

DEVELOP THE PLAN

Purpose

The purpose of this module is to review emergency plan components and orient you to a process for developing the emergency plan. Once the plan is created, follow up actions are also addressed. You will walk through an emergency plan template as components are reviewed.

Concepts are reinforced in this step to help ensure application to your business by:

- Reviewing sections of an emergency plan template and identifying resources that will help you in completing an emergency plan for your business.
- Demonstrating an understanding of Step 3 by responding to questions posed at critical decision points in a case study on emergency planning.

Objectives

After completing this module, you will be able to:

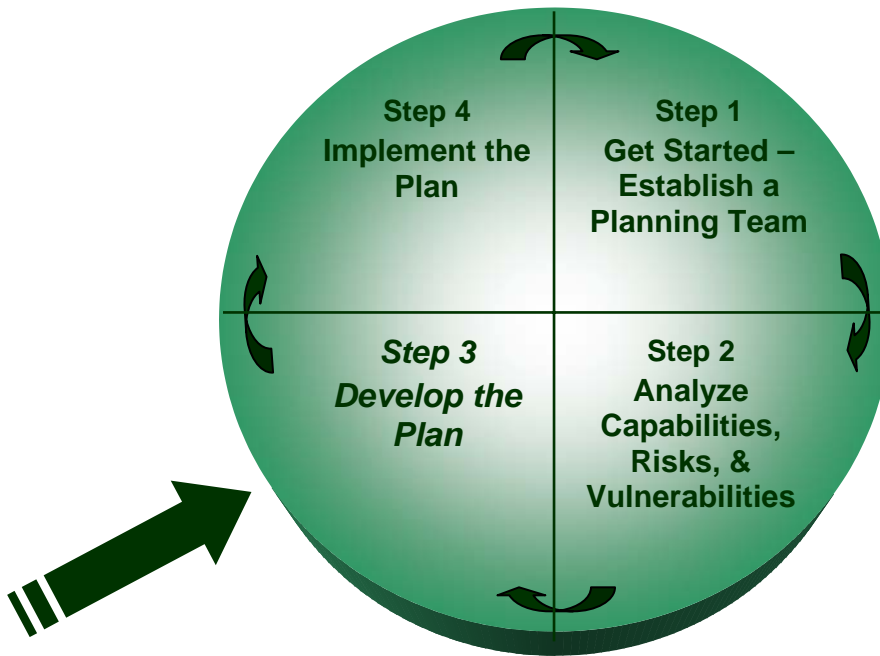
- Recognize major components of an emergency plan and the points that should be addressed in each component:
 - Executive summary
 - Emergency management elements
 - Emergency response procedures
 - Support documents

Objectives (continued)

- Recognize major development and follow-up tasks for creating an emergency plan:
 - Identify challenges and prioritize activities.
 - Write the plan.
 - Establish a training schedule.
 - Coordinate with outside organizations.
 - Maintain contact with corporate offices.
 - Review, conduct training, and revise.
 - Seek final approval.
 - Distribute the plan.
- Identify resources that will help you in completing sections of an emergency plan.
- Demonstrate an understanding of Step 3 by responding to questions posed at critical decision points in a case study on emergency planning.
- Identify 2 actions related to Step 3 to implement at your workplace, as well as potential barriers to these actions and how to overcome these barriers.

Develop the Plan: Basic Components of the Emergency Plan

Once your preliminary work is done in the emergency planning process, you are now ready to develop the plan for your business in Step 3 – Develop the Plan.



On the following page, review the primary components of an emergency plan in the chart that are explored in greater detail in this module. These components are identified in the Emergency Management Guide for Business and Industry – A Step-by-Step Approach to emergency Planning, Response and Recovery for Companies of All Sizes, FEMA 141/October 1993.

- Executive Summary
- Emergency Management Elements
- Emergency Response Procedures
- Support Documents

While components may vary from plan to plan, those listed in the chart are generally accepted as basic components required in a comprehensive plan. Note that some components have been discussed in previous modules based on how the overall planning process should be implemented.

Basic Components of the Emergency Plan (continued)

Major Sections of the Plan	Components (At-a-Glance)
Executive Summary	<ul style="list-style-type: none"> <input type="checkbox"/> Purpose of the Plan/Mission Statement <input type="checkbox"/> Authorities and Responsibilities of Key Personnel <input type="checkbox"/> Types of Emergencies that Could Occur (Capabilities and Vulnerabilities) <input type="checkbox"/> Managing Response Operations <input type="checkbox"/> Schedule and Budget
Emergency Management Elements	<ol style="list-style-type: none"> 1. Direction and Control 2. Communications 3. Life Safety 4. Property Protection 5. Community Outreach 6. Recovery and Restoration 7. Administration and Logistics
<p>Emergency Response Procedures</p> <p><i>Determine actions necessary to:</i></p> <ul style="list-style-type: none"> ■ Assess the situation. ■ Protect employees, customers, visitors, equipment, vital records and other assets, particularly during the first 3 days. ■ Get the business back up and running. <p><i>In an emergency, all personnel should know their role and where they should go.</i></p>	<p><i>Specific procedures might be needed for any number of situations such as bomb threats or tornadoes, and for such functions as:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Warning Employees and Customers <input type="checkbox"/> Communicating with Personnel and Community Responders <input type="checkbox"/> Conducting an Evacuation and Accounting for All Persons <input type="checkbox"/> Managing Response Activities <input type="checkbox"/> Activating and Operating an Emergency Operations Center <input type="checkbox"/> Fighting Fires <input type="checkbox"/> Shutting Down Operations <input type="checkbox"/> Protecting Vital Records <input type="checkbox"/> Restoring Operations <p><i>Some facilities are required to develop:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Emergency Escape Procedures and Routes <input type="checkbox"/> Procedures for Employees Who Perform or Shut Down Critical Operations Before an Evacuation <input type="checkbox"/> Procedures to Account for All Employees, Visitors, and Contractors After an Evacuation <input type="checkbox"/> Rescue and Medical Duties for Assigned Employees <input type="checkbox"/> Procedures for Reporting Emergencies <input type="checkbox"/> Names of Persons or Departments to Contact for Information About the Plan
Support Documents	<ul style="list-style-type: none"> <input type="checkbox"/> Emergency Call Lists <input type="checkbox"/> Building and Site Maps <input type="checkbox"/> Resource Lists

? *How does your emergency plan compare to this list of components?*

Executive Summary

The executive summary is an important part of your emergency plan. It is the first part of the plan that everyone will read. The executive summary should present the scope and fundamentals of your business's approach to emergency planning.

