

**IAEM 2007 AWARDS PROGRAM  
OFFICIAL ENTRY FORM**

**Name of Person Submitting Entry:**

**John N. Petrie**

**IAEM Member**

**Non-Member (An entry fee of \$75 is required for each entry by a non-member.)**

**Title: Assistant Vice President for Public Safety and Emergency Management**

**Name of Organization:**

**The George Washington University**

**Office of Public Safety and Emergency Management**

**Mailing Address of Organization:**

**2121 Eye Street, Suite 701**

**City/State/Province/Country:**

**Washington, DC**

**Zip/Postal Code:**

**20052**

**Phone: (include country code & city code)**

**(202) 994-6600**

**Fax: (include country code and city code)**

**(202) 994-9304**

**E-Mail Address:**

**opsem@gwu.edu**

**Web Site:**

**<http://CampusAdvisories.gwu.edu>**

Choose the Award Category for this Entry:

Career Excellence Award

Academic Recognition Award

Public Awareness Award

**Check Division:**

Local Emergency Management Agency

State/Regional/National International Government, International,  
or Non-Profit Organization

Commercial or Other For-Profit Organization

Technology & Innovation Award

**Check Division:**

Local Emergency Management Agency

State/Regional/National International Government, International,  
or Non-Profit Organization

Commercial or Other For-Profit Organization

Partners in Preparedness Award

Business and Industry Award

---

---

**Name of the Program/Activity:** (or name of nominee if you are nominating someone for the Career Excellence Award or Academic Recognition Award)

**Emergency Preparedness Exercise Program**

**Brief Summary of the Program/Activity:** (Maximum 100 words)

**The George Washington University's Office of Public Safety and Emergency Management (OPSEM) is responsible for conducting several emergency preparedness exercises every year, both interactive and tabletop. These exercises include the leadership of the University as well as members of the GW community. During interactive exercises, the participants are disclosed information and make decisions on a real-time basis while tabletops are held for larger groups and address longer term issues. Each exercise is designed to test local contingency and continuity of operations plans in order to prepare the participants for unexpected situations that may not be included in their plan. After each exercise, debriefs are performed to address successes and areas for improvement.**

**Details of the Program/Activity:** (Answer each section.)

1. Tell us why this program/activity was/is important, or explain why the individual deserves the award for which nomination is being made. (maximum 200 words)

**The emergency preparedness exercise program is vital to the GW campus and community. Due to the proximity of the GW campus to major international targets of interest (White House, State Department, World Bank, International Monetary Fund) it is imperative that decision makers on campus have been introduced to the process of crisis management.**

**There are over 29,000 students/faculty/staff that GW is responsible for, as well as neighboring residences and businesses to the campus. By engaging the University's leadership in different exercises, we raise their level of awareness and prepare them and our community for future incidents.**

**Exercises have led to the establishment of a mutual aid relationship with Georgetown University, who has redundancies that can support our operational functions should we suffer an outage. Over the past year, we have been able to test the limits of our mutual aid agreement and have a better understanding of each other's needs. We have worked out an arrangement with Georgetown University that will provide dining services in an incident and we are looking for other tangible functions that can be shared or backed up by other institutions in our area.**

2. Number of staff, volunteers, and community members involved in program/activity. (maximum 200 words)

**Our exercises range from 25-80 participants. Interactive exercises are held at the GW Command Center Complex and involve the Leadership Group (LG), consisting of University Vice Presidents, and the Response Management Group (RMG), consisting of key decision makers representing University departments. Tabletop exercises involve the Deans and members of key University Departments and are held in larger campus venues. Since last August, we have held eight exercises involving over 400 total attendees.**

**Two exercises involved the University's primary leadership and had 30 attendees each, as well as 4-6 members of the OPSEM staff.**

**Three exercises, each held in morning and afternoon sessions with different attendees, involved multiple GW departments with 40 participants at each session as well as six OPSEM staff. In April, OPSEM facilitated the University's first ever Continuity of Operations Plans exercise, also involving a morning and afternoon session, each with about 40 participants.**

