

# **EXPRO National Manual of Assets and Facilities Management Volume 14, Chapter 2**

## **Emergency Management Plan – Schools and Universities**

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## Emergency Management Plan – Schools and Universities

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## Emergency Management Plan – Schools and Universities

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# Emergency Management Plan – Schools and Universities

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# Emergency Management Plan – Schools and Universities

## 1.0 PURPOSE

The purpose of this Emergency Management (EM) Planning document is to describe the process which will guide entities in establishing a set of business-specific EM Plans. These EM Plans shall form part of the Entity's Emergency Operations Manual (EOM). Guidance contained herein is based on the contents of the EM Procedure and tailored to entities operating within schools and universities.

An EM Plan is an Entity-specific document which describes the steps to be taken during Emergency Incident (EI) scenarios such that the response to the EI is predictable and the likelihood of successfully navigating the EI is relatively higher than if no EM Plan had been put in place. EM Plans are one set of outputs arising from the Hazard Vulnerability Analysis (HVA) described in the EM Procedure (EOM-ZE0-PR-000001). Depending on the sector in which the Entity operates, Entity's specific business practices and outcomes of the HVA, individual EM Plans may be established to cover several diverse EI's including, but not limited to:

- Evacuation
- Flood/Hurricane
- Communications outage
- Snow/Sand storm
- Fire
- Chemical or biological incident
- Active shooter
- Earthquake

Emergency Exercises and Drills established by the Entity shall be used to test Entity-specific EM Plans arising from guidance contained herein, and shall thereby increase the organization's level of Emergency Preparedness (EP). Each EM Plan shall be scalable dependent on the size of the Entity.

Contained within the Attachments is an Emergency Management Plan Template for Schools and Universities from which the Entity can derive its own EM Plans.

## 2.0 SCOPE

The EM Planning document has been written specifically for senior ranking members of the organization accountable for EP, who are most likely to form part of the Emergency Management Committee (EMC) – Refer to EM Procedure (EOM-ZE0-PR-000001). However, on the basis that EP is everyone's responsibility, all information contained herein should be accessible and understood by anyone working within the Entity, irrespective of their position.

## 3.0 DEFINITIONS

Term	Definition
CEO	Chief Executive Officer
COO	Chief Operations Officer
CUL	Communications Unit Leader
DRZ	Disaster Relief Zone
EI	Emergency Incident
EM	Emergency Management
EMC	Emergency Management Committee
EMP	Emergency Management Plan
EOA	Emergency Operating Area
EOC	Emergency Operations Center
EOM	Emergency Operations Manual
EP	Emergency Preparedness
EPS	Emergency Preparedness Software
ESS	Emergency Support Services



## Emergency Management Plan – Schools and Universities

EWS	Emergency Warning Signal
FM	Facilities Management
FSC	Finance Section Chief
FUL	Facility Unit Leader
HSS	Hazard Surveillance Survey
HSSE	Health, Safety, Security, and Environment
HVA	Hazard Vulnerability Analysis
IC	Incident Commander
LPL	Resource Pool Leader
LSC	Logistics Section Chief
NFPA	National Fire Protection Association
NOA	Normal Operating Area
O&M	Operations and Maintenance
PA System	Public Announcement System
PPE	Personal Protective Equipment
PUL	Procurement Unit Leader
RACI	Responsible, Accountable, Consulted, Informed
RPL	Resource Pool Leader
SLT	Senior Leadership Team
SME	Subject Matter Experts
SSO	Sanitation Systems Officer
STC	Saudi Telecom Company

### 4.0 REFERENCES

- US Department of Homeland Security Active Shooter How-To-Respond, October 2008
- US FBI Active Shooter Planning and Response in a Healthcare Setting, April 2015
- Alert, Lockdown, Inform, Counter, Evacuate (ALICE) Training Institute Active Shooter Response Procedures, 2016
- National Disaster Management Guidelines – Medical Preparedness and Mass Casualty Management, National Disaster Management Authority (NDMA)
- National Fire Protection Association (NFPA) 10:2018
- Are you prepared? Learning from the Great Hanshin-Awaji Earthquake Disaster - Handbook for Disaster Reduction and Volunteer Activities

### 5.0 RESPONSIBILITIES

Responsible	Description
Communications Unit Leader (CUL)	Organizes and coordinates internal and external communications during an EI and acting as custodian of all logged/documented communications
Damage Assessment and Control Officer	Provides sufficient information regarding the operational status of the facility during an EI for the purpose of decision/policy making, including those regarding full or partial evacuation
Emergency Management Committee (EMC)	Group of responsible and accountable people tasked with preparing the organization for an EI and successfully leading the organization through the EI, then capturing lessons learned as part of continuous improvement
Emergency Operating Area Supervisor	Person in charge of the Emergency Operating Area (EOA) as assigned by the Resource Pool Leader. Responsible for the successful set up and management of the EOA
Facility Unit Leader (FUL)	Supports the Logistics Section Chief by maintaining the integrity of the physical facility to the best possible standard during an EI, ensuring quality and security of supply