In the executive summary, provide the reader with an understanding of the following major topics.

- ❑ The purpose of the plan – the mission statement.
 - Briefly describe, in a few sentences what the emergency plan is and why it was created. You may refer to the process that supports the plan.
 - In defining the purpose of the plan, indicate that it will involve the entire organization.
- ❑ Authorities and responsibilities of key personnel.
 - Document the administrative structure – a chain of command – that is in place to effectively deal with any emergency.
 - Present clear definitions for a management structure, authority for decisions, and responsibility for implementation.
- ❑ Types of emergencies that could occur/capabilities and vulnerabilities.
 - As you **assess capabilities** to determine risk, look at all of your business capabilities from an internal and external perspective.
 - Present the results of a **vulnerability analysis** that identify potential emergencies and determines where you are at risk.
- ❑ Where response operations will be managed.
 - Identify personnel who will be involved in response efforts (fire brigade, hazardous materials response team, emergency medical services, security, emergency management and/or response team, evacuation team, public information officer).
 - Describe the location for response operations if an emergency occurs.
- ❑ Schedule and budget.
 - Create an initial draft of a work schedule and planning deadlines. Modify timelines as priorities become more clearly defined.
 - Create an initial draft of a budget for such things as research, new equipment for handling emergencies, printing, seminars, consulting services, and other expenses that may be necessary to support emergency planning efforts. Similar to timelines, revise a budget as priorities are more clearly defined.



Activity: Emergency Management Elements

Directions: This section of the emergency plan describes the facility's approach to the core elements of emergency management. These elements are the foundation for emergency procedures that your facility will follow to protect personnel and equipment and resume operations.



1. Work in a small group to prepare and present a short presentation on 5 key points about an emergency management element. Your facilitator will assign an element to your group.
2. Select a recorder and reporter for your group. Write key points about the element on a flipchart/paper to visually support your presentation.
3. Prepare to share your presentation with other participants.

NOTES:

1. Direction & Control

What is Direction and Control?

Someone must be in charge in an emergency. The system for managing resources, analyzing information and making decisions in an emergency is called direction and control.

The direction and control system described in this section assumes a facility of sufficient size. Your facility may require a less sophisticated system, though principles described here will still apply. Major topics presented are:

- Emergency Management Group (EMG)
- Incident Command System (ICS)
- Emergency Operations Center (EOC)
- Planning considerations
- Security
- Coordination of outside response

The configuration of your system will depend on many factors.

- Larger industries may have their own fire team, emergency medical technicians, or hazardous materials team, while smaller organizations may need to rely on mutual aid agreements. They may also be able to consolidate positions/combine responsibilities.
- Tenants of office buildings or industrial parks may be part of an emergency management program for the entire facility.

1. Direction & Control (continued)

Emergency Management Group

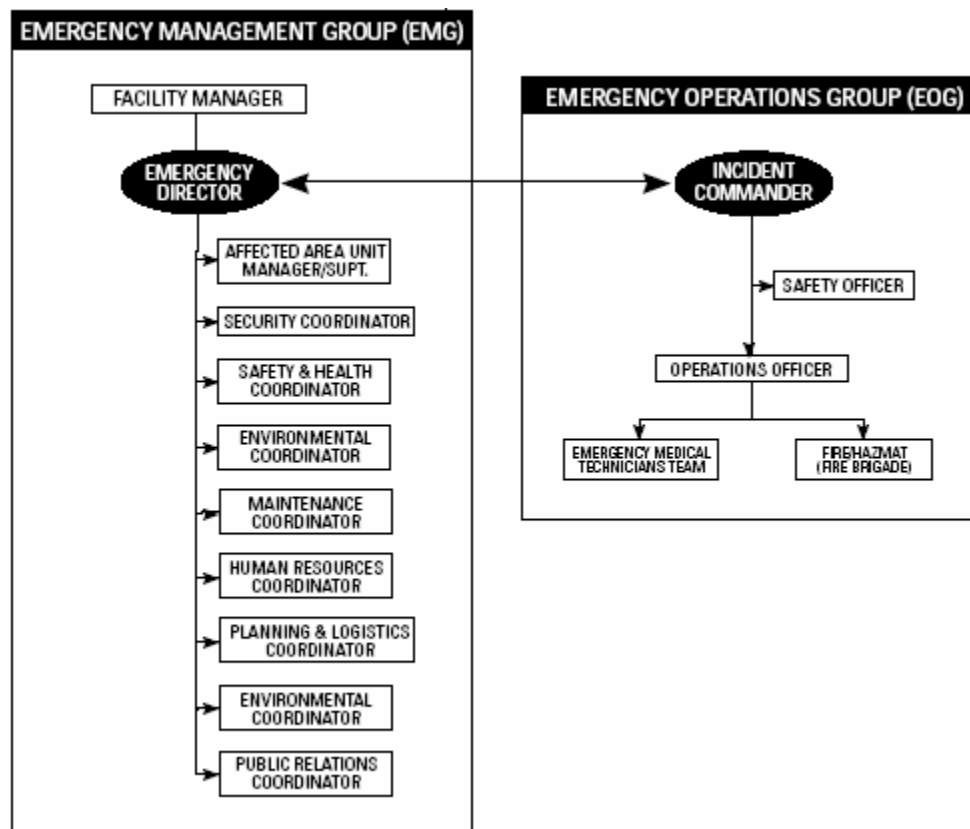
The EMG is the team responsible for the big picture. It controls all incident-related activities. The Incident Commander (IC) oversees the technical aspects of the response.

