UNIT FOUR | Preparedness

Objectives

At the end of this unit you will be able to:

- ➲ State what is involved in the preparedness phase of emergency management.

- ➲ Distinguish between what an emergency operations plan is and what it is not.

- ➲ Define the guiding principles that are necessary when developing an emergency operations plan.

- ➲ Define the eight sections of the basic emergency operations plan.

- ➲ Define the five different types of exercises for testing an emergency operations plan.

- ➲ State ways in which to establish and manage an emergency operations center.

What Is Preparedness?

While mitigation can make communities safer, it does not eliminate risk and vulnerability for all hazards. Therefore, jurisdictions must be ready to face emergency threats that have not been mitigated away. Since emergencies often evolve rapidly and become too complex for effective improvisation, a government can successfully discharge its emergency management responsibilities only by taking certain actions beforehand. This is preparedness.

Preparedness involves establishing authorities and responsibilities for emergency actions and garnering the resources to support them. A jurisdiction must assign or recruit staff for emergency management duties and designate or procure facilities, equipment, and other resources for

carrying out assigned duties. This investment in emergency management requires upkeep. The staff must receive training, and the facilities and equipment must be maintained in working order. To ensure that the jurisdiction's investment in emergency management personnel and resources can be relied upon when needed, there must be a program of tests, drills, and exercises.

A key element of preparedness is the development of plans that link the many aspects of a jurisdiction's commitment to emergency management.

A key element of preparedness is the development of plans.

In this unit, we will examine key elements of an emergency operations plan and then take a look at the equipment, supplies, and personnel required to put the plan into action.

The Emergency Operations Plan

The emergency operations plan (EOP) is at the center of comprehensive emergency planning. This plan spells out the scope of activities required for community response. It needs to be more than just a dust-collecting document you and others have spent hours writing. It needs to be a living document that accurately describes what the community can realistically do.

The EOP allows your community to respond to a threat and engage in short-term recovery, the first step toward long-term recovery. Because response activities are time-sensitive, planning is critical and will help promote a more effective response.

Your EOP needs to be flexible enough that it will be of value in any emergency, even those you may not have fully foreseen. In a sense, the all-hazards plan provides your community an emergency management "bottom line" that offers confidence in the jurisdiction's ability to handle an event.

What the Plan Is Not

Before getting any more deeply into what the EOP is, it might be helpful to say what it is not.

It would be wrong to oversimplify and give the impression that effective emergency management hinges on only the EOP. Nothing could be further from the truth. Just as there are several different kinds of actions in emergency response, there are different kinds of plans in emergency management.

Administrative Plan

The first of these is administrative plans. They describe the basic policies and steps your jurisdiction takes in managing its internal processes. Some typical administrative plans are those addressing financial management, personnel management, records management, and labor relations activities.

Mitigation Plans

These plans reflect the strategy for mitigating the hazards faced. Unit Three dealt with considerations on how to formulate these strategies. It is important to note that a mitigation plan is required of states that seek funds for post-event mitigation projects after a Presidentially declared disaster.

Long-term Recovery Plan

Typically, an EOP does not address recovery actions beyond rapid damage assessment and the actions necessary to satisfy the immediate life support needs of disaster victims. The EOP should provide for a transition to a long-term recovery plan and a stand-down of response forces.

Standard Operating Procedures

Your EOP does not contain the detailed "how-to" instructions that need to be known only by an individual or group with responsibility to perform the function. The standard operating procedures may be annexed to the EOP or referenced as deemed appropriate.

In a real sense, the plan is the fruit of a planning process; the more successful the planning process, the better the plan. We will deal with the process first and then the elements of the written plan.

Guiding Principles

The following are guiding principles that should aid you in the process.

Do Not Reinvent the Wheel

Assuredly, there is no reason to begin from scratch. More than likely, your jurisdiction has made some attempt at planning and has planning documents.

In Unit Two, we talked briefly about the resources FEMA and your state's emergency management office represent. Use the staffs of these organizations and the guidance and training materials they have.

www.fema.gov

An excellent document is FEMA's *State and Local Guide for All-Hazards Emergency Operations Planning.* Information on how to order this document is on FEMA's web site, www.fema.gov, or can be obtained from your State Emergency Management Office.

