Texas Division of Emergency Management

Preparedness Section

Emergency Management Planner’s Guide and Project Plan

The Planner’s Toolkit

February 2015

Updated January 2020

Table of Contents

[Preface 4](#_Toc500922834)

[Using This Document 5](#_Toc500922835)

[Overview and Purpose 6](#_Toc500922836)

[Goal 6](#_Toc500922837)

[Objectives 6](#_Toc500922838)

[Audience 6](#_Toc500922839)

[Planning Assumptions 6](#_Toc500922840)

[Start With the Big Picture 8](#_Toc500922841)

[The Emergency Operations Plan 8](#_Toc500922842)

[The State of Texas Emergency Management Plan 9](#_Toc500922843)

[The Local Emergency Operations Plan 10](#_Toc500922844)

[Develop a Project Plan 14](#_Toc500922845)

[Plan to Plan 14](#_Toc500922846)

[Analyze the Planning Need 15](#_Toc500922847)

[Identify Your Planning Team 17](#_Toc500922848)

[Determine Plan Document Content Requirements 20](#_Toc500922849)

[Build a Development Schedule 21](#_Toc500922850)

[Secure Leadership Approval and Authorization 21](#_Toc500922851)

[Implement the Project Plan 22](#_Toc500922852)

[Develop a Rough Draft of the Plan Document 22](#_Toc500922853)

[Facilitate the Kick-Off Meeting 25](#_Toc500922854)

[Review and Revise the Plan Document 25](#_Toc500922855)

[Monitor the Planning Process 26](#_Toc500922856)

[Submit the EOP for Review 26](#_Toc500922857)

[Distribute, Maintain and Update the EOP 29](#_Toc500922858)

[Appendix A: Legal Requirements for Emergency Management Planning in Texas 30](#_Toc500922859)

[Appendix B: CPG 101 Content Guidelines 36](#_Toc500922860)

[Authority 64](#_Toc500922861)

[Maintenance and Change 65](#_Toc500922862)

[References 66](#_Toc500922863)

[The Project Plan 2](#_Toc500922864)

[Planning Need Inventory 2](#_Toc500922865)

[Planning Team Roster 3](#_Toc500922866)

[Planning Team Charter 7](#_Toc500922867)

[Communication Plan 8](#_Toc500922868)

[Plan Document Content Requirements 9](#_Toc500922869)

[Planning Schedule 12](#_Toc500922870)

[Leadership Approval and Authorization 14](#_Toc500922871)

Preface

Emergencies and disasters, such as hurricanes, floods, tornadoes, terrorist activities, fires, explosions, transportation accidents, infectious diseases and other potential hazards continuously threaten Texas and its citizens.

In response to such threats state law requires every political subdivision in Texas to prepare and keep current a local or interjurisdictional emergency operations plan. Emergency operations planning activities at the state, regional and local levels are shaped by Texas legislation as well as national policies, doctrine and guidance.

The Preparedness Section of the Texas Division of Emergency Management (TDEM) developed the Emergency Management Planner’s Guide and Project Plan for the Texas emergency management community. This document provides guidance for the initiation, development and review of interagency emergency operations plans. It draws on the Federal Emergency Management Agency’s (FEMA) *Comprehensive Preparedness Guide (CPG) 101*, the Project Management Institute’s (PMI) *Project Management Body of Knowledge*, and previous material from the Texas Division of Emergency Management , such as the DEM-10 available on the TDEM website.

This document is one of three that form The Planner’s Toolkit, which also consists of the section’s Documentation Standards and its Legislation Navigation Guide. All of these documents are available on [TDEM’s website](https://tdem.texas.gov/).

This document is intended to provide guidance and is not intended to supersede any guidance developed by the Texas Division of Emergency Management.

Using This Document

This document is designed for use by planners and stakeholders as they work together to develop emergency operations planning documents.

This document is both a reference and a functional tool. The **Planner’s Guide** contains planning guidance, and the **Project Plan** is do-it-yourself form you can use to manage the planning process while keeping your leadership and stakeholders informed as you plan.

Use the following table to quickly find the information you need.

|  |  |
| --- | --- |
| Learn the basic elements of an emergency operations plan. | **8** |
| Review how we plan in Texas. | **10** |
| Create a project plan to manage your planning project. | **14** |
| Use your project plan to create or revise a basic plan or annex. | **22** |
| Find your completed project plan. | **P2** |

**Directions in blue boxes help you navigate this document.**

Checklist items in red boxes identify **(CPG) 101**guidance information.

For more information on specific terms, refer to the *State of Texas Acronyms and Terms* (STAT) Book, which is available with the State Plan on the TDEM website.

Overview and Purpose

This document outlines emergency management planning responsibilities, principles and smart practices. It provides a recommended process for developing an all-hazard emergency operations plan and submitting that plan for TDEM review.

Goal

To help Texas emergency managers produce accurate, comprehensive and integrated plans that meet the needs of the whole community they serve.

Objectives

* Describe the function of an emergency operations plan.
* Present step-by-step guidance for developing an emergency operations plan.
* Provide information and resources to assist with the planning process.
* Share a powerful tool planners can use to facilitate an efficient and effective planning project.

Audience

* State emergency management planners and administrators
* Regional emergency management planners and administrators
* Local emergency management planners and administrators
* Executive-level emergency management officials and advisors
* Federal, private and nonprofit sector planning partners
* Anyone interested in emergency management planning tools

Planning Assumptions

* Following defined planning practices helps the emergency manager develop better plans and facilitate a better response.
* A systematic planning process benefits both the planner and the end-user by providing clear guidelines and a recognizable, easy-to-navigate format.
* An integrated planning process benefits all stakeholders by enabling them to combine functional expertise and streamline planning efforts.
* Jurisdictions that follow a robust planning process are better able to do the following:
* Influence the course of events in an emergency by determining in advance the actions, policies and processes to be followed.
* Achieve unity of effort by providing a common plan in the event of an emergency.
* Preparedness planners serve as project managers, responsible for achieving organizational objectives.
* Planner assignments may change over the course of a planning project.
* All planning projects require temporary coordinated efforts to complete a series of interrelated activities, many of which must be carried out in sequence.
* When an emergency plan exists and local officials and emergency responders are familiar with it, they have a common guide for action.
* Operational and political considerations may impact stakeholder needs, and thereby, require a focused effort to secure buy-in.
* Cities without a 24-hour warning point or that operate their own fire protection and law enforcement programs, or control such programs, participate in an interjurisdictional program with their county.
* Local jurisdictions exhaust all resources before requesting additional assistance from disaster district committees.
* When state resources are depleted, assistance may be sought from other states and the federal government.

Start With the Big Picture

Emergency management planning happens at the federal, state, regional and local levels. For a comprehensive approach, be sure to consider the full context as you develop your entire plan as well as each plan document.

This section describes the fundamentals of an emergency operations plan, explains the organization of the State of Texas Emergency Management Plan, and presents state preparedness levels for local emergency operations plans. The remainder of this document provides specific planning guidance and tools.

Keep in mind that preparedness depends on the following cycle: plan, organize, equip, train, exercise (POETE) and plan again. As shown in the following diagram, planning is the foundational element of POETE. Without it, the remaining preparedness functions cannot occur.

During planning, key stakeholders come together to decide how they will work as a team during a disaster response.

The Emergency Operations Plan

The centerpiece of a comprehensive emergency management program is the emergency operations plan (EOP), referred to at the state level as an emergency management plan. The EOP contains basic information that provides a framework for response to any disaster regardless of its size, scope or cause. EOPs help save lives, protect property and avoid catastrophic consequences.

EOPs are essential for the emergency manager, serving as the primary tool for the emergency management community to prepare for, respond to and recover from disaster.

Strong EOPs have the following 10 elements in common:

* Reflect the legal basis for emergency management activities.
* Present a concise statement of the emergency responsibilities of elected officials, organizations, departments and agencies.
* Explain how the community expects to employ available resources to protect public health and safety as well as private and public property during hazardous incidents, major emergencies and disasters.
* Describe agreements among volunteer groups, industry, schools, hospitals and other organizations to perform specific emergency functions.
* Specify organizational relationships and lines of authority during emergency situations.
* Include a concept of operations showing how actions are coordinated during the response to and recovery from emergency situations.
* Identify personnel, equipment, facilities, supplies and other resources available within the jurisdiction or by agreement with other jurisdictions for use during response ­and recovery operations.
* Assign responsibility to organizations and individuals for carrying out specific emergency actions to protect lives and property.
* Outline procedures for requesting assistance if resources are unavailable or insufficient to deal with an emergency situation.
* Describe specific hazards and identify mitigation actions to reduce risk.

Other issues relevant to emergency management may be addressed by other types of plans, such as administrative plans and mitigation action plans.Although the EOP is the centerpiece of a comprehensive emergency management program, jurisdictions are also required to develop hazard mitigation plans to be eligible for certain types of nonemergency disaster assistance.

The State of Texas Emergency Management Plan

Texas is required by law to prepare and maintain an emergency management plan, as described in the *Authorities* section below. In 2012, the State of Texas Emergency Management Plan (the State Plan) was updated to better reflect federal recommendations in FEMA’s *Comprehensive Preparedness Guide (CPG) 101*.

The State Plan was reorganized to follow the Emergency Support Function (ESF) EOP Format described in *(CPG) 101*, which is the most robust organizational model for plans and has already been implemented in most other states. The resulting State Plan structure is a basic plan with three types of annexes, as shown in the following table and described further in *(CPG) 101*. Note that annexes are separate documents that stand alone, but have direct relevance to the basic plan.

| **EOP Component** | **Purpose** |
| --- | --- |
| **Basic Plan** | * Provide top-level overview of the jurisdiction's emergency management/response program.
* Create basis from which to develop plan annexes.
 |
| **Emergency Support Function Annexes** | * Outline how responding organizations work together to perform a designated function in response to any hazard.
* Describe response strategies and summarize capabilities.
* Identify coordinating, lead and support entities and describe expected mission execution for each emergency phase.
* Include policies, processes, roles and responsibilities.
* Align with federal “Emergency Support Functions” through which federal support is provided during a disaster.
 |
| **Support Function Annexes** | * Outline how responding organizations work together to perform a designated function in response to any hazard.
* Describe response strategies and summarize capabilities.
* Identify coordinating, lead and support entities and describe expected mission execution for each emergency phase.
* Include policies, processes, roles and responsibilities.
 |
| **Hazard Annexes** | * Define specific hazards, their characteristics and impacts.
* Identify which strategies and capabilities of the emergency support function (ESF) annexes and support function (SF) annexes are called on during a response.
 |

As presented in *(CPG) 101*, the difference between emergency support function (ESF) annexes and support function (SF) annexes is that ESFs address federally coordinated support functions, while SFs address non-federally coordinated support functions. Separating ESFs from SFs facilitates the orderly flow of local requests for governmental support to the state and federal levels as well as the provision of resources back down to local government during an emergency.

Updating the State Plan in this way required modifying the names of certain annexes somewhat to follow *(CPG) 101* guidance. The planning requirements of the annexes did not change significantly, though in a few places, we added some content.

For more information about why TDEM updated the State Plan organization and to view a table that correlates old plan annex names with new names, refer to *Appendix A: State of Texas Emergency Management Plan Structure* below.

These changes to the organization and format of the State Plan do not affect the planning requirements for local emergency operations plans in any way.

The Local Emergency Operations Plan

Local emergency managers have certain responsibilities when it comes to creating, maintaining and updating an emergency operations plan.

According to state law, as described in the *Authorities* section below,every political subdivision in Texas must address preparedness, response and recovery by maintaining an emergency management program—or by participating in an interjurisdictional program that involves one or more cities or one or more counties—and by following TDEM planning standards for the EOP[[1]](#footnote-1) and each plan document.

Each local and interjurisdictional emergency management agency has the following planning-related responsibilities:

* Prepare an emergency management plan that includes the minimum content described in TDEM’s planning standards.
* Obtain the signature of the presiding officer of the jurisdiction on the plan.
* Distribute the plan to appropriate local jurisdictions and provide a copy to TDEM.
* Keep the plan current, reviewing it at least annually.
* Update the plan at least every five years.

Local emergency managers are responsible for deciding how to prepare and maintain their plans. This document offers guidance and resources local emergency managers may use to improve their efficiency and effectiveness.

Local EOP Preparedness Levels

The state evaluates local EOPs at the *basic, intermediate* or *advanced* levels of preparedness as described in the table below.

| **Level** | **Description** |
| --- | --- |
| Basic | * Includes 10 functional annexes, and legal documents that establish the emergency management program
* Includes the minimum content necessary to be in compliance with state law
 |
| Intermediate | * Satisfies the “Basic” level requirements
* Includes nine additional annexes
 |
| Advanced | * Satisfies “Intermediate” level requirements
* Includes three additional annexes
 |

While a basic-levelEOPaddresses the minimum content necessary to comply with state law and the federal Emergency Planning and Community Right-to-Know Act of 1986 (EPCRA), it has two significant drawbacks:

* It does not address or plan for the full spectrum of functions the community may need during a disaster.
* It does not documenting the planned response to the full range of hazards to which the community may be vulnerable.

In addition, having an intermediate-or advanced-levelEOP provides the following benefits:

* A safer and better-prepared community as a result of more expansive planning.
* Increased opportunities to qualify for Emergency Management Performance Grant (EMPG) funding.

