



SAMPLE

Emergency Operations Plan

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SECTION I. IS THERE AN EMERGENCY? READ THIS NOW!

Who Activates The Emergency Plan?

This Emergency Plan will be activated when a disaster significant enough to cause widespread damage occurs, or when an Emergency significantly impacts our Agency's services or client population.

As soon as it is clear that an emergency event has occurred this emergency plan will be activated by the first of the following that is available to do so:

- ◆ Director of Finance and Administration
- ◆ Director of Operations
- ◆ Executive Director
- ◆ Emergency Services Coordinator
- ◆ Emergency Liaison
- ◆ Human Resources Coordinator
- ◆ Any available supervisor
- ◆ Any other available Disaster Response Committee member
- ◆ Any other staff person

Activating The Emergency Plan: First Steps

[Check off each item as completed]

1. _____ **Determine if building is safe to occupy**

Yes _____ No _____ Are there cracks in outside walls greater than 1/4 inch wide?

Yes _____ No _____ Are any walls out of vertical alignment?

Yes _____ No _____ Does the ceiling look ready to fall, or already partly fallen?

1.A. _____ If "Yes" to any of the above, **EVACUATE IMMEDIATELY** (see evacuation checklist, next page)

- Account for everyone in the building
- Give first aid if needed
- DO NOT risk yourself or others by conducting search and rescue operations
- Use cell phone to call Emergency Activation Roster, in order
- Do not leave until relieved by Disaster Manager

2. _____ **If building is safe to occupy** check for:

- Gas leak – turn off gas only if a leak is suspected
- Electrical problems in the building (not area wide) – throw affected circuit breakers or main breaker
- Water leak – turn off water at specific line or at water main.

3. _____ Call Emergency Activation Roster, in order, until you reach someone who can come in to work quickly

- Do not leave until relieved by Disaster Manager

4. _____ Begin to assess community situation – monitor radio and television

- If power is out you can listen to a car radio in the parking lot

5. _____ If telephones are operational handle calls

- Give out only confirmed information

6. _____ Begin Disaster Activity Log

- Record calls you make to Emergency Activation Roster or other staff
- Record all contacts with other agencies

7. _____ Try to contact Emergency Departmental Operations Center and report agency status

VOICE: _____

FAX: _____

Building Evacuation Checklist

_____ Notify staff in all parts of building about evacuation (includes rest rooms, kitchens, lounge)

_____ Remove disaster supply barrels from building, if possible

_____ *location 1*

_____ *location 2*

_____ *location 3*

_____ Remove fire extinguishers from building, if possible

_____ *Location 1*

_____ *Location 2*

_____ *Location 3*

_____ *Location 4*

_____ Ensure that appointed people assist staff with disabilities

_____ All staff report to : *Specify location, such as parking lot, off-site or nearby*

No staff is to leave the site until roll has been taken

_____ Take role; account for all staff and visitors that are on-site

_____ Report any possible missing staff to emergency personnel; **if no emergency personnel can respond, search building for missing staff only if there is no risk of injury to staff conducting the search**

_____ Have trained personnel provide first aid and CPR as needed

_____ Check for utility problems; turn off utilities if necessary

_____ *Gas, specify location of turn-off*


_____ *Electricity, specify location of fuse box or circuit breaker*

_____ *Water, specify location of supply turn-off*

_____ Instruct staff that leaves site how and when to get information about reporting back to work

Name of person completing checklist _____

[Insert evacuation map here]



Immediate Actions In An Emergency

See the following page for assignment of responsibility for the following actions.

- **Activate Emergency Plan**
- **Order & control evacuation if necessary**
- **Account for staff following evacuation**
- **Make plan to deal with staff's information and personal needs**
- **Evaluate building for usability**
- **If not usable initiate plan to work from alternate location(s)**
- **Monitor media and emergency mgt. sources to evaluate situation**
- **Evaluate telephone system; restore or work around**
- **Evaluate computer network; restore or work around**
- **Retrieve and respond to messages on call-in line**
- **Initiate contact with DOC**
- **Activate disaster hotline; coordinate with County OEM**
- **Initiate contact with other key OEM offices**
- **Develop staffing plan appropriate for needs in acute phase**
- **Gather needed additional supplies and operational materials**
- **Gather disaster-related resource information**
- **Prepare disaster resource bulletins**
- **Disseminate bulletins to staff and disaster contact list**
- **Maintain record of disaster-related expenditures**
- **Maintain disaster activity log**
- **Develop plan for work in long-term recovery**
- **Declare end of acute phase for agency**

Emergency Operations Roster

NAME	TITLE	PHONE EXT.	HOME	CELL
	Director of Operations			
	Director of Finance & Administration			
	Executive Director			
	Resource Supervisor			
	Em. Services Coordinator			
	Emergency Liaison			
	Communications Technology Manager			
	Network Administrator			
	Technical Support Spec.			
	Human Resources Coordinator			
	Special Assistant to the Executive Director			
	Bookkeeper			
	I&R Services Supervisor			
	I&R Administrative Support Liaison			
	I&R Services Adjunct Supervisor			
	I&R Services Adjunct Supervisor			

Key External Telephone Numbers

(Where individuals are listed, they are people we work with in disaster planning. They may not be the individuals we relate to in an actual disaster.)

