



Parish Emergency Operations Planning

SESSION TWO: THE BASIC PLAN

CONCEPT OF OPERATIONS, ROLES AND RESPONSIBILITIES,
DIRECTION, CONTROL AND COORDINATION

Welcome to Session Two of the Diocese Emergency Operations Planning Series.

In this session, we will continue with development of the Basic Plan by covering the Concept of Operations, and Roles and Responsibilities, and Direction, Control and Coordination sections

Basic Plan – Session One Review

- ▶ 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
Concept of Operations
 3. Organization and Assignment of
Responsibilities
 4. Direction, Control and Coordination
 5. Information Collection and
Dissemination
 6. Training and Exercises
 7. Administration, Finance, and Logistics
 8. Plan Development and Maintenance
 9. Authorities and references

In Session One, we introduced you to the 10 key parts of the Basic Plan and focused on completion of items 1 and 2. Section 1 included the Introductory Material (Cover Page, Signature Page, Approval and Implementation, Record of Changes, and Record of Distribution.). And Part 2, Purpose, Scope and Situation Overview.

We defined the Purpose of the plan and developed the Scope to define our expectations and determine who is included in our plan.

We suggested you develop a better understanding of parishioners and staff to help understand who your plan will serve and do an overview assessment of the portion of your population who may have special needs or access issues.

We also suggested that you develop maps of your parish and each building to include agreed upon key elements important to first responders in an emergency.

A sample template and worksheet for completion of this portion of your Basic Plan was provided on the Diocese website

Session 2

- ▶ Introductory Material
- ▶ Purpose, Scope, Situational Overview and Assumptions
- ▶ Concept of Operations
- ▶ Organization and Assignment of Responsibilities
- ▶ Direction, Control and Coordination
- ▶ Information Collection and Dissemination
- ▶ Training and Exercises
- ▶ Administration, Finance, and Logistics
- ▶ Plan Development and Maintenance
- ▶ Authorities and references

For this Session, we will be completing the Concept of Operations, identifying your organizational structure in an emergency, and assigning roles and responsibilities. We will also look at how you manage direction, control and coordination in an emergency by gaining understanding of how we collaborate with our community of first responders.

This is sections 5, 6, 7, and 8 of your planning template

Concept of Operations

The information provided in this section is designed to give an overall picture of incident management in an emergency. We start by identifying those with authority to activate the plan (e.g., parish priest, emergency management lead, etc.). Be sure and create some depth to your plan in the event team members are out of the building when an emergency occurs.

The Concept of Operations section includes:

- ▶ Authority
- ▶ Key Areas of Emergency Management
- ▶ Incident Management
- ▶ Communication

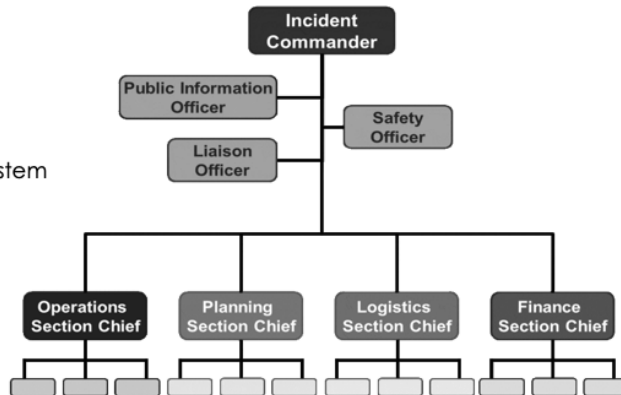
The information provided in the Concept of Operations section is designed to give an overall picture of incident management and explain the approach to response in an emergency. We start by identifying those with authority to activate the plan (e.g., parish priest, designees.). Be sure and create some depth to your plan in the event key leadership is out of the building when an emergency occurs.

Be realistic about the depth of your staff. Do not assign individuals to positions who cannot or will not fulfill the roles and responsibilities.

