

GET STARTED – ESTABLISH A PLANNING TEAM

Purpose

The purpose of this module is to explore Step 1: Get Started – Establish a Planning Team, the first step in the 4-step emergency planning process. You will be oriented to a team approach to emergency planning, including functional areas and related considerations such as timelines and budget that are critical to a successful planning effort.

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 1 by responding to questions posed at critical decision points in a case study on emergency planning.

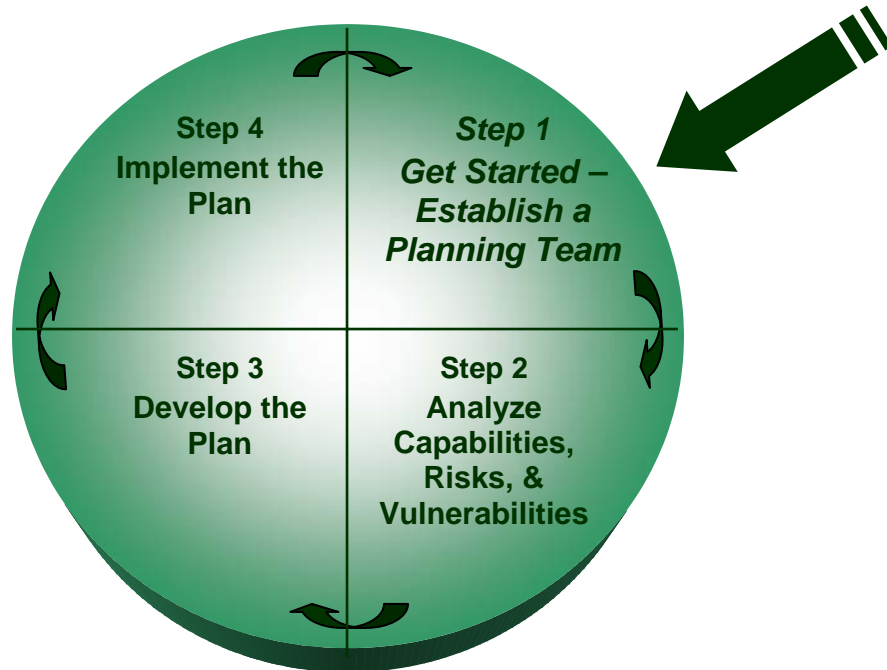
Objectives

After completing this module, you will be able to:

- Describe the value/benefits of a team approach to emergency planning.
- Create a list of potential team members, in terms of functional areas, to be involved on an emergency planning team.
- Recognize points to be included in a mission statement, schedule, and budget.
- Demonstrate an understanding of Step 1 by responding to questions posed at critical decision points in a case study on emergency planning.
- Identify 2 actions related to Step 1 to implement at your workplace, as well as potential barriers to these actions and how to overcome these barriers.

Your Internal Planning Team: Reasons for a Team Approach

Disaster recovery starts before a disaster occurs with the first step in the 4-step emergency planning process: **Get Started – Establish a Planning Team.**



? *Why use a team approach for emergency planning?
What are the value/benefits of a team approach?*

To ensure that this first step is implemented in a way that will start the planning process effectively, your business must determine who will be in charge of developing the emergency plan. Even if an individual is assigned a primary leadership role, a team must share the responsibilities.

The objective of the emergency planning team is to prepare for an efficient and timely response during emergencies.

Your Internal Planning Team: Reasons for a Team Approach (continued)

Form the Planning Team

The size of the planning team will depend on your facility's operations, requirements, and resources. Usually, involving a group of people in a team approach is best because it:

- Encourages participation and gets more people invested in the process.
- Increases creativity, knowledge, and experience to each phase of emergency planning – providing a broad perspective on the issues.
- Increases the amount of time and energy participants are able to give.
- Enhances the visibility and stature of the planning process.
- Results in a team-developed plan that includes multiple viewpoints and reflects shared goals, increasing the likelihood that the plan is successfully implemented. Closer professional and personal relationships among the team members should result in better coordination and teamwork in emergencies.
- Are there other benefits of a team approach? List ideas in the space below.

Functional Roles/Responsibilities on a Planning Team

As we progress through this course, you will learn about the scope of emergency planning considerations. To help you get started in thinking about all of the issues that must be considered, review the following list of active and advisory roles/responsibilities of emergency team members. Functional roles/responsibilities include, but are not limited to the examples listed in this chart.