Local EOP Requirements by Preparedness Level

The following table describes the basic plan and related plan documents with local preparedness-level planning requirements for each document type. For example, *Annex D: Radiological Emergency Management* is required at the intermediate and advanced levels only.

| Document | Description | B | I | A |
| --- | --- | --- | --- | --- |
| Basic Plan | * Provides an overview of the jurisdiction’s approach to emergency operations.
* Explains emergency response policies.
* Describes the response organization.
* Assigns responsibilities.
* Provides a solid foundation for development of functional annexes.
 | ◼ | ◼ | ◼ |
| Annexes  | Provides specific information and direction; these may include either functional or hazard-specific information to emphasize responsibilities, strategies, and actions that ensure effective response and aid in preparing for emergencies and disasters. | ◼ | ◼ | ◼ |
|  | Annex A: Warning | ◼ | ◼ | ◼ |
|  | Annex B: Communications | ◼ | ◼ | ◼ |
|  | Annex C: Shelter and Mass Care | ◼ | ◼ | ◼ |
|  | Annex D: Radiological Emergency Management |  | ◼ | ◼ |
|  | Annex E: Evacuation | ◼ | ◼ | ◼ |
|  | Annex F: Firefighting |  | ◼ | ◼ |
|  | Annex G: Law Enforcement |  | ◼ | ◼ |
|  | Annex H: Public Health and Medical Services |  | ◼ | ◼ |
|  | Annex I: Public Information | ◼ | ◼ | ◼ |
|  | Annex J: Recovery |  | ◼ | ◼ |
|  | Annex K: Public Works and Engineering |  | ◼ | ◼ |
|  | Annex L: Utilities |  | ◼ | ◼ |
|  | Annex M: Resource Management | ◼ | ◼ | ◼ |
|  | Annex N: Direction and Control | ◼ | ◼ | ◼ |
|  | Annex O: Human Services | ◼ | ◼ | ◼ |
|  | Annex P: Hazard Mitigation |  |  | ◼ |
|  | Annex Q: Hazardous Materials and Oil Spill Response | ◼ | ◼ | ◼ |
|  | Annex R: Search and Rescue |  | ◼ | ◼ |
|  | Annex S: Transportation |  | ◼ | ◼ |
|  | Annex T: Donations Management |  |  | ◼ |
|  | Annex U: Legal |  |  | ◼ |
|  | Annex V: Terrorist Incident Response | ◼ | ◼ | ◼ |
| Standard Operating Procedures (SOP) | Provide greater detail on how to perform the mission tasks described in the annex. While local SOPs are not evaluated by TDEM as part of the preparedness assessment for planning, local emergency management coordinators (EMC) should work with the departments tasked in the local EOP to ensure those departments have SOPs that complement the EOP and adequately address emergency functions. |  |  |  |
| Call Lists and Rosters | Summon emergency responders, make required notifications of certain types of incidents to appropriate agencies, and activate emergency facilities and equipment. Call lists and rosters should not be made part of the plan itself, however, because lists and rosters contain information that generally changes frequently. |  |  |  |
| Legal Documents | Provide the legal foundation for all emergency management programs. Submission materials vary according to scope of the program. For more information about submitting legal documents and plan documents, refer to *Submit the EOP for Review* below. | ◼ | ◼ | ◼ |

Develop a Project Plan

Creating a strong emergency operations plan involves coordinating a great deal of information from multiple sources and stakeholders. A project plan can help you manage all stages of that process.

This section provides step-by-step instructions for completing the do-it-yourself project plan attached at the end of this guide. You may customize the do-it-yourself project plan and use it to manage your jurisdiction’s planning process before, during and after stakeholder involvement.

Plan to Plan

Think of creating or revising your jurisdiction’s emergency operations plan (EOP) as a project with a beginning, middle and end. Creating or updating each document within the EOP is also a project. Experience shows the best way to manage a project is to develop a detailed project plan that you can use to guide your time and attention.

The words "plan to plan" may sound strange to those who are new to the idea, but this smart practice can vastly improve your efficiency and effectiveness as an emergency management planner. As shown in the following diagram, beginning each planning project, such as creating or updating plan document, with a project plan can help standardize and streamline your entire planning process.

TDEM recommends completing a project plan for each plan document before you involve other stakeholders. Drawing from both *(CPG) 101* and the field of project management, the do-it-yourself project plan at the end of this guide helps you complete the following five activities:

* Analyze the planning need.
* Identify your planning team.
* Determine plan document content requirements.
* Build a development schedule.
* Secure leadership approval and authorization.

The rest of this section describes these five activities in greater detail with tips and tools for managing your time and attention. Each activity description is followed by a light blue bar with a link to the corresponding section of the do-it-yourself project plan, which you can customize as you read along.

Analyze the Planning Need

Before you involve other stakeholders, your first step is to determine the extent of your planning project.

Use the following decision points to establish the scope of your planning project, keeping in mind the larger preparedness context and what specific results your jurisdiction needs to get out of the planning process.

The most visible outcome of that process is an EOP, but the quality of work that happens behind the scenes is often what truly determines an effective response.

Your Jurisdiction’s EOP Preparedness Level

Decide if your EOP is to meet the requirements for basic, intermediate or advanced-level preparedness, as described earlier under *Local Plan Preparedness Levels*. Remember that developing an advanced-level plan is the best way to prepare your community and increase your qualification for EMPG grant funding.

Plan Document Types

For each document you produce, decide if it is *strategic*, *operational* or *tactical*. The following table outlines key differences among the three.

| Plan Type | Description |
| --- | --- |
| Strategic | Shows how a jurisdiction’s wants to meet its emergency management responsibilities over the long-term; driven by policy from senior officials and established planning priorities; sets the context for operational planning |
| Operational | Provides roles and responsibilities, tasks and actions required of jurisdictional organizations and agencies during a response; provides the framework for tactical planning |
| Tactical | Details the personnel, equipment and resource management directly involved in incident response |

The information in this guide focuses on how to develop an operational plan. You can, however, use this information and the attached do-it-yourself project plan to develop any of these three plan document types.

EOP Audience and Use

Specify who is to use your plan document, when, where, why and how. The answers to these questions can lead to different kinds of content and format. They can also be used to develop a concise purpose statement to include in the document.

Consider the questions in the following table and determine what kind of information you should collect in your do-it-yourself project plan as well as the best way to present that information in your plan document.

| Question |  Implication  |
| --- | --- |
| Who uses this document? | If it is to be used by executives, the document may be short and brief, hitting only key points; but if it will be used by a first responder to guide specific actions, be sure to write detailed how-to guidance. |
| When is this document used? | If it is to be used pre-incident, the document can include more background information; but if it is for use during an emergency, include only the most necessary information and use larger fonts for fast readability. |
| Where this document be used? | If it is to be used in the emergency operations center, an 8.5” x 11” desk reference makes sense. If it is to be used in the field a pocket-sized guide, with larger type fonts, makes more sense. |
| Why is this document needed?  | People often have different assumptions about why a document is needed. When you explore those assumptions, you might discover the need is for a different document than originally thought. |

Scale of EOP Revision

Decide if you are creating, revising or updating a plan document according to the guidelines in the following table.

| Process | Explanation | Examples |
| --- | --- | --- |
| Creation | Develop new plan documents. | Create an annex for a hazard not yet addressed by your jurisdiction. |
| Revision | Rewrite an existing basic plan or annex to generate a new document. Advisable when numerous pages of the document are updated, major portions of the existing document are deleted or substantial text is added. Revised documents require new signatures by local officials and should be mailed to TDEM at least 60 days prior to the 5-year anniversary date to allow sufficient time for review. | Revise an existing document for the following reasons:* Hazard consequences or risk areas change.
* The concept of operations for emergencies changes.
* Lead or support organizations have significant changes in their responsibilities or can no longer perform tasks assigned to them.
* A training exercise or an actual emergency reveals significant deficiencies in existing planning documents.
 |
| Update | Make specific edits to a limited number of pages to update the document. Changes are typically numbered for identification and issued to holders of the document with a cover memorandum that has replacement pages attached. Does not alter the original document date or require new signatures. | Update facts such as the following: * Agency and personnel name changes
* Correction of out-of-date references
* Correction of previously identified minor content errors
 |

Changes in one document often have implications for other documents such as annexes, appendices and attachments. Be sure to keep track of changes that need to be made to other documents affected by your planning project so you can address those later.

Finally, determine which organization or agency owns the plan document and is thereby responsible for maintaining and updating its content.

**Turn to page** **P2 in the project plan to describe the planning need.**

Identify Your Planning Team

Once you are clear about the planning need, identify key stakeholders who might form your planning team. Organizing these into a roster allows you to track involvement and participation.

Emergency management planners do not prepare plans in isolation. Just as a coordinated emergency response depends on teamwork, effective emergency operations planning is a team effort. Such planning partnerships can help foster the following outcomes:

* Productive working relationships among planning team members
* Well-defined and understood organizational roles
* Integration with private-sector and nongovernmental organization planning efforts
* Cross-functional learning and innovation

Realistic and complete plans are usually developed by a planning team that includes representatives of the departments, agencies and groups responsible for executing the plan.

Identify Planning Team Leadership

The EMC typically oversees updates to the EOP and is responsible for creating an atmosphere of cooperative planning among department heads, organizational leaders and private/volunteer groups.

Usually the EMC identifies the lead agency or organization for a given emergency management function. The EMC and the lead agency’s point of contact work together to create a list of planning team members. The difference between lead, supporting and coordinating agencies/organizations is shown in the following table.

| Term | Definition |
| --- | --- |
| Lead Agency/Organization | * Has significant responsibility, authority, roles, resources or capability for a particular function within a function.
* Coordinates emergency response and recovery activities through the established state emergency coordination and control system.
* Maintains appropriate operational procedure guides and handbooks.
 |
| Support Agency/Organization | Has specific capability or resources that support the lead agency/organization in executing the mission of the ESF.  |
| Coordinating Agency/Organization | Provides facilitation and coordination during incidents and supports the development and maintenance of appropriate annexes in the preparedness phase. |

For example, when the state updated the Firefighting Annex the Texas A&M Forest Service (TFS) was the lead organization, TDEM was the coordinating organization, and there were 17 support organizations from across the state.

Engage the Whole Community

One of the biggest challenges in creating a planning team roster is figuring out how to include the whole community. Failure to include certain groups can lead to planning mistakes and resource shortfalls. The following are tips to help you engage the whole community:

* Involve your entire emergency management team, including elected officials. See *Appendix B: Legal Requirements for Emergency Management Planning in Texas* for emergency management planning responsibilities for the city, county, mayor or county judge, emergency management coordinator, Disaster District Committee and Council of Governments.
* Include all agencies and departments involved in responding to an emergency or disaster, supporting the function being addressed, or with applicable subject matter expertise.
* Include representatives from training and exercise teams that are to train on and exercise the EOP.
* Include representatives from private sector organizations that may have emergency operations or continuity of operations plans of their own.
* Reach out to advocacy organizations that can help you address access and functional needs issues, children’s issues, immigrant and racial/ethnic and faith-based community concerns, animal welfare and service animals.
* Invite an expert on hazard mitigation who can provide information about functional vulnerabilities, critical facilities and available funding.
* Notify affected, protected groups about opportunities to participate and make those activities accessible to the entire community (e.g., use interpreters, translate announcements).
* Be sure to invite executives, such as agency leadership, as well as planners.

When you develop your planning team, consider following a “team of teams” approach. This means facilitating some meetings with the entire planning team and other meetings with smaller teams to work on specific, specialized content or annexes. The team of teams approach can help you be efficient and inclusive.

**Turn to page** **P3** **in the project plan** **to draft your planning team roster.**

Draft a Planning Team Charter

A formal charter promotes clarity of purpose by defining objectives, outlining the team’s structure and documenting partner responsibilities. Like a job description for the entire team, a charter provides productivity-enhancing structure and focus. It also helps all members of the involved organizations understand and support planning team goals. Use a charter to foster a sense of responsibility and serve as a point of accountability with your planning team.

**Turn to page** **P7** **in the project plan** **to draft your planning team charter.**

Develop a Communication Plan

A communication plan ensures timely and consistent communication with your planning team through scheduled meetings, pre-distributed agendas and post-meeting notes, monthly updates and the use of informal channels, such as email, phone calls and informal meetings. Ask yourself the following questions:

* With whom should I communicate? Who is my audience?
* Why should I communicate with this audience?
* How should I communicate with this audience?
* When should you communicate with this audience?

The following table provides examples of the kind of information to include in your communication plan.

| Who | Why | How | When |
| --- | --- | --- | --- |
| Planning team members | Share meeting agenda. | Send formal agenda in email attachment. | Two days before the meeting |
| Other jurisdictions | Increase vertical alignment. | Extend invitation to planning team meeting by phone call or email. | One week before the meeting |

Once you have the details of your expected communication on paper, use them as prompts to share information up, down, across and out in a timely manner.

**Turn to page P8** **in the project plan** **to draft your communication plan.**

Determine Plan Document Content Requirements

If legal authorities are current, and existing plans and procedures are realistic, accurate and complete, your planning process may simply involve a few updates.

If you are creating or revising a plan, conduct research to ensure you use the most recent information to establish relevant facts about your jurisdiction. If you are updating an existing document, start by reviewing the prior version. Build on what already exists in your jurisdiction.

Whether you are creating, updating or revising a document, be sure to review the following resources and information:

* Current local planning guides
* *Core Capability/Target Capability Crosswalk[[2]](#footnote-2)*
* *National Response Framework[[3]](#footnote-3)*
* Other local/regional plans that may contain best-practices
* State Preparedness Report/Threat and Hazard Risk Assessment (SPR/THIRA)
* After Action Reports from actual events, exercises or training
* Relevant standard operating procedures (SOP)
* Any other relevant documents and information

A more comprehensive list appears in the project plan at the end of this document.

Check Planning Standards

State planning standards are updated periodically to clarify intent, update references and address current planning issues. The most up-to-date planning standards are available on the TDEM website along with planning guides and sample plan documents. Be sure to download the planning standards checklist for each plan document.[[4]](#footnote-4) If the standards are not adequately addressed, your documents are then deemed deficient during the plan review, as described under *Submit the Emergency Operations Plan for Review* below. Retain a copy for future use in revising or updating plans and annexes.

**Turn to page P9** **in the project plan** **to record plan document content requirements.**

Build a Development Schedule

A schedule lays out all the steps you need to take to complete your document. It includes steps for drafting your plan document, stakeholder reviews, supervisor reviews, meetings and other key items you must complete. Draft your schedule before you kick off the project, so you can clearly communicate to all of your stakeholders how long you expect the project to take and in which activities you need their participation.

**Turn to page P12** **in the project plan** **to build your schedule.**

Secure Leadership Approval and Authorization

In traditional project management, the project plan is endorsed by key leaders. This important step forces your leadership to read your project plan carefully before you start working the project. Many of us have started creating a plan only to find weeks or months later that our leadership wants us to create something different, according to a different timeline or asks why we did not invite a particular stakeholder. By requesting formal approval from key leaders before you start creating or revising a document, you make sure that everyone agrees to the following items up front:

* Who is leading the project?
* What document(s) are you updating?
* What content do you plan to include?
* What content do you plan to review?
* Whom do you plan to work with to create the document(s)?
* What steps do you plan to take?
* When do you expect to complete your project?