- The EMG supports the IC by allocating resources and by interfacing with the community, the media, outside response organizations and regulatory agencies.
- The EMG is headed by the Emergency Director (ED), who should be the facility manager. The ED is in command and control of all aspects of the emergency.

Other EMG members should be senior managers who have the authority to:

- Determine the short- and long- term effects of an emergency.
- Order the evacuation or shutdown of the facility.
- Interface with outside organizations and the media, as well as issue press releases.

The relationship between the EMG and IC is shown in the figure below.



1. Direction & Control (continued)

Incident Command System (ICS)

The ICS was developed specifically for the fire service, but its principles can be applied to all emergencies. The ICS provides for coordinated response and a clear chain of command and safe operations.

- The Incident Commander (IC) is responsible for front-line management of the incident, for tactical planning and execution, for determining whether outside assistance is needed and for relaying requests for internal resources or outside assistance through the Emergency Operations Center (EOC).
- The IC can be any employee, but a member of management with the authority to make decisions is usually the best choice.

The IC must have the capability and authority to:

- Assume command
- Assess the situation
- Implement the emergency management plan
- Determine response strategies
- Activate resources
- Order an evacuation
- Oversee all incident response activities
- Declare that the incident is "over"

In a hazardous materials accident, an off-site medic was exposed to the spilled material and required hospitalization. It was determined that the person was able to enter the hazardous area unprotected because no one among a host of managers and facility responders was "in charge" at the scene.

1. Direction & Control (continued)

Emergency Operations Center (EOC)

The EOC serves as a centralized management center for emergency operations. Here, decisions are made by the EMG based upon information provided by the IC and other personnel.

- Regardless of size or process, every facility should designate an area where decision makers can gather during an emergency.
- The EOC should be located in an area of the facility not likely to be involved in an incident, perhaps the security department, the manager's office, a conference room or the training center.
- An alternate EOC should be designated in the event that the primary location is not usable.

Each facility must determine its requirements for an EOC based upon the functions to be performed and the number of people involved. Ideally, the EOC is a dedicated area equipped with communications equipment, reference materials, activity logs, and all the tools necessary to respond quickly and appropriately to an emergency.

EOC Resources

- Communications equipment
- A copy of the emergency management plan and EOC procedures
- Blueprints, maps, status boards
- List of EOC personnel and descriptions of their duties
- Technical information and data for advising responders
- Building security system information
- Information and data management capabilities
- Telephone directories
- Backup power, communications, and lighting
- Emergency supplies

Planning Considerations

To develop a direction and control system:

- Define the duties of personnel with an assigned role. Establish procedures for each position. Prepare checklists for all procedures.
- Define procedures and responsibilities for fire fighting, medical and health, and engineering.
- Determine lines of succession to ensure continuous leadership, authority, and responsibility in key positions.
- Determine equipment and supply needs for each response function.

Keep detailed logs of actions taken during an emergency. Describe what happened, decisions made and any deviations from policy. Log the time for each event.

1. Direction & Control (continued)

Planning Considerations (continued)

At a minimum, assign all personnel responsibility for:

- Recognizing and reporting an emergency.
- Warning other employees in the area.
- Taking security and safety measures.
- Evacuating safely.
- Provide training.

Security

Isolation of the incident scene must begin when the emergency is discovered. If possible, the discoverer should attempt to secure the scene and control access, but no one should be placed in physical danger to perform these functions. Basic security measures include:

- Closing doors or windows.
- Establishing temporary barriers with furniture after people have safely evacuated.
- Dropping containment materials (sorbent pads, etc.) in the path of leaking materials.
- Closing file cabinets or desk drawers.

Only trained personnel should be allowed to perform advanced security measures. Access to the facility, the EOC and the incident scene should be limited to persons directly involved in the response.

Coordination of Outside Response

In some cases, laws, codes, prior agreements or the very nature of the emergency require the IC to turn operations over to an outside response organization.

- When this happens, the protocols established between the facility and outside response organizations are implemented.
- The facility's IC provides the community's IC a complete report on the situation.
- The facility IC keeps track of which organizations are on-site and how the response is being coordinated.

This helps increase personnel safety and accountability, as well as prevents duplication of effort.

2. Communications

Communications are essential to any business operation. A communications failure can be a disaster in itself, cutting off vital business activities.

Communications are needed to:

- Report emergencies, to warn personnel of the danger.
- Keep families and off-duty employees informed about what's happening at the facility to coordinate response actions and to keep in contact with customers and suppliers.

Key communications topics that must be addressed are:

- Contingency planning
- Emergency communications
- Family communications
- Notification
- Warning



Contingency Planning

Plan for all possible contingencies from a temporary or short-term disruption to a total communications failure.

- Consider the everyday functions performed by your facility and the communications, both voice and data, used to support them.
- Consider the business impact if your communications were inoperable. How would this impact your emergency operations?
- Prioritize all facility communications. Determine which should be restored first in an emergency.
- Establish procedures for restoring communications systems.
- Talk to your communications vendors about their emergency response capabilities. Establish procedures for restoring services.
- Determine needs for backup communications for each business function. Options include messengers, telephones, portable microwave, amateur radios, point-to-point private lines, satellite, high-frequency radio.

2. Communications (continued)

Emergency Communications

Consider the functions your facility might need to perform in an emergency and the communications systems needed to support them.

Consider communications between:

- Emergency responders
- Responders and the IC
- The IC and the EOC
- The IC and employees
- The EOC and outside response organizations
- The EOC and neighboring businesses
- The EOC and employees' families
- The EOC and customers
- The EOC and media

Methods of communication include:

- Messenger
- Telephone
- Two-way radio
- FAX machine
- Microwave
- Satellite
- Dial-up modems
- Local area networks
- Hand signals

Family Communications

In an emergency, personnel will need to know whether their families are okay.

- Taking care of one's loved ones is always a first priority.
- Make plans for communicating with employees' families in an emergency.

Also, encourage employees to:

- Consider how they would communicate with their families in case they are separated from one another or injured in an emergency.
- Arrange for an out-of-town contact for all family members to call in an emergency.
- Designate a place to meet family members in case they cannot get home in an emergency.