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Finance Section Chief (FSC)	Responsible for all financial decision making during the EI, the FSC shall document and approve the acquisition of supplies and services necessary to successfully navigate the Entity through the Emergency Phase
First Aiders	Trained and competent individuals with responsibility to render first aid to victims at the scene of the EI in support of Emergency Support Services
FM Director	Responsible for overall management of the FM Department. Must coordinate and supervise FM staff such that quality and security of supply is maintained to the highest possible levels during the EI
Incident Commander (IC)	Chief decision maker responsible for Organizing and directing the EOC. IC has overall accountability for the safety of people and protection of assets during an EI. The IC shall act as EMC Chair
Information Technology (IT) Unit Leader	Develops and maintains the Entity's internal information network through monitoring and maintenance of the computer system, servers and internet hardware
Liaison Officer	Liaises with parties external to the Entity based on direction from the Communications Unit Leader
Line Manager	The person in the organization to whom one or more members of staff report. During an EI, this person may change dependent on whether the ICS differs from the Normal Command Structure
Logistics Section Chief (LSC)	Directs maintenance operations and ensures adequate levels of food, shelter and supplies during the EI
Maintenance Team	Those responsible for maintaining engineering systems
Operations Team	Those responsible for operating engineering systems, or those responsible for aspects of business operations
Planning Section Chief	Responsible for effective monitoring and delivery of Emergency Plans. Gathers scenario/resource projections from all Section Chiefs, records deviations from Emergency Plans, and identifies constraints
Procurement Unit Leader (PUL)	Maintains a record of the location of assets at all times, receiving requests for additional assets and identifying the need for procurement
Resource Pool Leader (RPL)	Rosters staff and volunteers on as needed during the EI. Maintains adequate staff numbers in the Resource Pool
Safety and Security Officer	Person with overall responsibility for safety of personnel within the organization. Sets up and maintains Facility protection and traffic security
Sanitation Systems Officer (SSO)	Reporting to the Facility Unit Leader, the Sanitation Systems Officer (SSO) monitors the usage of existing sewage and sanitation systems and establishes alternate methods of sanitation, if necessary
Senior Leadership Team (SLT)	Those responsible for defining organization policies and for successfully running the organization during normal operations
Subsistence Unit Leader	Organizes food and water stores for preparation and rationing during the EI, against forecasted periods of shortage
Transportation Unit Leader	Organizes and coordinates safe and timely transportation of all personnel and resources as required. Manages the fleet of Entity-owned assets and any vehicles donated to the Entity during an EI

**Table 1: Roles & Responsibilities**



Service requirements during an EI shall be suitably increased as specified within the EM Procedure (EOM-ZE0-PR-000001). Operators which may be affected by the EI and see an increased load upon their services may include:

- As a minimum, each of the above, whether directly employed by the Entity or sub-contracted, shall prepare its own EM Plans based on the results of the organizational HVA. Department/contractor-specific EM Plans shall integrate with the overall organizational EM Plans. Additional requirements for operators during an Emergency are described throughout Volume 5 – Operations Management.

The primary function of Schools and Universities is to offer a place for useful learning. In addition to their primary function, schools and universities often provide spaces for extracurricular activities during lunchbreaks, evenings, and weekends. During an EI, the function of schools and universities may change to accommodate the emergency scenario and the school or university must adapt to meet this requirement (i.e. preserve life, limit damage to assets, and maintain minimum service level requirements, as applicable).

Emergency Management Plans shall be prepared according to the following process:



The HVA (and associated workshop) as described in the EM Procedure will result in a set of EIs and the subsequent production of EM Plans. An **Error! Reference source not found.** has been provided in the Attachments which contains the structure of an EM Plan. There is also guidance contained within each section to support the Plan Writer in producing EM Plans.

1. Introduction
2. Objective
3. Responsibilities
4. Definitions
5. El escenarios





## Emergency Management Plan – Schools and Universities

6. RACI (Responsible, Accountable, Consulted, Informed) Matrix
7. Equipment
8. Emergency operating area maps
9. Evacuation plans
10. Monitoring and reporting
11. Appendices

### 6.2 Requirements of the Plan Writer

The Plan Writer shall be competent to lead the process of writing an Entity-specific EMP or updating an existing plan based on guidance contained herein. Specific tasks include, but are not limited to:

- Research EM best-practice and its relationship to latest standards associated with Schools and Universities
- Compare best-practice to existing practices, looking for areas of improvement and added value
- Create Emergency Operating Areas (EOA) and Evacuation Plans based upon as built schematic drawings of each building under the EM Plan
- Work closely with Subject Matter Experts (SME) to gather necessary information for the development of each EM Plan and to test/verify the accuracy of the work by executing Emergency Exercises and Drills
- Suitably address comments and integrate feedback to the betterment of the EM Plan
- Facilitate as a minimum, EM Plan kick-off workshop and EM Plan review meeting
- Manage EM Plan development within timelines set by the EMC
- Conduct quality checks including the use of style guides and adherence to templates as appropriate
- Collaborate with training coordinators and other members of the EMC as required to ensure that EM Plans are integrated into training, exercise and drill materials developed for organization staff

### 6.3 Emergency Incidents (EIs) for School and University Facilities

The definition for an EI presented within the EM Procedure holds true for Schools and Universities. However, there are other important factors which must be considered when deciding what constitutes an EI and the thresholds which govern the process.

#### 6.3.1 Type of Casualties

For the purposes of First Aid, casualties can be categorized as follows:

**Critical** – including head injuries, thoracic injuries, abdominal injuries, fractures of major bones, profuse bleeding and non-responsiveness. These patients require immediate resuscitation and supportive measures.

**Serious** – including cases of a non-critical nature, limb fracture and crush injuries without major blood loss, facial injuries, hip injuries and spinal injuries.

**Walking Wounded** – including all minor and treatable injuries, limb fractures and muscular torsions.

**Dead** – to be processed by Emergency Support Services.

Decision-making regarding prioritization of casualties and rendering of First Aid shall be supported by the above categories. This will aid Emergency Support Services in performing their work and will offer increased visibility for downstream Healthcare Facilities.

#### 6.3.2 Implementing Classes of Emergency Management Plan

Examples of Emergency Incidents which may be considered relevant to the Entity following completion of HVA, are provided in Section **Error! Reference source not found..** Following identification of relevant EIs, the Entity shall categorize and classify each EI.



