

- CERT Basic Training Course (21 hrs.)
- Adult & Pediatric First Aid/CPR/AED Course (4 hrs.)

Emergency Relocation Team – (28 hrs.)

- CERT Basic Training Course (21 hrs.)
- IS-546.A: Continuity of Operations Awareness Course (1 hr.)
- IS-547.A: Introduction to Continuity of Operations Course (2 hrs.)
- Adult & Pediatric First Aid/CPR/AED Course (4 hrs.)

Emergency Management Committee – (25 hrs.)

- CERT Basic Training Course (21 hrs.)
- Adult & Pediatric First Aid/CPR/AED Course (4 hrs.)

COOP Committee – (28 hrs.)

- IS-546.A: Continuity of Operations Awareness Course (1 hr.)
- IS-547.A: Introduction to Continuity of Operations Course (2 hrs.)
- EM Committee Trainings

Emergency Planning Committee – (73 hrs.)

- Multi-Hazard Emergency Planning for Higher Education Course (24 hrs.)
- Developing Emergency Operations Plans (8 hrs.)
- Integrating Access and Functional Needs Into Emergency Planning (16 hrs.)
- EM Committee Trainings

Objective 4

Develop specialized training and credentialing standards for California Community College Emergency Management Professionals.

CCCOES Emergency Management Career Credentialing

Adapted from, and intended to align with the Cal OES/CSTI Emergency Management Career Track Credentialing, CCCOES Emergency Management Career Credentialing will chart the path for the future of emergency management professionals in the California Community College system by establishing professional standards and reaffirming the competencies (knowledge, skills, and abilities) needed by all individuals in the field of emergency management (EM). It is the primary objective of this track to provide a comprehensive roadmap for individuals seeking an emergency management career within the CCC system; experienced practitioners looking to validate and advance their professional capability; and to provide hiring professionals with a credentialing standard that they can easily understand and trust.

This program will also support the EMMA/EMAC effort and meets SEMS/NIMS requirements. CCCOES' Emergency Management Credentialing Program's net effect will reduce loss of life, and damage to the environment and property during an emergency/disaster.

CCCOES READY Leadership and T-T-T Academy

Through CCCOES regions, the academy will facilitate quarterly sessions for all trainings listed below. Trainings will be offered in the following formats: Webinar and In-Person.

Webinar and in-person training will be facilitated by CCC emergency management professionals as part of their CCCOES professional credentialing requirements (See Goal 2, Objective 4) and/or through contract offerings from organizations such as Cal OES, TEEX, REMS, UASI, etc. It's anticipated most contract courses will qualify for FEMA, UASI and related funding.

Courses and trainings will align with Cal OES/CSTI offerings to ensure the CCCOES is training to the current standards of SEMS/NIMS/ICS and related California specific emergency management standards and guidelines.

CCCOES Emergency Management Professional Credentialing Courses

- Refer to Cal OES [Professional Development Practitioner Overview](#)
- Adult & Pediatric First Aid/CPR/AED T-T-T
- CERT T-T-T
- CERT Program Manager
- Emergency Management Instructor Enhancement (EMIE)
- Essentials EOC Action Planning T-T-T
- EOC Section Position/Exercises T-T-T
- ICS/SEMS/NIMS Combined, G775, G191 T-T-T
- Incident Command System (ICS) Curricula T-T-T
- Developing Emergency Operations Plans T-T-T

Facilitating CCCOES READY Leadership and T-T-T Academy's for emergency management professionals throughout the CCC system will:

- Result in a statewide cadre of community college based instructors certified to facilitate the FEMA, CSTI and IHE specific courses required to ensure compliance with SEMS/NIMS training standards and requirements.
- Ensure that California community college emergency management professionals are teaching standardized competencies which result in credentials that can easily transfer throughout the CCC system.
- Provide mentoring opportunities for new and seasoned emergency management professionals throughout the CCC system.
- Exponentially reduce district and/or college emergency management training costs through in-house as opposed to contracted facilitation of courses. (Internal research at SBCCD shows the district would incur training and labor costs of approximately \$485,000 to meet current training requirements utilizing contract services.)
- Support the development of both statewide and regional Emergency Management Multi-Year Training and Exercise Calendars.