Examples of Functional Roles/Responsibilities in an Emergency	Examples of Business Functions/Units
DAMAGE ASSESSMENT - Examine all buildings and utility systems for structural damage. Report findings to the Emergency Team. Post all structures with notice of findings and possible closure status.	Emergency Response Teams, facilities management, consulting structural engineers
EVACUATION – Relocation of personnel from dangerous buildings or areas throughout the facility(ies).	Transportation services, Emergency Response Teams, department Emergency Coordinators
FOOD and SHELTER – Provide for the basic physical needs of evacuees and emergency response personnel during recovery activities.	Housing and dining services/cafeteria personnel
FIRE SUPPRESSION – Containment, control, and light suppression of fires while awaiting arrival of Fire Department personnel. Securement of utility systems by Facilities Management.	Emergency Response Teams, facilities management
HAZARDOUS SPILLS – Provide technical expertise in the containment and cleanup of spilled chemical, radioactive, biological, asbestos-containing, or other regulated materials.	Safety personnel, outside contractors
HEALTH SERVICES – Coordination of medical and psychological personnel and resources to address the needs of casualties and trauma victims.	Health services, human resources
PERSONNEL and SPACE REASSIGNMENTS – Reallocation of business personnel and staff work space. Reassignment of existing personnel, employment of temporary personnel, or rental of temporary facilities to meet essential business needs.	Human resources, facilities/material management, community affairs
PUBLIC INFORMATION – Provide a reliable source of information for employees and surrounding community. Issue bulletins and instruction notices to assist Emergency Team operations. Prepare status reports for the media. All communications with the news media and the public will be solely through designated business personnel.	Communications, public information, media relations

Chart is continued on the following page.

Functional Roles/Responsibilities on a Planning Team (continued)

Examples of Functional Roles/Responsibilities in an Emergency	Examples of Business Functions/Units
SEARCH and RESCUE – Identify and remove missing or entrapped persons. Provision of critical life safety information for the Emergency Planning Team.	Emergency Response Team, facilities management or transportation services (with vehicles and heavy equipment)
SECURITY and TRAFFIC – Enforcement of laws and special orders to protect public safety, civil order, and business functions. Control access to facilities. Coordination with outside law enforcement agencies.	Security, transportation services
SUPPLY and PROCUREMENT – Obtain, order, receive, store, distribute, and maintain emergency response equipment required by the Emergency Planning and Team Response Teams.	Material/facilities management
TRANSPORTATION – Coordinate the allocation of vehicles and related resources to move people, equipment, and essential supplies.	Transportation services, facilities management
UTILITIES – Coordinate the continued utilities operation (water, gas, electricity).	Facilities management
DOCUMENTATION OF RECOVERY OPERATIONS – Coordinate preparation of damage assessment reports for submittal to State and FEMA for reimbursement of costs incurred during emergency.	Capital planning, financial services, risk management office

Functional Roles/Responsibilities on a Planning Team (continued)

Determine who can be an active member of your emergency planning team and who can serve in an advisory capacity. In many cases, one or two people will be doing most of the work. However, at the very least, obtain input from all functional areas under the clear direction of senior management or its representatives.



Functional Areas to Include

To create an effective team, try to match functional areas with similar responsibilities (skills) on the emergency team. Remember to include:

- Executive Management
 - Operations Management
 - Accounting
 - Labor
 - Human Resources
 - Information Technology (IT)
 - Engineering and Maintenance/Facilities
 - Safety, Health, and Environmental Affairs
 - Public Information Officer/Community Relations
 - Communications/Media Relations
 - Security
 - Sales and Marketing
 - Legal
 - Finance and Purchasing
 - Manufacturing
 - Warehousing
 - Are there other critical, business support functions to consider? How have critical functions benefited your emergency planning efforts? List ideas in the space below.
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Functional Roles/Responsibilities on a Planning Team (continued)

One example of a planning team:



From 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.

Ensure that planning team members:

- Are appointed in writing by upper management.
- Have their job descriptions reflect this emergency team assignment.

? *Which functions are represented in your business to involve in emergency planning? How will you ensure all functions are addressed?*

Examples of Planning Responsibilities for Team Members

In learning about various aspects of emergency planning in this training program, you will start to identify roles and responsibilities that may be assigned to individuals or functional areas at your business.