## Emergency Management Plan – Schools and Universities

Emergency Incident Category refers to the 'type' of EI.

Emergency Incident Class refers to the 'intensity' of the EI.

El Category	Category	Class
1	Evacuation	A
		B
		C
2	Flood/Hurricane	A
		B
		C
3	Communications outage	A
		B
		C
3	Snow/Sand storm	A
		B
		C
4	Fire	A
		B
		C
5	Chemical or Biological incident	A
		B
		C
6	Earthquake	A
		B
		C

**Table 2: Example Emergency Incident Categories**

Each Category of EI shall correlate to an EM Plan. The EM Plan for each category shall then be placed into classes as follows:

- Class A (i.e. Light)
- Class B (i.e. Medium)
- Class C (i.e. Heavy)

### **Class A:**

The EM Plan can be implemented with minimal disruption to the School or University's normal operations.

### **Class B:**

The EM Plan can be implemented with specific adjustments to be made to the School or University's operations. The plan may be upgraded to C if thresholds are breached.



## Emergency Management Plan – Schools and Universities

### Class C:

Implementation of the EM Plan requires major re-organization of School or University Facilities and has a high risk of affecting continuity of operations. Back-up systems and resources shall be required given that several critical systems and resources have either, reached their design limits or failed completely.

### 6.4 Emergency Operating Areas specific to School and University Facilities

#### 6.4.1 Disaster Relief Zone

Schools and Universities are commonly used as safe locations for communities which have been affected by an EI. For example, during a flood, several hundred people may have been displaced from their homes. On such an occasion, the local school or university should be set up as a Disaster Relief Zone (DRZ) to act as a safe place for those who have been displaced. The DRZ shall include, as a minimum, beds and bed linen, toiletries, towels, food, and water and toilet roll.

The DRZ is not only established to house those displaced during an EI, but also to successfully navigate the EI through the setup of a Command Center or Communications Center plus all relevant EOAs which are outlined within the EM Procedure.

### 7.0 ATTACHMENTS

1. Attachment 1 - EOM-ZE0-TP-000014 – Emergency Management Plan Template



## Emergency Management Plan – Schools and Universities

### Attachment 1 – EOM-ZE0-TP-000014 – EM Plan Template for Schools and Universities

#### Introduction

This document contains Emergency Management Plans to be actioned in case of an EI. Each EM Plan contains the steps which should be taken (and by whom) in order to successfully navigate the EI. Based on HVA, the following EI's are most likely to affect the Entity:

- Evacuation
- Flood/Hurricane
- Communications outage
- Snow/Sand storm
- Fire
- Chemical or biological incident
- Active shooter
- Earthquake

#### Objective

The primary objective of EM Plans is to increase the likelihood that the Entity can suitably address the EI to the extent that:

- Limited harm is caused to people and the environment
- Limited damage is caused to assets
- Critical operations can continue relatively unaffected and normal operations can be returned as soon as possible

The above objective shall be met whilst maintaining a level of agility such that the Entity can respond to circumstances which were unforeseen during the HVA.

#### Responsibilities

The following individuals shall be assigned roles dependent on the category and classification of the EI:

Responsible	Description
Communications Unit Leader	Responsible for organizing and coordinating internal and external communications during an EI and acting as custodian of all logged/documented communications
Damage Assessment and Control Officer	Provide sufficient information regarding the operational status of the facility during an EI for the purpose of decision/policy making, including those regarding full or partial evacuation
Emergency Management Committee	Group of responsible and accountable people tasked with preparing the organization for an EI and successfully leading the organization through the EI, then capturing lessons learned as part of continuous improvement
Emergency Operating Area Supervisor	Person in charge of the EOA as assigned by the Resource Pool Leader (RPL). Responsible for the successful set up and management of the EOA
Events Manager	Person in overall charge of a specific event or an Events Program. Can be either directly employed by the Entity or a 3rd party service provider. All staff working on the event shall ultimately report to the Events Manager
Facility Unit Leader (FUL)	Support the LSC by maintaining the integrity of the physical facility to the best possible standard during an EI, ensuring quality and security of supply
Finance Section Chief (FSC)	Responsible for all financial decision making during the EI, the FSC shall document and approve the acquisition of supplies and services



