

9330.1-JA

Information and Planning

OPERATIONAL PLANNING

Job Aid

Federal Emergency Management Agency

March 2001

FEMA has developed four levels of operational guidance for use by emergency teams and other personnel involved in conducting or supporting disaster operations. This document corresponds to the level highlighted in bold italics.

Level 1	Overview	A brief concept summary of a disaster-related function, team, or capability.
Level 2	SOP or Operations Manual	A complete reference document, detailing the procedures for performing a single function (Standard Operating Procedure), or a number of interdependent functions (Ops Manual).
Level 3	Field Operations Guide (FOG) or Handbook	A durable pocket or desk guide, containing essential nuts-and-bolts information needed to perform specific assignments or functions.
Level 4	Job Aid	<i>A checklist or other aid for job performance or job training.</i>

This document is consistent with and supports the Federal Response Plan (FRP) for implementation of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended, 42 U.S.C. § 5121, et seq.

THIS PAGE IS INTENTIONALLY LEFT BLANK

FOREWORD

The purpose of this Job Aid is to provide detailed, standardized planning procedures and formats to be used in support of disaster, emergency, and consequence management operations. Standardization ensures that information and planning responsibilities, activities, and operating principles are -- at all levels -- consistent, compatible, and mutually understood and supported. This Job Aid:

-- Applies to Emergency Response Team (ERT), Headquarters Emergency Support Team (EST), and Regional Operations Center (ROC) staffs.

-- Augments and supports the procedures and doctrine established in the *ERT Information and Planning Section Operations Manual*, dated July 2000.

-- Supersedes the *ERT Strategic Planning Guide, Interim Guidance*, dated April 14, 2000.

Questions, comments, and suggested improvements related to this document are encouraged. Inquiries, information, and requests for additional copies should be directed in writing to FEMA, Response and Recovery Directorate, Operations and Planning Division, Assessment and Analysis Branch, Room 606, 500 C Street SW, Washington, DC 20472.

Lacy E. Suiter
Executive Associate Director
Response and Recovery Directorate

THIS PAGE IS INTENTIONALLY LEFT BLANK

TABLE OF CONTENTS

RECORD OF CHANGES	3
FOREWARD	5
TABLE OF CONTENTS	7
INTRODUCTION	9
SECTION I. ACTION PLANNING	11
I-A. Overview.....	11
I-B. Action Planning at the ROC.....	12
I-C. Action Planning on the EST.....	13
I-D. Action Planning on the ERT.....	13
I-E. The Operational Period.....	24
SECTION II. STRATEGIC PLANNING	29
II-A. Overview.....	29
II-B. Strategic Mission Statement.....	33
II-C. Strategic Goals.....	34
II-D. Strategic Milestones.....	36
II-E. Strategic Timelines.....	39
II-F. Strategic Planning Meetings.....	41
II-G. Tasks and Strategies.....	43
II-H. The Strategic Plan Format.....	43
II-I. The Strategic Planning Checklist.....	43
SECTION III. SPECIAL FUNCTION PLANNING	59
III-A. Overview.....	59
III-B. Sequence of Planning Activities.....	60
III-C. Generic Special Function Plan Template.....	61
III-D. Example Special Function Plan.....	61
SECTION IV. CONTINGENCY PLANNING	79
IV-A. Overview.....	79
IV-B. Responsibilities.....	81
IV-C. Contingency COOP Template.....	82

FIGURES

Figure I-1 - OPeriod Action Planning Cycle	11
Figure I-2 - Key Action Planning Elements	14
Figure I-3 - ROC Action Planning Worksheet	16
Figure I-4 - FF90-130, ERT Action Planning Worksheet.....	17
Figure I-5 - Action Planning Meeting Participation	18
Figure I-6 - Example Action Planning Meeting Agenda.....	19
Figure I-7 - ROC Operational Period Action Plan Format	22
Figure I-8 - FF90-131, ERT Operational Period Action Plan Format.....	23
Figure I-9 - ERT OPeriod Activities	24
Figure I-10 - Standard Baseline OPeriod Action Planning Schedule	25
Figure I-11 - Example of a Completed ERT Action Planning Worksheet	26
Figure I-12 - Example of a Completed Action Plan	27
Figure II-1 - Strategic and Action Planning Activity Comparison.....	32
Figure II-2 - Strategic Planning Worksheet	37
Figure II-3 - Reverse Planning Example	38
Figure II-4 - Strategic Planning Timeline Example	40
Figure II-5 - Example Strategic Planning Meeting Agenda	42
Figure II-6 - Task-Modified Strategic Plan Template (Extract)	43
Figure II-7 - Strategic Planning Checklist.....	44
Figure II-8 - Strategic Plan Template - Cover Page	47
Figure II-9 - Strategic Plan Template - Standard Goal Strategy Page	48
Figure II-10 - Strategic Plan Template - Optional Goal Strategy Page (with Tasks)	49
Figure II-11 - Example Strategic Plan	51
Figure III-1 - Generic Special Function Plan Template	62
Figure III-2 - Special Function Plan - Example.....	65
Figure IV-1 - Generic ERT Contingency Plan Outline	80
Figure IV-2 - Sample Contingency Plan Checklist (Extract).....	81
Figure IV-3 - Contingency Plan for ERT Relocation - Example.....	83

INTRODUCTION

Planning is the art and science of coordinating and synchronizing the actions of multiple activities, for the purpose of crafting unified, supportable execution strategies. The ERT Information and Planning Section Operations Manual states: *“Planning is an essential ERT-wide activity. It is performed on a continuing basis by all ERT elements and components during every stage of the emergency or disaster response.”* Although accurate, that statement is not entirely complete. Planning is not merely an essential ERT-wide activity; it is an essential *response*-wide activity that involves four standard categories of planning: Action Planning, Contingency Planning, and (under the broader category of Management Planning) Strategic Planning and Special Function Planning. A brief description of each follows. More extensive information about each planning activity is provided in succeeding sections of this job aid.

- Action Planning. Action planning is a priority-based activity that involves identifying and synchronizing key tactical activities to be accomplished during the next operational period.
- Contingency Planning. Contingency planning produces a detailed, ready-to-implement strategy for responding to a potential future event. The most common contingency plan is a Continuity of Operations Plan (COOP). Potential threats include approaching hurricanes and terrorist attacks.
- Management Planning. Management planning encompasses two types of long-range and deliberate planning activities: strategic planning and special function planning. A brief description of each follows.
 - Strategic Planning. The Strategic Plan establishes major operational goals and synchronizes key supporting ERT activities throughout the forecasted life of the federal response effort.
 - Special Function Planning. A Special Function Plan establishes detailed procedures for a complex, high-visibility, but single functional concern. Examples include Debris Removal, Transition, and Temporary Housing.

Why is planning so essential? Planning is essential because it assures that the many functionally diverse response activities (e.g., resource movement and delivery; personnel and team deployment and employment; program implementation and delivery; facility identification and establishment; situation reporting; public dissemination of information, etc.) are properly coordinated, effectively supported, and situationally appropriate. Planning not only reveals what *can* be done to address a particular requirement, goal, or priority; it also reveals what *cannot* be done. Through inter-functional discussion and coordination, cross-functional support is negotiated, conflicts are resolved, general strategies are developed, and specific courses of action are plotted.

THIS PAGE IS INTENTIONALLY LEFT BLANK

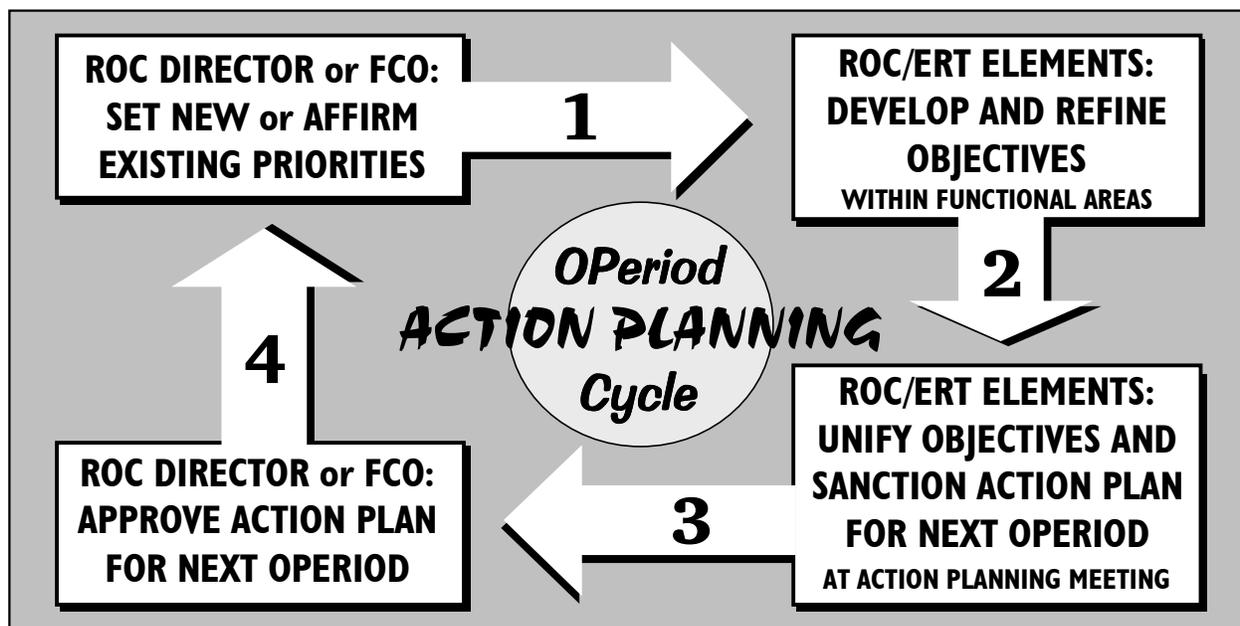
I. ACTION PLANNING

I-A. Overview.

I-A-1. Action Planning is a priority-based activity that is managed and coordinated by the Information and Planning Section of either an Emergency Response Team (ERT) or, prior to ERT deployment, the Regional Operations Center with responsibility for the affected or threatened State. The responsibility for Action Planning will transfer to the ERT once it is operational in a DFO or interim facility. It is the process of identifying and synchronizing key tactical activities to be accomplished during the next operational period (i.e., prior to the operational period to which they are applicable). These key tactical activities, called "*operational objectives*," are developed by functional areas (Operations, Logistics, Mitigation, Public Affairs, etc.) to support the priorities established by the Federal Coordinating Officer (FCO) or ROC Director.

I-A-2. Action Planning revolves entirely around the designated Operational Period (OPeriod). The OPeriod Action Planning Cycle is essentially a four-stage process that begins with the identification of priorities and concludes with the development and distribution of an approved Action Plan. All functional response elements and components must be involved in the process. The four major stages of the process are described in paragraphs 1-B-1 through 1-B-4 (ROC Action Planning) and 1-D-1 through 1-D-4 (ERT Action Planning), as well as represented in the diagram at Figure I-1. Refer to paragraph I-E for a thorough discussion and further information about the OPeriod concept.

Figure I-1 - OPeriod Action Planning Cycle



I-B. Action Planning at the ROC.

I-B-1. Stage 1: Determination of ROC Priorities.

I-B-1-a. Priorities are high-interest areas or concerns that the ROC Director and response leadership want addressed or accomplished as soon as possible. The ROC Director contacts the following (if activated or deployed) other key response organization leaders to jointly establish new or affirm existing ROC Priorities.

- EST Director
- ERT-A Team Leader or
- ERT FCO
- State Emergency Management POC (SCO, if designated)
- Special team leaders

I-B-1-b. Once the Action Plan Priorities are announced (and a lead functional area designated) by the ROC Director, the ROC Information and Planning Section will immediately (within 1 hour) prepare and provide ROC Action Planning Worksheets (refer to Figure I-3) to each ROC functional area.

I-B-2. Stage 2. Functional Areas Identify Operational Objectives. ROC functional areas contact counterpart functional areas on EST, ERT-A, ERT, and special teams to jointly identify any key operational objectives that can be accomplished during the next (not current) operational period to help support the accomplishment of each ROC Priority. This information is captured on ROC Action Planning Worksheets no later than one hour prior to the ROC Action Planning Meeting. The Information and Planning function at each organizational level will help facilitate functional area planning.

I-B-3. Stage 3. Action Planning Meeting. The ROC Information and Planning Section will collect completed ROC Action Planning Worksheets one hour prior to the scheduled Action Planning Meeting. Based on the worksheets, the ROC Information and Planning Section will prepare a draft ROC Action Plan (see format at Figure I-7) for distribution to Action Planning Meeting (including teleconferenced) attendees from the EST, ERT-A, ERT, or special team. At this meeting, the ROC Information and Planning Section will verify that all tele-attendees support/agree on the identified operational objectives. EST representation will consist, at a minimum, of a Planning Specialist from the EST Information and Planning Section. However, other EST functional area representatives will be encouraged to tele-attend this meeting, as appropriate.

I-B-4. Stage 4. Publishing the Action Plan. Following the ROC Action Planning Meeting, the ROC Information and Planning Section will make any necessary modifications to the Action Plan and prepare a final copy for ROC Director signature. Once signed, this document becomes the unified Action Plan for the next operational period. Copies of the signed Action Plan will be disseminated as soon as possible to all ROC functional areas and (if activated/deployed) the EST, ERT-A, ERT and special team.

I-C. Action Planning on the EST. The EST will not develop a separate Action Plan. There is only one consolidated Action Plan per response, and the responsible Region (through either the ROC or a deployed and operational ERT) will coordinate and prepare it. However, the EST, when activated, will support the ROC Action Plan. Functional areas on the EST will work directly with their counterparts on the ROC and provide support as requested or required. Planning Specialists on the EST Information and Planning Section will facilitate this process by:

- Providing facilitative assistance, as required, to EST functional areas involved in functional area planning.
- Coordinating EST Information and Planning Section support requirements (to include development of operational objectives) with the ROC Information and Planning Section.
- Coordinating EST participation in (and recording) ROC Action Planning Meetings.

I-D. Action Planning on the ERT. Regardless of whether Action Planning is initiated at the ROC, an ERT will begin (or take over responsibility for) Action Planning as soon as it becomes operational. Typically, an ERT is considered operational when it is in a functional Disaster Field Office (DFO) or interim facility. The four stages of the ERT Action Planning process are described in the following paragraphs.

I-D-1. Stage 1: Determination of FCO Priorities.

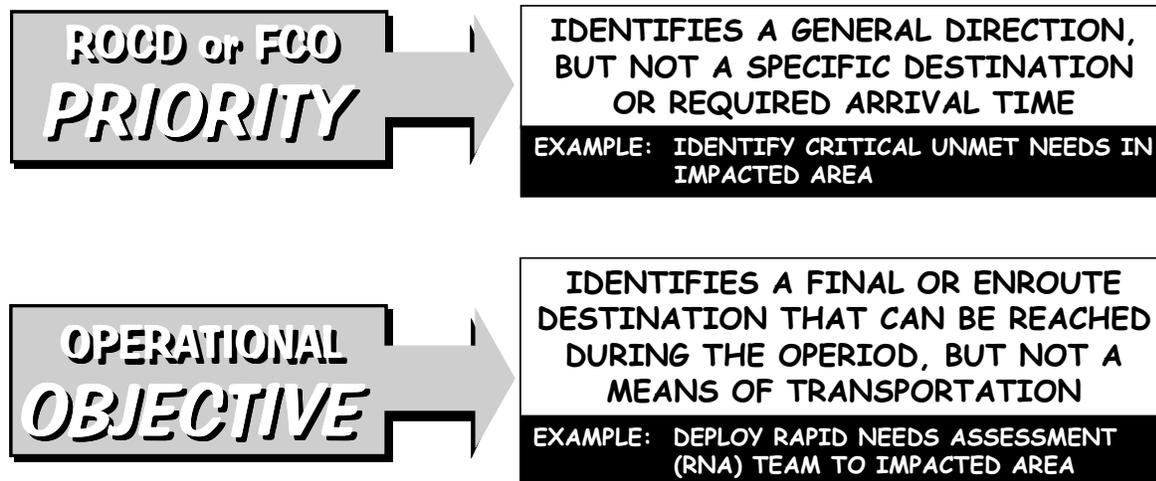
I-D-1-a. The OPeriod Action Planning Cycle begins with the development of FCO priorities. FCO priorities represent -- at a given time and point in the response effort - the key or critical interests of the FCO, and provide a unified direction for ERT operations, activities, and strategies. FCO priorities should complement, if not mirror, the priorities of the State, particularly during the initial response stage. Normally, the FCO and State Coordinating Officer (SCO) will determine their priorities at the beginning of the operational period, during or prior to a joint FCO/SCO meeting.

I-D-1-b. FCO priorities are directions, they do not (necessarily) identify specific destinations. Their purpose is to ensure that ERT response efforts are focused toward the resolution of high-interest concerns, without specifying the method. Even though priorities are re-examined and revalidated on a daily basis, they may or may not change from OPeriod to OPeriod. FCO priorities may or may not be resolvable within a single operational period, or even several OPeriods. For example, while an FCO may make the establishment of a DFO a priority, it may be a week or more before a facility is located and a DFO established.

I-D-1-c. At the beginning of each Operational Period, the Planning Support Branch -- normally the Planning Specialist or Branch Chief -- will update the FCO and ERT senior staff on the status and success of the previous Action Plan. This update can be provided either via the Daily Intelligence Summary (which includes a section detailing

the status of the previous OPeriod’s operational objectives), or via a quick Operational Objective Status Briefing. The briefing would simply characterize the status of current or previous FCO Priorities and associated operational objectives for the FCO and senior ERT staff. The Daily Intelligence Summary or Operational Objective Status Briefing should be presented prior to or during the FCO Staff Meeting, and are designed to help the FCO make a determination of priorities (i.e., continue or modify existing priorities, and identify any new priorities).

Figure I-2 - Key Action Planning Elements



I-D-2. Stage 2: Functional Area Planning.

I-D-2-a. The second stage of the OPeriod Action Planning Cycle is the development of operational objectives. Operational objectives are developed by the major functional areas (section level or commensurate) to support the FCO priorities. Operational objectives are the ERT’s plan to address the FCO’s priorities during the next operational period. However, unlike FCO priorities, operational objectives are more specific and designed to be achieved within the timeframe of the operational period. To be effective, an operational objective must reflect a desired outcome that can reasonably be expected to be achieved by the end of the OPeriod.

I-D-2-b. Following the announcement of new (or affirmation of existing) priorities by the FCO, the various ERT functional elements will, throughout the course of the day, develop new and/or refine carryover operational objectives for the next OPeriod. This planning activity is a responsibility of each individual ERT element. The end-result of functional area planning is the development of a “to-do” list of objectives for the next OPeriod. Later, during the daily Action Planning Meeting, the FCO (or designated representative) and functional area representatives will unify, consolidate, and validate those objectives. The set of established and agreed-upon, FCO-approved objectives represents the overall ERT operational strategy for an upcoming OPeriod.

I-D-2-c. Functional area planning begins in earnest immediately following the morning FCO/SCO Staff Meeting, during which the priorities for the next OPeriod will be announced. Following that meeting, ERT functional areas will individually develop operational objectives that support the priorities designated by the FCO. These objectives will be identified on one or more ERT Action Planning Worksheets (FEMA Form 90-130; refer to the example at Figure I-4) and delivered at the Action Planning Meeting for discussion, validation, and integration into the Action Plan. Prior to turning in a completed ERT Action Planning Worksheet, individual lead functional areas are responsible for coordinating and deconflicting actions and activities with other ERT elements supporting the same objectives.

I-D-2-d. Following the FCO's determination of priorities at the beginning of every OPeriod, the Planning Coordinator will prepare and distribute -- to each ERT functional area -- a separate ERT Action Planning Worksheet for each FCO priority.

I-D-2-d-(1) The Planning Coordinator fills in the top portion (disaster number, ERT Element, OPeriod, and blocks 1, 1a, 1b, and 1c) of each worksheet. Copies will then be distributed to each ERT element or functional area designated as lead or support in sub-blocks 1b and/or 1c. Worksheets should be distributed to each functional ERT element/area no later than one hour following the announcement of FCO priorities.

