

Student Manual

Emergency Planning

G0235

October 2013



EMERGENCY
MANAGEMENT
INSTITUTE

Federal Emergency Management Institute
Emergency Management Institute

This page intentionally left blank

Table of Contents

Unit 1: Introductions and Course Overview

Welcome and Introductions.....	1.1
Administrative Information.....	1.3
Course Goals and Objectives.....	1.4
Course Agenda and Precourse Exam.....	1.7
Summary and Transition.....	1.10

Unit 2: The Changing Environment for Emergency Planning

Introduction and Unit Overview.....	2.1
The Changing Environment for Emergency Planning.....	2.5
Integrating Emergency Planning.....	2.11
Summary and Transition.....	2.18

Unit 3: Planning Principles

Introduction and Unit Overview.....	3.1
Principles of Emergency Planning.....	3.3
Planning Strategies that Support Mission Areas.....	3.7
Characteristics of an Effective Planning Process.....	3.15
Summary and Transition.....	3.18

Unit 4: Steps in the Planning Process—Part 1

Introduction and Unit Overview.....	4.1
The Planning Process Model.....	4.3
Step 1: Form a Collaborative Planning Team.....	4.5
Step 2: Understand the Situation.....	4.14
Step 3: Determine Goals and Objectives.....	4.38
Step 4: Plan Development.....	4.42
Summary and Transition.....	4.46

Unit 5: Steps in the Planning Process—Part 2

Introduction and Unit Overview.....	5.1
Step 5: Plan Preparation, Review, and Approval.....	5.3
Plan Formats and Content.....	5.7
Step 6: Implementation and Maintenance.....	5.27
Summary and Transition.....	5.31

Unit 6: Coordinating Planning

Introduction and Unit Overview.....	6.1
Emergency Management Activities.....	6.3
Emergency Planning Requirements.....	6.5
Types of Plans.....	6.7
Coordinating Plans and Procedures.....	6.14
Summary and Transition.....	6.16

Unit 7: Course Summary and Final Exam

Unit Overview and Objectives.....	7.1
Summary of Key Points.....	7.3
Final Exam and Debrief.....	7.14
Summary and Adjournment.....	7.15

This page intentionally left blank.

UNIT 1. INTRODUCTIONS AND COURSE OVERVIEW

This page intentionally left blank.

Unit 1. Introductions and Course Overview

Objectives

At the end of this course, you should be able to:

- Describe how recent disasters have changed the way governments at all levels should plan.
 - Explain how the Comprehensive Preparedness Guide (CPG) 101 helps State, local, and tribal governments determine and structure your planning requirements.
 - Relate emergency planning to National Incident Management System (NIMS) compliance and integration.
 - Associate planning principles and concepts to the overall planning process.
 - Identify how the steps in the planning process can improve both deliberate and crisis action planning.
 - Implement the planning process model for future planning efforts.
 - Determine which Emergency Operations Plan (EOP) format is best suited to your jurisdiction.
-

Scope

- Welcome and Introductions
 - Administrative Information
 - Course Goals and Objectives
 - Course Agenda and Precourse Exam
 - Summary and Transition
-

Time Plan

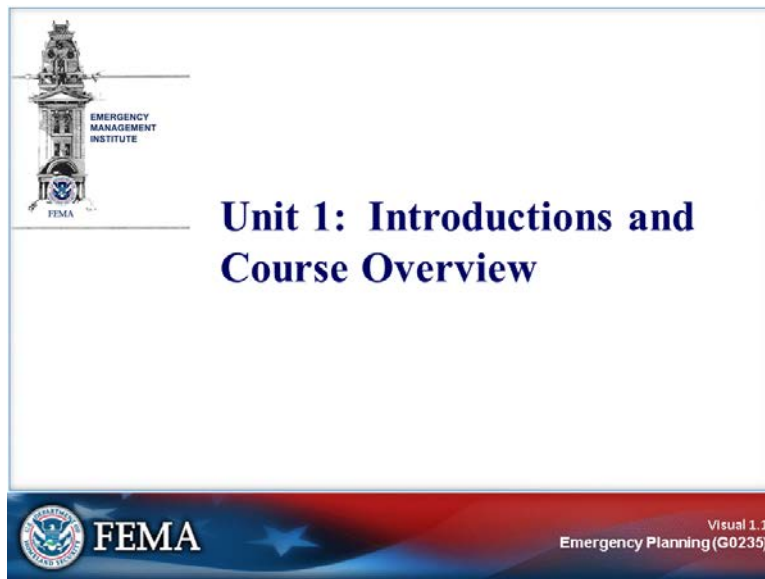
The suggested time plan for this unit is shown below.

Topic	Time
Welcome and Introductions	30 minutes
Administrative Information	5 minutes
Course Goals and Objectives	40 minutes
Course Agenda and Precourse Exam	40 minutes
Summary and Transition	5 minutes
Total Time	2 hours 15 minutes

This page intentionally left blank.

WELCOME AND INTRODUCTION

Visual 1.1



Notes:

Welcome to the Emergency Planning course.


WELCOME AND INTRODUCTION



Student Introductions

Visual 1.2

Student Introductions

- Locate a partner.
- Learn his or her name, position, and emergency planning experience.
- Find out an interesting fact about your partner.
- Introduce your partner to the class.



 **FEMA** 

Visual 1.2
Emergency Planning (G0235)

Notes:

Locate a partner and introduce yourself by providing your name, position, and experience with emergency operations planning. Take 5 minutes to converse with your partner, and learn an interesting fact about that person. You will then introduce each other to the class by providing:

- Your partner's name, position, and experience with emergency operations planning.
- One fact about your partner's life, or a past experience that the class will find interesting.


ADMINISTRATIVE INFORMATION


Visual 1.3

Administrative Information

- Hours
- Evacuation routes and fire exits
- Restrooms
- Smoking
- Lunch and breaks

Please put your cell phone/pager on vibrate!



 **FEMA** Visual 1.3
Emergency Planning (G0235)

Notes:

Note the following information:

- The course hours.
- The evacuation routes and fire exits.
- Restroom locations.
- Smoking policy.
- Lunch and breaks.


Place all cell phones and pagers on vibrate for the duration of the course.


COURSE GOALS AND OBJECTIVES

Visual 1.4

Course Goals

- Illustrate changes in emergency planning.
- Promote the integration of emergency planning.
- Provide a link between CPG 101 and actual planning.
- Facilitate a coordinated emergency planning system.
- Improve the overall response for all emergencies.
- Reduce the time required for plan revisions.



 **FEMA**

Visual 1.4
Emergency Planning (G0235)

Notes:

The goals for this course are to:

- Illustrate how the realities of emergency planning have changed in light of recent disasters.
- Promote the integration of all Department of Homeland Security (DHS) mission areas into the planning process.
- Provide a link between the Comprehensive Preparedness Guide (CPG) 101 and the actual planning requirements at the State, local, and tribal levels.
- Facilitate a coordinated emergency planning system through all levels of government.
- Improve the overall response for all emergencies, regardless of the hazard or its size or complexity.
- Reduce the time requirements for plan revisions.


COURSE GOALS AND OBJECTIVES



Course Objectives

Visual 1.5

Course Objectives

- Describe how recent disasters have changed planning.
- Explain how CPG 101 helps structure planning requirements.
- Relate emergency planning to NIMS.
- Associate the CPG 101 principles and concepts to the overall planning process.



 **FEMA** 

Visual 1.5
Emergency Planning (G0235)

Notes:

At the end of this course, you should be able to:

- Describe how recent disasters have changed the way governments at all levels should plan.
- Explain how the Comprehensive Preparedness Guide (CPG) 101 helps State, local, and tribal governments determine and structure your planning requirements.
- Describe how emergency planning relates to National Incident Management System (NIMS) compliance and integration.
- Identify planning principles and concepts with the overall planning process.


COURSE GOALS AND OBJECTIVES



Course Objectives

Visual 1.6

Course Objectives

- Identify how steps in the process model can improve planning.
- Implement the planning process model.
- Determine the EOP format best suited for your jurisdiction.



 **FEMA** 

Visual 1.6
Emergency Planning (G0235)

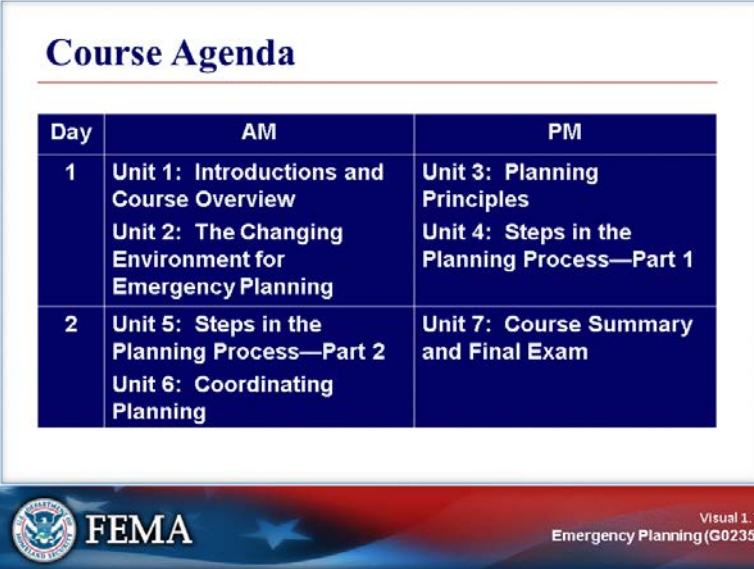
Notes:

At the end of this course, you should be able to:

- Identify the steps in the planning process model to improve both deliberate and crisis action planning.
- Implement the planning process model for future planning efforts.
- Determine the Emergency Operations Plan (EOP) format best suited to your jurisdiction.

COURSE AGENDA

Visual 1.7



Day	AM	PM
1	Unit 1: Introductions and Course Overview Unit 2: The Changing Environment for Emergency Planning	Unit 3: Planning Principles Unit 4: Steps in the Planning Process—Part 1
2	Unit 5: Steps in the Planning Process—Part 2 Unit 6: Coordinating Planning	Unit 7: Course Summary and Final Exam

FEMA
Visual 1.7
Emergency Planning (G0235)

Notes:

The course will take 2 full days to cover all of the material.

Note the brief description of the units:

- Unit 2 will address the changing environment for emergency planning, and the need to integrate emergency planning and response through all levels of government.
- Unit 3 will describe the principles of emergency planning, as defined in CPG 101, and identify the planning strategies that support the four mission areas: To prevent, protect against, respond to, and recover from natural, technological, or adversarial or human-caused emergencies.
- Unit 4 will present the first four steps in the planning process: Form a collaborative planning team; understand the situation; determine goals and objectives; and plan development.
- Unit 5 will continue with the remaining steps in the planning process: Plan preparation, review, and approval; and plan implementation and maintenance.
- Unit 6 will describe the effort and methods for the coordination of emergency plans among all government entities, from the Federal level, down to the local level.
- Unit 7 will summarize the key points from the course and present the final exam.

COURSE AGENDA

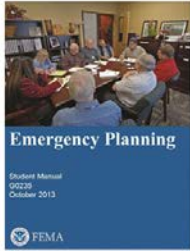
Course Materials

Visual 1.8


Course Materials

The Student Manual includes:

- Course content.
- Activities.
- Course visuals.
- Job aids.



Comprehensive Preparedness Guide (CPG) 101 is provided as a separate document.



FEMA

Visual 1.8
Emergency Planning (G0235)

Notes:

The course materials are contained in a Student Manual (SM).

The SM includes all of the course content and activities, as well as reduced-size copies of all course visuals. Take notes in the SM so that you retain any additional information that the Instructor may present during the course.

Note that the Comprehensive Preparedness Guide (CPG) 101 is provided as a separate document.

COURSE AGENDA

Activity: Precourse Exam

Visual 1.9


Activity: Precourse Exam

Purpose:


- To determine your current knowledge of emergency planning.

Instructions:

- Work individually.
- You have 15 minutes to complete the exam.



Do the best you can. The exam will not be graded!

 **FEMA** Visual 1.9
Emergency Planning (G0235)

Notes:

Activity Purpose: The purpose of this exam is to provide you with an idea of the knowledge that you bring to the course.

Instructions: Follow the steps below to complete the precourse exam.

1. You will take a precourse exam. The purpose of this exam is to provide you with an idea of the knowledge of emergency planning that you bring to the class.
2. You will complete this exam individually. Do the best that you can on the exam, but the exam will not be graded.
3. You will have 15 minutes to complete the exam.

SUMMARY AND TRANSITION


Visual 1.10

Summary and Transition

This unit:

- Introduced the course goals and objectives.
- Provided an opportunity to determine your current knowledge of emergency planning.

Unit 2 will examine the changing environment for emergency planning.



The image shows a decorative banner at the bottom of the slide. On the left is the FEMA logo, which includes the text 'FEDERAL EMERGENCY MANAGEMENT AGENCY' around a central emblem. To the right of the logo is the word 'FEMA' in large, bold, white letters. Further right is a blue star on a red and white background. On the far right, the text 'Visual 1.10' and 'Emergency Planning (G0235)' is displayed in a small font.

Notes:

Unit 1:

- Introduced the course goals and objectives.
- Provided an opportunity to determine your current knowledge of emergency planning.

Unit 2 will examine the changing environment for emergency planning.

UNIT 2. THE CHANGING ENVIRONMENT FOR EMERGENCY PLANNING

This page intentionally left blank.

Unit 2. The Changing Environment for Emergency Planning

Objectives

At the end of this unit, you should be able to:

- Describe how recent disasters have changed the way governments at all levels should plan for emergencies.
 - Explain the link between the Comprehensive Preparedness Guide (CPG) 101 and the National Incident Management System (NIMS) as a way to integrate emergency planning across all response levels.
-

Scope

- Introduction and Unit Overview
 - The Changing Environment for Emergency Planning
 - Integrating Emergency Planning
 - Summary and Transition
-

Time Plan

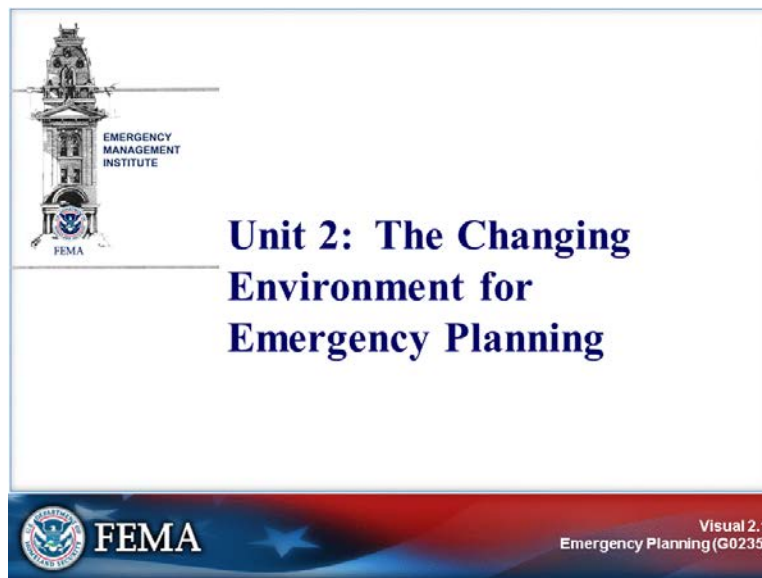
The suggested time plan for this unit is shown below.

Topic	Time
Introduction and Unit Overview	5 minutes
The Changing Environment for Emergency Planning	30 minutes
Integrating Emergency Planning	40 minutes
Summary and Transition	5 minutes
Total Time	1 hour 20 minutes

This page intentionally left blank.

INTRODUCTION AND UNIT OVERVIEW

Visual 2.1



Notes:

Recent major natural disasters and terrorist attacks have greatly affected the emergency planning community. The topics presented in this unit include:

- The changing environment for emergency planning.
- Integrating emergency planning across all response levels.

INTRODUCTION AND UNIT OVERVIEW

Unit Objectives

Visual 2.2

Unit Objectives

- Describe how recent disasters have changed the way governments at all levels should plan for emergencies.
- Explain the link between CPG 101 and NIMS as a way to integrate emergency planning across all response levels.

Visual 2.2
Emergency Planning (G0235)

Notes:

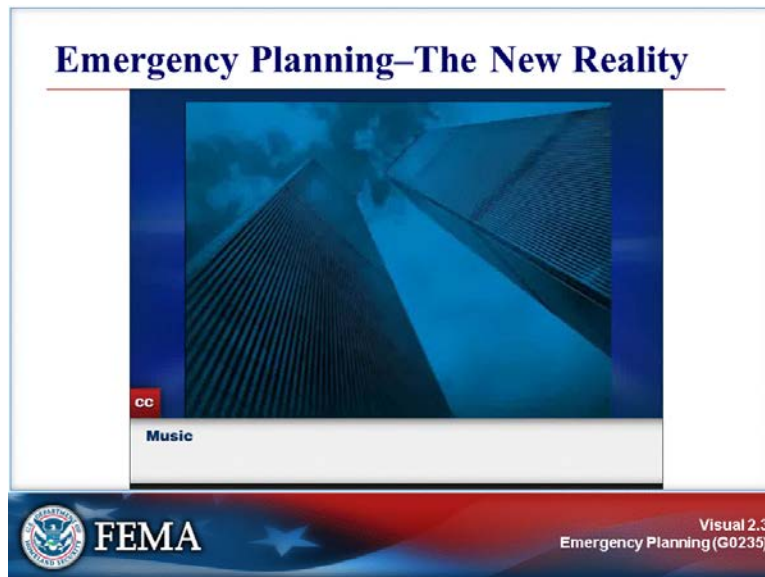
At the end of this unit, you should be able to:

- Describe how recent disasters have changed the way governments at all levels should plan for emergencies.
- Explain the link between Comprehensive Preparedness Guide (CPG) 101 and the National Incident Management System (NIMS) as a way to integrate emergency planning across all operational levels.

INTRODUCTION AND UNIT OVERVIEW

Emergency Planning—The New Reality

Visual 2.3



Notes:

Transcript: Emergency Planning—the New Reality

Narrator: On the morning of September 11, 2001, two hijacked commercial airlines departed from Boston's Logan airport and flew into the two 110-story towers in New York's World Trade Center complex. The resulting structural damage, combined with the ensuing fires, resulted in the total collapse of both towers. A total of 2,380 people lost their lives that day at the World Trade Center site—2,270 building occupants, 157 airplane crew and passengers, and 403 firefighters, police personnel, and other emergency responders.

In August 2005, Hurricane Katrina struck the Gulf Coast causing unprecedented damage to property, significant loss of life, and displacement of tens of thousands from their homes. In September 2005, Hurricane Rita followed, significantly increasing the damage to property and displacement of individuals and families.

In October 2003, sixteen firestorms fueled by high temperatures, low humidity and gusty Santa Anna Winds, raged through five counties of Southern California, consuming almost 740,000 acres. These catastrophic events have changed the reality of emergency operations planning, and illustrate the challenge the Nation faces in the 21st Century.

INTRODUCTION AND UNIT OVERVIEW

Transcript: Emergency Planning—the New Reality

Narrator: To meet this challenge, we need a common, nationwide approach to the emergency planning process. Planning and preparing for major events involves all levels of government, the private sector, and nongovernmental organizations.

To meet this challenge, we must realize the operational tasks needed to withstand a major event, and then build and maintain the capabilities to carry out those tasks. Catastrophic events cross jurisdictional boundaries and require a consistent nationwide effort from all levels of government to work effectively and efficiently together.

Traditionally, State and local officials have had responsibility during disasters. When their resources are overwhelmed, they seek Federal assistance. That's too late!

The lessons learned from the catastrophic events of this century highlight the critical importance of all hazards planning implemented at all levels of government. Emergency management is a shared responsibility. The local jurisdiction assumes initial responsibility when disaster strikes. But the Federal Government must be prepared to take an active role and provide resources when and where needed.

Beginning in 2004, Homeland Security Presidential Directives have been issued that require the Federal Government to integrate its emergency planning process with those used by State, territorial, tribal, and local governments. The Federal Government needs to partner with State and local government, as well as nongovernmental organizations, and the private sector to close capability gaps and provide a combined, integrated response to natural and human-caused threats.

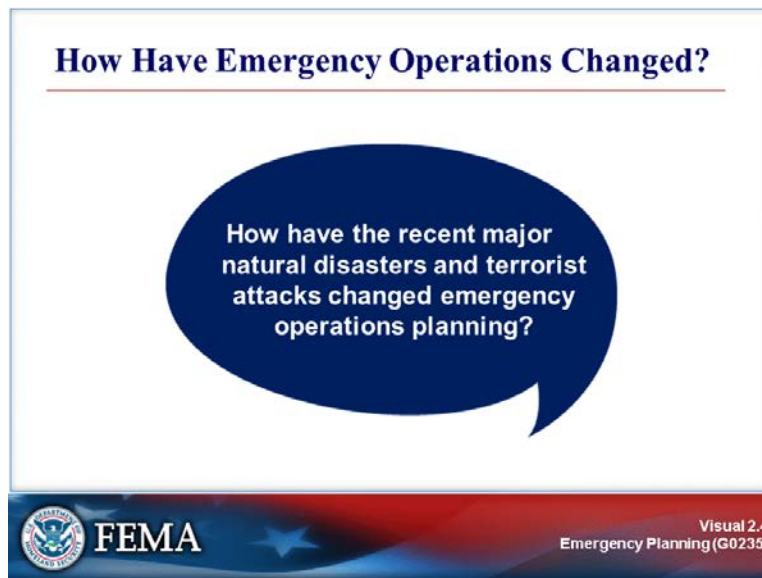
The National Incident Management System is the first standardized approach, enabling all levels of government to work together to respond to any domestic incident. It is an integrated system that makes the Nation safer by establishing a common language and a common set of procedures for all emergency responders, and every level of government, to conduct response actions.

The 21st Century vision for National Preparedness is a Nation prepared with coordinated capabilities to prevent, protect against, respond to, and recover from all hazards in a way that balances risk with resources and need.

Note: NIMS will be described and discussed later in this unit.

THE CHANGING ENVIRONMENT FOR EMERGENCY PLANNING

Visual 2.4



Notes:

How have the recent major natural disasters and terrorist attacks changed emergency operations planning?

THE CHANGING ENVIRONMENT FOR EMERGENCY PLANNING


Emergency Response Requirements


Visual 2.5

Emergency Response Requirements

Emergency planning needs to address:

- All hazards that threaten a jurisdiction.
- Prevention and protection of mission areas, as well as response and recovery.
- Unity of purpose through plan integration among all stakeholders.



 **FEMA**

Visual 2.5
Emergency Planning (G0235)

Notes:

Emergency planning needs to address:

- All hazards that threaten a jurisdiction.
- The prevention and protection of mission areas, in addition to the traditional response and recovery missions.
- Unity of purpose through integration among all stakeholders.

Planners must ensure that department and supporting agency plans fit into their jurisdictions' concepts of operations through coordination. Planning must be integrated, through all levels of government, to ensure a common operational focus. Planners also must be aware of, and integrate the emergency response plans and resources of nongovernmental organizations (NGOs).

A fundamental challenge that planners face is how to assess the risk that a hazard or threat poses to a jurisdiction.

THE CHANGING ENVIRONMENT FOR EMERGENCY PLANNING

Types of Risk

Visual 2.6



Instructor Notes: Present the following key points.

Governments at every level plan for three types of risk:

- Natural
- Technological
- Adversarial or Human-caused

Some hazards or threats posed to a jurisdiction are adaptive in that they have the ability to change behavior or characteristics based on emergency measures taken by a jurisdiction. Human-caused or adversarial threats, such as civil disturbances or terrorism, have adaptive risk characteristics. A threat characterized by adaptive risk requires planners to continually evaluate and refine their plans as the threat learns existing concepts of operations, and adapts to those operations.