**Two exercises involved the Alternates for the Response Management Group and had 20 attendees at each as well as five OPSEM staff.**

**Our mutual aid exercise with Georgetown University had 60 total attendees representing each institution and six OPSEM staff.**

3. Tell us how staff, volunteers and community members were involved. (maximum 200 words)

**The OPSEM staff develops exercises over the course of several weeks. They prepare the presentation, pre-exercise guidance, pertinent background information and if necessary, early disclosure statements. Once the exercise scenario is created, efforts are focused on the organization and logistics of setting up the exercise. Staff members create the handouts, compile images and video, schedule and set up the meeting room, prepare the A/V equipment and get commitments from all required attendees.**

**During the exercise, the staff facilitate the scenario, take minute by minute notes and provide support as necessary to the attendees. Following the exercise, staff members create the After Action Report.**

**Community members that attend the exercise will receive emails leading up to the exercise. During the exercise, the community members will engage in discussion, make decisions, create mock press releases, send information to other participants and make online updates to the mock informational website.**

4. Tell us how the tactical plans and budget were developed. (maximum 200 words)  
**Planning meetings are held several times a week between the exercise team and the Assistant Vice President for OPSEM in the weeks leading up to an exercise. By using the existing local contingency and continuity of operations plans as well as current events and incidents as a basis, the exercise team crafts a relevant scenario with informational injects that will require action and prompt further review of existing plans.**

**OPSEM's annual operating budget includes funds for special events and exercises. Funds for office supplies, copies and similar items come from separate sections of the budget. Each tabletop exercise includes a room reservation fee (\$250), refreshments (\$200), office supplies (\$25), and staff, including person-hours spent developing and facilitating the exercise (\$2500). Each interactive exercise includes the cost of staff and development (\$2500), office supplies (\$25), and technical support from our IT department (\$1000).**

**The Business and Industry Preparedness Award 2007**

IAEM Nomination Packet

**Emergency Preparedness  
Exercise Program**

The George Washington University  
Office of Public Safety and Emergency Management



THE GEORGE  
WASHINGTON  
UNIVERSITY  
WASHINGTON DC

---

**Emergency Preparedness  
Exercise Development**

Office of Public Safety and Emergency Management  
The George Washington University



THE GEORGE  
WASHINGTON  
UNIVERSITY  
WASHINGTON DC

## Objectives Identification

---

### Identify the goals of the exercise:



1. *What plans are being tested?*
2. *Who is involved in creating, maintaining, and carrying out these plans?*
3. *Do these plans directly impact any other decision makers?*
4. *What resources are introduced or intended to be utilized?*
5. *What methods or flows of communication will be tested?*
6. *What equipment or software programs need to be used or downloaded?*



**OPSEM**  
The George Washington University



## Participant Identification

---

*Who will be involved in the exercise?*

Consider all decision makers and response teams.

GW has Incident Teams that make tactical and strategic decisions as well as a public relations team and an on-scene response team.

Two of the Incident Teams, those that make strategic and tactical decisions, participate in Exercises from the Command Center Complex.

Specific University offices or academic departments may be directly involved with the consequences of the incidents in the exercise and have department heads or supervisors that make decisions. Consequently, departments may request to participate in an exercise from a remote location to the Command Center Complex.