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First Aid Leader	Person to whom First Aiders shall report and whom shall also have the capability of rendering First Aid. First Aid leader shall be responsible for successful execution of First Aid management activities, for example, organizing the team of First Aiders, prioritizing First Aid cases, liaising with emergency support services, ensuring procurement and deployment of sufficient medical materials and equipment and set-up of First Aid Posts.
First Aiders	First Aiders shall be trained and competent individuals with responsibility to render First Aid to victims at the scene of the EI in support of Emergency Support Services
FM Director	Responsible for overall management of the FM Department. Must coordinate and supervise FM staff such that quality and security of supply is maintained to the highest possible levels during the EI
Head of Health, Safety, Security, and Environment (HSSE)	Person in overall charge of matters concerning HSSE
Incident Commander (IC)	Chief decision maker responsible for organizing and directing the EOC. IC has overall accountability for safety of people and protection of assets during an EI. The IC shall act as EMC chair
IT Unit Leader	Develop and maintain the Entity's internal information network through monitoring and maintenance of the computer system, servers and internet hardware
Liaison Officer	Liaise with parties external to the Entity based on direction from the communications unit leader
Line Manager	The person in the organization to whom 1 or more members of staff report. During an EI, this person may change dependent on whether the Incident Command Structure (ICS) differs from the normal command structure
Logistics Section Chief (LSC)	Direct maintenance operations and ensure adequate levels of food, shelter and supplies during the EI
Maintenance Team	Those responsible for maintaining engineering systems
Operations Team	Those responsible for operating engineering systems or those responsible for aspects of business operations
Planning Section Chief (PSC)	Responsible for effective monitoring and delivery of emergency plans. Gathers scenario/resource projections from all section chiefs, records deviations from emergency plans and identifies constraint
Procurement Unit Leader (PUL)	Maintain a record of the location of assets at all times, receiving requests for additional assets, and identifying the need for procurement
Resource Pool Leader (RPL)	Roster staff and volunteers on the basis of need during the EI. Maintain adequate staff numbers in the resource pool
Safety and Security Officer	Person with overall responsibility for safety of personnel within the organization. Set up and maintain facility protection and traffic security
Sanitation Systems Officer (SSO)	Reporting to the FUL, the SSO monitors the usage of existing sewage and sanitation systems and establishes alternate method of sanitation, if necessary
Senior Leadership Team (SLT)	Those responsible for defining organization policies and for successfully running the organization during normal operations
Subsistence Unit Leader	Organize food and water stores for preparation and rationing during the EI, against forecast period of shortage
Transportation Unit Leader	Organize and coordinate safe and timely transportation of all personnel and resources as required. Manage the fleet of Entity-owned assets and any vehicles donated to the Entity during an EI





## Emergency Management Plan – Schools and Universities

### Definitions

Term	Definitions
CEO	Chief Executive Officer
COO	Chief Operations Officer
CUL	Communications Unit Leader
EI	Emergency Incident
EM	Emergency Management
EMC	Emergency Management Committee
EMP	Emergency Management Plan
EOA	Emergency Operating Area
EOC	Emergency Operations Center
EOM	Emergency Operations Manual
EP	Emergency Preparedness
EPS	Emergency Preparedness Software
ESS	Emergency Support Services
EWS	Emergency Warning Signal
FM	Facilities Management
FSC	Finance Section Chief
FUL	Facility Unit Leader
HVA	Hazard Vulnerability Analysis
IC	Incident Commander
LPL	Resource Pool Leader
LSC	Logistics Section Chief
NOA	Normal Operating Area
O&M	Operations and Maintenance
PA System	Public Announcement System
PUL	Procurement Unit Leader
SLT	Senior Leadership Team
SSO	Sanitation Systems Officer

### Emergency Incident (EI) Scenarios

#### Evacuation

Some EI require removal of all personnel in response to an emergency scenario which renders the facility unsafe for occupancy or prevents the delivery of necessary patient care.

#### Types of Evacuation:

There are 2 types of evacuation which may be required:

1. Partial Evacuation – Personnel are transferred within the campus, in order of preference
  - a. Horizontally – Personnel are moved horizontally to one side of a set of fire barrier doors
  - b. Vertically – Personnel are moved to a safe area on another floor or to another building
    - i. If elevators are not in use (i.e. during a localized fire), this type of evacuation may be more difficult due to some patients having to be carried/wheeled down stairways
2. Full Evacuation – Personnel are transferred outside existing buildings, to nearby or pop-up Healthcare Facilities

Building shall be evacuated starting with the highest floors as a priority.

#### Authorization for Evacuation:

Evacua:



1

1. Evacuation of the facility or portion thereof can only be authorized by:
  - a. Emergency Support Services such as Civil Defense, Police, Fire and the National Guard.
  - b. Incident Commander
  - c. Medical Director.
2. Decision to evacuate from unsafe or damaged areas shall be based on the following information:
  - a. Hazard Surveillance Survey (HSS) – as described in Emergency Management Procedure
  - b. Medical staff evaluation on whether adequate patient care can be maintained
  - c. Whether the location to which patients shall be evacuated is safer than the location at which they currently reside

**Procedure:**

1. General Instructions
  - a. Evacuate most hazardous areas first (those closest to danger or farthest from exit)
  - b. Use nearest or safest appropriate exit. Sequence of evacuation should be:
    - i. Patients in immediate danger
    - ii. Ambulatory patients
    - iii. Semi-ambulatory patients
    - iv. Non-ambulatory patients
  - c. Close all windows and doors. If time permits and if able to, shut off oxygen, water, power, and gas
  - d. Elevators may be used, except during a fire or following seismic activity wherein they shall not be used
2. Emergency Incident Command Structure
  - a. Activities to take place within the Command Center
    - i. All available information shall be evaluated and Evacuation Plan established, in coordination with section chiefs. This shall include:
      - Structural, non-structural, and utility evaluation from HSS
      - Patient status reports
      - Manpower levels
    - ii. Emergency Evacuation Plan to:
      - Planning section chief
      - Liaison officer
      - Safety & security officer
      - Logistics section chief
      - Operations chief
  - b. Liaison Officer
    - i. Maintain contact with Emergency Support Services
  - c. Logistics Section Chief
    - i. Assign transportation unit leader to assemble evacuation teams from resource pool
    - ii. Notify planning section chief
  - d. Transportation Unit Leader
    - i. Assemble evacuation teams from resource pool
    - ii. Ensure availability of patient transportation
    - iii. Assign specific number of persons to each floor to aid evacuation
    - iv. Arrange transport equipment such as wheelchairs and other assisted mobility devices.
    - v. Supervise evacuation
  - e. Chief Nurse
    - i. Designate holding areas for critical, semi-critical and ambulatory evacuated patients
    - ii. Organize efforts to meet medical care needs
    - iii. Distribute evacuation plan to charge nurses
    - iv. Verify charge nurses have initiated evacuation procedure
    - v. Verify that patient transfer orders are in place
  - f. Medical Director