Examples of Planning Responsibilities

- Form a partnership with the community, state and local government, first responders, and industry as an enhancement for mitigation, preparedness, response, recovery, planning, exercising, and training.
- Provide planning and response assistance, including ensuring the local hazard analysis adequately addresses any possible incidents that may occur in your business.
- Incorporate planning for hazmat incidents into the local emergency operations plan.
- Assess capabilities and develop response capability using local resources, mutual aid, and contractors.
- Train responders.
- Review and update the emergency plan for response to major emergencies in accordance with the State Emergency Management System (SEMS) and the Incident Command System (ICS).
- Provide support to the Emergency Operations Center staff when necessary.
- Communicate and disseminate emergency planning information to the community.
- Provide training to appropriate personnel, such as conduct evacuation drills and tabletop exercises, test mutual aid agreements.
- Maintain the inventory and budget for facilities, equipment, and supplies required for emergency response/preparedness.
- Act as a liaison with local emergency planning entities such as the American Red Cross; township, county, and city operations; school universities and colleges; and regional hospitals.
- Coordinate with the Crisis Intervention Team (a sub-group of the Emergency Team) when appropriate.
- Call periodic meetings of the Emergency Team to revise and update the Emergency Plan to ensure that all representatives understand their roles and responsibilities.
- Distribute and update copies of the Emergency Plan to all appropriate business personnel.
- Notify appropriate community representatives of current addresses and telephone numbers of “lead” emergency team representatives, at least annually (coordinator).

Examples of Planning Responsibilities for Team Members (continued)

Examples of Planning Responsibilities for Each Team Member

Examples of planning responsibilities that **each** member of the emergency team should have include:

- Attend all emergency team meetings.
- Designate primary and alternate emergency representatives.
- Assist in the development and revision of the emergency plan.
- Provide telephone trees for their area of responsibility. (Selected members of the team may have access to the home phone numbers of the CEO. All members may have access to a number that starts a phone tree to the CEO.)
- Develop a specific, concise plan covering the responsibilities assigned to the emergency team (and ensure their own responsibilities are understood).
- Develop, implement, and participate in training programs to ensure that all staff members of the emergency team understand the emergency plan and their assignment.
- Brief emergency team members on emergency operational plan periodically to ensure that the emergency plan is complete and workable.

✦ Information for the Emergency Plan

Contact information for team personnel, including those assigned to crisis management and response teams, should be included in your emergency plan. Personal information such as unlisted phone numbers and home addresses should be protected. Also, establish procedures to ensure that the information is kept up-to-date.

Important Preliminary Steps in Emergency Planning

Complete the following tasks and address preliminary planning issues as you start your emergency planning process.

Establish Authority

It is necessary that an appropriate administrative structure – a chain of command – be put in place to effectively deal with any emergency, starting with the initial steps of planning. Clear definitions must exist for a management structure, authority for decisions, and responsibility for implementation.



- Initial decisions need to be made about the leadership structure of the team and how communication will take place. The person who calls the first meeting is not necessarily the leader who coordinates ongoing emergency planning processes. If possible, consider having the team led by the chief executive or the facility manager.
- Demonstrate management’s commitment and promote an atmosphere of cooperation by “authorizing” the planning group to take the steps necessary to develop a plan.
- Ensure that effective collaboration across political and organizational barriers is considered as a planning structure and team members are selected.
- Establish a clear line of authority between group members and the team leader, though not so rigid as to prevent the free flow of ideas.

Create and Issue a Mission Statement

Have the planning team create a mission statement. The statement can be brief using the KISS (Keep It Simply Stated) method. Ask someone who has strong writing skills to work on this task. Then, have chief executive or facility manager issue a mission statement to demonstrate the company’s commitment to emergency management. The statement should:

- Define the purpose of the plan and indicate that it will involve the entire organization.
- Define the authority and structure of the planning group.

An example of a mission statement is:

The emergency preparedness mission of “Our Business” is to develop, coordinate, and lead the emergency management effort, enabling effective preparation for and efficient response to emergencies and disasters in order to save lives, reduce human suffering, and reduce property loss. The planning group of Our Business:

- Develops plans and procedures, as well as coordinates federal, state, and local resources to ensure the highest levels of mitigation, preparedness, response, and recovery.
- Maintains a comprehensive, risked-based emergency management and training program.