**OPSEM**  
The George Washington University



## GW Incident Teams

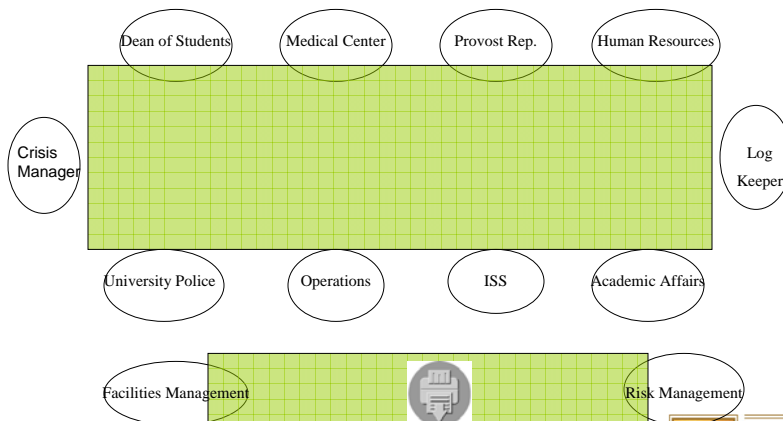
The Leadership Group (LG) consists of 6 University Vice Presidents and the Crisis Manager.

- Provost, Vice President for Health Affairs and Provost
- Executive Vice President and Treasurer
- Executive Vice President for Academic Affairs
- Senior Vice President for Student and Academic Support Services
- Vice President and General Counsel
- Vice President for Communications
- Assistant Vice President, Public Safety and Emergency Management/Crisis Manager



## GW Incident Teams

The Response Management Group (RMG) consists of ten tactical decision makers and the Alternate Crisis Manager.

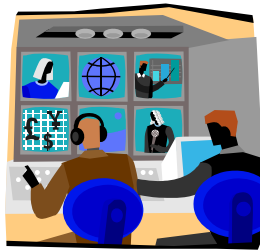


## GW Incident Teams

---

The Communications Group reports to the VP for Communications who is a member of the LG.

This team monitors the media and manages both internal and external communications.



During an exercise, they are responsible for providing the other Incident Teams with pertinent information that has or may have an effect on the GW community.

**OPSEM**  
The George Washington University  
Office of Public Safety and Emergency Management



## Other Participants

---

Departments or offices that have new plans, revised plans, or wish to test existing plans may do so during these interactive exercises. When these groups are identified, the creation of a new objective outlining the goals specifically related to their involvement should parallel their participation.

There should be some familiarity with the emergency plans and procedures of each department involved in the exercise. Everyone participating in the scenario should be aware of who the other participants are and how they relate to the larger community setting.

**OPSEM**  
The George Washington University  
Office of Public Safety and Emergency Management



## Brainstorm

The brainstorming session generates a list of possible topics which may be used for the general scenario of the exercise. While all ideas are welcome and recorded, the scenarios should potentially engage all participants.

What to include in the topic list:

- Short description of the incident, such as:
  - Airplane crash
  - Hurricane
- Any pertinent, obvious second order effects, such as:
  - Power outages
  - Trees down
- Comments that may further clarify the main idea, if necessary.



## Impact Analysis

The Impact Analysis provides a short summary of the events that will occur prior to and during the incident. Topics from the brainstorming sessions develop into these short summaries to include background and context for the exercise. An example of this summary for a bacterial meningitis outbreak is:

**Day 1:** UPD reports 6 students reported feeling ill and were transported from residence halls to GW hospital over night. 1 UPD officer reported feeling ill at the end of her shift but completed making her rounds before going home.

**Day 2:** Of the 6 patients from the UPD reports, 3 are reported to have high fever and muscle aches. Another 2 GW students were admitted this morning for tests. GW hospital is examining the possibility of bacterial meningitis. The suspicion of the illness spread to the GW community through friends and family of the sick students.

**Day 3:** 5 cases of bacterial meningitis are confirmed. Local media headlines with GW illness. All students lived in either Ivory Tower or Thurston Hall. Student Health is receiving an overwhelming number of phone calls for appointments and information. 1 student has a seizure in Ivory Tower dining area and is immediately transported to GW-ER. All students are encouraged to go to the ER if they experience fever, severe/persistent headache, stiff neck, vomiting, dizzy spells, confusion or decreased levels of consciousness. Teachers are canceling their classes and students are said to be checking into hotels or heading home. Media has established itself outside of the hospital, student health and the Marvin Center.