I-D-2-d-(2) ERT functional areas can begin developing supporting objectives *prior* to delivery of the individual objective worksheets, but use the worksheets to record and detail their functional planning. The worksheet format allows up to three separate objectives to be listed for each supported priority. If more than three objectives will be listed, use additional worksheets. All objectives must be coordinated with other supported or supporting ERT elements. Completed worksheets will be expected and collected at a designated time prior to the Action Planning Meeting.

I-D-2-d-(3) Planning Coordinators must be very familiar with the ERT Action Planning Worksheet (depicted at Figure I-4) and able to explain and advocate its use to ERT element representatives. It is highly recommended that Planning Coordinators schedule and brief the ERT Action Planning Worksheet to ERT elements (the chiefs of other sections, branches, and major functional areas) at the earliest opportunity. Action planning is likely to be far more successful if properly and thoroughly explained at the outset of the response effort. ERT elements will support the Action Planning process if they understand how it functions and, more importantly, how it supports ERT operations.

I-D-3. Stage 3: The Action Planning Meeting.

I-D-3-a. The third stage of the OPeriod Action Planning Cycle is the Action Planning Meeting, during which the ERT Objectives developed during Stage 2 are collectively reviewed, reconciled and unified. Essentially, the Action Planning Meeting is where the various ERT functional area leaders meet to outline and collectively unify their "to-do" lists for the next OPeriod.

Figure I-3 - ROC Action Planning Worksheet

FEDERAL EMERGENCY MANAGEMENT AGENCY ROC ACTION PLANNING WORKSHEET			
<i>Complete a separate worksheet for each supported ROC Director Priority</i>			
<i>Disaster Number:</i>			
<i>For OPeriod:</i>	<i>Beginning:</i>	<i>Ending:</i>	
1. Specific ROC Director Priority this Action Planning Worksheet Supports:			
a. ROC Director Priority:			
b. Lead Functional Area for this Priority		c. Your Functional Area	
2. Operational Objectives that Support Accomplishment of the Above Priority:			
a. Operational Objective:			
<i>(1) Projected Completion Date/Time:</i>		<i>(2) Lead POC</i>	<i>Name:</i>
			<i>Number:</i>
<i>(3) Support Required from other Regional Response Elements and Functional Areas:</i>			
<i>(4) Support Required from FEMA HQ EST Functional Areas:</i>			
b. Operational Objective:			
<i>(1) Projected Completion Date/Time:</i>		<i>(2) Lead POC</i>	<i>Name:</i>
			<i>Number:</i>
<i>(3) Support Required from other Regional Response Elements and Functional Areas:</i>			
<i>(4) Support Required from FEMA HQ EST Functional Areas:</i>			
c. Operational Objective:			
<i>(1) Projected Completion Date/Time:</i>		<i>(2) Lead POC</i>	<i>Name:</i>
			<i>Number:</i>
<i>(3) Support Required from other Regional Response Elements and Functional Areas:</i>			
<i>(4) Support Required from FEMA HQ EST Functional Areas:</i>			
APPROVED BY:	<i>Typed and Signed Name of Approving Official:</i>		

FEMA Form TBD

Figure I-4 - FF90-130, ERT Action Planning Worksheet

FEDERAL EMERGENCY MANAGEMENT AGENCY ERT ACTION PLANNING WORKSHEET			
Complete a separate worksheet for each supported FCO Priority			
Disaster Number:			
Your ERT Element:			
For OPeriod:	Beginning:	Ending:	
1. Specific FCO Priority this Action Planning Worksheet Supports:			
a. FCO Priority:			
b. Lead ERT Element:		c. Supporting Elements:	
2. Operational Objectives that Support Accomplishment of the Above Priority:			
a. Operational Objective:			
(1) Time Required to Complete Objective:		(2) Lead POC	Name:
			Number:
(3) Support Required from other ERT Elements:			
(4) Factors that may Impact Success:			
b. Operational Objective:			
(1) Time Required to Complete Objective:		(2) Lead POC	Name:
			Number:
(3) Support Required from other ERT Elements:			
(4) Factors that may Impact Success:			
c. Operational Objective:			
(1) Time Required to Complete Objective:		(2) Lead POC	Name:
			Number:
(3) Support Required from other ERT Elements:			
(4) Factors that may Impact Success:			
APPROVED BY:	Typed and Signed Name of Approving Official:		

FILLED IN BY PLANNING COORDINATOR

FILLED IN BY ERT SECTION OR ELEMENT

I-D-3-b. The Action Planning Meeting ideally takes place following development of priority-supporting objectives by functional areas. This is where ERT functional area leaders come together to discuss and meld their individually developed objectives into a unified set of ERT objectives for the upcoming OPeriod. Ideally, the meeting will be held as late in the day as possible, permitting ERT functional areas the opportunity to assess and factor the status of current OPeriod activities into their developmental deliberations.

I-D-3-c. Attendance at the Action Planning Meeting is locally determined, but it is recommended that participation be restricted to key functional area leaders and personnel. Because it is an operational meeting, attendance by observers and non-participants should be prohibited or discouraged. Figure I-5 outlines a list of standard and common situational Action Planning Meeting participants.

Figure I-5 - Action Planning Meeting Participation

STANDARD SITUATIONAL	PARTICIPANT
STANDARD	Federal Coordinating Officer (FCO) or Deputy FCO
STANDARD	Information and Planning Section Chief
STANDARD	Logistics Section Chief
STANDARD	Operations Section Chief
SITUATIONAL	-- Operations Support Branch Chief
SITUATIONAL	-- Human Services Branch Chief
SITUATIONAL	-- Infrastructure Support Branch Chief
SITUATIONAL	-- Emergency Services Branch Chief
SITUATIONAL	-- Emergency Support Function Representatives
SITUATIONAL	Defense Coordinating Officer (DCO)
STANDARD	Administration Section Chief
STANDARD	Deputy FCO for Mitigation
STANDARD	Comptroller
SITUATIONAL	Community Relations Coordinator
STANDARD	Public Information Officer (PIO)
SITUATIONAL	Congressional Liaison Officer (CLO)
SITUATIONAL	Small Business Administration Representative
STANDARD	State Coordinating Officer (SCO) or Deputy SCO
FACILITATOR	Planning Coordinator or Planning Support Branch Chief

I-D-3-d. The Planning Coordinator or Planning Support Branch Chief will facilitate all Action Planning Meetings. The Information and Planning Section Chief, as a standard meeting participant, must strive to avoid performing the facilitator role.

I-D-3-e. Facilitators must be forceful and professional. Keep the pace of the meeting fast and on target. Strive to complete the meeting in 30 minutes or less. The use of visual aids can be an effective facilitating tool. The most effective aids are those that focus participant attention on the meeting goals, namely, supporting the FCO priorities and unifying functional objectives. The recommended method of visually preparing for an Action Planning Meeting is described in the steps below.

- **Step 1:** Collect the completed ERT Action Planning Worksheets from each functional area one hour prior to the Action Planning Meeting, and, from those worksheets, prepare a preliminary Action Plan, using the format at Figure I-8.
- **Step 2:** Reproduce, using a page-enlarging device (such as a Pro-Image Enlarger or Plotter-style Printer) poster-sized copies of each preliminary Action Plan page, and mount on an easel in the Situation (or other meeting) Room.
- **Step 3:** Print and provide hand-out copies of the preliminary Action Plan to all meeting representatives.
- **Step 4:** Print and hand out copies of the current Action Plan to each meeting representative.

I-D-3-f. The Action Planning Meeting should always be conducted in the Situation Room (SITROOM). Supporting displays are already available to support deliberations and discussion, and everyone will be familiar with the room’s configuration. At the beginning of every planning meeting, the facilitator should routinely:

- Direct the attendee’s attention to (and insist on their compliance with) the SITROOM Meeting Rules, which should be posted in a prominent, clearly visible location.
- Identify and introduce any standard or situational participants who are attending for the first time.
- Refer to and outline the meeting agenda (which should also be displayed in a prominent, clearly visible location), note the time allocated for the meeting, and stress the need for all participants to stay focused. An example agenda is depicted at Figure I-6, Example Action Planning Meeting Agenda.

Figure I-6 - Example Action Planning Meeting Agenda

AGENDA ITEM	TIME ALLOCATED
Meeting Rules and Agenda	3 minutes
Outline FCO Priorities	2 minutes
Review Individually Developed Operational Objectives	10 minutes
Identify Critical Issues and Requirements	10 minutes
Agree on Final Objectives for Next OPeriod	5 minutes
Adjourn	TOTAL: 30 minutes

I-D-3-g. Once the rules, agenda, and introductions have been made, the facilitator should quickly begin the meeting proper. Conducting or facilitating a quick, efficient, no-

nonsense meeting is important in a number of respects, not the least of which recognition that everyone's time is important. The following meeting steps/activities mirror the agenda depicted in Figure I-6.

I-D-3-g-(1) Outline the FCO Priorities. These should be listed on the enlarged preliminary Action Plan, and on the handouts. Distinguish between new and carryover priorities. Also identify the Functional Area(s) designated as lead for each priority.

NOTE: The practice of designating two or more functional areas as “co-leads” for a particular FCO Priority is strongly discouraged. Split leadership can result in accountability and responsibility problems.

I-D-3-g-(2) Review Individually Developed Operational Objectives. For each FCO priority, read the supporting objectives (*every FCO Priority must be supported by at least one operational objective*). For each objective:

- Confirm the responsible ERT element.
- Confirm that the objective does not conflict with any other ERT objectives, actions, or activities.
- Confirm that any required cross-functional area support has been coordinated with the applicable ERT element(s).
- Verify that the objective actually supports the FCO priority under which it is listed.

I-D-3-g-(3) Identify Critical Issues and Requirements. Identify any critical concerns that impact, or may impact, completion of a planned objective. This can be accomplished either as a separate activity following the above by-objective review, or in tandem with the above.

I-D-3-g-(4) Agree on Final Objectives for Next OPeriod. Once the group has reviewed all planned objectives and identified and dealt with any associated critical concerns, poll attendees to obtain a consensus.

I-D-3-h. Adjourn. End the meeting. No active participant (standard or situational) should ever leave an Action Planning meeting feeling his/her concerns or issues were not addressed, or were given short shrift. However, the meeting must not be allowed to degenerate into a non-productive exchange of opinions or operationally irrelevant discussion. For those concerns that do not impact the objective development process, the facilitator should cut short the discussion and request that the issue be addressed and resolved after the meeting.

I-D-4. Stage 4: The Action Plan

I-D-4-a. The fourth and final stage of the OPeriod Action Planning Cycle is the development of the Action Plan, which outlines the major actions and activities the ERT will take during the next operational period. The Action Plan represents the culmination of a succession of progressively more specific and detailed planning activities accomplished during stages one through three of the OPeriod Action Planning Cycle. Those activities (as depicted in the Action Planning Cycle at Figure I-1), are (1) the establishment of *priorities* by the FCO; (2) the development of *priority-supporting objectives* by the various ERT elements; and (3) the collective review and unification of those objectives via the *Action Planning Meeting*.

I-D-4-b. Individual ERT elements prepare ERT Action Planning Worksheets for each Operational Objective they are responsible to support, and have ready for collection no later than 1 hour prior to the Action Planning Meeting.

I-D-4-c. Following the Action Planning Meeting, the Planning Specialist will prepare the ERT OPeriod Action Plan (refer to the standard ERT Action Plan format, FEMA Form 90-131, at Figure I-8). The Action Plan lists each FCO Priority, all supporting Operational Objectives, and any significant critical issues or requirements. This consolidated Action Plan is then presented to the FCO for approval and circulated to all ERT elements as the ERT baseline for operational activities during the next operational period.

I-D-4-d. As a *planning* document, the Action Plan should *not* be used to list the status of objectives from the previous OPeriod. Such information should instead be listed in both the Daily Intelligence Summary and Situation Report.

I-D-4-e. The Planning Specialist is not a planner, per se. Although the Planning Specialist is responsible for *preparing* the Action Plan from the operational planning inputs provided by other elements of the ERT, this is largely an analytical packaging process, and involves little-to-no actual planning. The Planning Specialist's primary responsibilities within the Action Planning process are to:

- Carefully analyze the operational objectives of ERT elements to ensure they are flexible, achievable, measurable, and support the FCO priorities.
- Identify any planning deficiencies or conflicts that require resolution.
- Prepare a functionally integrated and thoroughly validated Action Plan for the next operational period, using the format depicted at Figure I-8.

I-D-4-f. An example of a completed ERT Action Planning Worksheet is provided at Figure 1-11. An example of a completed Action Plan is provided at Figure 1-12.

Figure I-7 - ROC Operational Period Action Plan Format

FEDERAL EMERGENCY MANAGEMENT AGENCY ROC OPERATIONAL PERIOD ACTION PLAN			
<i>Disaster Number:</i>			
<i>For OPeriod:</i>	<i>Beginning:</i>		<i>Ending:</i>
a. ROCD Priority:			Lead ROC Element:
<i>(1) Operational Objective:</i>			<i>Lead Element:</i>
<i>(2) Operational Objective:</i>			<i>Lead Element:</i>
<i>(3) Operational Objective:</i>			<i>Lead Element:</i>
b. ROCD Priority:			Lead ROC Element:
<i>(1) Operational Objective:</i>			<i>Lead Element:</i>
<i>(2) Operational Objective:</i>			<i>Lead Element:</i>
<i>(3) Operational Objective:</i>			<i>Lead Element:</i>
c. ROCD Priority:			Lead ROC Element:
<i>(1) Operational Objective:</i>			<i>Lead Element:</i>
<i>(2) Operational Objective:</i>			<i>Lead Element:</i>
<i>(3) Operational Objective:</i>			<i>Lead Element:</i>
d. ROCD Priority:			Lead ROC Element:
<i>(1) Operational Objective:</i>			<i>Lead Element:</i>
<i>(2) Operational Objective:</i>			<i>Lead Element:</i>
<i>(3) Operational Objective:</i>			<i>Lead Element:</i>
ATTACHMENTS	<input type="checkbox"/> ACTION PLANNING WORKSHEETS <input type="checkbox"/> OTHER: (IDENTIFY) _____		
ROC DIRECTOR APPROVAL:	<i>ROC Director Name and Signature:</i>		

FEMA Form TBD

Figure I-8 - FF90-131, ERT Operational Period Action Plan Format

FEDERAL EMERGENCY MANAGEMENT AGENCY ERT OPERATIONAL PERIOD ACTION PLAN			
Disaster Number:			
For OPeriod:	Beginning:		Ending:
a. FCO Priority:			Lead ERT Element:
(1) Operational Objective:			Lead ERT Element:
(2) Operational Objective:			Lead ERT Element:
(3) Operational Objective:			Lead ERT Element:
b. FCO Priority:			Lead ERT Element:
(1) Operational Objective:			Lead ERT Element:
(2) Operational Objective:			Lead ERT Element:
(3) Operational Objective:			Lead ERT Element:
c. FCO Priority:			Lead ERT Element:
(1) Operational Objective:			Lead ERT Element:
(2) Operational Objective:			Lead ERT Element:
(3) Operational Objective:			Lead ERT Element:
d. FCO Priority:			Lead ERT Element:
(1) Operational Objective:			Lead ERT Element:
(2) Operational Objective:			Lead ERT Element:
(3) Operational Objective:			Lead ERT Element:
ATTACHMENTS	<input type="checkbox"/> ACTION PLANNING WORKSHEETS <input type="checkbox"/> OTHER: (IDENTIFY) _____		
SCO APPROVAL:	SCO Name and Signature:		
FCO APPROVAL:	FCO Name and Signature:		

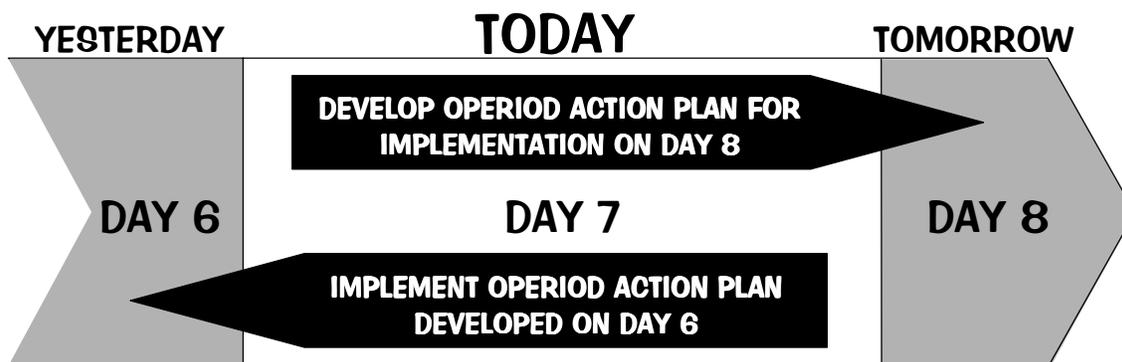
I-E. The Operational Period

I-E-1. An OPeriod is a specific time period that serves as the baseline for planning, coordinating and accomplishing ERT operations and activities. It is established by the FCO based on recommendations from the Operations Section Chief and Information and Planning Section Chief.

I-E-2. The OPeriod duration is based on the urgency of the disaster situation, and how often the response leadership needs to formally assess the status of response operations and activities. At the outset of a catastrophic disaster, when the ERT may be operating around-the-clock, the OPeriod may be set at 12 hours. Normally, however, the OPeriod is initially established at 24 hours, but may be lengthened to 48 hours or more once the response operation enters the recovery phase.

I-E-3. A key aspect of Action Planning is that it takes place during the operational period *preceding* its application. For example, on Day 7 (i.e., seven days after the disaster impact or declaration date), the ERT will commence and conclude Action Planning for Day 8 (assuming a 24-hour OPeriod). However, the ERT will be implementing the Action Plan that was developed on Day 6. Because Action Planning for the next OPeriod begins before the current OPeriod has ended, it is recommended that the Action Planning Meeting be held as late in the OPeriod as operationally feasible. Ensure sufficient time is available to prepare, coordinate, and distribute the next Action Plan. The preceding example is reflected in the diagram at Figure I-9, ERT OPeriod Activities.

Figure I-9 - ERT OPeriod Activities



I-E-4. A schedule of Action Planning activities and timelines must be established and articulated to all ERT elements. Everyone on the ERT should be aware of and understand the schedule of planning activities. A standard, baseline schedule for planning (based on either a 12 or 24-hour OPeriod) is provided at Figure I-10. However, this is merely a recommendation. Action Planning Schedules must ultimately be based on a number of situational factors.

