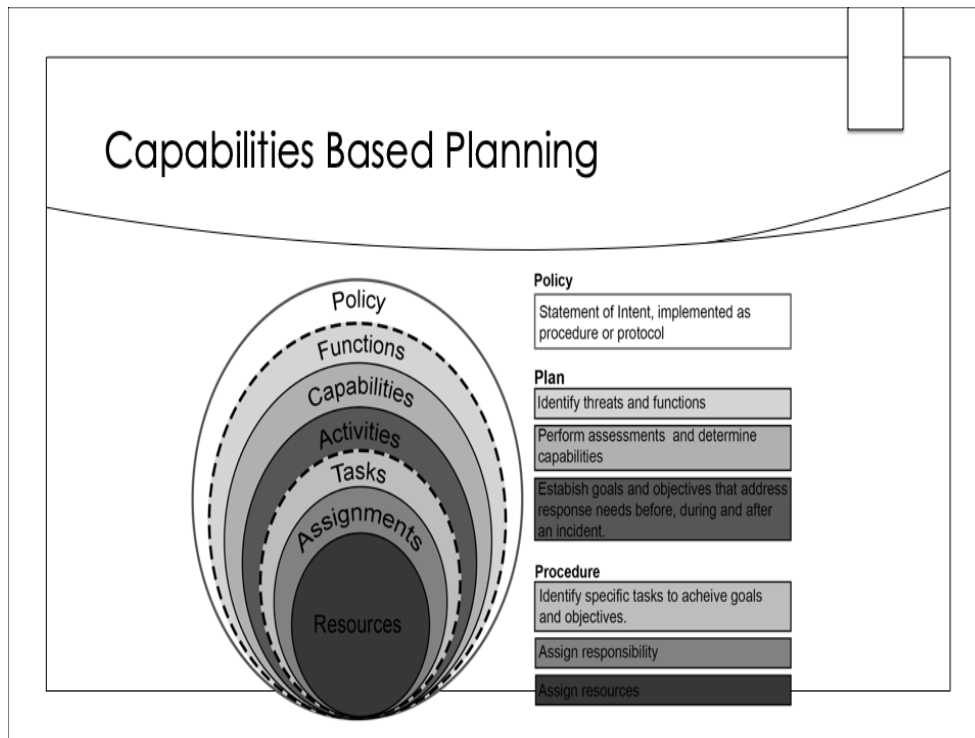


This webinar is Parish Emergency Operations Planning Session 1: Beginning the Basic Plan

October 22, 2018

Welcome

Questions - Chat feature



During our initial workshops, I introduced you to this model for capabilities-based planning. I want to review this briefly because it is important to assuring your plan addresses all-hazards, all people, during all activities at your parish.

We never start our planning process by drafting a list of procedures. If we do this, we may end up with procedures that do not reflect our capabilities, we may miss specific populations of people that we failed to identify, or we may not account for all the various activities that take place at your parish. Remember to start by defining policies, assessing your capabilities, defining who you serve with your plan, then identifying threats and hazards. By establishing a solid understanding of these issues, you will develop a plan that best meets your needs. Your policies should drive your procedures, your procedures do not drive your policy.

Whether you are joining us to develop a brand new plan, to update an existing plan, or to verify whether or not your plan meets the criteria for “high-quality”, you can use the capabilities based planning approach to achieve your outcome.

For those of you with parish schools, I would encourage you to determine what policies overlap with the school plan. You want to make sure that the

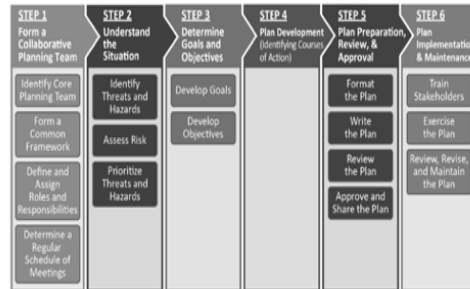
school plan and the parish plan do not conflict. This can happen if there is an expectation that both have availability to the same resources. For example, the students at your school and a large senior citizens program probably could not all occupy the sanctuary at the same time if an evacuation became necessary. If you can determine points of conflicting policies in advance, you can plan around them and integrate policies to support each other into your own plan as you go.

Of course, you should always be prepared to identify new policy areas of conflict as you go. This is normal.

Once we form our teams and determine our policies, we can begin identifying our capabilities and assessing our resources. That is where we will begin with this session.