- Provide district and college HR professionals with standardized CCCOES credentialing standards for emergency management personnel and trainers.

Objective 5

Develop specialized training and credentialing standards for employees who may be designated as part of an Emergency Operations Center team.

EOC Response Teams

- As required by the Cal OES [EOC Credentialing Type III Task Book](#)
- Adult & Pediatric First Aid/CPR/AED Course

Objective 6

Develop standardized templates and supporting documents on prevention, mitigation, preparedness, response and recovery.

Discussion: The development of a web and app-based CCCOES resource library will allow the CCCOES to support standardized district and college prevention, mitigation, preparedness, response and recovery efforts. It's anticipated this library may include but not be limited to:

- Customizable plan, checklist, form, report, training and exercise templates.
- Meme generator and image catalog.
- Standardized preparedness and awareness brochures - working in partnership with the SBCCD Alternate Text Production Center, access and functional communication needs will be met utilizing electronic text files, electronic Braille files, Braille brochures and training documents, MP3 files and Tactile Graphics.
- Eden: Emergency Development ENvironment) for Rapid Deployment Humanitarian Response Management <https://sahanafoundation.org/products/eden/> - Eden is a flexible Open Source Humanitarian Platform with a rich feature set which can be rapidly customized to adapt to existing processes and integrate with existing systems to provide effective solutions for critical humanitarian needs management either prior to or during a disaster or emergency. Eden's features are designed to help Disaster and Emergency Management practitioners to better mitigate, prepare for, respond to and recover from disasters more effectively and efficiently.
- Kual Ready <https://www.kuali.co/products/continuity-planning/> - What can you do with Kual Ready? Kual Ready's guided planning process, which draws on more than a decade of continuity planning experience at major institutions, can help you: Identify critical functions by department, analyze the impact of disruption to those functions, plan strategies to quickly resume operations after a disruption, guide the implementation of your resiliency plans, evaluate their effectiveness, manage your plans over time. What can Kual Ready do for you? Kual Ready can help you improve readiness across your campus faster and more successfully, specific to higher education and makes sense to campus stakeholders, guided prompts simplify complex processes, standard reports show plan status across the institution and identify gaps, all-hazards approach helps meet regulatory requirements, easy to implement so you can get started in hours, not weeks.

Objective 7

Develop standardized guidance on coordinating with the appropriate local, state, and federal government authorities, and nongovernmental entities on comprehensive emergency management and preparedness activities.

Discussion:

- Outreach
- Testing, Training and Exercising
- Partnerships
- MOU's/MOA's

Objective 8

Develop standardized training, templates and supporting documents needed to support active shooter response plans that promote the safety and security of individuals with disabilities and persons with an AFN during an active shooter attack on or around a community college campus.

Discussion: The SBCCD is currently integrating the [Cal OES - Active Shooter Awareness Guidance](#) (2016 update) into the FEMA Active Shooter: What You Can Do course. The course template will be available on or before March 15, 2017.

Cal OES - Active Shooter Awareness Guidance

On December 2, 2015, terrorists attacked the Inland Regional Center in San Bernardino, California. Because the center serves individuals with intellectual and developmental disabilities, initial reports indicated the attack was an assault on the disabled. Though it was later learned not to be the case; the thought of an attack on individuals with disabilities raised serious concerns. Paramount among those concerns was the general recognition that there was a lack of guidance and training regarding the access and functional needs (AFN) considerations associated with an active shooter attack. To address this important issue, the California Governor's Office of Emergency Services' (Cal OES) Office of Access and Functional Needs (OAFN) spearheaded the development of an active shooter awareness guidance.

The guidance, which is the first-of-its-kind, was created by bringing together a work group consisting of representatives from law enforcement, the California State Council on Developmental Disabilities, emergency managers, the California Specialized Training Institute and other disability stakeholders.

Goal 3: Develop Model Emergency Management Funding Strategy

Background: As key district and college stakeholders continue to hold funding for emergency management as a top priority, there is a need for a model Emergency Management Funding Strategy that includes a diversified approach to public and private funding sources.