Important Preliminary Steps in Emergency Planning

Establish a Schedule and Budget

Create an initial draft of a schedule and budget for the planning effort.

- Establish a work schedule and planning deadlines. Modify timelines as priorities become more clearly defined.
- Develop 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.

Manage Start-Up

- Start-up can be complex and include such mundane, but essential tasks such as who should send the invitational letters for the first meeting, as well as where and when meetings are to be held, should be determined.
- Throughout the start-up and ongoing process, the planning team leader(s) will want to be conscious of the need to build a common language among planning participants. Different types of professionals speak different languages, which may require explanation.
 - For example, the term surveillance, commonly used by public health officials and health care professionals, may not be known or may come across negatively in the business community – or it may mean something entirely different to someone with a law enforcement background.
 - Professional terminology can be defined or explained during meetings and in key documents – similar to how we have defined key terms in this training.

SAMPLE EMERGENCY PLAN

☐ Emergency Plan For:

If this location is not accessible, we will operate from location below:

Business Name

Business Name

Address

Address

City, State

City, State

Telephone Number

Telephone Number

The following person is our primary Emergency Coordinator and will serve as the company spokesperson in an emergency:

If the person is unable to manage the emergency, the person below will succeed in management:

Primary Emergency Contact

Secondary Emergency Contact

Telephone Number

Telephone Number

Alternative Number

Alternative Number

E-Mail

E-Mail

Designated Responsible Official
(Highest Ranking Manager at Facility)

Name

Telephone Number

Alternative Number

☐ Emergency Contact Information:

Dial 9-1-1 in an Emergency

Date of Plan (Update Plan Annually)

Non-Emergency Police/Fire

By

Insurance Provider

Title

SAMPLE EMERGENCY PLAN (continued)

Emergency Planning Team

The following people participate in emergency planning and crisis management.

Name	Function
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Contact Information (Phone Number, Other)

Name	Function
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Contact Information (Phone Number, Other)

Name	Function
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Contact Information (Phone Number, Other)

Name	Function
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Contact Information (Phone Number, Other)

Name	Function
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Contact Information (Phone Number, Other)

Name	Function
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Contact Information (Phone Number, Other)

Area/Floor Monitors (If applicable)

Area/Floor	Name	Telephone Number
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Area/Floor	Name	Telephone Number
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Area/Floor	Name	Telephone Number
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SAMPLE EMERGENCY PLAN (continued)

Assistants to Physically Challenged (If applicable)

_____	_____
Name	Telephone Number
_____	_____
Name	Telephone Number
_____	_____
Name	Telephone Number

Mission Statement

Include the mission statement for this emergency planning effort in the space below.

Work Schedule and Planning Deadlines

Include the schedule for this emergency planning effort in the space below, including the development plan for creating the emergency plan.

SAMPLE EMERGENCY PLAN (continued)

Budget

Include the budget for this emergency planning effort in the space below.

Items	Cost
New equipment for handling emergencies	
Printing	
Seminars	
Consulting Services	
Other:	
Other:	
Other:	
Other:	

Case Study: Emergency Planning

Directions: An important activity in this program is a progressive, comprehensive case study based on key learning points is integrated through each module (for each step of the emergency planning process). This is the introduction to the case study in which you will work in small groups for discussion and problem solving.



1. Take a few minutes to carefully read the background information for the case study. Your facilitator will also highlight key points of the background information.
2. Break into small work groups with guidance from your facilitator.
3. In small groups, discuss and answer the case study questions. Take notes in the space provided.
4. Be prepared to share your responses with the large group.

Company Profile: One Is Not Enough Cookie Company

Industry: Food/Manufacturing

One Is Not Enough Cookie Company (At-A-Glance):

- Privately owned business that makes sugar cookies; operating over 50 years.
- 200 employees – 125 floor level, 50 in the office, and 25 on and off-site sales/marketing staff.
- Manufacturing site is one floor (single story). Offices housed on two floors in front of the building with a small retail shop in the front where the public can purchase product directly from the factory.
- Located in a suburb (25,000 people) of Anytown, USA (population 1,000,000) with access to local police, fire, Local Emergency Planning Committee (LEPC), etc.
- Organization is relatively “flat;” many employees have multiple work responsibilities.