**Turn to page P14** **to record leadership approval(s) and authorization(s).**

Implement the Project Plan

Once you have developed a project plan, you are ready to draft a plan document and work with stakeholders to complete the planning project. The plan document is the most visible outcome, but the planning process is what establishes a shared understanding and orientation.

This section explains how to use a customized project plan to manage the rest of the planning process, including the following activities:

* Develop a rough draft plan document.
* Convene and facilitate your planning team.
* Revise and finalize the plan.
* Submit the emergency operations plan for review.
* Distribute, maintain and update the plan.

Develop a Rough Draft of the Plan Document

Decide if you are working on a basic plan, a functional annex, or a hazard annex, as described earlier in the *State of Texas Emergency Management Plan* section. To make the most of your time, use your project plan to draft the plan document.

Regardless of the type of plan document you are creating, work closely with your lead organization point of contact (POC) at every step. Make sure that your planning team is involved on an ongoing basis as you draft new content or revise existing sections.

Drafting a Functional Annex

The first step in drafting a functional annex is to see if a prior version exists. It is also useful to review the description of the function in *(CPG) 101* to make sure that you’ve got a good grasp on what the function includes.

We recommend that you also review all documents described in the plan document content requirements section on page **P9** of the attached project plan, including the TDEM planning standards. You may create your document using the planning standards and the sample documents available on the TDEM website. Or, if you wish, you may follow the approach used by TDEM’s State and Federal Plans Unit. This approach, outlined below, requires constant coordination with the lead organization POC, as well as ongoing collaboration with your planning team.

First, start by drafting the following content:

* Plan or annex goal and objectives
* Audience
* Planning assumptions
* Concept of operations
* Outline of responsibilities
* Needed resources and available capabilities

Next, develop a concept of operations. Remember that a concept of operations identifies a problem and exhibits your solution. In the State Plan, our “solution” to potential problems within any given function is portrayed in a list of capability-based strategies. Give each strategy an actionable title. In your first strategy, explain how your jurisdiction coordinates functional operations. In your last, outline what types of response resources your jurisdiction provides, which organization or agency provides what resources, and how those resources support the functional response.

You may wish to follow this content with a diagram that shows how decision-making activities result in functional response by planning partners. Identify the specific officials and leaders who have decisions to make, the triggers that cause those decisions to be made, and the expected outcomes of those decisions. Specify any data that is required for decision-making as well as the source of those data.

Then, one by one, explain your strategies in detail.

Finally, work on your document's bookends. This includes the following tasks:

* Finalize each of the following lists:
* Legal authorities
* References
* Contributors
* Write your preface.
* Make sure you have met your original document goal and objectives.
* Add any planning assumptions that you made along the way.

Drafting a Hazard Annex

The first step in drafting a hazard annex is to see if a prior version exists. It is also useful to review the description of the function in *(CPG) 101* to make sure that you’ve got a good grasp on what the function includes.

We recommend that you also review all documents described in the plan document content requirements section on page **P9** of the attached do-it-yourself project plan including the TDEM planning standards. You may create your document using the planning standards and the sample documents available on the TDEM website. Or, if you wish, you may follow the approach followed by TDEM’s State and Federal Plans Unit, which is as follows.

First, start by drafting the following content:

* Plan or annex goal and objectives
* Audience
* Planning assumptions
* Concept of operations
* Outline of responsibilities
* Needed resources and available capabilities

Next, define the hazard. Not everyone in your jurisdiction may be familiar with the hazard, and they may need this material to understand the information in your annex. Include a detailed description and information about hazard types, timelines or stages, indices that show the threshold for response activities and anticipated impacts. Depending on the hazard you may include probability, magnitude, intensity, warning time, location, size of potentially affected areas, speed of onset, duration and cascading effects.

You should follow this step with a chart that shows how decision-making activities result in a hazard response by planning partners. Identify the specific officials and leaders who have decisions to make, the triggers that cause those decisions to be made, and the expected outcomes of those decisions. Specify any data required for decision-making as well as the source of those data.

Next, develop your concept of operations. It should list the core functions used in response to the hazard. Identify which functions the hazard can potentially activate, how the hazard interacts with each function, when, and which elements of each function are uniquely activated by the hazard. Write a summary for each function that explains the actions and capabilities that may deploy in response to the hazard in question. Make sure you think about ways to get resources when needed.

Follow each function summary with a link to that functional annex for more detailed information. In this way you can show how the functional and hazard annexes tie together, rely on each other, and ultimately form one solid, strong emergency operations plan.

Finally, work on your document's bookends. This includes the following tasks:

* Finalize each of the following lists:
* Legal authorities
* References
* Contributors
* Write your preface.
* Make sure you have met your original document goal and objectives.
* Add any planning assumptions that you made along the way.

Drafting the Basic Plan

The basic plan ties your EOP together. Make sure it really serves that purpose. It should provide an overview of your jurisdiction’s emergency concepts and policies as well as an outline of response organizations, emergency tasks to be performed and task assignments for specific individuals, departments and others.

Drafting Any Other Plan Documents

You may discover information that is common across plan documents, and decide to locate that information in a single additional document, such as TDEM did with its *State of Texas Acronyms and Terms (STAT)* book. Or, you might need to prepare appendices or attachments to a plan document.

Facilitate the Kick-Off Meeting

Once you have used your customized project plan and worked with the lead agency POC to develop a draft goal, objectives, audience and planning assumptions for stakeholders to review and comment on, turn to the roster and charter portions for use in convening your planning team and facilitating their participation in the project.

Remember, planning involves bringing key stakeholders and whole community representatives together to decide how they are to work as a team during a disaster response. Your planning team meetings play a key role in helping to develop professional relationships among stakeholders and making sure everyone understands various organizational policies and planning assumptions related to disaster response. Planning team meetings also provide an important opportunity to consider the community’s needs, concerns, capabilities and desire to help; as well as the diversity of needs for support, understanding and assistance.

Use the communication plan portion of your project plan to help you stay in communication with the right people at the right time, through the proper channels as the planning project progresses. Refer to the schedule portion of your project plan to stay on task and on time as your planning team refines the draft plan you prepared.

In your first planning team meeting, be sure to introduce the schedule, share preliminary information, and gather input. Present the charter and provide information about planning team expectations. If an old document exists, start with what is factually different and needs to be changed. Check details like indices, procedures, names and acronyms. Review that document in summary overview. Present initial findings about relevant impacts and response needs. Ask for feedback. Orient your planning team to the schedule, the plan document goal and objectives, the plan document audience and planning assumptions.

We highly recommend that you avoid using planning team meetings for line-by-line reviews. A line-by-line review should be done by each member of the planning team individually. The planning team comes together to discuss issues, changes and questions. Using the planning team meeting for a line-by-line discussion can disengage key stakeholders, and often does not leave time for true discussion on key issues.

Review and Revise the Plan Document

Keep your plan simple and flexible. Validate planning assumptions and coordinate with all agencies and organizations included in the plan. Check for adequacy, feasibility, acceptability, completeness and compliance.

Work with your planning team to ensure your plan does the following:

* Builds on what already exists in the jurisdiction; takes advantage of available guidance, planning materials, and the experience of other planners.
* Bases all planning on facts and reasonable assumptions.
* Accounts for the concerns, capabilities and needs of the whole community.

Writing Tips

Neither the state nor the federal government requires a specific format be used for emergency operations plans. However, TDEM provides sample plans and annexes on its website in case you prefer to work from a template.

Whether or not you elect to use these templates, you may refer to the *Documentation Standards (DS)* for guidance on how to create effective documents. A key element of the Planner’s Toolkit, the DS contains guidelines and best practices in the following areas:

* Creating, managing and sharing documents
* Drafting, editing and using language correctly
* Working with document templates and standard TDEM plan language and styles
* Formatting and presenting information visually
* Developing documents that are accessible to all potential users

Following consistent standards for documentation can improve the accessibility, accuracy, clarity and brevity of your written and graphic communication.

Monitor the Planning Process

Along the course of the project, maintain awareness of how the planning process is progressing. Encourage two-way communication with all stakeholders, and stay accessible to them.

Make sure to check your project plan and stay on your projected timeline. Sometimes, a change in schedule or scope is necessary. If planning activities take longer than expected—or the scope of the project changes—document those changes in your project plan, communicate with all stakeholders and do what is needed to bring the project back into alignment. If you find you need to invite additional stakeholders, remember to add their names to the roster in your project plan.

Think of your project plan as a tool to guide your work throughout the planning project. It is designed to be flexible while helping you stay focused on the goal.

Submit the EOP for Review

By law TDEM is required to review all local emergency management plan documents in order to assess statewide preparedness. When local governments prepare or update planning documents, copies of both the revised document and a completed copy of the corresponding planning standards checklist must be submitted to TDEM.

Jurisdictions must include all of the following items:

* The full body of each plan document, even if it is exactly the same as the prior plan document.
* A signed and dated Approval and Implementation page, including the title of each signee under their signature line, such as the county judge, emergency management coordinator, mayor, sheriff, fire chief, police chief.
* All pages of the corresponding annotated, signed and dated planning standards checklist.

Planning materials that do not meet these requirements are not reviewed until all items are received.

Jurisdictions may submit plans via email to TDEM.Plans@tdem.texas.gov. Send no more than four plan documents in a single email, and format the subject line with Jurisdiction Name — Annex Name.

Upon receipt of all the items listed above, TDEM planners review new and revised local planning documents and enter assessment results into the local planning database. Planners then communicate directly with the local emergency management director (EMD) or designated EMC on any noted deficiencies or recommendations. The EMD or EMC may authorize TDEM to communicate with other planning entities concerning specific planning issues.

Upon review completion, the preparedness profile for the jurisdiction is updated and forwarded via email to the jurisdiction, corresponding council of government (COG) or regional planning commission and the regional liaison officer.

Any planning deficiencies identified during the review must be corrected by the jurisdiction within 60 days or the planning document is deemed noncompliant with state standards. Noncompliance may impact a jurisdiction’s eligibility for federal grants administered by TDEM. Plan status is labeled “pending” during the 60-day grace period, after which the document is deemed deficient.

The following table provides specific directions for submitting legal documents and plan documents.

| Action | Procedure |
| --- | --- |
| Submit New Plans or Annexes | * Provide:
* One copy of the signed and dated plan or annex.
* One copy of the completed planning standard checklist for the plan or annex.
* Retain a copy of the completed checklist for use in preparing an updated checklist when you revise the plan or annex.
 |
| Submit Plan Revisions | * Provide one copy of the revised plan or annex with new signature(s) and a new document date.
* Complete and provide one copy of a new planning standards checklist that covers the plan or annex.
* Retain a copy of the completed checklist for use in preparing an updated checklist when you revise the plan or annex.
 |
| Submit Formal Plan Updates  | * Provide a complete copy of the plan or annex with the change(s) incorporated, including a Record of Changes that shows the date of each change to the document.
* Complete and provide one copy of a new planning standards checklist that covers the updated plan or annex.
* Retain a copy of the completed checklist for use when you revise the plan or annex again.
 |
| Establish a Single Jurisdiction Emergency Management Program | * For a municipal (city) program, use the sample city ordinance provided on the TDEM website.
* For a county program, use the sample commissioners’ court order provided on the TDEM website.
 |
| Establish a Multijurisdictional Emergency Management Program | * Each participating jurisdiction must first establish a municipal or county emergency management program.
* Each participating jurisdiction may then approve a joint resolution (see sample provided on the TDEM website) to merge the previously established programs into an interjurisdictional program.
 |
| Add a Jurisdiction to an Existing Multijurisdictional Emergency Management Program | * The jurisdiction that desires to join an existing program must first establish its own municipal or county emergency management program.
* A new joint resolution establishing an expanded interjurisdictional program must be approved by all existing participants and the new participant.
* The chief elected official of the jurisdiction joining an interjurisdictional management program must sign the Approval and Implementation page of the basic plan for that interjurisdictional program.
 |
| Withdraw From a Multijurisdictional Emergency Management Program | Give 60 days advance notice in writing to each of the signatories of the interjurisdictional plan and TDEM. |

Distribute, Maintain and Update the EOP

Once the EOP is approved, you must distribute and maintain it.

Approve and Disseminate the EOP

The emergency operations plan must be formally recognized, adopted and signed by the jurisdiction’s senior official. The signature page introduces the plan, outlines its applicability and indicates that it supersedes all previous plans. It must be updated each time a new senior elected or appointed official takes office.

Review, Revise and Maintain the EOP

You must keep your plan current. For local plans, this means reviewing at least annually and updating at least every five years.

Test the EOP

Remember that planning is just the first step in the POETE process, as shown in the diagram under *Start With the Big Picture* above. Next, it is time to train on your plan and then test it during a drill or exercise. These steps help you identify problem areas and evaluate preparedness without actually experiencing a disaster. You also test the plan when you respond to an actual emergency or disaster.

Appendix A: Legal Requirements for Emergency Management Planning in Texas

This section provides information about state and local emergency management planning requirements.