Assumptions

- Completed Step 1 of the Six Step Planning Process
- Identified a core planning team
- Formed a common framework
 - Downloaded the FEMA Guide to Developing High-Quality Emergency Operations Plans in Houses of Worship
 - Considering ways to integrate the parish plan with school plans.
- Defined roles and responsibilities of team members
- Determined a regular meeting schedule



We will be using the 6 step planning method as discussed in the Guide for Developing High-Quality Emergency Operations Plans in Houses of Worship. I will make a few assumptions as we move forward from here.

In the workshops, we talked about forming collaborative planning teams. I assume you have started that process, or at least started identifying team members

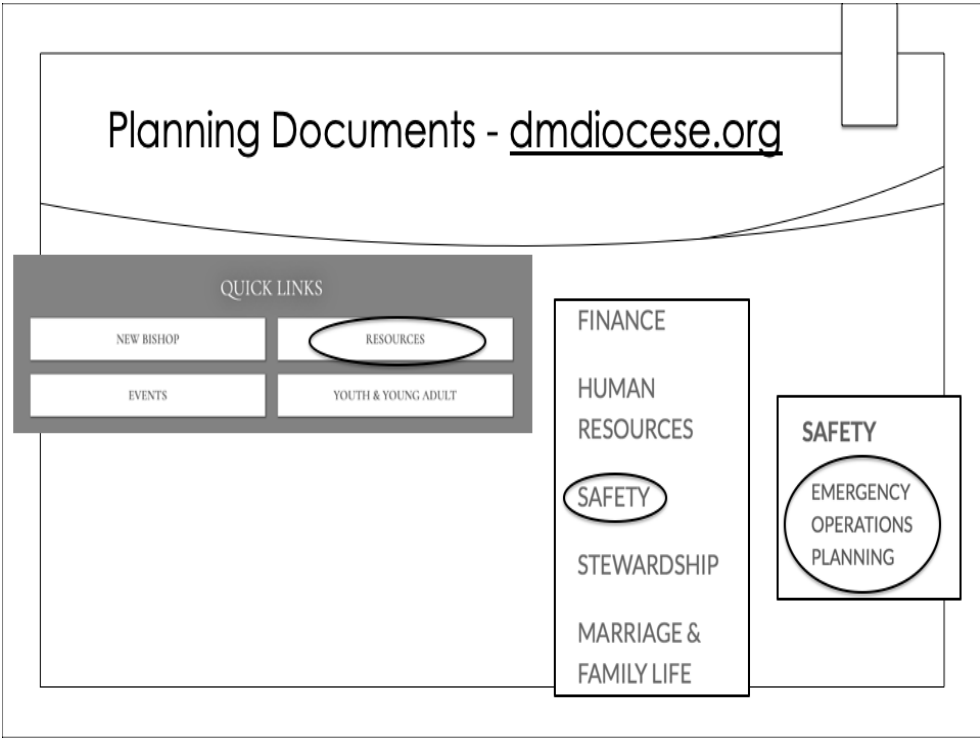
You can begin forming a common framework for planning. During the course of these webinars, we will use the Guide to developing High-Quality Emergency Operations Plans in Houses of Worship as our model. How you implement that model is completely up to you.

For parishes with schools, I will also be encouraging you to standardize as much of your plans as possible with schools. This will help reduce confusion for those who work in multiple buildings and assist your response community as they work to coordinate response efforts.

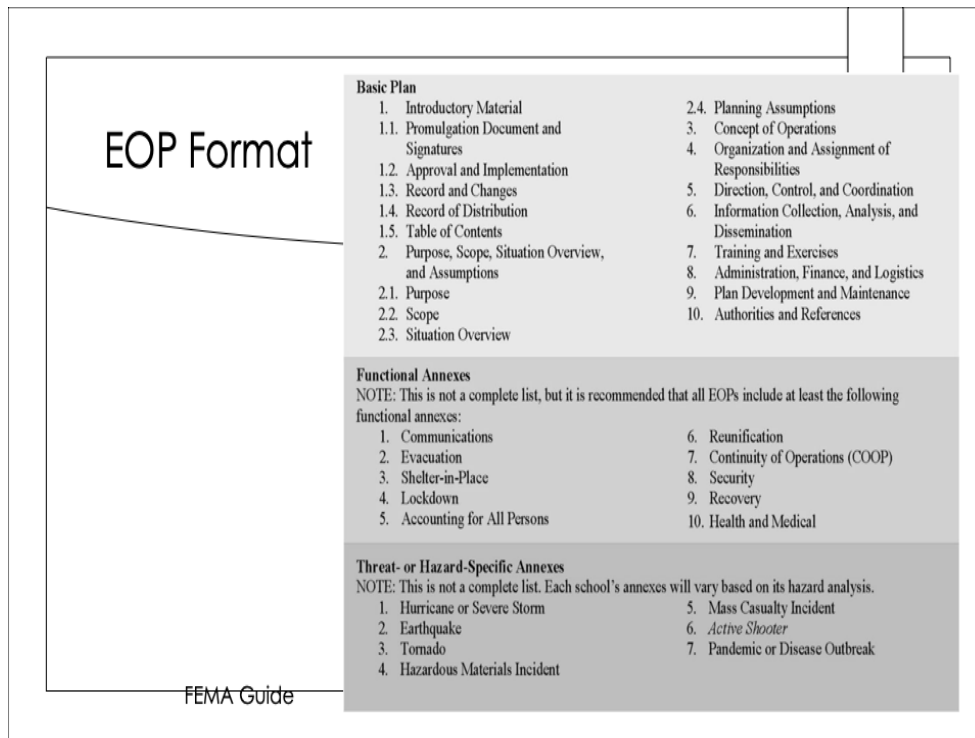
I will make every effort as we move through the process to be as inclusive as I possibly can to whatever framework and method of planning you decide.