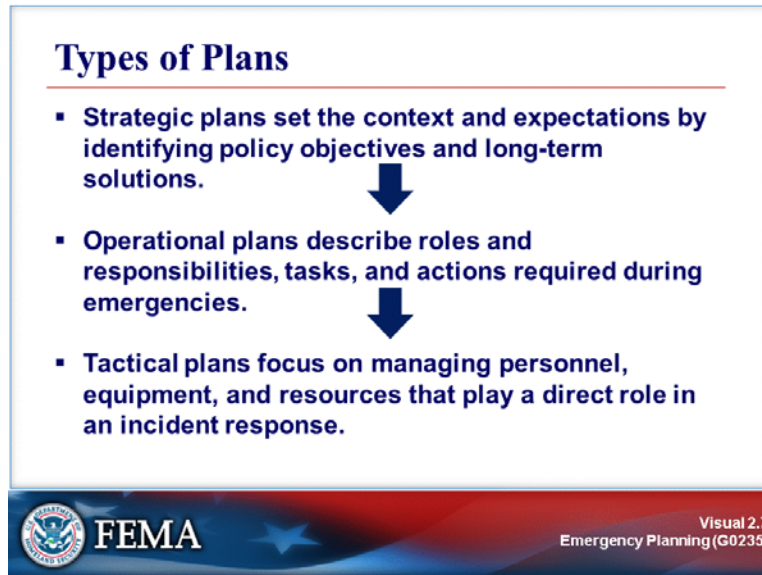
Note that natural and technological hazards are considered nonadaptive risks. Their physical characteristics and disaster dimensions do not change after preventive, protective, or mitigation measures are taken. Traditional mitigation activities are an effective means of planning for these hazards.

The emergency planning process encompasses various types, or levels, of planning.

THE CHANGING ENVIRONMENT FOR EMERGENCY PLANNING

Types of Plans

Visual 2.7



Notes:

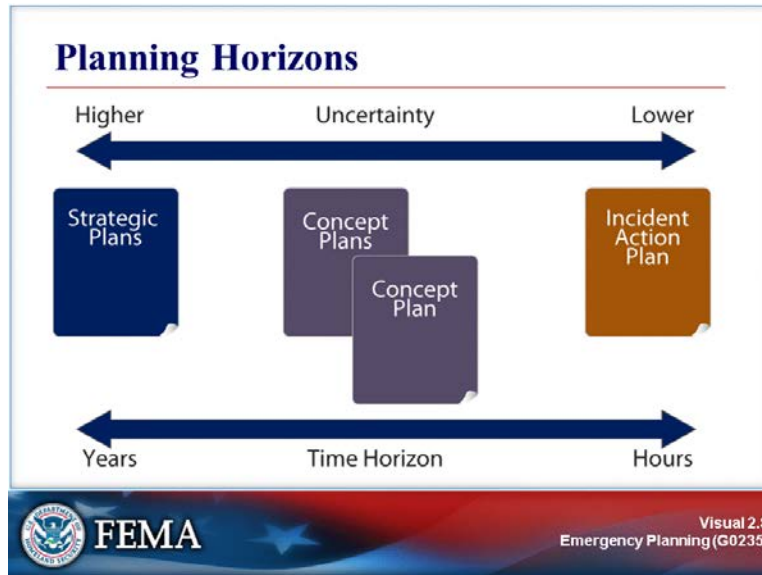
Emergency planning occurs at three levels:

- Strategic plans identify policy objectives and long-term solutions to emergency management responsibilities. Strategic planning lays out the fundamental direction, and sets the context and expectations.
- Operational plans provide a description of roles and responsibilities, tasks, integration, and actions required of a jurisdiction or its departments and agencies during emergencies.
- Tactical plans focus on managing personnel, equipment, and resources that play a direct role in an incident response.

THE CHANGING ENVIRONMENT FOR EMERGENCY PLANNING

Types of Planning

Visual 2.8



Notes:

The three types of planning form a hierarchy, with strategic plans at the top level providing overall guidance. Note that:

- Strategic Plans describe a broad, conceptual use of resources.
- Concept plans and Operations plans provide the framework for IAPs.
- IAPs are completed for each operational period when an incident occurs.

There is not a one-to-one correlation between the types of planning and levels of government. All three types of planning occur at all levels of government.

THE CHANGING ENVIRONMENT FOR EMERGENCY PLANNING

Sample Plans

National Strategic Plan

The *National Emergency Communications Plan* (NECP) is a strategic plan that sets goals and identifies key national priorities to enhance governance, planning, technology, training and exercises, and disaster communications capabilities. The NECP provides recommendations, including milestones, to help emergency response providers and relevant government officials make measurable improvements in emergency communications.

State Strategic Plan

The *California 2007 Statewide Integrated Public Safety Communications Strategic Plan* is a clear road map that identifies both the strategic approach and the practical actions needed to accomplish integrated interoperable communications in California. The plan:

- Reflects the current status of State agencies' systems and challenges.
- Outlines a robust vision for interoperability in California.
- Identifies key integration steps and partnerships with local government.
- Documents the 2-year critical operability needs for State agencies as a first step.
- Establishes a clear work plan to continue the collaborative efforts to accomplish these goals.

State Operations Plan

The *State of Maine Communication Operations Plan for Incident Communications Interoperability* provides guidance to public safety agencies (traditional first responders) and nontraditional responders for developing and employing interoperability through an effective incident communications program.

Local Operations Plan

The *Town of Orrington, Maine 2008 Emergency Operations Plan* identifies hazards and vulnerabilities, and the likelihood and severity of impact that these hazards will have on the community. This plan defines the efforts and resources to mitigate the effects of, prepare for, and respond to an emergency or disaster event. Annex B describes the communications capabilities of the Town of Orrington and provides telephone and radio lists.

Local Tactical Plan

The *Little Rock Metropolitan Area Tactical Interoperable Communications Plan* establishes a Tactical Interoperable Communications Plan (TICP) for the Little Rock, Arkansas Metropolitan Area. The TICP documents what interoperable communications resources are available within the metropolitan area, which entity controls each resource, and what rules of use or operational procedures exist for the activation and deactivation of each resource.

Source: Abstracts and full documents available at the Lessons Learned Information Sharing Web site: www.llis.dhs.gov

INTEGRATING EMERGENCY PLANNING

Visual 2.9



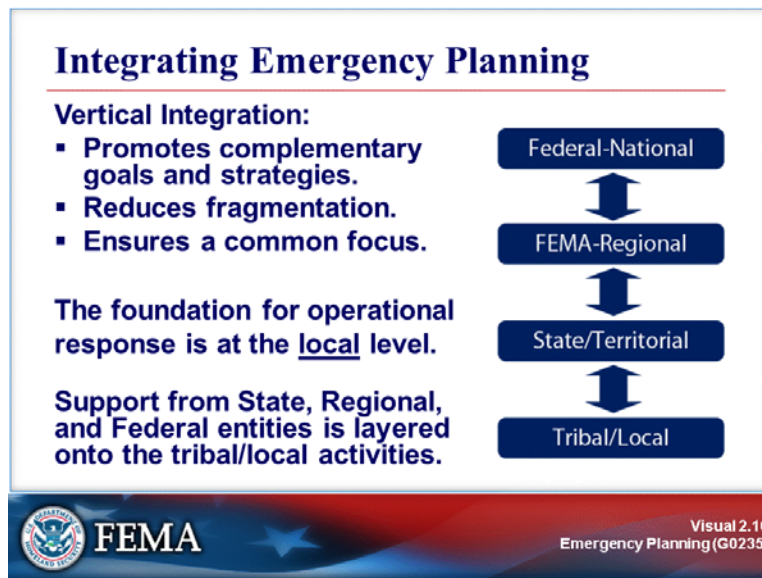
Notes:

Integration constitutes the relationships of organizations and agencies at the same or similar level.

Note that the visual shows a local jurisdiction's relationship (i.e., integration) with mutual aid partners and nongovernmental agencies (NGOs).

INTEGRATING EMERGENCY PLANNING

Visual 2.10



Notes:

Planning should be coordinated up and down the various levels of government. The coordination of emergency planning by the different jurisdictions promotes complementary goals and strategies, and reduces fragmentation caused by independent and diverse planning efforts.

Although planning occurs in both directions, the foundation for operational response is at the local level. Support from State, regional, and Federal entities is layered onto the local activities.

The National Incident Management System (NIMS) and the National Response Framework (NRF) support the concept of layered operations. They recognize that many operations start at the local level, and, as needs exceed resources and capabilities, State, regional, and Federal assets are applied. This approach means that planning must be integrated to ensure that all response levels have a common operational focus.

INTEGRATING EMERGENCY PLANNING

Integration is Critical in Major Disasters

Visual 2.11



Notes:

Why is integration critical in major disasters?

INTEGRATING EMERGENCY PLANNING

Benefits of Integration

Visual 2.12

Benefits of Integration

Improved:

- Alignment of government with NGOs
- Information dissemination
- Planning documents
- Resource management
- Integration of mission areas
- CIKR protection
- Promotion of best practices and lessons learned



 **FEMA**

Visual 2.12
Emergency Planning (G0235)

Notes:

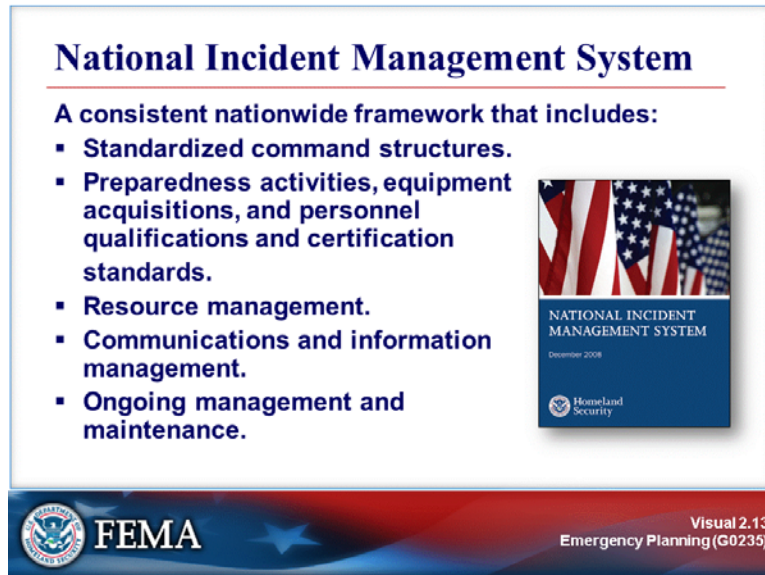
The benefits of integration are improved by:

- Alignment of Federal, State, tribal, and local governments, and NGOs, in an effective and efficient structure for preparedness, incident management, and emergency response.
- Dissemination of information about threats and vulnerabilities.
- Coordination of the development of related planning documents across different requirements.
- Resource sharing to support a single entity's response to terrorist attacks and major disasters.
- Integration of prevention, protection, response, and recovery missions to overpower incidents.
- Coordination of the protection of Critical Infrastructure Key Resources (CIKR).
- Promotion of best practices and lessons learned.

INTEGRATING EMERGENCY PLANNING

National Incident Management System

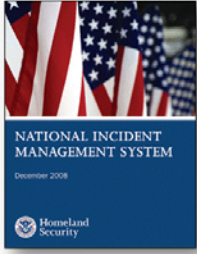
Visual 2.13




National Incident Management System

A consistent nationwide framework that includes:

- Standardized command structures.
- Preparedness activities, equipment acquisitions, and personnel qualifications and certification standards.
- Resource management.
- Communications and information management.
- Ongoing management and maintenance.



 **FEMA**

Visual 2.13
Emergency Planning (G0235)

Notes:

The National Incident Management System (NIMS) integrates existing best practices into a consistent nationwide framework for incident management at all jurisdictional levels and across functional disciplines. NIMS enables responders at all levels to work together more effectively to manage domestic incidents, regardless of the cause, size, or complexity.

The NIMS approach to incident management consists of:

- Standardized command and management structures.
- Preparedness activities, such as planning, training, exercises, equipment acquisitions, and personnel qualifications and certification standards.
- Resource management.
- Communications and information management.
- Ongoing management and maintenance.

INTEGRATING EMERGENCY PLANNING

National Response Framework

Visual 2.14

National Response Framework (NRF)

- Uses the NIMS ICS structure
- Integrates all agencies into a seamless system
- Uses a public information system
- Identifies all resources based on established standards
- Ensures all personnel are properly trained for job performance
- Ensures interoperability and redundancy of communications



 **FEMA**

Visual 2.14
Emergency Planning (G0235)

Notes:

Additional guidance for incident management is provided through the National Response Framework (NRF). It builds upon NIMS with flexible, scalable, and adaptable coordinating structures to align key roles and responsibilities across the Nation. The NRF incorporates public- and private-sector participation at all levels, focusing on how the Federal Government organizes itself to support communities, and the States, in catastrophic incidents. The NRF identifies specific concepts that should be addressed in an EOP, including:

- Using the NIMS Incident Command System (ICS) structure to manage all incidents.
- Integrating all response agencies into a single, seamless system.
- Developing and implementing a public information system.
- Identifying and characterizing all resources according to established standards and types.
- Ensuring that all personnel are properly trained for job performance.
- Ensuring the interoperability and redundancy of communications.

INTEGRATING EMERGENCY PLANNING

Comprehensive Preparedness Guide 101

Visual 2.15

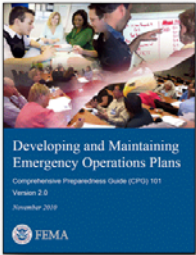
Comprehensive Preparedness Guide 101

Guidelines for:


- All-hazard, all-threat EOPs.
- Planning and response fundamentals.
- Integrated, coordinated, and synchronized EOPs.

Addresses the:

- Prevention, protection, response, and recovery mission areas.
- Changed reality of the emergency planning environment.



Developing and Maintaining
Emergency Operations Plans
Comprehensive Preparedness Guide (CPG) 101
Version 2.0
November 2013
FEMA

 **FEMA**

Visual 2.15
Emergency Planning (G0235)

Notes:

The concepts from NIMS and NRF have been expanded upon in the Comprehensive Preparedness Guide (CPG) 101. The purpose of CPG 101 is to:

- Provide general guidelines on developing all-hazard, all-threat Emergency Operations Plans (EOPs) for State, territorial, tribal, and local governments.
- Promote a common understanding of hazard and threat planning and response fundamentals.
- Support the development of integrated, coordinated, and synchronized EOPs.

Note that CPG 101 extends the guidance provided previously in the State and Local Guide (SLG) 101 by addressing:

- The need to plan for both the prevention and protection of mission areas, in addition to response and recovery activities.
- The changed reality of the emergency planning environment caused by recent major disasters and terrorist attacks.

SUMMARY AND TRANSITION


Visual 2.16

Summary and Transition

This unit:

- Looked at how the emergency planning environment has changed, and considered the need to integrate emergency planning throughout all levels of government.

Unit 3 will cover the principles of emergency planning.



The slide features a decorative banner at the bottom with the FEMA logo on the left, the word "FEMA" in large letters, and the text "Visual 2.16 Emergency Planning (G0235)" on the right.

Notes:

Unit 2 looked at how the emergency planning environment has changed, and considered the need to integrate emergency planning throughout all levels of government.

Unit 3 will cover the principles of emergency planning.

UNIT 3. PLANNING PRINCIPLES

This page intentionally left blank.

Unit 3. Planning Principles

Objectives

At the end of this unit, you should be able to:

- Describe how the principles of emergency planning have evolved in light of the new realities.
 - Explain how the planning principles in CPG 101 align with NIMS, and the NRF.
 - Relate the characteristics of effective planning processes to your jurisdiction's planning processes.
-

Scope

- Introduction and Unit Overview
 - Principles of Emergency Planning
 - Planning Strategies that Support Mission Areas
 - Characteristics of an Effective Planning Process
 - Summary and Transition
-

Time Plan

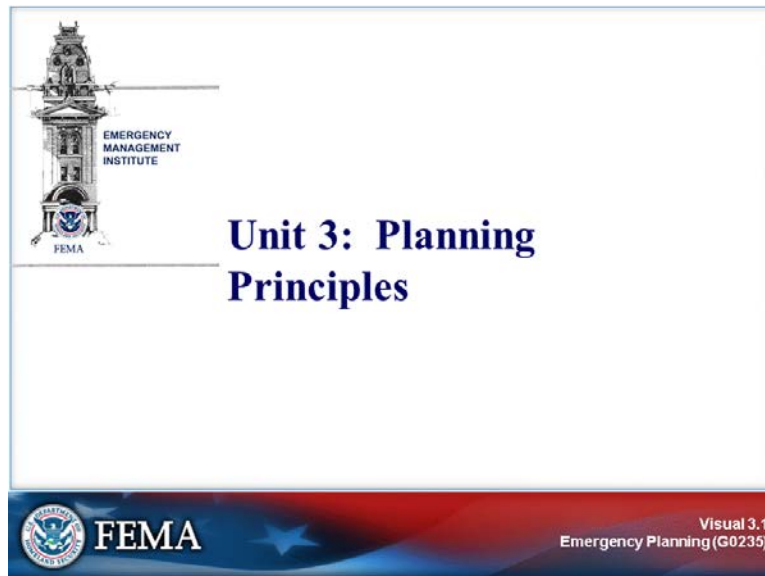
The suggested time plan for this unit is shown below.

Topic	Time
Introduction and Unit Overview	5 minutes
Principles of Emergency Planning	45 minutes
Planning Strategies that Support Mission Areas	20 minutes
Characteristics of an Effective Planning Process	35 minutes
Summary and Transition	5 minutes
Total Time	1 hour 50 minutes

This page intentionally left blank.

INTRODUCTION AND UNIT OVERVIEW

Visual 3.1



Notes:

The principles of emergency planning reflect the aftermath of recent major disasters and terrorist attacks. This unit will address the:

- Principles of emergency planning.
- Planning strategies that support mission areas.
- Characteristics of an effective planning process.

INTRODUCTION AND UNIT OVERVIEW

Unit Objectives

Visual 3.2

Unit Objectives

- Describe how the principles of emergency planning have evolved.
- Explain how the planning principles in CPG 101 align with NIMS and NRF.
- Relate the characteristics of effective planning processes.

Visual 3.2
Emergency Planning (G0235)

Notes:

At the end of this unit, you should be able to:


- Describe how the principles of emergency planning have evolved in light of the new realities.
- Explain how the planning principles in CPG 101 align with NIMS, and the NRF.
- Relate the characteristics of effective planning processes to your jurisdictions' planning processes.


PRINCIPLES OF EMERGENCY PLANNING

Visual 3.3

Principles of Emergency Planning

- **Planning must be community-based, representing the whole population and its needs.**
- **Involve all partners—all agencies, the private sector, and NGOs.**
- **Address all hazards and threats by identifying common functions and responsible entity.**
- **Use a logical, analytical, problem-solving process.**
- **Identify the tasks, allocate resources, and establish accountability.**



 **FEMA**

Visual 3.3
Emergency Planning (G0235)

Notes:

An Emergency Operations Plan (EOP) conveys to the planning community the tasks (what to do) and the purpose (why to do it) during an emergency. An effective EOP incorporates the following principles:

- It involves all partners. A solid team effort results when stakeholders from all departments and agencies, the private sector, and nongovernmental organizations are involved.
- It addresses all hazards and threats. Identify operational functions common to different emergencies, and document in the plan the organization that is responsible for performing these tasks.
- It deals with complexity by using a logical, analytical, problem-solving process. Process steps include gathering and analyzing information, determining operational objectives, and developing alternative ways to achieve the objectives.
- It identifies the tasks, allocates resources, and establishes accountability. Establishing priorities helps planners allocate adequate resources and document participant accountability.

PRINCIPLES OF EMERGENCY PLANNING


More Emergency Planning Principles

Visual 3.4

Additional Emergency Planning Principles

- Review other plans to gain insight and resource material.
- Identify purpose, establish procedures, and provide measures to synchronize actions.
- Enlist support of senior officials.
- Consider the effect of time, uncertainty, risk, and experience on planning solutions.



 **FEMA**

Visual 3.4
Emergency Planning (G0235)

Notes:

Additional principles for developing an effective EOP include:

- Reviewing other plans to gain insight and resource material. Refer to State standards and existing plans for support and guidance.
- Depicting the anticipated environment for action. Identify purpose, establish implementation procedures, and provide measures to synchronize actions.
- Ensuring the understanding and buy-in of senior officials. Support and involvement of the chief executive enables a high-priority status for emergency planning.
- Considering the effect of time, uncertainty, risk, and experience on planning solutions. These factors allow planners to apply appropriate concepts and methods to create solutions.

PRINCIPLES OF EMERGENCY PLANNING


Activity: EOP Planning Principles


Visual 3.5

Activity: EOP Planning Principles

Instructions:

1. Work in your group, as assigned by the Instructor.
2. Complete the EOP Planning Principles Worksheet.
3. Identify a principle not practiced in your jurisdiction, and develop a strategy to follow the principle.
4. Select a spokesperson to present your proposed strategy to the class.

 You have 15 minutes to complete this activity.

 **FEMA** Visual 3.5
Emergency Planning (G0235)

Notes:

Activity Purpose: The purpose of this activity is to give you an opportunity to select a principle that your jurisdiction is not currently following, and incorporate it into the planning process.

Instructions: Follow the steps below to complete this activity.

1. Work in table groups by department/agency.
2. Consider your jurisdictions' planning processes while reviewing the emergency planning principles on the worksheet on the following page.
3. Identify a principle not being practiced in your jurisdiction, and develop one or more strategies to change your planning processes and follow the principle.
4. You will have 15 minutes to complete this activity.
5. Select a spokesperson to present your strategies to the class.

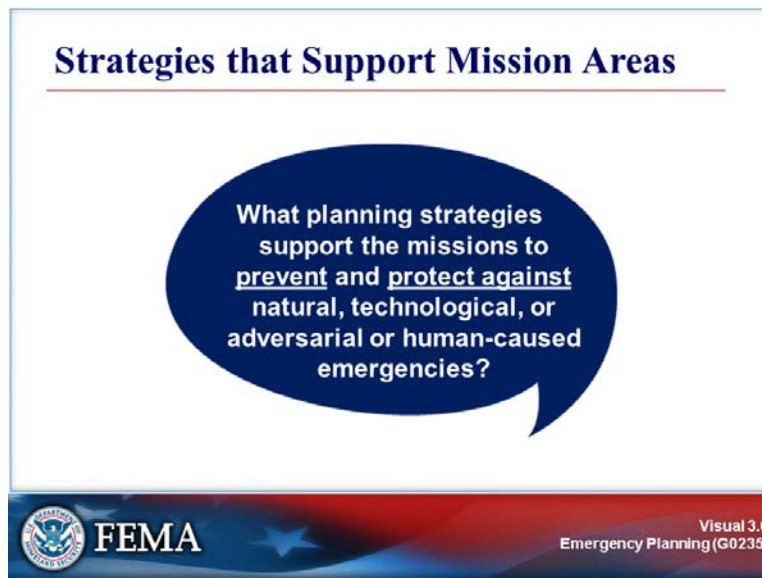
PRINCIPLES OF EMERGENCY PLANNING**Activity: EOP Planning Principles**

Does your planning process . . .	Yes	No	Comment
Involve all partners?	<input type="checkbox"/>	<input type="checkbox"/>	
Address all hazards and threats?	<input type="checkbox"/>	<input type="checkbox"/>	
Use a problemsolving process for complex issues?	<input type="checkbox"/>	<input type="checkbox"/>	
Identify tasks, allocate resources, and establish accountability?	<input type="checkbox"/>	<input type="checkbox"/>	
Review other plans and available standards?	<input type="checkbox"/>	<input type="checkbox"/>	
Depict the anticipated environment for action?	<input type="checkbox"/>	<input type="checkbox"/>	
Ensure the understanding and buy-in of senior officials?	<input type="checkbox"/>	<input type="checkbox"/>	
Consider the effect of time, uncertainty, risk, and experience on planning solutions?	<input type="checkbox"/>	<input type="checkbox"/>	

Strategy for Improvement:

PLANNING STRATEGIES THAT SUPPORT MISSION AREAS

Visual 3.6



Notes:

What planning strategies support the missions to prevent and protect against natural, technological, or adversarial or human-caused emergencies?

PLANNING STRATEGIES THAT SUPPORT MISSION AREAS


Planning Strategies for Prevention and Protection



Visual 3.7

Strategies for Prevention and Protection

Identify threats and protect potential targets by employing:

- Information collection and threat detection.
- Risk, vulnerability, and intelligence analysis.
- Information sharing and protection.
- Risk management.



 **FEMA** 

Visual 3.7
Emergency Planning (G0235)

Notes:

The goals of prevention and protection planning efforts are to identify threats and protect potential targets. Note the following strategic tasks to achieve these goals:

- Information collection and threat detection
- Risk, vulnerability, and intelligence analyses
- Information sharing and protection
- Risk management

The effectiveness of prevention and protection efforts is dependent upon the collaboration of the various emergency response disciplines and community services agencies. The proactive, information-driven methods that are used on a daily operational basis to reduce crime and combat public health concerns provide a foundation for prevention and protection planning.