Incident Command System - ICS

Basic Incident Command Structure

Introduction to the Incident Command System
ICS – 100
training.fema.gov

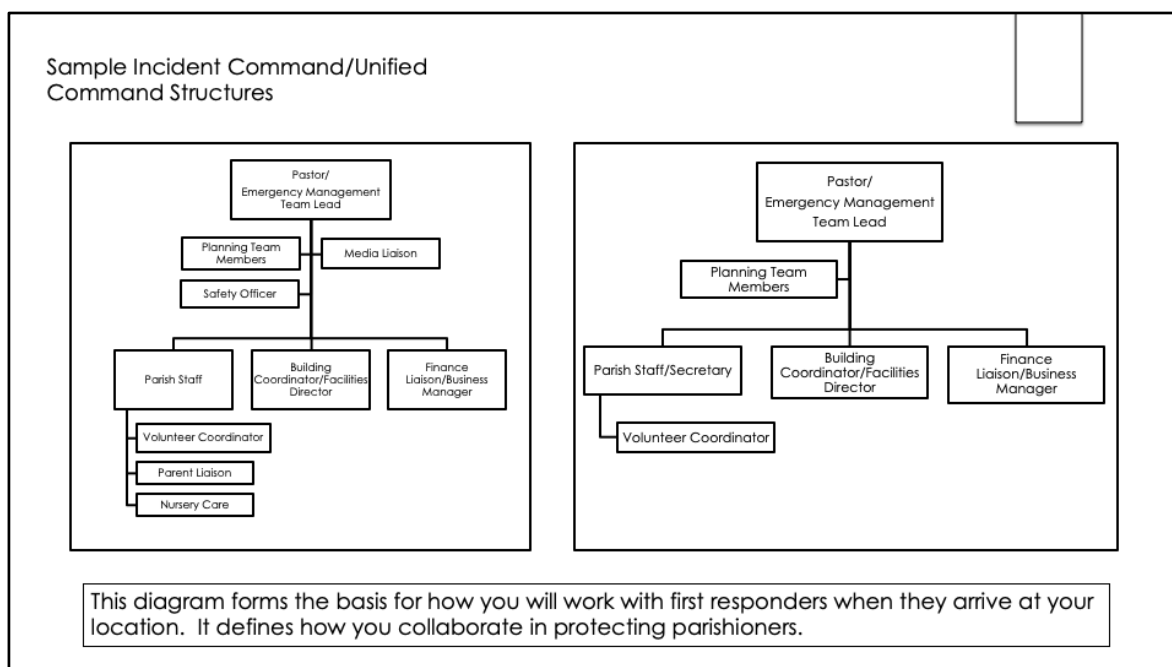


I recommend that parish staff or volunteers involved in planning and response efforts have a basic understanding of the Incident Command System. It is not anticipated that a parish will designate individuals to fill all of the positions within this structure and an emergency, they may not serve in any aspect of incident command; however, it is helpful to understand this system as you complete your planning efforts and extremely helpful to understanding the command structure your first responders employ when they arrive on scene. It will help you gain an understanding of how your larger emergency or disaster is being managed.

You may be asked by first responders to provide a position to the command center under Unified Command. You should identify an individual to fulfill this role in the event this request is made.

You will find Incident Command System training ICS-100 at training.fema.gov.

This is a 2-hour course. If you choose, you can take the final exam at the end and print your FEMA certificate, but this is not required.



This diagram is a typical parish incident management structure and not necessarily reflective of a traditional ICS structure. In most parishes, there is a very limited ability to establish a formal ICS structure because of limited staff and volunteers.

The criteria for determining what positions are filled in an emergency can be dependent upon:

1. The magnitude of the event
2. First responders
3. Available staff
4. Available resources

This diagram forms the basis for how you will work with first responders when they arrive at your location. This defines how you collaborate in protecting parishioners and staff and assuring for their safety. Remember, you can only manage what you can control. If you have limited staff, fill the critical positions only and allow first responders to manage the response upon arrival. Realize you may only need to manage the situation until they arrive.

How the positions of the Incident Command System are filled depends on the magnitude of the emergency. How the positions are filled (or not filled) is unique to every parish.

Concept of Operations

Authority

Who has the authority to activate the plan?

- ▶ Anyone can call 911, but not everyone can activate the plan.
 - ▶ Be sure and designate more than one position with this authority in case they are not present when the emergency occurs.
- ▶ For incidents that will be managed at your parish, determine a location that will serve to support operations. Note... for more serious emergencies this location may be determined by first responders.