You should start identifying the various roles and responsibilities of your team

and agree upon a regular schedule of meetings



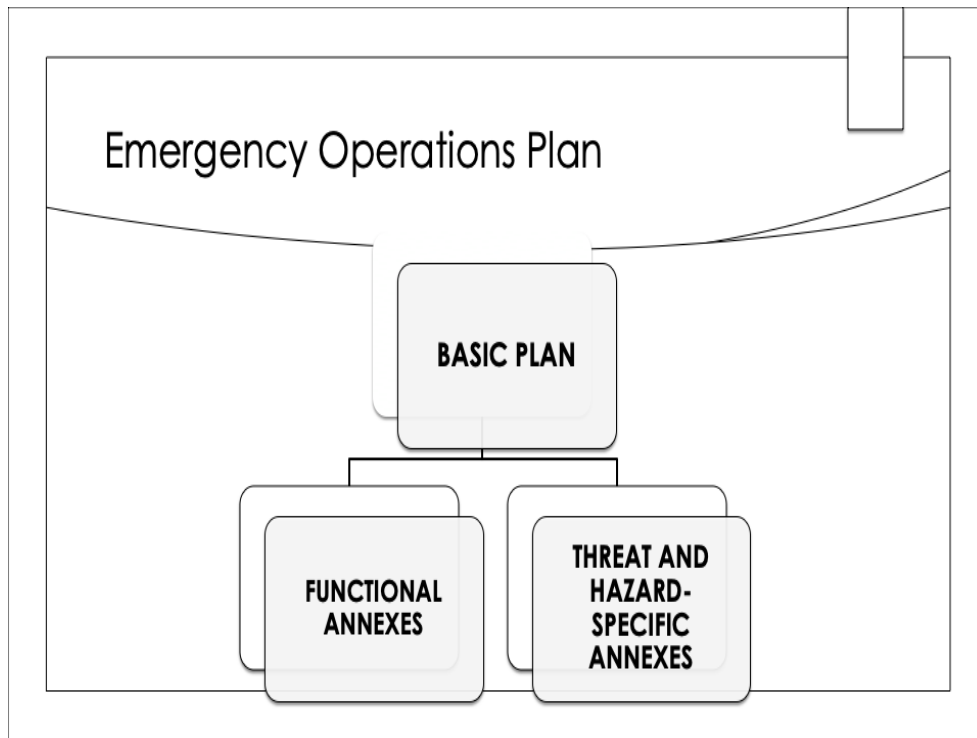
A planning template and a worksheet have been posted on the diocese website to assist you with your planning. Each month, I will provide you with a new section of the template and materials to help you continue through the process. If you have questions or need additional clarification, please feel free to contact me and we can set up additional meeting time.



During the workshops, we discussed the format of the plan you will be updating or developing. This diagram depicts the format for your emergency operations plan. The numbers sections would represent the headings for each section of your plan. The Functional and Threat Annex titles would be specific to your parish, based on your threat assessments. While these headings may be consistent in most plans, the content is specifically designed to meet the needs and capabilities of your parish. Do not let the number is headings intimidate you. The amount of information that is developed on each heading for a church is not too extensive. This same format would be used for a county plan or a large business plan, so you can imagine under some instances the information would be extensive. For our purposes, it should not be too bad.

If you have already developed a plan for your parish, this would be an opportunity to confirm that your plan contains all of the necessary

These headings coincide with the structure outlined in the FEMA Comprehensive Preparedness Guide 101 and represent identified and tested best practice.