The following table outlines the state and local responsibilities for emergency management planning as defined by Texas legal codes.

|  |  |
| --- | --- |
| State Responsibilities | Local Responsibilities |
| Maintain a comprehensive plan with annexes covering specific provisions. | Maintain a comprehensive plan with annexes covering specific provisions.[[5]](#footnote-5) |
| Align the state basic plan and annexes with federal guidelines. | Align the local basic plan and annexes with the state plan and federal guidelines. |
| Assist in the development of local and interjurisdictional plans by the following:* Consult with subdivisions on regularly scheduled basis.
* Make field reviews of relevant areas, circumstances and conditions.
* Review plan documents and suggesting revisions where appropriate.
 | Consult with TDEM’s local/regional planners to obtain technical assistance in the development of local and interjurisdictional plans when needed. |

Planning Responsibilities

Planning responsibilities at the federal, state and local levels are summarized in the following tables.

| Level | Responsibilities |
| --- | --- |
| City | * May establish and maintain a municipal program by city ordinance.
* Is otherwise expected to participate in the county emergency management program and designate a liaison officer.
 |
| County | Required to maintain an emergency management program, established by commissioners’ court order, or participate in a local or interjurisdictional program that serves the entire county or interjurisdictional area except those cities that have established their own local programs. [[6]](#footnote-6) |
| Mayor/County Judge | * Designated by Texas law as the emergency management directors for their respective jurisdictions.
* May designate an emergency management coordinator (EMC) to administer the emergency management program.[[7]](#footnote-7)
* Shall submit a TDEM-147[[8]](#footnote-8) to:
* Specify how the political subdivision is providing an emergency management program.
* Identify the person who manages the program.
* Furnish additional information required by TDEM such as when there is a change in mayor, judge/EMC and/or related addresses and telephone numbers.[[9]](#footnote-9)
* Shall also:
* Provide guidance and direction for the emergency management program.
* Take action to equip and train local emergency responders and officials and provide appropriate emergency facilities.
* Declare a local state of disaster when appropriate.[[10]](#footnote-10)
* Direct the local response to emergency situations using local resources, resources from other jurisdictions covered by mutual aid agreements and/or the statewide mutual aid system and any other on-call emergency resources that the local government may have contracted.
* Request external assistance if local resources are inadequate or inappropriate to deal with the emergency situation.[[11]](#footnote-11)
* Keep the public and local disaster district committee (DDC) informed of the situation during an emergency.
* Oversee recovery programs and related hazard mitigation programs after a disaster.
 |
| Emergency Management Coordinator (EMC) | Responsibilities are generally determined by the appointing mayor/judge and typically include the following:* Serve as staff advisor to the mayor or county judge on emergency matters.
* Advise the local governing body on the city or county’s preparedness status.
* Implement emergency management guidance and policies established by the mayor or judge.
* Coordinate local emergency planning, training and exercise activities.
* Oversee maintenance of the local emergency operations plan.
* Coordinate operational response to local emergencies and disasters.
* Oversee readiness of the local emergency operations center (EOC) and warning system.
* Manage the EOC when in operation.
* Maintain liaison with local emergency service providers, school districts, organized emergency volunteer groups, industry and other organizations or agencies that may be involved in disaster preparedness, response and recovery.
 |
| Council of Governments (COG)[[12]](#footnote-12) | * Dispense federal grant funds to local jurisdictions.
* Provide training and planning assistance when requested by local jurisdictions.
 |
| Disaster District Committee (DDC)[[13]](#footnote-13),[[14]](#footnote-14) | * Identify and commit appropriate state resources to satisfy requests for emergency assistance from a mayor or county judge.[[15]](#footnote-15)
* Forward local requests for assistance to the State Operations Center (SOC) for action by the EMC or TDEM staff if they cannot be satisfied with resources available to the disaster district.
 |
| Texas Division of Emergency Management (TDEM) | * Operate the SOC.
* Monitor incidents throughout the state on a continuous basis.
* Coordinate and support response activities of the emergency management council during major emergencies and disasters.
* Provide situation reports to senior state officials and the EMC.
* Administer post-disaster recovery and mitigation programs in accordance with the Stafford Act.
* Assist the governor with other matters relating to emergency management.
* Maintain the state emergency management plan.
* Promulgate state standards and requirements for local and interjurisdictional emergency operations plans, review such plans and maintain a database on the status of local emergency planning.
* Administer several grant programs that provide financial assistance to local governments and agencies in order to improve local emergency management programs.[[16]](#footnote-16)
* Serve as the governor-appointed State Administrative Agency (SAA) for the FEMA Homeland Security Grant Program.[[17]](#footnote-17)
* Provide field representatives[[18]](#footnote-18) stationed throughout the state to assist local governments with preparedness activities and advise local and state officials during emergencies.
 |
| Emergency Management Council[[19]](#footnote-19) | * Convene at the SOC during major emergencies and disasters to coordinate the use of state resources for responding to the emergency situation.
* Process local requests for emergency assistance that cannot be resolved at the Disaster District level.
 |
| Governor | * Meeting dangers to the state and people presented by disasters.
* Providing guidance and direction for state emergency management efforts.
* May declare a state of disaster and exercise emergency powers set out in the Texas Disaster Act.
* May request assistance from other states pursuant to interstate compacts if state resources are inadequate to resolve an emergency situation.
* May request specific assistance from the federal government or request that the President issue federal emergency or disaster declarations that activate a variety of federal assistance programs.
 |
| Federal Emergency Management Agency (FEMA)[[20]](#footnote-20) | * Reduce the loss of life and property and protect our institutions from all hazards through a comprehensive, risk-based emergency management program of preparedness, response and recovery.
* Coordinate the federal response to disasters that exceed the capabilities of state and local governments.
* Assist communities in recovering from such disasters.
* Support state and local emergency management programs by funding programs for emergency management planning, training and exercises.
* Operate the Emergency Management Institute (EMI) in Emmitsburg, Maryland.
* Provide technical assistance, training and grants to government agencies for researching, developing and implementing mitigation programs directed at reducing the impact of disasters.
* Sponsor programs that teach the public how to prepare for disaster.
* Operate the U.S. Fire Administration which conducts training, public education and research related to fire protection and emergency response procedures.
* Operate the Federal Insurance Administration which makes flood insurance available to communities that agree to adopt and enforce sound floodplain management practices.
 |

Coordinated Planning

Jurisdictions are expected to coordinate and integrate emergency management planning with all levels of government as well as with critical infrastructure planning efforts. Be sure to address both vertical and horizontal integration, as defined in the following table.

| Vertical Integration | Horizontal Integration |
| --- | --- |
| Provide a common operational focus both up and down the various levels of government. | Facilitate coordination across a jurisdiction and between neighboring or partnering jurisdictional plans. |

Requesting Emergency Assistance

If state resources are inadequate to deal with an emergency, the governor may request aid from other states pursuant to interstate compacts or from the federal government.

The proper sequence for requesting assistance during an emergency is depicted in the following diagram.

Note that the county is the first source of external assistance for a city, and that requests for state assistance are made by the chief elected official to the local DDC chair.



EMAC = Emergency Management Assistance Compact

Appendix B: CPG 101 Content Guidelines

Emergency Operations Plans follow federal guidance that appears in FEMA’s Comprehensive Preparedness Guide (CPG) 101. Use the tables below to track your plan’s response to (CPG) 101 guidance.

Copy and paste any of the tables below into your project plan. The first column contains *(CPG) 101* guidance. In the second column, record how your annex responds to this guidance. See *(CPG) 101* for guidance on hazard-specific content.

**Emergency Support Functions (Gold)**

| Transportation – ESF 1 | Notes |
| --- | --- |
| 1. Describe/identify the process for monitoring and reporting the status of, and damage to, the transportation system and infrastructure as a result of an incident.
 |  |
| 1. Describe alternative transportation solutions that can be implemented when systems or infrastructure are damaged, unavailable, or overwhelmed.
 |  |
| 1. Describe the methods by which appropriate aviation, maritime, surface, railroad, and pipeline incident management measures will be implemented.
 |  |
| 1. Describe the method of coordinating the restoration and recovery of the transportation systems and infrastructure.
 |  |

| Communications – ESF 2 | Notes |
| --- | --- |
| 1. Identify and describe the actions that will be taken to manage communications between the on-scene personnel/agencies (e.g., radio frequencies/tactical channels, cell phones, data links, command post liaisons, communications vehicle/van) in order to establish and maintain a common operating picture of the incident.
 |  |
| 1. Identify and describe the actions that will be taken to identify and overcome communications shortfalls (e.g., personnel with incompatible equipment) with the use of alternative methods (e.g., Amateur Radio Emergency Services/Radio Amateur Civil Emergency Service at the command post/off-site locations, CB radios).
 |  |
| 1. Identify and describe the actions that will be taken to manage communications between the on-scene and off-site personnel/agencies (e.g., shelters, hospitals, emergency management agency).
 |  |
| 1. Identify and describe the actions that will be taken by 911/dispatch centers to support/coordinate communications for the on-scene personnel/agencies, including alternate methods of service if 911/dispatch is out of operation (e.g., resource mobilization, documentation, backup).
 |  |
| 1. Describe the arrangements that exist to protect emergency circuits with telecommunications service priority for prompt restoration/provisioning.
 |  |
| 1. Describe how communications are made accessible to individuals with communication disabilities working in emergency operations, in accordance with the Americans with Disabilities Act.
 |  |
| 1. Identify and describe the actions that will be taken by an EOC to support and coordinate communications between the on- and off-scene personnel and agencies.
 |  |
| 1. Describe/identify the interoperable communications plan and compatible frequencies used by agencies during a response (e.g., who can talk to whom, including contiguous jurisdictions and private agencies).
 |  |
| 1. Identify and describe the actions that will be taken to notify neighboring jurisdictions when an incident occurs.
 |  |
| 1. Describe how 24-hour communications are provided and maintained.
 |  |

| Public Works & Engineering – ESF 3 | Notes |
| --- | --- |
| 1. Identify and describe the actions that will be taken to determine qualified contractors offering recovery/restoration services.
 |  |
| 1. Identify and describe the actions that will be taken to coordinate credentialing protocols so personnel have access to critical sites following an incident.
 |  |
| 1. Identify and describe the actions that will be taken to identify, prioritize, and coordinate the work to repair/restore local roads, bridges, and culverts (e.g., along city, county, township, state, interstate, and U.S. routes).
 |  |
| 1. Identify and describe the actions that will be taken to repair/restore local water and wastewater systems (e.g., water/waste treatment plants, water/sewer lines, public/private wells), including providing temporary water distribution and wastewater collection systems until normal operations resume.
 |  |
| 1. Identify and describe the actions that will be taken to prioritize and coordinate the repair/restoration of services (e.g., gas, electric, phone), including conducting safety inspections before the general public is allowed to return to the impacted area.
 |  |
| 1. Identify and describe the actions that will be taken to incorporate and coordinate assistance from Federal, state, and private organizations (e.g., Federal Highway Administration, state building inspectors/contractors, state/local historical preservation office, private contractors).
 |  |
| 1. Describe/identify the likely types of energy and utility problems that will be created as a result of the emergency (e.g., downed power lines, wastewater discharges, ruptured underground storage tanks).
 |  |
| 1. Identify and describe the actions that will be taken to identify, prioritize, and coordinate energy and utility problems that will result from the disaster (e.g., shut off gas/electricity to flooded areas, restore critical systems, control underground water/gas main breaks).
 |  |
| 1. Identify and describe the actions that will be taken to determine, prioritize, and coordinate the removal of debris from roadways to ensure access for local responders (e.g., snow/debris removal, clearance of debris/ice from streams), including coordinating road closures and establishing alternate routes of access.
 |  |
| 1. Identify and describe the actions that will be taken to protect affected populations during a disaster when there are periods of extreme temperature and/or shortages of energy, including how the jurisdiction coordinates with energy-providing companies during outages.
 |  |
| 1. Describe the methods by which the reestablishment of critical human services for children and their families, as well as individuals with disabilities and others with access and functional needs, will be accomplished.
 |  |
| 1. Identify and describe the actions that will be taken to conduct and coordinate damage assessments on private property (e.g., home owners, businesses, renters).
 |  |
| 1. Identify and describe the actions that will be taken to conduct and coordinate damage assessments on public property (e.g., government, private, not-for-profit).
 |  |
| 1. Identify and describe the actions that will be taken to collect, organize, and report damage information to other county, state, or Federal operations centers within the first 12 to 36 hours of the disaster/emergency.
 |  |
| 1. Identify and describe the actions that will be taken to request supplemental state/Federal assistance through the state emergency management agency.
 |  |
| 1. Include copies of the damage assessment forms used locally (e.g., state-adopted or state-recommended emergency management agency’s damage and needs assessment form or a county equivalent). Note: These may be attached as a tab to the plan.
 |  |
| 1. Identify and describe the actions that will be taken to coordinate the debris collection and removal process (e.g., gather and recycle materials, establish temporary storage sites, sort/haul debris).
 |  |
| 1. Identify and describe the actions that will be taken to communicate debris management instructions to the general public (e.g., separation/sorting of debris, scheduled pickup times, drop-off sites for different materials), including a process for issuing routine updates.
 |  |
| 1. Identify and describe the actions that will be taken to assess and resolve potential health issues related to the debris removal process (e.g., mosquito/fly infestation, hazardous and infectious wastes).
 |  |
| 1. Identify critical locations (e.g., water and wastewater facilities) that need to be cleared of debris immediately to provide effective emergency services.
 |  |
| 1. Identify and describe the actions that will be taken to inspect and arrange for the inspection and subsequent disposal of contaminated food supplies (e.g., from restaurants, grocery stores).
 |  |
| 1. Identify the agencies likely to be used to provide technical assistance on the debris removal process (e.g., state environmental protection agency, state department of health, state department of agriculture, local and surrounding county health departments).
 |  |
| 1. Identify and describe the actions that will be taken to condemn, demolish, and dispose of structures that present a safety hazard to the public.
 |  |
| 1. Pre-identify potential trash collection and temporary storage sites, including final landfill sites for specific waste categories (e.g., vegetation, food, dead animals, hazardous and infectious wastes, construction debris, tires/vehicles).
 |  |

| Firefighting – ESF 4 | Notes |
| --- | --- |
| 1. Describe the process used to detect and suppress wildland, rural, and urban fires resulting from, or occurring coincidentally with, an incident response.
 |  |
| 1. Describe existing interstate and intrastate firefighting assistance agreements.
 |  |
| 1. Describe the methods by which situation and damage assessment information will be transmitted through established channels.
 |  |