Figure I-10 - Standard Baseline OPeriod Action Planning Schedule

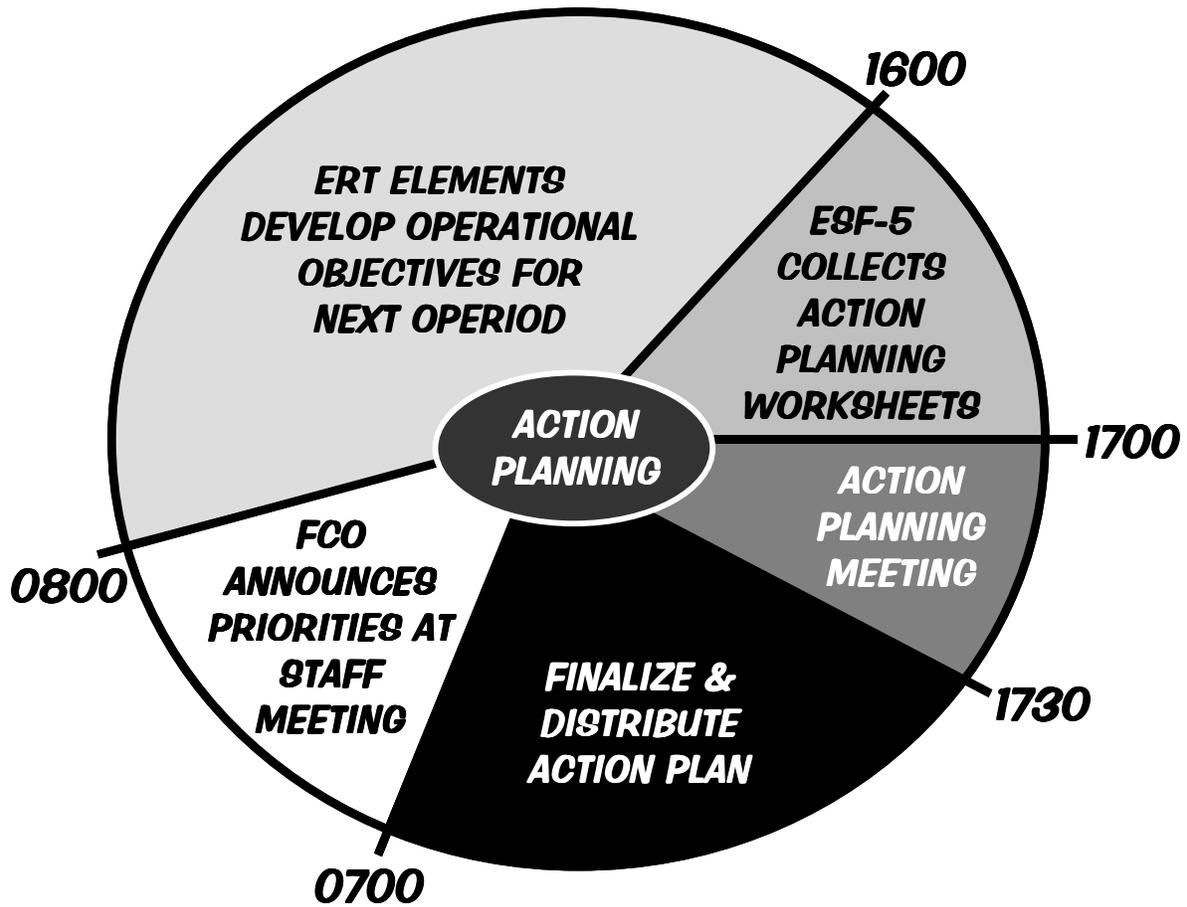


Figure I-11 - Example of a Completed ERT Action Planning Worksheet

FEDERAL EMERGENCY MANAGEMENT AGENCY ERT ACTION PLANNING WORKSHEET			
<i>Complete a separate worksheet for each supported FCO Priority</i>			
Disaster Number:		FEMA-4444-DR-KS	
Your ERT Element:		Information and Planning Section	
For OPeriod:		Beginning: 05/15/01 0700	Ending: 05/16/01 0700
1. Specific FCO Priority this Action Planning Worksheet Supports:			
a. FCO Priority:		Identify scope of damage and impact to affected area	
b. Lead ERT Element:		Information & Planning	c. Supporting Elements: Operations Section
			Logistics Section
			Community Relations
2. Operational Objectives that Support Accomplishment of the Above Priority:			
a. Operational Objective:		Coordinate high-resolution remote sensing over impacted area	
(1) Time Required to Complete Objective:		8 - 14 hours	(2) Lead POC Name: Jessica Price Number: 707-727-7447
(3) Support Required from other ERT Elements:		Require approved mission assignment from Operations Section and Comptroller	
(4) Factors that may Impact Success:		Sustained inclement weather over targeted area(s) could adversely hinder operations or efficacy of imagery	
b. Operational Objective:		Deploy NIMA imagery exploitation team to DFO to provide on-site analysis and assessment	
(1) Time Required to Complete Objective:		24 - 36 hours	(2) Lead POC Name: Jessica Price Number: 707-727-7447
(3) Support Required from other ERT Elements:		Require approved mission assignment from Operations Section and Comptroller	
(4) Factors that may Impact Success:		None anticipated	
c. Operational Objective:		Update Summary of Impacts	
(1) Time Required to Complete Objective:		4 - 8 hours	(2) Lead POC Name: Rebecca Slattery Number: 707-727-7557
(3) Support Required from other ERT Elements:		None	
(4) Factors that may Impact Success:		None anticipated	
APPROVED BY:		Typed and Signed Name of Approving Official: Langhelm Lawson 	

FILLED IN BY PLANNING COORDINATOR

FILLED IN BY ERT SECTION OR ELEMENT

Figure I-12 - Example of a Completed Action Plan

FEDERAL EMERGENCY MANAGEMENT AGENCY ERT OPERATIONAL PERIOD ACTION PLAN				
Disaster Number:	FEMA-3333-DR-MO			
For OPeriod:	Beginning:	10/17/01 - 0600	Ending:	10/18/01 - 0600
a. FCO Priority:	Establish Disaster Recovery Centers in all affected counties		Lead ERT Element: Operations Section	
(1) Operational Objective:	Open DRCs in counties A, B, and C		Lead ERT Element: OPS - Human Services	
(2) Operational Objective:	Identify DRC sites in counties D, E, F, G and H		Lead ERT Element: OPS - Human Services	
(3) Operational Objective:	Publicize DRC schedules throughout affected area		Lead ERT Element: Public Affairs	
b. FCO Priority:	Complete FEMA-State Agreement		Lead ERT Element: Chief of Staff	
(1) Operational Objective:	Resolve any outstanding issues		Lead ERT Element: Chief of Staff	
(2) Operational Objective:	Establish Agreement signing date		Lead ERT Element: Chief of Staff	
c. FCO Priority:	Visit of President and FEMA Director		Lead ERT Element: Public Affairs	
(1) Operational Objective:	Prepare 30 briefing books and materials		Lead ERT Element: Information & Planning	
(2) Operational Objective:	Arrange/coordinate reception press conference		Lead ERT Element: Public Affairs	
(3) Operational Objective:	Coordinate alternate parking for DFO staff		Lead ERT Element: Logistics	
d. FCO Priority:	Develop Debris Management Plan		Lead ERT Element: Operations Section	
(1) Operational Objective:	Finish preliminary scope of work		Lead ERT Element: Operations	
(2) Operational Objective:	Develop preliminary outline/template for plan		Lead ERT Element: Information & Planning	
ATTACHMENTS	<input type="checkbox"/> ACTION PLANNING WORKSHEETS <input type="checkbox"/> OTHER: (IDENTIFY) _____			
SCO APPROVAL:	SCO Name and Signature:	Susan Coe Brown		
FCO APPROVAL:	FCO Name and Signature:	Betty Butzer		

THIS PAGE IS INTENTIONALLY LEFT BLANK

II. STRATEGIC PLANNING

II-A. Overview.

II-A-1. Strategic Planning is the forecasting of future goals by the Federal Coordinating Officer, and the associated development of goal-supporting milestones through unified Emergency Response Team planning processes. In much the same way that Action Planning synchronizes key ERT activities during each operational period, Strategic Planning establishes major operational goals and synchronizes key supporting ERT activities throughout the forecasted life of the federal response effort. As such, it is a critical element of an effective and responsive ERT management strategy.

II-A-2. The two principal purposes of an ERT Strategic Plan are (1) to provide a master planning framework within which shorter-term functional area planning activities can be conducted, and (2) to provide a continuing but evolving basis for measuring and assessing ERT efficacy. To accomplish those dual purposes, a strategic plan must not only provide a unified, long-range, functional direction to the entire emergency response effort, it must also establish key milestones against which to guide and measure ERT progress and success.

II-A-3. The Information and Planning Section is responsible for coordinating the development and production of the ERT Strategic Plan. Typically, strategic planning does not begin *in earnest* until immediate response operations have stabilized, permitting a clearer picture of long-term disaster response and recovery implications and requirements. However, it is often situationally desirable to begin initial strategic planning early in the initial response phase, perhaps even at the Regional Operations Center. Once the DFO is operational, responsibility for continued strategic planning will transition to the ERT.

II-A-4. The level of detail required in a strategic plan is primarily determined by two factors: (1) the overall complexity of the response/recovery situation, and (2) the projected duration of the ERT operation. To achieve optimum understanding and support, the strategic planning *process* and *product* should be as simple and straightforward as possible. However, it must, as a minimum, identify and/or reflect the following:

- FCO Strategic Goals
- ERT Strategic Milestones
- The functional area with overall responsibility for each Strategic Milestone
- The desired/projected completion date for each Strategic Goal and Milestone
- A Strategic Timeline

II-A-5. Although the *format* of the plan should be as simple as possible, strategic planning must encompass the full range of ERT functional activities, as well as associated internal and external considerations. Among the areas to consider when developing a strategic plan:

- SCO strategic priorities
- FCO action planning priorities
- Response activities
- Recovery issues/considerations
- Situational mitigation strategies
- Future agency involvement
- Supporting agency responsibilities
- Environmental factors
- Organizational assessments
- Political issues
- Economic issues
- Personnel issues
- Legal issues
- Media interest
- Special needs communities
- Regional issues and concerns.

II-A-6. The major elements of the strategic planning process are described below:

II-A-6-a. Strategic Mission Statement. A Strategic Plan is guided by a Mission Statement that succinctly articulates the long-range direction the FCO has established for the combined response, recovery and mitigation missions. A Mission Statement is not measurable, but instead reflects a *strategic direction*. There is, typically, little variation among (or, once established, changes to) strategic mission statements, since the fundamental purpose of any disaster response effort is to effectively and efficiently support the affected State. Nevertheless, the FCO may revisit and revise the Mission Statement as needed. Refer to paragraph II-B for additional information on Strategic Mission Statements.

II-A-6-b. Strategic Goals. Once a Strategic Mission Statement has been defined, the FCO identifies long-range, or strategic goals (with desired dates of achievement) for the ERT to meet. *Strategic goals are the foundation of the strategic plan.* They represent where the FCO wants the ERT operation to be at selected times along an established timeline. Although the FCO is responsible for articulating the strategic ERT goals, they are based on deliberative input from major ERT elements, as well as the State Coordinating Officer (SCO). Once identified, these goals allow functional ERT elements to develop supporting long-range milestones and estimated workload and staffing requirements. The FCO revisits and, if necessary, updates the strategic goals on a regular basis. Refer to paragraph II-C for additional information on Strategic Goals.

NOTE: Do not confuse strategic goals with an FCO's action planning priorities. Whereas an FCO priority is established to focus operational activities on an existing need or requirement, a strategic goal is established to focus functional planning activities on a future requirement or desired outcome. And, while FCO priorities will change frequently over the course of a disaster response, strategic goals should remain relatively fixed.

II-A-6-c. Strategic Milestones. Once goals are established by the FCO, ERT functional area leaders (section chiefs, program area chiefs, etc.) will identify and regularly update the key actions they can take to meet or help achieve those goals. *These key actions become strategic milestones.* Strategic Milestones are major actions, activities or achievements that contribute (or are a prerequisite) to the accomplishment of a Strategic Goal. Milestones provide a basis for reverse planning, i.e., organizing operations to achieve a specific objective by a desired time. A milestone represents

both a planning target and a mission assessment, or performance, indicator. ERT functional area leaders update their milestones on a regular basis. Refer to paragraph II-D for additional information on Strategic Milestones.

II-A-6-d. Strategic Timelines. A key tool of strategic planning is the Strategic Timeline, which provides a universal and visually intuitive basis for planning, progress evaluation, and analysis. It also provides an at-a-glance overview of long-range strategic planning goals and associated milestones. Refer to paragraph II-E for additional information on Strategic Timelines.

II-A-6-e. Strategic Planning Meetings. Strategic planning meetings are crucial to developing the Strategic Plan itself, and should be held as often as necessary to assure its timely development. Once the plan has been developed and published, it is recommended that strategic planning meetings be scheduled shortly after each major strategic milestone is achieved or was scheduled to occur. This will allow the Information and Planning Section's Planning Support Branch to recalibrate the plan to accommodate any significant changes. Refer to paragraph II-F for additional information on Strategic Planning Meetings.

II-A-7. Responders must understand the distinction between (and differing sources of guidance for) Operational Strategic Planning and Programmatic Strategic Planning.

II-A-7-a. *Operational* Strategic Planning is the intermediate and long-range response planning engaged in by the ERT or ROC and facilitated by the Information and Planning Section. The sources of doctrine and guidance for Operational Strategic Planning are the *ERT Information and Planning Section Operations Manual*, FEMA 9330.1-PR, and this Job Aid.

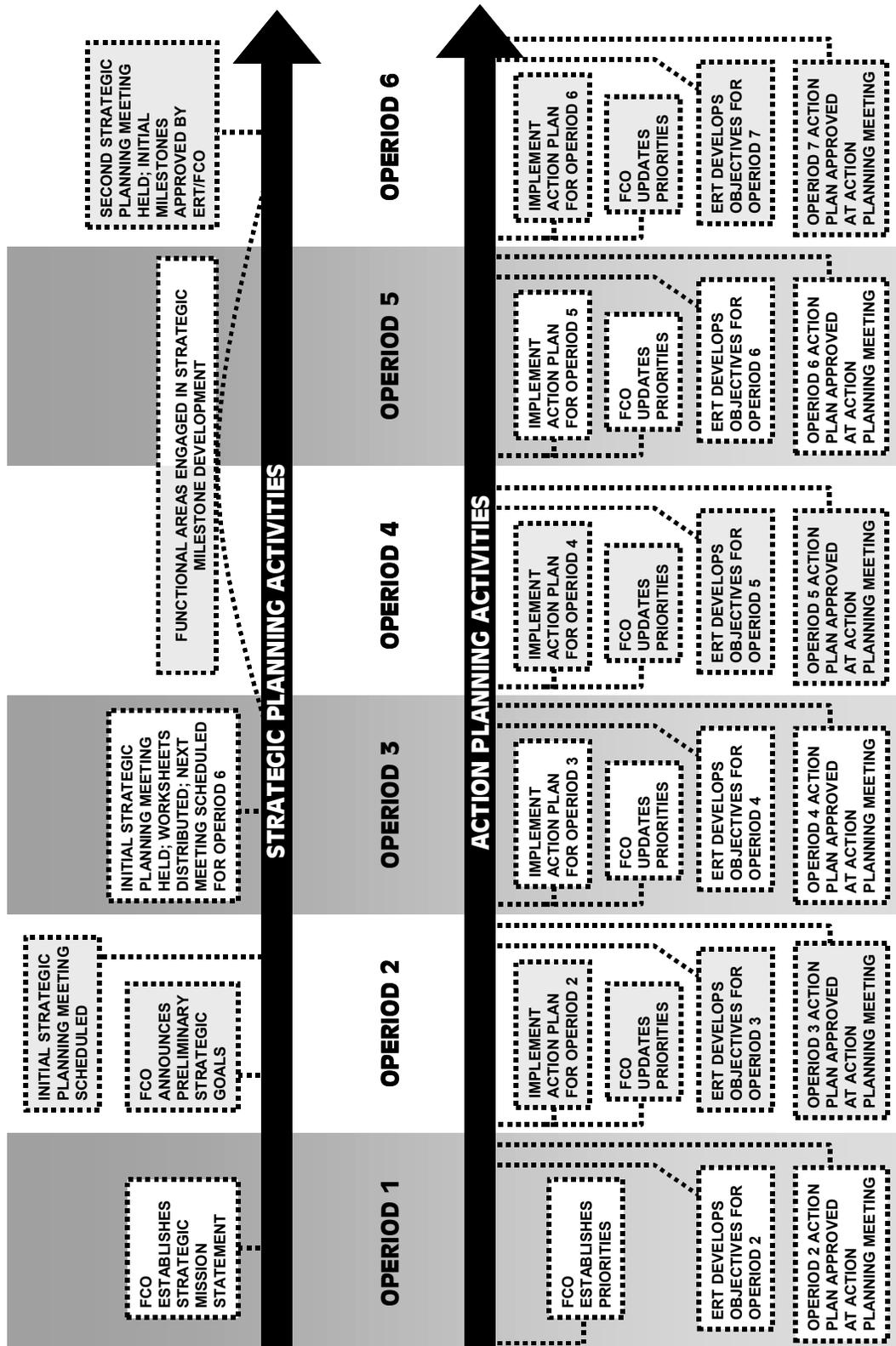
II-A-7-b. *Programmatic* Strategic Planning is the extremely long-range, multiyear planning engaged in by permanent organizations. The official source of guidance for Programmatic Strategic Planning is *The Guide to Strategic Planning*, dated February 1998, and developed by the Office of Policy and Regional Operations and Preparedness, Training and Exercise Directorate. The aforementioned guide is NOT applicable to the ERT Strategic Planning process.

II-A-8. The graphic on the following page (*Figure II-1; Strategic and Action Planning Activity Comparison*) illustrates that, while strategic planning and action planning activities may be occurring simultaneously, they are separate processes. Action Planning activities are rigidly repeated each Operational Period, whereas Strategic Planning activities are situationally established, scheduled, revised, and modified.

NOTE: Even though these processes are separate and distinct, planning may often overlap. For example, an Action Planning FCO Priority may be "Develop a Temporary Housing Strategy," which coincides with the fundamentally similar Strategic Goal of "Develop a Temporary Housing Plan." This is perfectly fine. Such overlapping will occur with greater frequency as the situation stabilizes and the operational period lengthens.

Figure II-1. Strategic and Action Planning Activity Comparison

Figure II-1. Strategic and Action Planning Activity Comparison



II-B. Strategic Mission Statement.

II-B-1. A Strategic Mission Statement reflects the FCO's comprehensive, long-range outlook. It is not a basis for measurement or accountability, but instead reflects the overarching focus of the entire sustained response operation. Although the Strategic Mission Statement can (and typically will) remain fixed throughout the response lifecycle, significant changes in the response environment may require the FCO to modify the statement.

II-B-2. The Information and Planning Section Chief should approach the FCO as soon as possible following ERT deployment to approve a Strategic Mission Statement. To facilitate that goal, it is highly recommended that the Planning Support Branch prepare a suggested mission statement that the FCO can either approve or modify. Some key considerations when developing a Strategic Mission Statement:

- Keep the statement *professional*. Attempts to "sensitize" the verbiage can result in a statement that sounds maudlin or contrived.
- Keep the statement *brief*. A single sentence is best.
- Keep the statement *general*. Identifying specific programs in a statement may alienate personnel supporting other programs.
- Keep the statement *open-ended*. Do not include projected dates; these should be articulated in goals and/or milestones.
- Acknowledge the *Federal/State partnership*. Since the ERT is deployed to support the State, their concerns are critical strategic planning factors.

II-B-3. Example Strategic Mission Statements:

In partnership with the State, deliver all federal disaster assistance programs in a timely, legal, and cost-effective manner; assist all eligible applicants affected by the disaster; and help to forge and rebuild disaster resistant communities to prevent or minimize future losses.

In partnership with the Territory, provide efficient and effective federal support to alleviate the consequences of this disaster and mitigate the impact of future disasters.

II-C. Strategic Goals.

II-C-1. Strategic Goals are established by the FCO to focus functional ERT planning activities on specific future requirements and/or desired outcomes. Collectively, they represent where the FCO wants the ERT operation to be at selected times along an established timeline. In that respect, they are the foundation of the Strategic Plan. Strategic goals permit individual ERT areas to identify and organize supporting functional activities and actions. These activities and actions (referred to as Strategic Milestones within this planning architecture) are principally accomplished through the process of *reverse planning*, which is discussed in greater detail under paragraph II-D, Strategic Milestones.

II-C-2. Initial strategic goals can and should be established by the FCO even before a DFO is established and operational. These initial goals should focus on intermediate range concerns, and must be jointly developed and coordinated with the State Coordinating Officer (SCO) and, if activated, ROC and EST Directors. The ROC Information and Planning Section will provide strategic planning support to the FCO until the DFO is operational. Examples of *intermediate* range concerns include:

- Redeployment of specialized response teams (Urban Search and Rescue Task Forces, Disaster Medical Assistance Teams, et al).
- Developing one or more Special Function Plans (Debris Removal, Mitigation Recovery, Temporary Housing, et al).
- FCO Priorities -- from the Action Planning process -- that are projected to take many operational periods to complete. (As previously noted, FCO Priorities and Strategic Goals are not mutually exclusive.)