An emergency operations plan is made up of three parts. There is a basic plan that defines who the plan serves, provides contact information, identifies who created the plan, and how the disaster is managed. The annexes are very similar to the procedures some of you have already written. The function annexes are procedures that are common to many types of disasters such as evacuation, reunification of families, or your communication plan. These types of activities would be the same no matter what the disaster.

The threat annexes are those actions that would be dependent upon the type of disaster, such as fire, tornado, gas leak, or a hostile intruder.

Before you can write the annexes, you need to develop a basic plan that describes how your parish manages and communicates in an emergency. You also need a clear picture of who your plan serves and the needs of your congregation. Who is in charge? How do you communicate within your parish and with the community? Who has the authority to activate the plan? And who speaks on behalf of the parish with local responders? Who does the plan serve? What resources are available to you in an emergency? What special needs exist within your parish family? These are all important aspects that need to be considered before we can decide what the appropriate actions in an emergency might be.

Introduction to the Basic Plan

- Outlines the features of an EOP.
- Provides an overview of the practice and operations
- Contains 10 key parts:
 1. Introductory Material
 2. Purpose, Scope, Situational Overview and Assumptions
 3. Concept of Operations
 4. Organization and Assignment of Responsibilities
 5. Direction, Control and Coordination
 6. Information Collection and Dissemination
 7. Training and Exercises
 8. Administration, Finance, and Logistics
 9. Plan Development and Maintenance
 10. Authorities and references

We will begin our planning and assessment processes by introducing you to the basic plan format and content.

The Basic Plan contains 10 key parts should on the list. This portion of your plan provides an overview of your planning and response practices and defines operations. In emergency management, we often talk about the importance of understanding the parameters of your responsibilities or “staying in your lane”. This portion of the plan defines your lane and helps identify the curbs. It also helps to establish the boundaries of collaborative relationships with your response partners.

The Basic Plan also assists with understanding the requirements for training and exercising of your plan, how your response capabilities will be administered and tracked, and finally, what legal authorities support the roles and responsibilities you identify.

Session One - Basic Plan Step 1 and 2

1. Introductory Material (Sections 1-3 of template)
 - Cover Page
 - Signature Page
 - Approval and Implementation
 - Record of Changes
 - Record of Distribution
 - Table of Contents
2. Purpose and Situation Overview (Section 4)

In this session, we will begin by completing Sections 1 and 2: development of the introductory material that provides for the historic references and authorities, identifying the purpose for developing this plan, by developing a profile of your parish population, and increasing understanding of the layout of your parish grounds and key features.

Signature Page - Approval

- The signatory page should include those individuals from your parish responsible for developing and approving the plan. These signatures provide a historical record of who participated in overseeing the project for future reference. It also indicates that the authorities in charge in a disaster agree to the policies and processes described in the plan.

Implementation

- This plan provides guidance for response to likely threats and hazards identified by the planning team in an all-hazards approach. Response activities associated with specific threats and hazards are identified in the Annexes.
- This plan has been recognized and approved by the following and is effective **(DATE)**:

This simply tells the reader that this plan applies to all-hazards identified by the planning team during the assessment process. This is not a plan for one specific type of threat or hazard.

Be sure and include the date that the plan became effective. Emergency Operations Plans are fluid and by definition, are never considered “completed”. This is because we may improve and modify our response capabilities every time we exercise our plan. We may also make major changes to our plan following an incident as we review our after action reports and evaluate where our response efforts may improve.

Record of Changes

Change Number	Date of Change	Name	Summary of Change
1	10/2/2018	Justin Tune	Updated phone numbers
2	10/19/2018	Chris P. Bacon	Map redraw depicting new construction
3	10/20/2018	Paige Turner	Modified evacuation annex

