**Emergency Operations Planning Template**

**Session 2**

Concept of Operations

Roles and Responsibilities

Direction, Control and Coordination

V1.0

**About This Template**

This template was developed using the FEMA Guide for Developing High Quality Emergency Operations Plans for Places of Worship and is consistent with the planning principles outlined in the US Department of Homeland Security Comprehensive Preparedness Guide 101*.* The intention of this template is not to simply have parishes insert information into the designated spaces. Instead, it is designed to provide guidance for planning teams as they develop language for their own emergency operations plan. The planning team is free to use the sample text provided when it is consistent with policies and procedures; however, all of the content provided should be carefully reviewed by the team and consensus reached regarding the appropriate usage.

The sections of the template in *italics* provide further instructions and sample language for consideration in drafting the plan. These instructions should not be included in the final planning document.

# Concept of Operations

*The information provided in this section is designed to give an overall picture of incident management and explain the overall approach to an emergency. We start by identifying those with authority to activate the plan (e.g., pastor, safety coordinator, lead usher, etc.). Be sure and create some depth to your plan in the event leaders or administrators are out of the building when an emergency occurs.*

**(PARISH NAME)** personnel will most likely be first on the scene in an emergency. Staff is expected to take charge and manage the incident until it is resolved or an emergency response agency with legal authority assumes responsibility.

*It is important to have a basic understanding of estimated response time for fire, law enforcement or EMS. Initial response efforts may be dependent upon how long it takes first responders to arrive on scene. This may be a matter of a few minutes, or longer in some parts of rural Iowa. In a major community-wide disaster when emergency response resources are limited, this could be an extended period of time. Each parish should identify the realistic depth and breathe of their response capabilities and reflect that in this section of the plan.*

This plan considers the programmatic and communication needs of children, the elderly, and individuals with disabilities and others with access and functional needs.

Priorities for leadership include:

1. Protect and save lives, and protect health and safety of parishioners, staff, visitors, responders, and recovery workers.
2. Protect property and mitigate damage and impact to individuals, the community, and the environment.

This EOP is designed to provide guidance and coordination to minor incidents and major emergencies or disasters. For the purpose of this plan, we define incidents, emergency, and disaster as:

**Incident** - An incident is a situation that is limited in scope and potential effects.

**Emergency** - An emergency is a situation that is larger in scope and more severe in terms of actual or potential effects than an incident.

**Disaster** -A disaster involves the occurrence or threat of significant casualties and/or widespread property damage that is beyond the capability of the local government to handle with available local resources.

## Key Areas of Emergency Planning

In the event of an incident **(PARISH NAME),** will adhere to the key areas of emergency planning and incident management, which include:

**Before**

* **Prevention** – Consists of actions that reduce the risks from human-caused incidents or reduce the impact of naturally occurring events. Every effort has been made to include prevention strategies in the Threat Annexes of this plan.
* **Preparedness** – Preparedness activities serve to develop the response capabilities needed in the event an emergency should arise. Planning and training are among the activities conducted under this phase.

**During**

* **Mitigation** – Mitigation activities are those which eliminate or reduce the severity of a disaster. This includes long-term activities, which lessen the undesirable effects of unavoidable hazards.
* **Response** – Response is the actual provision of emergency services during a crisis. These activities help to reduce casualties and damage, and speed recovery. Response activities include management of resources, evacuation, rescue, and other similar operations.

**After**

* **Recovery** – Recovery is both a short-term and long-term process. Short-term operations seek to restore vital services and provide for the basic needs of the parish and surrounding community. Long-term recovery focuses on restoring the parish to its normal pre-disaster, or an improved, state of affairs.