| Emergency Management – ESF 5 | Notes |
| --- | --- |
| 1. Identify and describe the actions that will be taken to receive and document the initial notification that an emergency has occurred.
 |  |
| 1. Identify and describe the actions that will be taken to coordinate, manage, and disseminate notifications effectively to alert/dispatch response and support agencies (e.g., 911 centers, individual fire/police dispatch offices, call trees) under all hazards and conditions.
 |  |
| 1. Identify and describe the actions that will be taken to notify and coordinate with adjacent jurisdiction(s) about a local emergency that may pose a risk (e.g., flash flood, chemical release, terrorist act).
 |  |
| 1. Describe the use of Emergency Condition/Action Levels in the initial notification process (e.g., Snow Emergency Levels 1–3, Chemical Levels 1–3, Crisis Stages 1–4) where defined by statute, authority, or other guidance.
 |  |
| 1. Identify and describe the actions that will be taken to gather essential information and assess the immediate risks posed by the emergency.
 |  |
| 1. Describe how the initial assessment is disseminated/shared in order to make protective action decisions and establish response priorities, including the need to declare a state of emergency.
 |  |
| 1. Identify and describe the actions that will be taken to monitor the movement and future effects that may result from the emergency.
 |  |
| 1. Identify and describe the actions that will be taken to implement the Incident Command System (ICS) and coordinate response operations, including identifying the key positions used to staff the ICS (e.g., Operations, Agency Liaisons, Safety) and using FEMA ICS forms[[21]](#footnote-21).
 |  |
| 1. Describe how/where an incident command post will be established (e.g., chief’s car, command bus, nearest enclosed structure) and how it will be identified during the emergency (e.g., green light, flag, radio call).
 |  |
| 1. Describe the process used to coordinate activities between the incident command post and an activated EOC, including how/when an Incident Commander can request the activation of an EOC.
 |  |
| 1. Identify and describe the actions that will be taken to coordinate direct communications between the on-scene responders, as well as with the off-scene agencies that have a response role (e.g., hospital, American Red Cross).
 |  |
| 1. Describe the process the Incident Commander will use to secure additional resources/support when local assets are exhausted or become limited, including planned state, Federal, and private assets.
 |  |
| 1. Describe the process the Incident Commander will use to coordinate and integrate the unplanned arrival of individuals and volunteer groups into the response system and to clarify their limits on liability protection.
 |  |
| 1. Describe the purpose and functions of an EOC during an emergency or declared disaster.
 |  |
| 1. Describe/identify under what conditions the jurisdiction will activate a primary and/or alternate EOC and who makes this determination.
 |  |
| 1. Identify the primary and alternate sites that will likely be used as an EOC for the jurisdiction (e.g., city hall, fire department, emergency management agency, dedicated facility).
 |  |
| 1. Describe the process used to activate the primary or alternate EOC (e.g., staff notification, equipment setup), including the process for moving from one EOC to another.
 |  |
| 1. Identify who is in charge of the EOC (e.g., emergency management agency director, senior official, fire/police chief, department/agency director), and describe how operations will be managed in the EOC.
 |  |
| 1. Describe/identify the EOC staff and equipment requirements necessary for an EOC (e.g., first response liaisons, elected or appointed officials, support agencies, communications, administrative support).
 |  |
| 1. Identify and describe the actions that will be taken to gather and share pertinent information between the scene, outside agencies, and the EOC (e.g., damage observations, response priorities, resource needs), including sharing information between neighboring and state EOCs.
 |  |
| 1. Describe the EOC’s ability to manage an emergency response that lasts longer than 24 hours (e.g., staffing needs, shift changes, resource needs, feeding, alternate power).
 |  |
| 1. Identify and describe the actions that will be taken to transition from response to recovery operations.
 |  |
| 1. Describe the process used to deactivate/close the EOC (e.g., staff releases, equipment cleanup, documentation).
 |  |
| 1. Identify the lead official and at least two alternates responsible for staffing each key position at the primary EOC, as well as the alternates (if different) to be consistent with NIMS.
 |  |
| 1. Identify and describe the actions that will be taken to routinely brief senior officials not present in the EOC on the emergency situation (e.g., governor, commissioner, administrative judge, mayor, city council, trustees) and to authorize emergency actions (e.g., declare an emergency, request state and Federal assistance, purchase resources).
 |  |
| 1. Identify and describe the actions that will be taken to manage public information.
 |  |
| 1. Provide a diagram of the primary and alternate EOCs (e.g., locations, floor plans, displays) and identify and describe the critical communications equipment available/needed (e.g., phone numbers, radio frequencies, faxes).
 |  |
| 1. Provide copies of specific forms or logs to be used by EOC personnel.
 |  |

| Mass Care – ESF 6 | Notes |
| --- | --- |
| 1. Identify and describe the actions that will be taken to identify, open, and staff emergency shelters, including temporarily using reception centers while waiting for shelters to open officially.
 |  |
| 1. Describe the agencies and methods used to provide essential care (e.g., food, water) to promote the well-being of evacuees throughout the entire process (including household pets and service animals).
 |  |
| 1. Describe the partnership between the jurisdiction’s emergency management agency, the animal control authority, the mass care provider(s), and the owner of each proposed congregate household pet sheltering facility.
 |  |
| 1. Describe the agencies and methods used to provide care and support for institutionalized populations (e.g., long-term care and assisted living facilities, group homes), individuals with disabilities, and others with access and functional needs (e.g., medical and prescription support, personal assistance services, durable medical equipment, consumable medical supplies, childcare, transportation [including accessible transportation], foreign language interpreters), including their caregivers.
 |  |
| 1. Describe how the jurisdiction will ensure physical and programmatic accessibility of shelter facilities, effective communication using multiple methods, full access to emergency services, and reasonable modification of programs or policies where needed.
 |  |
| 1. Identify and describe the actions that will be taken to ensure that the Americans with Disabilities Act Accessibility Guidelines govern shelter site selection and operation.
 |  |
| 1. Describe the method for ensuring adequate shelter space allocation is provided for children, as well as individuals with disabilities and others with access and functional needs who may need additional space for assistive devices (e.g., wheelchairs, walkers).
 |  |
| 1. Identify and describe the actions that will be taken to provide alternate shelter accommodations for evacuees from domestic violence shelters.
 |  |
| 1. Describe how shelters coordinate their operations with on-scene and other off-site support agencies (e.g., expected numbers evacuated, emergency medical support).
 |  |
| 1. Describe how shelters keep evacuees informed about the status of the disaster, including information about actions evacuees may need to take when returning home.
 |  |
| 1. Describe the method by which necessary developmentally appropriate supplies (e.g., diapers, formula, age appropriate foods), staff, medicines, durable medical equipment, and supplies that would be needed during an emergency for children with disabilities and other special health care needs will be addressed.
 |  |
| 1. Identify and describe the actions that will be taken to care for household pets and service animals brought to shelters by evacuees.
 |  |
| 1. Identify and describe the actions that will be taken to notify or inform the public about the status of injured or missing relatives.
 |  |
| 1. Describe the methods used to identify, screen, and handle evacuees exposed to the hazards posed by the disaster (e.g., infectious waste, polluted floodwaters, chemical hazards) and the methods used to keep the shelter free of contamination.
 |  |
| 1. Describe arrangements in place with other jurisdictions for receiving their assistance in sheltering, including providing shelters when it is not practical locally (e.g., there are no available shelters or staff support).
 |  |
| 1. Describe the agencies/organizations and methods for providing feeding services both within the shelter facilities and at other identified feeding sites or mobile feeding operations.
 |  |
| 1. Describe the plans, methods, and agencies/organizations responsible for the distribution of emergency relief items (e.g., hygiene kits, cleanup items, infant care supplies).
 |  |
| 1. Identify and describe the actions that will be taken to identify and address the general public’s “unmet needs” during the disaster.
 |  |
| 1. Describe the mechanisms or processes for provision of emergency childcare services.
 |  |
| 1. Describe the mechanisms or processes for handling and providing for unaccompanied minors in shelters.
 |  |
| 1. Describe the provisions for the sheltering of unclaimed animals that cannot be immediately transferred to an animal control shelter or when non-eligible animals are brought to a shelter.
 |  |
| 1. Identify and describe the actions that will be taken to segregate or seize household pets showing signs of abuse.
 |  |
| 1. Describe the method for household pet registration (including identification of a current rabies vaccination for all animals).
 |  |
| 1. Describe the method to provide guidance to human shelter operators on the admission and treatment of service animals.
 |  |
| 1. Describe the criteria that can be used to expeditiously identify congregate household pet shelters and alternate facilities.
 |  |
| 1. Describe the method for utility provisions, such as running water, adequate lighting, proper ventilation, electricity, and backup power, at congregate household pet shelters.
 |  |
| 1. Identify and describe the actions that will be taken to address the risk of injury by an aggressive or frightened animal, the possibility of disease transmission, and other health risks for responders and volunteers staffing the congregate household pet shelter.
 |  |
| 1. Identify and describe the actions that will be taken for pre-disaster inspections and development of agreements for each congregate household pet facility.
 |  |
| 1. Describe the method of care and maintenance of each facility while in use as a shelter.
 |  |
| 1. Describe the method for identifying equipment and supplies that may be needed to operate each congregate household pet shelter, as well as supplies that household pet owners may bring with them to the congregate shelter.
 |  |
| 1. Describe the method for physical security of each congregate household pet facility, including perimeter controls and security personnel.
 |  |
| 1. Describe the method for providing for the housing of a variety of household pet species (e.g., size of crate/cage, temperature control, appropriate lighting).
 |  |
| 1. Describe the method for providing for the separation of household pets based on appropriate criteria and requirements[[22]](#footnote-22).
 |  |
| 1. Describe the method for providing for the setup and maintenance of household pet confinement areas (e.g., crates, cages, pens) for safety, cleanliness, and control of noise level, as well as a household pet first aid area inside each shelter.
 |  |
| 1. Describe the method for control of fleas, ticks, and other pests at each congregate household pet shelter.
 |  |
| 1. Describe the criteria for designating and safely segregating aggressive animals.
 |  |
| 1. Describe the method for segregation of household pets to prevent the transmission of disease.
 |  |
| 1. Identify and describe the actions that will be taken for the relocation of a household pet due to illness, injury, or aggression to an alternate facility (e.g., veterinary clinic, animal control shelter).
 |  |
| 1. Describe the method for providing controlled areas (indoor or outdoor) for exercising household pets.
 |  |
| 1. Describe the method for household pet waste and dead animal disposal.
 |  |
| 1. Describe the method for the reunion of rescued animals with their owners.
 |  |
| 1. Identify and describe the actions that will be taken to address the long-term care, permanent relocation, or disposal of unclaimed pets.
 |  |

| Logistics and Resource Mgmnt – ESF 7 | Notes |
| --- | --- |
| 1. Identify and describe the actions that will be taken for resource management in accordance with the NIMS resource typing and include the pre-positioning of resources to efficiently and effectively respond to an incident.
 |  |
| 1. Describe the process used to identify, deploy, use, support, dismiss, and demobilize affiliated and spontaneous unaffiliated volunteers.
 |  |
| 1. Describe the process used to manage unsolicited donations.
 |  |
| 1. Describe plans for establishing logistical staging areas for internal and external response personnel, equipment, and supplies.
 |  |
| 1. Describe plans for establishing points of distribution across the jurisdiction.
 |  |
| 1. Describe plans for providing support for a larger, regional incident.
 |  |
| 1. Describe strategies for transporting materials through restricted areas, quarantine lines, law enforcement checkpoints, and so forth that are agreed upon by all affected parties.
 |  |

| Public Health and Medical Srvcs. – ESF 8 | Notes |
| --- | --- |
| 1. Describe the agencies and methods used to maintain efficient surveillance systems supported by information systems to facilitate early detection, reporting, mitigation, and evaluation of expected and unexpected public health conditions.
 |  |
| 1. Describe the agencies and methods used to identify the public health issues created by the disaster (e.g., food/water safety, biological concerns) and to prioritize how the issues will be managed, including how this process is coordinated with the incident command post/EOC (e.g., issue vaccinations, establish quarantines).
 |  |
| 1. Describe the agencies and alternate methods used to provide potable water, bulk water, and temporary water distribution systems to the jurisdiction when the water systems are not functioning (e.g., private sources, boil orders, private wells).
 |  |
| 1. Describe the agencies and methods used to provide alternate sources for human waste disposal (e.g., arrange portable latrines, encourage sharing with those who have their own septic systems).
 |  |
| 1. Identify the lead agency for providing health and medical support to individuals with disabilities and others with access and functional needs.
 |  |
| 1. Describe the mechanisms or processes to effectively identify children and families who will need additional assistance, as well as individuals with disabilities and others with access and functional needs, with their specific health-related needs in advance of, during, and following an emergency.
 |  |
| 1. Identify and describe the actions that will be taken to secure medical records to enable children with disabilities and/or other special health care needs, as well as individuals with disabilities and others with access and functional needs, to receive health care and sustained rehabilitation in advance of, during, and following an emergency.
 |  |
| 1. Identify and describe the actions that will be taken to assess and provide mental health services for the general public (including individuals with disabilities and others with access and functional needs) impacted by the disaster.
 |  |
| 1. Identify and describe the actions that will be taken to assess and provide vector control services (e.g., insect and rodent controls, biological wastes/contamination, use of pesticides).
 |  |
| 1. Identify and describe the actions that will be taken to assess and provide food production and agricultural safety services (e.g., conducting a coordinated investigation of food and agricultural events or agricultural or animal disease outbreaks).
 |  |
| 1. Describe the use and coordination of health professionals, incident commanders, and public information officers to issue public health media releases and alert the media.
 |  |
| 1. Identify and describe the actions that will be taken to initiate, maintain, and demobilize medical surge capacity, including MAAs for medical facilities and equipment.
 |  |
| 1. Identify and describe the actions that will be taken to assess and provide animal care services (e.g., remove and dispose of carcasses, rescue/recover displaced household pets/livestock, provide emergency veterinary care, treat endangered wildlife) and the individuals/agencies used in this process (e.g., veterinarians, animal hospitals, Humane Society, state department of natural resources).
 |  |
| 1. Identify and describe the actions that will be taken to identify and respond to gravesites/cemeteries that are impacted by the disaster (e.g., recover and replace unearthed/floating/missing coffins, review records to confirm identification, manage closed/historical gravesites).
 |  |
| 1. Describe the use and coordination of health professionals from outside agencies to support local response needs (e.g., poison control centers, state/local departments of health, Centers for Disease Control and Prevention, Funeral Directors Association, U.S. Department of Agriculture, Food and Drug Administration, Medical Reserve Corps).
 |  |
| 1. Identify potential sources[[23]](#footnote-23) for medical and general health supplies that will be needed during a disaster (e.g., medical equipment, pharmaceutical supplies, laboratories, toxicologists).
 |  |
| 1. Identify and describe the actions that will be taken by emergency medical personnel to contain and stabilize a disaster (e.g., set up triage, provide initial treatment, identify access and functional needs, conduct/coordinate transport).
 |  |
| 1. Identify and describe the actions that will be taken to track patients from the incident scene through their courses of care.
 |  |
| 1. Describe how emergency system patient transport and tracking systems are interoperable with national and U.S. Department of Defense systems.
 |  |
| 1. Identify and describe the actions that will be taken to coordinate with private agencies to support on-scene medical operations (e.g., air ambulance, private EMS), including the process of staging and integrating those assets at the scene.
 |  |
| 1. Identify and describe the actions that will be taken to manage on-scene functions of mass casualty/fatality incidents (e.g., identification of bodies, expansion of mortuary services, notification of next of kin).
 |  |
| 1. Identify and describe the process for using hospitals, nursing homes, and/or other facilities as emergency treatment centers or as mass casualty collection points.
 |  |
| 1. Identify and describe the process for identifying shortfalls in medical supplies (e.g., backboards, medicines) and then acquiring those additional resources either locally or from external sources.
 |  |
| 1. Identify and describe the process for identifying shortfalls in durable medical equipment.
 |  |
| 1. Identify and describe the actions that hospitals, within or outside of the jurisdiction, will take to assist medical operations with on-scene personnel (e.g., prioritize patient arrival, divert patients to other sites when current site is full/less capable, provide triage team support).
 |  |
| 1. Identify and describe the actions that will be taken to decontaminate patients, individuals with access and functional needs, children, and household pets and service animals for exposure to chemical, biological, nuclear, and radiological hazards both at the scene of the incident and at treatment facilities.
 |  |
| 1. Identify and describe the actions the Coroner will take during a disaster (e.g., victim identification, morgue expansion, mortuary services, Disaster Mortuary Operational Response Team activation) and how they will be coordinated with responders (e.g., EMS officer, incident command post/EOC, local hospitals).
 |  |
| 1. Describe plans for recovering human remains, transferring them to the mortuary facility, establishing a family assistance center, assisting with personal effects recovery, conducting autopsies, identifying victims, and returning remains to the victims’ families for final disposition.
 |  |
| 1. Identify and describe the actions that health department personnel will take to support on-scene medical and local hospitals in obtaining additional resources when local supplies are likely to be exhausted.
 |  |