Don't Go It Alone

Use people with experience. This includes those in government, volunteers, and the private sector.

Potential Team Members
- Chief executive officer - Staff of the chief executive - Office of the chief financial officer - Jurisdiction's legal counsel - Law enforcement, fire and rescue, and emergency medical services units - Existing planning agencies - Local emergency planning committees - Public work agencies and utility companies - Social service agencies and volunteer organizations - Educational administrators	- Area hospitals, emergency medical service agencies, the medical examiner, the coroner, funeral directors, etc. - Local media - State aviation authority and port authority - Labor and professional organizations - Organizations in animal care and control, including veterinary services - Amateur radio and CB groups - Emergency managers and agency representatives from neighboring communities to coordinate mutual aid needs - State and federal representatives

Use Existing Organizational Structures

Plans work best within existing organizational structures if these organizations routinely respond to nonemergency duties. That is, if a department does a job on a daily basis, the job will be best done by that organization in an emergency.

Research

Review laws, existing plans, mutual aid agreements, and memoranda of understanding that may affect your planning efforts. Identify changes that need to be made in existing documents, as well as new documents that need to be developed. Once the review is complete, make the appropriate contacts to initiate the changes and additions.

The information from the vulnerability assessment addressed in Unit Three should be reviewed. The plan is to be built to address those risks identified in the assessment that pose a threat to the jurisdiction.

Resources

As you work on the EOP, you will find that the plan requires considerable resources—people, equipment, and facilities. You will need to identify what you have to work with. Information presented later in this unit will help you look at possible sources for garnering resources.

Your emergency operations plan requires
people, equipment, and facilities.

There are three basic components to the EOP.

1. The *Basic Plan* serves as the overview of the jurisdiction's approach to emergency management, including broad policies, plans, and procedures.

2. Functional *Annexes* that address specific activities critical to emergency response and short-term recovery efforts that support the basic plan.

3. Hazard-specific *Appendices* support each functional annex and contain technical information, details, and methods for use in emergency operations.

The plan should be written using clear, simple language to avoid possible misunderstanding or misinterpretation. Do not use unnecessary big words, but keep in mind that technical terminology may be required.
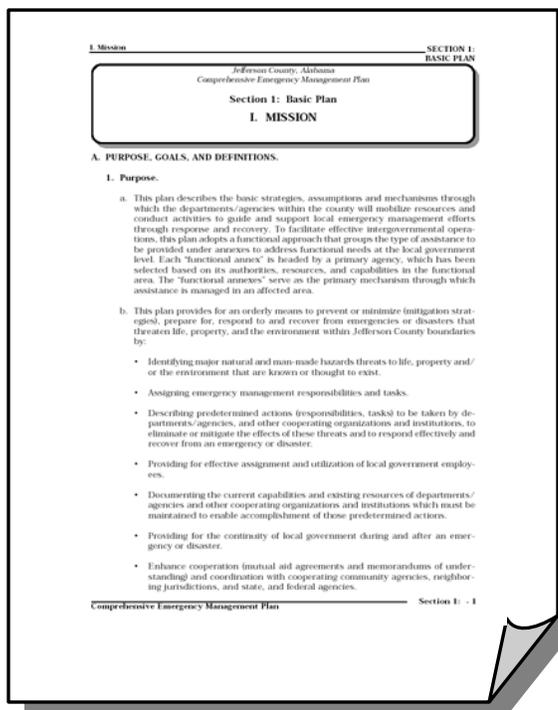
Sample Emergency Management Basic Plan

Sample Emergency Management Plan Annex

Sample Emergency Management Plan Appendix

Part of the Jefferson County Emergency Management Plan is included in the Toolkit, Unit Four. Use it as a reference as you read about the parts of a plan on the following pages and proceed to develop or update your jurisdiction's plan.

The Basic Plan

The basic plan is the foundation document that provides the background and basis for the other parts of the plan. It begins with a series of introductory parts. These include:

- ➲ A promulgation statement signed by the chief executive authorizing the plan
- ➲ A foreword describing the planning process, abstracting the contents in an executive summary, and stating the purpose of the plan
- ➲ A table of contents
- ➲ Instructions on using the plan, on its intended audiences, on the purpose of its various sections, and on plan distribution
- ➲ A change record page for noting the dates of revisions and the sections revised

There are eight other sections to the basic plan.