PLANNING STRATEGIES THAT SUPPORT MISSION AREAS

Planning Strategies that Support Response and Recovery

Visual 3.8



Notes:

What planning strategies support the missions of responding to and recovering from natural, technological, or adversarial or human-caused emergencies?


PLANNING STRATEGIES THAT SUPPORT MISSION AREAS


Response Planning Strategies

Visual 3.9

Response Planning Strategies

- Save lives.
- Meet basic human needs.
- Minimize the impact on infrastructure and the environment.
- Reduce the physical, psychological, social, and economic effects of an incident.
- Assess the incident to ensure that response is quickly scalable, adaptable, and flexible.



 **FEMA**

Visual 3.9
Emergency Planning (G0235)

Notes:

Response strategies are the traditional focus of emergency planning. The strategies implemented in the immediate aftermath of an event are intended to:

- Save lives.
- Meet basic human needs.
- Minimize the impact on critical infrastructure and the environment.
- Reduce the physical, psychological, social, and economic effects of an incident.
- Assess the incident to ensure that response is quickly scalable, adaptable, and flexible.

PLANNING STRATEGIES THAT SUPPORT MISSION AREAS


Recovery Planning Strategies


Visual 3.10

Recovery Planning Strategies

Involve all stakeholders to:

- Identify the roles and responsibilities of government.
- Clarify stakeholder needs and interests.
- Address community needs.



 **FEMA**

Visual 3.10
Emergency Planning (G0235)

Notes:

Note that recovery strategies address the rebuilding and revitalization of affected communities. Recovery entails:

- Restoration of interrupted utility services.
- Re-establishment of transportation routes.
- Provision of food and shelter to displaced persons.

All stakeholders need to be involved in recovery planning, both before and after an event occurs. Recovery planning leads to community restoration and future sustainability by:

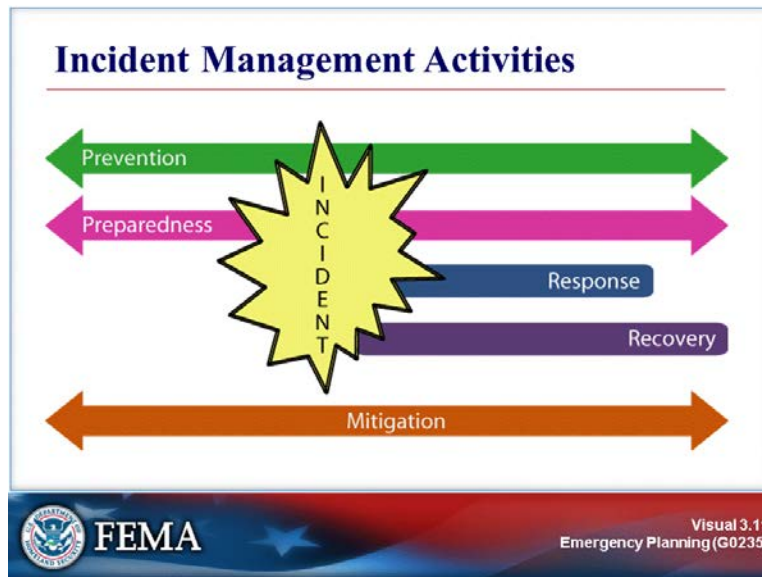
- Identifying the roles and responsibilities of government.
- Clarifying stakeholder needs and interests.
- Addressing the jurisdiction's housing, economy, environment, and infrastructure.

The four mission areas reflect the five activities of emergency management.

PLANNING STRATEGIES THAT SUPPORT MISSION AREAS

Incident Management Activities

Visual 3.11



Notes:

An all-hazard approach to emergency management consists of five activities:

- **Mitigation**, which provides a critical foundation in the effort to reduce the loss of life and property from natural and/or human-caused disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.
- **Prevention** to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.
- **Preparedness**, which includes actions that involve a combination of planning, resources, training, exercising, and organizing to build, sustain, and improve operational capabilities. Preparedness is the process of identifying the personnel, training, and equipment needed for a wide range of potential incidents, and developing jurisdiction-specific plans for delivering capabilities when needed for an incident.

PLANNING STRATEGIES THAT SUPPORT MISSION AREAS

Incident Management Activities

- Response to save and sustain lives, protect property and the environment, and meet basic human needs. Response also includes the execution of plans and actions to support short-term recovery.
- Recovery, which includes the development, coordination, and execution of service and site restoration plans; the reconstitution of government operations and services; individual, private sector, nongovernmental, and public assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents. have a long-term sustained effect.

PLANNING STRATEGIES THAT SUPPORT MISSION AREAS


Preparedness Through Mitigation


Visual 3.12

Preparedness Through Mitigation

Mitigation is sustained action taken to reduce the loss of life and property from disasters. Mitigation strategies may include:

- Structural engineering projects to reduce impact.
- Land use ordinances to reduce vulnerability.
- Property protection measures in known hazard areas.



 **FEMA**

Visual 3.12
Emergency Planning (G0235)

Notes:

Mitigation consists of the strategies developed to reduce the loss of life and property from natural and/or human-caused disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation in most cases, will have a long-term sustained effect.

Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. Mitigation strategies may include:

- Structural engineering projects to reduce the impact of a hazard.
- Zoning and land use ordinances to reduce hazard vulnerability.
- Building codes and other property protection measures in known hazard areas.

Other mitigation measures could include:

- Natural resources protection for flood control and the reduction of environmental erosion.
- Public information programs to advise citizens and businesses about hazards and threats.

Systems have been developed that promote an effective and coordinated planning process.


CHARACTERISTICS OF AN EFFECTIVE PLANNING PROCESS


Common Characteristics of Effective Planning Systems

Visual 3.13

Effective Planning Systems

- Continual
- Reduce unknowns in the anticipated event
- Aim at evoking appropriate actions
- Based on likelihood and expected impact
- Based on facts, typical behavior, and capabilities
- Focus on general principles, with flexibility
- Are a training and education activity
- Tested



 **FEMA**

Visual 3.13
Emergency Planning (G0235)

Notes:

Effective planning systems share the following common characteristics. They:

- Are continual.
- Reduce unknowns in the anticipated event without trying to preplan all aspects.
- Aim at evoking appropriate actions.
- Are based on what is likely to happen, what people are likely to do, and expected impact.
- Are based on facts regarding the threat or hazard, people's typical behavior, and required capabilities.
- Focus on general principles, while maintaining flexibility.
- Are partly a training and education activity.
- Are tested.

CHARACTERISTICS OF AN EFFECTIVE PLANNING PROCESS


Activity: Planning Systems Characteristics


Visual 3.14

Activity: Planning Systems Characteristics

Instructions:

1. Work in your group, as assigned by the Instructor.
2. Complete the Planning Systems Characteristics Worksheet.
3. Develop a strategy for improving the EOP planning process.
4. Select a spokesperson to present your strategy to the class.

 You have 15 minutes to complete this activity.

 **FEMA**

Visual 3.14
Emergency Planning (G0235)

Notes:

Activity Purpose: The purpose of this activity is to give you an opportunity to compare your jurisdictions' planning processes with effective planning systems characteristics, and develop a strategy for improving your planning processes.

Instructions: Follow the steps below to complete this activity.

1. Work in your table groups by department or agency.
2. Consider your jurisdictions' planning processes while reviewing the common characteristics of an effective planning system on the worksheet on the following page.
3. Develop a strategy for improving your planning processes based on the review.
4. You will have 15 minutes to complete this activity.
5. Select a spokesperson to present your group's strategy to improve its planning process.

CHARACTERISTICS OF AN EFFECTIVE PLANNING PROCESS**Activity: Planning Systems Characteristics**

Is your planning process . . .	Yes	No	Comment
Continual?	<input type="checkbox"/>	<input type="checkbox"/>	
Aimed at evoking appropriate actions?	<input type="checkbox"/>	<input type="checkbox"/>	
Based on what is likely to happen and what people are likely to do?	<input type="checkbox"/>	<input type="checkbox"/>	
Based on facts (e.g., knowledge about the hazard, required capabilities, typical human reaction)?	<input type="checkbox"/>	<input type="checkbox"/>	
Flexible, but still focused on general principles?	<input type="checkbox"/>	<input type="checkbox"/>	
Tested?	<input type="checkbox"/>	<input type="checkbox"/>	
Does your planning process . . .	Yes	No	Comment
Attempt to reduce unknowns in anticipated events, as appropriate?	<input type="checkbox"/>	<input type="checkbox"/>	
Provide training and educational activity?	<input type="checkbox"/>	<input type="checkbox"/>	

Strategy for Improvement:

SUMMARY AND TRANSITION


Visual 3.15

Summary and Transition

This unit:

- Looked at the principles of emergency planning and planning strategies to support emergency mission areas.
- Introduced the characteristics of effective planning processes.

Unit 4 will cover the steps in the planning process.



FEMA

Visual 3.15
Emergency Planning (G0235)

Notes:

Unit 3:

- Looked at the principles of emergency planning and planning strategies to support emergency mission areas.
- Introduced the characteristics of effective planning processes.

Unit 4 will cover the steps in the planning process.

UNIT 4. STEPS IN THE PLANNING PROCESS—PART 1

This page intentionally left blank.

Unit 4. Steps in the Planning Process—Part 1

Objectives

At the end of this unit, you should be able to:

- List the first four steps in the planning process.
 - Describe the advantages of the new planning process model.
 - Apply the new planning process model to your planning processes.
-

Scope

- Introduction and Unit Overview
 - The Planning Process Model
 - Step 1: Form a Collaborative Planning Team
 - Step 2: Understand the Situation
 - Step 3: Determine Goals and Objectives
 - Step 4: Plan Development
 - Summary and Transition
-

Time Plan

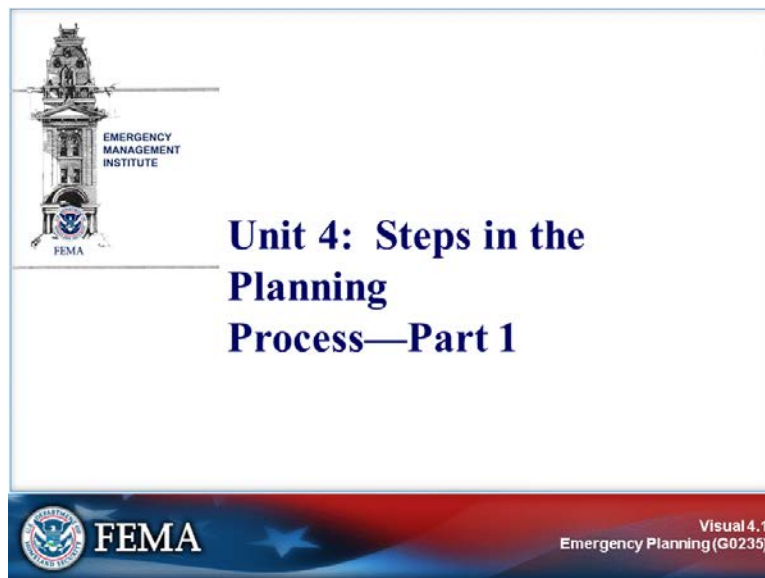
The suggested time plan for this unit is shown below.

Topic	Time
Introduction and Unit Overview	5 minutes
The Planning Process Model	15 minutes
Step 1: Form a Collaborative Planning Team	50 minutes
Step 2: Understand the Situation	60 minutes
Step 3: Determine Goals and Objectives	65 minutes
Step 4: Plan Development	40 minutes
Summary and Transition	5 minutes
Total Time	4 hours

This page intentionally left blank.

INTRODUCTION AND UNIT OVERVIEW

Visual 4.1



Notes:

Note the value of a model for the planning process. This unit will address the first four steps of the emergency planning process model:

- Step 1: Form a collaborative planning team
- Step 2: Understand the situation
- Step 3: Determine goals and objectives
- Step 4: Plan development

The next unit will address the final two steps of the emergency planning process model.


INTRODUCTION AND UNIT OVERVIEW


Unit Objectives

Visual 4.2

Unit Objectives

- List the first four steps in the planning process.
- Describe the advantages of a planning process model.
- Apply the planning model to your planning process.



 **FEMA** Visual 4.2
Emergency Planning (G0235)

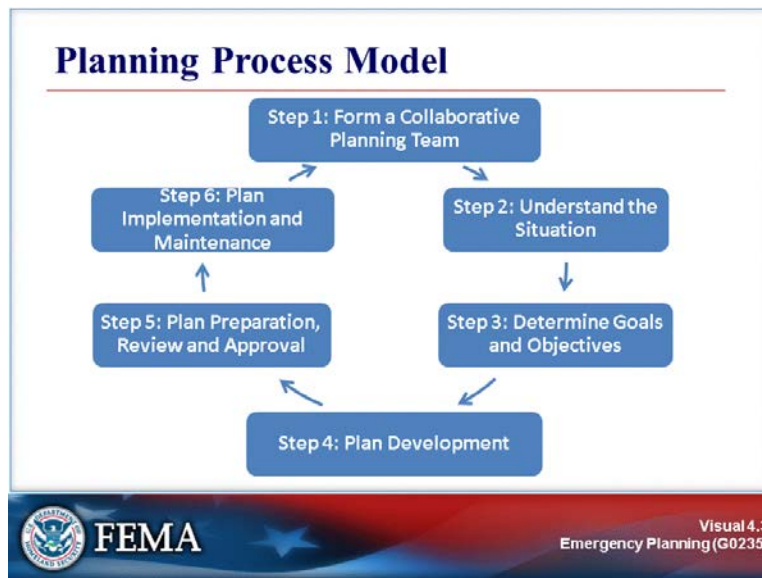
Notes:

At the end of this unit, you should be able to:

- List the first four steps in the planning process.
- Describe the advantages of a planning process model.
- Apply the planning model to your planning processes.

THE PLANNING PROCESS

Visual 4.3



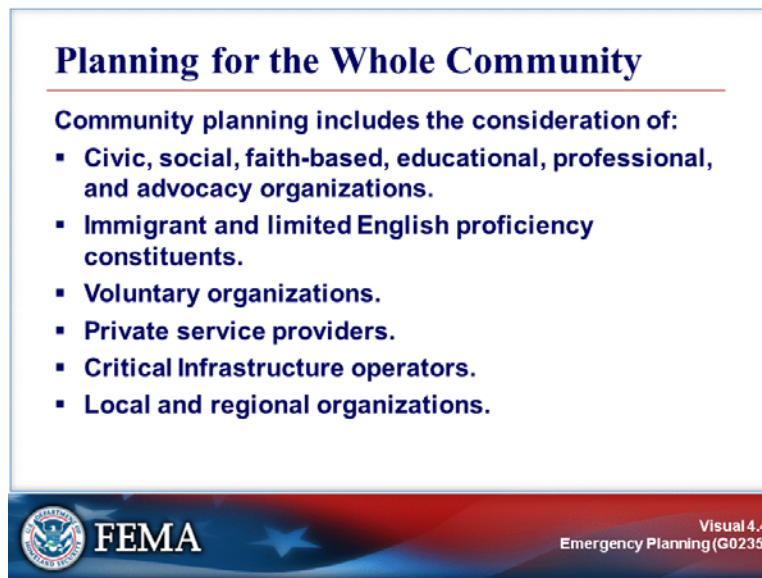
Notes:

The Comprehensive Preparedness Guide (CPG) 101 presents an operational planning process model appropriate for all levels of plans. The steps are:

1. Form a collaborative planning team.
2. Understand the situation.
 - a. Conduct research.
 - b. Analyze the information.
3. Determine goals and objectives.
4. Plan development.
 - a. Develop and analyze courses of action.
 - b. Identify resources.
5. Plan preparation, review, and approval.
 - a. Write the plan.
 - b. Approve and implement the plan.
6. Plan implementation and maintenance.
 - a. Exercise the plan, and evaluate its effectiveness.
 - b. Review, revise, and maintain the plan.

THE PLANNING PROCESS

Visual 4.4



Instructor Notes: Present the following key points.

One key new focus in the revised guidance is the concept of community-based planning — engaging the Whole Community in the planning process.

“Whole Community” encompasses two key concepts:

1. Ensuring that our response and recovery actions are driven by the actual needs of the entire affected community and the conditions on the ground, including the population demographics and geographic location; and
2. Ensuring that we leverage and rely upon the resources of the entire emergency management team to the greatest extent possible in meeting these needs.

The foundation for community-based planning is knowing the community. A keen understanding of the actual population and its needs will have a profound effect on the success or failure of any plan.

Community planning includes the consideration of:

- Civic, social, faith-based, educational, professional, and advocacy organizations.
- Immigrant and limited English proficiency constituents.
- Voluntary organizations.
- Private service providers.
- Critical infrastructure operators.
- Local and regional organizations.

THE PLANNING PROCESS

CPG 101 Planning Process

Visual 4.5

The Need for a Planning Process

CPG 101:

- Applies to tactical, operational, and strategic planning.
- Is applicable to all:
 - Government levels.
 - Private entities.
 - NGOs.
- Captures and codifies current procedures.

FEMA

Visual 4.5
Emergency Planning (G0235)

Notes:

The State and Local Guide (SLG) 101 was the previous source of guidance for a formal planning process. CPG 101 employs a more detailed process which leads to more complete, more accurate, and more relevant emergency plans.

The CPG 101 method is applicable to tactical, operational, and strategic planning efforts, and is adaptable to all levels of government, as well as nongovernmental organizations.

This formal process captures and codifies the procedures most likely being followed now by your jurisdiction.


STEP 1: FORM A COLLABORATIVE PLANNING TEAM


Visual 4.6

Step 1: Form a Collaborative Planning Team

Forming a collaborative planning team:

- Expands membership to include the entire community.
- Builds relationships and improves trust.
- Improves the planning effort.
- Extends the relationship to operations.



 **FEMA**

Visual 4.6
Emergency Planning (G0235)

Notes:

Step 1: Form a collaborative planning team. Most jurisdictions already use a planning team, but too often, that planning team consists only of the Emergency Manager and senior personnel from first-response agencies. The planning team should also include all agencies or departments responsible for implementing prevention, protection, and recovery actions. The following functional areas should be represented on the planning team:

- Emergency management
- Law enforcement
- Fire services
- Emergency medical services
- Public health
- Social services
- The private sector
- Nongovernmental organizations (e.g., volunteer, civic and faith-based organizations, etc.)
- Others (e.g., Public Works, Communications, Transportation, Agriculture, etc.)

STEP 1: FORM A COLLABORATIVE PLANNING TEAM

What value does a representative from one or more of these areas bring to the team?

Refer to the job aid, *Potential Members of a Planning Team*, included on the following pages.

STEP 1: FORM A COLLABORATIVE PLANNING TEAM**Potential Members of a Planning Team**

Individuals/Organizations	What They Bring to the Planning Team
Senior Official (elected or appointed) or designee	<ul style="list-style-type: none">• Support for the homeland security planning process.• Government intent by identifying planning goals and essential tasks.• Policy guidance and decision-making capability.• Authority to commit the jurisdiction's resources.
Emergency Manager or designee	<ul style="list-style-type: none">• Knowledge about all-hazard planning techniques.• Knowledge about the interaction of the tactical, operational, and strategic response levels.• Knowledge about the prevention, protection, response, recovery, and mitigation strategies for the jurisdiction.• Knowledge about existing mitigation, emergency, continuity, and recovery plans.
EMS Director or designee	<ul style="list-style-type: none">• Knowledge about emergency medical treatment requirements for a variety of situations.• Knowledge about treatment facility capabilities.• Specialized personnel and equipment resources.• Knowledge about how EMS interacts with the Emergency Operations Center (EOC) and Incident Command.
Fire Services Chief or designee	<ul style="list-style-type: none">• Knowledge about fire department procedures, on-scene safety requirements, hazardous materials response requirements, and search and rescue techniques.• Knowledge about the jurisdiction's fire-related risks.• Specialized personnel and equipment resources.
Law Enforcement Chief or designee	<ul style="list-style-type: none">• Knowledge about police department procedures, on-scene safety requirements, local laws and ordinances, explosive ordnance disposal methods, and specialized response requirements, such as perimeter control and evacuation procedures.• Knowledge about the prevention and protection strategies for the jurisdiction.• Knowledge about fusion centers and intelligence and security strategies for the jurisdiction.• Specialized personnel and equipment resources.
Public Works Director or designee	<ul style="list-style-type: none">• Knowledge about the jurisdiction's road and utility infrastructure.• Specialized personnel and equipment resources.

STEP 1: FORM A COLLABORATIVE PLANNING TEAM**Potential Members of a Planning Team**

Individuals/Organizations	What They Bring to the Planning Team
Public Health Officer or designee	<ul style="list-style-type: none">• Records of morbidity and mortality.• Knowledge about the jurisdiction's surge capacity.• Understanding of the special medical needs of the community.• Knowledge about historic infectious disease and disease surveillance.• Knowledge about infectious disease sampling procedures.
Hazardous Materials Coordinator	<ul style="list-style-type: none">• Knowledge about hazardous materials that are produced, stored, or transported in or through the jurisdiction.• Knowledge about U.S. Environmental Protection Agency (EPA), Occupational Safety and Health Administration (OSHA), and U.S. Department of Transportation (DOT) requirements for producing, storing, and transporting hazardous materials and responding to hazardous materials incidents.
Hazard Mitigation Specialist	<ul style="list-style-type: none">• Knowledge about all-hazard planning techniques.• Knowledge of current and proposed mitigation strategies.• Knowledge of available mitigation funding.• Knowledge of existing mitigation plans.
Transportation Director or designee	<ul style="list-style-type: none">• Knowledge about the jurisdiction's road infrastructure.• Knowledge about the area's transportation resources.• Familiarity with the key local transportation providers.• Specialized personnel resources.
Agriculture Extension Service	<ul style="list-style-type: none">• Knowledge about the area's agricultural sector and associated risks (e.g., fertilizer storage, hay and grain storage, fertilizer and/or excrement runoff).
School Superintendent or designee	<ul style="list-style-type: none">• Knowledge about school facilities.• Knowledge about the hazards that directly affect schools.• Specialized personnel and equipment resources (e.g., buses).

STEP 1: FORM A COLLABORATIVE PLANNING TEAM**Potential Members of a Planning Team**

Individuals/Organizations	What They Bring to the Planning Team
Social Services Agency representatives	<ul style="list-style-type: none">• Knowledge about access and functional needs populations.
Local, Federal Asset representatives	<ul style="list-style-type: none">• Knowledge about specialized personnel and equipment resources that could be used in an emergency.• Facility security and response plans (to be integrated with the jurisdiction's EOP).• Knowledge about potential threats to or hazards at Federal facilities (e.g., research laboratories, military installations).
NGOs (includes members of National Voluntary Organizations Active in Disaster (NVOAD) and other private, nonprofit, faith-based, and community organizations)	<ul style="list-style-type: none">• Knowledge about specialized resources that can be brought to bear in an emergency.• Lists of shelters, feeding centers, and distribution centers.• Knowledge about access and functional needs populations.
Local business and industry representatives	<ul style="list-style-type: none">• Knowledge about hazardous materials that are produced, stored, and/or transported in or through the jurisdiction.• Facility response plans (to be integrated with the jurisdiction's EOP).• Knowledge about specialized facilities, personnel, and equipment resources that could be used in an emergency.
Amateur Radio Emergency Services (ARES)/Radio Amateur Civil Emergency Service (RACES) Coordinator	<ul style="list-style-type: none">• List of ARES/RACES resources that can be used in an emergency.
Utility representatives	<ul style="list-style-type: none">• Knowledge about utility infrastructures.• Knowledge about specialized personnel and equipment resources that could be used in an emergency.
Veterinarians/animal shelter representatives, and State Animal Response Team (SART)	<ul style="list-style-type: none">• Knowledge about the special response needs for animals, including livestock.

STEP 1: FORM A COLLABORATIVE PLANNING TEAM

Building a Collaborative Planning Team


Visual 4.7



Building a Collaborative Planning Team

Developing a collaborative planning team requires:

- **Time** to develop collaborative relationships.
- **Effort** to gain buy-in from all parties.

Include formal and opinion leaders on the planning team to enhance the success of the planning effort.



 **FEMA** 

Visual 4.7
Emergency Planning (G0235)

Notes:

Reflect on the word “collaborative,” and comment on how it affects the overall planning effort.

Developing a collaborative planning team requires:

- **Time** to allow the planning team to become acquainted with each other’s working styles and develop collaborative relationships.
- **Effort** to gain buy-in from all parties.

Note the need to involve senior elected or appointed officials as the ultimate stakeholders. Including formal and opinion leaders on the planning team will have an emphatic influence on the success of the planning effort.