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Notify doctors of need for patient transfers

- a. Charge Nurses
  - i. Report patient status to chief nurse
- b. Safety & Security Officer
  - i. Assign security personnel to each Emergency Operating Area
  - ii. Close all windows and doors. If time permits and if able to, shut off oxygen, water, power, and gas
  - iii. Check that everyone has evacuated as per the evacuation plan
  - iv. Place sign at all entrances to buildings which have been evacuated featuring time and date of evacuation, along with contact telephone number of Incident Commander
- c. Facility Unit Leader
  - i. Check Job Card
- d. Resource Pool Leader
  - i. Check Job Card

### Flood/Hurricane

When a weather warning is issued:

- Tune into local radio and television stations for updates regarding the weather warning and follow instructions from Emergency Support Services
- Move valuable possessions away from ground floors and into safe and secure places
- Prepare for evacuation
- When instructed to evacuate, do so as quickly and as safely as possible
- Avoid areas which will be subject to flooding such as basements.
- Close all windows and doors. If time permits and if able to, shut off oxygen, water, power and gas
- Do not try to cross a stream where water is greater than 6 inches deep, even shallow streams may have currents strong enough to brush people off their feet
- Do not drive over a flooded road to limit the risk of becoming stranded. If the vehicle stalls, abandon it immediately and seek higher ground
- Avoid unnecessary trips (i.e. those which are not dependent on the safety of life or preservation of business critical/high value/irreplaceable assets)
  - If travel cannot be avoided, then inform others of your whereabouts and maintain communications
- Move to higher ground and away from rivers, streams and storm drains
- Do not move barricades or sandbags – these are safety critical items under the control of Emergency Support Services

### Communications Outage

In the event of an outage of telephone or internet, alternative means of communication shall be made available. Reinstating communication lines and establishing back up communications shall be a matter of top priority.

#### **Procedure:**

- Incident Commander and Communications Officer shall be informed and kept updated on the status of communication lines
- The Public Announcement System (PA System) if available shall be used to communicate announcements to all personnel within Entity buildings
- Means of communications by mobile telephone (such as: WhatsApp or Emergency Preparedness Software using 5G network) shall be instated
- Telephone and Internet Service Providers (ISP) shall be made aware of the outage and shall return the Facility to service within timescales outlined in the Service Agreement

For outside lines, call \_\_\_\_\_.





## Emergency Management Plan – Schools and Universities

Contact telephone details of Emergency Support Services and other stakeholders are as follows:

959 – Zain Mobile Customer Service Center  
1100 – Mobily Mobile Customer Service Center  
1789 – Virgin Mobile Customer Service Center  
999 – Police (also 911)  
998 – Civil Defense  
997 – Ambulance  
996 – Highway Traffic Police  
995 – Anti-narcotics  
994 – Border Patrol/Coast Guard  
993 – Traffic Police  
992 – Passport Control  
990 – Security Center  
989 – Public Security  
985 – Intelligence Agency  
966 – Natural Disaster Hotline  
940 – Municipal Services  
939 – Easter region Water and Sewerage Services  
933 – Electricity Customer Services  
909 – Saudi Telecom Company (STC) Telephone Enterprise Service Call Center  
907 – STC Telephone Customer Service Call Center  
906 – STC Internet Service Call Center  
905 – Telephone Directory  
904 – STC Subscribers Telephone Customer Service Center  
902 – STC Mobile Customer Service Center

### Snow/Sand Storm

During a storm or upon issuance of a Weather Warning from Civil Defense:

- Incident Commander shall convene Emergency Management Committee as set out this EM Plan
  - Ascertain staffing levels and future needs
  - Determine services and levels of operation to be maintained
  - Determine level and availability of supplies
  - Monitor weather and road conditions

Safety & Security Officer:

- Monitor weather conditions and update Incident Commander.

FM Department:

- Activate sand (or snow, if during a snow storm) clearing procedures for car parks, walkways, and entrances
- Lay grit salt (for snow storms and to prevent black ice)

Transportation Unit:

- Support in preparation and mobilization of vehicles for transporting staff and customers

### Fire

:



### Upon discovering a fire:

- Sound the alarm
  - Activate the nearest Fire Alarm Pull Box
  - Alert Fire Department and on-site Security
  - Alert Incident Commander
- Rescue
  - Remove all users and visitors in immediate danger
- Contain
  - Isolate the fire by closing all doors and windows
  - Avoid opening doors and windows during a fire which are already closed
- Extinguish/evacuate
  - Use portable fire extinguishers if trained and competent to do so as a means of clearing a path for evacuation
  - If smoke and heat are preventing evacuation then stay low to the ground, preferably close to an exterior window and await instruction
  - Keep unauthorized people from entering the area
  - Civil Defense shall have complete authority during a fire. Until the building is safe to enter by other Emergency Support Services

### On hearing a Fire Alarm:

- Evacuate the area. Close all windows and doors. If time permits and if able to, shut off oxygen, water, power and gas
- Know the evacuation routes. Should evacuation be necessary, go to the nearest exit or stairwell and proceed out of the building toward the Assembly Point. Do not use elevators
- Leave the building, move away from Fire Exit
- Gather at Assembly Point
- Remain at Assembly Point until instructed that it is safe to leave the Assembly Point
- Ensure name is recorded as having safely evacuated the building

### Fire Fighting as a means of Escape:

Fight the fire only if ALL of the following requirements are met:

- Fire Department have been notified of the fire
- There is a clear and safe path to safety with the nearest Fire Exit to your back whilst you are facing the fire to your front
- Fire extinguisher is in good working order
- You are trained and competent to use the fire extinguisher
- The fire is in its very early stages

If you cannot put out the fire or if the fire extinguisher becomes empty, get out and get everyone else out of the building immediately, closing all doors behind you as you go. Then ensure that Civil Defense has been contacted.