II-C-3. A strategic goal may or may not reflect a projected or desired completion date. The essential nature of a goal will determine its suitability for chronological definition. For example, “*Seek and identify opportunities to promote mitigation*” is an enduring strategic goal that identifies a desired state of continued behavior. It has no projected completion date because it reflects a desired state that is to be indefinitely maintained. Conversely, “*Complete debris removal operations no later than March 31*” is an activity that has a conclusive end-state for which a projected or desired completion date may be designated. Some key considerations when developing Strategic Goals:

- Strategic goals must be *clear*. Ambiguous goals that are subject to interpretation may result in inappropriate or unnecessary functional area planning.
- Strategic goals must be *achievable*. Functionally untenable goals (or goals with unrealistic projected dates of completion) may result in equally questionable support planning. Worse, the credibility of the strategic planning process will be adversely affected if functional area participants believe they are being forced to develop supporting milestones that cannot be met.

- Strategic goals must be *flexible*. Even though strategic goals, *in general*, should be relatively fixed, unforeseen changes in the response continuum may impact their individual programmed achievability. Therefore, strive to set flexible goals that can be modified, rather than inflexible goals that must be replaced.
- Strategic goals must be *kept to a minimum*. There is no set, or ideal number of Strategic Goals. However, an over-proliferation of goals can produce unintended and adverse consequences (such as disaffected or indifferent participation by functional area planners), and contribute to a loss of cachet.

II-C-4. Whenever the FCO announces or establishes a new strategic goal, determine the functional area that will be assigned overall responsibility for that goal. This Lead Functional Area will be responsible for coordinating cross-functional strategic activities with other supporting ERT elements, and updating milestone status. The Information and Planning Section will assist by facilitating cross-functional planning and strategizing meetings.

II-C-5. Example Strategic Goals:

Identify and coordinate cost-effective Hazard Mitigation Projects to reduce the impacts of future disasters.

Assess the accuracy of existing Flood Insurance Rate Maps (FIRMs) and identify anomalies for revision.

Develop a strategy and complete a plan for Long Term Temporary Housing prior to October 15.

Transfer residual ERT responsibilities from St. John to St. Croix and close Satellite DFO by July 30.

Wherever possible and practical, employ state-of-the-art technologies and Region-based resources to reduce the administrative costs of federal disaster assistance program delivery.

Strive to keep overall administrative costs no more than 14% of the total disaster costs.

II-D. Strategic Milestones.

II-D-1. A Strategic Milestone is a major action, activity or achievement that contributes (or is a prerequisite) to the accomplishment of a Strategic Goal. Collectively, strategic milestones reflect a coordinated, practical functional strategy for achieving an FCO's Strategic Goals. Once a Strategic Goal is identified, individual ERT functional areas initiate planning (under the facilitative lead of the Information and Planning Section) to determine how they will meet -- or contribute to the accomplishment of -- that goal. The end-product(s) of that planning process will be one or more key actions known as Strategic Milestones.

II-D-2. A milestone represents both a specific planning target and a performance indicator. Because of this, a milestone must be *measurable*, either objectively or subjectively. To achieve measurability, a specific date must be designated for the strategic milestone to be initiated, completed, or progressively evaluated. (Note that initiation and completion dates provide a basis for *objective* measurement, while progress assessments require *subjective* mensuration.) Such measurability ensures a responsive planning process by allowing supported and supporting milestones to be modified or adjusted to meet changes in the strategic continuum. It is critical, therefore, that ERT functional area leaders update their milestones on a regular and continuing basis.

II-D-3. Milestones are developed through strategizing and planning that takes place in, and between, functional areas. For each Strategic Goal, ERT functional areas will identify and update supporting milestones using one or more Strategic Planning Worksheets (refer to Figure II-2). For each Milestone:

- Identify the projected end (i.e., completion) date.
- Identify the projected start date.
- Identify any other milestones that must be initiated or completed in advance of this milestone.
- Identify the projected effect of this milestone on staffing; i.e., will milestone completion necessitate (or permit) a reduction or increase in staffing levels for your functional area?
- Identify any cross-functional support requirements, i.e., will milestone completion require the involvement of one or more other functional areas?
- Identify any concerns, issues, or factors that might adversely impact timely milestone completion. This is particularly important when the milestone is a prerequisite to other scheduled milestones.

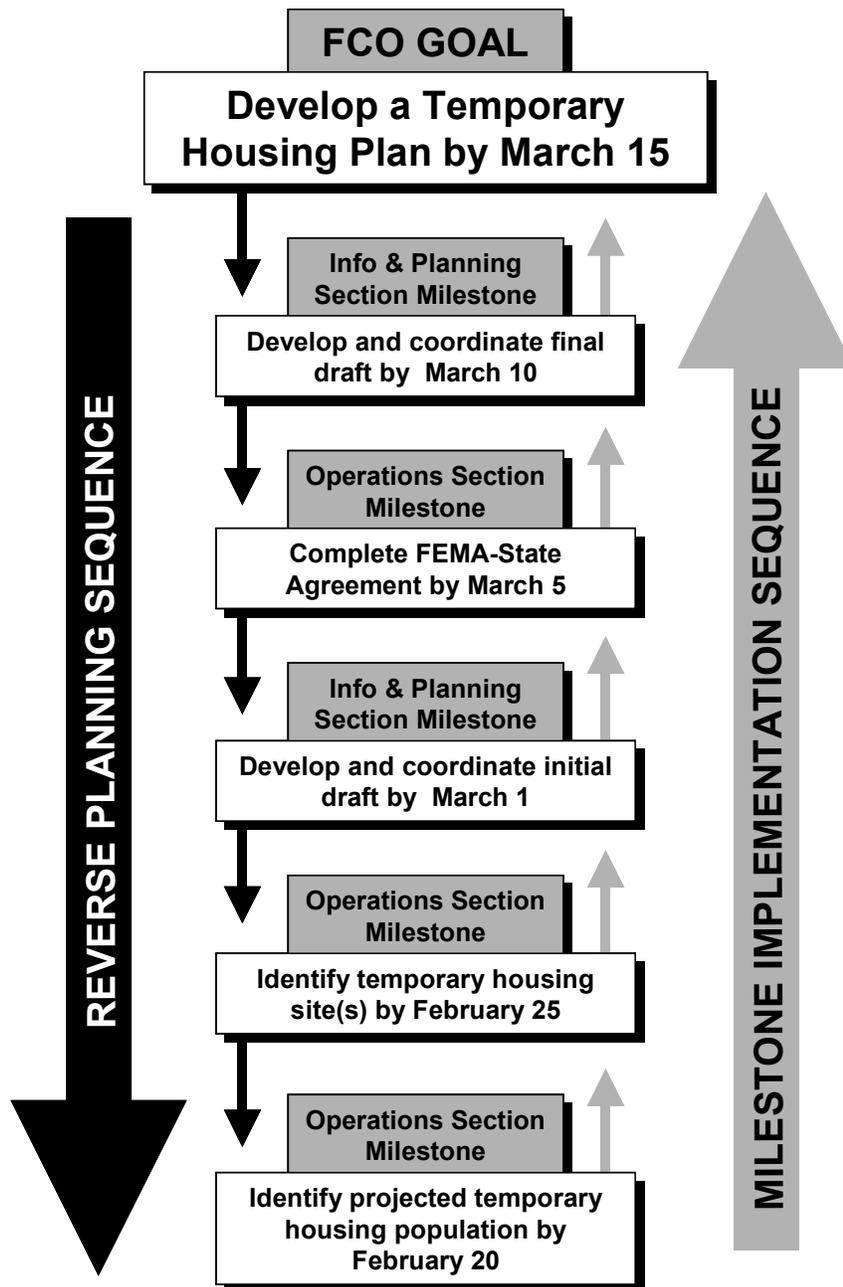
Figure II-2. Strategic Planning Worksheet

FEDERAL EMERGENCY MANAGEMENT AGENCY STRATEGIC PLANNING WORKSHEET			
<i>Complete a separate worksheet for each supported Strategic Goal</i>			
Disaster Number:			
Your ERT Element:			
Supported Strategic Goal:			
<i>Key Functional Area Actions/Activities that Support Accomplishment of the Above Strategic Goal:</i>			
Milestone # ____			
Projected Start Date:		Prerequisite Milestone(s):	
Projected End Date:		Projected Effect On Staffing:	
Key Support Required from other ERT Elements:			
Factors that may Impact Success:			
Milestone # ____			
Projected Start Date:		Prerequisite Milestone(s):	
Projected End Date:		Projected Effect On Staffing:	
Key Support Required from other ERT Elements:			
Factors that may Impact Success:			
Milestone # ____			
Projected Start Date:		Prerequisite Milestone(s):	
Projected End Date:		Projected Effect On Staffing:	
Key Support Required from other ERT Elements:			
Factors that may Impact Success:			
APPROVED BY:	<i>Typed and Signed Name of Section or Functional Area Chief:</i>		

FEMA Form TBD

II-D-4. The most effective method of developing milestones is through reverse planning. Reverse planning is the backwards process of engineering a series of mutually and sequentially supportive actions to achieve a specific goal at specified time (or in a specific manner). By working backwards from the desired, scheduled end-state, planners can figure out what and when key actions (i.e., milestones) need to occur. It is a particularly effective planning process because it permits goal-supporting actions to be incrementally identified and staggered over time. The following graphic (Figure II-3) illustrates example reverse planning activity:

Figure II-3. Reverse Planning Example



II-E. Strategic Timelines.

II-E-1. A Strategic Timeline is a visual, real-time distillation of the planned response and recovery effort. It is designed to depict strategic goals and milestones in a linear chronology, thereby providing an at-a-glance reference for comparing where the ERT operation is relative to where the FCO wants or expects it to be.

II-E-2. Although a basic Strategic Timeline may be included in the formal, published Strategic Plan, an *operational* timeline (reflecting real-time planning and operations realities) must be maintained separately. Updated, current, poster-sized displays of this operational timeline should be maintained -- as a minimum -- in the following areas:

- The Situation Room.
- The Planning Support Branch area of the Information and Planning Section.
- The FCO's office.

II-E-3. The responsibility for developing and maintaining the currency of the Strategic Timeline rests with the Information and Planning Section (through the Planning Support Branch, if staffed). The primary sources of information for the timeline are completed Strategic Planning Worksheets (refer to Figure II-2), which are submitted to the Information and Planning Section by other functional areas as milestones are completed or projected completion dates change.

- The Planning Specialist position is responsible for developing and updating the Strategic Timeline (wherever it is posted or displayed) based on regular review and analysis of completed Strategic Planning Worksheets.
- The Planning Coordinator position is responsible for issuing, collecting, and coordinating Strategic Planning Worksheets with the various ERT functional areas,, and for providing those completed worksheets to the Planning Specialist.

II-E-4. The format of a strategic timeline is optional, primarily to accommodate the capabilities associated with competing project management software. The example timeline depicted in Figure II-4 was NOT developed using such software, but instead created in Microsoft Word, using the table, shading, and arrow functions. However, regardless of timeline design, the format must exhibit two key characteristics: simplicity and comprehensiveness.

II-E-5. As a minimum, a master operational timeline depicting all goals and associated milestones must be maintained and updated as noted in paragraph II-E-2, above. Ideally, however, a separate timeline will also be prepared for each goal and set of associated milestones, as depicted in Figures II-8 and II-9.

II-F. Strategic Planning Meetings.

II-F-1. Strategic Planning Meetings are conducted to organize and provide direction to the strategic planning process. They are held in the Situation Room (if available), attended by a designated, knowledgeable representative from each ERT functional area, and coordinated/facilitated by the Information and Planning Section.

II-F-2. The first ERT-wide strategic planning meeting should be scheduled as soon as possible. The purpose of the first meeting will be to outline the strategic planning process, identify designated functional area representatives, announce the initial goals, and establish a preliminary strategic planning schedule. Prior to development and publication of the initial Strategic Plan, strategic planning meetings should be held at least once a week. Once the plan has been developed and published, it is recommended that meetings be scheduled at least once every two weeks. This will allow the Information and Planning Section's Planning Support Branch to regularly recalibrate the plan to accommodate any significant changes.

II-F-3. At every strategic planning meeting the Planning Coordinator should distribute new Strategic Planning Worksheets (a separate worksheet for each FCO Goal) to each ERT functional area strategic planning representative, or POC. The Planning Coordinator should fill in the top three sections: DISASTER NUMBER; YOUR ERT ELEMENT; and SUPPORTED STRATEGIC GOAL. The remaining sections should be completed by the functional area and returned to the Planning Support Branch as soon as possible, but no later than the announced due date. (The Strategic Planning Worksheet is depicted in Figure II-2.)

II-F-4. Attendance at the Strategic Planning Meeting is locally determined, but it is recommended that participation be restricted to designated functional area strategic planning representatives and senior staff (FCO, DFCO, etc.). Because it is an operational meeting, attendance by casual observers and non-participants should be prohibited or discouraged. Even if the FCO is unable or elects not to attend strategic planning meetings, he/she is highly encouraged (and should make every effort) to attend the first meeting to personally announce the Strategic Goals and reinforce his/her support of the strategic planning process.

II-F-5. Meeting Preparation. Meetings will garner better support and prove more effective if they are facilitated and conducted in a crisp, professional manner. The key to an effective meeting is preparation.

II-F-5-a. Ensure an updated, poster-sized copy of the Strategic Timeline is posted in the Situation Room. In addition, provide page-sized copies to each attendee.

II-F-5-b. Provide copies of all Strategic Planning Worksheets that have been completed and turned in to the Information and Planning Section since the last Strategic Planning Meeting.

II-F-5-c. An agenda should be prepared and followed for each scheduled meeting. An example agenda is depicted at Figure II-5, below.

Figure II-5 - Example Strategic Planning Meeting Agenda

AGENDA ITEM	TIME ALLOCATED
Introduction and Meeting Rules	3 minutes
Review FCO's Strategic Goals	2 minutes
Review Status of Preexisting Milestones	10 minutes
Identify New Milestones/Milestone Requirements	10 minutes
Identify Critical Cross-Functional Issues	5 minutes
Adjourn	TOTAL: 45 minutes

II-F-6. Conducting the Strategic Planning Meeting. Once the rules, agenda, and introductions have been made, the facilitator should quickly begin the meeting proper. The following meeting steps/activities mirror the agenda depicted in Figure II-5.

II-F-6-a. Step 1: Outline/Reaffirm the FCO's Strategic Goals. These should be identified on the updated Strategic Timeline, and on the handouts. Distinguish between new and carryover goals.

II-F-6-b. Step 2: Review Status of Preexisting Milestones. For each Strategic Goal, identify the status/progress of previously articulated supporting milestones. Identify those that have been completed, delayed, or cancelled, and the ramifications of any changes on other, dependent milestones. This step may be combined with Step 1, above.

II-F-6-c. Step 3: Identify New (or Requirements for) Milestones. If any new goals have been established by the FCO, ensure the logical lead/support functional areas are advised of a requirement to develop supporting milestones. In addition, identify and discuss any new milestones that were submitted, via Strategic planning Worksheet, since the last planning meeting. During this step, the facilitator should identify any potential requirement(s) for a Special Function Plan.

II-F-6-d. Step 4: Identify Critical Issues and Requirements. Identify any critical concerns that impact, or *may* impact, completion of a planned milestone or goal. For those concerns that do not impact the milestone development process, the facilitator should cut short the discussion and request that the issue be addressed and resolved after the meeting.

II-F-6-e. Step 5: Adjourn. End the meeting. However, do not adjourn the meeting until all concerns/issues have been addressed or referred to a post-meeting venue.

II-G. Tasks and Strategies. The strategic planning elements (goals, milestones) described in the preceding text are the *minimum* components that need to be captured in a formal ERT strategic plan. However, that should not imply an absence of detailed planning below the milestone threshold. As with Action Planning, individual functional ERT areas are responsible for developing the tasks and strategies that will collectively and directly support the achievement of specific milestones. The inclusion of tasks and strategies on the strategic plan is discretionary. However, planners should be aware that the greater the level of detail captured in a Strategic Plan, the harder it will be to keep that plan current and accurate. The Strategic Plan Template beginning on the following page can be easily modified to reflect tasks and strategies. An example of a modified template is shown in Figure II-6, below, and also in Figure II-10 - Strategic Plan Template - Optional Goal Strategy Page (with Tasks).

Figure II-6 - Task-Modified Strategic Plan Template (Extract)

STRATEGIC GOAL # 1				
SUPPORTING MILESTONES and CORRESPONDING TASKS		LEAD ERT ELEMENT	SCHEDULED START DATE	SCHEDULED COMPLETION DATE
1-1				
1-1-1				
1-1-2				
1-1-3				

Optional Task (or Strategy) rows

II-H. The Strategic Plan Format. A standardized ERT Strategic Plan format is provided at Figures 11-8 through 11-10. Although recommended, use of this format is not required, provided that the basic principles and components of Strategic Planning (mission statement, goals, milestones, and a timeline) are represented in the final product. A very simple, abbreviated example Strategic Plan -- based on an actual Strategic Plan developed by Region VI -- is provided at Figure 11-11. This example is intended to demonstrate the general appearance of a Strategic Plan; it is by no means intended to represent all the elements of a complete plan, nor does it reflect all of the information in the original plan developed by Region VI.

II-I. Strategic Planning Checklist. The following checklist (Figure II-7) outlines a general sequence of activities, requirements, and actions associated with a standardized strategic planning process. It applies to everyone involved in the strategic planning effort. Although designed for an ERT, it can easily be adapted for use by a ROC Staff. This checklist may be modified or expanded as necessary.