STEP 1: FORM A COLLABORATIVE PLANNING TEAM


Activity: Building a Collaborative Team


Visual 4.8

Activity: Building a Collaborative Team

Instructions:

1. Work in your group, as assigned by the Instructor.
2. Identify additional persons to include on the planning team.
3. List up to three qualities or skills that each person brings to the planning process.
4. Select a spokesperson to present your list to the class.

 You have 10 minutes to complete this activity.

 **FEMA**

Visual 4.8
Emergency Planning (G0235)

Notes:

Activity Purpose: The purpose of this activity is to give you an opportunity to consider additional persons to include on the planning team.

Instructions: Follow the steps below to complete this activity.


1. Work in table groups by department or agency.
2. Use the Building a Collaborative Team form on the following page, to identify additional persons to include on the planning team.
3. List up to three qualities or skills that each person brings to the planning process.
4. You will have 10 minutes to complete this activity.
5. Select a spokesperson to present your planning team recommendations.


STEP 2: UNDERSTAND THE SITUATION

Visual 4.9

Step 2: Understand the Situation

- A problem-solving approach that involves:
 - Identifying threats and hazards.
 - Assessing risks.
- Helps identify the vulnerabilities and analyze the potential consequences of these threats



 **FEMA**

Visual 4.9
Emergency Planning (G0235)

Notes:

Step 2 – Understand the Situation, is a problem-solving process consisting of two activities:

- Identifying threats and hazards.
- Assessing risks.

Step 2 also helps identify the vulnerabilities and analyze the potential consequences of these threats.

The Situation Assessment done for the Emergency Operations Plan is an essential tool for planners to consider the “Whole Community” in their plans. While looking at geography, property, infrastructure, demographics, response agencies, and other key jurisdictional factors, planners expand their view of what makes up the community and forge linkages between problem scenarios and shortfalls with “Whole Community” resources. Likewise, to enable an emergency response, a Situational Assessment is a center of gravity which represents one of the highest priority essential functions for both saving and sustaining lives, and stabilizing the site and the situation within 72 hours. The work done by planners on the Situation Assessment can provide the basic information to do a Situational Assessment for a response and ties the response back to the decisions and plans made for contingencies done during the development of the Emergency Operations Plan.


STEP 2: UNDERSTAND THE SITUATION


Visual 4.10

Identify Threats and Hazards

Planners should start by conducting research, gathering and organizing information. This involves:

- Analyzing hazards faced by the jurisdiction.
- Reviewing the jurisdiction’s planning framework.
- Determining the jurisdiction’s resource base.
- Examining geographic and topographical characteristics that could affect emergency operations.



 **FEMA**

Visual 4.10
Emergency Planning (G0235)

Notes:

The first phase—entails gathering and organizing critical information into a consistent format for the planning team. This process includes the steps shown in the visual:


- Analyzing hazards faced by the jurisdiction.
- Reviewing the jurisdiction’s planning framework (local, tribal, and/or State laws, as well as Federal regulatory requirements).
- Determining the jurisdiction’s resource base (both in the jurisdiction and in jurisdictions with which there are mutual aid agreements, standby contracts, emergency management assistance compacts (EMACs), and other agreements).
- Examining geographic and topographical characteristics that could affect emergency operations.



STEP 2: UNDERSTAND THE SITUATION

Visual 4.11

Analyzing Vulnerability from Hazards

- Identify hazards
- Profile each hazard
- Develop a jurisdiction profile
- Compare and prioritize risk
- Test using scenarios



 **FEMA** 

Visual 4.11
Emergency Planning (G0235)

Notes:

Effective emergency planning cannot occur unless the jurisdiction's vulnerability to common hazards have been identified, analyzed, and prioritized. Risk from any hazard is quantified by completing a hazard vulnerability analysis.

Five steps are required to complete a hazard vulnerability analysis.

- Identify hazards
- Profile each hazard
- Develop a jurisdiction profile
- Compare and prioritize risk
- Test using scenarios

Tell the students that the remainder of this topic will cover hazard vulnerability analyses.


STEP 2: UNDERSTAND THE SITUATION


Visual 4.12

Identify Hazards

Identify hazards that can affect your jurisdiction.

- Natural
- Technological
- Adversarial or Human-caused



 **FEMA**

Visual 4.12
Emergency Planning (G0235)

Notes:

The first logical step when analyzing vulnerabilities is the identify all of the hazards that could affect the jurisdiction.

Record the information using a database record. If you do not have access to a database, a simple paper-based version, such as the one on the next page, can also be used.

STEP 2: UNDERSTAND THE SITUATION**I. Identify Hazards. What hazards affect your jurisdiction?**

Below is an example of a completed hazard identification worksheet:

Natural	Technological	Adversarial or Human-Caused
Hurricane	Fire	Terrorism (biological)
Winter storm	Explosion	Terrorism (chemical)
Flood	Hazardous materials transportation event	Terrorism (radiological)
Tornado	Sewage release	Arson (structural)
	Radiological release (transport)	Arson (wildland)
	Radiological release (power plant)	

STEP 2: UNDERSTAND THE SITUATION


Visual 4.13

Create a Hazard Profile

A hazard profile records:

- Frequency
- Magnitude
- Location
- Area
- Duration
- Seasonality
- Speed of onset
- Warning availability



 **FEMA** Visual 4.13
Emergency Planning (G0235)

Notes:

After identifying all hazards, the next step will be to create a hazard profile. A hazard profile should be developed for each identified hazard to record:

- Frequency. How often is the hazard likely to occur?
- Magnitude. How severe is the hazard likely to be?
- Location. What areas of the jurisdiction are most likely to be affected?
- Area. How much of the jurisdiction is likely to be affected?
- Duration. How long can the hazard be expected to last?
- Seasonality. Is the hazard more likely to occur during a specific time of the year?
- Speed of Onset. How quickly will the hazard occur?
- Warning. Are warning systems in place for this hazard?

A hazard profile can be very complex, but one may also be as simple as the example shown on the next page.

STEP 2: UNDERSTAND THE SITUATION

II. Profile Each Hazard. What are the characteristics of the hazards facing your jurisdiction?

Use the form below to record the characteristics of each hazard facing your jurisdiction.

Hazard				
Frequency of Occurrence				
Magnitude				
Location				
Area				
Duration				
Seasonality				
Speed of Onset				
Warning Availability				

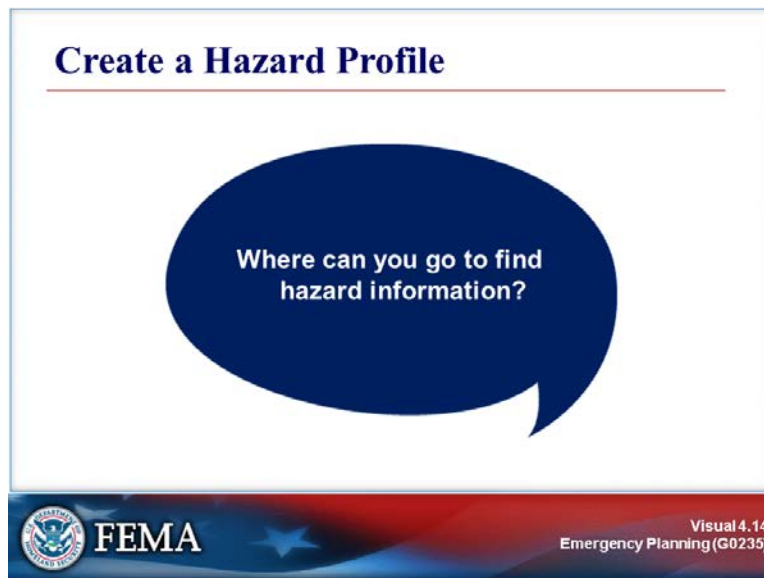
STEP 2: UNDERSTAND THE SITUATION**II. Profile Each Hazard. What are the characteristics of the hazards facing your jurisdiction?**

Below is an example of a completed hazard profile:

Hazard	Winter Storm	Flood	Fire	Transport
Frequency of Occurrence	Likely	Possible	Highly likely	Likely
Magnitude	Critical	Limited	Limited	Critical
Location	Widespread	Riverside	Widespread	Highways
Area	Widespread	Local	Local	Local
Duration	Up to 1 week	< Week	Days	Day(s)
Seasonality	Winter	Spring	Anytime	Anytime
Speed of Onset	Slow	Slow	Fast	Fast
Warning Availability	> 24 hours	12 – 24 hours	None	None

STEP 2: UNDERSTAND THE SITUATION

Visual 4.14



Notes:

Where can you go to find hazard information?


STEP 2: UNDERSTAND THE SITUATION



External Sources of Information

Visual 4.15

External Sources of Information

- State and local hazard mitigation plans
- Resource Typing List
- National Planning Scenarios
- Regional and State fusion centers
- Hazard maps from Federal and State agencies



 **FEMA** 

Visual 4.15
Emergency Planning (G0235)

Notes:

A number of resources are available outside of the jurisdiction for gathering information. Support for identifying issues, roles, and functions includes:

- State and local hazard mitigation plans.
- The Resource Typing List.
- National Planning Scenarios.
- Regional and State fusion centers.
- Hazard maps available from Federal and State agencies.


STEP 2: UNDERSTAND THE SITUATION



Internal Sources of Information

Visual 4.16

Internal Sources of Information

- Local planning and zoning department
- Tax assessor
- Building inspection office
- Local public works or civil engineering department



 **FEMA** 

Visual 4.16
Emergency Planning (G0235)

Notes:

A number of information sources exist within the jurisdiction. These sources include:

- The local planning and zoning department.
- The tax assessor.
- The building inspection office.
- Local public works or civil engineering department.

STEP 2: UNDERSTAND THE SITUATION


Activity: Develop and Information List

Visual 4.17


Activity: Develop an Information List

Instructions:

1. **Work in your group, as assigned by the Instructor.**
2. **Consider your jurisdiction's existing hazard analysis.**
3. **Use the worksheet to develop a list of information resources for revising your hazard analysis.**
4. **Select a spokesperson to present your list.**



You have 10 minutes to complete this activity.



FEMA

Visual 4.17
Emergency Planning (G0235)

Instructor Notes: Present the following key points.

Activity Purpose: The purpose of this activity is to give you an opportunity to develop a list of available information for updating your jurisdiction's hazard analyses.

Instructions: Follow the steps below to complete this activity.

1. Work in your group, as assigned by the instructor.
2. Consider your jurisdiction's existing hazard analysis.
3. Use the worksheet to develop a list of information resources for revising your hazard analysis.
4. You will have 10 minutes to complete this activity.
5. Select a spokesperson to present your list.

STEP 2: UNDERSTAND THE SITUATION

Activity: Resource List

Information Resource	Value Provided

STEP 2: UNDERSTAND THE SITUATION

Develop a Jurisdiction Profile

Visual 4.18

Develop a Jurisdiction Profile

Compare and analyze each hazard to determine:

- The area of the jurisdiction that is likely to be affected.
- The type(s) of property located in the area.
- The infrastructure in the affected area.
- The demographics of the population in the affected area.
- Agencies that can respond to the affected area.

FEMA

Visual 4.18
Emergency Planning (G0235)

Notes:

The next step is to examine each hazard and determine:

- The area of the jurisdiction that is likely to be affected.
- The type(s) of property located in the area.
- The infrastructure in the affected area.
- The demographics of the population in the affected area.
- Agencies that can respond to the affected area.

A jurisdiction profile job aid is shown on the next page.

STEP 2: UNDERSTAND THE SITUATION**IV. Develop a Jurisdiction Profile**

Use the form below to record important information about how each hazard is likely to affect various aspects of your jurisdiction.

Category	Winter Storm	Flood	Fire	Transport
Geographic Area				
Property Type(s)				
Infrastructure				
Demographics				
Response Agencies				

See the generic example on the next page in developing your own profile.

STEP 2: UNDERSTAND THE SITUATION

IV. Develop a Jurisdiction Profile

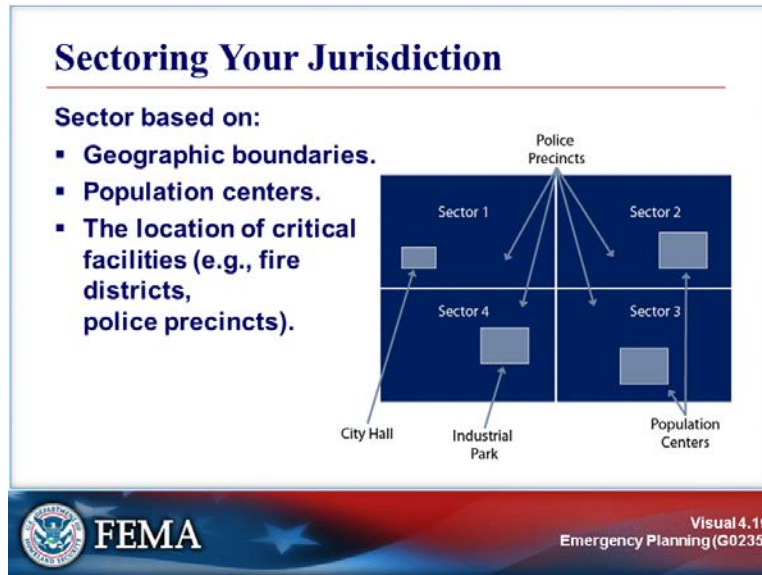
The example below illustrates how the profile might be filled in for various hazards.

Category	Winter Storm	Flood	Fire	Transport
Geographic Area	<ul style="list-style-type: none"> • Entire city affected • Downtown to rural areas 	Low-lying areas along river (if stop logs installed)	Apartments	Major Highways
Property Type(s)	<ul style="list-style-type: none"> • Residential • Commercial • Government 	<ul style="list-style-type: none"> • Residential • Commercial 	<ul style="list-style-type: none"> • Residential • Commercial • Hazardous materials storage sites 	<ul style="list-style-type: none"> • Commercial
Infrastructure	<ul style="list-style-type: none"> • Transportation routes • Utilities 	<ul style="list-style-type: none"> • Transportation routes • Sewage treatment plant 	<ul style="list-style-type: none"> • Transportation routes • Utilities 	Major Highways
Demographics	All residents: <ul style="list-style-type: none"> • Non-English speaking • Nursing home • Schools 	All residents: <ul style="list-style-type: none"> • Non-English speaking • Nursing home • Schools 	All residents: <ul style="list-style-type: none"> • Non-English speaking • Nursing home • Schools 	<ul style="list-style-type: none"> • Sparse population • Hazardous materials storage sites
Response Agencies	<ul style="list-style-type: none"> • Public Works • Fire • EMS • Police 	<ul style="list-style-type: none"> • Public Works • Commercial enterprises 	<ul style="list-style-type: none"> • Fire • EMS • Mutual aid partners National Guard may be activated in the case of wildland fire.	<ul style="list-style-type: none"> • Fire • EMS • Police • Environmental Protection Agency • Mutual aid partners

STEP 2: UNDERSTAND THE SITUATION

Develop a Jurisdiction Profile

Visual 4.19



Notes:

It will be easier to develop a profile if the jurisdiction is sectored. Sectoring involves dividing the jurisdiction into logical segments based on:

- Geographic boundaries.
- Population centers.
- The location of critical facilities (e.g., fire districts, police precincts).

Sectors may change over time as:

- Populations shift.
- New buildings or population centers develop.
- Other changes in the jurisdiction take place that could affect:
 - Threat levels.
 - The jurisdiction's ability to respond.

STEP 2: UNDERSTAND THE SITUATION


Analyzing the Information



Visual 4.20

Analyze the Information

Analyzing information enables the planning team to:

- **Prioritize hazards and threats to determine those requiring special attention.**
- **Determine what actions must be planned for.**
- **Decide what resources are likely to be needed.**



 **FEMA** 

Visual 4.20
Emergency Planning (G0235)

Notes:

Note the second part of the problem-solving process—analyze the information. Note that, after gathering the data, analyzing the data enables the planning team to:

- Compare and prioritize hazards and threats that merit special attention.
- Determine what actions must be planned for.
- Decide what resources are likely to be needed.

STEP 2: UNDERSTAND THE SITUATION

Types of Information

Visual 4.21

Types of Information

The analysis process is dependent upon:

- **Facts (verified pieces of information).**
- **Assumptions (considered true in the absence of facts).**
 - Only used as needed to resolve situation.
 - Replaced by facts as they become known.

Research increases the proportion of facts over assumptions!

FEMA

Visual 4.21
Emergency Planning (G0235)

Notes:

The analysis process is dependent on two types of information:

- Facts are verified pieces of information (e.g., laws and regulations, maps, statistics, resource inventories, etc.).
- Assumptions consist of information considered true in the absence of facts. Note that assumptions are used only to move the planning process forward. Assumptions are not used to “assume the problem away.”

Valid assumptions are implemented as facts only when necessary to resolve an emergency situation. During an actual event, operations personnel replace assumptions with facts as the event unfolds, and adjust the plan accordingly.

Note that a greater research effort will improve the proportion of facts over assumptions.

Refer to the sample Hazard Vulnerability Assessment Worksheet on the next page. This worksheet will help you develop a composite look at each hazard, a critical step to establishing priorities.

You should consider low-probability, high-impact hazards as well as high-probability, low-impact hazards when establishing priorities. High impact hazards should be planned for regardless of the probability of occurrence.

Unit 4. Steps in the Planning Process—Part 1

STEP 2: UNDERSTAND THE SITUATION

List each hazard in the left-hand column. Identify the likely characteristics for each hazard. After entering all information, total the points for each hazard. Then prioritize each hazard based on its assigned number of points.

Hazard	Frequency	Magnitude ¹	Warning Time	Severity ²	Special Considerations (Define)	Total Points	Priority
	<ul style="list-style-type: none"> • Highly Likely (4) • Likely (3) • Possible (2) • Unlikely (1) 	<ul style="list-style-type: none"> • Catastrophic (4) • Critical (3) • Limited (2) • Negligible (1) 	<ul style="list-style-type: none"> • Minimal (4) • 6-12 hrs. (3) • 12-24 hrs. (2) • 24+ hrs. (1) 	<ul style="list-style-type: none"> • Catastrophic (4) • Critical (3) • Limited (2) • Negligible (1) 			
	<ul style="list-style-type: none"> • Highly Likely (4) • Likely (3) • Possible (2) • Unlikely (1) 	<ul style="list-style-type: none"> • Catastrophic (4) • Critical (3) • Limited (2) • Negligible (1) 	<ul style="list-style-type: none"> • Minimal (4) • 6-12 hrs. (3) • 12-24 hrs. (2) • 24+ hrs. (1) 	<ul style="list-style-type: none"> • Catastrophic (4) • Critical (3) • Limited (2) • Negligible (1) 			
	<ul style="list-style-type: none"> • Highly Likely (4) • Likely (3) • Possible (2) • Unlikely (1) 	<ul style="list-style-type: none"> • Catastrophic (4) • Critical (3) • Limited (2) • Negligible (1) 	<ul style="list-style-type: none"> • Minimal (4) • 6-12 hrs. (3) • 12-24 hrs. (2) • 24+ hrs. (1) 	<ul style="list-style-type: none"> • Catastrophic (4) • Critical (3) • Limited (2) • Negligible (1) 			
	<ul style="list-style-type: none"> • Highly Likely (4) • Likely (3) • Possible (2) • Unlikely (1) 	<ul style="list-style-type: none"> • Catastrophic (4) • Critical (3) • Limited (2) • Negligible (1) 	<ul style="list-style-type: none"> • Minimal (4) • 6-12 hrs. (3) • 12-24 hrs. (2) • 24+ hrs. (1) 	<ul style="list-style-type: none"> • Catastrophic (4) • Critical (3) • Limited (2) • Negligible (1) 			

¹Impact on jurisdiction

²Impact on population

An example of a completed worksheet is provided on the next page.

Unit 4. Steps in the Planning Process—Part 1

STEP 2: UNDERSTAND THE SITUATION

Below is an example of a completed worksheet:

Hazard	Frequency	Magnitude	Warning Time	Severity	Special Considerations (Define)	Total Points	Priority
Winter Storm	<ul style="list-style-type: none"> • Highly Likely (4) • Likely (3) • Possible (2) • Unlikely (1) 	<ul style="list-style-type: none"> • Catastrophic (4) • Critical (3) • Limited (2) • Negligible (1) 	<ul style="list-style-type: none"> • Minimal (4) • 6-12 hrs. (3) • 12-24 hrs. (2) • 24+ hrs. (1) 	<ul style="list-style-type: none"> • Catastrophic (4) • Critical (3) • Limited (2) • Negligible (1) 	<ul style="list-style-type: none"> • Shelter openings • Utility repairs to restore heat • Time required to restore ingress/egress 	11	3
Flood	<ul style="list-style-type: none"> • Highly Likely (4) • Likely (3) • Possible (2) • Unlikely (1) 	<ul style="list-style-type: none"> • Catastrophic (4) • Critical (3) • Limited (2) • Negligible (1) 	<ul style="list-style-type: none"> • Minimal (4) • 6-12 hrs. (3) • 12-24 hrs. (2) • 24+ hrs. (1) 	<ul style="list-style-type: none"> • Catastrophic (4) • Critical (3) • Limited (2) • Negligible (1) 	<ul style="list-style-type: none"> • Infrastructure protection • Maintenance of emergency ingress/egress • Establishment of perimeter 	7	4
Fire	<ul style="list-style-type: none"> • Highly Likely (4) • Likely (3) • Possible (2) • Unlikely (1) 	<ul style="list-style-type: none"> • Catastrophic (4) • Critical (3) • Limited (2) • Negligible (1) 	<ul style="list-style-type: none"> • Minimal (4) • 6-12 hrs. (3) • 12-24 hrs. (2) • 24+ hrs. (1) 	<ul style="list-style-type: none"> • Catastrophic (4) • Critical (3) • Limited (2) • Negligible (1) 	<ul style="list-style-type: none"> • Evacuations • Need to open shelters • Activation of mutual aid • Coordination with State to request National Guard if needed 	12	2
Transport	<ul style="list-style-type: none"> • Highly Likely (4) • Likely (3) • Possible (2) • Unlikely (1) 	<ul style="list-style-type: none"> • Catastrophic (4) • Critical (3) • Limited (2) • Negligible (1) 	<ul style="list-style-type: none"> • Minimal (4) • 6-12 hrs. (3) • 12-24 hrs. (2) • 24+ hrs. (1) 	<ul style="list-style-type: none"> • Catastrophic (4) • Critical (3) • Limited (2) • Negligible (1) 	<ul style="list-style-type: none"> • Evacuation • Decision to open shelters • Potential need for decon units • Traffic control 	13	1

STEP 2: UNDERSTAND THE SITUATION


Test Using Scenarios



Visual 4.22

Test Using Scenarios

Applying scenarios:

- **Validates or refutes planning assumptions.**
- **Helps the planning team to identify issues:**
 - **Resource shortages**
 - **Coordination needs**
 - **Overall community impact**



 **FEMA** 

Visual 4.22
Emergency Planning (G0235)

Notes:

The final step in the hazard vulnerability analysis is to test using scenarios. Applying scenarios:

- Validates or refutes planning assumptions.
- Helps the planning team to identify issues:
 - Resource shortages
 - Coordination needs
 - Overall community impact

Develop scenarios for high-priority hazards first. As the vulnerabilities from those hazards is addressed, the planning team can move on to lower-priority hazards.

Refer to the Scenario Worksheet on the next page.

STEP 2: UNDERSTAND THE SITUATION

IV. Scenario Worksheet

Use this form to record information about scenarios developed to test hazard vulnerability assumptions. Review the scenario and determine incident progression in each of the areas listed. Then analyze the incident progression to determine issues that must be considered when developing the emergency operations plan.