If there is any doubt regarding the above points, then do not do any of the steps and evacuate the building immediately.



## Emergency Management Plan – Schools and Universities

### Selecting the right fire extinguisher

Select an extinguisher as per below table:

Code	Category	Examples
A	Ordinary Combustibles	Paper, paint, wood,
B	Flammable Liquids	Gasoline, spirits, (not alcohol or cooking oil)
C	Energized Electrical Equipment	Wiring, switchgear
D	Combustible Metals	Magnesium, titanium
K	Cooking Media	Fat, grease, cooking oils

#### Fire Extinguisher Categorization

Full guidance is provided within National Fire Protection Association (NFPA) 10:2018. If in doubt of making the appropriate selection during an Emergency, then read instructions on the fire extinguisher, if time permits. If time does not permit reading of the information contained on the fire extinguisher, then evacuate the building while still safe to do so.

### Using the fire extinguisher:

Remove the extinguisher from the wall unit (if applicable)

- Pull the pin
- Aim the nozzle at the base of the fire
- Squeeze the handle
- Sweep side to side at the base of the fire until the fire is extinguished

FM Department, in collaboration with the Safety & Security Officer is responsible for ensuring replacement the fire extinguisher after use.

### Chemical or Biological Incident

In the event of a Chemical or Biological Incident, the following steps shall be followed:

- Emergency Support Services shall be notified immediately
- Lock down status shall be communicated via PA System and through use of the Emergency Preparedness Software (EPS), if applicable
- Safety & Security Officer shall deploy staff to secure all exits. Exits shall remain secure until the Incident Commander de-activates the Emergency Incident
- Staff shall all wear Personal Protective Equipment (PPE):
  - Dosimeter on collar (as required)
  - Surgical gown
  - Surgical bottoms
  - Waterproof shoe covers (tape to bottoms)
  - Surgical top
  - First pair of surgical gloves (tape to sleeves)
  - Second Pair of surgical gloves (untapped and changed as required)
  - Surgical mask
- Emergency Operating Areas (including de-contamination showers and tents as appropriate) shall be set up by those whom are qualified to do so
- Staffing needs shall be identified and reported to the Command Center



## Emergency Management Plan – Schools and Universities

### Active Shooter

An Active Shooter is an individual actively engaged in killing or attempting to kill people in a confined and populated area. In most cases, Active Shooter operate in "cells" (groups) and may use firearms or any other weapons/explosives to achieve their aims. An Active Shooter is treated as a Terrorist within the Kingdom of Saudi Arabia (KSA), irrespective of motive. Most terrorist attacks carried out against KSA have involved more than one Active Shooter.

There is often no clear pattern to the selection of an Active Shooter's victims. Attacks are unpredictable and evolve quickly. Hostage situations reach a steady state and develop less quickly than Active Shooter Emergency Incidents, so shall be treated differently from Active Shooter Els.

In the event of an Emergency Incident involving an Active Shooter or if an Active Shooter is suspected (i.e. gunfire [or what may sound like gunfire] are fired on campus; an Active Shooter is witnessed shooting or threatening to shoot people, take the following actions:

- Immediately choose the best way to protect and preserve the maximum number of lives – Run, Hide or (if absolutely necessary) Fight

#### **Run:**

- If outside and gunfire is heard, quickly move away from the sound of gunfire. Warn others using clear language (i.e. shout "Active Shooter" and warn them to find a safe place away from the facility)
  - If indoors and the Active Shooter is in the same building, quietly evacuate the premises if safe to do so and move far away to a secure hiding place
  - If indoors within close proximity to the Active Shooter, presented with a situation in which people are trapped (e.g. Active Shooter is in the hallway outside the classroom in which students are hiding):
    - Barricade doors and windows with heavy furniture, tools or equipment such that it is difficult for the Active Shooter to gain entry into the room and call 911 (See section below with further actions associated with hiding)
    - Try to identify a potential escape route which will get the maximum number of people to safety
  - If a safe escape route has been identified:
    - Leave belongings behind
    - Assist children and those with special needs – do not leave them behind. Lives of students under the charge of the educator are the responsibility of the educator, regardless of whether the student is a child or not
    - Accompany colleagues (superiors and subordinates) out of the building, but do not stay behind because others will not go. When an opportunity to reach safety presents itself – take it
  - Do not attempt to move non-ambulatory casualties unless safe to do so
  - Gather at a pre-planned Assembly Point determined at the Pre-Emergency Phase as part of establishing the EM Plan (Note: Assembly Points for Fire Incidents are relatively close to the building to which there are associated, however, Assembly Points associated with other Els such as Active Shooter Incidents are located far from the building and are normally landmarks rather than dedicated, signposted, Assembly Points)
  - Call 911 when it is safe to do so. Do not assume that someone else has reported the incident.

#### **Hide:**

If evacuation is not possible, find a secure place to hide, which is inaccessible or is unlikely to be discovered by the Active Shooter.