State Emergency Management	
County Emergency Management	
County Emergency Management	
County Internal Services	
County Public Works	
City Emergency Preparedness Division	
City Police Department	
County Department of Mental Health	
American Red Cross,	
The Salvation Army, Disaster Services	
Other Emergency Network - Volunteer Center/United Way	
Regional Foodbank	
Other	

Staff Report-In Policies & Procedures

- I. **Staff report-in in an emergency situation**
 - A. All staff with specific emergency response responsibilities (everyone on the Emergency Response Roster), if not already at work, should report to **Agency** as soon as possible after becoming aware that an emergency situation exists and meeting their family and home emergent needs. These staff should not wait for specific instructions.
 - 1. They should be prepared to work long shifts. This might include bringing necessary medications and food supplies with them.
 - 2. Any person on the roster who cannot respond within 6 hours should report in as soon as possible, using a direct call to the administrative line, the staff report-in line, or the home or cellular phone of another person on the roster, as proves most effective in the situation.
 - B. All staff that are not at work are responsible for contacting **Agency** to receive instructions about where and when to report for emergency response duty
- II. **Staff not on the Emergency Roster – procedure for checking in**
 - A. If the telephones are working: _____
 - B. If it is not possible to get through to **AGENCY** within one hour because all local circuits are overloaded, staff should call the out-of-area report-in line set line for instructions.
 - C. After hearing the instructions on the menu-driven emergency contact line staff should leave a message detailing their situation and response ability
- III. **If the telephone system is not functioning, personnel that are not on the emergency operations roster should not report to work until they are contacted.**
 - A. The Human Resources Coordinator or designee will attempt to contact each staff person at their home telephone number.
 - 1. It is the responsibility of each staff member to ensure that their correct telephone number is on file with the Human Resources Coordinator.
 - B. Any staff person not contacted within 24 hours after the onset of the event should continue to try to check in through the telephone system until they are successful

Emergency Manager: Checklist

Emergency Manager _____

First alternate _____

Second alternate _____

As Emergency Manager you are responsible for the following in an emergency. (Check off each item when completed or determined to be not applicable in this event.)

- Assess the level of disaster based on the best information available
- Initiate an event log of actions, beginning with notification of the emergency. (Document the *who, what, where, when, & how much* of all actions requested and/or taken.)
- Identify self to the staff as the Emergency Manager .
- Gather & brief Team Chiefs and Officers as needed (appoint if necessary):
 - _____ Operations _____ Logistics _____ Emergency Liaison
 - _____ Planning _____ Finance
- Schedule Team Chief meetings
- Obtain briefings from Team Chiefs.
- Coordinate the activities of the Team Chiefs.
- Develop the framework for the Emergency Plan: assess the situation, define the problems, establish the priorities for action (refer to Agency Priorities in the Mission Statement, page 4.) Include:
 - _____ Estimates of the Effect of the Emergency on Clients & Services
 - _____ Needs Assessment
 - _____ Estimate of Incident Duration
 - _____ Need for professional evaluation of building safety
 - _____ Activation of the Emergency Team Center
 - _____ Overall Strategy
- Execute the Emergency Plan.
- Direct Team Chiefs and personnel to perform checklist functions.
- Convene the Disaster Response Committee
- Brief the Board of Directors when necessary.
- With Logistics Team Chief, determine availability of:
 - _____ Personnel – Team Staffing
 - _____ Relief Personnel
 - _____ Special Equipment
 - _____ Care & Shelter of Staff, Volunteers, & Mutual aid staff
- Establish liaisons as needed
 - _____ with the City _____ with the County
 - _____ with FEMA _____ with other agencies or service providers
- Evaluate progress of emergency efforts. Review and revise the Operational Plan as needed, every
 - ___ 4 hrs. ___ 8 hrs. ___ 24 hrs.
- Ensure that the Agency Status Report is sent to DOC at least once a day until the emergency has subsided.
- Approve requests for purchasing and release of resources.

- Authorize release of information to the public through the Public Information Officer, or personally release the information.
- Check MOU agreements with other agencies and services
- Check AIRS and United Way and seek updated information on potential cost reimbursements
- Direct the Planning Team to develop deactivation plans & release personnel from the Emergency Coordination Center as planned.
- Recheck this list periodically and review the Emergency Plan.

* *Costs & services may be reimbursed for services & expenses of a government-like nature, beyond our normal operating costs. (This could include overtime but not regular staff pay. Therefore, it is critical to monitor and document all staff overtime.)*

Planning Team Chief: Checklist

Planning Team Chief
First alternate
Second alternate

EMERGENCY ACTION CHECKLIST

As Planning Team Chief you are responsible for the following in during an emergency. (Check off each item as completed or determined to be not applicable in this event.)