| Search and Rescue – ESF 9 | Notes |
| --- | --- |
| 1. Identify and describe the actions that will be taken to conduct structural collapse (urban) search and rescue, waterborne search and rescue, inland/wilderness search and rescue, and aeronautical search and rescue operations.
 |  |
| 1. Identify and describe the actions that will be taken to monitor distress, communications, location of distressed personnel, coordination, and execution of rescue operations including extrication or evacuation along with the provisioning of medical assistance and civilian services through the use of public and private resources to assist persons and property in potential or actual distress.
 |  |

| Oil and Hazardous Mtrls. Resp. – ESF 10 | Notes |
| --- | --- |
| 1. Describe the actions to prevent, minimize, or mitigate an oil or hazardous materials release.
 |  |
| 1. Describe the methods to detect and assess the extent of contamination (including sampling and analysis and environmental monitoring).
 |  |
| 1. Describe the methods to stabilize a release and prevent the spread of contamination.
 |  |
| 1. Describe the options for environmental cleanup and waste disposition; implementation of environmental cleanup; and storage, treatment, and disposal of oil and hazardous materials.
 |  |

| Agriculture and Natural Resrcs. – ESF 11 | Notes |
| --- | --- |
| 1. Describe the process to determine nutrition assistance needs, obtain appropriate food supplies, and arrange for delivery of the supplies.
 |  |
| 1. Describe the plan to respond to animal and plant diseases and pests, including an outbreak of a highly contagious or economically devastating animal/zoonotic disease or an outbreak of a harmful or economically significant plant pest or disease.
 |  |
| 1. Describe the methods to ensure the safety and security of the food supply.
 |  |
| 1. Describe the response actions to preserve, conserve, rehabilitate, recover, and restore natural and cultural resources and historic properties.
 |  |

| Energy – ESF 12 | Notes |
| --- | --- |
| 1. Describe the process to address significant disruptions in energy supplies for any reason, whether caused by physical disruption of energy transmission and distribution systems, unexpected operational failure of such systems, or unusual economic or international political events.
 |  |
| 1. Describe the process to address the impact that damage to an energy system in one geographic region may have on energy supplies, systems, and components in other regions relying on the same system.
 |  |
| 1. Describe/identify the energy-centric critical assets and infrastructures, as well as the method to monitor those resources to identify and mitigate vulnerabilities to energy facilities.
 |  |

| Public Safety and Security – ESF 13 | Notes |
| --- | --- |
| 1. Describe the method by which public safety and security resources will be provided to support incident operations, including threat or pre-incident and post-incident situations.
 |  |
| 1. Describe the process to determine public safety and security requirements and to determine resource priorities.
 |  |
| 1. Describe the process to maintain communication with supporting agencies to determine capabilities, assess the availability of resources, and track resources.
 |  |

| Long-Term Community Recvry. – ESF 14 | Notes |
| --- | --- |
| Refer to the National Disaster Recovery Framework |  |

| Public Information – ESF 15 | Notes |
| --- | --- |
| 1. Identify and describe the actions that will be taken to provide continuous and accessible public information about the disaster (e.g., media briefings, press releases, cable interruptions, EAS, text messages, door-to-door warnings), secondary effects, and recovery activities.
 |  |
| 1. Identify and describe the actions that will be taken to ensure that information provided by all sources includes the content necessary to enable reviewers to determine its authenticity and potential validity.
 |  |
| 1. Identify and describe plans, programs, and systems to control rumors by correcting misinformation rapidly.
 |  |
| 1. Identify and describe the actions that will be taken to inform individuals with sensory, intellectual, or cognitive disabilities; individuals with limited English proficiency; and others with access and functional needs in the workplace, public venues, and in their homes.
 |  |
| 1. Describe the role of a public information officer and the actions this person will take to coordinate public information releases (e.g., working with media at the scene, using a Joint Information Center, coordinating information among agencies/elected and appointed officials), including household pet evacuation and sheltering information.
 |  |
| 1. Describe how responders/local officials will use and work with the media during an emergency (e.g., schedule press briefings; establish media centers on-scene; control access to the scene, responders, and victims).
 |  |
| 1. Include prepared public instructions for identified hazards, including materials for managers of congregate care facilities, such as childcare centers, group homes, assisted living centers, and nursing homes.
 |  |
| 1. Identify and describe the actions that will be taken to manage rumor control on- and off-scene (e.g., monitoring AM/FM radio and television broadcasts).
 |  |
| 1. Describe how public statements on shelter capacity and availability will be updated as people/animals are coming to shelters.
 |  |
| 1. List the local media contacts and describe their abilities to provide warnings.
 |  |

**Support Functions (Green)**

| Continuity of Government / Operations | Notes |
| --- | --- |
| 1. Describe essential functions, such as providing vital services, exercising civil authority, maintaining the safety and well-being of the populace, and sustaining the industrial/economic base in an emergency.
 |  |
| 1. Describe plans for establishing recovery time objectives, recovery point objectives, or recovery priorities for each essential function.
 |  |
| 1. Identify personnel and/or teams needed to perform essential functions.
 |  |
| 1. Describe orders of succession and delegations of authority.
 |  |
| 1. Describe continuity/alternate facilities and continuity communications methods.
 |  |
| 1. Describe plans for vital records and human capital management.
 |  |
| 1. Describe plans for devolution or direction and control.
 |  |
| 1. Describe plans for reconstitution of operations.
 |  |
| 1. Identify applicable training and exercise programs.
 |  |
| 1. Describe the processes for evaluations, AARs, and lessons learned.
 |  |
| 1. Describe the process and criteria for corrective action plans.
 |  |

| Warning | Notes |
| --- | --- |
| 1. Identify and describe the actions that will be taken to initiate/disseminate the initial notification that a disaster or threat is imminent or has occurred.
 |  |
| 1. Describe the use of emergency condition levels in the public notification process.
 |  |
| 1. Identify and describe the actions that will be taken to alert individuals with sensory or cognitive disabilities and others with access and functional needs in the workplace, public venues, and in their homes.
 |  |
| 1. Include pre-scripted EAS messages for identified hazards.
 |  |

| Evacuation and Population Protection | Notes |
| --- | --- |
| 1. Identify and describe the actions that will be taken to coordinate evacuations and sheltering-in-place for all segments of the population, including children, individuals with disabilities, and others with access and functional needs.
 |  |
| 1. Describe the protocols and criteria used to decide when to recommend evacuation or sheltering-in-place.
 |  |
| 1. Describe the conditions necessary to initiate an evacuation or sheltering-in-place and identify who has the authority to initiate such action.
 |  |
| 1. Identify and describe the actions that will be taken to conduct the evacuation (e.g., of high-density areas, neighborhoods, high-rise buildings, subways, airports, schools, special events venues, areas with a high concentration of children and individuals with disabilities) and to provide security for the evacuation area.
 |  |
| 1. Identify and describe the actions that will be taken to perform advanced/early evacuation, which is often necessary to accommodate children and others with mobility issues.
 |  |
| 1. Identify and describe the actions that will be taken to provide safe evacuation/transportation assistance to unaccompanied minors.
 |  |
| 1. Identify and describe the actions that will be taken to track unaccompanied minors and to reunite children with their families.
 |  |
| 1. Identify and describe the actions that will be taken to protect target at-risk groups and/or facilities (e.g., racial, ethnic, religious) in the event of a terrorism alert.
 |  |
| 1. Describe the plan for receiving those evacuated as a result of hazards in neighboring jurisdictions, including household pets and service animals.
 |  |
| 1. Describe the methods used to keep children and others with disabilities with their caregivers, mobility devices, other durable medical equipment, and/or service animals during an evacuation.
 |  |
| 1. Identify and describe the actions that will be taken to exchange registration and tracking information between and among the evacuating jurisdiction, the receiving jurisdiction(s), and the jurisdictions that evacuees will pass through.
 |  |
| 1. Describe the coordination strategies for managing and possibly relocating incarcerated persons during a crisis response.
 |  |
| 1. Describe how and when the public is notified (including individuals with sensory disabilities and individuals with limited English proficiency), explaining the actions they may be advised to follow during an evacuation, while sheltering-in-place, upon the decision to terminate sheltering-in-place, and throughout the incident.
 |  |
| 1. Describe the protocols and criteria the jurisdiction will use to recommend termination of sheltering-in-place.
 |  |
| 1. Identify and describe the actions that will be taken to identify and assist moving evacuees, including assisting individuals with disabilities and others with access and functional needs.
 |  |
| 1. Identify and describe the actions that will be taken to provide for the care of the evacuees’ household pets and service animals or to instruct evacuees on how to manage their household pets and service animals during an evacuation and in returning home when permitted.
 |  |
| 1. Describe how agencies coordinate the decision to return evacuees to their homes, including informing evacuees about any health or physical access concerns or actions they should take when returning to homes/businesses.
 |  |
| 1. Identify and describe the actions that will be taken to identify and assist the return of evacuees to their homes/communities, including individuals with disabilities and others with access and functional needs.
 |  |
| 1. Identify and describe the actions that will be taken when the general public refuses to evacuate (e.g., implement forced removal, contact next of kin, place unique markings on homes, take no action).
 |  |
| 1. Identify and describe the actions that will be taken to ensure the availability of sufficient and timely accessible transportation to evacuate children and other individuals with access and functional needs whose families do not have their own transportation resources.
 |  |
| 1. Describe the means and methods by which evacuation transportation requests from schools, individuals with disabilities, and others with access and functional needs are collected and consolidated.
 |  |
| 1. Describe the means by which incoming transportation requests will be tracked, recorded, and monitored as they are fulfilled.
 |  |
| 1. Describe how accessible transportation resources (including paratransit service vehicles, school buses, municipal surface transit vehicles, drivers, and/or trained attendants) that can provide needed services during an evacuation are identified.
 |  |
| 1. Describe the evacuation and transportation of household pets from their homes or by their owners or those household pets rescued by responders to congregate household pet shelters.
 |  |
| 1. Describe how household pet owners will determine where congregate household pet shelters are located and which shelter to use.
 |  |
| 1. Describe methods of transportation for household pets or service animals whose owners are dependent on public transportation.
 |  |
| 1. Describe how household pets that are provided with evacuation assistance are registered, documented, tracked, and reunited with their owners if they are separated during assisted evacuations.
 |  |

| Financial Management | Notes |
| --- | --- |
| 1. Identify and describe the actions that will be taken to ensure that funds are provided expeditiously and that financial operations are conducted in accordance with established law, policies, regulations, and standards.
 |  |

| Mutual Aid and Multijurisdctn. Coord. | Notes |
| --- | --- |
| 1. Describe the processes to establish and execute mutual aid agreements and multijurisdictional coordination in support of incident response.
 |   |

| Private Sector Coordination | Notes |
| --- | --- |
| 1. Describe the processes to ensure effective coordination and integration with the private sector, both for-profit and not-for-profit, engaged in incident response and recovery activities.
 |  |
| 1. Describe the processes to ensure a shared situational awareness across sectors and between the jurisdiction and the private sector as a whole.
 |  |

| Volunteer and Donations Management | Notes |
| --- | --- |
| 1. Describe the method by which unaffiliated volunteers and unaffiliated organizations will be managed and their resources applied to incident response and recovery activities.
 |  |
| 1. Identify and describe the actions that will be taken to establish and staff donation management functions (e.g., set up toll-free hotlines, create databases, appoint a donations liaison/office, use support organizations).
 |  |
| 1. Identify and describe the actions that will be taken to verify and/or vet voluntary organizations and/or organizations operating relief funds.
 |  |
| 1. Identify and describe the actions that will be taken to collect, sort, manage, and distribute in-kind contributions, including methods for disposing of or refusing goods that are not acceptable.
 |  |
| 1. Identify and describe the actions that will be taken to coordinate donation management issues with neighboring districts and the state’s donations management system.
 |  |
| 1. Describe the process used to tell the general public about the donations program (e.g., instructions on items to bring and not bring, scheduled drop-off sites and times, the way to send monies), including a process for issuing routine updates.
 |  |
| 1. Identify and describe the actions that will be taken to handle the spontaneous influx of volunteers.
 |  |
| 1. Identify and describe the actions that will be taken to receive, manage, and distribute cash contributions.
 |  |
| 1. Pre-identify sites that will likely be used to sort and manage in-kind contributions (e.g., private warehouses, government facilities).
 |  |

| Worker Safety and Health | Notes |
| --- | --- |
| 1. Describe the processes to ensure response and recovery worker safety and health during incident response and recovery.
 |  |

Authority

Strategic planning guidance and authorities governing the enactment and implementation of this annex are summarized below.