1. Statement of Purpose

This states the reason the plan exists: to give the community an effective and efficient emergency management operation program that will protect life and property and help the community recover from disasters in a manner acceptable to the citizens.

2. Situation and Assumptions

This is a description of the types of disasters or emergency situations that may occur. It talks about warning time, the degree of damage expected, or any specific situations that may be peculiar to the community. For example, if you are located in the vicinity of a nuclear power plant, this section would describe the various emergency situations that may occur because of that particular facility.

But be realistic. Make only valid assumptions, because they will influence the details that follow later in the plan for meeting these emergencies. The description of potential disasters should reference your hazard identification and vulnerability analysis.

3. Organization and Assignment of Responsibilities

This is the heart of the plan, because it deals specifically with how the jurisdiction will assign the emergency functions to carry out the plan. However, this section does not yet say how the plan will function. Its sole purpose is to specify who will be responsible for the key functions.

This section also defines the roles of local officials in the emergency management structure. It specifies the lines of authority between the various government officials, the emergency manager, and the heads of the various agencies or departments.

As we discussed earlier, your emergency organizational structure should be as similar as possible to that used for day-to-day operations. However, it should allow for the expansion and extension of duties to include such items as damage assessment, liaison with community groups, and emergency shelter management and similar functions that normally do not occur on a daily basis.

Emergency management is a community-wide responsibility, not just a local government responsibility. Therefore, the organizational structure should also clearly identify those private-sector individuals or organizations that have accepted the responsibility to coordinate resources outside the direct control of the local government.

4. Concept of Operations

This section describes the roles and relationships of government agencies and how they interact with each other and the private sector. Here are some of the points covered:

- ➲ Interjurisdictional relationships among levels of government
- ➲ Curtailment of nonessential functions during emergency conditions
- ➲ General need for time-phase of operations (pre-emergency, emergency, and post-emergency)
- ➲ Supporting plans and procedures as a basis for operations
- ➲ Expectations for training, exercises, and critiquing
- ➲ Efforts directed toward mitigation and recovery
- ➲ Generally, a discussion of the decision-making processes that affect emergency management operations

5. Administration and Logistics

This is the place to address management of resources, general support requirements, and availability of services and support for all phases of comprehensive emergency management. The plan will establish policy for obtaining and using facilities, materials, services, and other resources required for any aspect of emergency management.

6. Plan Development and Maintenance

This presents details about the creation, review, revision, approval, acceptance, and distribution of the plan. Especially important will be the continuous review required to keep the plan current and reflect changes that result from actual experiences in emergency management, changing emergency situations and assumptions, and modifications in the community's profile.

7. Authorities and References

This part cites the authorities that provide the basis for a comprehensive emergency management program. It refers to the statutes, executive orders, regulations, and formal agreements that pertain to any type of emergency. It also references other documents relating to emergency planning, such as general planning guidance, plans of other agencies, and the plans of other levels of government.

8. Definitions of Terms

This is the plan's glossary of terms that are not commonly known or might be misinterpreted. For example, you may wish to define mutual aid, hazardous materials, or radiological emergency as you are using the terms in your plan. These definitions will depend upon their application to your community and the particular interpretation you intend to give them.

It should be fairly evident by now that the basic plan is mostly preliminary, background information. It lays the structure for the functional annexes and the hazard-specific appendices that follow.

Functional Annexes

Annexes are the parts of the EOP that begin to provide specific information and direction. Annexes should focus on operations: what the function is and who is responsible for carrying it out. While the basic plan provides information relevant to the EOP as a whole, annexes should emphasize responsibilities, tasks, and operational actions that pertain to the function being covered. Annexes should cover, in general terms, the activities to be performed by anyone with the responsibility under that function. An annex should identify actions that not only ensure effective response but also aid in preparing for emergencies and disasters.