- If indoors and the Active Shooter is the same building, but evacuation is not possible due to increased risk (i.e. the Active Shooter is regularly firing the weapon and has already killed several people):
  - Barricade doors and windows with heavy furniture, tools or equipment such that it is difficult for the Active Shooter to gain entry into the room and call 911. If no information can be communicated to the Emergency Support Services operator, then do not speak but keep the line open such that the operator can listen to words and actions carried out by the Active Shooter.
- If indoors within close proximity to the Active Shooter, presented with a situation in which people are trapped (e.g. Active Shooter is in the hallway outside the classroom in which students are hiding)
- Turn off source of noise which will draw attention to the hiding place such as radios and televisions.
- Take cover to offer protection from explosion or gunfire utilizing elements in close proximity such as hardwood furniture, walls and shelves)
- Use concealment to offer protection from being seen such as darkness, desks, chairs, doors or curtains.
- Spread out within the room to avoid offering the Active Shooter an easy target
- Stay away from doorways and windows wherein the Active Shooter can see into the hiding place
- Do not move furniture or do anything to cause noise which will be heard by the Active Shooter
- Try to identify a potential escape route which will get the maximum number of people to safety (see section above with further actions associated with running)

### **Fight:**

If face-to-face with an Active Shooter and survival is unlikely by running or hiding, try to distract or incapacitate the Active Shooter long enough to protect or preserve the maximum number of lives.

Note: Once the choice to directly engage the Active Shooter in a fight is made, it must be committed to wholeheartedly based on a deep belief that it will be a successful measure.

Follow these recommendations:

- Act in a loud and aggressive manner towards the Active Shooter.
  - Create confusion, and distract the Active Shooter in any way possible
  - Attack the Active Shooter with improvised weapons such as: spray/hit with a fire extinguisher, throw/hit with objects such as computer screens, chairs or trash cans.
  - Get clear of the Active Shooter's weapon whilst engaging with the Active Shooter. Punch, kick, or stab the Active Shooter with a suitable implement in soft tissue areas such as the throat, genitals or nose.
- Work with others to incapacitate the Active Shooter to increase chances of success
- Keep vulnerable people clear from the fight



## Emergency Management Plan – Schools and Universities

### Raising the Alarm and Notifying Emergency Support Services:

- Whoever discovers an Active shooter shall alert others by the safest and most effective way possible. Examples of how best to notify others are listed below dependent on the nature of the Emergency Incident:

Medium of Communication	Suggested Application
PA System	<p>DO use when:</p> <ul style="list-style-type: none"><li>There is an Active Shooter regularly firing the weapon and has already killed several people</li><li>Running is the main course of action</li></ul> <p>DO NOT use when:</p> <ul style="list-style-type: none"><li>Discretion is required (i.e. the Emergency Scenario has not yet escalated to the point where the Active Shooter has regularly fired the weapon or killed anyone but is known to be on campus and does pose a threat to life)</li><li>Hiding is the main course of action</li></ul>
WhatsApp	<p>DO use when:</p> <ul style="list-style-type: none"><li>There are persons located off-campus who should be warned not to approach the facility</li><li>Hiding is the main course of action</li></ul> <p>DO NOT use when:</p> <ul style="list-style-type: none"><li>There is an imminent threat to life</li><li>Running is the main course of action</li></ul>
Handheld Radios	<p>DO use when:</p> <ul style="list-style-type: none"><li>There is an Active Shooter regularly firing the weapon and has already killed several people</li><li>Running is the main course of action</li></ul> <p>DO NOT use when:</p> <ul style="list-style-type: none"><li>Discretion is required (i.e. the Emergency Scenario has not yet escalated to the point where the Active Shooter has regularly fired the weapon or killed anyone but is known to be on campus and does pose a threat to life)</li><li>Hiding is the main course of action</li></ul>

***Anyone in a safe position to do so shall call 911: speak in simple clear language using the words "Active Shooter", inform the operator of the Emergency Incident and try to provide the following information:***

- Number of Active Shooters
- Physical description and identification of Active Shooter
- Number and types of weapons
- Location of the Active Shooter
- Active Shooters direction of travel
- Times at which events occurred during development of the EI
- Location and condition of casualties
- Number and location of individuals still in the facility and their location
- Access codes (if applicable)
- Any other relevant and factual details



## Emergency Management Plan – Schools and Universities

**Answer clearly and calmly any questions asked by the operator.**

- The primary focus of First Responders (i.e. Police, National Guard or other Armed Forces) will be to stop the Active Shooter – nothing more. If Emergency Support Services are encountered:
  - Raise hands to prove that palms are free from objects and keep palms visible and raised until instructed otherwise by the First Responders
  - Remain calm
  - Follow all instructions from Emergency Support Services exactly as commanded. Do not carry out sudden or predictive movements
  - If there is additional information to convey regarding the Active Shooter or hazards, then convey the information clearly and calmly whilst still complying with instructions. Do not use arm movements to convey information unless instructed to do so
  - Do not touch or hold onto First Responders for any reason
  - Do not scream
  - When permitted to do so, travel in the direction from whence the First Responders came, getting behind the perimeter which has been set by Emergency Support Services
- Weapons which are found by civilians or which have been taken from an Active Shooter shall not be carried in the hands of civilians
  - If it is safe to do so, the weapon shall be left where it is
  - If it is not safe to leave it where it is, then it shall be stored in a safe location or brought out of the building in a small container such as an office trash can. Upon encountering First Responders, the trash can shall be placed on the ground and First Responders shall be informed as to the contents of the container

### **All Clear and EI Recovery**

When the Emergency Incident is under control and Active Shooter has been neutralized, Emergency Support Services shall issue an "All Clear" communication to all personnel. Dependent on the nature of the EI, it is unlikely that access shall be granted to the facility until several days after the "All Clear" has been declared.

### **Medical Assistance**

First Aid posts with First Aiders shall be deployed as required dependent on the needs assessment by Emergency Support Services.

### **Accountability**

A rollcall shall be made from the moment that people begin to gather at the assembly point. Efforts shall be made through all means of communication to establish contact with those whom are noted as being missing. Facebook offers a crisis response service wherein those affected by an EI are able to mark themselves safe. Such services shall form part of the Emergency Management Plan.