2. Communications (continued)

Notification

Establish procedures for employees to report an emergency. Inform employees of procedures. Train personnel assigned specific notification tasks.

- Post emergency telephone numbers near each telephone, on employee bulletin boards, and in other prominent locations.
- Maintain an updated list of addresses and telephone and pager numbers of key emergency response personnel (from within and outside the facility).
- Listen for tornado, hurricane, and other severe weather warnings issued by the National Weather Service.
- Determine government agencies' notification requirements in advance. Notification must be made immediately to local government agencies when an emergency has the potential to affect public health and safety.
- Prepare announcements that could be made over public address systems.

Warning

Establish a system for warning personnel of an emergency. The system should:

- Be audible or within view by all people in the facility.
- Have an auxiliary power supply.
- Have a distinct and recognizable signal.
- Include methods for warning persons with disabilities. For instance, a flashing strobe light can be used to warn hearing-impaired people.
- Be tested on a monthly basis.

Familiarize personnel with procedures for responding when the warning system is activated. Establish procedures for warning customers, contractors, visitors, and others who may not be familiar with the facility's warning system.

Test communications often.

A research firm discovered in a drill that its two-way radio system did not work, limiting communications between the Emergency Operating Center (EOC) and the Incident Commander (IC) to a single telephone line. The Emergency Management Group had failed to provide a backup radio for the EOC. Fortunately, this was discovered during training.

Test alarm systems monthly.

One company conducted its first test of a sophisticated alarm system 21 years after the system was installed. Rather than alarm bells, the system played Christmas music.

3. Life Safety

Protecting the health and safety of everyone in the facility is the first priority during an emergency. Important topics related to life safety that must be addressed in an emergency plan are:

- Evacuation routes and exits
- Assembly areas and accountability
- Shelter
- Training and information
- Family preparedness



Evacuation Planning

One common means of protection is evacuation. In the case of fire, an immediate evacuation to a predetermined area away from the facility may be necessary. In a hurricane, evacuation could involve the entire community and take place over a period of days.

To develop an evacuation policy and procedure:

- Determine the conditions under which an evacuation would be necessary.
- Establish a clear chain of command. Identify personnel with the authority to order an evacuation. Designate "evacuation wardens" to assist others in an evacuation and to account for personnel.
- Establish specific evacuation procedures. Establish a system for accounting for personnel. Consider employees' transportation needs for community-wide evacuations.
- Establish procedures for assisting persons with disabilities and those who do not speak English.
- Post evacuation procedures.
- Designate personnel to continue or shut down critical operations while an evacuation is underway. They must be capable of recognizing when to abandon the operation and evacuate themselves.
- Coordinate plans with the local emergency management office.

3. Life Safety (continued)

Evacuation Routes and Exits

Designate primary and secondary evacuation routes and exits.

- Have routes and exits clearly marked and well lit.
- Post signs.
- Install emergency lighting in case a power outage occurs during an evacuation.

Consider how you would **access important personal information about employees** (home phone, next-of-kin, medical) in an emergency. Storing information on computer disks or in sealed envelopes are two options.

Ensure that evacuation routes and emergency exits are:

- Wide enough to accommodate the number of evacuating personnel
- Clear and unobstructed at all times
- Unlikely to expose evacuating personnel to additional hazards
- Have evacuation routes evaluated by someone not in your organization.

A gas explosion and fire in a nursing home caused the **evacuation** of all patients, most of whom were disabled. Because staff had trained for this scenario, all patients were evacuated safely.

Assembly Areas and Accountability

Obtaining an accurate account of personnel after a site evacuation requires planning and practice.

- Designate assembly areas where personnel should gather after evacuating.
- Take a head count after the evacuation. The names and last known locations of personnel not accounted for should be determined and given to the EOC. (Confusion in the assembly areas can lead to unnecessary and dangerous search and rescue operations.)
- Establish a method for accounting for non-employees such as suppliers and customers.
- Establish procedures for further evacuation in case the incident expands. This may consist of sending employees home by normal means or providing them with transportation to an off-site location.

Search and rescue should be conducted only by properly trained and equipped professionals. Death or serious injury can occur when untrained employees reenter a damaged or contaminated facility.

3. Life Safety (continued)

Shelter

In some emergencies, the best means of protection is to take shelter either within the facility or away from the facility in a public building.

- Consider the conditions for taking shelter, e.g., tornado warning.
- Identify shelter space in the facility and in the community. Establish procedures for sending personnel to shelter.
- Determine needs for emergency supplies such as water, food, and medical supplies.
- Designate shelter managers, if appropriate.
- Coordinate plans with local authorities.



Training and Information

Train employees in evacuation, shelter, and other safety procedures.

- Conduct sessions at least annually or when:
 - Employees are hired.
 - Evacuation wardens, shelter managers, and others with special assignments are designated.
 - New equipment, materials or processes are introduced.
 - Procedures are updated or revised.
 - Exercises show that employee performance must be improved.
- Provide emergency information such as checklists and evacuation maps.
- Post evacuation maps in strategic locations.
- Consider the information needs of customers and others who visit the facility.

Family Preparedness

Consider ways to help employees prepare their families for emergencies. This will increase their personal safety and help the facility get back up and running. Those who are prepared at home will be better able to carry out their responsibilities at work.

4. Property Protection

Protecting facilities, equipment, and vital records is essential to restoring operations once an emergency has occurred.



Planning Considerations

Consider the following when planning for property protection.

- Establish procedures for:
 - Fighting fires
 - Containing material spills
 - Closing or barricading doors and windows
 - Shutting down equipment
 - Covering or securing equipment
 - Moving equipment to a safe location
- Identify sources of backup equipment, parts, and supplies (including records preservation).
- Designate personnel to authorize, supervise and perform a facility shutdown. Train them to recognize when to abandon the effort.
- Obtain materials to carry out protection procedures and keep them on hand for use only in emergencies.

Protection Systems

Determine needs for systems to detect abnormal situations, provide warning, and protect property.