The Authority Section of the Concept of Operations tells us who can activate the EOP.

Anyone can call 911, but not everyone can activate the plan. Activation of the plan sets into motion a set of policies and procedures that utilizes a variety of resources. Therefore, activation of the plan should be done by someone with the authority (or at least the designated authority in an emergency) to release the use of these resources.

You can determine a location that will serve to support operations and assigned tasks based on the available staff. In Session 1, we considered the resources and staff on site that would be available in an emergency. Use that list to determine what positions can be filled and who might fill them. Be realistic in identifying what you can manage given the resources you have.

More serious emergencies will incorporate Unified Command and the Command Post will most likely be determined by first responders. In the case of a large-scale disaster or human caused incident, you can expect fire personnel or law enforcement to immediately take command of the incident. You may be expected to manage what you can for the few minutes it takes these responders to arrive.

Concept of Operations

Key Areas of Emergency Management

- This section recognizes that you are including Prevention, Preparedness, Mitigation, Response, and Recovery activities in your plan.



Key Areas of Emergency Management

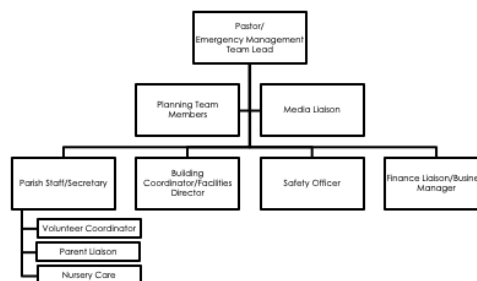
This section simply recognizes that you are including Prevention, Preparedness, Mitigation, Response, and Recovery activities in your plan.

Do not forget to incorporate prevention into your planning. This assures that the plan is used regularly and that your parish either significantly reduces the probability of an event occurring, or potentially reduces the impact of an unpreventable event.

Concept of Operations

Incident Management

- How the parish structures the incident management team and how that team is reflected is solely at the discretion of the planning team. Be sure the structure represents your actual capabilities.
- In Session 1 you created a profile of your parish population, including volunteers and staff. Use this information to determine what human resources you have to staff an incident management structure.



The structure of the incident management team is based on multiple variables such as the scale of the emergency or disaster, the size of the parish, available personnel, resource needs, and coordination with local first responders. How the parish structures their incident management team is solely at the discretion of the planning team. Be sure your incident management structure represents your actual capabilities. If you only have two people that manage an incident, then only have two positions on your diagram. It's not important that you represent a lot of people in your incident management structure. It is important that you represent your capabilities accurately.

In Session 1 you created a profile of your parish population, including volunteers and staff. Use this information to determine what human resources you have to staff an incident command structure.

Be sure and develop a management structure that will apply to a variety of emergency scenarios and be scaled up or down depending on the scope of the emergency. Consider that you may actually need more people in a minor emergency than in a large-scale disaster as the larger disaster will be under the management of first responders.

Concept of Operations

Communications

- ▶ The key components of a communication plan may be added here. The details of communication plan would be included in the Functional Annex. The communication annex would reflect the resources and capacity of the parish and include internal communication to parishioners, communication with the media, and notification to public.
- ▶ A reference may also be made to any pre-drafted messages developed in response to the threat annexes included in this plan.

We will complete the Communication section when we receive the Diocese Communication Plan. The details of the Communication Annex will be completed when we get to the webinar on Functional Annexes.

For now, this section can be left blank pending the development of Diocese-wide policies and sample messages for addressing media questions in large-scale emergencies.

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Roles and Responsibilities

The basic plan includes a list of possible tasks to be performed, by position, without all of the procedural details.

- ▶ The staff and volunteers available to fill the roles in emergency response will vary by parish. Do the best you can to fulfill critical roles.
- ▶ The plan should reflect your actual capabilities

The basic plan includes a list of possible tasks to be performed, by position, without all of the procedural details.

The template for this month includes a list of numerous possible positions and sample language for each. Your parish will be completely unique in this regard, but I hope the information I have compiled will help paint a picture of the level of detail and information you should include in this section. Notice the responsibilities do not include the specific procedures for carrying out the role. This would be developed later in your Standard Operating Procedures and is not required at this level of planning.