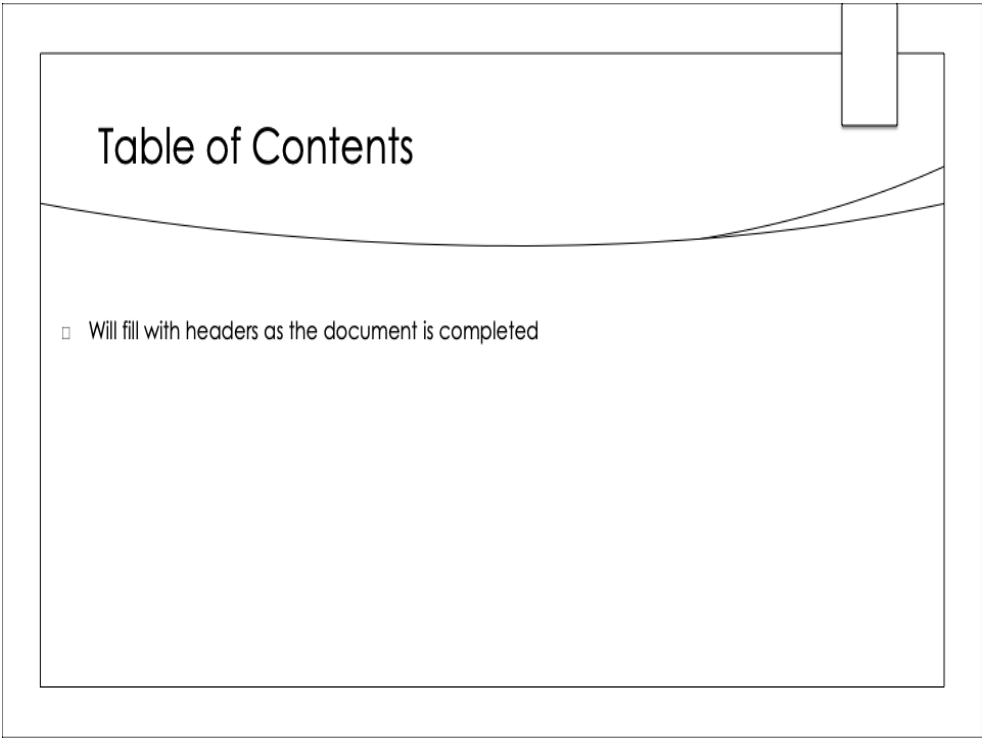
All changes to the plan must be recorded. I recommend a simple table to track a brief summary of each change including the date of the change and who completed the update.

These changes are not arbitrary or unauthorized. They are based on the policy for changes established by the planning team and identified in the Basic Plan. You will see in the template where I have made reference to the policies regarding changes.

Record of Distribution

Title and name of person receiving the plan	Date of delivery	Number of copies delivered

Updated or revised plans must be distributed to relevant parties. A simple table may be used to record the distribution of updated plans to assure that all interested receive copies.



Just leave a space to complete the TOC as you go.

Purpose

- Why are you writing the plan.
- Who does the plan serve?
- How does this plan integrate into other plans (i.e., district plan, county plan, school plan, etc.)

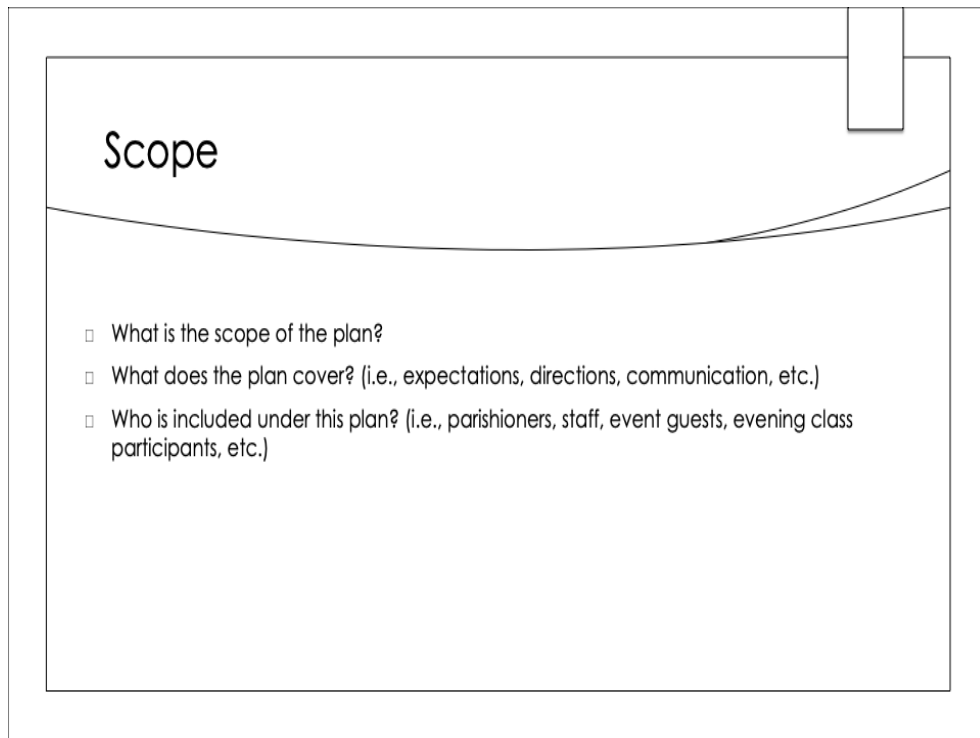
This section provides the reader with a description of what the plan was intended to accomplish.