Objective 1

Develop a model Emergency Management Funding Strategy that establishes a framework including a diversified portfolio of public and private funding sources and support partners, capitalizes on emerging fundraising technologies such as crowdfunding and embraces forward-thinking disaster prevention, mitigation, preparedness, response and recovery partnerships.

Discussion: The information below is not intended to be all inclusive. Rather it is intended to provide an overview of the following:

- The restrictive and limited nature of federal funds may not align fully with emergency management funding needs.
- As corporate philanthropic goals continue to expand into the areas of emergency preparedness, response and recovery, unprecedented and sustainable corporate funding and related partnerships may be available to CCC districts and colleges.
- Crowdfunding opportunities exist for CCC districts and colleges to create an annual (ongoing) Emergency Management Funding Campaigns that afford current students, alumni and community supporters to actively support ongoing disaster and emergency prevention, mitigation, preparedness, response and recovery activities throughout the state. All from their mobile devices.

Federal Funding

- It is blatantly clear that preparing for natural and technological disasters is not a priority for the federal government. And many argue that the ball should not be in their court, and never should have been. Maybe the real problem lies in the fact that elected representatives at the state and local level give preparedness little more than lip service? If public priorities are illustrated by the dollars appropriated to a cause or program, then law enforcement and fire protection are filet mignon and emergency management is chopped liver. <http://bparati.com/Full-Article/ArticleID/944/Homeland-Security-Grants-Not-For-Emergency-Management-Part-3?pfauthid=1#sthash.9OyqiaIP.dpuf>
- The reality is that Federal grants have now come to serve as the principal source of funding for local programs. Far from encouraging local planning, the grants have actually placed limits on local programs. Instead of budgeting on the basis of need as determined in a strategic planning process, programs are funded only to the level required to match grant funds. In cases where the state provides the matching funds, local funding may be even more reduced. Adding to the problem is that grant requirements frequently reflect Federal priorities that may or may not coincide with local need. Consider the equipment grants that were provided post-9/11; equipment that was allowable for purchase under the grant did not always match local needs. Many jurisdictions needed help in expanding staffing or upgrading information systems, not advanced protective gear that came without funding for training and maintenance.
- This dependence on Federal funds follows the historical pattern of increased Federal involvement in disasters. From the original concept that disaster response was the responsibility of the state and, by extension, the local government, the disaster bureaucracy in the United States has evolved to where disaster response is seen as largely a Federal responsibility. This is neither healthy nor effective. When centralized planning disregards local conditions and needs, something is wrong. <http://www.emergencymgmt.com/emergency-blogs/managing-crisis/Who-Should-Pay-for-070113.html>
- Congress has appropriated \$1,044,000,000 for 2015-2016 Homeland Security Grant Program (HSGP) cooperative agreements – and very few of those dollars will be allocated to improve state and local Emergency Management capabilities. Why? Because most in Congress view disaster preparedness as a state and local responsibility. The thinking is that most natural and

technological disasters do not cross state lines, and federal preparedness programs will not prevent them from doing so anyway. <http://bparati.com/Full-Article/ArticleID/931/Homeland-Security-Grants-Not-For-Emergency-Management-Part-1?pfauthid=1#sthash.41gJp1X3.dpuf>

- The HSGP is authorized by the HSA. Like all federal programs, the amount appropriated each year for cooperative agreements rest with Congress' mood. <http://bparati.com/Full-Article/ArticleID/939/Homeland-Security-Grants-Not-For-Emergency-Management-Part-2?pfauthid=1#sthash.8fh0iwtM.dpuf>
- Maybe this explains why Congress funds the Homeland Security Grant Program (HSGP) and the Public Health Emergency Preparedness (PHEP) Program to a much greater extent than the Emergency Management Performance Grant (EMPG)? Maybe this is why EMPG requires a 50% match from state and local governments? <http://bparati.com/Full-Article/ArticleID/939/Homeland-Security-Grants-Not-For-Emergency-Management-Part-2?pfauthid=1#sthash.8fh0iwtM.dpuf>