The idea here is to reflect your actual available staff and/or volunteers and think realistically about what each position can manage. Recall that you identified who was available in the template for Session 1 that you completed last month. Be sure not to overload one position. If you have more responsibilities than you have roles, you have to make a decision at which responsibilities are most critical. You also created a profile of your parish and who your plan would serve. Think about what the needs of your parish are as you developing a listing of critical responsibilities.

Later, we will work to develop procedures that represent the roles and responsibilities you identify in this section. For example, we might want to put together a guide for ushers outlining their roles and responsibilities in a disaster and the specific procedures for carrying out those tasks that fulfill those responsibilities. That level will be completed later after we complete our threat and functional annexes.

Roles

- ▶ Pastor
- ▶ Emergency Management Team Lead
- ▶ Planning Team/Crisis Response Team
- ▶ Parish Administrative Staff
- ▶ Building Coordinator/Facilities Director/Custodial Staff
- ▶ Safety Officer
- ▶ Finance Liaison/Business Manager
- ▶ Volunteer Coordinator
- ▶ Parent Liaison
- ▶ Nursery Care
- ▶ Media Liaison

This is a list of the sample roles I identified in the template. Your list should reflect the list you identified in completion of the template from Session 1. Of course, your list and job titles will be specific to your parish. Start with that list when deciding who is available on your response team.

Large parishes may have separate planning and crisis response teams. Small parishes may have a very small number of individuals able to fulfill roles. Don't worry about the size of your response team. Just make sure you accurately reflect who is available in your plan.

Responsibilities

Sample Emergency Management Team Lead (Incident Coordinator)

- ▶ Serves as Incident Coordinator
- ▶ Briefs the Pastor on incident specifics and response operations.
- ▶ Immediately identifies themselves as the emergency management team lead to the appropriate public safety personnel responding to the incident.
- ▶ Remains in close proximity to the incident location (at the facility or as close as possible).
- ▶ Ensures that necessary notifications are made.
- ▶ Acts as a liaison between the parish staff, pastor and first responders.
- ▶ Ensures that all team members are assigned duties and understand all emergency procedures.
- ▶ Works with emergency response team members to evaluate the emergency.
- ▶ Ensures proper emergency communication.
- ▶ Delegates needed emergency actions.

For this section of the plan, you need only list the responsibilities assigned to each position, not the procedures for carrying out each. Make sure you are realistic and actually assigning responsibilities to items you can control within a timeframe consistent with the length of the disaster.

I have provided a list of roles and responsibilities in the template and you are welcome to use this lists and modify them to meet your staff and needs.

Carefully consider the role of pastor in your emergency planning. In a disaster impacting the lives of parishioners, your pastor will be carrying out pastoral duties with families and victims, not managing the incident. Make sure you plan accordingly.

Summary

1. Complete Incident Command Training at www.training.fema.gov

- ▶ ISC 100 - Introduction to Incident Command

1. Identify the roles and responsibilities of staff and volunteers

That concludes the description of your planning for this month. Just to summarize what we covered today and what you will be completing before Session 3:

1. Complete Incident Command Training at www.training.fema.gov

While you may not be fully staffing an incident command structure on your own, it will be very helpful to increase your understanding of ICS when collaboratively responding to an emergency with your local first responders

3. Determine the Incident Management structure at your parish and consider how this structure will be scaled up or down in minor emergencies to major disasters. Remember to be realistic in your expectations and focus on a structure that accurately depicts your capabilities.

4. Identify the roles and responsibilities of staff and/or volunteers. Again, be realistic and stay within your capabilities.

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Des Moines Diocese

dm-diocese.org > Resources > Safety > Emergency Operations Planning

Department of Education Website

educateiowa.gov A-Z Index: Emergency Operations Planning

If you have questions or need additional information, you can contact the number or email address on your screen. I will also be happy to set up any additional time you might need to assist you with your planning efforts via this Zoom meeting website.

Remember... A recording of this session and all of the session templates are provided in the Diocese website at dm-diocese.org.

I have also included the Iowa Department of Education website for parishes with schools as a reminder of the resources available for school emergency operations planning.

You will find all of the session recordings and templates on the website