The purpose of the Emergency Operations Plan (EOP) is to outline the responsibilities and duties of parish staff, volunteers, ushers, or other designated parties in an emergency. The plan educates these individuals and other stakeholders on their roles and responsibilities before, during, and after an incident.

The plan addresses an all-hazards approach to dealing with incidents and is formulated around a capabilities-based model.

There is sample language on the template provided.

If your parish also has a school, it is recommended that as much of the plan as possible be standardized between the parish and the school to reduce confusion for personnel serving both entities and area response agencies.



The Parish Emergency Operations Plan outlines the expectations of faculty, staff, and administrators, defines the roles and responsibilities, identifies direction and control systems, identifies internal and external communications plans, outlines the frequency and types of training, and defines the roles and responsibilities before, during, and after an incident. This plan also includes references and authorities defined by federal, state, and local government mandates and identifies specific threats, hazards, and vulnerabilities.

Situation Overview – Section 4

- Parish population
- Geographic issues
- Physical aspects of the parish
- Social/Cultural issues

It is important to understand who the plan serves and the geographical, physical, or cultural, aspects that may impact the plan or your response capabilities. A worksheet has been provided to assist planning teams with identification of key elements that may impact the plan content and/or be a factor in response to an emergency.

Things to consider might include vicinity to water, railroad tracks, social or cultural issues within the community, age of your building, etc.

Parish Staff – 4.1.1

Population	Amount	Approx Time of day
Pastors		
Support staff		
Custodial/Facilities		

First, the planning team should provide an overview of the population at each parish. This includes both staff and volunteer populations who are regularly present in the building.

You may want to add regular volunteers to this list.

The plan should give an indication of who is present in the building regularly and at what time of day?

Parish Population – 4.1.1

- Language barriers of parishioners
- Economic situations of impacted families. (i.e., transportation, shelter)
- Limited English proficiency
- Blindness or visual disabilities
- Cognitive or emotional disabilities
- Deafness or hearing loss
- Mobility/physical disabilities (permanent or temporary)
- Medically fragile health

The team should identify any characteristics of parishioners that may impact their ability to comply with directions or standard operating procedures. The team should also identify the number of individuals that will need assistance due to limited mobility. The planning team may identify where these individuals needs, but should not list the specific names in the plan.

Security Officers

Number of on-site security officers:

Last Name	First Name	Lead Agency

The team should identify security officers for special events, if needed and known. Provide a list of these individuals and the lead agency each represents.

Building Information – 4.1.2

- Number of Buildings
- Approximate area of the grounds
- Approximate area of the parking lot
- Regular event schedule

The team should provide a detailed description of the parish to first responders in an emergency. This includes a physical description of the property, the daily schedule of mass, and and detailed maps.

If you have a school on the premises, include a map of the school and a bell schedule.

Mapping Activity

- Each parish should develop a map of their campus and each individual building located on the premises
- Use the Session 1 Worksheet provided to identify the location of key elements on each map
- Construct the maps in collaboration with response partners to assure all key elements are included



Every parish should develop a map of their campus and each individual building located on the premises. The maps will be provided to law enforcement offices and fire departments. I have provided you with a suggested list of key elements on the Session 1 Worksheet. You may want to check with these response partners to ensure that the information on the map includes details relevant to their response efforts.

Maps

Maps should be shared with response partners. How they are shared and consumed should be determined in collaboration with those partners. (Fire, LE, EMA, EMS)

Things to consider:

- How will the maps be distributed to the response community?
- How will they be accessed and utilized in an emergency?
- Can they be forwarded via dispatch? (Smart 911?, Shared via CAD? Hard copies?)

Check with local law enforcement and fire departments regarding how they will use these maps in their response efforts. Some counties have computer assisted dispatch that can transfer images of these maps to responders in an emergency. Others may need hard copies of the maps in advance of an emergency, while others appreciate a copy on arrival.

How the maps will be accessed in an emergency may be dependent upon the dispatch center in your county or region.

These maps can be done in CAD or simply drawn on paper, scanned, and uploaded to response partners.

Geographic Issues – 4.1.3

- This section should identify any geographic features in the area that pose an increased threat or may impact response efforts such as proximity to water, power plants, railroad, chemical plants, etc. This should also include information regarding estimated EMS response time.

See slide

You may also want to consider issues of vehicle access to your parish during an emergency. A single road on to the premises may prove problematic at times when traffic is heavy.