Figure II-7 - Strategic Planning Checklist

STEP	POC	ACTION	
1. _____	I&P Chief and Planning Support Branch Chief	<i>Meet with the FCO and:</i>	
		a. _____	<i>Determine the FCO's long-range goals and any associated timetables.</i>
		b. _____	<i>Explain the elements and activities of the strategic planning process.</i>
		c. _____	<i>Determine if the FCO or Deputy FCO will be the primary strategic planning meeting representative.</i>
2. _____	Planning Coordinator	<i>Schedule and facilitate an initial ERT strategic planning meeting. Ensure the following are present or represented (other attendees are discretionary):</i>	
		<i>FCO and/or Deputy FCO</i>	
		<i>Deputy FCO for Mitigation</i>	
		<i>Comptroller</i>	
		<i>Information and Planning Section Chief</i>	
		<i>Operations Section Chief</i>	
		<i>--- Human Services Branch Chief</i>	
		<i>--- Infrastructure Branch Chief</i>	
		<i>Logistics Section Chief</i>	
		<i>Administration Section Chief</i>	
		<i>Defense Coordinating Officer</i>	
<i>Chief of Staff (and desired staff leads)</i>			
3. _____	Planning Specialist	<i>Prepare the following materials for the initial strategic planning meeting:</i>	
		a. _____	<i>Strategic Planning Worksheets for each ERT functional element (a separate worksheet for each FCO goal).</i>
		b. _____	<i>Any special materials requested by the Planning Coordinator.</i>
4. _____	Planning Coordinator	<i>At the initial ERT strategic planning meeting, accomplish/determine the following:</i>	
		a. _____	<i>Thoroughly outline the ERT strategic planning process, to include ERT element participation and support requirements and expectations. Ensure participants understand the difference between the Strategic and Action planning processes. This briefing should explain how inter-functional strategic planning issues and concerns are coordinated and resolved between planning meetings.</i>
		b. _____	<i>Have each attendee designate a strategic planning representative for their functional area.</i>
		c. _____	<i>Outline FCO's goals, and establish a due date for supporting milestones.</i>
		d. _____	<i>Distribute copies of the Strategic Planning Worksheet to all attendees, explain their use, and establish a due date for completion and return.</i>
		e. _____	<i>Establish a strategic planning meeting schedule.</i>

Checklist continues on following page

Figure II-7 - Strategic Planning Checklist, continued

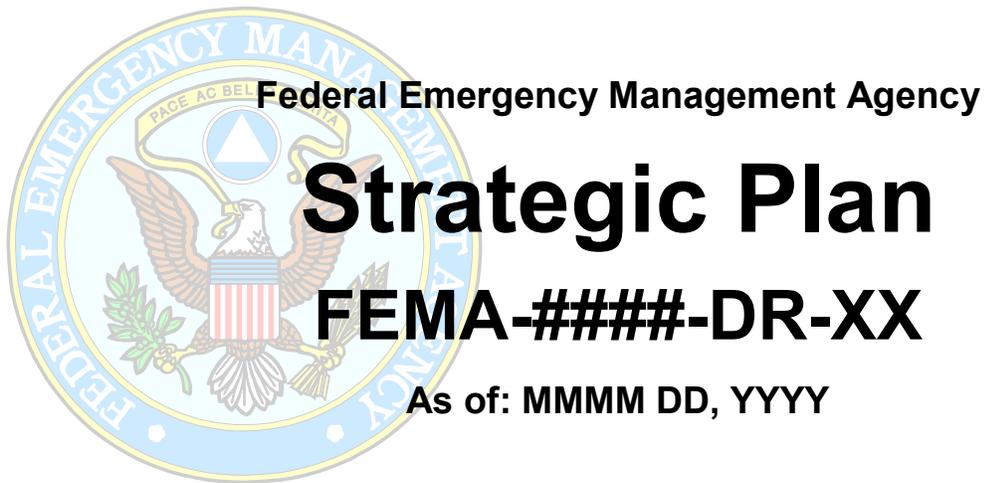
STEP	POC	ACTION	
5.____	Each Individual ERT Strategic Planning POC	<i>Following the initial strategic planning meeting, accomplish the following actions, activities, and/ or requirements:</i>	
		a.____	<i>Review the FCO's goals from a functional perspective; then develop key milestones that your functional area will take to support those goals.</i>
		b.____	<i>Based on the above action, fill out the Strategic Planning Worksheet(s) for your functional area and return to the Information and Planning Section by the established due date.</i>
		c.____	<i>Tentatively identify any goals that might require development of a more detailed special function plan.</i>
		d.____	<i>Prepare for and attend all subsequent Strategic Planning meetings.</i>
6.____	Planning Specialist	<i>Upon receipt of completed Strategic Planning Worksheets and goal-supporting milestones, accomplish the following:</i>	
		a.____	<i>Review all inputs and ensure submitted individual functional area milestones support the FCO's long-range goals.</i>
		b.____	<i>Identify functional area activity or timeline conflicts or discrepancies, and resolve through Planning Coordinator.</i>
		c.____	<i>Develop a preliminary timeline (with associated milestones) reflecting initial inputs.</i>
		d.____	<i>Tentatively identify any goals that might require development of a more detailed special functional plan.</i>
e.____	<i>Develop, using the Strategic Plan template, a preliminary framework for the ERT Strategic Plan.</i>		
7.____	Planning Coordinator	<i>Schedule, prepare for, and facilitate follow-on strategic planning meetings.</i>	
8.____	Planning Coordinator	<i>At subsequent strategic planning meetings, accomplish the following:</i>	
		a.____	<i>Identify any revisions to the FCO's goals, and establish a due date for functional areas to develop and provide revised or new supporting milestones.</i>
		b.____	<i>Distribute copies of the Timeline Planning Worksheet to all attendees, and establish a due date for completion and return.</i>
		c.____	<i>Review the timeline milestones scheduled to have been achieved since the last strategic planning meeting and identify any that have been delayed, unmet, or revised.</i>
d.____	<i>Determine if any upcoming timeline milestones will be affected by the above, and discuss modifying the timeline, as necessary.</i>		
9.____	FCO	<i>Attend strategic planning meetings to ensure your strategic vision is properly communicated and effectively addressed.</i>	
10.____	FCO	<i>Ensure that changes in strategy are immediately communicated to the Information and Planning Section.</i>	

Checklist continues on following page

Figure II-7 - Strategic Planning Checklist, continued

STEP	POC	ACTION	
11.____	Each Individual ERT Strategic Planning POC	<i>Accomplish the following activities on a recurring and continuing basis throughout the life of the strategic planning process:</i>	
		a.____	<i>Review the ERT strategy from a functional perspective; then revise (or develop new) supporting milestones that your functional area will take to support those goals.</i>
		b.____	<i>Based on the above action, fill out new or revised Strategic Planning Worksheet(s) for your functional area and return to the Information and Planning Section.</i>
		c.____	<i>Determine the need for and develop, with the assistance of the Planning Support Branch, Special Function Plans to address highly focused but long-term functional activities.</i>
		d.____	<i>Prepare for and attend all Strategic Planning meetings.</i>
12.____	Planning Specialist	<i>Monitor, assess, and maintain the currency and accuracy of the ERT Strategic Plan.</i>	
13.____	Planning Coordinator	<i>Coordinate the completed/revise Strategic Plan with the SCO, and seek FCO approval.</i>	

Figure II-8 - Strategic Plan Template - Cover Page



SITUATION OVERVIEW

--

STRATEGIC MISSION STATEMENT

--

STRATEGIC PLANNING ASSUMPTIONS

1.	
2.	
3.	
4.	
5.	

Figure II-9 - Strategic Plan Template - Standard Goal Strategy Page

STRATEGIC GOAL # 1

--

SUPPORTING MILESTONES	LEAD ERT ELEMENT	SCHEDULED START DATE	SCHEDULED COMPLETION DATE
-----------------------	------------------------	----------------------------	---------------------------------

1-1			
-----	--	--	--

1-2			
-----	--	--	--

1-3			
-----	--	--	--

1-4			
-----	--	--	--

1-5			
-----	--	--	--

STRATEGIC TIMELINE FOR GOAL #1

MILESTONE NUMBER	WEEK BEGINNING										
	7-1	7-8	7-15	7-22	7-29	8-5	8-12	8-19	8-26	9-2	9-9
1-1											
1-2											
1-3											
1-4											
1-5											

Figure II-10 - Strategic Plan Template - Optional Goal Strategy Page (with Tasks)

STRATEGIC GOAL # 2

--

SUPPORTING MILESTONES AND TASKS	LEAD ERT ELEMENT	SCHEDULED START DATE	SCHEDULED COMPLETION DATE
---------------------------------	------------------------	----------------------------	---------------------------------

2-1				
	2-1-1			
	2-1-2			
	2-1-3			

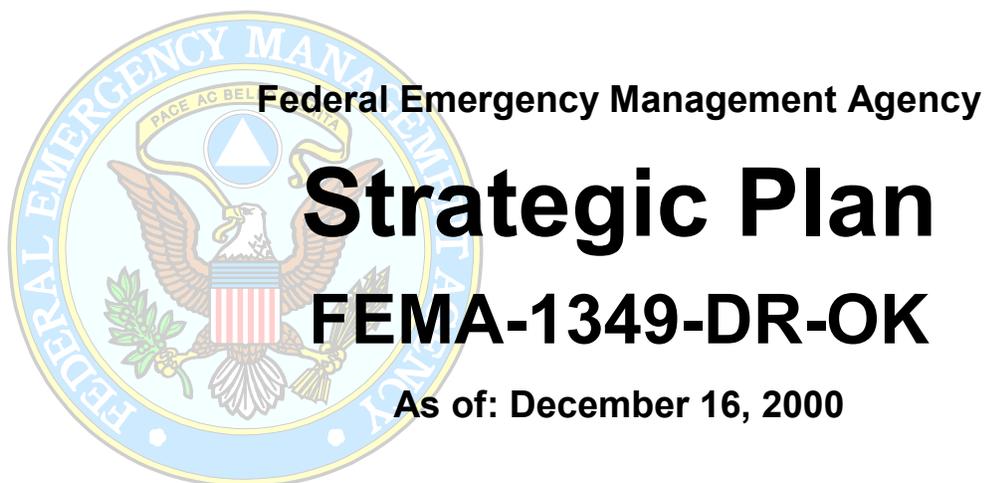
2-2				
	2-2-1			
	2-2-2			
	2-2-3			

STRATEGIC TIMELINE FOR GOAL #2

MILESTONE NUMBER	WEEK BEGINNING										
	7-1	7-8	7-15	7-22	7-29	8-5	8-12	8-19	8-26	9-2	9-9
2-1											
2-1-1											
2-1-2											
2-1-3											
2-2											
2-2-1											
2-2-2											
2-2-3											
2-3											
2-3-1											
2-3-2											
2-3-3											

THIS PAGE IS INTENTIONALLY LEFT BLANK

Figure II-11 - Example Strategic Plan



SITUATION OVERVIEW

A series of thunderstorms moved through the state of Oklahoma during the time period of October 21 through October 29, 2000 resulting in flooding in several counties.

The heaviest damage occurred in the Town of Apache (Caddo County) with 52 homes destroyed or receiving major damage. Eighty-six percent of the affected victims in Apache are in the low-income level with 90% uninsured. Most of the homes, and all of the mobile homes, assessed in Apache were of older construction and of modest value. The majority of the homes affected in Apache were located within the floodplain of Box Elder Creek. Flooding in the City of Anadarko (Caddo County) resulted in 80 residents being evacuated, and damage to the city water control facilities.

In Chickasha, Grady County, the Preliminary Damage Assessment (PDA) Team found minimal damage to eight homes. Flooding in and around the city required sandbagging, barricading, traffic control, and de-watering public buildings. The flood washed out the supply pipeline to the city water treatment plant, and backup pumps failed. This resulted in an extreme water shortage in the city and water for the population of 17,000 had to be hauled in. The backup pumps have since been repaired. The city also required silt and debris removal from roads and streets.

Major flooding in Caddo County (City of Anadarko) resulted in 80 residents being evacuated. Nine of the homes assessed in Anadarko were tribal homes. Damage to these homes was determined to be minimal and the tribe was making repairs at the time of the assessment.

Various volunteer agencies are currently in the area assessing potential, long-term recovery needs. Even with the assistance already being provided by ARC and others, it is estimated by the State that there are approximately 50 homes that need to be replaced and or elevated. With the concentration and extent of damage in Caddo County, the impact on low-income families and the high percentage of non-insured, the assistance provided by voluntary organizations to date has been minimal. The flooding caused road closures and/or damage in all eleven of the subject counties. State, county, and local emergency response units have been involved in barricading, patrolling, emergency traffic control, debris removal, and emergency road repair.

On October 30, 2000 the Governor requested Direct Federal Assistance to save lives and protect property. He specifically requested Individual Assistance in Caddo and Grady Counties only, to include Temporary Housing Assistance, Individual and Family Grant Programs, Disaster Unemployment Assistance, Disaster Legal Services, Crisis Counseling Assistance, and Small Business Administration Disaster Loans. Also requested were the implementation of the Public Assistance Program for Caddo, Carter, Comanche, Cotton, Grady, Jefferson, Kiowa, McClain, and Tillman Counties, and the Hazard Mitigation Grant Program for the entire state. Additionally, the Governor requested implementation of the pilot State Managed Small Disaster program.

SITUATION OVERVIEW continued

Preliminary Damage Assessments were conducted for both Individual Assistance and Public Assistance Programs, as cited below. Their findings, together with the following contributing factors lead to our recommendation. Early last year, Oklahoma suffered a series of devastating tornadoes, resulting in disaster declaration FEMA-1272-DR-OK and a state cost share of approximately \$15 million. Several of the nine counties in the Governor's request fell victim to that event. Since September 2000, the State has received three declarations for fire suppression, together with their attendant costs. Further, Oklahoma has declared three state-only disasters, for which no Federal assistance was requested.

On November 27, 2000, the President signed disaster declaration FEMA-1349-DR-OK and the FEMA Director designated the following counties for Individual Assistance, Public Assistance and Hazard Mitigation:

Individual Assistance: Caddo and Grady Counties

Public Assistance: Caddo, Carter, Comanche, Cotton, Grady, Jefferson, Kiowa, McClain, and Tillman Counties

Hazard Mitigation: All Oklahoma Counties

On December 4, 2000 Amendment 1 added Carter, Comanche and Tillman Counties for Individual Assistance. On December 8, 2000 Amendment 2 added Jackson County for Public Assistance and Oklahoma County for Individual Assistance.

STRATEGIC MISSION STATEMENT

Deliver the Federal Response Plan programs in compliance with the statutes, regulations, policies and guidelines while being timely, environmentally sound, timely, cost-effective and sensitive to customer service.

STRATEGIC PLANNING ASSUMPTIONS

1. Other regional disaster events will not affect this operation.
2. No additional counties will be designated for Individual or Public Assistance.
3. The National Emergency Management Information System (NEMIS) will be available without significant interruption.

STRATEGIC GOALS

Goal #1. Minimize costs and execute all programs according to the statutes and regulations, while maximizing customer service and the partnership between FEMA/State/and local communities.

Goal #2. Successfully execute the new Public Assistance (PA) State Managed Small Disaster (SMSD) program.

STRATEGIC GOAL # 1

Minimize costs and execute all programs according to the statutes and regulations, while maximizing customer service and the partnership between FEMA/State/and local communities.

SUPPORTING MILESTONES	LEAD ERT ELEMENT	SCHEDULED START DATE	SCHEDULED COMPLETION DATE	
Community Relations Milestones				
1	Region VI FEMA CR will assess PDA data and other information to determine impacted areas and develop the CR field structure.	Community Relations	11/21/00	11/24/00
2	With the State CR coordinator develop a state and local emergency management organization chart that contains names, addresses, phone numbers etc.	Community Relations	11/27/00	11/27/00
3	ODCEM CR and Region VI FEMA CR will develop a listing of all key community leaders, elected and/or appointed officials in the designated counties/affected communities.	Community Relations	11/27/00	12/05/00
4	ODCEM CR, with assistance from Region VI FEMA CR, will develop a disaster specific addendum for FCO/SCO approval.	Community Relations	11/27/00	12/04/00
5	Region VI FEMA CR, with input from ODCEM CR, will arrange for training and/or in-briefings for CR Field Officers prior to field assignments.	Community Relations	11/27/00	11/30/00
6	ODCEM/FEMA CR will establish liaison with key emergency management and community officials.	Community Relations	11/27/00	12/02/00
7	Complete Community Relations (CR) fieldwork within 14 days of declaration date or IA County designation.	Community Relations	11/27/00	12/10/00
8	Print/deliver CR and specialized flyers within one week of the county designation date to specified population.	Community Relations	11/27/00	12/11/00
Hazard Mitigation Milestones				
1	ODCEM and Region VI FEMA will develop a Hazard Mitigation Strategy.	Hazard Mitigation	11/27/00	12/2/00
2	ODCEM and Region VI FEMA will identify Tribal issues in relation to the NFIP and its effects on other FEMA and Federal programs.	Hazard Mitigation	11/27/00	1/15/01
3	Oklahoma Water Resources Board (OWRB) and Region VI FEMA will conduct floodplain field surveys in designated counties for structures that were damaged during the incident period and conduct visits with local community officials.	Hazard Mitigation	11/27/00	12/22/00
4	Collect, document, and advertise Hazard Mitigation success stories.	Hazard Mitigation	11/27/00	1/15/01
5	Coordinate the NFIP Substantial Damage Analysis for the local communities.	Hazard Mitigation	11/27/00	TBD
6	ODCEM, with technical assistance from Region VI FEMA, will conduct applicable training and provide required technical assistance to the local communities concerning substantial damage and the use of Residential Substantial Damage Estimator.	Hazard Mitigation	11/27/00	03/28/01
7	FEMA, with input from ODCEM, will develop tribal policy and standard procedures to be used in all future Oklahoma disasters.	Hazard Mitigation	TBD	TBD

STRATEGIC GOAL # 1
continued

SUPPORTING MILESTONES		LEAD ERT ELEMENT	SCHEDULED START DATE	SCHEDULED COMPLETION DATE
Operations Section - Human Services Milestones				
1	Have 100% disaster victims register in less than 60 days from the declaration date.	Human Services	11/27/00	01/26/01
2	ODCEM submitted the request for this program in the request for a declaration. (Application period is for 60 days from the declaration date. The grant activity award period is for 180 days from the declaration date. The administrative closeout is 270 days from the declaration date.)	Human Services	10/30/00	8/24/01
3	Region VI FEMA HS will coordinate with ODCEM HS and the Virginia National Processing Services Center (VNPSC) to ensure timely and accurate processing of the Individual Family Grant (IFG) Program by FEMA on behalf of the State.	Human Services	11/27/00	05/26/01
4	Region VI FEMA HS will assist ODCEM with the establishment of the IFG Program Processing.	Human Services	11/27/00	05/26/01
5	Region VI FEMA HS will review the IFG Program 30 days after approval.	Human Services	12/18/00	12/20/00
6	ODCEM HS and Region VI FEMA HS will assess initial requirements for Disaster Recovery Center operations within 48 hours of the declaration.	Human Services	11/27/00	11/27/00
7	ODCEM HS and Region VI FEMA HS will coordinate an in briefing for all DRC staff.	Human Services	11/30/00	11/30/00
8	Notify Federal Agencies about scheduled DRC openings and coordinate their staff representation (if they want to participate).	Human Services	12/01/00	12/01/00
9	Open DRCs within 7 days of the declaration date or county designation for Individual Assistance.	Human Services	12/01/00	12/15/00
10	ODCEM HS and Region VI FEMA HS will assess the need for and establish a Special Needs Office within 7 days of the declaration date.	Human Services	11/27/00	11/27/00
11	ODCEM HS and Region VI FEAM HS will assess the need for Legal Services within 72 hours of the declaration date.	Human Services	11/27/00	11/27/00
12	ODCEM HS and Region VI FEMA HS, with the Department of Labor, will assess the need for a DUA program within 72 hours of the declaration date.	Human Services	11/27/00	12/04/00
13	Region VI FEMA HS will assist the state in requesting DUA program. (Review estimated program costs submitted by the state and through the Department of Labor-DOL.)	Human Services	12/04/00	12/07/00
14	Region VI FEMA HS and ODCEM HS, with the Center for Mental Health Services, will assess the need for a Crisis Counseling Program within 7 days of the disaster declaration.	Human Services	11/27/00	11/27/00
15	Monitor timely delivery of Disaster Housing Assistance.	Human Services	11/27/00	05/26/02
16	Region VI FEMA HS will coordinate for Inspection Services (IS) Coordinator, prepare for the contact inspectors briefing and complete all required housing inspections.	Human Services	11/27/00	02/02/01

STRATEGIC GOAL # 1 continued

SUPPORTING MILESTONES		LEAD ERT ELEMENT	SCHEDULED START DATE	SCHEDULED COMPLETION DATE
Operations Section - Human Services Milestones, continued				
17	ODCEM HS and Region VI FEMA HS, in conjunction with the Inspection Services Coordinator, will monitor the timely completion of inspection services.	Human Services	11/27/00	02/02/01
18	ODCEM and FEMA VOLAG liaisons will ensure an Unmet Needs Committee is present and active.	Human Services (VOLAG)	11/27/00	12/07/00
19	ODCEM and FEMA VOLAG liaisons will assess the need for a long-term recovery committee in the respective flood areas.	Human Services (VOLAG)	11/27/00	12/07/00
Public Affairs Milestones				
1	ODCEM and Region VI FEMA PIO will develop the "Media List" that will cover the entire affected area within 3 days of the declaration date.	PIO	11/27/00	11/30/00
2	ODCEM and Region VI FEMA field representatives will contact all media either by phone or in person within 3 days of the declaration date.	PIO	11/27/00	11/30/00
3	Notify the media at least 48 hours in advance of all openings and closings of the DRCs.	PIO	N/A	N/A
4	FEMA PIO will provide the CLO and all functional program areas with copies of all news releases.	PIO	N/A	N/A
5	Region VI FEMA CLO will schedule FCO/SCO congressional visits to all applicable offices within the disaster specific jurisdictional profile within 14 days of this disaster declaration date.	CLO	11/27/00	12/10/00
Logistics Milestones				
1	Eliminate contract acquisition administration costs, when possible, by maximizing credit card purchases. (Saves approximately \$400 per.)	LOG	11/27/00	N/A
2	Set up the FOF and DRC wireless to save costs (approximately \$8,000) in personnel and equipment.	LOG	11/27/00	12/02/00

STRATEGIC GOAL # 2

Successfully execute the new Public Assistance (PA) State Managed Small Disaster (SMSD) program.