- Consider:
 - Fire protection systems
 - Lightning protection systems
 - Water-level monitoring systems
 - Overflow detection devices
 - Automatic shutoffs
 - Emergency power generation systems
- Consult your property insurer about special protective systems.

4. Property Protection (continued)

Mitigation

Consider ways to reduce effects of emergencies, such as move or construct facilities away from flood plains and fault zones. Also address ways to reduce the chances of emergencies from occurring, such as changing processes or materials used to run your business.



- Consider physical retrofitting measures, such as:
 - Upgrade facilities to withstand the shaking of an earthquake or high winds.
 - "Floodproof" facilities by constructing flood walls/other flood protection devices.
 - Install fire sprinkler systems.
 - Install fire-resistant materials and furnishing.
 - Install storm shutters for all exterior windows and doors.
- Consider non-structural mitigation measures, including:
 - Install fire-resistant materials and furnishing.
 - Secure light fixtures/other items that could fall or shake loose in an emergency.
 - Move heavy or breakable objects to low shelves.
 - Attach cabinets and files to low walls or bolting them together.
 - Place Velcro strips under typewriters, tabletop computers, and television monitors.
 - Move work stations away from large windows.
 - Install curtains or blinds that can be drawn over windows to prevent glass from shattering onto employees.
 - Anchor water heaters and bolting them to wall studs.
- Consult a structural engineer or architect and your community's building and zoning offices for additional information.

4. Property Protection (continued)

Facility Shutdown

Facility shutdown is generally a last resort, but always a possibility. Improper or disorganized shutdown can result in confusion, injury, and property damage. Some facilities require only simple actions such as turning off equipment, locking doors, and activating alarms. Others require complex procedures.



- Work with department heads to establish shutdown procedures. Include information about when and how to shut off utilities. Identify:
 - Conditions that could necessitate a shutdown.
 - Who can order a shutdown.
 - Who will carry out shutdown procedures.
 - How a partial shutdown would affect other facility operations.
 - The length of time required for shutdown and restarting.
- Train personnel in shutdown procedures. Post procedures.

Records Preservation

Preserving vital records is essential to quick restoration of operations. Vital records may include:

- Financial and insurance information
- Employee, customer, and supplier databases
- Engineering plans and drawings
- Formulas and trade secrets
- Product lists and specifications
- Personnel files

Analyzing vital records involves that you:

1. Classify operations into functional categories, e.g., finance, production, sales, administration.
2. Determine essential functions for keeping the business up and running, such as finance, production, sales, etc.
3. Identify the minimum information that must be readily accessible to perform essential functions (maintaining customer collections may require access to accounts).
4. Identify records that contain essential information and where they are located.
5. Identify the equipment and materials needed to access and use the information.

4. Property Protection (continued)

Records Preservation (continued)

Next, establish procedures for protecting and accessing vital records. Among the many approaches to consider are:

- Labeling vital records.
- Backing up computer systems.
- Making copies of records.
- Storing tapes and disks in insulated containers.
- Storing data off-site where they would not likely be damaged by an event affecting your facility.
- Increasing security of computer facilities.
- Arranging for evacuation of records to backup facilities.
- Backing up systems handled by service bureaus.
- Arranging for backup power.



Computer Inventory Form

Open for Business Worksheet Computer Hardware Inventory

Use this form to:

- * Log your computer hardware serial and model numbers. Attach a copy of your vendor documentation to this document.
- * Record the name of the company from which you purchased or leased this equipment and the contact name to notify for your computer repairs.
- * Record the name of the company that provides repair and support for your computer hardware.

Make additional copies as needed.

Keep one copy of this list in a secure place on your premises and another in an off-site location.

HARDWARE INVENTORY LIST

Hardware (CPU, Monitor, Printer, Keyboard, Mouse)	Hardware Size, RAM & CPU Capacity	Model Purchased	Serial Number	Date Purchased	Cost

5. Community Outreach

Your facility's relationship with the community will influence your ability to protect personnel and property and return to normal operations. This section describes ways to involve outside organizations in the emergency management plan, including:

- Involving the community
- Mutual aid agreements
- Community service
- Public information
- Media relations



Involving the Community

- Maintain a dialogue with community leaders, first responders, government agencies, community organizations and utilities, including:
 - Appointed and elected leaders
 - Fire, police and emergency medical services personnel
 - Emergency management director
 - Public Works Department
 - American Red Cross
 - Local Emergency Planning Committee (LEPC) members
 - Hospitals
 - Telephone company
 - Electric utility
 - Neighborhood groups
- Have regular meetings with community emergency personnel to review emergency plans and procedures. Talk about what you're doing to prepare for and prevent emergencies. Explain your concern for the community's welfare.
- Identify ways your facility could help the community in a community-wide emergency.
- Look for common interests and concerns. Identify opportunities for sharing resources and information.
- Conduct confidence-building activities such as facility tours. Do a facility walk-through with community response groups.
- Involve community fire, police, and emergency management personnel in drills and exercises.
- Meet with your neighbors to determine how you could assist each other in an emergency.

5. Community Outreach (continued)

Mutual Aid Agreements

To avoid confusion and conflict in an emergency, establish mutual aid agreements with local response agencies and businesses. These agreements should:

- Define the type of assistance.
- Identify the chain of command for activating the agreement.
- Define communications procedures.

Include these agencies in facility training exercises whenever possible.

Mutual aid agreements can address any number of activities or resources that might be needed in an emergency. For example:

- Provide for firefighting and HAZMAT response.
- Provide shelter space, emergency storage, emergency supplies, medical support.
- Businesses allowing neighbors to use their property to account for personnel after an evacuation.

Community Service

In community-wide emergencies, business and industry are often needed to assist the community with:

- Personnel
- Equipment
- Shelter
- Training
- Storage
- Feeding facilities
- EOC facilities
- Food, clothing, building materials
- Funding
- Transportation

While there is no way to predict what demands will be placed on your company's resources, give some thought to how the community's needs might influence your corporate responsibilities in an emergency. Also, consider the opportunities for community service before an emergency occurs.