Risk Assessment – 4.1.4

- Identify Threats and Hazards
- Assess the Risk Posed by the Identified Threats and Hazards
- Sometimes called the HARA:
 - Hazard Analysis, Risk Assessment

You will want to take some time in the next month to conduct a Hazard Analysis Risk Assessment. This assessment helps determine the actual level of risk associated with a threat by estimating the degree of impact associated with 4 specific criteria.

Risk Assessments – 4.1.4

The criteria used to measure a threat:

- Probability of the emergency/hazard (Likelihood)
- Effect it will have (Magnitude)
- Warning time (or Lack of warning time)
- How long it will last (Duration)

The criteria used in our assessment includes:

- The probability or likelihood that the event will occur
- The magnitude or effect it will have on the parish and community
- The warning time
- And the duration of the impact

Risk Assessment	RISK ASSESSMENT MATRIX						
	Threats and Hazards	Criteria					Sum
		Probability	Magnitude	Warning	Duration	Risk Priority	
	4. Highly likely 3. Likely 2. Possible 1. Unlikely	4. Catastrophic 3. Critical 2. Limited 1. Negligible	4. Minimal 3. 6-12 hrs. 2. 12-24 hrs. 1. 24+ hrs.	4. 12+ hrs. 3. 6-12 hrs. 2. 3-6 hrs. 1. < 3 hrs.	High Medium Low		
	4. Highly likely 3. Likely 2. Possible 1. Unlikely	4. Catastrophic 3. Critical 2. Limited 1. Negligible	4. Minimal 3. 6-12 hrs. 2. 12-24 hrs. 1. 24+ hrs.	4. 12+ hrs. 3. 6-12 hrs. 2. 3-6 hrs. 1. < 3 hrs.	High Medium Low		
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This table for completing the risk assessment is provided in the Session 1 Worksheet.

Risk Assessment Activity

Use the following table to help identify which threats and hazards will be included in the Annex of your plan.

List the threats or hazards relevant to your particular parish in column 1. Work with your County Emergency Manager to assure the threats identified in the county hazard mitigation plan are included.

Apply the estimated numerical value for each listed criterion. The criteria for estimating numerical value is open to interpretation by your team. Just be sure to apply the criteria consistently to each threat.

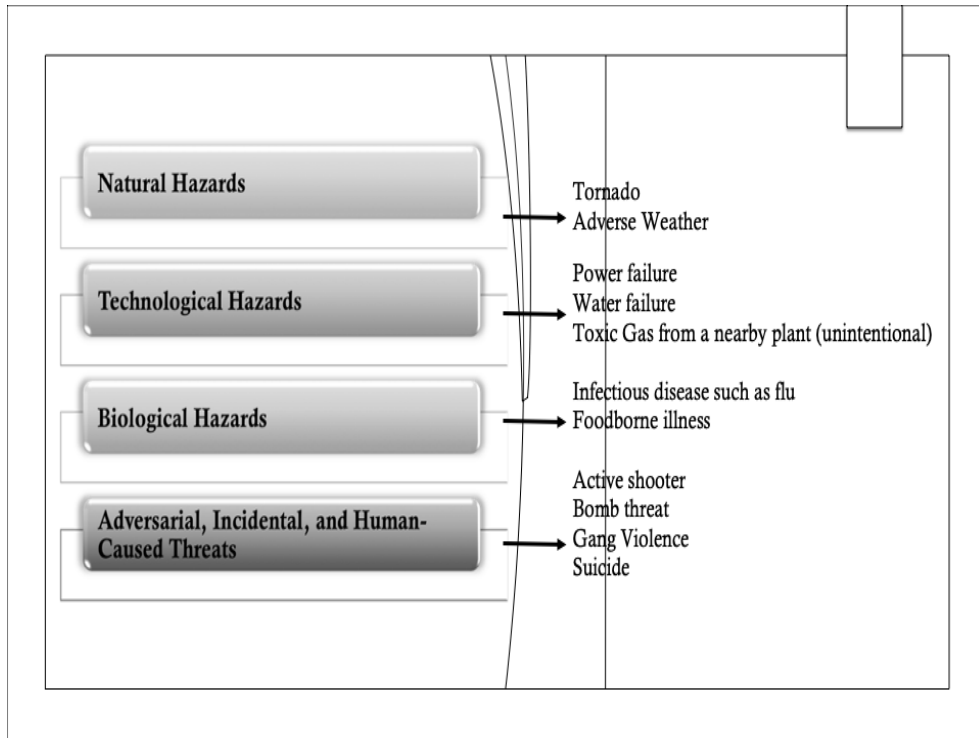
Calculate the total sum of each row. The threats or hazards with the highest numerical value should be identified as “High”. Those with mid-range scores can be considered medium. And those with low scores are of course, low level threats.