## Impact Analysis

---

The second part of an Impact Analysis measures the intended effect on each participant. At GW, the participants are commonly the three Incident Teams for interactive exercises. Most taskings for the Communications (Comm.) Group come from the LG and therefore many do not appear in this analysis. Consider the following example.

### LG Impact:

- Hospital coordination for treatment of all students who were in contact with affected students
- Health awareness campaign for students and GW community members
- Coordination with DOH, CDC and other organizations for best ways to handle the situation
- Media relations
- Residence Hall isolation
- Support of students inside while protecting support staff
- Class schedule
- Utilizing employees to cover those who choose not to come to work



## Impact Analysis Example for Bacterial Meningitis Exercise

---

### RMG Impact:

#### Dean of Students

- Channeling phone calls from students' parents to appropriate information
- CLLC support of those in the residence halls

#### Medical Center

- Report status of sick community members to RMG
- Research/publication of health information for as of now unaffected students
- Involvement of research departments?

#### Provost Rep.

- Communicate provost direction to RMG
- Inform provost of sick community members' status

#### Human Resources

- Provide information to employees
- Ensure safe work environment for employees once they're here
- Possibly relocate offices to safer locations

#### Risk Management

- Information for employees to work safely in an infected environment
- Best practices for decontamination



## Impact Analysis Example for Bacterial Meningitis Exercise

---

RMG Impact continued :

### Academic Affairs

- Class cancellations/relocations

### Information Support Services

- Coordinate technical support and infrastructure sustainability
- Support employees so they may work at home

### Office of Business Operations

- Dining Services, mail services, parking, and building access control maintained at normal service levels
- Institutional and investment real estate regulations and their impact on GW decisions

### Facilities Management

- Isolate affected residence halls
- Disinfect University buildings with safety guidance

### UPD

- Support isolation efforts
- Provide University information on non-emergency line
- Health information
- Contact numbers for student health or ER



## Incident Summary and Onset

---

The Incident Summary provides context for the exercise from a historical perspective. Information from previous days, weeks, or even years creates the facade of reality for the participants and provides information that would be available to them or known in an actual incident.

Information that may be contained in the summary:

- Weather reports
- Political decisions
- Current events

The Incident Onset details the reason for convening the groups and sets the stage for the focal event of the incident, even if it does not provide specifics or mention of the actual incident.

Information that may be contained in the onset:

- Hail is falling
- A plane crashed
- The President of the United States has arrived



## Disclosures

---

While the Incident Summary and Incident Onset provide context, during the exercise disclosures of information provide the participants with messages that simulate real life events. These disclosures mimic the passage of information anticipated in an actual incident. Disclosures may be delivered by any method such as:

- phone (cell or landline)
- radio or via sprint-NEXTEL direct connect
- email
- instant messaging via sprint-NEXTEL PIN

All disclosures of information including the Incident Summary and Onset and any other support materials must always be marked “**Exercise Exercise Exercise**” at the top and bottom of every sheet of paper. Should any materials be lost or read out of context (as actual events), the information in the exercise would have a variety of negative consequences.



## Disclosures

---

### Format:

Each disclosure has the time of delivery and the date if prior to the conduct of the exercise. The message's claimed originator is also listed because emails are actually sent from the exercise controller. Disclosures that rely on voice begin with the name of the person calling, unless intentionally omitted. Here is a sample, note that the word “exercise” is repeated three times at the beginning and end of the dialogue to be spoken over the phone:

**8:23 AM (Phone Disclosure from James Custis to Peter Comey #1)**

**Exercise Exercise Exercise**

**Exercise Exercise Exercise**

“**Exercise Exercise Exercise**  
Hi, this is James Custis. I just received a phone call from The Mount Vernon Campus which is also experiencing intermittent power losses. Somers Hall lost power about fifteen minutes ago, the staff at Cole Hall reports that their power is off and on. The Ames Dining Hall does not have power, and some food service workers seemed to be heading home.  
**Exercise Exercise Exercise**”



## Disclosures

Another type of disclosure is a Media Disclosure which often targets the Comm Group as the audience. These disclosures quote media outlets and may or may not be distributed by the Comm Group. Here is an example, again notice the word “exercise” is repeated above and below the text:

2:28 PM (Email Disclosure from Comm Group to All #5)

Exercise

Exercise

Exercise



NBC4's Megan McGrath is on the scene at The George Washington University in Foggy Bottom, and she is now covering the event from One Washington Circle.