Corporate Partners

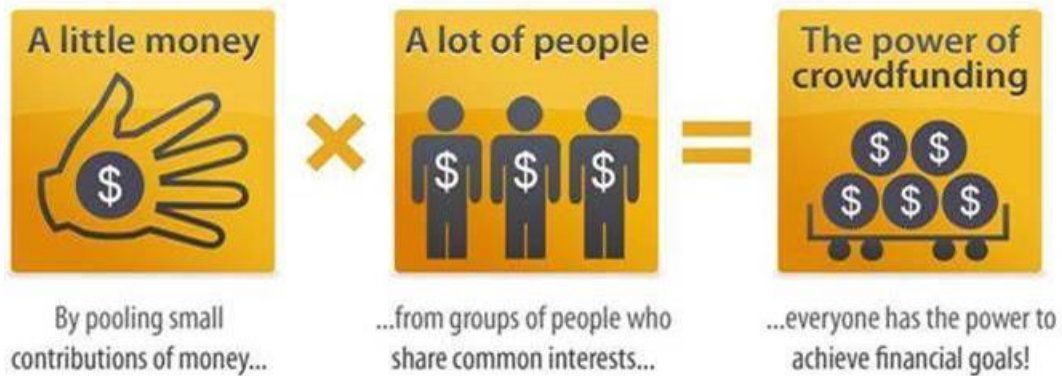
- As a part of a disaster response strategy, CSR practitioners should determine which stage(s) of a disaster their company plans to support: before a disaster, during and immediately following, or several months after. According to the Center for Disaster Philanthropy (CDP), in 2013 more than 40 percent of all disaster spending was directed to response and relief efforts, while nearly 19 percent was for reconstruction and only 4 percent was for preparedness. Mixed efforts made up 11 percent. In deciding the stage(s) to support, companies should consider community needs and the company's own capacity.
- There are many ways corporations can get involved in disaster response. Most commonly, corporations engage through financial support, pro bono work (volunteering) or in-kind donations. It's often most efficient to support an existing project/campaign organized by a disaster relief NGO, multilateral organization or government agency, either through capacity-building, skills-based services, in-kind supplies or cash contributions. https://www.siliconvalleycf.org/sites/default/files/documents/csr/SVCF_CorporateDisasterResponseGuide_web.pdf
- In an era when 87 percent of Americans believe that companies should place at least as much value on societal interests as on business interests, according to a study by Edelman, the public relations firm, the line between marketing and philanthropy has grown increasingly fuzzy.
- MANY companies have donated money and goods in the wake of the tornado that devastated Joplin, Mo., and left at least 138 people dead. But in addition to donating to disaster relief groups, Procter & Gamble, the consumer goods giant, is taking the unusual approach of providing disaster relief directly. Days after the tornado, two of the company's brands, Tide and Duracell, arrived with their own specially equipped trailers and crews, which set up in a Wal-Mart parking lot in Joplin.
- "You have to be incredibly careful around natural disasters because you don't want to be seen as an ambulance chaser, and you cannot merchandise on the back of a disaster," said Carol Cone, managing director for brand and corporate citizenship at Edelman. But Tide has steered clear of pitfalls, Ms. Cone said. "What they came up with is to give superhuman powers to their brand to help out during disasters," Ms. Cone said. "In a disaster people have lost everything, but what Tide realized is that just bringing in a laundromat gives people a modicum of normalcy,

a moment of humanity.”

http://www.nytimes.com/2011/06/03/business/media/03adco.html?_r=1&scp=4&sq=philanthropy&st=nyt

Crowdfunding

The practice of funding a project or venture by raising many small amounts of money from a large number of people, typically via the Internet.



By the end of 2016 the overall crowdfunding industry is on track to account for more total funding than the average annual investment from the venture capital industry (according to the most crowdfunding figures published by the most recent report by [Massolution](#)).

Just five years ago there was a relatively small market of early adopters crowdfunding online to the tune of a reported \$880 million in 2010. Fast forward to today and we saw \$16 billion crowdfunded in 2014, with 2015 estimated to grow to over \$34 billion.