# Communications

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

*The key components of a communication plan will be added here. Details of communication plan would be included in the Functional Annex. The communication annex will reflect the resources and capacity of the parish and include internal communication to parishioners, communication with the media, and notification to public. We will complete those details when we get to the webinar on Functional Annexes.*

# Roles and Responsibilities

*The basic plan includes a list of possible tasks to be performed, by position and organization, without all of the procedural details. The list of roles will be different for every parish, so I have provided a sample list with descriptions. Make sure your list includes staffing for both regular business hours and evening/special events. If volunteers are responsible for evening parish-related activities, they should receive some basic training/information on the information included in this plan.*

*When two or more organizations perform the same kind of task, one should be given primary responsibility, with the other(s) providing a supporting role. Shared general responsibilities should not be neglected.*

This section will cover the different team and individual roles of the various players involved in response to an emergency. Responsibilities carried out within this EOP will be based on the situation and personnel. A smaller, more internalized emergency will most likely be handled by the leadership team and regular staff members (paid or volunteer). While a larger event necessitating the need for coordination with external stakeholders will most likely require the *Emergency Management Team Leader* to coordinate with local responders.

**Pastor**

While anyone can call 911, the Pastor (or *designee*) is responsible for activation of the EOP, including all necessary procedures to ensure the protection of life and/or property. This activation approves the use of church resources and under some conditions, may involve financial commitments related to response efforts.

The emergency response team activated under this plan consists of:

* Pastor
* Emergency Management Team Leader
* Planning Team Members
* Parish Staff (parish secretary, volunteer coordinator, ushers, etc.)
* Building Coordinator (custodian/facilities director)
* Safety Officer
* Finance Liaison
* Volunteer Coordinator
* Parent Liaison
* Nursery Care

*In an emergency or disaster involving injury or death, the pastor will be performing pastoral duties with families and others. For these instances, the planning team should designate an Emergency Management Team Leader with the authority to activate the plan and provide access to needed resources.*

## 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.
* Coordinates with all response participants including local fire, police, medical response personnel, etc., as needed.
* 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.
* If requested, is prepared to assist county or city emergency responders involved to aid in crowd control and building evacuation.

## Planning Team/Crisis Management Team

The parish safety/planning team is responsible for:

* Development of this emergency operations plan.
* Training a small group of staff, volunteers, and/or house of worship leaders in basic emergency actions.
* Keeping parishioners and volunteers informed of emergency plans and revisions.
* Assigning roles of the emergency management team.
* Utilizing present communication capabilities and integrating future capabilities into the emergency plan.
* Identifying a specific place evacuation location on campus/off campus for congregants and visitors required to leave the building.
* Executing periodic safety checks.
* Designating someone to assist with identifying the injured and the fatalities if requested by first responders.
* Designating sufficient personnel to handle phones.
* Developing a strategy for post-crisis orientation for staff and congregation. The post-crisis orientation will allow staff and congregation to receive information on what occurred during the event and any follow-up services or resources.
* Convening the emergency management team consisting of the individuals who will be leaders in an emergency.
* Reviewing plans and assessing gaps or the need for updates.
* Making notifications to the community about cancellation and re-start of services in the parish.
* Conducting drills and making emergency operations plan revisions based on drills.
* Annual review and updates to parish emergency operations plans.
* Help to ensure that adequate resources are available to support prevention and mitigation efforts.
* Promote preparedness and mitigation efforts among parishioners

## Parish Staff

The staff at (PARISH NAME) consists of [*list out the different types of staff-paid staff, volunteer coordinators, ushers, deacons, etc. This is from information compiled in Section 1 of the planning template*]. Staff participation during a day-to-day emergency response will be coordinated through the *(Pastor/Lead*). Staff will be responsible for:

* Participating in the development of the EOP and being familiar with all aspects of the plan.
* Executing duties as outlined in the EOP.
* Answer phones and assist in receiving and providing consistent information to callers.
* Keeping the *planning team lead* informed of day-to-day emergency incidents.
* Being familiar with all avenues of exit at each building.
* If exiting a classroom or building, securing the room and assuring everyone has been evacuated.
* Execute assignments as directed by the **Crisis Management Team**.
* Provide assistance to the Parish Priest.
* Monitor radio emergency broadcasts.
* Assist with health incidents as needed. (i.e., acting as messenger, etc.)
* Provide for the safety of essential records and documents.
* Accounting for all congregants under their supervision during the crisis. Reporting to the *(Pastor/Lead)* any missing or injured members.
* Following a prearranged plan of transportation and supervision to appropriate shelters.