- Initiate an event log of actions taken, beginning with my notification that an emergency exists. (Document the who, what, where, when, & how much of all actions requested and taken.)
- Identify self as the Planning Team Chief
- Obtain briefings from the Planning Team and Team Chiefs Group.
- Read this entire checklist.
- Attend Emergency Team Chief briefings and represent the Planning Team.
- Together with the Security Officer, assess the impact of the Emergency Plan on the agency including damage to building and impact on services.
- Develop the disaster analysis and the Planning Team's portion of the Action Plan. Assess impact of emergency on clients.
- Appoint & brief Planning personnel in accordance with the Action Plan.
 ___Situation Analysis - collect and organize emergency situation and status information. Provide a display of information in the command center.
 ___Documents - ensure that staff have necessary documents and that all documents are kept archived and organized completely: Sign-In logs, Action Plans, photos, press releases, messages, etc.
- Review preliminary situation reports & initial damage assessment and update Emergency Team Chiefs of the findings.
- Review intelligence information, determine credibility, and analyze its influence on agency and clients.
- Activate standing pre-disaster database; assign resource personnel to gather special resource information to update the database for this specific event
- Report information regarding special events, activities, and occurrences to the Emergency Coordinator.
- Forward all reports to the Finance Team representative (“documents person.”)
- Evaluate progress of emergency efforts every
 ___4 hours ___8 hours ___24 hours.
- Coordinate with the Emergency Services Coordinator to send a status report to DOC.
- Review this checklist periodically & refer to the text of this Emergency Plan.

*** *Costs & services may be reimbursed for services & expenses of a government-like nature, beyond your normal operating costs. (This could include overtime but not regular staff pay. Therefore, it is critical to monitor and document all staff overtime.)***

Operations Team Chief: Checklist

Operations Team Chief _____
First alternate
Second alternate

EMERGENCY ACTION CHECKLIST

As Operations Team Chief you are responsible for the following in an emergency. (Check off as completed or determined to be not applicable in this event.)

- Initiate an event log of actions taken, beginning with notification that an emergency exists. (Document the who, what where, when, & how much for all actions requested and/or taken.)
- Obtain briefing from Operations Staff and Team Chiefs Group.
- Identify self as the Operations Team Chief.
- Read this entire checklist.
- Establish communications with agency services providers (program managers) and get a status report of various programs affected by the emergency.
- Attend Emergency Team Chiefs group briefings and represent the Operations Team.
- Determine what resources (services, people, supplies) are needed to follow through with agency services (or agency emergency plan) determined by team chiefs.
- Based upon the goals of the emergency plan determined by Team Chiefs, develop an Operations Plan... assess the situation, define the problems and establish priorities.
- Appoint & brief staff as needed - each program should develop a program plan.
- If mutual aid assistance is needed, request from Emergency Coordinator. Once you begin to accept assistance establish a check-in and training system
- Determine availability of
 - ___ Immediate staffing
 - ___ Mutual Aid
 - ___ Relief Personnel
 - ___ Special Equipment
- Coordinate activities with other Teams and Operations staff.
- Prepare to provide or request mutual aid.
- Evaluate progress of emergency efforts every
 - ___ 4 hours ___ 8 hours ___ 24 hours
- Revise the Emergency Plan as needed.
- Make sure that the Agency's operations status information is passed to ENLA representative to ensure communications flow.
- Recheck this list periodically and refer to other sections of the Emergency Plan for supplemental information.

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Logistics Team Chief: Checklist

Logistics Team Chief
First alternate
Second alternate

EMERGENCY ACTION CHECKLIST

As Logistics Team Chief you are responsible for the following in an emergency. (Check off as completed or determined to be not applicable in this event.)

- Initiate an event log of actions taken, beginning with notification that an emergency exists. (Document the *who, what, where, when, and how much* of all actions requested and/or taken.)
- Obtain briefing from Logistics staff and Team Chiefs Group.
- Identify self as the Logistics Team Chief.
- Read this entire checklist.
- Attend Emergency Team Chiefs group briefings and represent the Logistics Team.
- Develop a Logistics Action Plan: assess the situation, define the problems, and establish priorities.
- Coordinate or appoint someone responsible for:
 - _____ Transportation
 - _____ Food/Commodities
 - _____ Personnel/Volunteers:
- Direct Communications Technology Manager or her backup to contact The Salvation Army if we need to use their generator
- Determine staffing needs
- Determine the length of staff shifts
- Establish a volunteer registration/intake center if appropriate
- Assure that the care and shelter needs of staff and volunteers are taken care of
- Determine status of the Agency's vendors.
- Execute the Logistics Action Plan.
- Provide actual or estimated costs of resource procurement to finance.
- Procure resources requested by Emergency Teams and confirm expenditures with Finance Team Chief.
- Brief the Logistics Team periodically.
- Revise the Logistics Action Plan as needed.
- Review this checklist and narrative periodically.

** Costs & services may be reimbursed for services & expenses of a government-like nature, beyond your normal operating costs. (This could include overtime but not regular staff pay. Therefore, it is critical to monitor and document all staff overtime.)*

Finance Team Chief: Checklist

Finance Team Chief _____

First alternate _____

Second alternate _____

EMERGENCY ACTION CHECKLIST

As Finance Team Chief you are responsible for the following in an emergency. (Check off as completed or determined to be not applicable in this event.)