McGrath: “The extent of the damage that occurred at the GW Campus after two planes collided over the city is becoming clearer – and the news is sobering. Reports indicate that fortunately the George Washington University Hospital has not been damaged, but I can see burning debris at the Eye Street Mall, right between the hospital and the Medical Center in Ross Hall behind the Foggy Bottom Metro exit escalators. The flames look 10 feet high and appear to be threatening the trees in the Mall. For the flames to be so high there must be a large amount of fuel present. We can't tell from here how that fuel might be affecting the Metro station.”

Exercise

Exercise

Exercise



## After Action

At the end of the exercise, the log keeper's log and notes from observers should be compiled into one document. The after action report should consist of objective data about the exercise including decision distribution among the participants and other relevant statistical information. Subjective evaluation based on comments from the participants and controller will help to refine the development process or objectives in subsequent exercises.

Every exercise should expose areas for improvement to plans, communications, or general emergency management. These areas should be well documented and used in the review of the plans tested and when appropriate shared with participants.



---

This Slide Intentionally Left Blank

**OPSEM**  
The George Washington University



THE GEORGE  
WASHINGTON  
UNIVERSITY  
WASHINGTON DC

## SAMPLE AFTER ACTION REPORT

### GW OFFICE OF PUBLIC SAFETY AND EMERGENCY MANAGEMENT Quarterly Department Level Exercise

#### Tabletop Exercise ■

Morning Session 9:30-11:30AM

Afternoon Session 1-3PM

**“Out in the Cold”**

**Tuesday, January 9, 2007**

**After Action Report**

#### OBO Objectives

- To examine the criteria for re-occupying a building after a fire alarm
- To examine the familiarity of employees with their indoor rendezvous locations
- To stress the revised ventilation protocols
- To identify GW community members without the presence of a GWorld in University buildings
- To identify emergency water protocol at Mount Vernon Campus and Virginia Campus
- To examine GW's ability to prepare emergency beds when need for space exceeds availability
- To identify resources that facilitate communication across the department and with interdependencies in an emergency
- To identify understandings with neighboring ■ contracts for emergency food
- To incorporate UPD and GW Housing representatives into OBO Tabletop

#### Notes:

Allow more time for FRAC verification.

Of 95 total participants, 73 had cards with them and 56 successfully entered passwords.

*Responses are recorded for each session, the morning (AM) and afternoon (PM).*

#### Exercise:

Prior to the Incident Onset disclosures, ■  
■ engaged members of the RMG on expectations and instructions for the exercise. These expectations included:

- RMG members need to disclose information they have learned, to assume nothing and to know that it is imperative to push information to respective LG members.
- ■ suggested that this exercise will engage communication challenges, and to engage ways to overcome these problems.

## SAMPLE AFTER ACTION REPORT

### Participants:

Campus Support Services  
Facilities Management  
GW Housing  
GWorld  
Parking Services  
Residential Property Management  
Dean of Students Office  
Center for Alcohol and Other Drug Education  
Student Judicial Services  
University Counseling Center  
Marvin Center

### Observers:

University Police Department  
Planning and Steering Committee  
AVP SASS

Participants arrived [REDACTED] [REDACTED] and were asked to present FRAC cards.

### **7:40AM**

#### **A delivery truck carrying liquid chlorine crashed.**

AM: CD and housestaff would learn about this from Alert DC.