The EM planning process, in line with Incident Command Structure (ICS), shall reflect all levels of the Entity from Incident Commander to each individual student such that accountability for each person is assigned to someone within the ICS.

The EM Plan shall feature a process by which the School or University shall return students to families. Details of EM Plans which affect parents and children shall be communicated to parents during the Pre-Emergency Phase.

The School or University shall also issue to all stakeholders, insurance details such that claims can be made following an EI. The Ministry of Education (MoE) shall manage all legal matters arising from the EI.

### **Counseling**

The Entity shall provide counseling (free of charge) by a qualified counsellor to all those affected by the EI.



## Emergency Management Plan – Schools and Universities

### Media

Information shall be provided to media channels through collaboration between the Entity and Emergency Support Services. Further guidance is offered within the EM Procedure.

### Earthquake

When an earthquake strikes inside the building:

- Duck, Cover and Hold. Get under a sturdy structure such as a desk and remain there until the earthquake subsides. If situated in a hallway, kneel down, back against the wall, cover your head with your hands and tuck your elbows down to your knees
- Stay calm – inhale for 5 seconds, exhale for 10 second
- Keep away from windows or objects which are likely to fall
- Stay under cover until it appears that the earthquake is over. Be prepared for aftershocks
- Do not use elevators. If you are in an elevator when the earthquake strikes, exit as soon as possible. If the elevator does not move and doors do not open, press the emergency button for help and wait for assistance. Do not attempt to prize open doors, lift panels or climb out of the elevator
- Report damage and casualties to line manager
- Provide assistance to injured and disabled people – keep personal safety in mind when helping others
- Follow instructions from line management and Emergency Support Services

When an earthquake strikes outside the building:

- Remain in open areas away from buildings, structures, power lines or anything at risk of falling
- Move away from fire, smoke and anything which is a source of ignition
- Proceed to the emergency assembly point if safe to do so
- Ensure name is registered as safe during roll call

Returning Home:

- Remain with colleagues unless dismissed by line management. Once cleared to leave the area, ensure that it is safe to do so
- Do not travel alone, particularly driving alone following an EI is prohibited

### RACI Matrix

The RACI (Responsible, Accountable, Consulted, Informed) Matrix is designed to be used during delivery of Emergency exercise and drills to track tasks assigned to each member of staff. The RACI shall also be used in conjunction with the Emergency Exercise & Drill Evaluation Form following completion of an Emergency Drill to check that each member of staff fulfilled their designated role.





## Emergency Management Plan – Schools and Universities

Key  
R = Responsible  
A = Accountable  
C = Consulted  
I = Informed

	Management	Emergency Manager	Emergency Response Personnel	Groups	Volunteers	External Liaison
<b>PLANNING</b>						
Commitment	R	I/A	I/A	R	R	R
Responsible for the planning	R	I/A	A	I	I	I
Notification and announcement	C	I/A	A	I	I	I
<b>IMPLEMENTATION</b>						
To set a good example and take part in drills	I/A	R	I/A	I/A	I/A	I/A
Coordinate the drills	I/A	R	A	I	I	I
Trigger the alarm, arrange necessary resists (R, power, etc.)	A	I/A				
Contact external teams	A	I/A				
Coordinate arrivals	A	I/A				
Receive reports	I/A					
Record the events and time	I	A	I/A	I	I	I
Count the persons at the assembly point	I	A	I/A	I	I	I
Check facility after evacuation	I	A	I/A	I	I	I
Apply first aid	I/A	A	I/A	I/A	I/A	I/A
Leave the facility and meet at the assembly point	I/A	I/A	I/A	I/A	I/A	I/A
<b>OUTCOMES RECORDING</b>						
Discuss report and conclusions	I/A	I/A	I/A	I/A	I/A	I/A
Gather all observations	I/A	A	I	I	I	I
Report observations	A	A	I/A	A	A	A
Prepare report	I	I/A	A	I	I	I
Present the outcomes and results	I	I/A	A	I	I	I
Draw conclusions	I	I/A	A	I	I	I

Emergency Drills RACI Matrix

### Equipment

Dependent on the category and class of the EI determined as a result of HVA, the EM Plan shall be developed and shall include a list of envisaged equipment/medicine as per the following format:

Equipment/Medicine Identified	Quantity	Emergency Operating Area

Equipment/Medicine Requirements

### Emergency Operating Area Maps

Depending on the category and class of the EI determined as a result of HVA, Operating Area Maps (OAMs) shall be developed.

The OAM shall show, as a minimum:

- EOAs overlaid on top of Normal Operating Areas (NOAs)
- Capacities of the NOAs should also be mentioned alongside capacities of EOAs on these maps
- Equipment installed within each EOA such as fire extinguishers and portable power transformers.

### Evacuation Plans

By referring to a Plan schematic of each building through the HVA, Evacuation Plans shall be established. The Evacuation Plan shall feature, as a minimum:

- Nearest escape routes from the location at which the Evacuation Plan is located
- All fire exits
- Fire Alarm Control Panels and Pull Boxes
- Fire extinguishers
- Public Contact Points for Emergency Support Services (as applicable)



## Emergency Management Plan – Schools and Universities

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- All fire exits
- Fire Alarm Control Panels and Pull Boxes
- Fire extinguishers
- Public Contact Points for Emergency Support Services (as applicable)

### Monitoring and Reporting

Dependent on the category and class of the EI determined as a result of HVA, monitoring and reporting requirement shall be established as per the following format:

Report Name	Responsibility	Frequency of Reporting

#### **Monitoring and Reporting Requirements**

### Appendices

Include within this section any supporting documents, or drawings.