The core functions that should be addressed are:

➲ Direction and control – who is in charge

➲ Communications – how people and organizations will communicate

➲ Warning – what warning systems will be used

➲ Emergency public information – how the public will be kept informed

➲ Evacuation – what steps will be taken to tell people to leave a particular area and how they will do it

➲ Mass care – who will shelter and feed populations that have been evacuated or displaced by an emergency

➲ Health and medical services – who will provide these services after a disaster

➲ Resource management – how resources will be allocated

Other Functions

Other functions to consider:

➲ Damage assessment

➲ Search and rescue

➲ Emergency services

➲ Aviation operations

➲ Radiological protection

➲ Engineering services

➲ Agricultural services

➲ Transportation

Eight Sections

As with the basic plan, and as described on the previous few pages, there are eight parts of an annex.

1. Purpose

2. Situation and Assumptions

3. Organization and Assignment of Responsibilities

4. Concept of Operations

5. Administration and Logistics

6. Plan Development and Maintenance

7. Authorities and References

8. Definition of Terms

Hazard-Specific Appendices

Hazard-specific appendices offer a means of extending functional annexes to address special and unique response procedures, notifications, protective actions, emergency public information, and other needs generated by a particular hazard.

A hazard-specific appendix should be prepared for any functional annex that does not, by itself, give enough information to perform the function adequately in the face of a particular high-priority hazard, such as an earthquake.

The appendices are attachments to the functional annexes, and their sections correspond to those in the annex for which they provide supplementary hazard-specific information. This further assures consistency in the plan, since all major parts—the basic plan, the functional annex, and the hazard-specific appendix—will look alike. The level of detail will vary from one to the other, however.

Plan Review

When you have the plan completed, review each aspect with your local officials and others who have responsible parts to play in its implementation. Be prepared to make revisions, if necessary.

Exercising the Plan

The most effective way to test the plan is by exercising it. There are five different types of exercises. Each is progressively more realistic, more stressful, more complex, and more difficult to conduct. Jurisdictions should plan on exercising in successive steps, each step building on the experience of the past exercise. Exercises must be an integral and ongoing part of an effective emergency management program.

The most effective way to test the plan is by exercising it.

1. Orientation

The first type of exercise is a preparatory training exercise that helps orient staff to plans or procedures. It is very low-key and serves as a building block to other, more difficult exercises.

> *Information on this and the other types of exercises is provided in FEMA's "Exercise Design Course" (G120) and in the "Guide to Emergency Management Exercises." Information on how to obtain these publications can be found on FEMA's web site or by contacting your state emergency management office.*

2. Table-top Exercise

Second is the table-top exercise. The focus of this exercise is participants' familiarization with their roles, procedures, and responsibilities in the emergency

Table-top exercises familiarize participants with their roles, procedures, and responsibilities.

management system. As the name implies, it occurs when the participants sit around a table and talk their way through the exercise. It is normally not a stressful activity and is easily scheduled since it does not require elaborate preparation.

It does involve an initial attempt to simulate what happens during an emergency, because it uses pre-scripted messages designed to trigger a response. But, as in more complex exercises, there is no pressure of urgency and timeliness since it is basically an exercise in talking about the plan. This shared conversation about the plan is valuable to emphasize the need to coordinate and to identify the interaction problems agencies face.

3. Functional Exercise

The functional exercise takes place in a classroom setting arranged to look like an emergency operations center (EOC) or in an actual EOC. It involves complex simulation using written, telephone, and radio messaging. The messages describe realistic events and occurrences to which the participants respond as if it were a real emergency.

The training benefit comes from the evaluation of personnel and procedures under complex conditions and relatively high stress.

The functional exercise should involve all key emergency management personnel to allow them to practice using the procedures they helped write or, at a minimum, approved. This tests the organization of the plan, its task assignments, and the liaison necessary among government officials.

Conflicts in authority or responsibility emerge in a functional exercise as do gaps in task assignments in the plan. Because this occurs, the functional exercise often leads to plan revision.

4. Field Drill

A field drill is when personnel of one emergency service organization actively participate. A drill can also involve all the players in one specific function.

Field drills serve a valuable purpose in support of a full-scale exercise. For example, before you conduct a full-scale exercise, you should verify that alerting and notification procedures are correct by conducting a notification drill. This consists of sending out a message simulating that a disaster has occurred and observing whether the correct people and agencies find out about it within a predetermined period of time.

Drills also let you verify the working order of some of the specialized facilities you have, such as the EOC and the communications center.