Area	Incident Progression
Initial Warning	<ul style="list-style-type: none"> • Initial warning is radioed by the first police cruiser on the scene (I-242 N, mile marker 119). The initial communication reports an accident involving two trucks: A propane truck and a 53' box that is placarded to indicate a mixed load.
Impact on the Jurisdiction	<ul style="list-style-type: none"> • Areas SW of the accident will be impacted by thick, foul-smelling smoke. The plume is moving to the SW at 4 mph. • Transportation issues will occur as the police close the interstate in both directions. Police officers must establish detours around the accident and vehicles in and around the area of the accident must be cleared. • Fire department will sizeup the situation and attempt to cool the fire to prevent a boiling liquid expanding vapor explosion (BLEVE). • HazMat team activation is required. • Decision to shelter in place or evacuate must be made. Evacuation will require additional resources to move people. Communication with shelter managers is required to determine the availability of shelters.
Impact on Area	<ul style="list-style-type: none"> • Loss of production/sales in businesses that were forced to close. • Additional resources needed, including additional police officers, to direct evacuation and sheltering. • Joint Information System (JIS) must be implemented to provide information to the public. • Environmental monitoring is required to track airborne pollutants.
Consequences/ Damage/ Casualties	<ul style="list-style-type: none"> • Smoke damage to buildings, possible damage to elevated roadway from fire. • In the event of a BLEVE, potential wide-scale damage to windows, structures, and roadways within the blast area. • Damage to vehicles in close proximity to the accident. • Potential for civilian casualties of unable to evacuate.
Required Actions and Resources (Including Mitigation Efforts)	<ul style="list-style-type: none"> • Fire Department must contain fire and plot plume exposure to monitor the direction and magnitude of contaminants in plume. • Transportation resources for people with disabilities and other with access and functional needs persons for evacuation. • HazMat team must identify contents of load in 53' box. • Communication with shelter managers to verify readiness to open.

STEP 3: DETERMINE GOALS AND OBJECTIVES

Visual 4.23

Step 3: Determine Goals and Objectives

Base goals and objectives on:

- Needs in responding to and recovering from hazards.
- Hazard-, response-, and constraint-generated demands.

Restate needs and demands as:

- Operational priority.
- Response goal.
- Intermediate objectives.

FEMA

Visual 4.23
Emergency Planning (G0235)

Notes:

Step 3: Determine goals and objectives by noting that goals and objectives are generated from the hazard analysis, specifically high-risk and high-impact hazards to which the jurisdiction is vulnerable. Note that, during this step, planners are seeking information about:

- Probable needs in responding to and recovering from high-risk and/or high-impact hazards.
- Hazard-, response-, and constraint-generated needs and demands.

After identifying the needs and demands caused by the hazard, the planning team must restate them in terms of:

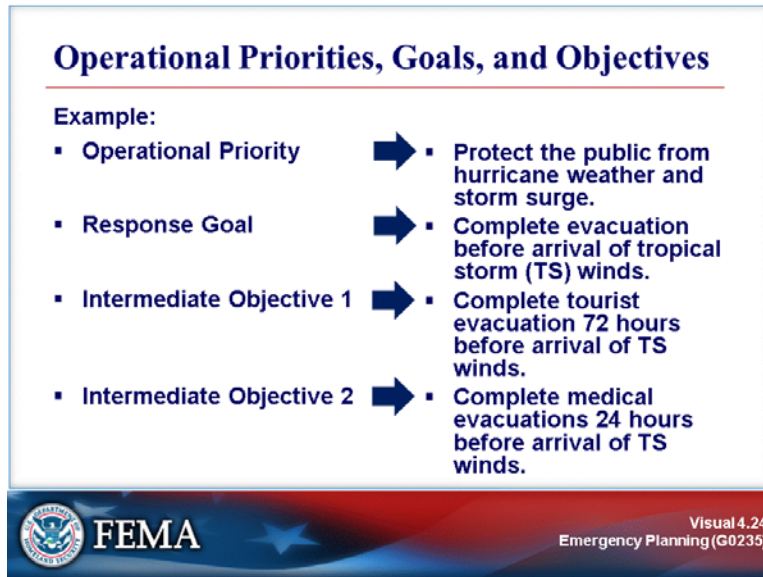
- Operational priority, indicating a desired end state for the operation.
- Response goal, indicating a general solution to the identified threat.
- Intermediate objectives, indicating specific actions carried out during the operation.

Provide responses to clarify the meaning of these terms, and to describe a process for translating the needs and demands into operational priorities, goals, and objectives. Priorities, response goals, and immediate objectives become measures of success and give clues to what might need to be adjusted as an operation unfolds and the plan is activated.

STEP 3: DETERMINE GOALS AND OBJECTIVES

Operational Priorities, Goals, and Objectives

Visual 4.24



Notes:

A response goal is met through intermediate objectives, which are the activities and procedures that participants in an operation have to accomplish. Note that the goal and objectives need clearly defined timelines within which they must be achieved.

Refer to the example relationship of operational priority, response goal, and intermediate objectives displayed on the slide.

The process of developing the operational priority, response goals, and objectives provides the basis for the hazard annex section of the EOP.

STEP 3: DETERMINE GOALS AND OBJECTIVES


Activity: Hazard Analysis Goals and Objectives


Visual 4.25

Activity: Hazard Analysis Goals and Objectives

Instructions:

1. Work in your group, as assigned by the Instructor.
2. Consider a high-impact hazard that could affect your jurisdiction.
3. Complete the Hazard Analysis Goals and Objectives Worksheet.
4. Select a spokesperson to present your group's worksheet.

 You have 15 minutes to complete this activity.

 **FEMA**

Visual 4.25
Emergency Planning (G0235)

Notes:

Activity Purpose: The purpose of this activity is to give you an opportunity to develop the operational goal(s) and objectives for a hazard response effort.

Instructions: Follow the steps below to complete this activity.

1. Work in table groups by department or agency.
2. Consider a high-impact hazard that could affect your jurisdiction.
3. Use the Hazards Analysis Goals and Objectives worksheet on the following page, to identify the needs and demands posed by the hazard, and then develop the operational priorities, goal(s), and objectives required to prepare for and respond to an incident generated by that hazard.
4. You will have 15 minutes to complete this activity.
5. Select a spokesperson to present your group's worksheet.

STEP 3: DETERMINE GOALS AND OBJECTIVES

Activity: Hazard Analysis Goals and Objectives

Hazard:	Operational Priority:
Needs:	Goal(s):
Demands:	Objective 1:
	Objective 2:
	Objective 3:
	Objective 4:

STEP 4: PLAN DEVELOPMENT

Visual 4.26

Step 4: Plan Development

Plan development functions:

- Develop and analyze course(s) of action.
- Identify resources.

Planning concepts for developing a COA:

- Scenario based analyzes impact of a scenario.
- Functional identifies the common tasks performed during emergencies.
- Capabilities based focuses on capacity to take a course of action.

FEMA

Visual 4.26
Emergency Planning (G0235)

Notes:

Step 4: Plan development. The function of this step is to:

- Develop and analyze courses of action (COAs).
- Identify resources.

The planning team relies on a problem-solving model to generate a range of possible solutions to achieve the needs, goals, and objectives developed in Step 3. One or more courses of action are then developed from the possible solutions.

Note the three concepts for developing courses of action:

- Scenario-based planning involves analyzing the impact of a scenario to determine appropriate courses of action.
- Functional planning involves identifying the common tasks that a jurisdiction must perform during emergencies.
- Capabilities-based planning involves focusing on a jurisdiction's capacity to take a course of action.

STEP 4: PLAN DEVELOPMENT

Testing Courses of Actions


Visual 4.27


Testing Courses of Action

Test the various courses of action by gaming in a simulation of operations without using actual resources.

A gaming exercise allows planners to:

- Explore the processes and consequences of decisionmaking.
- Conduct “what-if” analyses of existing plans.
- Test existing and potential strategies.



 **FEMA**

Visual 4.27
Emergency Planning (G0235)

Notes:

Gaming is a way of testing the various courses of action. A game is a simulation of operations using rules, data, and procedures to depict an assumed event without using actual resources. Developing scenarios through a gaming exercise allows planners to:

- Explore the processes and consequences of decisionmaking.
- Conduct “what-if” analyses of existing plans.
- Test existing and potential strategies.

Refer to the *Gaming Strategy Concepts* job aid on the following page. This document provides the structure for developing scenarios for the planning team to consider.

STEP 4: PLAN DEVELOPMENT

Gaming Strategy Concepts

Definition: Simulation of operations involving multiple agencies using rules, data, and procedures to depict an assumed real life situation.

Goal: Explore decisionmaking processes and the consequences of those decisions.

Requirements: Development of a scenario, involving the participants, the threat, and involved area. Multiple teams participate to create an adversary relationship. A controller is assigned to monitor play activity and confirm the outcome of each action.

Scenario Development: “Ground Truth” document with detailed elements of a scenario that remain consistent during play.

- Parameters of the scenario:
 - Attack method
 - Threat category
 - Target
- Timeline of adversary planning activities
- Threat/adversary information, based on the nature of the hazard

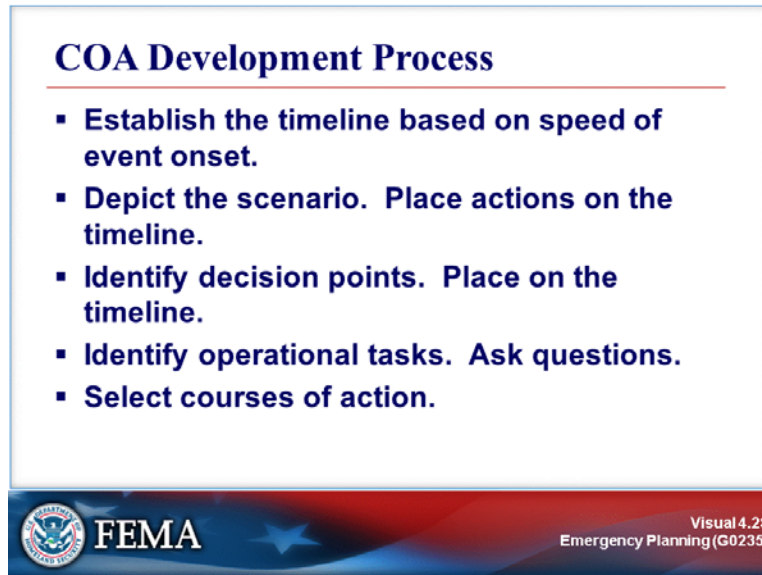
Timeline: Key events and actions of hazard forces are identified.

Play: The controller initiates game activity based on Ground Truth. Play unfolds contingent upon player decisions. Consequences of player actions determine the outcome of the situation.

STEP 4: PLAN DEVELOPMENT


COA Development Process

Visual 4.28



COA Development Process

- **Establish the timeline based on speed of event onset.**
- **Depict the scenario. Place actions on the timeline.**
- **Identify decision points. Place on the timeline.**
- **Identify operational tasks. Ask questions.**
- **Select courses of action.**

 **FEMA** Visual 4.28
Emergency Planning (G0235)

Notes:

Note the steps in the COA development process:

- Establish the timeline by using the speed of the event onset as the basis for timeline activities.
- Depict the scenario and place the event actions on the timeline.
- Identify and depict decision points and establish those decision points on the timeline.
- Identify and depict the operational tasks. Answer the basic what/who/when/where/how questions.
- Select courses of action.

These steps can be addressed using a number of methods. The method selected is less important than ensuring that the outcome of step is derived.

SUMMARY AND TRANSITION


Visual 4.29

Summary and Transition

This unit:

- Covered the first four steps in the planning process.
- Provided several job aids to help with planning and developing courses of action.

Unit 5 will address the remaining steps in the planning process.



The slide features a decorative banner at the bottom with the FEMA logo on the left, the word "FEMA" in large letters, and a stylized American flag graphic. On the right side of the banner, the text "Visual 4.29" and "Emergency Planning (G0235)" is displayed.

Notes:

Unit 4:

- Covered the first four steps in the planning process.
- Provided several job aids to help with planning and developing courses of action.

Unit 5 will address the remaining steps in the planning process.

UNIT 5. STEPS IN THE PLANNING PROCESS—PART 2

This page intentionally left blank.

Unit 5. Steps in the Planning Process—Part 2

Objectives

At the end of this unit, you should be able to:

- Describe how the results of plan development strategies are used in writing an EOP.
- List the rules for writing plans and procedures.
- Identify an appropriate format for your emergency plans.
- Verify that your emergency plans are complete and accurate.
- Develop a strategy for plan implementation.
- Develop a strategy for evaluating your plan's effectiveness.
- Describe the process for reviewing, revising, and maintaining your plan.

Scope

- Introduction and Unit Overview
- Step 5: Plan Preparation, Review, and Approval
- Plan Formats and Content
- Step 6: Plan Implementation and Maintenance
- Summary and Transition

Time Plan

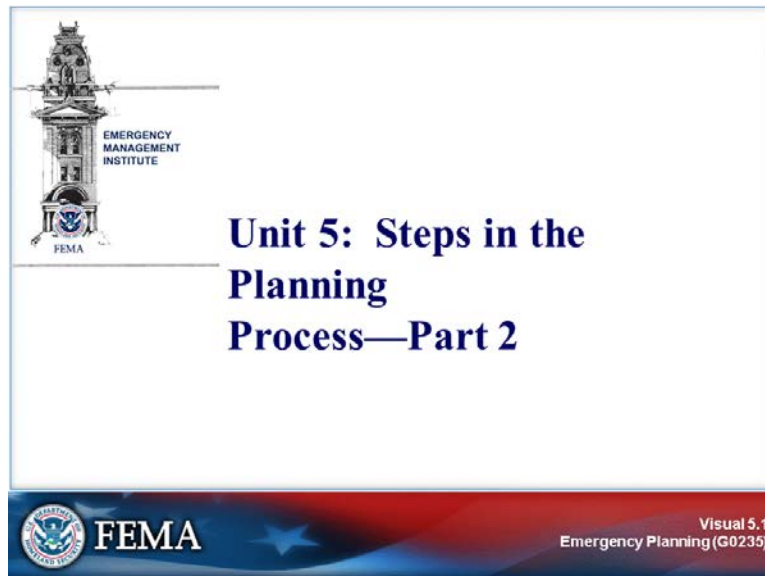
The suggested time plan for this unit is shown below.

Topic	Time
Introduction and Unit Overview	5 minutes
Step 5: Plan Preparation, Review, and Approval	30 minutes
Plan Formats and Content	2 hours 30 minutes
Step 6: Plan Implementation and Maintenance	20 minutes
Summary and Transition	5 minutes
Total Time	3 hours 30 minutes

This page intentionally left blank.

INTRODUCTION AND UNIT OVERVIEW

Visual 5.1



Notes:

This unit will cover the remaining steps in the emergency planning process model. The topics covered are:

- Step 5: Plan preparation, review, and approval.
- Plan formats and content.
- Step 6: Plan implementation and maintenance.


INTRODUCTION AND UNIT OVERVIEW

Unit Objectives

Visual 5.2

Unit Objectives

- Describe how plan development strategies are used.
- List the rules for writing plans and procedures.
- Identify an appropriate format for your EOP.
- Verify that your EOP is complete and accurate.
- Develop a strategy for plan implementation.
- Develop a strategy for evaluating your EOP's effectiveness.
- Describe the process for reviewing, revising, and maintaining your plan.

 **FEMA** Visual 5.2
Emergency Planning (G0235)

Notes:

At the end of this unit, you should be able to:

- Describe how the results of plan development strategies are used in writing an EOP.
- List the rules for writing plans and procedures.
- Identify an appropriate format for your emergency plan.
- Verify that your emergency plan is complete and accurate.
- Develop a strategy for plan implementation.
- Develop a strategy for evaluating your plan's effectiveness.
- Describe the process for reviewing, revising, and maintaining your plan.


STEP 5: PLAN PREPARATION, REVIEW, AND APPROVAL


Visual 5.3

Step 5: Plan Preparation, Review, and Approval

Step 5: Plan preparation, review, and approval involves:

- 1. Writing the plan.**
- 2. Review the plan.**
- 3. Approve and disseminate the plan.**



 **FEMA**

Visual 5.3
Emergency Planning (G0235)

Notes:

Step 5: Plan preparation, review, and approval, involves three steps:

1. Write the plan.
2. Review the plan
3. Approve and disseminate the plan.

STEP 5: PLAN PREPARATION, REVIEW, AND APPROVAL


Drafting the EOP



Visual 5.4

Drafting the EOP

Plan Preparation:

- **Develop a plan outline based on COA strategies.**
- **Develop the content for the draft plan, annexes, and appendixes.**
- **Allow for a review process by all entities with responsibilities.**
- **Develop the final draft.**



 **FEMA** 

Visual 5.4
Emergency Planning (G0235)

Notes:

The outline and rough draft of an Emergency Operations Plan (EOP) are based on the research and activities undertaken to develop viable COA strategies in the previous steps.

Note the need to develop the content of the draft plan, functional annexes, and hazard-specific appendixes as part of the outline and draft process.

The planning team should commit to a cycle of careful reviews to refine the plan and develop the final draft. Remember to include all organizations with plan responsibilities in the review process.

STEP 5: PLAN PREPARATION, REVIEW, AND APPROVAL


Writing the Plan

Visual 5.5


Writing the Plan

Basic rules:

- **Keep the language simple and clear.**
- **Summarize important information with visual aids.**
- **Avoid jargon, minimize acronyms.**
- **Use short sentences and the active voice.**
- **Provide detail without speculation.**
- **Format the plan for ease of use.**



The illustration shows a yellow scroll with a checklist of five items. The first four items are checked with red 'X' marks, and the fifth is unchecked. A yellow pencil with a pink eraser is positioned over the scroll.

 **FEMA** Visual 5.5
Emergency Planning (G0235)

Notes:

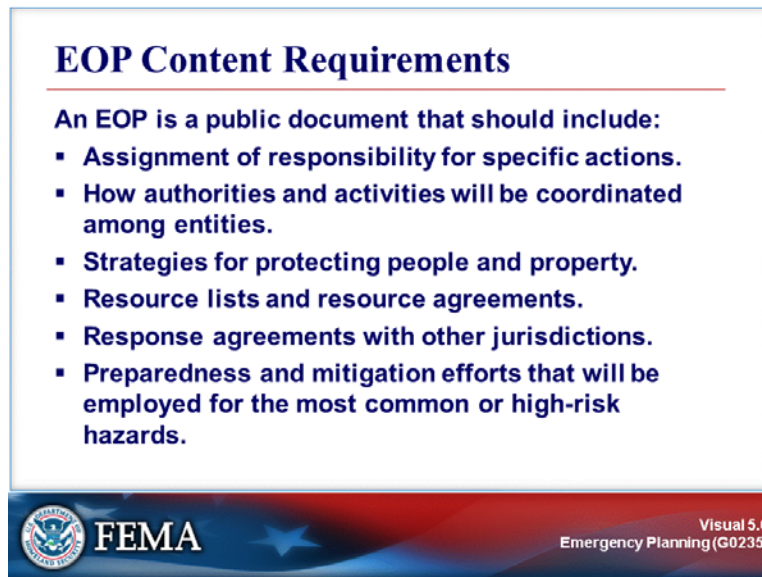
Writing the plan is the easy part. The following are basic rules for writing the plan:

- Keep the language simple and clear.
- Summarize important information with visual aids (e.g., checklists, maps, flowcharts, etc.).
- Avoid using jargon, and minimize the use of acronyms.
- Use short sentences and the active voice.
- Provide enough detail for easy recognition of a situation without speculation. The greater the level of certainty, the more detail should be provided.
- Format the plan to convey quick guidance for carrying out common tasks, and to provide insight into intent and vision to cover unexpected events.

STEP 5: PLAN PREPARATION, REVIEW, AND APPROVAL

EOP Content Requirements

Visual 5.6



Notes:

An EOP is a public document that should include:

- Assignment of responsibility for specific emergency actions that exceed the capability or routine responsibility of any one agency.
- Coordination of authority and activity among the agencies within the jurisdiction and other organizations.
- Protection of people and property.
- Identification of personnel, equipment, facilities, supplies, and other resources within the jurisdiction or by agreement with other jurisdictions.
- Requirements with other jurisdictions.
- Preparedness and mitigation efforts for prevention, protection, response, and recovery.

EOPs also must comply with the Americans with Disabilities Act.


PLAN FORMATS AND CONTENT


Visual 5.7

Traditional Functional EOP Format

Common EOP sections:

- The **Basic Plan** has broad, overarching information relevant to the EOP as a whole.
- **Functional annexes** document the methods, procedures, and actions of critical operational functions.
- **Hazard-specific annexes** focus on response strategies for specific hazards.



 **FEMA**

Visual 5.7
Emergency Planning (G0235)

Notes:

Various formats are available and adaptable for all jurisdictions. Sections common to each of these formats include:

- The Basic Plan, which provides broad, overarching information relevant to the EOP as a whole, including a description of expected hazards, basic agency roles and responsibilities, and an explanation of how the plan will be kept current. Some information included in the Basic Plan is required by law. Other information will be identified through completing the hazard analysis as repetitive tasks become consolidated.
- Functional annexes, which document the methods, procedures, actions, and responsibilities for performance of critical operational functions during emergency operations.
- Hazard-specific annexes, which focus on emergency response strategies for specific hazards. Annexes are attached to the end of each functional annex and explain the procedures that are unique to that annex for a hazard type.

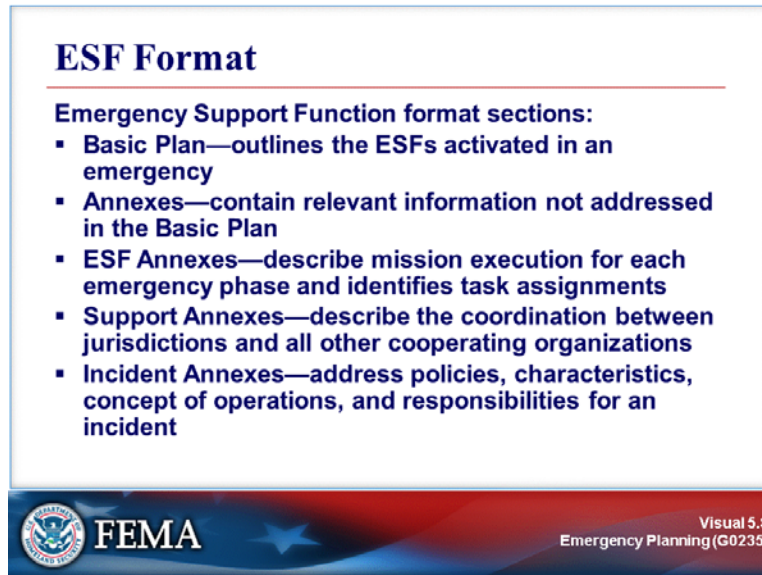
Note the distinction between an EOP and Standard Operating Procedures (SOPs). The EOP presents the larger “picture” of how specific actions should occur in every incident. Functional annexes address specific emergency functions, such as evacuation or continuity of operations. Hazard specific Annexes address special hazards, for example flooding or explosion.

SOPs are agency specific and present actual procedures that personnel from specific agencies must follow in specific situations. SOPs should not be included in the EOP other than by reference, when required.

PLAN FORMATS AND CONTENT

Emergency Support Function Format

Visual 5.8



Notes:

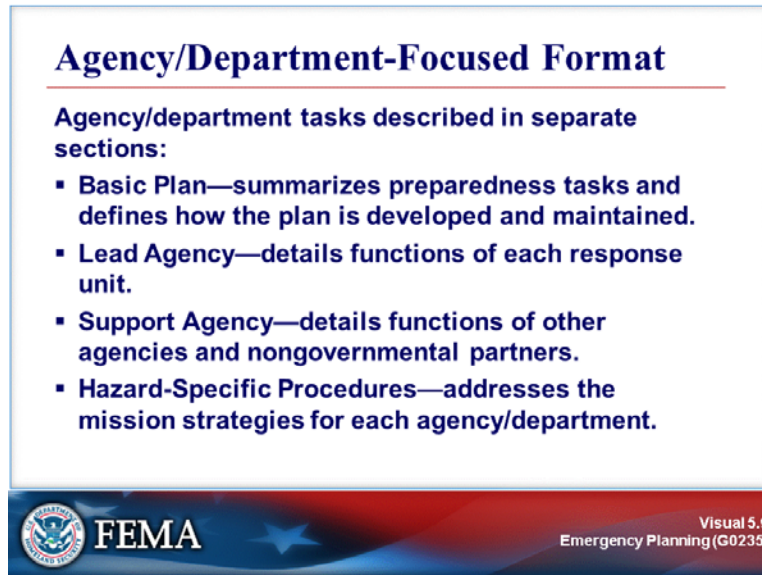
The Emergency Support Function (ESF) format is used in the National Response Framework (NRF). The sections included in this format are:

- The Basic Plan, which provides an overview of a jurisdiction’s emergency management system. It outlines the ESFs activated during an emergency by identifying the hazards faced, capabilities, needs, and demands.
- Appendixes that contain relevant information not addressed in the Basic Plan. This includes common information, such as a list of terms and definitions, guidelines for revision, and emergency management forms.
- ESF Annexes that identify the ESF coordinator and the primary and support agencies for each ESF. An ESF Annex describes expected mission execution for each emergency phase, and identifies task assignments.
- Support Annexes that describe the framework for coordination between jurisdictions and all other cooperating organizations. The actions described in the Support Annexes apply to most emergency situations.
- Incident Annexes that describe the specific details for particular incident types. An Incident Annex addresses policies, the situation characteristics, concept of operations, and responsibilities.