- Initiate an event log of actions taken beginning with notification of the emergency. (Document the *who, what, where, when, and how much* for all actions requested and/or taken.)
- Identify self as the Finance Team Chief.
- Obtain briefings from Finance staff and Team Chiefs Group.
- Read this entire checklist.
- Attend Emergency Command Team briefings representing the Finance Team.
- Develop the finance portion of the Emergency Plan.
- Appoint and brief Finance Team personnel in accordance with the Emergency Plan.
- Gather preliminary cost estimates, preliminary damage estimates, and budgetary impact when possible, and brief other Team Chiefs.
- Contact AIRS/United Way for information on *Cost Recovery Guideline for Non-Profits*.
- Create an accounting system for all emergency related expenditures.
- Evaluate possibility of reimbursement for operational expenses.
- Forward all reports to the person who is archiving documents.
- When a federal or state disaster is declared, attend the Applicants' Briefing to seek information about the public assistance or grant programs being made available.
- Review this checklist periodically and re-read the text of this Emergency Plan as needed.

* *Costs & services may be reimbursed for services & expenses of a government-like nature, beyond your normal operating costs. (This could include overtime but not regular staff pay. Therefore, it is critical to monitor and document all staff overtime.)*

SECTION II: INTRODUCTION, MISSION, ASSUMPTIONS

Introduction to Agency Staff

June 7, 2007

TO: All Agency Staff and Volunteers
FROM: Executive Director
RE: Emergency Plan

This Emergency Plan will guide us in effectively responding to an emergency. This plan *will not* tell us exactly what to do from minute to minute once an emergency occurs. However, it *will provide* us with a well devised system to best organize our resources, and this Plan *will guide* each person to the duties and functions they will be responsible for in the event of an emergency.

It is expected that everyone on staff will become familiar with this Emergency Plan and how the Emergency Team Model works. It is also expected that each person will thoroughly understand his or her role and responsibilities in an emergency, before an emergency occurs! (To find out what your emergency duties are, please look at page nn.)

This Emergency Plan will not answer every question or solve every problem that will be encountered in an emergency. This plan will need to be updated and improved upon from time to time. **Many vital questions and problems will be answered and solved by activating practice Emergency Plans. It is especially important that new information learned after using this plan in practice and in response to real emergencies becomes incorporated in revisions.** Everyone's input is vital toward the goal of making this Emergency Plan a tool which everyone in this Agency will feel confident about using.

Sample Mission for Disaster

AGENCY is recognized by ___ County, the State of ___, and FEMA as the primary source of information regarding human services resources for victims of major disasters in *region*. As a member of the countywide disaster response network *AGENCY*'s primary mission during times of disaster is to maximize community access to critical resources.

We will do so by adapting our normal information gathering and services delivery procedures to meet the circumstances of specific disasters.

Emerging needs will be evaluated as they occur and prioritized in relation to the needs of our routine operation. Priorities will shift to addressing time-sensitive and disaster-specific issues as needed while maintaining normal service as much as possible until we can return to full normal operations.

AGENCY will aggressively seek new and updated information and actively disseminate such information to individuals impacted by the disaster, to other agencies, organizations, and individuals involved in the disaster response efforts, to the media, and the general public.

In order to carry out this mission, the agency will work with staff to secure their physical safety and well-being and will include staffs' concern for their families and homes in its emergency response plans. All staff will be trained and prepared to operate under emergency/disaster response conditions.

Disaster Assumptions

It is assumed that the likelihood of a major disaster affecting _____ City/County is very great. ***Help from emergency services may not be available for up to 72 hours or more.*** AGENCY may experience extensive damage, resulting in injuries, property loss, or loss of critical services (telephones, utilities, and roadways). This could result in a disruption or complete interruption of agency services upon which our clients are dependent.

This Emergency Plan will help our staff to prepare for and effectively and efficiently organize to quickly begin recovery from an emergency or disaster. **Planning, practice implementations, and revisions of this Emergency Plan are essential** to prevent loss of life and injury, and to be able to continue providing important client services.

Our agency's emergency plan priorities (page nn) will be best realized if and only if each agency staff member has prepared their home, family and self for an emergency before a disaster strikes. (See page nn for steps to take before a disaster strikes.)

AGENCY may be impacted by disasters of varying magnitudes. Emergency activation should be appropriate to the level of the disaster. Levels are defined as follows:

Stage One Event (Minimal Impact)

A Stage One event has little impact on agency operations beyond possibly activating the emergency hotline and issuing disaster bulletins. Some Stage One events may be Federally declared disasters. An example would be the El Niño flooding in the winter of 1998.