Too often, jurisdictions feel confident that they have tested their plan after running such a drill. However, unless the EOC activates and full interagency coordination takes place, there is no complete system test. Therefore, the ultimate goal of the exercise program should be to conduct a full-scale exercise with EOC activation. Drills alone cannot substitute for simulation of total emergency coordination.

5. Full-scale Exercise

The full-scale exercise combines a functional exercise with a field drill. During a full-scale exercise, all personnel respond to an emergency by moving equipment and personnel as in a real situation. There may even be civilian participants who simulate injuries.

While there is not the urgency and stress of a real-life situation, there is enough pressure to test the emergency management plan and the ability of the personnel to follow it.

One final word of advice: Do not move too fast to advanced exercises until all participants and agencies have participated in the more basic exercises and drills. The surest way to "fail" the full-scale exercise is to attempt to launch one with insufficient practice.

Publicizing the Plan

Once you have completed the EOP, you need to let everyone in the community know about it. If you have not done so already, it is an excellent time to begin a full public information push for emergency preparedness. It is also an excellent time to do a little promotion within your own government. Use the completion of the plan as an opportunity to renew contact with other agency officials as well as volunteer groups and the public.

Your approach to each of these groups and the information you present will be different. The intent, however, is the same: to have a well-informed and fully prepared community.

Potential Methods

Local Media

There are several ways you can inform the public about the plan. The most obvious is to use the local news media. The media can broadcast informational spots on radio and television as a public service. Radio announcements are easier to prepare, because there are no visuals to make.

Your local newspaper could run a series of small articles about the EOP and what the public is to do when alerted.

The media can inform the public about your plan.

Speak to Community
Groups

Speak to local community groups.

Another way of getting the word out is to speak to local community groups, such as the PTA, the Chamber of Commerce, or the Board of Realtors. Do not pass up the opportunity to speak to any community group. The more informed people are, the better the plan will work in time of emergency.

Handouts

If possible, arrange to have some type of brochure printed as a handout. You may even be able to have the local newspaper or a local printer prepare the brochures at no cost. As an enticement, you could mention the donor on the brochure by inserting something like "XYZ Printing, Inc., donated this brochure as a public service." Many printing companies are more than willing to print at no charge if they can get free promotion as a result.

Here are two suggested ways to get brochures distributed. One is to use groups like the Boy Scouts, Girl Scouts, or even adult civic groups to distribute them door-to-door. An alternative is to see if private and public-sector agencies will allow you to insert the brochure with statements or bills.

Lining Up Your Resources

As you work on an EOP, you will find that the plan requires considerable resources—people, equipment, and supplies. Without them the job of emergency response would be impossible.

Potential sources of resources are:

- ➲ Those available from your government in your jurisdiction or maintained by higher levels of government
- ➲ Those in the community
- ➲ Those in a neighboring jurisdiction
- ➲ Those available from the private sector

From Government

The first available resources are those of the various departments and agencies of your jurisdiction. They constitute your first line of response and the core resources for your emergency plan.

From the Community

Groups from the community can provide valuable resources. These groups include

- ➲ American Red Cross
- ➲ Salvation Army
- ➲ Catholic Relief Services
- ➲ Religious Institutions
- ➲ Senior citizens' groups
- ➲ Parent Teacher Associations
- ➲ Chamber of Commerce
- ➲ Scouting groups
- ➲ Fraternal and civic groups
- ➲ Women's clubs

From a Neighbor

It would not be fiscally responsible for a community to purchase some specialized piece of emergency equipment used only occasionally if a neighboring jurisdiction owns one and is willing to share. It makes sense to partner and share resources through mutual aid agreements.

A mutual aid agreement is a legal document that sets forth what help will be provided in case of an emergency. The heads of the governments involved sign the document. Typically, the agreement covers access across boundaries, the provision of resources and services, and the extent to which the resources and services will be provided.

The Toolkit contains several sample mutual aid agreements.

The state and federal government may also have resources that can be made available.

Modern Mutual Aid Agreements for Building Officials

New Hampshire Public Works Mutual Aid Agreement

New Hampshire Mutual Aid Questions

Sample Mutual Aid Agreement for Building Officials

Sample Mutual Aid Agreement for Public Works

From the Private Sector

A major part of your private-sector resource inventory will consist of personnel and equipment that will supplement government resources in an emergency. Often, the private sector has different, more up-to-date resources than the government. It may also have specialists the government cannot afford to hire.