PLAN FORMATS AND CONTENT

Agency/Department-Focused Format

Visual 5.9



Notes:

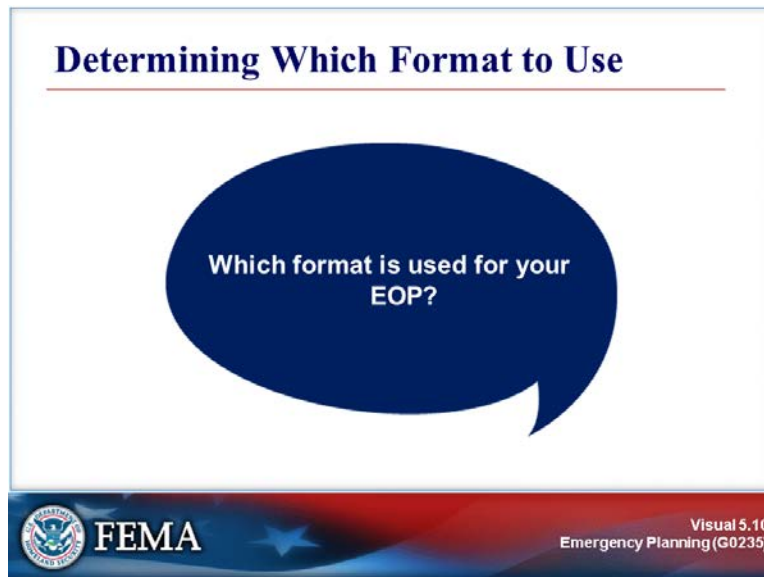
Note that the Agency/Department-Focused format is another common format for the EOP. This format describes each department's or agency's tasks in separate sections.

- The Basic Plan provides an overview of a jurisdiction's ability to prevent, protect against, respond to, and recover from emergencies. It summarizes the emergency preparedness tasks and defines how the plan is developed and maintained.
- The Lead Agency section details the emergency functions completed by individual response units.
- The Support Agency section details the emergency functions completed by other agencies and nongovernmental partners.
- The Hazard-Specific Procedures section addresses the preparedness, response, and recovery strategies for each agency/department.

PLAN FORMATS AND CONTENT

Determining Which Format to Use

Visual 5.10



Notes:

Which format is used for your EOP?

PLAN FORMATS AND CONTENT

The Basic Plan Section of the EOP

Visual 5.11

The Basic Plan

The Basic Plan provides an overview of the emergency management and response program by:

- Documenting emergency response policies.
- Describing the response organization.
- Assigning tasks.

The structure of the Basic Plan is also followed for the operational and function-based annexes.

Basic Plan

- A. Policy
- B. Control
- C. Scope

FEMA

Visual 5.11
Emergency Planning (G0235)

Notes:

The Basic Plan section in each format type provides an overview of the jurisdiction's emergency management and response program by:

- Documenting emergency response policies.
- Describing the response organization.
- Assigning tasks.

The Basic Plan guides the development of the supporting operational and function-based annexes of the EOP. The content of each section of the plan should be presented in a consistent organizational structure. The elements included for the content of the Basic Plan should be incorporated into the annexes, as appropriate.

PLAN FORMATS AND CONTENT

Plan Content Elements

Visual 5.12



Notes:

The standard elements that should be included in the plan content are:

- **Introductory Material (Basic Plan only):**
 - Cover Page.
 - Promulgation Document.
 - Approval and Implementation Page.
 - Record of Changes.
 - Record of Distribution.
 - Table of Contents.
- **Purpose, Scope, Situation, and Assumptions.**
- **Concept of Operations.**
- **Organization and Assignment of Responsibilities.**
- **Direction, Control, and Coordination.**
- **Information Collection, analysis and Dissemination.**
- **Communications.**
- **Administration, Finance, and Logistics.**
- **Plan Development and Maintenance (Basic Plan only).**
- **Authorities and References.**

For more on the Basic Plan content, refer to the CPG 101 Basic Plan Content Guide Checklist on the following pages.

PLAN FORMATS AND CONTENT

Plan Content Elements

CPG 101 Basic Plan Content Guide Checklist
<p>This component of the EOP provides an overview of the jurisdiction’s incident management program and its ability to prepare for, respond to, and recover from incidents/disasters/emergencies.</p>
<p>Promulgation Document/Signature Page</p> <p>This component is a signed statement formally recognizing and adopting the plan as the jurisdiction’s all-hazards EOP.</p> <ul style="list-style-type: none"> • Include a Promulgation Statement signed by the senior elected or appointed official(s). (Note: This statement must be updated each time a new senior elected or appointed official takes office.)
<p>Approval and Implementation</p> <p>The approval and implementation page introduces the plan, outlines its applicability, and indicates that it supersedes all previous plans.</p> <ul style="list-style-type: none"> • Include a delegation of authority for specific modifications that can be made to the plan and by whom they can be made WITHOUT the senior official’s signature. • Include a date and ensure that the page is signed by the senior official(s).
<p>Record of Changes</p> <p>The record of changes is usually a table that (at a minimum) has fields that show a change number, the date of the change, and the name of the person who made the change. Other relevant information could be considered.</p>
<p>Record of Distribution</p> <p>The record of distribution is usually a table with fields that indicate the title and the name of the person receiving the plan, the agency to which the receiver belongs, the date of delivery, and the number of copies delivered.</p>
<p>Table of Contents</p> <p>This item outlines the plan’s format, key sections, attachments, charts, etc.</p> <ul style="list-style-type: none"> • List/identify the major sections/chapters and/or key elements within the EOP.
<p>Purpose, Scope, Situation, Assumptions</p> <p>This section explains the plan’s intent, whom it involves, and why it was developed.</p> <p><u>Purpose</u> Describe the purpose for developing and maintaining an EOP (e.g., coordinate local agency SOPs, define incident-specific procedures, outline roles and limitations).</p> <p><u>Scope</u> Describe at what times or under what conditions this plan would be activated (e.g., major county disaster versus minor local emergency; major statewide disaster; terrorist attack within the local jurisdiction, county, or State).</p> <p><u>Situation Overview</u> This section provides a brief overview of the steps taken by the school to prepare for disasters.</p>

PLAN FORMATS AND CONTENT

Plan Content Elements

CPG 101 Basic Plan Content Guide Checklist

Purpose, Scope, Situation, Assumptions

Hazard and Threat Analysis Summary

This section summarizes the major findings identified from a completed Hazard Analysis of each hazard likely to affect the jurisdiction. **Note:** The Hazard Analysis information can be presented as a tab to the EOP or maintained as a part of the local mitigation plan. In either case, this section needs to provide an overview of the analysis process and its results and then refer to the tab or the mitigation plan.

- Summarize/identify the hazards that pose a unique risk to the jurisdiction and would result in the need to activate this plan (e.g., threatened or actual natural disasters, technological incidents, acts of terrorism, or other human-caused emergencies).
- Summarize/identify the probable high-risk areas (population, infrastructure, and environmental) that are likely to be affected by the defined hazards (e.g., facilities for people with disabilities and access and functional needs, types/numbers of facilities in floodplains or near chemical facilities).
- Summarize/identify the likelihood that the defined hazards have occurred and will continue to occur within the jurisdiction (e.g., historical frequency, probable future risk, national security threat assessments).
- Describe how the intelligence from threat analysis via State/local fusion centers, joint terrorism task forces, national intelligence organizations, etc., has been incorporated into the Hazard Analysis.
- Describe how critical infrastructure/key resource protection activities have been incorporated into the vulnerability and impact analysis.
- Describe how agricultural; food supply; cyber security; chemical, biological, radiological, and/or nuclear explosive events; and pandemics (those located/originating in the jurisdiction, as well as a nonlocal, nationwide, or global event) have been assessed and incorporated into the Hazard Analysis.
- Describe the assumptions made and the methods used to complete the Hazard Analysis, including what tools or methodologies were used to complete the analyses (e.g., a State's hazard analysis and risk assessment manual, mitigation plan guidance, vulnerability assessment criteria, consequence analysis criteria).
- Include maps that show the high-risk areas that are likely to be affected by the identified hazards (e.g., facilities within defined floodplains, earthquake fault zones, vulnerable zones for hazardous materials facilities/routes, or ingestion zones for nuclear powerplants).
- Describe/identify the hazards that could originate in a neighboring jurisdiction and could create hazardous conditions in the jurisdiction (e.g., watershed runoff, chemical incident, riot/terrorist act).
- Describe/identify the unique time variables that may influence the Hazard Analysis and preplanning for the emergency (e.g., planned or seasonal events, how quickly the event occurs, the time of day that the event occurs).

PLAN FORMATS AND CONTENT

Plan Content Elements

CPG 101 Basic Plan Content Guide Checklist
<p>Purpose, Scope, Situation, Assumptions</p> <p><u>Capability Assessment</u></p> <p>Describe the process used by the jurisdiction to determine its capabilities and limits in order to prepare for and respond to the defined hazards. Note: The jurisdiction may wish to address this topic as part of the hazard-specific sections. This decision would allow the jurisdiction to address the unique readiness issues and limitations for each specific hazard. In this case, this section should provide an overview of the jurisdiction’s abilities and then refer the reader to the hazard-specific sections for more detailed information.</p> <ul style="list-style-type: none">• Summarize the jurisdiction’s prevention, preparedness, mitigation, response, and recovery capabilities involving the defined hazards.• Describe the jurisdiction’s limitations on the basis of training, equipment, or personnel.• Describe the methods used and agencies involved in a formal capability assessment, including how often to conduct the assessment.• Describe methods used and nongovernmental organizations (business, not-for-profit, community, and faith based) involved in formal community capability assessment, including how often to conduct the assessment. <p><u>Planning Assumptions</u></p> <p>This section identifies what the planning team assumed to be facts for planning purposes in order to make it possible to execute the EOP.</p>
<p>Concept of Operations</p> <ul style="list-style-type: none">• Describe who has the authority to activate the plan (e.g., emergency management agency, senior official, state official, fire/police chief).• Describe the process, templates, and individuals involved in issuing a declaration of emergency for a given hazard and how the declaration will be coordinated with neighboring jurisdictions and the state.• Describe how legal questions/issues are resolved as a result of preparedness, response, or recovery actions, including what liability protection is available to responders.• Describe the process by which the emergency management agency coordinates with all appropriate agencies, boards, or divisions within the jurisdiction.• Describe how plans take into account the essential needs of children.• Describe how plans take into account the physical, programmatic, and communications needs of individuals with disabilities and others with access and functional needs.• Describe how plans take into account the essential needs of household pets and service animals.• Identify other response/support agency plans that directly support the implementation of this plan (e.g., hospital, school emergency, facility plans).

PLAN FORMATS AND CONTENT

Plan Content Elements

CPG 101 Basic Plan Content Guide Checklist

Organization and Assignment of Responsibilities

This section provides an overview of the key functions and procedures that the jurisdiction will accomplish during an emergency, including the roles that local, State, tribal, Federal, and private agencies will take to support school operations.

- Identify/outline the responsibilities assigned to each organization that has a mission assignment defined in the plan, including (but not limited to) the following:
 - Local senior elected or appointed officials (e.g., governor, mayor, commissioner, administrative judge, council, executive director).
 - Local departments and agencies (e.g., fire, law enforcement, emergency medical services [EMS], public health, emergency management, social services, animal control).
 - State agencies most often and/or likely to be used to support local operations (e.g., Department of Transportation, State Police/Highway Patrol, Department of Agriculture, Department of Natural Resources, Environmental Protection/Quality, Emergency Management, Homeland Security, Department of Health/Public Health, National Guard).
 - Regional organizations or groups most often and/or likely to be used to support local operations.
 - Federal agencies most often and/or likely to be used to support local operations (e.g., FEMA, U.S. Coast Guard, U.S. Department of Justice, Federal Bureau of Investigation, Federal Aviation Administration, National Transportation Safety Board, U.S. Department of Defense, U.S. Department of Transportation, U.S. Department of Agriculture).
 - Government-sponsored volunteer resources (e.g., Community Emergency Response Teams, Fire Corps and/or Medical Reserve Corps, Volunteers in Police Service, Auxiliary Police).
 - Private sector and voluntary organizations (e.g., organizations that assist with sheltering, feeding, services for persons with disabilities, animal response, social services, health-related needs, community and faith-based organizations, animal welfare and/or humane organizations, independent living centers, disability advocacy groups, business and industry participation).
- Describe how prevention roles and responsibilities will be addressed, including linkages with fusion centers where applicable.
- Describe how roles and responsibilities for critical infrastructure and key resource restoration protection are managed within the jurisdiction.
- Describe how roles and responsibilities will be determined for unaffiliated volunteers and how to incorporate these individuals into the emergency operation.

PLAN FORMATS AND CONTENT

Plan Content Elements

CPG 101 Basic Plan Content Guide Checklist
<p>Organization and Assignment of Responsibilities</p> <ul style="list-style-type: none">• Describe/identify what mutual aid and assistance agreements are in place for the quick activation and sharing of resources during an emergency. Examples of agreements that may exist include the following:<ul style="list-style-type: none">– Agreements between response groups (e.g., fire and police, emergency medical/ambulance).– Agreements for additional resources/assistance between neighboring jurisdictions’ response forces (e.g., fire, police, EMS).– Agreements for providing and receiving additional resources through the Emergency Management Assistance Compact.– Agreements for alert and notification and dissemination of emergency public information.– Resource agreements (e.g., outside assistance, personnel, equipment).– Agreements between medical facilities inside and outside the jurisdiction (e.g., using facilities, accepting patients).– Agreements between water and wastewater utilities inside and outside the jurisdiction– Evacuation agreements (e.g., use of buildings, restaurants, homes as shelters/lodging, relocation centers; transportation support), including agreements between jurisdictions for the acceptance of evacuees. <p>Note: Actual mutual aid and assistance agreements should not be included in the plan in their entirety. The EOP should only identify that the agreement exists and briefly summarize who is covered by the agreement, what goods or services are covered, and what limitations apply, if any.</p> <p>Note: Mutual aid and assistance may also be addressed separately in each section of the EOP if the jurisdiction believes that such placement will help to better explain how that mutual aid/assistance directly supports a specific procedure.</p> <ul style="list-style-type: none">• Describe how the jurisdiction maintains a current list of available National Incident Management System (NIMS) Typed Resources and Credentialed Personnel.• Describe how all tasked organizations maintain current notification rosters, standard operating procedures, and checklists to carry out their assigned tasks.• Provide a matrix that summarizes which tasked organizations have the primary lead versus a secondary support role for each defined response function.• Describe the jurisdiction’s policies regarding public safety enforcement actions required to maintain the public order during a crisis response, including teams of enforcement officers needed to handle persons who are disrupting the public order, violating laws, requiring quarantine, etc.
<p>Direction, Control, and Coordination</p> <p>This section describes the framework for all direction, control, and coordination activities.</p> <ul style="list-style-type: none">• Identify who has tactical and operational control of response assets.• Discuss multijurisdictional coordination systems and processes used during an emergency.

PLAN FORMATS AND CONTENT

Plan Content Elements

CPG 101 Basic Plan Content Guide Checklist
<p>Information Collection and Dissemination</p> <ul style="list-style-type: none">• Identify intelligence position (e.g., fusion center liaison) requirements for the emergency operations center's planning section.• Describe plans for coordination between the planning section and the jurisdiction's fusion center.• Describe information dissemination methods (e.g., verbal, electronic, graphics) and protocols.• Describe critical information needs and collection priorities.• Describe long-term information collection and dissemination strategies.• Describe collaboration with the general public, to include sector-specific watch programs.
<p>Communications</p> <p>This section describes the response organization-to-response organization communication protocols and coordination procedures used during emergencies and disasters.</p> <ul style="list-style-type: none">• Describe the framework for delivering communications support and how the jurisdiction's communications integrate into the regional or national disaster communications network.• Identify and summarize separate interoperable communications plans.
<p>Administration, Finance, and Logistics</p> <p><u>Administration</u></p> <p>This section describes administrative procedures used during an emergency operation.</p> <p><i>Documentation</i> is an administrative process used by a jurisdiction to document the response to and recovery from a disaster. Note: This information can also be discussed for each emergency response function or for the specific hazards.</p> <ul style="list-style-type: none">• Describe the process and agencies used to document the actions taken during and after the emergency (e.g., incident and damage assessment, incident command logs, cost recovery).• Describe/summarize the reasons for documenting the actions taken during both the response and recovery phases of the disaster (e.g., create historical records, recover costs, address insurance needs, develop mitigation strategies).• Include copies of the reports that are required (e.g., cost recovery, damage assessment, incident critique, historical record).• Describe the agencies and procedures used to create a permanent historical record of the event (after-action report) and include information identifying the actions taken, resources expended, economic and human impacts, and lessons learned as a result of the disaster.

PLAN FORMATS AND CONTENT

Plan Content Elements

CPG 101 Basic Plan Content Guide Checklist

Administration, Finance, and Logistics

After-action review is an administrative process used by the jurisdiction to review and discuss the response in order to identify strengths and weaknesses in the emergency management and response program.

- Describe the reasons and need to conduct an after-action review (e.g., review actions taken, identify equipment shortcomings, improve operational readiness, highlight strengths/initiatives).
- Describe the methods and agencies used to organize and conduct an after-action review of the disaster, including how recommendations are documented to improve school readiness (e.g., change plans/procedures, acquire new or replace outdated resources, retrain personnel).
- Describe the links and connections between the processes used to critique the response to an emergency/disaster and the processes used to document recommendations for the school's exercise program.
- Describe how the school ensures that the deficiencies and recommendations identified during an after-action review are corrected/completed.

Finance

This section describes finance procedures used to recover the costs incurred during an emergency operation.

- Describe/identify the various programs that allow local political jurisdictions and their response/support agencies to recover their costs (e.g., Small Business Administration, FEMA Public Assistance Program).
- Describe the procedures agencies follow to document the extraordinary costs incurred during response and recovery operations (e.g., personnel overtime, equipment used/expended, contracts initiated).
- Describe/identify the programs and how the jurisdiction assists the general public to recover their costs and begin rebuilding (e.g., Small Business Administration, unemployment, worker's compensation).
- Describe the methods used to educate responders and local officials about the cost recovery process.
- Describe the impact and role that insurance has in recovering costs (e.g., self-insured, participation in the National Flood Insurance Program, homeowner policies).
- Describe the methods of pre- and post-declaration funding for the jurisdiction's household pets and service animals preparedness and emergency response program, including how to capture eligible costs for reimbursement by the Public Assistance Program, eligible donations for volunteer labor and resources, and eligible donations for mutual aid resources.

PLAN FORMATS AND CONTENT

Plan Content Elements

CPG 101 Basic Plan Content Guide Checklist
<p>Administration, Finance, and Logistics</p> <p><u>Logistics</u></p> <p>This section describes the logistics and resource management mechanisms used to identify and acquire resources in advance of and during an emergency operation, especially to overcome gaps possibly identified in a capability assessment.</p> <ul style="list-style-type: none">• Describe/identify the methods and agencies involved in using the existing risk analysis and capability assessment to identify what resources are needed for a response to a defined hazard, including using past incident critiques to identify/procure additional resources.• Describe/identify the steps taken to overcome the jurisdiction's identified resource shortfalls, including identifying the resources that are only available outside the jurisdiction (e.g., HAZMAT, water rescue, search and rescue teams, CBRNE) and the process to request those resources.• Provide a brief summary statement about specialized equipment, facilities, personnel, and emergency response organizations currently available to respond to the defined hazards. Note: A tab to the plan or a separate resource manual should be used to list the types of resources available, amounts on hand, locations maintained, and any restrictions on use.• Provide information about specialized equipment, facilities, personnel, and emergency response organizations currently available to support children, individuals with disabilities, and others with access and functional needs.• Describe the process used to identify private agencies/contractors that will support resource management issues (e.g., waste haulers, spill contractors, landfill operators). Identify existing memorandums of agreement (MOA)/memorandums of understanding (MOU) and contingency contracts with these organizations.
<p>Plan Development and Maintenance</p> <p>This section describes the process used to regularly review and update the EOP.</p> <ul style="list-style-type: none">• Describe how this plan was coordinated with the EOPs from adjoining/intra-state regional jurisdictions to include local political subdivisions that develop their own EOPs in accordance with state statute.• Describe the process used to review and revise the plan each year or—if changes in the jurisdiction warrant (e.g., changes in administration or procedures, newly added resources/training, revised phone contacts or numbers)—more often.• Describe the responsibility of each organization/agency (governmental, nongovernmental, and private sector) to review and submit changes to its respective portion(s) of the plan.• Identify/summarize to whom the plan is distributed, including whether it is shared with other jurisdictions. Include a plan distribution list. Note: This list can be included as a tab to the plan.• Describe/identify how or where the plan is made available to the public.• Summarize the process used to submit the plan for review, coordination, and/or evaluation by other jurisdictions/organizations.• Include a page to document when the changes are received and entered into the plan.

PLAN FORMATS AND CONTENT

Plan Content Elements

CPG 101 Basic Plan Content Guide Checklist

Authorities and References

- Identify/describe the local, State, and Federal laws that specifically apply to the development and implementation of this plan, including (but not limited to) the following:
 - Local and regional ordinances and statutes.
 - State laws or revised code sections that apply to emergency management and homeland security.
 - State administrative code sections that define roles, responsibilities, and operational procedures.
 - State Attorney General opinions.
 - Federal regulations and standards (e.g., Stafford Act, FEMA Policy, Patriot Act, Americans with Disabilities Act).
- Identify/describe the reference manuals used to develop the plan and/or help prepare for and respond to disasters or emergencies, including (but not limited to) the following:
 - General planning tools.
 - Technical references.
 - Computer software.
- Identify/define the words, phrases, acronyms, and abbreviations that have special meanings with regard to emergency management and are used repeatedly in the plan.

Source: Comprehensive Preparedness Guide (CPG)101, Version 2.0, November 2010, Appendix C.

PLAN FORMATS AND CONTENT


Activity: EOP Review


Visual 5.13

Activity: EOP Review

Instructions:

1. Work in your group, as assigned by the Instructor.
2. Review your EOP's content and format for completeness and accuracy. Identify strengths and shortcomings.
3. Select a spokesperson to discuss your plan's strengths and shortcomings.

 You have 1 hour to complete this activity.

 **FEMA**

Visual 5.13
Emergency Planning (G0235)

Notes:

Activity Purpose: The purpose of this activity is to give you an opportunity to review your jurisdictions' EOPs for completeness and accuracy.

Instructions: Follow the steps below to complete this activity.

1. Work in table groups by department/agency.
2. Use the EOP Review form on the following page to review your EOPs content and format for completeness and accuracy. Identify strengths and shortcomings.
3. Select a spokesperson to discuss your plan's strengths and shortcomings.

You will have 1 hour to complete this activity.

PLAN FORMATS AND CONTENT

Activity: EOP Review

EOP Content		EOP Format	
Strengths	Shortcomings	Strengths	Shortcomings

PLAN FORMATS AND CONTENT


Step 5: Approve and Disseminate the Plan



Visual 5.14

Step 5: Approve and Disseminate the Plan

Ask these questions to validate the plan:

- Are the plan's scope and concept of operations sufficient to allow accomplishment of assigned tasks?
- Does the plan identify task assignments and demonstrate effective use of resources?
- Is the plan complete?
- Is the plan consistent with doctrine?



 **FEMA** 

Visual 5.14
Emergency Planning (G0235)

Notes:

Note the second part of Step 5—approve and disseminate the plan. Reviewing the plan with an assessment tool is a useful way to examine the plan. The following questions should be part of the validation process:

- Are the plan's scope and concept of operations sufficient to allow accomplishment of assigned tasks? Consider validity of assumptions and compliance with guidance.
- Does the plan identify task assignments and demonstrate effective use of resources? Consider whether the scope and concept of planned operations fulfills task assignments, and if available resources are sufficient.
- Is the plan complete? Consider whether the plan designates who will execute it and how it will be executed.
- Is the plan consistent with doctrine? Consider if the plan complies with Federal requirements.

An implementation strategy is necessary to complete this step. Note that plans cannot be implemented without proper review and buy-in from all involved personnel.

PLAN FORMATS AND CONTENT


Activity: Implementing the EOP


Visual 5.15

Activity: Implementing the EOP

Instructions:

1. Work in your group, as assigned by the Instructor.
2. Consider your jurisdiction's strategy for implementing the EOP.
3. Use the EOP Implementation Worksheet to identify two ways to improve your implementation strategy.
4. Select a spokesperson to present your implementation improvements.