Stage Two Event (Moderate Impact)

A Stage Two event is expected to have a moderate impact on agency operations. This type of event includes declared disasters such as earthquakes, wild fires, or localized flooding. A Stage Two event will require activation of the 2-1-1/800 hotline and issuance of fairly extensive bulletins over an extended period of time. There could be limited deployment of staff to off-site locations if requested by OEM. Most AGENCY activities will not be affected. An example would be: _____

Stage Three Event (Major Impact)

A Stage Three event has a potential major impact on agency operations. A Stage Three emergency will be a large, Federally declared disaster such as the September 11th Incident or a major civil disturbance. Many AGENCY staff will be deployed to disaster operation sites for extended periods. We will work closely with the DOC and county and city emergency operations. Bulletins will be extensive, require frequent up-dates in the first period, and continue to be issued for many months. We will probably request mutual aid from the county and/or affiliates and AIRS. Normal operations will be degraded to a significant extent. **Expected operational duration for AGENCY is several months.**

Stage Four Event (Catastrophic Impact):

A Stage Four event will have a catastrophic impact on communities in _____ County and will severely affect AGENCY operations. The emergency can be expected to exceed the capacity of local resources, including those of AGENCY, OEM, and local emergency management organizations, to meet the needs of the community. Significant levels of mutual aid resources from other counties and agencies will be needed for AGENCY to meet its disaster responsibilities. Examples of a potential Stage Four Emergency are:

Organization Of This Manual

This manual is structured to reflect *AGENCY*'s changing tasks during the life-cycle of a major disaster.

PHASES OF DISASTER					
	WARNING	RESPONSE	RELIEF	RECOVERY	MITIGATION
TIME FRAME AND MAIN CONCERNS	A period of a few minutes to a few days when a disaster appears imminent; the focus is on steps to limit the impact of the disaster	The acute period during and immediately after the event; the focus is on saving lives and property	The period of a few days to a few weeks after the event; the focus is on provision of basic life needs to disaster victims and resumption of essential functions	The months and years during which the community heals the physical, emotional, and financial wounds left by the disaster	The period following one disaster, and before the next, when attention is paid to actions that will lessen the impact of future disasters
GOVERNMENT AGENCY TASKS	Evaluate threat and provide accurate information; evacuate if appropriate, dispel rumors	Law, fire and other first responders seek to limit loss of life and property damage	Provide mass care and shelter to victims, provide medical care, achieve family reunification	Provide leadership, funds and programs to assist full recovery	Provide leadership, funds and programs to motivate and assist with preparedness
AGENCY's TASKS	Work with the County of _____ and, possibly, city governments to disseminate accurate and helpful information to the community; assist staff with home preparedness	Ensure the safety of staff and the viability of the organization	Gather the human and materiel resources necessary to carry out disaster tasks; build an appropriate structure for disaster work; begin to gather and disseminate disaster information	Provide the community I&R services, broadly defined, that can help to effect full recovery; recoup extraordinary expenses to the greatest possible extent; define and explore new possibilities created by the event	Provide staff with information and motivation so that they and their families will be prepared for future disasters; enhance the safety and readiness of the AGENCY facility
AGENCY ORGANIZATION STRUCTURE	At the onset of a major disaster AGENCY will use the Incident Command System (ICS), modified as necessary to meet our needs, to achieve rapid mobilization and build-up of a disaster-specific organization.		Once management determines that the acute phase is over AGENCY will revert to its normal Table of Organization. Staff may be responsible for new or expanded tasks and for directing more resources than usual.		
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SECTION III: THE ACUTE PHASE OF A DISASTER

The Acute Phase - Definition

The acute phase of a disaster is defined in terms of its impact on our organization.

During the acute phase:

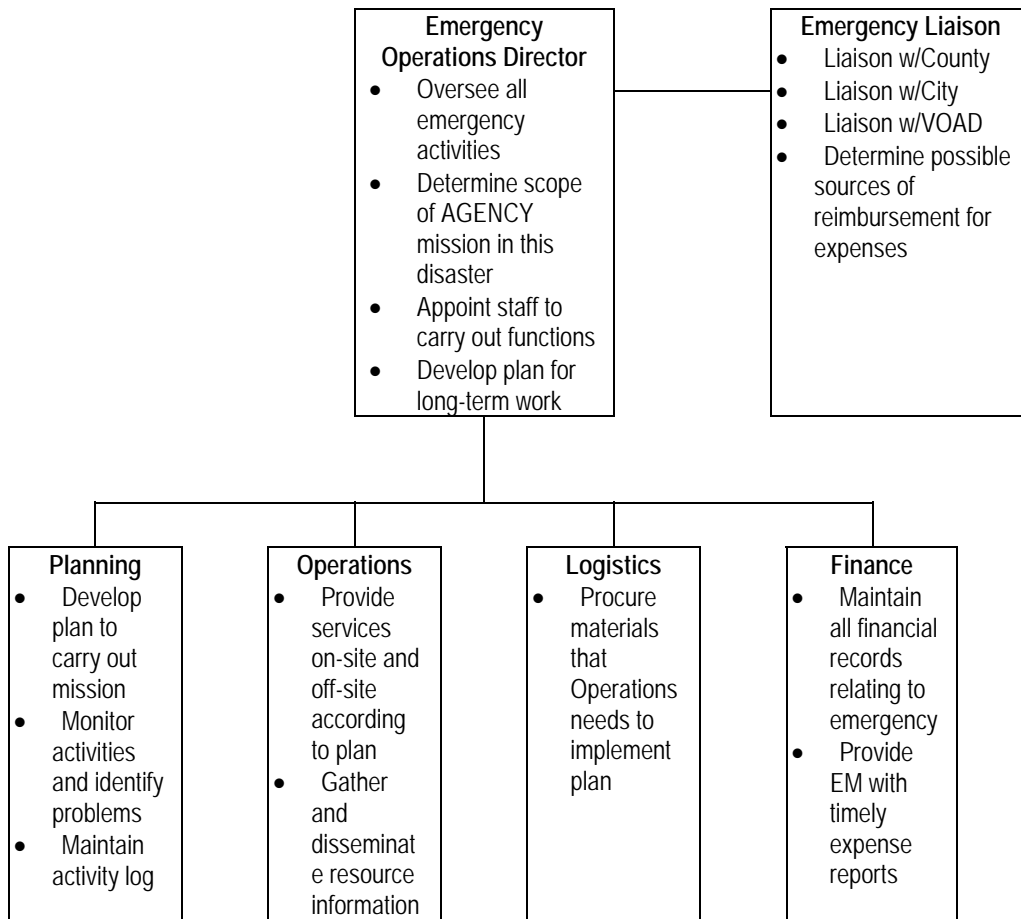
- The situation changes rapidly – plans are short-ranged and must be reviewed frequently; information from outside sources may be incomplete and/or contradictory
- Our normal operations are seriously impacted; the scope and nature of our disaster operations is not fully defined
- Normal staffing and supplies are not adequate to meet the emergency needs; what is required for the emergency may not be immediately clear
- The emergency operations make financial demands on the organization outside the normal operating budget; total operating costs and available resources may not be clear
- All of the above requires constant re-evaluation of operational priorities so as to best preserve the organization, meet the needs of the community, and allow us to be a reliable partner to the other organizations we work with.

Once the situation stabilizes so that planning and allocation of resources can be projected out at least a month the acute phase may be deemed to be over, even though the organization is still heavily immersed in emergency work.

The Incident Command System

AGENCY will utilize the Incident Command System (ICS) during the first, acute phase of a major disaster. As soon as practicable, the organization will go back to its normal Table of Operations (see page nn).

The Incident Command System at AGENCY



The ICS organization table offers several advantages for the acute phase of emergency operations. It is simple, flexible, and intuitive. It provides a common terminology that we can share with our non-profit partners in the Emergency Network, thus facilitating communications among us in the midst of the confusion of a disaster. It also gives us a common terminology with the government agencies that we will be working with following a major disaster. Finally, it offers a checklist we can use to make sure that we are considering the basic functions needed to do effective work in the context of a fast-breaking disaster.

The Emergency Manager and the Management Team

I. The Emergency Manager (EM)

- A. The EM will be the primary or alternate person named in the checklist unless the Executive Director makes another appointment for operational reasons
- B. The EM generally will not be the Executive Director
- C. The EM may designate another staff person to carry out any of the following tasks but the responsibility for the task remains with the EM

II. The Emergency Management Team

- A. The Emergency Management Team is composed of the Managers of the other four ICS functions plus the Emergency Liaison and any one else the EM brings in to help with management and coordination tasks
- B. The EM Team is a smaller group than the Disaster Response Committee (DRC)
 - 1. The EM Team supports the EM at the policy level
 - 2. The DRC is a permanent standing committee that provides technical and administrative support during disaster operations
 - 3. The DRC is made up of everyone on the Emergency Roster

III. The Emergency Manager will personally perform or delegate responsibility for and maintain oversight of the following activities:

- A. Manage the overall emergency response, and initiate emergency operations.
- B. Determine the level of the disaster based on information provided by the Office of Emergency Management.
 - 1. Mobilization of agency resources, and diversion of resources from normal operations, are based on the level of disaster.
- C. Make policy-level decisions to guide development of a specific plan to guide AGENCY work in this disaster
- D. Activate the Emergency Coordinating Center (an area for planning, coordination, briefings, etc.)
- E. Implement the relocation plan if the main facility is not operational .
- F. Supervise the Team Chiefs and Teams: (Management, Operations, Planning, Logistics, Finance, Teams and Emergency Liaison.)
- G. Convene the Disaster Response Committee (see below)
- H. Authorize release of information to the media.
- I. Approve a plan to end the acute phase of the event and close the Emergency Coordination Center when appropriate.

IV. Disaster Response Committee

- A. The Disaster Response Committee (DRC) is composed of all staff on the emergency roster.
 - 1. Additional staff can be assigned to the committee by the EM whenever that will enhance the capability of the DRC.
 - 2. The Committee will set regular times to meet each day. In the acute phase of an event, as many as 3 meetings per day may be necessary.
 - 3. The EM will personally or designate someone to prepare the agenda and facilitate the meetings.
 - a) All members of the Committee that are available should meet even if other members are not available. The people present will make decisions about emergent matters.
 - b) Meetings should be brief and task-oriented.
 - c) At least once each week the meeting should consider longer-range (one month to six month) problems, needs, and opportunities rather than focusing strictly on immediate questions.