The following table presents specific sources, their relevance to this document and hyperlinks to their online location.

|  |  |  |
| --- | --- | --- |
| Source | Relevance | Link |
| Texas Government Code Chapter 418 | Provides authority and mechanisms to clarify and strengthen key roles, as well as authorize and provide for cooperation and coordination of an emergency management system embodying all aspects of predisaster preparedness and postdisaster response. | <http://www.statutes.legis.state.tx.us/Docs/GV/htm/GV.418.htm> |
| Texas Government Code §418.043 | Authorizes TDEM to adopt standards and requirements for local and interjurisdictional emergency management plans. | <http://www.statutes.legis.state.tx.us/Docs/GV/htm/GV.418.htm#418.043> |
| Texas Administrative Code Title 37, part 1, Chapter 7, Subchapter B, Rule §7.12 | Specifies requirements for local and interjurisdictional emergency management. | <https://tdem.texas.gov/> |
| 42 U.S.C. §116 Emergency Planning and Community Right-to-Know Act of 2011 | Requires the establishment of state/tribe emergency response commissions (SERCs/TERCs), responsible for coordinating certain emergency response activities and for appointing local emergency planning committees (LEPC). | <http://www.gpo.gov/fdsys/pkg/USCODE-2011-title42/html/USCODE-2011-title42-chap116.htm> |

Maintenance and Change

This section describes the process by which this document is maintained and updated.

Development

This document originated as a basic, internal project plan developed in early 2013 to help TDEM’s State and Federal Plans Unit members follow a new planning process. Later that year, we began to receive requests from our local, regional and federal partners who were interested in using the tool. With the support of Houston’s Regional Catastrophic Preparedness Grant Program, we therefore developed a more flexible and robust planning guide.

Maintenance

This document is maintained by TDEM Preparedness Section’s Publications Management Unit. Updates are made as needed.

References

This section provides a list of sources and references cited throughout this document or used in its development.

Department of Homeland Security. *National Incident Management System.* The White House, 2008.

*A Guide to the Project Management Body of Knowledge (PMBOK guide).* Newton Square, PA: Project Management Institute, Inc., 2009.

Bucknam, Mark A. "Planning is Everything." *Joint Force Quarterly* (Joint Force Quarterly), 2011: 52-58.

Department of Homeland Security. *National Preparedness System.* The White House, 2011.

Federal Emergency Management Agency. *Developing and Maintaining Emergency Operations Plans*. *Comprehensive Preparedness Guide (CPG) 101*, 2010.

Federal Emergency Management Agency. "National Planning System Planning Lexicon." Pre-Decisional Working Draft, 2013.

Plain Language Action and Information Network (PLAIN). *Federal Plain Language Guidelines*. 2011.

Texas Division of Emergency Management. "Texas Emergency Management Statutes." 2011.

Texas Division of Emergency Management. *Local Emergency Management Planning Guide (TDEM-10) Revision 4*. 2008.

Texas Division of Emergency Management. *Preparedness Standards for Emergency Management in Texas (TDEM-100)*. 2000.

The White House. "HSPD-5, Management of Domestic Incidents." Homeland Security Presidential Directive, 2003.

The White House. "PPD-8, National Preparedness." Presidential Policy Directive, 2011.

Texas Division of Emergency Management

Preparedness Section

Emergency Management Planner’s Guide

Project Plan

The Planner’s Toolkit

February 2015

Updated December 2017

The Project Plan

This project plan contains key information for producing an accurate, comprehensive, and integrated plan document that meet the needs of the whole community.

This attachment to the Emergency Management Planner’s Guide is an optional do-it-yourself project plan. It is designed to assist you in creating both a strong planning process and a robust plan document.

Modify the project plan to meet your jurisdiction’s needs. Where you see brackets like this [], edit or add information inside the brackets; then remove the brackets. Use the blue boxes to link back to earlier sections of the Planner’s Guide that show you how to complete the next section of the project plan.

Set aside an hour or two to complete the project plan. Once you are done, tear it out and use it to manage your planning activities.

Planning Need Inventory

| Question | Answer |
| --- | --- |
| Who uses this document? | [e.g., EXECUTIVES, EMERGENCY OPERATIONS CENTER STAFF, OTHER] |
| When is this document used? | [e.g., PRE-INCIDENT, DURING RESPONSE] |
| Where is this document be used? | [e.g., OFFICE, FIELD] |
| Why is this document needed? | [PURPOSE STATEMENT] |
| What type of document is this? | [ ]  Strategic[ ]  Operational[ ]  Tactical |
| Who owns this document? | [ORGANIZATION NAME] |
| What is the scale of this revision? | [ ]  Creation[ ]  Revision[ ]  Update |
| What other documents are affected by this project? | [DOCUMENT NAME][DOCUMENT NAME] |

Return to the *Planner’s Guide*, page **17**, for guidance on the next section.

Planning Team Roster

All planning meeting facilitation is coordinated between the following coordinating organization point-of-contact (POC) and the following lead organization POC.

|  |  |  |
| --- | --- | --- |
| Coordinating POC: | [ORGANIZATION NAME] | [REPRESENTATIVE NAME] |
| Lead Organization POC: | [ORGANIZATION NAME] | [REPRESENTATIVE NAME] |

Local/Regional Representatives

If you are a local or regional planner, use this table to develop your planning team. You may not need all the representatives on the list below or you may need more. Decide based on the scope of your project.

| Entity | Representative Name |
| --- | --- |
| Law Enforcement | [REPRESENTATIVE NAME] |
| Fire  | [REPRESENTATIVE NAME] |
| Volunteer Organizations Active in Disasters (VOAD) | [REPRESENTATIVE NAME] |
| Mayor/County Judge | [REPRESENTATIVE NAME] |
| Office of Emergency Management | [REPRESENTATIVE NAME] |
| Public Information Office | [REPRESENTATIVE NAME] |
| Public Works | [REPRESENTATIVE NAME] |
| Hazardous MaterialsHAZMAT/Radiological Protection | [REPRESENTATIVE NAME] |
| Public Health and Medical Services (Hospitals, EMS) | [REPRESENTATIVE NAME] |
| Utilities (Gas, Electric) | [REPRESENTATIVE NAME] |
| Search and Rescue | [REPRESENTATIVE NAME] |
| Legal Services (City/County Attorney) | [REPRESENTATIVE NAME] |
| Human Services (Functional Needs Support Services [FNSS], Disaster Behavioral Health) | [REPRESENTATIVE NAME] |
| Emergency Medical Services (EMS) | [REPRESENTATIVE NAME] |
| Emergency Management Coordinator (EMC) | [REPRESENTATIVE NAME] |
| Council of Government or Planning Commission | [REPRESENTATIVE NAME] |
| Disaster District Coordinator | [REPRESENTATIVE NAME] |
| Tribal Councils | [REPRESENTATIVE NAME] |
| Transportation | [REPRESENTATIVE NAME] |
| School ISDs | [REPRESENTATIVE NAME] |
| Private Sector | [REPRESENTATIVE NAME] |
| Advocacy Organizations | [REPRESENTATIVE NAME] |
| Affected, Protected Groups | [REPRESENTATIVE NAME] |

State/Federal Planning Team

If you are a planner in TDEM’s State and Federal Plans Unit, use this table to develop your planning team. Be sure to invite POCs from agency training and exercise teams. Share all contact information with the database manager.

| Acronym | Agency Name | Representative Name |
| --- | --- | --- |
| AGRILIFE | Texas AgriLife Extension Service | [REPRESENTATIVE NAME] |
| ARC | American Red Cross | [REPRESENTATIVE NAME] |
| CPA | Comptroller of Public Accounts | [REPRESENTATIVE NAME] |
| DADS | Department of Aging and Disability Services | [REPRESENTATIVE NAME] |
| DARS | Department of Assistive and Rehabilitative Services | [REPRESENTATIVE NAME] |
| DFPS | Department of Family and Protective Services | [REPRESENTATIVE NAME] |
| DIR | Division of Information Resources | [REPRESENTATIVE NAME] |
| DPS-CCG | Department of Public Safety — Communications Coordination Group | [REPRESENTATIVE NAME] |
| DPS-Fusion Center | Department of Public Safety — Fusion Center | [REPRESENTATIVE NAME] |
| DPS-PIO | Department of Public Safety — Public Information Office | [REPRESENTATIVE NAME] |
| TDEM | Texas Division of Emergency Management | [REPRESENTATIVE NAME] |
| TDEM-SMT | Texas Division of Emergency Management — State Management Team | [REPRESENTATIVE NAME] |
| TDEM-Exercises | Texas Division of Emergency Management — Exercises | [REPRESENTATIVE NAME] |
| TDEM-Training | Texas Division of Emergency Management — Training | [REPRESENTATIVE NAME] |
| DPS-THP | Department of Public Safety — Texas Highway Patrol | [REPRESENTATIVE NAME] |
| DSHS | Department of State Health Services | [REPRESENTATIVE NAME] |
| GLO | Texas General Land Office | [REPRESENTATIVE NAME] |
| HHSC | Health and Human Services Commission | [REPRESENTATIVE NAME] |
| NRC | Nuclear Regulatory Commission | [REPRESENTATIVE NAME] |
| NWS | National Weather Service | [REPRESENTATIVE NAME] |
| OAG | Office of the Attorney General | [REPRESENTATIVE NAME] |
| OOG-EDT | Office of the Governor Economic Development and Tourism | [REPRESENTATIVE NAME] |
| OTSC | Office of the Texas State Chemist | [REPRESENTATIVE NAME] |
| PUC | Public Utility Commission of Texas | [REPRESENTATIVE NAME] |
| RRC | Railroad Commission of Texas | [REPRESENTATIVE NAME] |
| SAO | Texas State Auditor's Office | [REPRESENTATIVE NAME] |
| TAHC | Texas Animal Health Commission | [REPRESENTATIVE NAME] |
| TCEQ | Texas Commission of Environmental Quality | [REPRESENTATIVE NAME] |
| TDA | Texas Department of Agriculture | [REPRESENTATIVE NAME] |
| TDCJ | Texas Department of Criminal Justice | [REPRESENTATIVE NAME] |
| TDHCA | Texas Department of Housing & Community Affairs | [REPRESENTATIVE NAME] |
| TDI | Texas Department of Insurance | [REPRESENTATIVE NAME] |
| TCFP | Texas Commission of Fire Protection | [REPRESENTATIVE NAME] |
| TEA | Texas Education Agency | [REPRESENTATIVE NAME] |
| Texas VOAD | Texas Voluntary Organizations Active in Disaster | [REPRESENTATIVE NAME] |
| TFS | Texas Forest Service | [REPRESENTATIVE NAME] |
| TPASS | Texas Procurement and Support Services | [REPRESENTATIVE NAME] |
| TPWD | Texas Parks and Wildlife | [REPRESENTATIVE NAME] |
| TSA | Transportation Security Administration | [REPRESENTATIVE NAME] |
| TX-TF1 | Texas Task Force One | [REPRESENTATIVE NAME] |
| TWC | Texas Workforce Commission | [REPRESENTATIVE NAME] |
| TWDB | Texas Water Development Board | [REPRESENTATIVE NAME] |
| TxDOT | Texas Department of Transportation | [REPRESENTATIVE NAME] |
| TMD | Texas Military Department | [REPRESENTATIVE NAME] |

[ ]  Check this box to verify that the whole community has been involved.

[ ]  Check this box to verify that you have invited POCs from agency training and exercise teams. Remember that to comply with (*CPG) 101*, your plan must be trained on and exercised.

Return to the *Planner’s Guide*, page **19**, for guidance on the next section.

Planning Team Charter

Planning Team Objectives

The [INITIATIVE NAME] planning team is charged with the following:

* [CREATING/REVISING/UPDATING] the [DOCUMENT TITLE].
* Confirming agency responsibilities in the [DOCUMENT TITLE] and making changes as needed.
* Developing lists of the resources needed to support the state’s planned response as outlined in the [DOCUMENT TITLE].
* Providing accurate, timely feedback on all planning team tasks.

Structure

The planning team consists of representatives from multiple disciplines and [COORDINATING ORGANIZATION] planners who facilitate meetings and provide documentation support. Team members meet approximately every six to eight weeks for the duration of the initiative, either as the full team or in smaller working groups as requested by the coordinating planner.

Plan documents are stakeholder-approved by virtue of representative participation in the planning process. Planning team members serve as organizational representatives and are exempt from personal liability per Texas Government Code, Section 418.

Responsibilities

Planning team members must possess the following:

* Experience in emergency management and/or subject matter expertise related to the operations described in the [DOCUMENT TITLE].
* Delegated authority from their organization’s leadership to provide comments.
* Ability to keep their leadership informed about planning team discussions.
* Ability to attend at least 50% of the planning team meetings.
* Ability to devote time outside of formal meetings to review and comment on plans.
* Willingness to assist in the documentation of recommendations and updates to plans and implementation tools.
* Willingness to provide documents and other information requested by the team.

Return to the *Planner’s Guide*, page **19**, for guidance on the next section.

Communication Plan

Use this table to develop your communication plan.

| Who | Why | How | When |
| --- | --- | --- | --- |
| [e.g., PLANNING TEAM] | [e.g., INVITE TO MEETING] | [e.g., PHONE, EMAIL] | [e.g., ONE WEEK BEFORE THE MEETING] |
| [WHO] | [WHY] | [HOW] | [WHEN] |
| [WHO] | [WHY] | [HOW] | [WHEN] |
| [WHO] | [WHY] | [HOW] | [WHEN] |

If you are a planner in TDEM’s State and Federal Plans Unit, use this table as a starting point to develop your communication plan.

| Who | Why | How | When |
| --- | --- | --- | --- |
| Supervisor | Review project plan and secure supervisor approval. | Project planLive/email | After you create your project schedule |
| Lead Agency | Review project plan and secure lead agency approval. | Project planLive/email | After you get approval from your supervisor |
| Supervisor/Lead Agency | Distribute the final project plan. | Project planLive/email | Once you have approval from both supervisor and lead agency |
| Planning Team (PT) | Invite PT to the kickoff planning team meeting (PTM). | Invitation email | PTM – 21d |
| PT/Supervisor | Prepare PTM materials for supervisor approval. | PTM agenda | PTM – 5d |
| Supervisor | Review PTM agenda and secure supervisor approval. | PTM agendaLive/email | PTM – 3d |
| PT | Share meeting agenda. | PTM agendaEmail | PTM – 2d |
| PT | Prepare PTM materials. | Sign-in sheet, approved agenda, PT charter, plan documents | PTM – 1d |
| PT | Facilitate kickoff PTM. | Live/Conference Call/WebEOC | PTM |
| Database Manager | Share PT contact information. | Email | PTM + 1d |
| Supervisor | Review your project plan modifications and secure approval. | Project plan | PTM + 1d |
| Supervisor/Lead Agency POC | Review your meeting notes and secure approval. | PTM notes | PTM + 1d |
| PT | Share approved PTM notes. | PTM notes | PTM + 2d |
|  | Invite PT to next PTM. | Invitation email | PTM + 2d |
| All Stakeholders | Make information accessible. | Planning Update | Monthly |
| Jurisdictions | Increase vertical alignment. | Invitation emailPTMs | As scheduled |

Return to the *Planner’s Guide*, page **20**, for guidance on the next section.