 You have 20 minutes to complete this activity.

 FEMA

Visual 5.15
Emergency Planning (G0235)

Notes:

Activity Purpose: The purpose of this activity is to give you an opportunity to consider the implementation of your jurisdiction's EOP and to develop at least two ways that your implementation plan could be improved.

Instructions: Follow the steps below to complete this activity.

1. Work in table groups by department/agency.
2. Use the worksheet on the following page to review your jurisdiction's strategies for implementing your EOP, and to identify two ways to improve your implementation strategies.
3. Select a spokesperson to present your implementation improvements.

You will have 20 minutes to complete this activity.

PLAN FORMATS AND CONTENT

Activity: Implementing the EOP

EOP Implementation	
1.	
2.	


STEP 6: PLAN IMPLEMENTATION AND MAINTENANCE


Visual 5.16

Step 6: Plan Implementation and Maintenance

The tasks involved in Plan Implementation and Maintenance are:

- Train and exercise the plan, and evaluate its effectiveness.
- Review, revise, and maintain the plan.



 **FEMA**

Visual 5.16
Emergency Planning (G0235)

Notes:

Note Step 6 of the planning process—plan implementation and maintenance. The tasks involved in this final step are:

- Train and exercise the plan, and evaluate its effectiveness.
- Review, revise, and maintain the plan.

A plan is effective when the goals, objectives, and activities identified in the plan lead to a successful response. Training and exercises provide the basis for evaluating the effectiveness of a plan.


STEP 6: PLAN IMPLEMENTATION AND MAINTENANCE


Criteria for Plan Review

Visual 5.17

Criteria for Plan Review

- **Adequacy.** Consider scope and concept.
- **Feasibility.** Consider available resources.
- **Acceptability.** Consider the needs and demands.
- **Completeness.** Consider the tasks to achieve scope and sequence of the planned response operation.
- **Compliance with guidance.** Consider mandated doctrine.



 **FEMA** Visual 5.17
Emergency Planning (G0235)

Notes:

Criteria used to review a plan include:

- **Adequacy.** Do the scope and concept of planned operations effectively address critical tasks? Does the plan comply with guidance to accomplish the assigned mission? Are the plan's assumptions valid, reasonable, and compliant with guidance?
- **Feasibility.** Are resources available to accomplish the assigned mission and critical tasks within the timeframe identified in the plan?
- **Acceptability.** Does the plan meet the needs and demands driven by the event? Does the plan adhere to public cost and time limitations?
- **Completeness.** Does the plan include all tasks necessary to achieve the scope and sequence of the planned response operation? Does the plan identify all required capabilities and success criteria for the desired end state?
- **Compliance with guidance and doctrine.** Does the plan fully comply with mandated guidance and doctrine?

STEP 6: PLAN IMPLEMENTATION AND MAINTENANCE


Review, Revise, and Maintain the Plan



Visual 5.18

Review, Revise, and Maintain the Plan

The review, revision, and maintenance process involves:

- A personal review by key personnel.
- Testing and exercising.
- Compiling feedback.
- Revising the plan.



 **FEMA** 

Visual 5.18
Emergency Planning (G0235)

Notes:

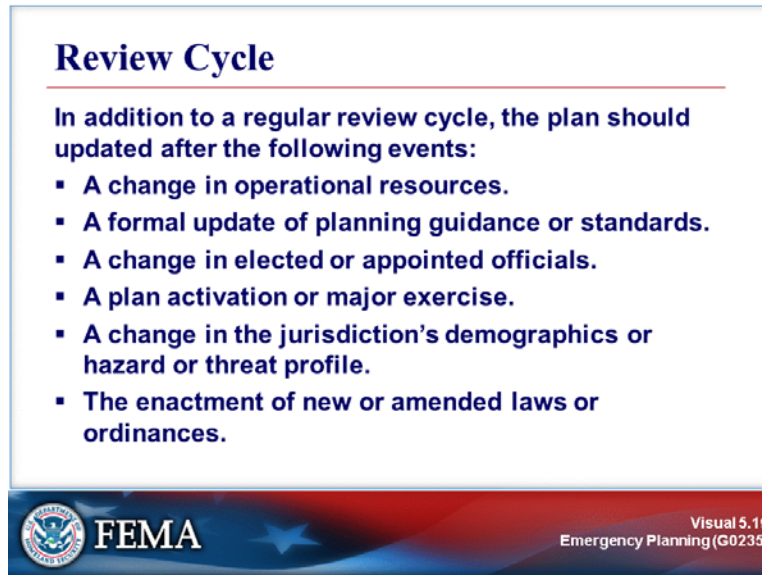
The final step in the planning process effectively starts the planning cycle over again. Reviewing, revising, and maintaining the plan is an ongoing process that involves:

- Personal review by key personnel.
- Testing and exercising the plan.
- Compiling feedback.
- Revising the plan.

STEP 6: PLAN IMPLEMENTATION AND MAINTENANCE

Review Cycle

Visual 5.19



Notes:

Planning teams should establish a recurring process for reviewing and revising the plan. For example, each component of the plan is reviewed and revised at a minimum of once every two years. Teams should also consider reviewing and updating the plan after the following events:

- A change in operational resources
- A formal update of planning guidance or standards
- A change in elected or appointed officials
- A plan activation or major exercise
- A change in the jurisdiction's demographics or hazard or threat profile
- The enactment of new or amended laws or ordinances

SUMMARY AND TRANSITION



Visual 5.20

Summary and Transition

This unit:

- Covered the last two steps in the planning process.
- Introduced several plan format styles. The standard content elements also were described.

Unit 6 will address the coordination of Federal, State, and local plans.

 **FEMA** 

Visual 5.20
Emergency Planning (G0235)

Notes:

Unit 5:

- Covered the last two steps in the planning process.
- Introduced several plan format styles. The standard content elements also were described.

Unit 6 will address the coordination of Federal, State, and local plans.

This page intentionally left blank.

UNIT 6. COORDINATING PLANNING

This page intentionally left blank.

Unit 6. Coordinating Planning

Objectives

At the end of this unit, you should be able to:

- Identify plans and procedures that require coordination within and among jurisdictions.
 - Determine agencies and jurisdictions with which plans must be coordinated.
 - Develop a strategy for coordinating your plans and procedures.
-

Scope

- Introduction and Unit Overview
 - Emergency Management Activities
 - Emergency Planning Requirements
 - Types of Plans
 - Coordinating Plans and Procedures
 - Summary and Transition
-

Time Plan

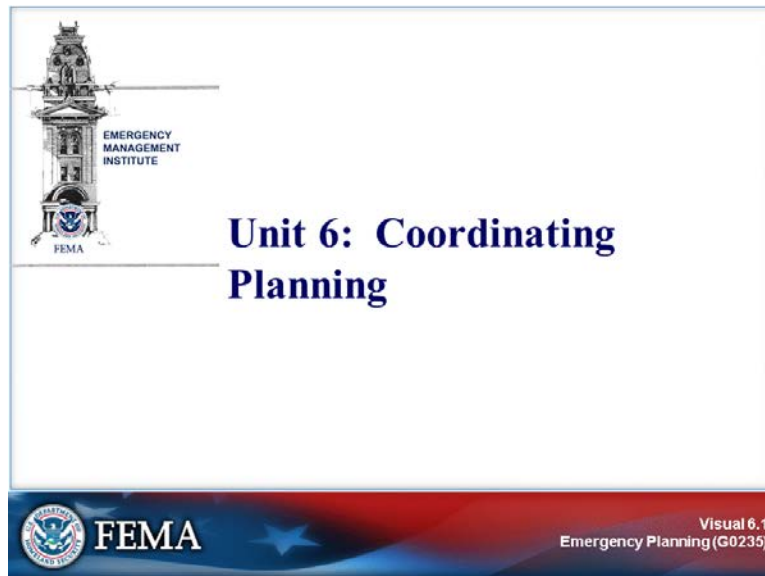
The suggested time plan for this unit is shown below.

Topic	Time
Introduction and Unit Overview	5 minutes
Emergency Management Activities	30 minutes
Emergency Planning Requirements	20 minutes
Types of Plans	50 minutes
Coordinating Plans and Procedures	70 minutes
Summary and Transition	5 minutes
Total Time	3 hours

This page intentionally left blank.

INTRODUCTION AND UNIT OVERVIEW

Visual 6.1



Notes:

This unit will address the relationship between Federal, State, and local emergency planning. The topics covered are:

- Emergency management activities
- Emergency planning requirements
- Types of plans
- Coordinating plans and procedures


INTRODUCTION AND UNIT OVERVIEW


Unit Objectives

Visual 6.2

Unit Objectives

- Identify plans and procedures that require coordination within and among jurisdictions.
- Determine agencies and jurisdictions with which plans must be coordinated.
- Develop a strategy for coordinating plans and procedures.



 **FEMA**

Visual 6.2
Emergency Planning (G0235)

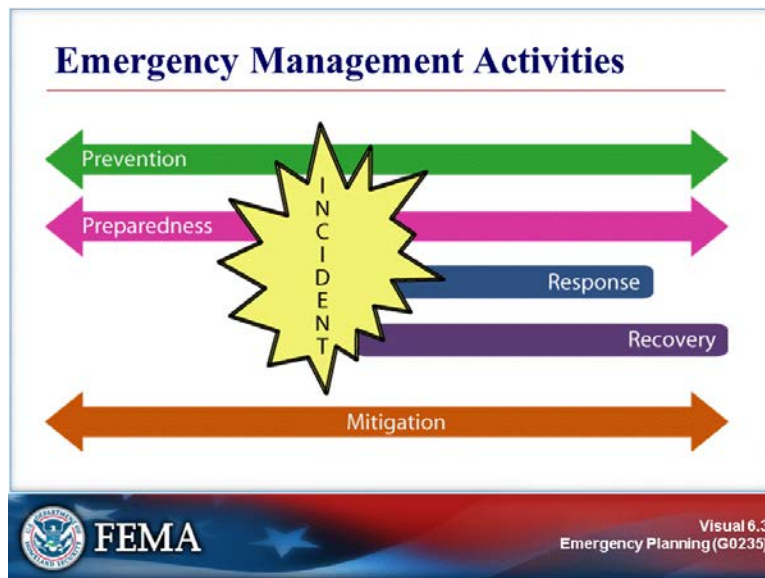
Notes:

At the end of this unit, you should be able to:

- Identify plans and procedures that require coordination within and among jurisdictions.
- Identify agencies and jurisdictions with which plans must be coordinated.
- Develop a strategy for coordinating your plans and procedures.

EMERGENCY MANAGEMENT ACTIVITIES

Visual 6.3



Notes:

Each activity represents the interrelated actions of the mission areas—to prevent, protect against, respond to, and recover from emergency situations.

Planning for the emergency management activities require the coordination and integration of the multiple jurisdictions and agencies that provide operational support against threatened or actual natural disasters, technological incidents, or human-caused events.

Note the five activities of emergency management:

- Mitigation, which provides a critical foundation in the effort to reduce the loss of life and property from natural and/or human-caused disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.
- Prevention to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

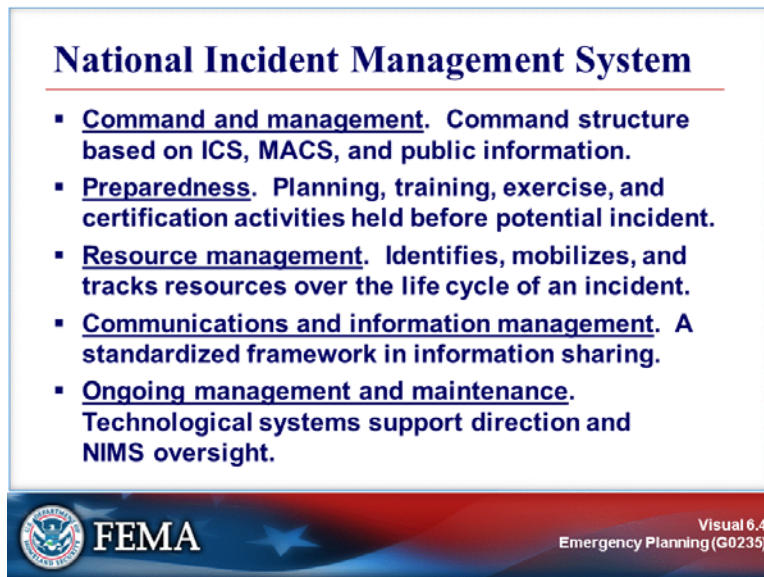
EMERGENCY MANAGEMENT ACTIVITIES

- Preparedness, which includes actions that involve a combination of planning, resources, training, exercising, and organizing to build, sustain, and improve operational capabilities. Preparedness is the process of identifying the personnel, training, and equipment needed for a wide range of potential incidents, and developing jurisdiction-specific plans for delivering capabilities when needed for an incident.
- Response to save and sustain lives, protect property and the environment, and meet basic human needs. Response also includes the execution of plans and actions to support short-term recovery.
- Recovery restoration plans; the reconstitution of government operations and services; individual, private sector, nongovernmental, and public assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents. have a long-term sustained effect.

EMERGENCY PLANNING REQUIREMENTS

The National Incident Management System

Visual 6.4



Notes:

Guidance for a common, nationwide approach is provided through the initiatives of the HSPD 5 directive—the National Incident Management System (NIMS) and the National Response Framework (NRF).

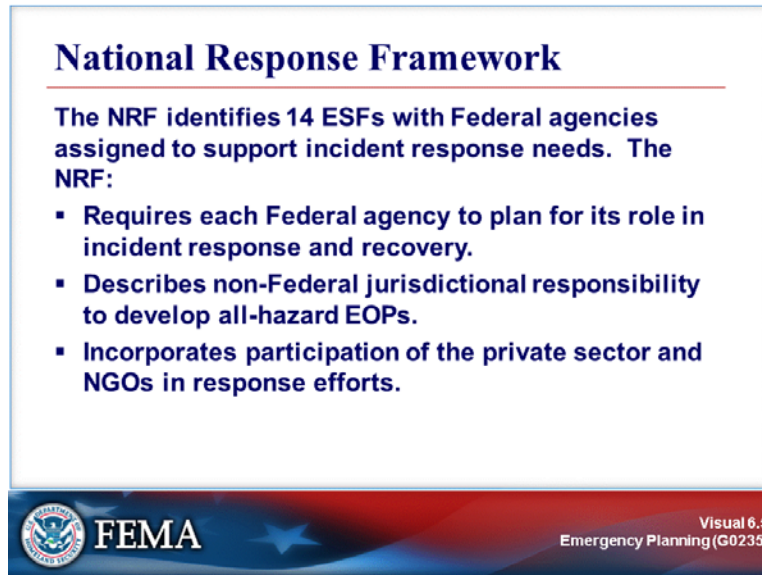
NIMS integrates effective practices in emergency preparedness and response into a comprehensive national framework for incident management. The NIMS approach consists of:

- Command and management. The command structure is based on the Incident Command System (ICS), Multiagency Coordination System (MACS), and public information.
- Preparedness. Planning, training, exercise, and certification activities are initiated well in advance of any potential incident.
- Resource management. Processes are established to describe, inventory, mobilize, dispatch, track, and recover resources over the life cycle of an incident.
- Communications and information management. A standardized framework is designed for information sharing at all levels of incident management.
- Ongoing management and maintenance. Technological systems are used to support strategic direction and oversight of NIMS.

EMERGENCY PLANNING REQUIREMENTS

The National Response Framework

Visual 6.5



Notes:

The National Response Framework (NRF) is a guide for conducting comprehensive, national, all-hazard incident management. The NRF:

- Requires each Federal department or agency to plan for its role in incident response and recovery.
- Describes State, territorial, tribal, and local jurisdictional responsibility to develop all-hazard Emergency Operations Plans (EOPs).
- Incorporates participation of the private sector and nongovernmental organizations in response efforts.

The NRF defines 14 Emergency Support Functions (ESFs) to identify resources and types of Federal assistance available for incident response needs. Each ESF is managed by a specified Federal department or agency. During an emergency situation the responsible Federal agency expedites the needed Federal support to augment State and local response efforts.

TYPES OF PLANS


Visual 6.6

Types of Plans

Types of plans that support and supplement the EOP include:

- Joint Operational Plans or Regional Coordination Plans
- Administrative plans
- Preparedness plans
- Continuity plans
- Recovery plans
- Mitigation plans
- Prevention and protection plans



 **FEMA**

Visual 6.6
Emergency Planning (G0235)

Notes:

Emergency operations involve several kinds of plans, just as they involve several kinds of actions. While the EOP is often the centerpiece of emergency planning efforts, it is not the only plan that addresses emergency management or homeland security missions. There are other types of plans that support and supplement the EOP and its annexes.

- Joint Operational Plans or Regional Coordination Plans typically involve multiple levels of government to address a specific incident or a special event.
- Administrative plans describe basic policies and procedures to support a governmental endeavor.
- Preparedness plans address the process for developing and maintaining capabilities for the whole community both pre- and post-incident.
- Continuity plans outline essential functions that must be performed during an incident that disrupts normal operations and the methods by which these functions will be performed.
- Recovery plans developed prior to a disaster enable jurisdictions to effectively direct recovery activities and expedite a unified recovery effort.
- Mitigation plans outline a jurisdiction's strategy for mitigating the hazards it faces.
- Prevention and protection plans typically tend to be more facility focused and procedural or tactical in their content.

TYPES OF PLANS

State Emergency Operations Plans

Visual 6.7

State EOP

State government responsibilities include:

- Declaring a state of emergency.
- Requesting Federal assistance for local jurisdictions.
- Providing aid and protection through its initial response functions.

To support these requirements, the State EOP should:

- Identify all response and recovery agencies.
- Outline the assistance available at the State level.

FEMA
Visual 6.7
Emergency Planning (G0235)

Notes:

State governments need to perform additional emergency response operations and provide resources to satisfy local shortages.

The State government has the responsibility of declaring a state of emergency, and requesting needed Federal assistance for local jurisdictions.

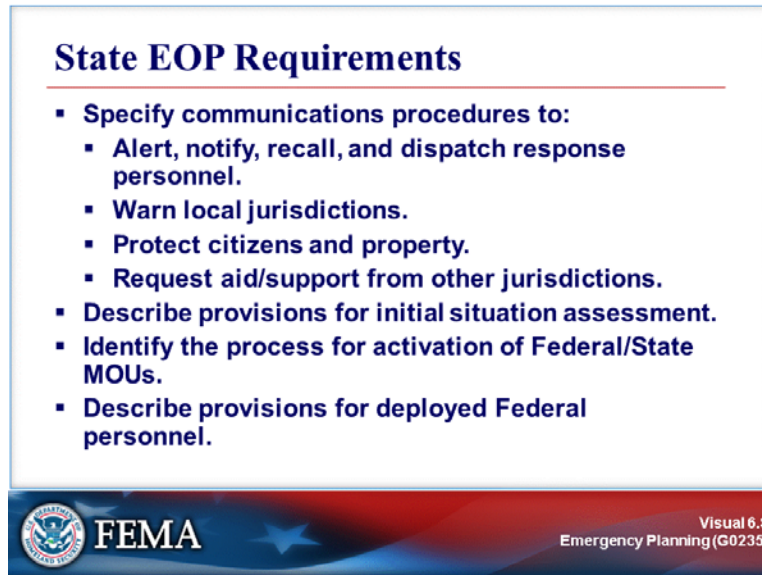
The States also must perform initial response mission functions that provide aid and protection when disaster strikes a local jurisdiction. To support these requirements, the State EOP needs to:

- Identify the State departments designated to perform response and recovery activities.
- Outline the assistance available when emergency response and recovery needs are beyond the capacity of the local jurisdiction.

TYPES OF PLANS

State Emergency Operations Plans

Visual 6.8



Notes:

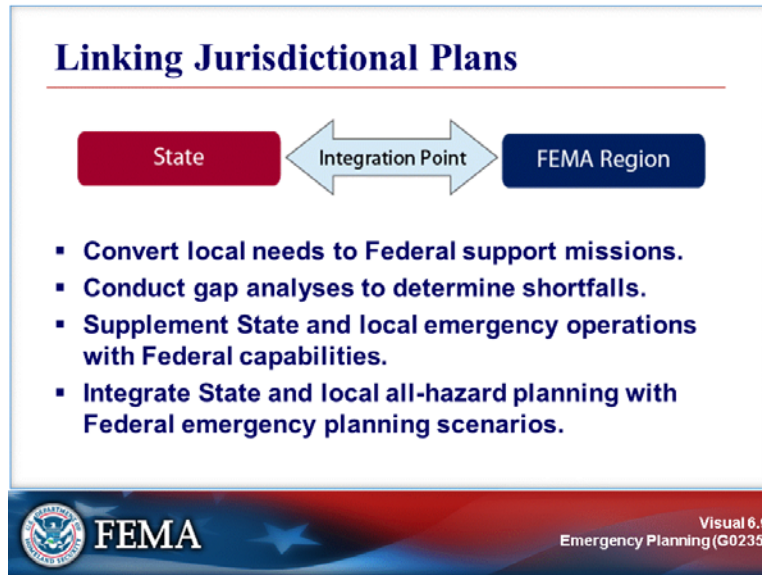
The following are additional State EOP requirements:

- Specify the direction and control communications procedures to:
 - Alert, notify, recall, and dispatch emergency response personnel.
 - Warn local jurisdictions.
 - Protect citizens and property.
 - Request aid and support from other States and/or the Federal Government.
- Describe the provisions for initial situation assessment from local jurisdictions impacted.
- Identify the process for activation and implementation of the Federal/State MOU describing joint Federal/State disaster operations.
- Describe the provisions for providing work space and communications support to Federal personnel deployed to work the disaster.

TYPES OF PLANS

Linking Jurisdictional Plans

Visual 6.9



Notes:

Identify reasons why emergency planning needs to be coordinated between the various government levels.

The main integration point occurs between the Federal Regional level and the State level. Interfacing with the States allows FEMA Regions to:

- Convert State and local needs into Federal support missions.
- Conduct gap analyses to determine capability gaps, resource shortfalls, and State expectations for Federal assistance.
- Provide Federal capabilities to supplement the roles and resources needed to support State and local emergency response and recovery operations.
- Integrate State and local all-hazard planning with the Federal emergency planning scenarios.

TYPES OF PLANS


Activity: Hurricane Jacob


Visual 6.10

Activity: Hurricane Jacob Case Study

Instructions:

1. Work in your group, as assigned by the Instructor.
2. Read the case study.
3. Identify lessons learned, and recommend tasks to improve emergency planning for the jurisdictions.
4. Select a spokesperson from your group to present your recommendations.

 You have 10 minutes to complete this activity.

 **FEMA** Visual 6.10
Emergency Planning (G0235)

Notes:

Activity Purpose: The purpose of this activity is to give you an opportunity to consider the value of coordinated emergency planning.

Instructions: Follow the steps below to complete this activity.

1. Work in table groups by department or agency.
2. Read the Hurricane Jacob Case Study and use the form on the following page.
3. Identify lessons learned, and recommend planning tasks to improve the local jurisdiction and State emergency plans.
4. You will have 10 minutes to complete this activity.
5. Select a spokesperson to present your recommendations.

TYPES OF PLANS

Activity: Hurricane Jacob Case Study

Case Study: Hurricane Jacob

Building to Category 5 across the Atlantic Ocean, Hurricane Jacob was downgraded to Category 2 when it made landfall September 18, 2003, on the Outer Banks of North Carolina. What Jacob lacked in intensity, it made up for in size and impact, affecting the mid-Atlantic coastal States from North Carolina to New Jersey. Jacob caused tremendous damage and disruption with an extremely high storm surge, resulting in extensive flooding. It felled thousands of trees, causing massive power outages. Coastal North Carolina and east central Virginia were hit the hardest.

The response and recovery missions in urban areas outpaced the efforts in rural areas. In large part, this was because of the availability of local parcel data, in a digital format, primarily in the urban communities. The local digital databases included maps, imagery, and data to identify land ownership, property values and land use, as well as critical infrastructure. Used in conjunction with a Geographic Information System (GIS), the local digital data was a critical resource for emergency operations. By combining real-time aerial photography, rainfall measurements, and elevation data with the detailed local digital maps, emergency responders in the urban areas were more effective in dealing with the extensive flooding, power outages, and debris removal. Availability of a local digital database also streamlined recovery efforts by expediting the processing of insurance claims and Federal emergency loans for homeowners and businesses.