### **7:45AM**

#### **RMG-LG is informed of chlorine spill at 22<sup>nd</sup> and G Streets.**

AM: Housestaff would be activated to keep students in halls. Greek townhouse row would be affected. Smith Center and Lisner would not be available. RPM would work with housing and PMAs on campus to help control students. Housing would report to UPD on who is on campus and how many are inside the perimeter. Snow and ice removal would be a problem. Facilities would call engineering and have air equipment shut down to control fumes.

### **7:55AM**

#### **Power is out at Mount Vernon. Most of the students are in the residence halls.**

AM: MV Operations reports there are 2 buildings with emergency or alternate power- Eckles Library and Somers Hall.

PM: Facilities reports Somers has generators with limited power. GWorld reports outside doors would be locked. RPM would call staff. The key depot would be closed at MV so hand-written signs would be posted on front doors to inform people.

## SAMPLE AFTER ACTION REPORT

## SAMPLE AFTER ACTION REPORT

**7:57AM**

**Housing is told that everyone between 21<sup>st</sup> and 23<sup>rd</sup> and between F and H Streets will be sheltering in place. [REDACTED] asks Housing for a recommendation as to where to move residents if the boundary for traffic is extended to Virginia Avenue.**

AM: [REDACTED] would call UPD and speak with [REDACTED].

PM: Housing would look at recommendations based on what UPD says. There is some question as to what Marvin Center activities would be cancelled.

**8AM**

**Mount Vernon Operations is informed a tree has taken down electrical wires and that Foxhall Road is blocked at W Street.**

PM: CD would call the director on duty. Dean on duty would move students to Eckles, call [REDACTED] and speak with [REDACTED].

**8:02AM**

**NBC reports that a train has derailed in North Carolina due to the weather, killing 28 and injuring hundreds.**

AM: University Counseling says students may be concerned about family members in the Charlotte area.

Campus Support Services recognizes the system is coming up the coast and this more severe weather may be headed towards GW. Facilities anticipates the potential for additional resources in subsequent shifts.

PM: Housing recognizes students might be panicked and that staff should be a visible presence for residents to maintain calm. Communications would refer students to counseling.

**8:05AM**

**RMG-LG is informed UPD is evacuating townhouses on 22<sup>nd</sup> Street and International House in addition to Smith Center due to chlorine spill. After this, UPD will evacuate Townhouse Row, Ivory Tower, Health and Wellness Center and Fungler-Duques Complex.**

AM: AVP SASS would bring evacuated students to the Marvin Center, also inform the [REDACTED] whose office is in close proximity. GW Housing would follow a route from Virginia Avenue to 23<sup>rd</sup> Street (downwind) and communicate with Housing Staff using 2 way radios and have them wear emergency vests. The CD would consider just putting the students in 1957 E Street. Facilities can help with routing of students with the maps they have in their operations center. Also, consider keeping the Mount Vernon shuttles on stand-by at Foggy Bottom to help move students between buildings, especially for the disabled. (There was some question about Mount Vernon shuttle operating once the Mayor has declared a state of emergency).

PM: Housing rep suggests moving students to Thurston or Mitchell Theatre or possibly 1957 E Street.

SAMPLE AFTER ACTION REPORT

## SAMPLE AFTER ACTION REPORT

### **Lessons Learned:**

- Shelter in Place and evacuation locations are not known by everyone.
- Mount Vernon has buildings for refuge but with power out, there would be no hot water or electricity.
- There was some confusion about ID Tags for budget.
- There is no plan for overnight shelter locations for students who have been evacuated from dorms.
- It is unclear what functions are supported by back-up power.
- Shuttle buses may not operate once the Mayor declares an emergency in the District of Columbia
- Once the Mayor declares an emergency in the District of Columbia, the Marvin Center can exercise the Force Majeure clause in their contract to cancel scheduled events.
- There may be a need for vehicles to move people within the campus during an incident. Using the Mount Vernon shuttle buses (or other vehicles) to that purpose is useful.
- There is still some confusion about where students will evacuate to from residence halls and other buildings. It is equally unclear as to who will direct them to their indoor rendezvous locations.