Inventorying Your Resources

Perhaps you already have a community resource inventory. If you do, get it out and review it as you read this section. Your inventory should be updated as often as necessary, but at a minimum once a year. You may find that your inventory is not as complete as it should be. If so, this is the time to begin adding information.

If you do not have a resource inventory, it is time to start developing one. The worksheets and checklists in your Toolkit provide excellent guidance on identifying and planning to use your resources.

The Toolkit contains worksheets for identifying resources available in the community and checklists for resource management plan.

Resource Management Package

Although creating a resource inventory can be time consuming, it is necessary. Doing it can help you develop contacts with your own government officials, volunteer groups (who are a source of help with the resource inventory), and business and industry officials throughout the community. It can be a path to visibility in your area and a way to build bridges to groups that will be important in emergencies.

Identifying Sources

Begin to identify sources by creating a list of people to contact who have authority to allocate resources during an emergency.

Organizational charts, telephone directories, and simply asking others are excellent sources for identification of contacts.

Once you have identified these sources, you will need to make contact with them to find out what resources they can provide. You should be prepared to take notes and to explain in detail what your requirements are.

It is a good idea to follow up any commitment about a resource in writing. The written document should address specifics about the resource, such as what is being provided, the quantity, the location, primary and alternate contact information, and any costs.

Resource Tracking

An inventory of resources, people, and materials needs to be established using a manual or automated system to capture the information. A sample inventory appears below.

Wilson County Resource Inventory

RESOURCE: Heavy equipment (12 dump trucks; 6 graders)

SKILLS/CAPABILITIES: Excavation; debris removal; earth moving

TRAINING/EXPERIENCE: Used extensively in Hurricane Betty

LOCATION: Red Bank

ADDITIONAL RESOURCES REQUIRED: Drivers; skilled operators

PRIMARY CONTACT: Albert King (K & R Const.)

ADDRESS: 4100 Janeway Rd.

PHONE: 305-414-4145

HOME ADDRESS: 833 West Wooddale Ave.

PHONE: 305-744-4145

ALTERNATE CONTACT: Richard Hennesey

PHONE: 305-414-4145

HOME ADDRESS: 476 Woodlawn Rd.

PHONE: 305-221-2881

AUTHORITY: Letter of Understanding: 6/4/97

COST/COMPENSATION: $65/hr trucks; $80/hr graders

DATE CONFIRMED: 01/04/99

A resource inventory is worthless if it is not up-to-date. When an emergency occurs and you are calling disconnected telephone numbers and hoping for resources you cannot find, lives may be lost.

The fastest way to update a resource inventory is to send a standard form letter to everyone on the inventory. Reproduce the information you have on the inventory and ask them to confirm the facts and continued availability of the resource. When they return the letter, you can change information on the inventory and make note of the last date of confirmation.

Specialized Government Resource: The Emergency Operations Center

The emergency operations center is key to effective emergency management.

A designated EOC is a key component to effective emergency management. Trying to run emergency operations without one would be like trying to put on a television show without a studio. You and other officials must be able to coordinate the direction of emergency operations, and this is the place where you do it. The EOC has several functions.

First, it serves as the command center. As such, it must contain the necessary communications equipment so that officials operating there can communicate with their personnel in the field or at other locations, with other government agencies, with the higher levels of government that may be involved in the response, and with other groups that agreed to be part of the response.

Second, as its name implies, it is the operations center for the emergency personnel: chief elected or appointed government officials, your emergency operations staff, and other essential representatives.

It is the nerve center for government officials away from the disaster scene. This distancing from the scene is critical for proper coordination with and support of the emergency responders at the scene. Thus, your EOC must be large enough to house all the key personnel and properly equipped to allow them to exercise proper direction and control.

Third, it is the information hub. As such, it must be able to receive incoming communication from the field, process it, and transmit outgoing communication to the units at the emergency site. This takes a lot of training to be sure the information flow is smooth and efficient. Furthermore, there can be no confusion over use of channels.

As emergency manager, one of your tasks will be to see that all communications equipment is compatible. This is no easy task, since there are often different systems in use.

The EOC should also provide the staff with adequate shelter and life-support services to make possible extended occupation. It should have an emergency power generator, auxiliary water supplies, heat, and ventilation.