5. Community Outreach (continued)

Public Information

When site emergencies expand beyond the facility, the community will want to know the nature of the incident, whether the public's safety or health is in danger, what is being done to resolve the problem, and what was done to prevent the situation from happening.

- Determine the audiences that may be affected by an emergency. Include:
 - The public
 - The media
 - Employees and retirees
 - Unions
 - Contractors and suppliers
 - Customers
 - Shareholders
 - Emergency response organizations
 - Regulatory agencies
 - Appointed and elected officials
 - Special interest groups
 - Neighbors
- Identify the information needs of the audiences.

The community wants to know:

- What does the facility do?
- What are the hazards?
- What programs are in place to respond to emergencies?
- How could a site emergency affect the community?
- What assistance will be required from the community?

5. Community Outreach (continued)

Media Relations

In an emergency, the media are the most important link to the public. Try to develop and maintain positive relations with media outlets in your area. Determine their particular needs and interests. Explain your plan for protecting personnel and preventing emergencies.

Determine how you would communicate important public information through the media in an emergency.

Press releases about facility-generated emergencies should describe who is involved in the incident and what happened, including when, where, why, and how.

- Designate a trained spokesperson and an alternate spokesperson.
- Set up a media briefing area.
- Establish security procedures.
- Establish procedures for ensuring that information is complete, accurate and approved for public release.
- Determine an appropriate and useful way of communicating technical information.
- Prepare background information about the facility.

Do's

- Give all media equal access to information.
- When appropriate, conduct press briefings and interviews. Give local and national media equal time.
- Try to observe media deadlines.
- Escort media representatives to ensure safety.
- Keep records of information released.
- Provide press releases when possible.

Don'ts

- Do not speculate about the incident.
- Do not permit unauthorized personnel to release information.
- Do not cover up facts or mislead the media.
- Do not place blame for the incident.

6. Recovery & Restoration

Business recovery and restoration, or business resumption, goes right to a facility's bottom line – keeping people employed and the business running. Topics that must be addressed in recovery and restoration include:



- Planning for bringing systems back on-line:
 - Repairing or replacing equipment.
 - Relocating operations to an alternate location.
 - Contracting operations on a temporary basis.
- Continuity of management procedures for:
 - Assuring the chain of command.
 - Maintaining lines of succession for key personnel.
 - Moving to alternate headquarters.
- Insurance
- Employee support
- Resuming operations

Planning Considerations

When planning for recovery and restoration, address the following issues.

- Consider making contractual arrangements with vendors for such post-emergency services as records preservation, equipment repair, earthmoving, or engineering.
- Meet with your insurance carriers to discuss your property and business resumptions policies.
- Determine critical operations and make plans for bringing those systems back on-line. The process may entail:
 - Repairing or replacing equipment.
 - Relocating operations to an alternate location.
 - Contracting operations on a temporary basis.
- Take photographs or videotape the facility to document company assets. Update these records regularly.

6. Recovery & Restoration (continued)

Continuity of Management

You can assume that not every key person will be readily available or physically at the facility after an emergency.

- Ensure that recovery decisions can be made without undue delay. Consult your legal department about laws and corporate bylaws governing continuity of management.
 - Establish procedures for:
 - Assuring the chain of command.
 - Maintaining lines of succession for key personnel.
 - Moving to alternate headquarters.
 - Include these considerations in all exercise scenarios.
-

Insurance

Most companies discover that they are not properly insured only after they have suffered a loss. Lack of appropriate insurance can be financially devastating. Discuss the following topics with your insurance advisor to determine your individual needs.

- How will my property be valued?
- Does my policy cover the cost of required upgrades to code?
- How much insurance am I required to carry to avoid becoming a co-insurer?
- What perils or causes of loss does my policy cover?
- What are my deductibles?
- What does my policy require me to do in the event of a loss?
- What types of records and documentation will my insurance company want to see? Are records in a safe place where they can be obtained after an emergency?
- To what extent am I covered for loss due to interruption of power? Is coverage provided for both on- and off-premises power interruption?
- Am I covered for lost income in the event of business interruption because of a loss? Do I have enough coverage? For how long is coverage provided? How long is my coverage for lost income if my business is closed by order of a civil authority?
- To what extent am I covered for reduced income due to customers' not all immediately coming back once the business reopens?
- How will my emergency management program affect my rates?

6. Recovery & Restoration (continued)

Employee Support

Since employees who will rely on you for support after an emergency are your most valuable asset, consider the range of services that you could provide or arrange for, including:

- Cash advances
- Salary continuation
- Flexible work hours
- Reduced work hours
- Crisis counseling
- Care packages
- Day care

After a site emergency, assess the impact of the event on business neighbors and the community. Take appropriate action – how you handle this issue will have long-lasting consequences.

Resuming Operations

Immediately after an emergency, take steps to resume operations.

- Establish a recovery team, if necessary. Establish priorities for resuming operations.
- Continue to ensure the safety of personnel on the property. Assess remaining hazards. Maintain security at the incident scene.
- Conduct an employee briefing.
- Keep detailed records. Consider audio recording all decisions. Take photographs of or videotape the damage.
- Account for all damage-related costs. Establish special job order numbers and charge codes for purchases and repair work.
- Follow notification procedures. Notify employees' families about the status of personnel on the property. Notify off-duty personnel about work status. Notify insurance carriers and appropriate government agencies.
- Protect undamaged property. Close up building openings. Remove smoke, water and debris. Protect equipment against moisture. Restore sprinkler systems. Physically secure the property. Restore power.
- Conduct an investigation. Coordinate actions with appropriate government agencies.
- Conduct salvage operations. Segregate damaged from undamaged property. Keep damaged goods until an insurance adjuster has visited, but move material outside if it is seriously in the way and exposure to elements will not make matters worse.

