Understanding the “Paper Plan Myth”

• Valid Assumptions
• Interorganizational Perspective
• Adequate Resources
• Participant Acceptance
Workshop Tasks

Group 1 – What is the command and control myth?

Group 2 – What are five key criticisms of the bureaucratic norm model?

Group 3 – What are two case examples that document criticisms of the bureaucratic norm model (4 illustrations)?

Group 4 – What are the key ideas that define the Emergency Human Response Model (EHRM) of disaster planning?
Criticisms of the Bureaucratic Norm Model

- Excess time creating planning documents
- Plan creators assign themselves authority
- Centralized authority
- Assumptions of chaos
- Emergent behavior as dysfunctional
- Specialized organization structures
- Top down communication

Case Examples

• Failure: emergent norms
• Failure: collective behavior theory
• Failure: pre-existing structures
• Failure: bureaucratic theory
• Failure: research methods

The Problem Solving Model

- Limited Disorganization
- Coping Capacities Remain
- Existing Social Structure
- Resources for Problem Solving
- Decentralized Decision Making
- Coordination

Key Insights

- Flexibility
- Coordination
- Communications
- Contingencies
- Emergency Public Information and Media Relations Procedures
- Integration of Federal Assets Into Local Response
- Support Services

Elements of the Basic Plan

- Introductory Material
- Purpose
- Situation and Assumptions
- Concept of Operations
- Organization and Assignment of Responsibilities
- Administration and Logistics
- Plan Development and Maintenance
- Authorities and References

Functional Annex Content

- Direction and Control
- Communications
- Warning
- Emergency Public Information
- Evacuation
- Mass Care
- Health and Medical
- Resource Management

Hazard Specific Annexes

- Earthquake
- Flooding and Dam Failure
- Hazardous Materials
- Hurricane
- Lethal Unitary Chemical Agents and Munitions
- Radiological Hazards
- Terrorism
- Tornado

Basic Steps

• Research
• Development
• Validation
• Maintenance

Lessons From TOPOFF 2

• Test Cities: Seattle and Chicago
• EOCWEB Application
• Video-Conferencing System
• Business Emergency Network
• Red Alert Perceptual Gap

Planning Steps Before Hurricane Elena

• Initial Planning
• Warning and Communication System
• Transportation Needs
• Transfer Agreements
• Guidelines
• Training