SUPPORTING MILESTONES		LEAD ERT ELEMENT	SCHEDULED START DATE	SCHEDULED COMPLETION DATE
Public Assistance (PA) DFO and Field Operations Milestones				
(See Public Assistance State Managed Small Disaster [SMSD] Special Function Plan				

III. SPECIAL FUNCTION PLANNING

III-A. Overview.

III-A-1. Special Function Planning is a more detailed and focused form of strategic planning. It involves the development of a detailed plan to address a very complex but functionally specific activity or goal. Candidate activities include (but are not limited to) the following:

- Debris Management
- ERT-N to ERT Transition
- Temporary Housing
- Mitigation (e.g., Repetitive Loss, Buyout)
- ERT Demobilization
- Public Assistance Management
- Intermediate and Long-Term Recovery
- Civil-Military Consequence Management Operations Transition

III-A-2. The decision to develop a Special Function Plan should be based principally on a single consideration: activity complexity. In other words, the more complicated and involved an activity, the greater the potential need for detailed procedures. In general, the ERT should consider developing a separate Special Function plan for a specific activity or goal only when it cannot be effectively or satisfactorily addressed within the broader confines of the Strategic Planning process (refer to Section II, Strategic Planning). Assessing and answering the following questions can help determine whether a particular activity is a suitable Special Function Planning candidate.

- Will achieving the targeted goal require the sustained involvement of multiple functional areas?
- Will achieving the targeted goal require a lengthy or indeterminate period of time?
- Will achieving the targeted goal involve a succession of separate, interrelated, complicated activities?
- Does the activity involve high-visibility or politically sensitive issues?
- Does the activity, or targeted goal, involve complicated legal issues?
- Will the State, or another Federal Agency, play a large activity support role?

III-A-3. Because they support a narrow functional purpose, Special Function Plans are principally the responsibility of the ERT element with oversight of -- and expertise in -- the associated functional area. Although the Planning Support Branch will, on request, facilitate this process, the information that comprises the plan must be provided by -- and remains the responsibility of -- the ERT element with principal functional oversight. The key Special Function Planning responsibilities of both the Planning Support Branch and lead ERT element are listed below:

III-A-3-a. ERT Functional Area Responsibilities:

- Identify, coordinate, and develop the procedures associated with the plan.
- Identify and coordinate with other supporting functional areas.
- Identify a functional area expert to be lead point of contact for all matters pertaining to the Special Function Plan.
- Schedule and/or attend and participate in Special Function Planning meetings.
- Ensure the technical accuracy of the plan.

III-A-3-b. Planning Support Branch Responsibilities: Upon request:

- Assist the functional area with required planning efforts and activities.
- Schedule, conduct and facilitate any Special Function Planning meetings.
- Format, organize, and package the plan.

III-A-4. Keep the Special Function Plan as streamlined and simple as possible. Include additional data only if it adds value to the final product. The required components of a Special Function Plan are the specific goal; supporting/associated milestones, and the method(s) of achieving those milestones. Other standard (but optional) planning components include contingency or alternative courses of action, a timeline, and graphics, such as maps or geographic information system (GIS) products.

III-B. Sequence of Planning Activities. The development of a Special Function Plan should follow a standard sequence of activities, as follows.

Step 1: *Identify the Lead Functional Area for the Plan.* Once a decision has been made (either by the FCO or a Functional Area Chief) that a Special Function Plan is required, the functional area (Section, Branch, etc.) with principal responsibility for that activity will be designated the Lead Functional Area for plan accomplishment. The Lead Functional Area will assume the responsibilities listed in paragraph III-A-3-a, above. The Planning Support Branch will provide necessary support, per paragraph III-A-3-b, above.

Step 2: Establish the Plan Mission. The *mission* of the Special Function Plan is essentially the reason for or purpose of the plan; therefore, it should be established and understood at the outset. Accordingly, the mission should be clear, simple, and focused, since it will be the basis for all subsequent planning. The plan mission is usually articulated either by the FCO, or by the functional area assigned lead responsibility at Step 1.

Step 3: Schedule and Conduct the Initial Planning Meeting. The initial planning meeting will be used to identify participants in the Special Function Planning process, outline individual responsibilities, and establish preliminary goals (see Step 4, below). The Planning Support Branch should consult with the Lead Functional Area to determine required attendees (i.e., supporting functional areas), and then (if requested) schedule and facilitate the meeting.

Step 4: Identify the Goals. The *goals* of the Special Function Plan represent key targets of accomplishment that will be required to achieve the articulated mission. Goals represent major actions that are prerequisite to mission accomplishment. These goals should be developed (or at least the process of developing goals should be initiated) at the Special Function Planning Meeting described in Step 3, above.

Step 5: Identify Milestones. Following the identification of goals, functional areas should, by a deadline established at the Initial Planning Meeting, develop milestones for measuring progress toward goals to which they will contribute support. These milestones will be the gauges by which progress toward achieving the plan's goals are measured.

Step 6: Develop the Special Function Plan Template. Based on discussions with the Lead Functional Area, the Planning Support Branch should develop a template for the plan. The purpose of a template is to identify the key subject areas and planning elements that require further elaboration by the Lead Functional Area. The template should also prescribe, or suggest, a format for the desired information. Boilerplate information should be encouraged and included whenever appropriate. The "ideal" plan template is essentially a "fill-in-the-blank" outline of the final plan.

Step 7: Conduct Additional Planning Meetings. As required, hold additional planning meetings to resolve issues, compare notes, assess progress, and finalize plan development and preparation.

III-C. Generic Special Function Plan Template. Because a special function plan can conceivably address any functional activity, no universally appropriate template can be designed. A very generic template is provided at Figure III-1, but planners will need to tailor or expand this template to fit the particular situation.

III-D. Example Special Function Plan. An example Special Function Plan is provided at Figure III-2. This mission (or purpose) of this example plan is the development of a temporary housing strategy.

Figure III-1 - Generic Special Function Plan Template

TITLE PAGE

Long title of the plan, date of the plan, and signature(s) of the Federal Coordinating Officer and (if a joint plan) the State Coordinating Officer.

EXECUTIVE SUMMARY

A brief summary/overview of the plan's purpose, mission, and desired end-state.

TABLE OF CONTENTS

Tab	Title	Page
	Executive Summary	iii
	Table of Contents	v
1	Introduction and Mission	1-1
2	Strategic Goals and Milestones	2-1
3	Plan Development and Maintenance	3-1
A	Annex A - Timeline	A-1
B	Annex B - Maps and Charts	B-1
C	Annex C - Task Organizations	C-1

INTRODUCTION AND MISSION

PURPOSE AND SCOPE

This plan details the Federal-State strategy for (the mission or purpose of this plan; e.g., providing temporary housing to all eligible residents) in the aftermath of (name or description of event).

SITUATION

Provide a brief summary/overview of the disaster. Identify the situational effects and impacts of the disaster that are the impetus for this plan.

STRATEGIC GOALS AND MILESTONES

Strategic Goal #1: _____.

- Responsibilities:

- Lead Functional Area: *(for example: Ops Section/Human Services Branch)*
- Supporting Functional Area(s): *(for example: Community Relations, Small Business Administration, etc.)*
- Strategy for Accomplishment: *(Detailed narrative of how the goal will be accomplished.)*
- Milestones: *(List key activities/accomplishments/status by projected or desired completion date)*

MMM/DD Milestone description

MMM/DD Milestone description

Repeat the above for any additional goals.

PLAN DEVELOPMENT AND MAINTENANCE

FEMA *(lead functional area)* staff shall be responsible for monitoring the implementation and revision of this plan. Projections should be reviewed on a *(weekly/bi-weekly/monthly)* basis, and updated as required. The Information and Planning Section will assist as requested. *Include additional developmental and maintenance requirements and responsibilities, as appropriate.*

ANNEXES

The following are potential annex candidates:

TIMELINE

A graphic or tabular timeline based on the milestones identified earlier in the Plan.

ORGANIZATIONAL RESPONSIBILITIES

For each organization or functional area supporting plan accomplishment, identify key responsibilities.

MAPS AND CHARTS

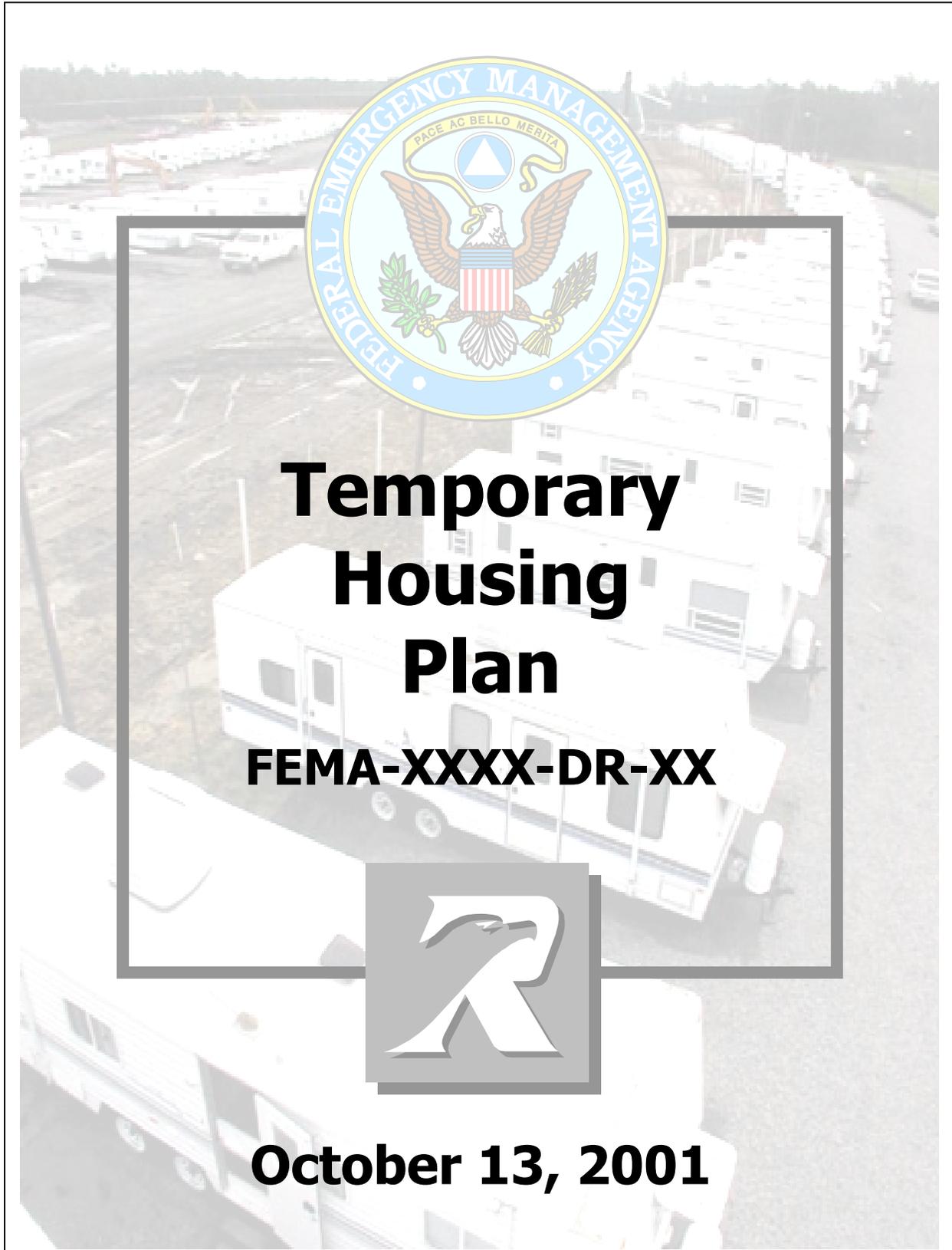
Geographic Information System (GIS) products, organization charts, and/or other graphics that contribute to the Plan.

CONTACT INFORMATION

Names and contact information (telephone numbers, e-mail addresses, etc.) of key organizations involved in plan execution.

THIS PAGE IS INTENTIONALLY LEFT BLANK

Figure III-2 - Special Function Plan - Example



This temporary housing plan was developed with input from the Federal Emergency Management Agency's Human Services staff and the State's Manufactured Housing Operations staff. It will guide provision of temporary housing to eligible State residents. Specific projections contained in this plan will be reviewed against results on a regular basis and may be adjusted as the plan is implemented.

Joan Smith
Federal Coordinating Officer (FCO)

John Smythe
State Coordinating Officer (SCO)

EXECUTIVE SUMMARY

- Flooding from Hurricane Willie forced many from their homes. At the height of the evacuation effort some 48,000 people occupied 235 shelters.
- On October 10, the last American Red Cross (ARC) shelter closed. By that time, the Federal Emergency Management Agency (FEMA) and the ARC had relocated about 15,000 people (4,807 households) who were unable to find short-term accommodations themselves.
- The immediate challenge is to satisfy the demand for safe, sanitary long-term temporary housing.
- In particular, there is unprecedented demand for manufactured housing units. Typically, from three to five percent of eligible applicants request a manufactured housing unit for their temporary housing. In this disaster, requests are running at 37 percent of those interviewed. It is estimated that by the time interviews are complete, this will drop to 20 percent of those interviewed. Even if that happens, **demand for manufactured housing will be at least five times the norm.**
- To satisfy the mission of providing safe, sanitary temporary housing to all eligible applicants who require it, the disaster operation must meet three goals:
 - ◆ *Determine eligibility and demand for temporary housing assistance in a timely fashion, to accurately characterize needs.*
 - ◆ *Identify all available rental units in the declared counties, to provide more immediate service, provide a permanent housing solution for some renters, and reduce the need for manufactured housing.*
 - ◆ *Identify sufficient sites and ensure an adequate supply of manufactured housing units is ready for occupancy to meet projected demand.*
- Currently, FEMA Human Services and the State Division of Emergency Management project demand for between 3,700 and 7,000 manufactured housing units, with the lower number more likely. Projections are based on several assumptions that must be revised continually.
- Taking 4,000 manufactured housing units as a goal, the State estimates that it will have 1,500 units (37.5%) on site by November 1; 3,500 units (87.5%) on site by November 30; and all 4,000 required units occupied by December 17.

TABLE OF CONTENTS

	PAGE
Executive Summary	2
Table of Contents	3
Introduction	4
Specific Mission and Goals	6
Mission – <i>Provide safe, sanitary temporary housing to all eligible residents who require it.</i>	
Strategic Goal 1 – Determine eligibility and demand for temporary housing assistance in a timely fashion.	
Strategic Goal 2 – Identify all available rental units in the declared counties.	
Strategic Goal 3 – Identify sufficient sites and ensure an adequate supply of manufactured housing units is ready for occupancy to meet projected demand.	
Plan Development and Maintenance	14
Appendix A: Maps and Charts of County-Specific Housing Impacts	
Appendix B: Projections of Demand for Manufactured Housing Units	
Appendix C: Maps and Charts of Manufactured Housing Operations	
Appendix D: Memorandum of Agreement between the State and FEMA Regarding Disaster Housing Resources	

INTRODUCTION

Purpose and Scope

This plan describes Federal-State strategy for meeting temporary housing needs of State residents in the aftermath of Hurricane Willie. It focuses on the Federal Emergency Management Agency's (FEMA) disaster housing assistance program.

Situation

- Flooding from Hurricane Willie devastated housing in the eastern part of the State.

Counties with housing damage based on Preliminary Damage Assessments:	40
Uninhabitable dwellings in these counties:	11,864 (3,249 mobile homes)
Of these, number of homes destroyed:	2,781 (1,986 mobile homes)

See Appendix A for maps and county-specific information.

- Shelter operations have ended.

Shelter status at height of evacuation effort:	235 shelters; pop. 48,022
Shelter status as of noon on October 10:	All shelters closed

- The American Red Cross (ARC) and Federal Emergency Management Agency (FEMA) have assisted 4,807 households (approximately 15,000) shelter occupants in finding short-term accommodations until temporary housing becomes available:

Households relocated to hotels/motels:	2,799
Households relocated to rental units:	1,848
Households relocated to travel trailers:	160
Total:	4,807

- The response organization has "leaned forward" to ensure that displaced State residents have roofs over their heads.

- ◆ The State, in a Memorandum of Agreement with FEMA, has assumed responsibility for manufactured housing operations and through emergency authority has accelerated contracts for group site construction and procurement of manufactured housing units. Within 25 days of the declaration, sites were constructed and 243 families were housed in travel trailers.

- ◆ Approximately 25 Human Services staff have been supporting families in the group travel trailers by providing utilities and essential life support services (changing batteries, hauling water, etc.) and assisting with distribution of donated goods. They served as group site coordinators for development until the State could identify staff for this function.
- ◆ Human Services staff conducted pre-placement interviews (PPI) in shelters and assisted with the actual relocation of occupants into short term housing in order to expedite closure of the shelters.
- ◆ PPI activity in the Disaster Field Office (DFO) is focusing on 20 counties where demand for housing exceeds the current supply.
- ◆ Inspection Services has streamlined inspection requirements for inaccessible dwellings.
- ◆ A second habitability contractor has been activated to insure timely completion of inspections.
- Traditionally, only a small percentage (3 to 5 percent) of eligible applicants request a manufactured housing unit for their temporary housing. During this disaster, requests are currently running at approximately 37% of those interviewed. Based on historical trends, it is anticipated this percentage will decrease to 20% of all pre-placement interviews. Even if that happens, **demand for manufactured housing will be at least five times the norm.**

Contributing to this is the fact that 15 percent of all single family housing units in the State consists of mobile homes. The disaster area east of I-35 may contain a disproportionate number of mobile homes.

STRATEGIC GOALS AND MILESTONES

Mission – Provide safe, sanitary temporary housing to all eligible residents who require it.

- **Strategic Goal 1** – Determine eligibility and demand for temporary housing assistance in a timely fashion.
- **Strategic Goal 2** – Identify all available rental units in the declared counties.
- **Strategic Goal 3** – Identify sufficient sites and ensure an adequate supply of manufactured housing units is ready for occupancy to meet projected demand.

Disaster Housing Resources Program Projections

Week Ending	24-Sep	01-Oct	08-Oct	15-Oct	22-Oct	29-Oct	05-Nov	12-Nov	19-Nov	26-Nov	03-Dec	10-Dec	17-Dec
Disaster Housing Registrations	1%	15%	30%	55%	75%	85%	90%	97%	100%				
PPIs Completed	1%	5%	10%	17%	30%	50%	70%	90%	100%				
Group Site Construction Completed	1%	10%	20%	30%	40%	55%	70%	85%	100%				
Families Housed			7%	12%	28%	40%	45%	50%	75%	85%	90%	95%	100%

NOTES:

1. Projections are based on all applications being received by November 15. Any applications received after November 15 may extend the projected completion date.
2. The jump in families housed between November 12 and November 19 is due to group sites' coming on line on or about November 15.

Strategic Goal 1 – Determine, in a timely fashion, eligibility and demand for temporary housing assistance.

Responsible organization: FEMA Human Services Staff

Desired end state: FEMA will conduct all pre-placement interviews (PPI) in the 20 counties where demand for housing exceeds the current supply and will forward all site requests to the State’s manufactured housing operation by November 19.

Current status (as of COB October 10):

PPIs conducted:	2,043
Percent of projected total (20,000):	10.2%
Site requests forwarded to State:	804
Percent of (low) projected total (3,700):	21.7%
Percent of (high) projected total (7,000):	11.4%

Based on the current number of housing applications at a 60 percent eligibility rate, and adjusted for available rental resources by county, PPI activity would be expected to result in 3700 to 7000 site requests. However, it should be noted that historically as many as 30 percent of site requests may be withdrawn as pre-disaster mobile home occupants utilize Small Business Administration (SBA), Individual and Family Grants (IFG), or insurance funds to purchase their own mobile homes.

See Appendix B for an explanation of projections; projections are based on all applications being received by November 15, among other assumptions. Any applications received after November 15 may extend the projected completion date.