6. Recovery & Restoration (continued)

Resuming Operations (continued)

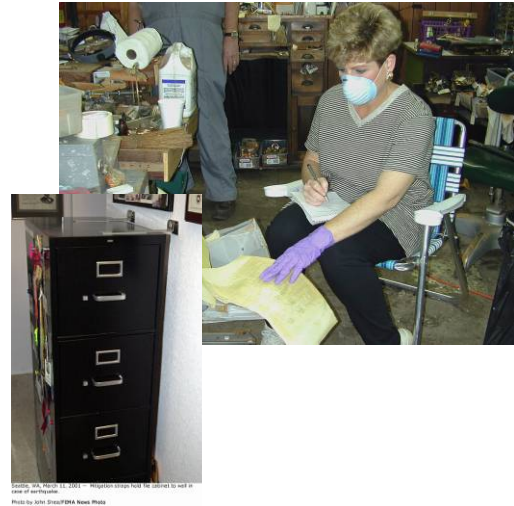
- Take an inventory of damaged goods. This is usually done with the adjuster, or an adjuster's salvor, if there is any appreciable amount of goods or value. If you release goods to the salvor, obtain a signed inventory stating the quantity and type of goods.
- Restore equipment and property. For major repair work, review restoration plans with the insurance adjuster and appropriate government agencies.
- Assess the value of damaged property. Assess the impact of business interruption.
- Maintain contact with customers and suppliers.

7. Administration & Logistics

Maintain complete and accurate records at all times to ensure a more efficient emergency response and recovery. Certain records may also be required by regulation or by your insurance carriers or prove invaluable in the case of legal action after an incident.

Administrative Actions

- Establishing a written emergency management plan.
- Maintaining training records.
- Maintaining all written communications.
- Documenting drills and exercises and their critiques.
- Involving community emergency response organizations in planning activities.



Administrative actions during and after an emergency include:

- Maintaining telephone logs.
- Keeping a detailed record of events.
- Maintaining a record of injuries and follow-up actions.
- Accounting for personnel.
- Coordinating notification of family members.
- Issuing press releases.
- Maintaining sampling records.
- Managing finances.
- Coordinating personnel services.
- Documenting incident investigations and recovery operations.

7. Administration & Logistics (continued)

Logistics

Before an emergency, logistics may entail:

- Acquiring equipment.
- Stockpiling supplies.
- Designating emergency facilities.
- Establishing training facilities.
- Establishing mutual aid agreements.
- Preparing a resource inventory.

Emergency funding can be critical immediately following an emergency. Consider the need for pre-approved purchase requisitions and whether special funding authorities may be necessary.

During an emergency, logistics may entail the provision of:

- Providing utility maps to emergency responders.
- Providing material safety data sheets to employees.
- Moving backup equipment in place.
- Repairing parts.
- Arranging for medical support, food and transportation.
- Arranging for shelter facilities.
- Providing for backup power.
- Providing for backup communications.

Activity: Emergency Management Elements & Your Business

Directions: It is important to know what your business status is in regards emergency management elements.

1. Consider what you know about the emergency planning effort at your business.
2. Use the ratings below to answer the question about your business status in regards to the emergency management elements.
3. Answer the question, in the space provided, about how you will ensure that each of these core management elements are in place for your emergency planning effort.
4. Prepare to share your responses with other participants.



Use these questions and list as a quick gauge of your current business level of preparedness in regards to emergency management elements.

<i>Does your business have the core management elements in place for its emergency planning effort?</i>	Yes	No	Somewhat	Unsure
1. Direction and Control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Communications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Life Safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Property Protection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Community Outreach	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Recovery and Restoration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Administration and Logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How will your business ensure that each of these core management elements are in place for its emergency planning effort?

Emergency Response Procedures

Procedures spell out how the facility will respond to emergencies. Whenever possible, develop them as a series of checklists that can be quickly accessed by senior management, department heads, response personnel, and employees.



Determine what actions would be necessary to:

1. Assess the situation.
2. Protect employees, customers, visitors, equipment, vital records and other assets, particularly during the first three days. Share sample of an essential supply list. Discuss where to store supplies.
3. Get the business back up and running.

Specific procedures might be needed for any number of situations such as bomb threats or tornadoes, and for such functions as:

- Warning employees and customers.
- Communicating with personnel and community responders.
- Conducting an evacuation and accounting for all persons.
- Managing response activities.
- Activating and operating an emergency operations center.
- Fighting fires.
- Shutting down operations.
- Protecting vital records.
- Restoring operations.

In an emergency, all personnel should know:

- What is my role?
- Where should I go?

Some facilities are required to develop:

- Emergency escape procedures and routes
- Procedures for employees who perform or shut down critical operations before an evacuation
- Procedures to account for all employees, visitors, and contractors after an evacuation
- Rescue and medical duties for assigned employees
- Procedures for reporting emergencies
- Names of persons or departments to be contacted for information regarding the plan

Support Documents

Documents that could be needed in an emergency include:

- Emergency call lists – lists (wallet size if possible) of all persons on and off site who would be involved in responding to an emergency, their responsibilities, and their 24-hour telephone numbers
- Building and site maps that indicate:
 - Utility shutoffs
 - Water hydrants
 - Water main valves
 - Water lines
 - Gas main valves
 - Gas lines
 - Electrical cutoffs
 - Electrical substations
 - Storm drains
 - Sewer lines
 - Location of each building (include name of building, street name and number)
 - Floor plans
 - Alarm and enunciators
 - Fire extinguishers
 - Fire suppression systems
 - Exits
 - Stairways
 - Designated escape routes
 - Restricted areas
 - Hazardous materials (including cleaning supplies and chemicals)
 - High-value items
- Resource lists – lists of major resources (equipment, supplies, services) that could be needed in an emergency; mutual aid agreements with other companies, and government agencies.



The Development Process for Creating an Emergency Plan

In this section, review steps and tasks for developing an emergency plan. The main steps explored here are:

1. Identify Challenges and Prioritize Activities
2. Write the Plan
3. Establish a Training Schedule
4. Coordinate with Outside Organizations
5. Maintain Contact with Other Corporate Offices
6. Review, Conduct Training, and Revise
7. Seek Final Approval
8. Distribute the Plan



1. Identify Challenges and Prioritize Activities

Work with team members to:

- Determine specific goals and milestones.
- Make a list of tasks to be performed, by whom, and when.
- Determine how you will address the problem areas and resource shortfalls that were identified in the vulnerability analysis.