The Planning Team Chief and the Planning Team

I. PRIMARY RESPONSIBILITIES:

- A. Responsible for the collection, evaluation, dissemination, & use of information about current agency operations.
- B. Establishes information requirements & a reporting schedule for all Teams for use in developing the Action Plan.
- C. Identifies need for use of special internal resources.
- D. Directs collection of resource information for disaster database.
- E. Performs operational planning.
- F. Advises staff of any significant changes in the status of the Action Plan.

II. PLANNING: NARRATIVE

- A. Action Plan
 - 1. The Planning Chief is responsible for developing a detailed Action Plan guided by the EM's policy decisions
 - a) The Action Plan will include specific goals and timelines
 - b) The Action Plan will include instructions to the Logistics Chief about personnel and materials needed to carry out the Plan
 - c) The Action Plan will go to the Finance Chief for cost analysis
 - 2. The Action Plan will be reviewed on a schedule determined by its timelines to see if goals are being met
 - a) If any goal is not met on time a new timelessness must be established, the goal must be modified, or the goal must be abandoned
- B. Disaster Database
 - 1. The Planning Chief supervises the activation of the standing Pre-disaster database
 - 2. Resource personnel are assigned to review the standing Pre-disaster database, verify all records, update records with specific information (e.g., location of emergency shelters)
 - 3. The Planning Chief supervises gathering of special resource information relevant to the event
 - a) Inclusion/exclusion criteria will be reviewed and modified if necessary
- C. Situation Reports
 - 1. The Planning Chief supervises the gathering of information for the preparation of Situation Reports about the agency, clients, and the neighborhood.
 - a) Situation Reports are used for internal planning and provided to other organizations via the Emergency Liaison

The Operations Team Chief and the Operations Team

PRIMARY RESPONSIBILITIES

- Manage all operations directly applicable to agency's mission.
- Brief & assign operations personnel in accordance with Operations Plan.
- Develop Operation Team Plan.
- Develop a list of needed supplies and resources to continue operations and have it approved by the Emergency Manager.
- Work closely with Logistics to acquire resources.
- Work closely with Planning to provide and receive information on status of Agency programs and services.
- Assign or supervise the assignment of specific tasks to staff & volunteers.
- Monitor progress of work and make changes to operational procedures when necessary.
- Restore essential agency services.

I. OPERATIONS

- A. A plan for line staff reporting will be developed by or under the direction of the Director of Operations or, in her absence, by the backup personnel as described in the Matrix of Responsibilities (p. nn)
 - 1. The plan will be developed as quickly as possible, and no later than 6 hours into the event.
 - 2. The plan will be entered into the menu-driven phone system as menu choice #7 (hidden choice) on the administrative line.
 - 3. If the local telephone system is operational but severely overloaded, the plan will also be entered into the back-up out-of-area report-in system at _____
 - (1) Both the local and out-of-area emergency phone systems are two-way systems, allowing staff to receive instructions and leave a message about when they will report in.
 - 4. The Director of Operations will assign a staff person to monitor the emergency phone systems (local and out-of-area) for messages about staff who can and cannot report to the agency.
- B. If the telephone system is not functioning, Information and Referral staff who are not on the emergency operations roster should not report to work until they are contacted. Staff on the emergency operations roster and Resource staff should report to the agency as soon as possible.
 - 1. Contact will be made by the Human Resources Coordinator or her designee. Instructions will be placed on the AGENCY menu-driven system at choice #7, on the out-of-area system if conditions warrant, and an attempt will be made to contact each staff person at their home telephone number.
 - a) It is the responsibility of each staff member to ensure that their correct telephone number is on file with the Human Resources Coordinator.
 - (1) The Personnel/Program Assistant will survey staff once each year, in July, to update the employee contact list.

II. Resource and special projects team assignments and responsibilities - internal

- A. The Special Projects Team, with assistance from the Resource Department, will use the AGENCY database and other sources to identify agencies providing emergency services.
 - 1. The Emergency Coordinator (EC) in conjunction with the Resource Department will have on hand a hard-copy generic Emergency Resources Manual containing, at a minimum, law enforcement, fire, hospitals, emergency medical service providers, transportation, Red Cross, post office, medical examiner, United Way, city/county/ state/federal information numbers, Mental Health and Health facilities.
 - 2. The Emergency Resource Manual will be updated every 6 months. Master copies will be kept at the desks of the Resource Supervisor and Program Services Director.
 - 3. EC and assigned Resource staff will determine what services these agencies are providing in response to the emergency situation and update the emergency information for agencies.
- B. Resource staff will scan the various media for information about the situation and about potential resources. All information taken from broadcast media will be verified before being disseminated either internally or externally.
- C. Resource staff will contact key agencies in the community to learn what special services, policies or procedures they may be instituting.
 - 1. These contacts will normally be made through VOAD
 - 2. Resource staff will identify organizations responding to the specific emergency in ways different than their day-to-day mission.