Milestones:

November 8	15,000 PPIs (75% of projected total)
November 13	18,000 PPIs (90% of projected total)
November 15	19,000 PPIs (95% of projected total)

Projected completion: November 19

Critical issues:

- *Reliability of projections.* Projections are highly sensitive to assumptions. Human Services, assisted by the Information and Planning Section, should compare projections to actual results and refine projections on a weekly basis.
- *Timeliness and Staffing – Housing Inspections.* FEMA can influence the pace of the process by applying resources at two points: housing inspections and PPIs themselves. For housing inspections, the current pace is approximately 2,500 inspections per day with a staff of 440 inspectors. At current production levels, inspection activity is expected to be current with registration sometime between

October 19 and October 23. After that point, maximum inspection production will be determined by registration activity.

- *Timeliness and Staffing – PPIs.* Current output is approximately 350 PPIs per day with a DFO staff of 6 DAEs and 40 local hires (an additional 20 DAEs have been working the shelters, now closed). DFO staff is expected to increase to 40 DAEs and 60 local hires by Oct. 12; output should increase to 750 PPIs per day. A target rate of 1000 PPIs per day would require an estimated additional staff of 12-15 DAEs and 20 local hires and would advance the estimated completion time for 90% of PPIs by 5 days. PPI activity cannot be 100% complete until all housing registration and inspection activity is 100% complete.
- *Timeliness – Coordination with Manufactured Housing Operations.* Speeding up the initial inspections and PPIs does not by itself put people in temporary housing any faster. FEMA must synchronize its activities with the State’s manufactured housing operations.
- *Applicant Assistance.* Assisting applicants with inspection problems, program concerns and special needs, and addressing congressional inquiries help reduce any perception of unresponsiveness. Current staff (6 DAEs and 1 local hire) now handles approximately 110 inquiries per day. Staff is anticipated to expand to 8 DAEs and 1 local hire by Oct. 12.

Strategic Goal 2 – Identify all available rental units in the declared counties.

Responsible organization: FEMA Human Services Staff

Desired end state: By the close of the application period, FEMA will have identified all available rental units in the declared counties.

Current status (as of October 8): Current staff (4 DAEs and 8 local hires) have identified a total of 6,249 rental resources available in the 66 declared counties.

Milestones:

October 5	In 46 counties, sufficient rental resources identified to meet the projected housing needs, leaving 20 counties with critical housing needs.
October 10	In 11 of the 20 critical counties, all currently available rental resources appear to have been identified.
October 24	In all 20 critical counties, all available rental resources will have been identified.

NOTE: The housing resource database will require continued updating to identify units no longer available and to identify newly available units as they are repaired and made ready for occupancy.

Projected completion: November 15 (or close of application period, whichever is later)

Critical issues:

- *Availability and location of rental space.* In some counties there may not be enough rental space available to meet needs; this will not mean that there is insufficient rental space overall, if some people are willing to move to a different county.
- *Effect on demand for manufactured housing.* Utilization of existing rental resources is the fastest and most cost-effective means of meeting temporary housing needs, and reduces the demand for manufactured housing. Identifying all existing rental resources is critical to minimizing the need for manufactured housing.
- *Applicant choice.* PPIs can be used to describe for applicants why rental units may be preferable to manufactured housing; applicants may still opt for manufactured housing (e.g., an applicant may request a travel trailer while conducting home repairs).

Strategic Goal 3 – Ensure an adequate supply of manufactured housing units are on site and ready for occupancy to meet projected demand.

Responsible organization: State Division of Emergency Management

Desired end state: All residents who are eligible for and need manufactured housing are in a unit by December 17. **Projections are based on all applications being received by November 15. Any applications received after November 15 may extend the projected completion date.**

Current status (as of COB October 10):

Units occupied (TT=246) (MH=00):	246
Percent projected (low) need for units (3,700):	7%
Percent projected (high) need for units (7,000):	4%
Units purchased (TT=622) (MH=11):	633
Units at staging (TT=142) (Townville TT=96) (Burgville TT=46)	142
Units on site (TT=573) (MH=02)	575
Units vacated (TT=0)	0

On October 11, FEMA advised the State to order an additional 500 mobile homes and 500 travel trailers. See Appendix C for maps of mobile home operations.

Milestones: (Tentative - based on current projections)

October 10	142 travel trailers on hand in staging areas 573 travel trailers and 2 mobile homes on site
October 15	480 families housed (12% of goal) 800 travel trailers and 150 manufactured homes on site and in multiple staging areas strategically located in the affected area
October 20	200 travel trailers and 200 manufactured homes on hand in multiple staging areas strategically located in the affected area 1,000 travel trailers and 100 manufactured homes on private, group, and commercial sites in some phase of readiness
October 22	1,120 families housed (28% of goal)
October 29	1,600 families housed (40% of goal)
November 1	300 travel trailers and 500 manufactured homes in multiple staging areas 1,300 travel trailers and 200 manufactured on private commercial and group sites in some phase of readiness
November 5	1,800 families housed (45% of goal)
November 10	300 travel trailers and 400 manufactured homes in staging areas 1,500 travel trailers and 500 manufactured homes on private commercial and group sites in some phase of readiness
November 12	2,000 families housed (50% of goal)
November 15	350 travel trailers and 200 manufactured homes in staging areas 1,750 travel trailers and 900 manufactured homes on private commercial, and group sites in some phase of readiness

November 19 3,000 families housed (75% of goal)

November 26 3,400 families housed (85% of goal)

November 30 100 travel trailers and 50 manufactured homes in staging areas

2,200 travel trailers and 1,300 manufactured homes on private, commercial, and group sites in some phase of readiness

December 3 3,600 families housed (90% of goal)

December 10 3,800 families housed (95% of goal)

50 travel trailers and 25 manufactured homes in staging areas

2,350 travel trailers and 1,575 manufactured homes on private, commercial, and group sites in some phase of readiness

December 17 All 4,000 families housed (100% of goal)

NOTE: If the application period is extended, 100 percent completion will take longer.

50 travel trailers and 25 manufactured homes excess purchase

The estimated time from purchase of units to delivery at staging is approximately 7-10 days.

Projected completion: December 17, 2001

Critical issues:

- *Delays resulting from rain and inclement weather.* As Fall approaches we can expect shorter working days and additional delays from rain. The contractors must be directed to work at night with artificial lighting and on weekends. Some contractors have already been taking off on Saturday afternoon and Sundays when weather is good. This could have a serious impact on reaching our projected completion dates.
- *Availability of contractors to haul and install units.* As sites are approved for placement of housing units, work orders will be written for issuance to contractors. To date, contractors have been given 92 work orders for private sites; 43 units have been delivered to site. Thirty of these homes are ready for occupancy. There is a

real concern that local contractors will be overwhelmed with placement of new units purchased by applicants to replace the approximately 7,000 (by one estimate) destroyed manufactured homes. If local contractors cannot keep up with the demand it may be necessary for the State seek contractors from outside the area.

- *Maintenance contracts.* FEMA staff have been assisting with installing utilities, charging batteries for temporary power, unstopping sewers, repairing water lines, fixing electrical problems, and a long list of other problems associated with travel trailers. As more families occupy units and the sites are at full occupancy, the FEMA inspectors will be re-assigned to other group sites. The State must identify a contractor or in-house State agency to perform this mission. At a meeting on October 11, the State indicated that it would assume the maintenance responsibility as of Friday, October 15.
- *Need for more and larger staging areas to stage units until sites are developed.* Currently the State has a staging area identified at Townville. Its capacity has yet to be determined. The State is searching for other staging sites to meet the short- term staging demand if needed.
- *Risk of procuring too many units.* Projections of demand are sensitive to assumptions; there is a risk of purchasing too many units. The approach will be to: (1) procure, receive, and stage some minimum number of units; (2) monitor PPI results and ensure that there is always an excess capacity of 100 to 500 units staged based on projected completion dates of parks.
- *Proper installation of units.* Although travel trailers and manufactured housing units are considered to be temporary in nature, it is important that units are installed in a manner consistent with manufacturers' installation instructions and all local and State codes and requirements. Travel trailers are placed primarily on private sites near applicants' homes. Numerous health and safety issues must be addressed prior to and after placement of the unit on site. Working with applicants to eliminate those hazards prior to making the site feasible increases the time between identifying the eligible applicant, placing the unit on site, and finally occupying the unit.

PLAN DEVELOPMENT AND MAINTENANCE

FEMA Human Services staff shall be responsible for monitoring implementation of this plan, revising projections on a weekly basis, and updating the plan as needed during temporary housing operations. The Information and Planning Section will assist, along with other organizations tasked in the plan.

NOTE: THIS EXAMPLE SPECIAL FUNCTION PLAN DOES NOT CONTAIN THE APPENDICES LISTED IN THE TABLE OF CONTENTS.

THIS PAGE IS INTENTIONALLY LEFT BLANK

IV. CONTINGENCY PLANNING

IV-A. Overview.

IV-A-1. Within an ERT context, Contingency Planning is the development of a detailed strategy for dealing with the actual manifestation of a sustained, potential threat. Consider the following scenarios:

- During the middle of the night, while the DFO is closed, a major fire destroys the DFO building and all its equipment and documentation. Where do 500 ERT personnel report the following morning? How are they notified about what to do? Has an alternate DFO site been pre-identified? Have any designated essential records been duplicated and maintained outside the DFO?
- A large DFO has been established in a locality following a hurricane-related disaster. However, a new hurricane is approaching, and is now expected to impact the area within 72 hours, possibly as a Category 4. What elements of the DFO (personnel, equipment, records) would be evacuated, and to where? When will they be evacuated? In what order will they be evacuated? Who will handle ERT responsibilities during the evacuation?

Clearly, waiting until *after* either threat has actually materialized may be too late to ask - and answer -- such questions. Instead, procedures and responsibilities for responding to such environmental stimuli must be coordinated and in place *before* the event happens. The vehicle for capturing these procedures and responsibilities is a Contingency Plan.

IV-A-2. The purpose of contingency planning is to prepare for events or threats that, were they to occur, would adversely impact ERT or response operations. Although not every threat is a legitimate contingency planning candidate, every ERT should, as a minimum, develop a continuity of operations plan that outlines evacuation and relocation procedures and responsibilities. *ERT evacuation* involves planning for a sudden requirement to relocate the ERT to a temporary location. *ERT relocation* involves planning for a sudden requirement to relocate the ERT to a new facility. ERT relocation could be required due to a temporary situation (e.g., approaching hurricane) or facility problem (e.g., contaminated water supply), neither of which involves the destruction of ERT equipment and loss of records. The format of a contingency plan is optional, and will depend on the subject. However, as a baseline for beginning the planning effort, a generic ERT Contingency Plan outline is provided at Figure IV-1.

IV-A-3. Contingency plans are developed to address one or more specific threats that may never occur, but which are likely to remain a source of concern or interest for the duration of an operation. Because these threats generally do not change over time, once the contingency plan is developed it usually requires only a periodic functional review to revalidate the planned and directed activities. In the absence of more compelling reasons to conduct them with greater frequency, it is recommended that the

Planning Support Branch task each functional ERT area to revalidate their contingency planning actions and responsibilities on at least a monthly basis.

Figure IV-1 - Generic ERT Contingency Plan Outline

Cover
Title Page
Table of Contents
Executive Overview
Basic Plan
Conditions for Implementation
Concept of Execution
Resource Requirements
Transportation
Communications
Equipment, Furniture and Supplies
Billeting
Other
Checklist of Actions and Responsibilities
Plan Review Schedule
Annexes
Maps and Charts
Key Telephone/Contact Numbers
Action Timelines
Other

IV-A-4. Once the conditions for implementation of the contingency plan (or portion thereof) are met, ERT personnel must be able to refer to a clear, logical, and unambiguous set of instructions for action. The vehicle for those instructions is a checklist -- or set of functionally or situationally specific checklists -- which become the most important part of the contingency plan. It is crucial, however, that the checklist(s) identify not only the actions that must be taken, but the ERT element(s) responsible for those actions. An effective contingency plan checklist must:

- List all actions to be automatically initiated once the conditions for implementation are met.
- List all actions to be considered for implementation, based on the exact circumstances of the prompting condition.
- Clearly identify which ERT elements, functional areas, and/or staff positions are responsible for *initiating and accomplishing* each specific action.

- Clearly identify which ERT elements, functional areas, and/or staff positions are responsible for *supporting accomplishment* of each specific action.
- Address all key actions/considerations. A “key” action is one that, left unaddressed, could adversely affect the successful execution of the checklist and plan.
- Identify those key planning assumptions upon which the contingency planning decisions are based.

IV-A-5. Figure IV-2 depicts an extract from a sample contingency plan checklist. Note that the first two columns reflect whether the action is to be implemented automatically (A) or simply considered for implementation (C).

Figure IV-2 - Sample Contingency Plan Checklist (Extract)

A	C	Checklist #	Action	Responsible ERT Component	Supporting ERT Component(s)
A		A-31. ____	Locate and contract sufficient billeting accommodations for 200 non-local ERT personnel.	Admin Section	Logistics Section
	C	A-32. ____	Locate and contract sufficient billeting accommodations for 100 contingency support personnel	Admin Section	Logistics Section
A		O-18. ____	Implement standby helicopter support to shuttle key personnel and records to designated locations.	Operations Section ESF-1	Log Section DCO
	C	A-33. ____	Request police escort for personnel traveling out of endangered area with high-value equipment.	Admin Section	none

IV-A-6. The Planning Support Branch should convene a contingency planning meeting at the earliest opportunity to begin continuity of operations planning, as well as to identify any additional contingency planning requirements. This initial meeting should last no more than 30 minutes, and involve the FCO and representatives from each ERT element. The length and format of the final plan is largely a cosmetic consideration; what is *important* is that the planning takes place, and that all ERT elements be fully involved in the process. The Planning Support Branch must ensure that positive actions are identified to respond to realistic contingencies confronting or threatening the continuity of ERT operations.

IV-B. Responsibilities. The Planning Support Branch is responsible for preparing (and maintaining the currency of) ERT contingency plans. This does not imply that the Planning Support Branch is responsible for developing the strategic and tactical elements of the plan; those responsibilities remain with their respective functional advocates on the ERT. However, Planning Support Branch personnel are responsible for pulling those elements together and packaging them in a concise plan that includes an executable cross-functional checklist. Within a contingency planning environment, the primary responsibilities of the Planning Support Branch are as follows.

IV-B-1. Planning Specialist Responsibilities.

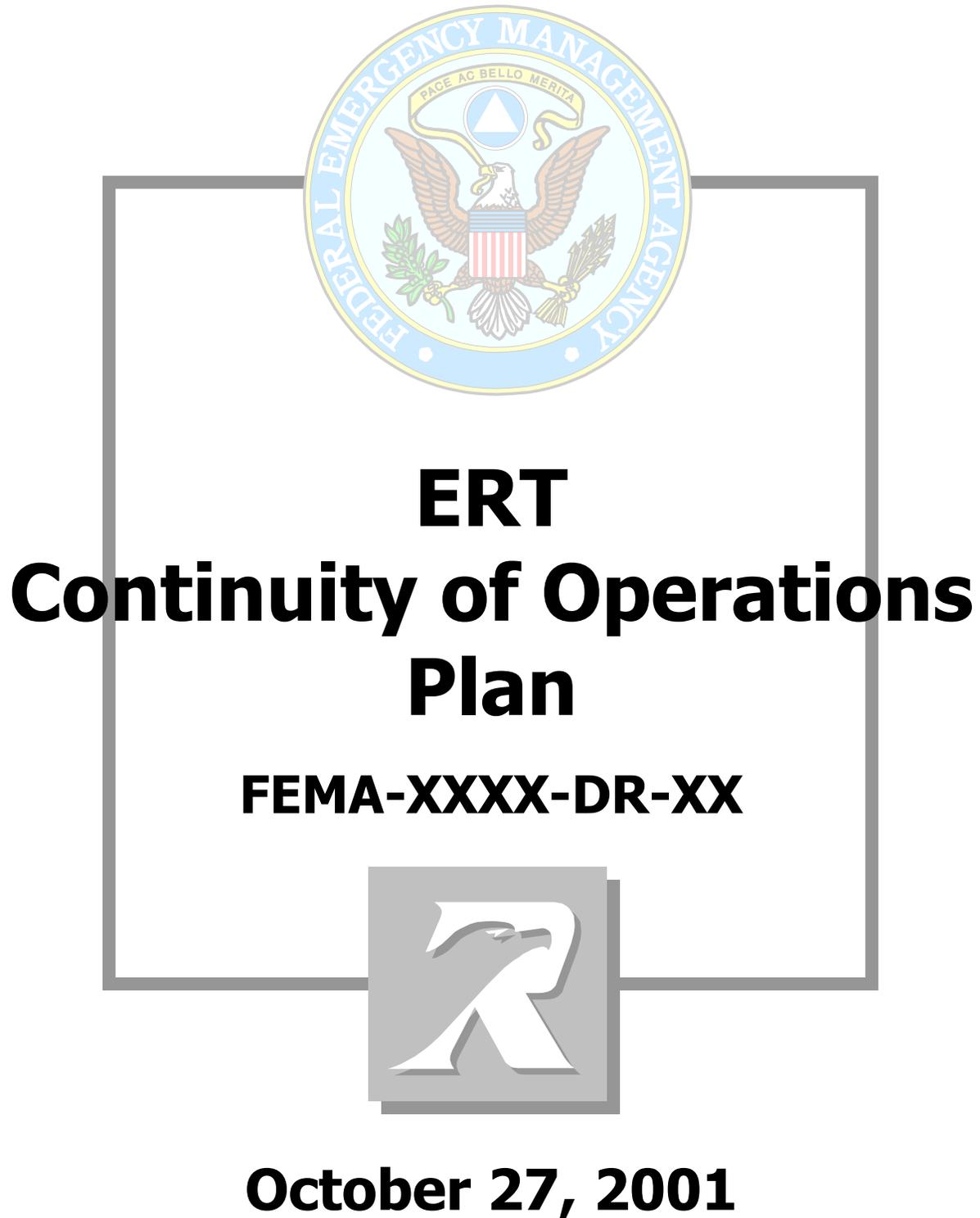
- Carefully analyze the tactical inputs of each functional element to ensure they support the strategic goal of the contingency plan.
- Identify any functional planning conflicts or deficiencies. Refer these to the Planning Coordinator for resolution.
- Develop a cross-functional execution checklist that can be implemented immediately when the conditions for plan implementation are met.
- Integrate the validated inputs of each functional element into an effective contingency plan.
- Review and update the approved contingency plan on a regular basis to ensure it remains current.

IV-B-2. Planning Coordinator Responsibilities.

- Coordinate resolution of any cross-functional conflicts or problems identified during the formal planning process.
- When requested, schedule, facilitate, and prepare materials to support contingency planning meetings.
- Provide briefings to other internal and external functional areas on contingency planning processes and objectives.
- Develop coordination and review documentation.

IV-C. Contingency COOP Template. A basic, barebones Contingency Plan Template for an ERT COOP is provided at Figure IV-3. This template is NOT to be used “as-is,” but must be situationally tailored and expanded, as appropriate.

Figure IV-3 - Contingency Plan for ERT Relocation - Example



Foreward

This ERT Continuity of Operations (COOP) Plan was developed primarily through a joint effort of the Logistics and Administration Sections. It will guide ERT (and collocated State) evacuation and relocation actions in the event the Disaster Field Office is rendered unusable or unavailable, either from an event or credible threat. Specific procedures and assumptions contained in this plan will be reviewed for currency and accuracy on a regular basis and may be adjusted as the plan is implemented. This plan also addresses the relocation of the staff of the State Coordinating Officer.

Jane Roberts
Federal Coordinating Officer (FCO)

Robert Janes
State Coordinating Officer (SCO)

Table of Contents

NOTE: Plan Section page numbers are the Job Aid page number.