TYPES OF PLANS

Activity: Hurricane Jacob Case Study

Lessons Learned	Tasks to Implement Change


COORDINATING PLANS AND PROCEDURES

Visual 6.11


Coordinated Planning

Consider each activity of emergency management.

- What agencies coordinate in the planning effort?
- What coordination methods are used?
- What problem-solving coordination issues are addressed?



The slide features three small images arranged horizontally. The left image shows two men in military-style uniforms looking at a tablet. The middle image shows a person sitting on a makeshift bridge made of sandbags over a body of water. The right image shows a small white house with a porch, possibly a temporary shelter or a house being inspected.

 **FEMA**

Visual 6.11
Emergency Planning (G0235)

Notes:

Consider plans for each activity of emergency management by identifying:

- The departments/agencies with which you coordinated in the planning effort.
- The coordination methods (e.g., EMAC, mutual aid agreement, MOU) that were used.
- The problem-solving coordination issues that were addressed.

COORDINATING PLANS AND PROCEDURES


Activity: Coordinated Planning


Visual 6.12

Activity: Coordinated Planning

Instructions:

1. Work in your group, as assigned by the Instructor.
2. Consider an existing plan, or a plan that needs to be developed.
3. Suggest one new strategy for coordinating the plan vertically and horizontally.
4. Select a spokesperson from your group to present your plan for coordination.

**You have 10 minutes to complete this activity.**

FEMAVisual 6.12
Emergency Planning (G0235)

Notes:

Activity Purpose: The purpose of this activity is to give you an opportunity to develop a strategy for plan coordination.

Instructions: Follow the steps below to complete this activity.

1. Work in table groups by department or agency.
2. Consider an existing plan, or a plan that needs to be developed.
3. Add one new strategy for coordinating the plan.
4. You will have 10 minutes to complete this activity.
5. Select a spokesperson from your group to present your plan for coordination.

SUMMARY AND TRANSITION


Visual 6.13

Summary and Transition

This unit:

- Examined the need for vertical and horizontal coordination of emergency plans.
- Addressed the various levels of emergency plans and the activities of emergency management planning.

Unit 7 will summarize the key points from this course and present the final exam.



FEMA

Visual 6.13
Emergency Planning (G0235)

Notes:

Unit 6:

- Examined the need for coordination of emergency plans.
- Addressed the various levels of emergency plans and the activities of emergency management planning.

Unit 7 will summarize the key points from this course and present the final exam.

UNIT 7. COURSE SUMMARY AND FINAL EXAM

This page intentionally left blank.

Unit 7. Course Summary and Final Exam

Objectives

At the end of this unit, you should be able to:

- Identify the three most important things that you learned during this class.
 - Identify three things that you will do differently in future emergency planning efforts.
 - Pass the final exam.
-

Scope

- Unit Overview and Objectives
 - Summary of Key Points
 - Final Exam and Debrief
 - Summary and Adjournment
-

Time Plan

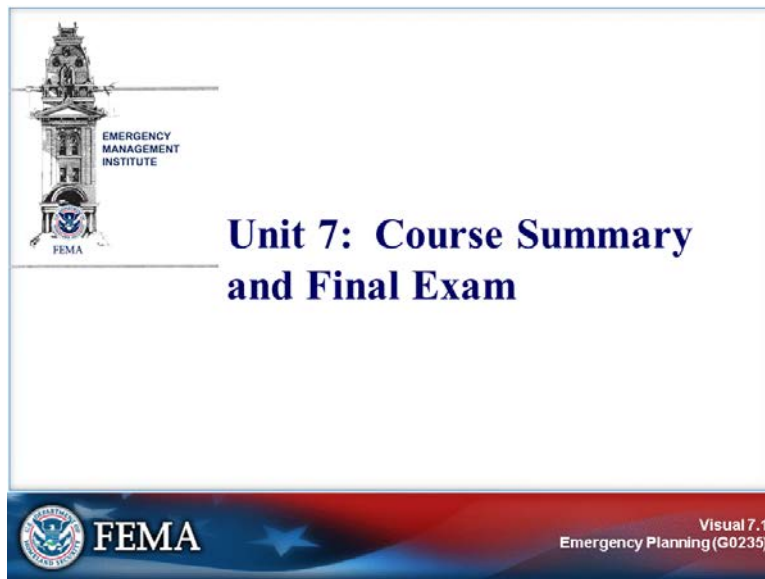
The suggested time plan for this unit is shown below.

Topic	Time
Unit Overview and Objectives	5 minutes
Summary of Key Points	45 minutes
Final Exam and Debrief	40 minutes
Summary and Adjournment	10 minutes
Total Time	1 hour 40 minutes

This page intentionally left blank.

INTRODUCTION AND UNIT OVERVIEW

Visual 7.1



Notes:

This unit will review the key points of the course, and provide an opportunity for you to reflect on what you have learned. The final exam will follow.

INTRODUCTION AND UNIT OVERVIEW

Unit Objectives

Visual 7.2

Unit Objectives

- Identify the three most important things that you learned during this class.
- Identify three things that you will do differently in future emergency planning efforts.
- Pass the final exam.

Visual 7.2
Emergency Planning (G0235)

Notes:

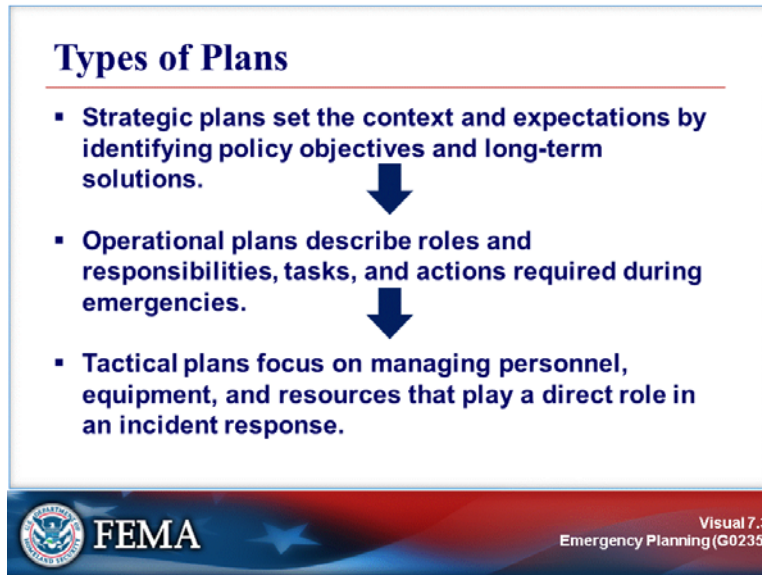
At the end of this unit, you should be able to:

- Identify the three most important things that you learned during this class.
- Identify three things that you will do differently in future emergency planning efforts.
- Pass the final exam.

SUMMARY OF KEY POINTS

Types of Plans

Visual 7.3



Notes:

Emergency planning occurs at three levels:

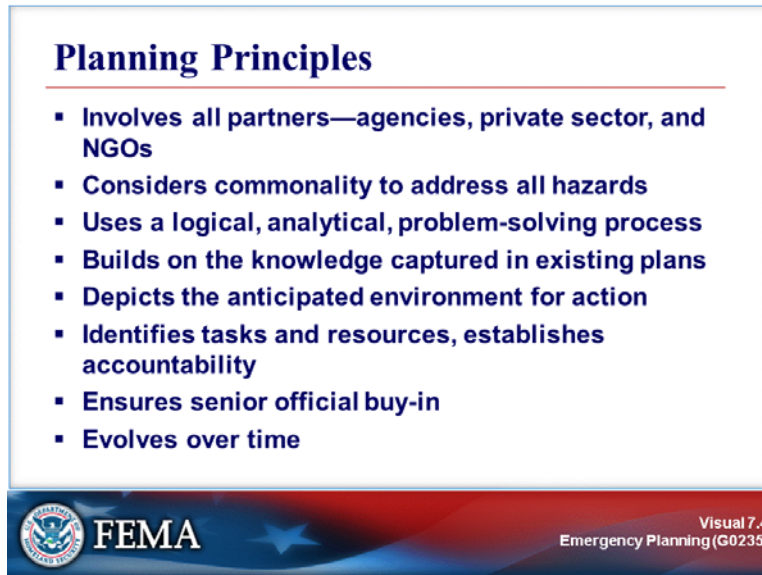
- Strategic plans identify policy objectives and long-term solutions to emergency management responsibilities. Strategic planning lays out the fundamental direction, and sets the context and expectations.
- Operational plans provide a description of roles and responsibilities, tasks, integration, and actions required of a jurisdiction or its departments and agencies during emergencies.
- Tactical plans focus on managing personnel, equipment, and resources that play a direct role in an incident response.

There is not a one-to-one correlation between the types of plans and levels of government. All three types of planning occur at all levels of government.

SUMMARY OF KEY POINTS

Planning Principles

Visual 7.4



Notes:

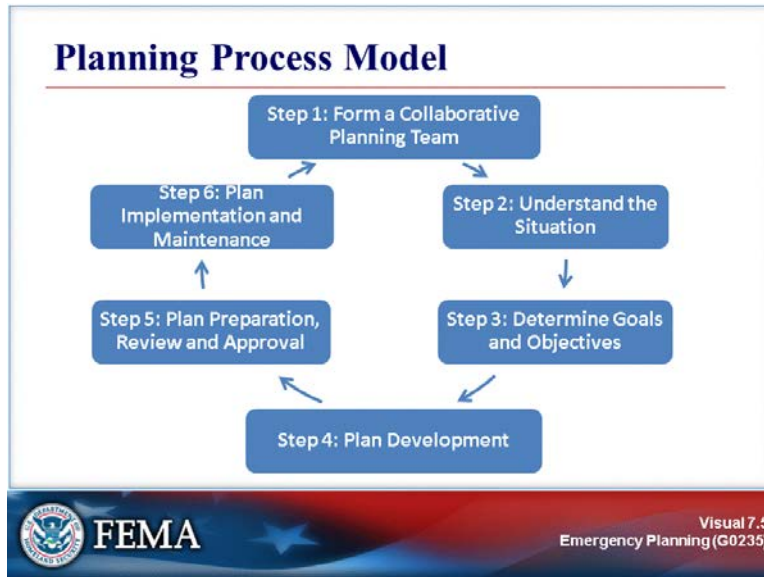
Recall the principles of emergency planning:

- Involves all partners—other agencies, the private sector, and NGOs
- Applies commonality to address all hazards and threats
- Uses a problem-solving process to deal with complexity
- Builds on the knowledge and experience captured in existing plans
- Depicts the anticipated environment for action
- Identifies tasks, allocates resources, and establishes accountability
- Ensures that senior officials understand and buy-in to the high priority of the planning process
- Evolves over time as uncertainty, risk, and experience factors change

SUMMARY OF KEY POINTS

The Planning Process Model

Visual 7.5



Notes:

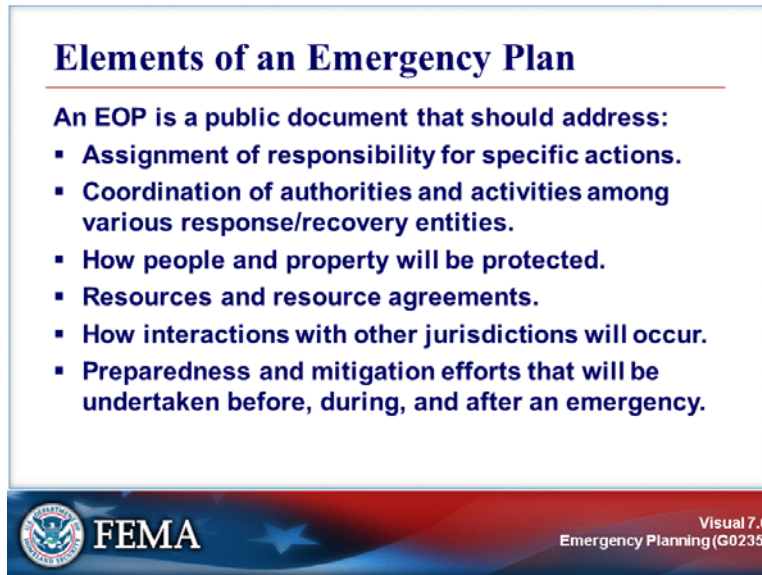
Note the steps in the planning process model described in the NIMS manual and CPG 101.

1. Form a collaborative planning team.
2. Understand the situation.
3. Determine goals and objectives.
4. Plan Development.
5. Plan Preparation, Review and Approval.
6. Plan Implementation and Maintenance.

SUMMARY OF KEY POINTS

Elements of an Emergency Plan

Visual 7.6



Notes:

An emergency plan is a public document that addresses:

- Assignment of responsibility for specific emergency actions that exceed the capability or routine responsibility of any one agency.
- Coordination of authority and activity among the agencies within the jurisdiction and other organizations.
- Protection of people and property.
- Identification of personnel, equipment, facilities, supplies, and other resources within a jurisdiction, or by agreement with other jurisdictions.
- How interaction with other jurisdictions will occur.
- Preparedness and mitigation efforts that will be undertaken before, during, and after an emergency.

EOPs also must comply with the Americans with Disabilities Act.

SUMMARY OF KEY POINTS


EOP Format Sections

Visual 7.7

EOP Format Sections

Common format sections:

- The **Basic Plan** provides an overview of the program by:
 - Documenting response policies.
 - Describing the response organization.
 - Assigning tasks.
- **Functional Annexes** document methods, procedures, and actions of critical operational functions.
- **Hazard-Specific Annexes** focus on emergency response strategies for specific hazards.

 **FEMA** Visual 7.7
Emergency Planning (G0235)

Notes:

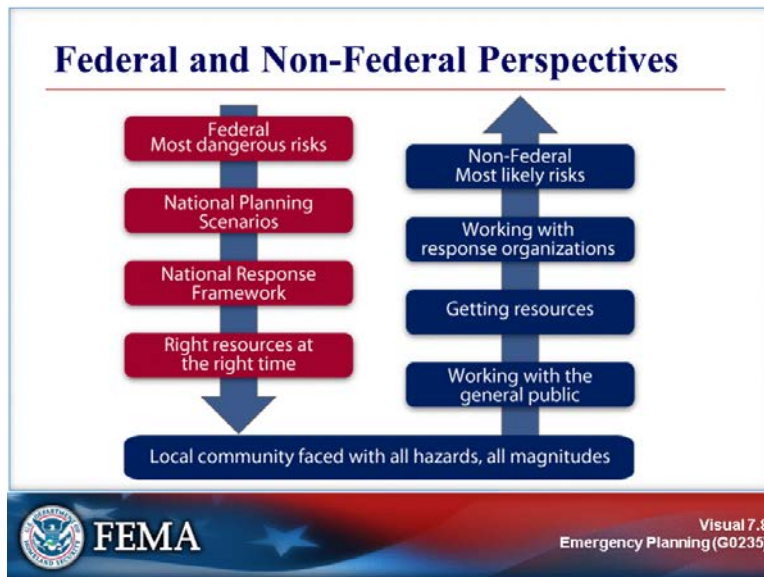
The sections common to the various EOPs:

- The **Basic Plan**, which provides an overview of the jurisdiction's emergency management and response program by:
 - Documenting emergency response policies.
 - Describing the response organization.
 - Assigning tasks.
- **Functional Annexes**, which document the methods, procedures, and actions for performance of critical operational functions during emergency operations.
- **Hazard-Specific Annexes**, which focus on emergency response strategies for a specific hazard.

SUMMARY OF KEY POINTS

Federal and Non-Federal Perspectives

Visual 7.8



Notes:

Recall the two perspectives of emergency planning:

- The “top-down” approach of the Federal Government focuses on the National Planning Scenarios, and providing the right resources at the right time to support the non-Federal entities.
- The “bottom-up” approach of non-Federal entities focuses on the most likely emergency situations, and securing resources while dealing with multiple response organizations.

SUMMARY OF KEY POINTS

Integrating Plans

Visual 7.9



Notes:

State and local needs are converted into Federal support missions at the Federal Regional level—either through FEMA Regions or regional compacts/consortiums.

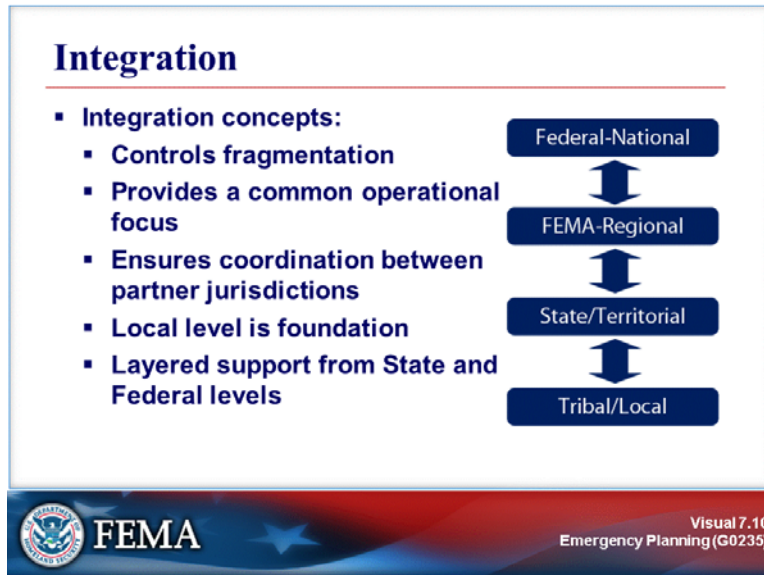
FEMA Regions:

- Conduct gap analyses to determine capability gaps, resource shortfalls, and State expectations for Federal assistance.
- Provide Federal capabilities to supplement the roles and resources needed to support State and local emergency response and recovery operations.
- Integrate State and local all-hazard planning with the Federal emergency planning scenarios.

SUMMARY OF KEY POINTS

Integration

Visual 7.10



Notes:

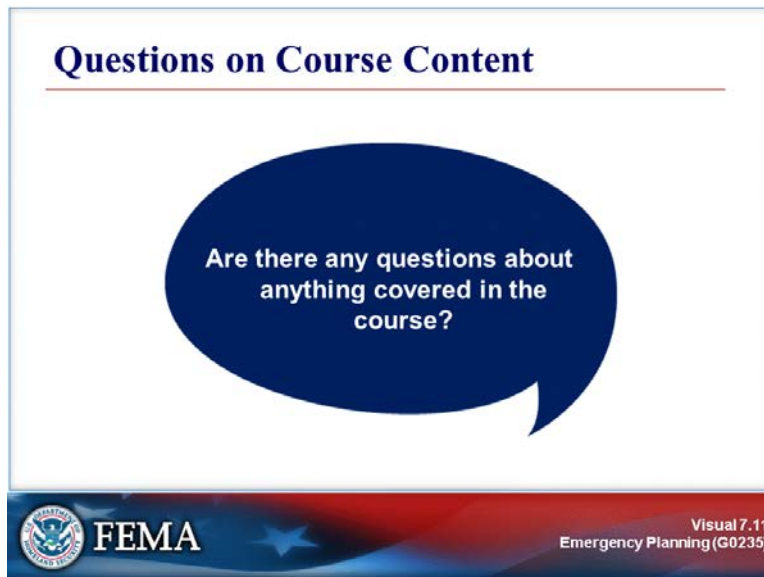
Integration ensures that Federal, State, and local emergency plans are consistent and reinforce each other. Note that:

- Integration eliminates fragmentation of local emergency planning with a common operational focus for all departments, agencies, and nongovernmental organizations within a jurisdiction. Integration also ensures coordination of emergency plans between neighboring or partner jurisdictions.
- Integration is built on the concept that the local level is the foundation for emergency operations, with layered support from State, regional, and Federal entities.

SUMMARY OF KEY POINTS

Questions on Course Content

Visual 7.11



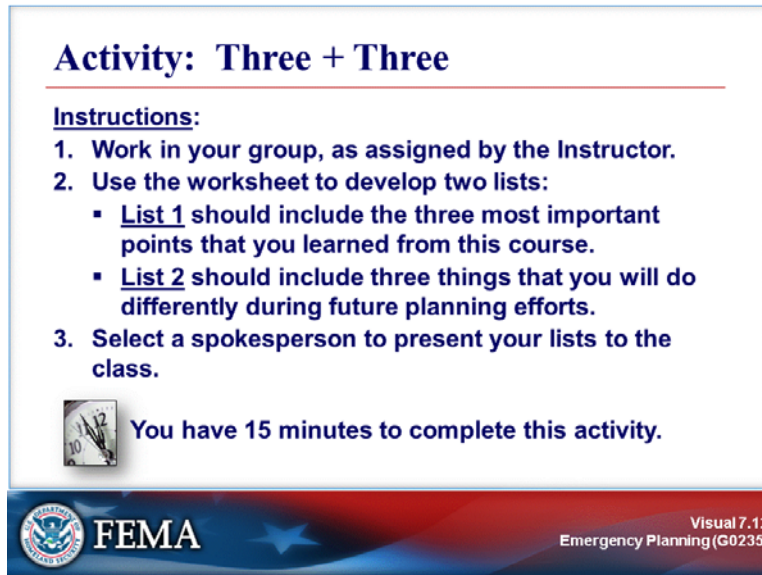
Notes:

Are there any questions about anything covered in the course?

SUMMARY OF KEY POINTS

Activity: Three + Three


Visual 7.12





Activity: Three + Three

Instructions:

1. Work in your group, as assigned by the Instructor.
2. Use the worksheet to develop two lists:
 - List 1 should include the three most important points that you learned from this course.
 - List 2 should include three things that you will do differently during future planning efforts.
3. Select a spokesperson to present your lists to the class.

 You have 15 minutes to complete this activity.

 **FEMA** 

Visual 7.12
Emergency Planning (G0235)

Notes:

Purpose: The purpose of this activity is to give you an opportunity to identify important learning points that you will be able to apply during future planning efforts.

Instructions: Follow the steps below to complete this activity:

1. Work in your table groups.
2. Use the worksheet on the following page to develop two lists:
 - List 1 should include the three most important points that you learned from this course.
 - List 2 should include three things that you will do differently during future planning efforts.
3. You will have 15 minutes to complete this activity.
4. Select a spokesperson to present your lists to the class.

SUMMARY OF KEY POINTS

Activity: Three + Three

List 1: Important Learning Points	List 2: New Items/Techniques for Planning
1.	1.
2.	2.
3.	3.


FINAL EXAM AND DEBRIEF



Visual 7.13

Final Exam

Instructions:

1. Fill out the scoring sheet completely.
2. The exam consists of 20 multiple-choice questions.
3. You must score at least 70 percent to pass the exam.
4. Do the best that you can!
5. Be ready to discuss the questions with the class.

 **You have 20 minutes to complete this exam.**

 **FEMA** 

Visual 7.13
Emergency Planning (G0235)

Notes:

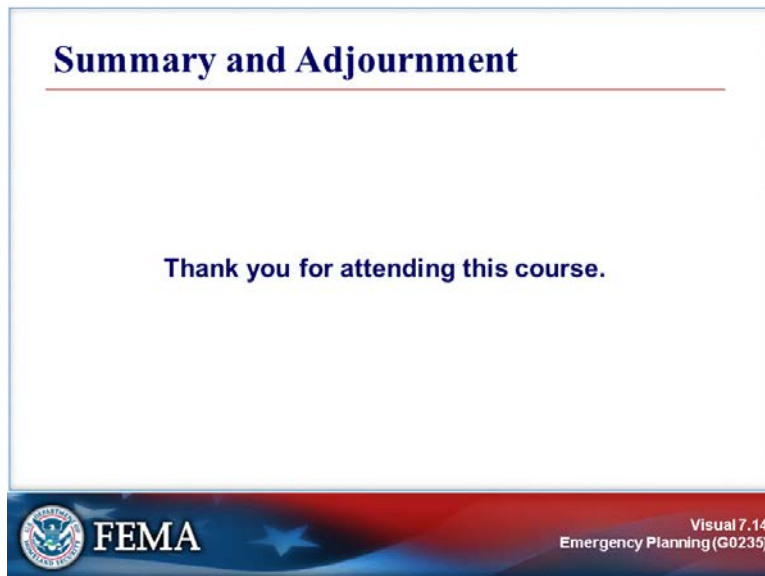
At this point, you will take the final exam.

Note the information below about the final exam:

1. The exam consists of 20 multiple-choice questions.
2. To pass the exam, you must score at least 70 percent.
3. You will have 20 minutes to complete the exam.
4. Be ready to discuss the questions with the class.

SUMMARY AND ADJOURNMENT

Visual 7.14



Notes:

Thank you for attending this course.

This page intentionally left blank.