Your emergency planning priorities may be influenced by government regulation. To remain in compliance, you may be required to address specific emergency management functions that might otherwise be a lower priority activity for a given year.

2. Write the Plan

Now it is time to write the plan.

- Assign each member of the planning group a section to write. Determine the most appropriate format for each section.
- Establish an aggressive timeline with specific goals. Provide enough time for completion of work, but not so much as to allow assignments to linger. Establish a schedule for:
 - First draft
 - Review
 - Second draft
 - Tabletop exercise
 - Final draft
 - Printing
 - Distribution

The Development Process for Creating the Emergency Plan (continued)

3. Establish a Training Schedule

Have one person or department responsible for developing a training schedule for your facility.

4. Coordinate with Outside Organizations

While you should have met with outside organizations in the earlier steps of the planning process, make sure to interface with organizations on specifics of the plan as it is created.

- Meet periodically with local government agencies and community organizations. Inform appropriate government agencies that you are creating/implementing an emergency management plan. While their official approval may not be required, they will likely have valuable insights and information to offer.
- Determine State and local requirements for reporting emergencies. Incorporate them into your procedures.
- Determine protocols for turning control of a response over to outside agencies. Some details that may need to be worked out are:
 - Which gate or entrance will responding units use?
 - Where and to whom will they report?
 - How will they be identified?
 - How will facility personnel communicate with outside responders?
 - Who will be in charge of response activities?
- Determine what kind of identification authorities will require to allow your key personnel into your facility during an emergency.

Determine needs of disabled persons and non-English-speaking personnel. For example, a blind employee could be assigned a partner if an evacuation is necessary.

The Americans with Disabilities Act (ADA) defines a disabled person as anyone who has a physical or mental impairment that substantially limits one or more major life activities, such as seeing, hearing, walking, breathing, performing manual tasks, learning, caring for oneself, or working.

The Development Process for Creating the Emergency Plan (continued)

5. Maintain Contact with Other Corporate Offices

Communicate with other offices and divisions in your company.

- Learn:
 - Their emergency notification requirements.
 - The conditions where mutual assistance would be necessary.
 - How offices will support each other in an emergency.
 - Names, telephone numbers and pager numbers of key personnel.
- Incorporate this information into your procedures.

6. Review, Conduct Training and Revise

Manage the review process so that there is a beginning, middle, and end to the editing process.

- Distribute the first draft to group members for review. Revise as needed.
- For a second review, conduct a tabletop exercise with management and personnel who have a key emergency management responsibility. In a conference room setting, describe an emergency scenario and have participants discuss their responsibilities and how they would react to the situation. Based on this discussion, identify areas of confusion and overlap, and modify the plan accordingly.

7. Seek Final Approval

Arrange a briefing for the chief executive officer and senior management and obtain written approval.

The Development Process for Creating the Emergency Plan (continued)

8. Distribute the Plan

Prepare to share the plan with others.

- ❑ Place the final plan in three-ring binders and number all copies and pages. Each individual who receives a copy should be required to sign for it and be responsible for posting subsequent changes.
- ❑ Determine which sections of the plan would be appropriate to show to government agencies (some sections may refer to corporate secrets or include private listings of names, telephone numbers or radio frequencies). Distribute the final plan to:
 - Chief executive and senior managers.
 - Key members of the company's emergency response organization.
 - Company headquarters.
 - Community emergency response agencies (appropriate sections).
- ❑ Have key personnel keep a copy of the plan in their homes. Inform employees about the plan and training schedule.

Consolidate emergency plans for better coordination. Stand-alone plans, such as a Spill Prevention Control and Countermeasures (SPCC) plan, fire protection plan or safety and health plan, should be incorporated into one comprehensive plan.

Case Study: Emergency Planning

Directions: Complete this part of the case study that pertains to Step 3 – Develop the Plan.

1. Break into small work groups with guidance from your facilitator.
2. In your small groups, discuss and answer the questions that follow the case study. Take notes in the space provided.
3. Be prepared to share your responses with the large group.



Consultation: One Is Not Enough Cookie Company's Emergency Planning Effort

The Cookie Company's emergency planning team is working on Step 3: Develop the Plan. As a group, act as a consultant to review and critique their work. Assist them in identifying steps to ensure an effective planning process.

1. The planning team must complete its tasks in regards to working with the community. They are in the process of trying to recall all of the community-related tasks that they learned in their training on the 4-step emergency planning process. Assist the team by summarizing the ways in which the Cookie Company must interface with the community in emergency planning efforts.

Comments:

Case Study: Emergency Planning (continued)

Consultation: One Is Not Enough Cookie Company's Emergency Planning Effort (continued)

2. Next, work with the team to identify two (2) ways in which the Cookie Company can provide support and resources to the community in emergency planning efforts. The planning team is not feeling that they have a lot to offer in the way of support and resources, so they need some assistance in identifying tangible ways to help the community if an emergency occurs.

Comments:

3. The planning team realized that their task focusing on emergency response procedures is a little more complicated than they initially realized. They are still in the process of locating procedures at the Cookie Company, but as they review what they find, they are feeling that many procedures are incomplete or inadequate. They are wondering if they will have to rewrite most procedures and/or create many from scratch.

What general advice, including time-saving tips, can you recommend to the team?

Comments:

Priority Actions for Your Business

Directions: How can you apply what you have learned in this module to emergency planning efforts back at your business?



1. Identify 2 actions you will take when you return to your business. You can select from the actions listed below or come up with your own.
2. Identify potential barriers you might encounter in taking these actions.
3. List ideas for overcoming the barriers you have identified.

Possible Actions

- 1. Share the information you learned in this module about components of an emergency plan with a supervisor, the head of your company, and/or co-workers who need to be informed.
- 2. Work with a planning team to locate components of the emergency plan that may already exist. Organize the material according to the template provided in this course.
- 3. Volunteer your help in writing/creating components of the emergency plan based on your expertise.

Action Plan

Action	Potential Barrier(s)	Overcoming Barrier(s)
1.		
2.		