Sample Reference Source

The Toolkit contains a resource checklist to help you furnish an EOC.

The facility should not be located in a basement in a flood zone, and it should be in a building strong enough to withstand the most severe windstorms anticipated in your area. The continuity of your local government and its ability to continue serving its people during a disaster depend upon the survivability of your EOC.

The ideal place for such a center is in a local government building having the necessary communications equipment and providing adequate structural protection. Don't assume that the jurisdiction's communication center or that of your local police or fire department is the ideal location just because it is there and already in operation. It may not have the needed space or provide the necessary structural protection.

In brief, the EOC is a critical element to the functioning of the plan when a disaster strikes. Getting the EOC ready takes a lot of time, and knowing how to use it well takes training and exercising.

Conclusion

If you had any doubts earlier about the scope of the job of the emergency manager, they are probably gone. If nothing else, this unit has outlined the myriad tasks associated with preparedness. And in a sense, it has only highlighted many of them. It is not possible in these few pages to go into more detail.

There is a lot you can do day in and day out, to prepare your jurisdiction long before a disaster hits. It is all these preparedness tasks that can make a difference when an event occurs.

But, remember, you are the stage manager, and you are not alone in producing the play. There are others who are ready to help. Together you can make preparedness a reality.

QUESTIONS

Learning Check

Answer the following questions to test your knowledge of Unit Four facts. Read each question carefully, then write in the answer that you think is correct. Answers can be found on page 4-26.

1.   What is an emergency operations plan?

_____

_____

_____

2.   What are three concepts that should form the basis for an emergency operations plan?

_____

_____

_____

3.   List at least three of the five types of exercises to test your emergency operations plan.

_____

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_____

QUESTIONS

4.   What are Standard Operating Procedures?

_____

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5.   List characteristics of a good EOP.

_____

_____

_____

_____

6.   List four potential sources of emergency resources and capabilities.

_____

_____

_____

QUESTIONS

Learning Check

7.   What is the purpose of a resource inventory and how often should it be updated?

_____

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_____

_____

8.   What are the four major functions of an emergency operations center?

_____

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9.   Why should you personally make contact with the person responsible for a private resource before you add the item to your private community resource inventory?

_____

_____

_____

ANSWERS

Learning Check

For every question that you answered incorrectly, review the page listed next to the answer to find out why your answer was incorrect.

1.   What is an emergency operations plan? (See page 4-2.)

   The EOP spells out the scope of the preparedness activities required for community response.

2.   What are three concepts that should form the basis for an emergency operations plan? (See page 4-6.)

   The Basic Plan, Functional Annexes, and Hazard-specific Appendices.

3.   List at least three of the five types of exercises to test your emergency operations plan. (See pages 4-12 through 4-14.)

   Orientation, Table-top Exercise, Functional Exercise, Field Drill, and Full-scale Exercise.

4.   What are Standard Operating Procedures? (See page 4-3.)

   How-to instructions

5.   List characteristics of a good EOP. (See page 4-2.)

   Living document that describes what the community will do and offers confidence in community's ability to handle a crisis

ANSWERS

6. List four potential sources of emergency resources and capabilities. (See page 4-16.)

*Those available from your government in your jurisdiction or maintained by higher levels
   of government
Those in the community
Those in a neighboring jurisdiction
Those available from the private sector*

7. What is the purpose of a resource inventory and how often should it be updated?
(See page 4-18.)

*The purpose of a resource inventory is to help you develop contacts with your own
government officials, volunteer groups (who are a source of help with the resource
inventory), and business and industry officials throughout the community. It can be a path
to visibility in your area and a way to build bridges to groups that will be important in
emergencies. Your inventory should be updated as often as necessary, but at a minimum
once a year.*

8. What are the four major functions of an emergency operations center? (See page 4-20.)

*First, it serves as the command center. Second, as its name implies, it is the operations
center for the emergency personnel: chief elected or appointed government officials, your
emergency operations staff, and other essential representatives. Third, it is the information
hub. Lastly, the EOC should also provide the staff with adequate shelter and life-support
services to make possible extended occupation.*

9. Why should you personally make contact with the person responsible for a private resource
before you add the item to your private community resource inventory? (See page 4-18.)

To find out what resources they can provide