## Building Coordinator (Facility Coordinator)

* Know the floor plans of each building and the emergency evacuation procedures for any emergency – medical, fire, tornado, etc.
* Mitigate any hazards present at all entries and exits including unstable walkways or obstructions.
* Control main shutoff valves for gas, water, and electricity and ensure that no hazard results from broken or downed lines.
* Survey and report building damage to the Emergency Management Team Lead. Provide damage control as needed.
* Provides status reports and briefings to the emergency management team lead.
* Coordinates with the emergency management team lead and the local emergency agency/agencies on evacuations and other emergency actions.
  + - * Serves as a lead on emergency planning activities and works closely with the emergency management team lead on emergency response coordination.
        + Participates in trainings with the emergency management team and parish staff.
        + Communicates ongoing and evolving emergency response plans.
        + Assist in the conservation, use, and disbursement of supplies and equipment.

**Safety Officer**

*The role of the Safety Officer is to reduce the potential for slips, trips and falls during an emergency. This individual identifies any physical hazards that could harm parishioners during sheltering, evacuation, or reunification and coordinates with other team members as needed.*

* + - * Building evacuations – responsible for reporting to the incident coordinator that their assigned section has been cleared during an evacuation.
      * Helps to implement and announce lock down/shelter in place procedures
      * Performs other intervention procedures as the situation dictates to improve safety and reduce accidents
      * Works in coordination with the building maintenance/trustees to minimize hazards.
      * Coordinates with emergency management team lead and other team members as deemed appropriate.

## Finance Liaison (or Business Manager)

*It is important to track expenditures during an emergency for possible reimbursement by insurance agencies or by government entities in the event of a gubernatorial or presidential declaration of emergency.*

* Tracks resources that may be needed to help parish and/or congregants respond and recover from the event
* Tracks the source (who the resource came from) and use of resources (who used/are using the resources)
* Acquires ownership of resources
* Compensates the owners of private property used by the parish
* Maintains recording keeping for possible reimbursement by insurance agencies or a government entity.

## Volunteer Coordinator (Ushers & Medical Volunteers)

* Oversees the training of volunteer staff on all aspects of preparedness and response before, during and after an emergency event.
* Maintains contact information and schedules for programs and events.
* Oversees training of Ushers on emergency roles and responsibilities.

## Parent Liaison

* Serves as a liaison between parents and the parish staff.
* Coordinates response to parents who may arrive at the parish with inquiries about the incident and the well-being of the children involved.
* Advises parents of the situation and advises them whether their child was involved in the emergency.
* After the emergency has been cleared, assists those who wish to take their child home.

## Nursery Care

Nursery Staff shall be responsible for the supervision children and shall remain with children until directed otherwise.

* Supervise children under their charge.
* Take steps to ensure the safety of children, staff, and other individuals in the implementation of incident management protocols.
* Direct or move children in their charge to inside or outside assembly areas, in accordance with signals, warning, written notification, or intercom orders according to established incident management procedures.
* Give appropriate action commands during an incident.
* Take attendance when children relocate to an outside or inside assembly area or evacuate to another location.
* Immediately report missing children to the Incident Commander
* Obtain first aid services for injured children from a person trained in first aid. Arrange for first aid for those unable to be moved.
* Render first aid if necessary. Nursery staff should be trained and certified in first aid and CPR.

## Media Liaison (or coordination team)

* Works with the Diocese to develop strategies for addressing media inquiries.
* Adheres to the policies and procedures outlined in the Diocese communications plan.
* Meets the media and communicates a consistent message to be delivered to the community.
* Coordinates and advises on the preparation of news statement and arranges interviews.

# Direction, Control, and Coordination

This section describes the framework for all direction, control and coordination activities. It explains the chain of command and coordination of the incident and which staff or volunteers are responsible for supporting the response. This section:

1. Describes the chain of command used by **(PARISH NAME).**
2. Describes the relationship between the parish plan and the broader community’s emergency management system.

*A simple diagram may be sufficient to describing the framework for coordination of response activities. You may wish to include who has control of equipment, resources, and supplies needed to support the plan.*

**Parish Incident Command Structure**