<i>Plan Section</i>	<i>Page</i>
Foreward	70
Table of Contents	71
Basic Plan	72
• Overview	72
• Conditions for Implementation	72
• Concept of Execution	72
Checklist of Actions and Responsibilities	75
Plan Review and Maintenance Schedule	77
Annex A - Maps and Charts	78
Annex B - Key Telephone/Contact Numbers	79
Annex C - Action Timelines	NOT INCLUDED
Figures	
• Figure COOP-1 - COOP Card	73
• Figure COOP-2 - Senior Staff Call-Down List	74
• Figure COOP-3 - ERT COOP Checklist	75

Basic Plan

1. Overview: This Continuity of Operations Plan (COOP) provides guidance concerning the evacuation and/or relocation of Emergency Response Team (ERT) personnel from an existing Disaster Field Office (DFO), to include (where necessary) supporting satellite facilities (e.g., Disaster Recovery Centers, etc.). This plan applies to all ERT personnel, the host Region, and the State Coordinating Officer and supporting staff.

2. Conditions for Implementation: The possibility exists that an extraordinary event or credible threat (e.g., natural disaster, major fire, approaching hurricane, water or air contamination, HAZMAT accident, or act or credible threat of terrorism) could require ERT personnel to evacuate to a temporary safe refuge location, and/or relocate to an alternate DFO site. The event/threats that could prompt the ERT COOP to be implemented/executed are, for the purposes of this plan, divided into two event categories, as follows:

a. **Advance Warning Event.** This is an event (or threat) for which sufficient advance notice exists to enable the orderly alert, notification, evacuation, and/or relocation of personnel. Examples of Advance Warning Events include approaching hurricanes, credible terrorist threats, and tsunamis that originate far from a coastline.

b. **No Warning Event.** This is an event that occurs suddenly, unexpectedly, or with insufficient advance notice to permit the orderly pre-event actions noted above. Examples of No Warning Events include earthquakes, tornadoes, tsunamis originating close to coast, and terrorist bombings

3. Concept of Execution:

a. Following an Advance Warning or No Warning event so severe that the DFO is rendered unusable, or if the threat of such an event is considered credible or imminent (i.e., a condition for implementation is met), the Federal Coordinating Officer (FCO) will (or may) direct the activation -- in whole or part -- of this COOP. The FCO initiates the COOP response by notifying a list of key personnel who will, in turn, notify other lists of personnel, and so on. The FCO will also notify the responsible Regional Director and request that the Regional Operations Center (ROC) be activated as the interim DFO.

b. Plan execution can occur during normal or non-duty hours. Regardless of timing, notification cascades will be used to alert ALL supervisory personnel of a COOP execution. During a notification cascade, information and guidance will be passed through a telephone call down process, referencing pre-established directions on a COOP Card that is issued to all ERT employees when signing in to the DFO. The FCO will determine what the response will be, and direct that the appropriate, corresponding directions on the COOP Card be implemented. A depiction of the COOP Card is provided at Figure COOP-1.

Figure COOP-1 (COOP Card)

SIDE 1

**ERT COOP CARD
ACTIONS**

- ACTION 1:** Proceed to your quarters, collect your belongings, and stand by for further instructions.
- ACTION 2:** Proceed to your quarters, collect your belongings, check out of the lodging, and report to (location to be provided). Check in with your immediate supervisor on arrival and await further instructions.
- ACTION 3:** Proceed to the DFO immediately. Check in with your immediate supervisor on arrival and await further instructions.
- ACTION 4:** Proceed immediately to (location to be provided). If you lack transportation, advise your supervisor.

SIDE 2

**ERT COOP CARD
INSTRUCTIONS**

*Do **NOT** respond to a cascade notification unless it is received from someone above you on your designated cascade list. If you **DO** receive a notification from someone else, notify your supervisor immediately.*

*If you do **NOT** understand the notification, or have questions about what you should do, contact your immediate supervisor.*

Notify the individual beneath you on your assigned cascade notification list. If you cannot locate that individual, notify the next person on the cascade list. Continue until you notify someone. Notify your immediate supervisor immediately of anyone you skipped.

(1) The Information and Planning Section is responsible for and will maintain an up-to-date Senior Staff Call-Down List using the format at Figure COOP-2. Senior staff personnel will provide current supervisory contact information to the Information and Planning Section on request.

(2) Senior staff members are responsible for developing and maintaining up-to-date cascade-type call-down lists for their respective functional area(s). These call down-lists should go down to the supervisory level

(3) Individual supervisors are responsible for developing and maintaining cascade-type call-down lists for personnel under their direct supervision.

c. Notification statements must be brief, concise, clear, and unambiguous. They must provide positive direction. The following is an example format:

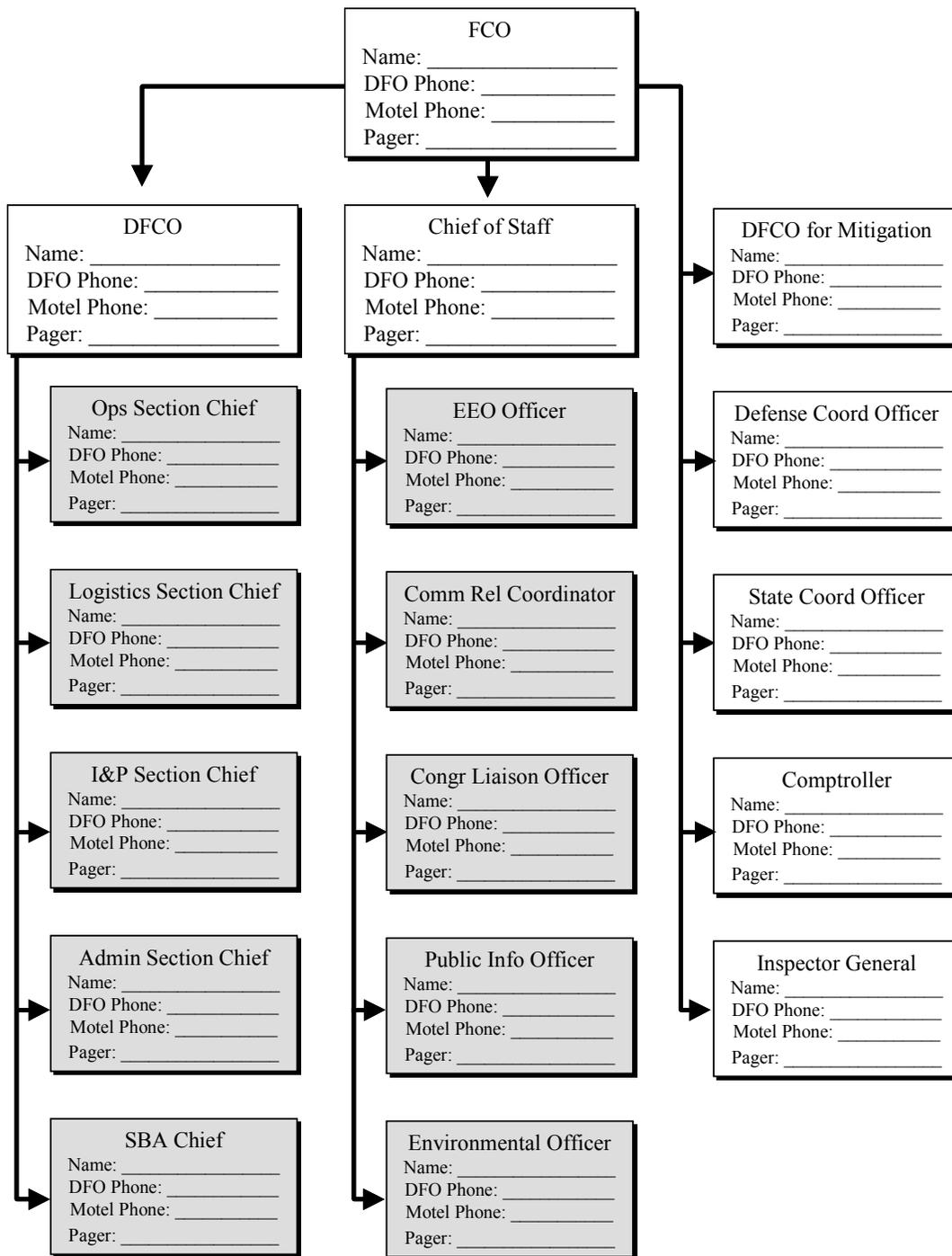
“Please refer to your COOP Card and implement ACTION # _____. Notify the next person on your cascade notification list.”

d. The notification cascade system may be tested at the direction of (and down to the level directed by) the FCO. For all system tests, the following notification statement will be used: *“This is a test. Please complete your call-down notifications and report any exceptions. No other action is required. This is a test.”*

e. Transportation. When directed to relocate or evacuate, the Logistics Section will implement the mass transportation component of this plan. Personnel requiring transportation will report to the pre-designated transportation mobilization site.

f. Billeting. When directed to relocate or evacuate, the Administration Section will implement the mass billeting component of this plan for the pre-designated relocation or refuge area.

Figure COOP-2 (Senior Staff Call-Down List)



The preceding figure reflects the Call-Down List to be used by the FCO, DFCO, and Chief of Staff. In the list above, the FCO is responsible for notifying the individuals in the white boxes. The DFCO and Chief Staff are responsible for notifying the individuals in the gray boxes. All of the contacted individuals (except the DFCO and Chief of Staff) will carry their own call-down lists for those personnel who report directly to them.

Checklist of Actions and Responsibilities

The COOP checklist details a number of predetermined actions that will or may be taken under a COOP scenario. An explanation of the checklist format follows.

E	E	R	R
D	N	D	N
A	A	C	C

The first four column headings stand for:

- ED** = Evacuation - Duty Hours
- EN** = Evacuation - Non-duty Hours
- RD** = Relocation - Duty Hours
- RN** = Relocation - Non-duty Hours

In each row under those headings, the letters **A** or **C** stand for:

- A** = **Automatic** (i.e., the action will be automatically taken)
- C** = **Conditional** (i.e., the action may be taken if conditionally appropriate)

#
1

The column heading “#” indicates the checklist number (for reference purposes). Each action will be assigned a different checklist number.

Action
Implement the Evacuation Support Plan.

The “**Action**” column reflects the specific action to be taken or considered for implementation.

Responsible ERT Component	Supporting ERT Components
Admin Section	Logistics Section

The “**Responsible ERT Component**” identifies the ERT element with primary responsibility for the associated action. The “**Supporting ERT Components**” column lists any ERT functional areas with known support roles or requirements.

Figure COOP-3 (ERT COOP Checklist)

Note 1: Actions are not necessarily sequenced/numbered in the order they should be accomplished. Each Responsible ERT Component should review ALL the actions they are responsible for and initiate them in the order appropriate to the situation.

Note 2: The following figure is NOT intended to represent a complete or final ERT COOP Checklist. It is merely an example, reflecting a selection of sample actions.

ERT COOP CHECKLIST							
ED	EN	RD	RN	#	Action	Responsible ERT Component	Supporting ERT Components
A	A	A	A	1	Select the appropriate COOP Card Action, prepare short notification statement, and accomplish Senior Staff Call-Down List.	FCO	Logistics Section
A	A	C	C	2	Implement the Evacuation Support Plan.	Logistics Section	Admin Section
C	C	A	A	3	Implement the Relocation Support Plan.	Logistics Section	Admin Section
A	A	A	A	4	Locate and contract sufficient billeting accommodations for _____ non-local ERT personnel.	Admin Section	Logistics Section
C	C	C	C	5	Locate and contract sufficient billeting accommodations for _____ contingency support personnel	Admin Section	Logistics Section
C	C	C	C	6	Implement standby helicopter support to shuttle key personnel and records to designated locations.	Operations Section ESF-1	Log Section DCO
C	C	C	C	7	Request police escort for personnel traveling out of endangered area with high-value equipment.	Admin Section	
A	C	A	C	8	Prepare and submit a SITREP Update outlining the situation.	Information and Planning Section	
A	A	A	A	9	Prepare a public announcement that explains the situation and provides interim contact guidance to the public and prospective DFO customers	Public Affairs	
A	A	C	C	10	Determine which Disaster Recovery Centers are affected and provide appropriate evacuation instructions to DRC Managers.	Operations Section	
A	A	C	C	11	Determine which SBA Workshops are affected and provide appropriate evacuation instructions to SBA Workshop Managers.	Operations Section SBA	
A	A	C	C	12	Determine which Community Relations field teams are affected and provide appropriate evacuation instructions to team chiefs.	Community Relations	

ERT COOP CHECKLIST							
ED	EN	RD	RN	#	Action	Responsible ERT Component	Supporting ERT Components
A	A	C	C	13	Determine what inspection teams/personnel are affected and provide appropriate evacuation instructions.	Operations Section	
A	A	C	C	14	Determine which deployed teams (DMATs, US&R Task Forces, DMORTs, etc.) are affected and provide appropriate evacuation instructions to team chiefs.	Operations Section	
A	C	A	C	15	If time and circumstances permit, download file copies of all critical records prior to departing the DFO.	All	
C	C	A	A	16	Contact the administrator/custodian for the alternate DFO relocation site and request site activation.	FCO	Operations Section
C	C	A	A	17	Determine if MERS logistics and/or communications support will be required and advise Operations Section.	Logistics Section	FCO
C	C	C	C	18	Determine if one or more DFO Kits will be required and, if so, initiate delivery request.	Logistics Section	FCO
C	C	C	C	19	Notify HQ-RR/MO that MERS support will be required to help establish the interim/alternate DFO.	Operations Section	Logistics Section
A	A	A	A	20	Notify the Regional Director of the situation. Request the Region activate their ROC to provide interim DFO capability until further notice.	FCO	Information and Planning Section
A	A	A	A	21	Notify the FEMA Operations Center. Request the FOC issue an Incident Report and advise appropriate national-level personnel.	Information and Planning Section	FCO
A	A	A	A	22	Notify managers of all geographically separated activities (e.g., Disaster Recovery Centers, SBA Workshops, DMATs, etc.).	Operations Section	Logistics Section; Community Relations
A	A	A	A	23	Notify FEMA Director of situation.	FCO	
A	A	A	A	24	Notify FEMA HQ RR Associate Director of situation.	FCO	
A	A	A	A	25	Notify Governor of situation.	FCO	CLO; SCO
A	A	A	A	26	Notify Mayor of situation.	CLO	SCO
A	A	A	A	27	Notify offices of appropriate Congresspersons of the situation.	CLO	SCO
A	A	A	A	28	Notify FEMA HQ OS Associate Director of situation.	Logistics Section Chief	
C	C	C	C	29	Identify a pre-departure personnel assembly area.	FCO	Logistics Section; Admin Section
C	C	A	A	30	Identify a relocation/evacuation destination personnel assembly area, and all-hands meetings time.	FCO	

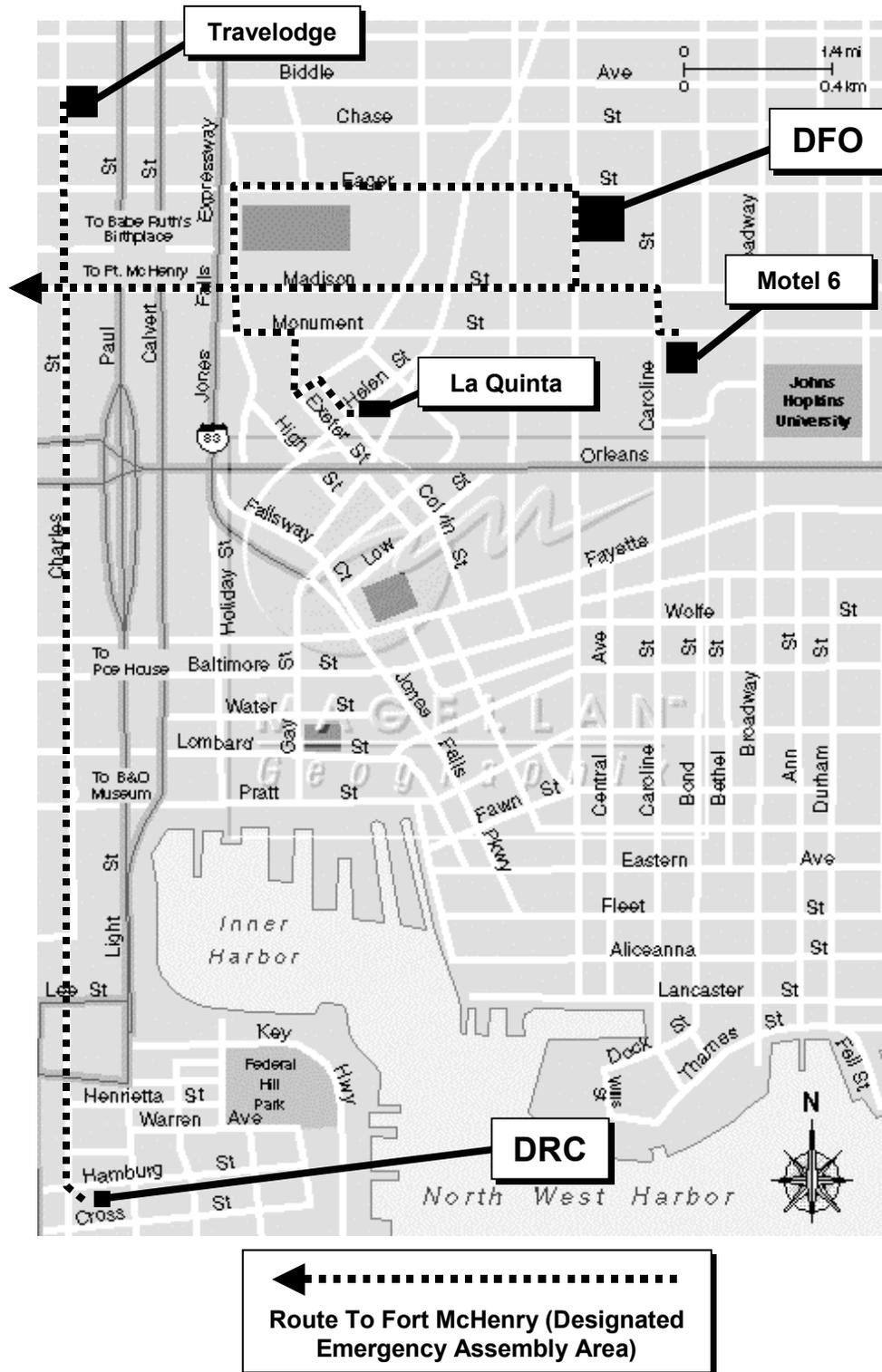
Plan Review and Maintenance Schedule

The Information and Planning Section will review this COOP at least once every two weeks for currency and sufficiency. Obvious or potential inaccuracies and ambiguities will be referred to the appropriate functional area for resolution.

Functional areas will review this COOP at least once every 30 days. Review emphasis should be on the currency, accuracy, and sufficiency of checklist actions and responsibilities. Notify the Information and Planning Section of any required changes or modifications.

Annex A - Maps and Charts

Route to the Designated Emergency Assembly Area at Fort McHenry.



Annex B - Key Telephone/Contact Numbers

1. DFO Numbers:

DFO Position/Office	Primary Number	Alternate Number
Main Switchboard	303-404-5050	303-404-5051
FCO Office	303-404-5052	303-404-5053
SCO Office	303-404-5054	303-404-5055
Chief of Staff Office	303-404-5056	303-404-5057
DFCO for Mitigation	303-404-5058	303-404-5059
Information & Planning Section	303-404-5060	303-404-5061
Operations Section	303-404-5062	303-404-5063
Logistics Section	303-404-5064	303-404-5065
Administration Section	303-404-5066	303-404-5067
Comptroller	303-404-5068	303-404-5069

2. Local Motel/Hotel Numbers:

Motel/Hotel	Primary Number	Alternate Number
Ritz	303-202-5050	303-202-5051
Motel 6	303-202-5052	303-202-5053
Hilton	303-202-5054	303-202-5055
La Quinta	303-202-5056	303-202-5057
Residence Inn	303-202-5058	303-202-5059
Travelodge	303-202-5060	303-202-5061

3. Key Personnel:

Position	Key Individual	Pager Number	Cellular Number
FCO	Jane Roberts	Pin 1112223	703-202-5051
SCO	Robert Janes	Pin 1112233	703-202-5053
DFCO	Penny Lane	Pin 1112323	703-202-5055
DFCO-M	Shane Cheney	Pin 1113223	703-202-5057
Ops Chief	Barney Storm	Pin 1132223	703-202-5059