About Operations and the Facility:

- 2 shifts are run from 6:00 - 2:30 AM and 2:30 -10:00 PM. 3rd shift is used for cleanup or overtime if there is downtime during a shift to make the production schedule. No shifts are run on weekends or holidays unless necessary.
- The facility is comprised mostly of non-combustible construction (tile walls, floors, stainless steel equipment for cleanability). There are combustible package contents.
- The facility is brick with front offices made out of tilt up concrete. The roof is flat. Manufacturing facilities and offices are connected by a one-story “breezeway.”

Case Study: Emergency Planning (continued)

About Operations and the Facility: (continued)

- In this business, operations such as the following are run:
 - Receiving of raw materials (like flavorings that are flammable liquids)
 - Mixing and processing
 - Forklifts and battery charging area (potential acid battery spill)
 - Packaging
 - Ovens for baking (use of natural gas)
 - Warehouse/shipping
 - Maintenance support/activities (cutting/welding spark producing)
 - Cleaning chemicals
- Nitrogen, ammonia, acids, and cleaning chemicals are used in work processes.
- The building has a materials receiving area where materials, tanks, and goods are stored, including:
 - Packaging materials, such as cardboard boxes and foil wrapping paper.
 - Flavor additives and processing raw materials.
 - Two bulk storage tanks that hold flour and sugar.
 - Finished goods that are held in this area prior to shipment.

About the Community:

- The building sits on the outside loop of an industrial park, with businesses on 3 sides of the building (N, W, and E). The south side (rear of building) backs up to a wooded area with high priced homes located just past the woods. (The proximity of the homes are about ¼ mile of wooded area.) There is a small stream running in front of the woods separating the industrial park from the wooded area.
- The neighbor to the west, Acme Adhesive, manufactures glue and adhesive products 24/7. There is a rail siding that separates the two properties. Acme receives raw materials – primarily railcars of chemicals for storage (above and underground tanks) and use in their products. Their manufacturing process is housed in a 3-story metal enclosed building, and uses pressure vessels (reactors) and mixing tanks.
- The neighbor to the east, Westside Trailer sales, builds, assembles, and repairs semi-truck trailers. Approximately 80 employees work 2 shifts work in a 1-story brick building. Component parts (primarily steel and fiberglass side panels) arrive by truck. Riveters and welding equipment are used to assemble and repair. The sales/repair function results in people from all over the city/county coming into the industrial park to visit this facility.
- The neighbor across the street is a warehouse, primarily shipping products all over North America. They are housed in a one story metal clad building with 50 dock doors (25 on each side of the building). Approximately 125 employees work 24/7 and are spread evenly across all 3 shifts.

Case Study: Emergency Planning (continued)

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

One is Not Enough Cookie Company's emergency planning efforts are underway. As a group, work together in a consulting role to review and critique their effort. Assist the team in identifying steps to take that will ensure an effective planning process.

1. Perform the role of a consultant to the team by critiquing the composition of the One is Not Enough Cookie Emergency Planning Team. Identify strengths and recommendations for improvements regarding the team. Note your comments about the team in the space below.

Employees Involved in the Emergency Planning Process:

- Production/Engineer Manager who has a Maintenance/Facilities Coordinator responsible for EHS
- HR Manager
- Research and Development/Quality Manager

Comments:

Case Study: Emergency Planning (continued)

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

2. After the team meets for the first time, the HR Manager provides you with a brief update. Perform the role of a consultant to the team by providing the HR Manager with feedback about the decision below. Note your comments in the space below.
 - You learn that the team has decided to wait until a later step of the planning process to draft a mission statement, schedule, and budget.
 - When you ask for their reason for postponing the draft of these areas of the plan, they tell you it is because they do not have enough information at this phase of the process and will know so much more once they clearly define potential emergencies that may impact their business.
 - To start this process, the team started to brainstorm the emergencies that could impact their business during the last 10 minutes of the meeting.

Comments:

Activity: 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 getting started and establishing an emergency planning team with a supervisor, the head of your company, and/or co-workers who need to be informed.
- 2. Find out if your business has initiated any type of emergency planning efforts, including if there are other employees who have already worked on these efforts.
- 3. Volunteer your expertise to a planning team effort or initiate the creation of a team.

Action Plan

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