Risk Assessments – 4.1.4

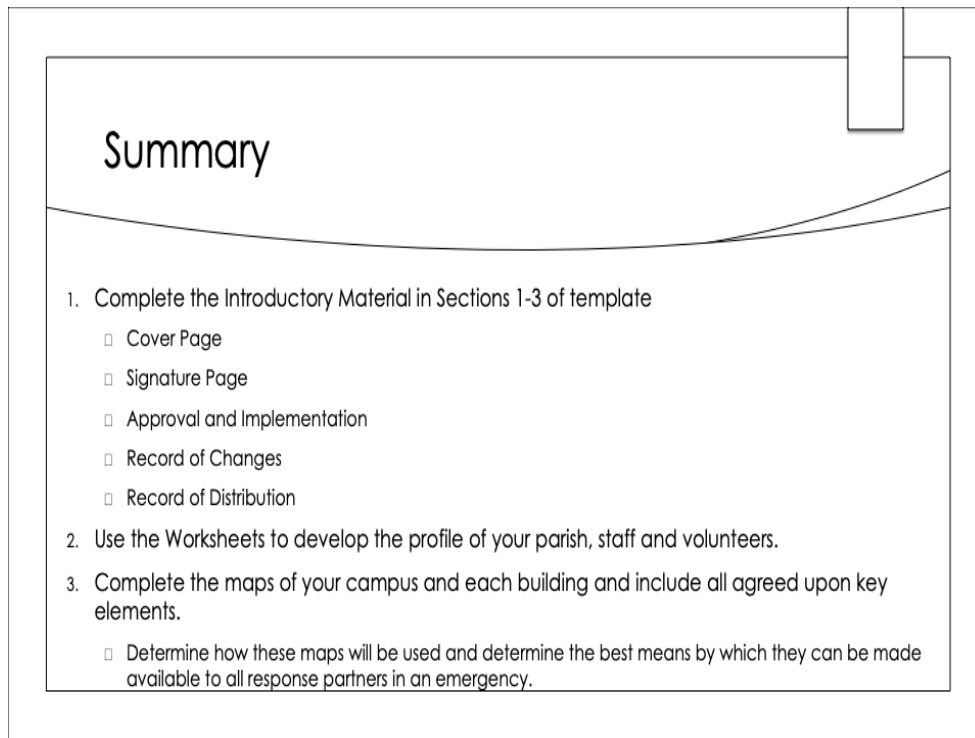
The threats and hazards identified in the risk assessment process will be included in your Threat and Hazard Annexes of your plan.

It is recommended that you also complete an annex for at least one threat or hazard from each of the following categories:

- Natural Hazards
- Technological Hazards
- Biological Hazards
- Adversarial, Incidental, and Human Caused Threats



Completing one of each type of hazard during this planning period will give you experience that can be carried over to all other hazards. I would recommend that you do not start with the human caused threats as you will find these are much more complex than the other incidents. I will be working through each type of hazard when we get to the webinar on developing threat and hazard annexes.



Summary

1. Complete the Introductory Material in Sections 1-3 of template
 - Cover Page
 - Signature Page
 - Approval and Implementation
 - Record of Changes
 - Record of Distribution
2. Use the Worksheets to develop the profile of your parish, staff and volunteers.
3. Complete the maps of your campus and each building and include all agreed upon key elements.
 - Determine how these maps will be used and determine the best means by which they can be made available to all response partners in an emergency.

This concludes Session 1. Your homework this month includes:

1. Completing the Introductory Material in Sections 1-3 of template. This includes:

- Cover Page
- Signature Page
- Approval and Implementation
- Record of Changes
- Record of Distribution

2. Use the Session 1 Worksheets to develop the profile of your parish, staff, volunteers, and resources. These profiles will be important as we determine our courses of action in later planning sessions.

3. Working with law enforcement, fire, and emergency managers, complete the maps of your campus and each building and include all agreed upon key elements.

Determine how these maps will be used and determine the best means by which they can be made available to all response partners in an emergency.

Upcoming Session Two

November 21, 2018 - 2:00pm

- Planning Assumptions
- Concept of Operations
- Roles and Responsibilities

Look for the next section of the template and materials on the Diocese website

Question and Technical Support

- To request technical support for your team via Zoom
 - Jane Colavecchi
 - jane@ihcassociates.com
 - 515-491-6088

To request a Zoom meeting for additional technical support, contact Jane Colavecchi.