Plan Document Content Requirements

The following table provides a checklist of information sources that should be consulted as you determine what content to include in your plan document. As you review these sources and find content or information you should include, write it in the “Content to Include” column of the table. If there is no content to include, write “None” and add your initials; this shows your team that you have looked at all relevant sources. Be sure to keep a list of all documents you review for use in your document bibliography.

|  | Research | Content to Include |
| --- | --- | --- |
|[ ]  Relevant Legislation | [LIST OF BILLS] |
|[ ]  Old Version of the Document (if applicable) | [NAME OF PRIOR DOCUMENT] |
|[ ]  TDEM Planning Standards[[24]](#footnote-24) | [PLANNING STANDARDS CHECKLIST] |
|[ ]  *(CPG) 101* | See *(CPG) 101* Content Requirements below. |
|[ ]  *Core Capability/Target Capability Crosswalk* | [DATA FROM CORE CAPABILITY/TARGET CAPABILITY CROSSWALK] |
|[ ]  *National Response Framework* | [DATA FROM NATIONAL RESPONSE FRAMEWORK] |
|[ ]  Local/Regional Plans | [NAME OF LOCAL/REGIONAL PLANS] |
|[ ]  Subject Matter Expertise | [NAME OF SUBJECT MATTER EXPERT(S)] |
|[ ]  State Preparedness Report | [DATA FROM STATE PREPAREDNESS REPORT] |
|[ ]  THIRA/Hazard Analyses | [DATA FROM THIRA/HAZARD ANALYSIS]  |
|[ ]  After Action Reports (AAR) — Operations | [DATA FROM AAR] |
|[ ]  AAR — Exercises  | [DATA FROM AAR] |
|[ ]  AAR — Training  | [DATA FROM AAR] |
| [ ]  | Check this box to verify that you reviewed the after action reports, and this document is therefore based on corrective actions in the real world. |
|[ ]  Other Relevant Documents | [NAME OF OTHER DOCUMENTS] |

*(CPG) 101* Content Guidelines

This *Planner’s Guide* includes Annex B *(CPG) 101 Content Guidelines*, which contains a series of tables of ESF and support function content recommendations. Copy the table for the annex for which you are developing a project plan. Then paste that table into your project plan here.

[ ]  Check this box to verify that your plan document includes all items recommended by ***(CPG) 101***and therefore aligns with **its**guidelines.

Other Relevant Resources

You may wish to develop annexes that are not listed in *(CPG) 101*. The following table provides possible references for those annexes.

| Annex | Reference |
| --- | --- |
| Aerospace Crash | NASA Space Center Jet Propulsion Lab — Satellite Re-entry Plan<http://www.jpl.nasa.gov/> |
| Aviation Crash | National Transportation Safety Board Aviation Investigation Manual Major Team Investigations<http://www.ntsb.gov/doclib/manuals/MajorInvestigationsManual.pdf> |
| Chemical | U.S. Chemical Safety and Hazard Investigation Board<http://www.csb.gov/>U.S. Environmental Protection Agency<http://www.epa.gov/> |
| Cyber Failure | Executive Order 13,636, Improving Critical Infrastructure Cybersecurity<http://www.whitehouse.gov/the-press-office/2013/02/12/executive-order-improving-critical-infrastructure-cybersecurity> |
| Foreign and Emerging Animal Disease | U.S. Animal Health Association — Committee on Foreign and Emerging Diseases<http://www.usaha.org/Committees/ForeignEmergingDiseases.aspx> |
| Infectious Disease: Natur-ally OccurringInfectious Dis-ease: Biological Terrorism | Texas Department of State Health Services<http://www.dshs.state.tx.us/>Centers for Disease Control and Prevention<http://www.cdc.gov/> |
| Land Subsidence | U.S. Department of the Interior — U.S. Geological Survey (USGS)<http://water.usgs.gov/ogw/subsidence-biblio.html>2014 New York State Hazard Mitigation Plan<http://www.dhses.ny.gov/oem/mitigation/documents/2014-shmp/Section-3-13-Land-Subs-Expansive-Soil.pdf> |
| Mass Migration/ Repatriation | U.S. Department of State<http://www.state.gov/> |
| Power Grid Failure | Electronic Reliability Council of Texas (ERCOT)<http://www.ercot.com/> |
| Radiological | Radiological Emergency Preparedness (REP) Program<https://tdem.texas.gov/technological-hazards/>Waste Isolation Pilot Plant (WIPP)<https://tdem.texas.gov/technological-hazards/> |
| Wildfire | National Wildfire Coordinating Group (NWCG)<http://www.nwcg.gov/> |

Return to the *Planner’s Guide*, page **21**, for guidance on the next section.

Planning Schedule

The following is a sample planning team meeting (PTM) schedule for State and Federal Plans Unit members to track key activities and milestones of a typical plan development process. Milestones are noted by a ◼ in the duration column.

This level of detail may not be needed at the local level. Use the steps below as a starting point to develop a planning schedule that works for your community.

| Activity | Duration | Start | Finish |
| --- | --- | --- | --- |
| Analyze the planning need. |  |  |  |
| Build your planning team (PT) roster. |  |  |  |
| Draft a PT charter. |  |  |  |
| Develop a communication plan. |  |  |  |
| Identify plan document content requirements. |  |  |  |
| Review your project plan with your supervisor(s) and secure approval. |  |  |  |
| Schedule meeting with the lead agency to discuss the project plan. | ◼ |  |  |
| Meet with the lead agency to review and approve your project plan. |  |  |  |
| Gather leadership approval and authorization (optional). |  |  |  |
| Distribute the final project plan. | ◼ |  |  |
| Schedule and send invitations for the kickoff planning team meeting (PTM). | ◼ |  |  |
| Locate the document template. |  |  |  |
| Draft your plan document’s goals, objectives, audience and planning assumptions. |  |  |  |
| Summarize relevant legislation and authorities. |  |  |  |
| ***PTM Cycle – Repeat as Needed*** | (7d) |  |  |
| Generate discussion items for your PTM. |  |  | PTM – 5d  |
| Generate a kickoff agenda. |  |  | PTM – 5d  |
| Review the PTM agenda with your supervisor(s). |  |  | PTM – 3d |
| Send the agenda to your PT. | ◼ |  | PTM – 2d |
| Print a sign-in sheet, agenda, your PT charter and plan documents to share at the PTM. |  |  | PTM – 1d  |
| First PTM - Facilitate the kickoff meeting. | ◼ |  | PTM |
| First PTM - Schedule the next PTM. |  |  | PTM |
| Share PT contact info with database manager. |  |  | PTM + 1d |
| Modify the project plan as needed. |  |  | PTM + 1d |
| Notify leadership of any project plan changes. |  |  | PTM + 1d |
| Supervisor reviews and approves meeting notes. |  |  | PTM + 1d |
| Lead POC reviews and approves meeting notes. |  |  | PTM + 1d |
| Share PTM notes with stakeholders. | ◼ |  | PTM + 2d |
| Send next PTM invitation. | ◼ |  | PTM + 2d |
| Schedule a note taker for the next PTM. |  |  | PTM + 2d |
| ***Writing Cycle – Repeat as Needed*** | (5.5 w) |  |  |
| Build/revise your document based on PT feedback. | 2w |  |  |
| Supervisor reviews and comments on your updated content. | 3d |  |  |
| Continue revisions. | 5d |  |  |
| Lead agency reviews and comments on updated content. | 4d |  |  |
| Complete revisions for this writing cycle. | 3d |  |  |
| Share updated draft with your PT. | ◼ |  | PTM – 5d |
| ***PTM Cycle – Repeat as Needed*** | (7d) |  |  |
| ***Writing Cycle – Repeat as Needed*** | (5.5 w) |  |  |
| Check *(CPG) 101* table and confirm you included everything you intended to include. |  |  |  |
| Approve and disseminate the plan. | ◼ |  |  |
| Share with a training officer for testing. |  |  |  |
| Share with an exercises officer for testing. |  |  |  |
| Review, revise and maintain the plan. |  |  |  |

Return to the *Planner’s Guide*, page **21**, for guidance on the next section.

Leadership Approval and Authorization

|  |
| --- |
| Coordinating Organization Point of Contact |
| [NAME] | [EMAIL ADDRESS] | [PHONE NUMBER] |
| Signature | Date |

|  |
| --- |
| Lead Organization Point of Contact |
| [NAME] | [EMAIL ADDRESS] | [PHONE NUMBER] |
| Signature | Date |

|  |
| --- |
| Coordinating Organization Point of Contact Supervisor |
| [NAME] | [EMAIL ADDRESS] | [PHONE NUMBER] |
| Signature | Date |

[ ]  Check this box to verify that this project plan has been shared with a training officer so they can conduct relevant training.

[ ]  Check this box to verify that this project plan has been shared with an exercises officer so they can conduct relevant exercises.

Return to page **22** of the *Planner’s Guide*.

For More Information

For more information on this document contact Rory Halpin, Strategic Planning Unit Supervisor, at rory.halpin@tdem.texas.gov.

Produced by the Texas Division of Emergency Management

1. For more information, refer to the [DEM-100](https://www.txdps.state.tx.us/internetforms/Forms/TDEM-100.pdf) on the TDEM website. [↑](#footnote-ref-1)
2. For more information, refer to the [Core Capability/Target Capability Crosswalk](http://www.fema.gov/media-library/assets/documents/29225?fromSearch=fromsearch&id=6510) on the FEMA website. [↑](#footnote-ref-2)
3. For more information, refer to the [National Response Framework](http://www.fema.gov/national-response-framework) on the FEMA website. [↑](#footnote-ref-3)
4. For more information, refer to the local [planning standards](http://www.txdps.state.tx.us/dem/downloadableforms.htm) on the TDEM website. [↑](#footnote-ref-4)
5. To be eligible for Department of Homeland Security grant funding, all counties and incorporated cities—including all parties to an interjurisdictional plan—must also formally adopt National Incident Management System (NIMS) principles and policies through court order or ordinance. Copies of the NIMS adoption court order or ordinance must also be provided to TDEM. [↑](#footnote-ref-5)
6. Interjurisdictional programs are established by joint resolution after the cities and/or counties concerned have established their own programs by city ordinance or commissioners’ court order. Copies of city ordinances, commissioners’ court orders and joint resolutions establishing emergency management programs should be reviewed by a jurisdiction’s legal entities and must be provided to TDEM. For blank forms, refer to the TDEM website. [↑](#footnote-ref-6)
7. An EMC for an interjurisdictional organization should be appointed by mutual agreement of the judge(s) and the mayor(s) concerned. [↑](#footnote-ref-7)
8. For a copy of the TDEM-147, refer to the TDEM website. [↑](#footnote-ref-8)
9. If the county EMC has been appointed to other jurisdictions within the county, the county judge and the participating city mayors must all sign the same form. [↑](#footnote-ref-9)
10. After such declaration, they may issue orders or proclamations invoking specific emergency powers of those granted the governor in the Texas Disaster Act on an appropriate local scale to respond to and recover from the disaster. [↑](#footnote-ref-10)
11. Channels for requesting assistance during an emergency are depicted in the diagram at the end of this appendix. [↑](#footnote-ref-11)
12. The councils of government (COG) are 24 regional agencies that provide assistance to jurisdictions in their region. [↑](#footnote-ref-12)
13. Texas is divided into disaster districts that share borders with the state’s planning regions (e.g., councils of government/regional planning commissions). Each district has a disaster district committee (DDC) chaired by a local Texas Highway Patrol district commander. The DDC consists of local representatives from agencies that are members of the state emergency management council and who are familiar with agency resources in the area. [↑](#footnote-ref-13)
14. For a map of the state’s disaster districts, refer to the current edition of the Texas Emergency Management Executive Guide available on the TDEM website. [↑](#footnote-ref-14)
15. These requests are made to the DDC chair. [↑](#footnote-ref-15)
16. Additional grant programs are available for the improvement of emergency facilities and equipment, hazardous materials planning and training, and property protection mitigation for coastal jurisdictions. [↑](#footnote-ref-16)
17. SAA responsibilities include making all necessary grant applications for the state and making sub-grants as requested by the council of governments and the state director of homeland security. [↑](#footnote-ref-17)
18. DCs are vital points of contact for local governments. [↑](#footnote-ref-18)
19. Established by the governor pursuant to provisions of the Texas Disaster Act, the emergency management council consists of representatives from 30 state agencies and two volunteer groups who advise and assist in all matters relating to disaster preparedness, response and recovery. [↑](#footnote-ref-19)
20. The regional office for FEMA Region VI, which includes Texas, is located in Denton, Texas. [↑](#footnote-ref-20)
21. For more information, refer to the [ICS Resources](http://www.training.fema.gov/EMIWeb/IS/ICSResource/index.htm) on the FEMA website. [↑](#footnote-ref-21)
22. Animal Welfare Publications and Reports. United States Department of Agriculture, Animal and Plant Health Inspection Service. http://www.aphis.usda.gov/animal\_welfare/publications\_and\_reports.shtml. [↑](#footnote-ref-22)
23. This information could be maintained under a separate tab or as part of a comprehensive resource manual. [↑](#footnote-ref-23)
24. See relevant documents on the [TDEM website](https://tdem.texas.gov/). [↑](#footnote-ref-24)