3. All information will be verified before release except for critical types of resources from reliable sources which may be released prior to verification but in any case will be verified as quickly as possible.
 4. This resource information will be disseminated to CRAs and management using the most effective combination of computer, bulletin board and hard-copy methods.
 - a) Updates will be issued as often as necessary to ensure that CRAs have accurate and current information.
- D. If CRAs are working out of their homes or from other sites, the EC and Director of Operations will develop a plan to provide them with resource updates at least once each day. Ad hoc plans may be developed to meet the special conditions of the emergency, such as having workers pick up resources information at the agency, receiving information from a remote telephone menu system, or receiving it via fax at home

III. Disseminating disaster-related information

- A. Disseminating disaster-related information internally and externally is an Operational Function
- B. The EC will pull together information concerning the emergency situation from as many reliable sources as possible.
 1. The EC, working with the EL, activates information exchanges with United Way, DPSS, American Red Cross, The Salvation Army, Emergency Food & Shelter Program, Regional Food Bank, and other agencies as assigned by VOAD (see below).
 2. EC establishes ad hoc links with key agencies not in pre-established communications tree.
- C. Where possible, EC will transfer data using the most automated system, whether fax modem or computer bulletin board.
 1. The EC has developed a permanent distribution list for information bulletins that should be maintained through tests at least once each 6 months.
 2. Temporary deletions from the distribution list (for example, if an agency requests to be taken off the list towards the end of an event) should be made in a temporary file, leaving the permanent list intact.
- D. Information bulletins will be transmitted to the media where there are pre-existing agreements (developed by Emergency Liaison).

IV. Staffing the main facility and off-site locations, including federal/state information centers, shelters and feeding stations

- A. If staffing of field locations is requested by the OEM, FEMA or Red Cross, the EL will determine how many sites are involved, their locations, estimated number of clients to be served at each, and an estimate of how long each site will be operational and report this information to the Emergency Manager or designee.
 1. The Director of Operations or designee will schedule staff for off-site locations, taking into account language and any other special needs.
 2. To the greatest extent possible, staff will be assigned to off-site locations on a volunteer basis.
 3. Where possible, staff will be assigned to work in their home communities.
- B. If appropriate, EC will inform OEM that we want county employees to augment **AGENCY** staff.
 1. The Director of Operations or designee will determine the most effective use of county employees to meet on-site and off-site needs.
- C. If the projected demand for human resources appears that it cannot be met with AGENCY staff the Director of Operations will notify the Executive Director or EL that mutual aid agreements should be activated.

- D. Staff assigned to off-site locations will provide Resource/EC with continuous updates of the needs of clients they are serving, other perceived needs in the community, and new or changed resource information.
 - E. Resource will do research to locate information and resources in response to off-site staff requests, where appropriate.
 - F. Resource/EC will incorporate verified information from the field in bulletins disseminated to line staff and other agencies.
- V. Staff that is assigned to off-site locations will use their experience and initiative to respond to the situation in the most effective manner.**
- A. On first arriving at the location, staff should locate the site manager, explain what **AGENCY** is and can offer in the situation, and arrange for a suitable location to set up.
 - 1. If the site manager is resistant to having **AGENCY** staff at the location the staff person should avoid a conflict. If there is a county person on site, ask them to mediate. If not, call **AGENCY** and report the situation so it can be resolved at a higher level. It is essential to keep the relationship between the staff person and the site manager from becoming contentious.
 - B. CRAs work off-site is based on the skills and procedures used in all good information and referral service: assessment, providing information and making referrals.
 - 1. CRAs at off-site locations serve individual clients and act as a resource to other agencies and to the site manager.
 - 2. Because each off-site location is different, the mix of services offered, and the procedures followed, will vary.
 - 3. CRAs will use their skills and experience to determine how best to function in their particular situation.
- VI. Staff working at AGENCY main facility during an emergency may need to adapt their practices to the particular situation.**
- A. There may be additional lines or splits to be answered. There may be temporary staff to be mentored. It may be necessary to provide a less thorough level of service to each client in order to be able to provide service to more callers. There may be types of information to be given to the public that is outside the usual range of **AGENCY** resources.
 - B. In the absence of specific direction from managers, CRAs working at the main facility will determine how best to respond to the disaster situation in order to realize **AGENCY** mission during a disaster (see section 3).

The intent of Sections VI. and VII., above, is to recognize the effective work practices developed by AGENCY staff both on-site and at off-site locations during previous disaster mobilizations, and to indicate that the creativity and initiative shown then is what is needed in any future disaster situation.

The Logistics Team Chief and the Logistics Team

PRIMARY RESPONSIBILITIES

- Under direction of Emergency Manager, responsible for providing facilities, arranging for alternate sites, and providing services and materials in support of the agency's operations.
- Assigns work location and preliminary tasks to Team personnel.
- Identifies service and support requirements for expected operations.
- Ensures that a system for equipment control and inventory is established.
- Coordinates transportation if needed.
- Determines feeding needs for staff and assures that food and related supplies are provided.
- Establishes procedures for ordering special disaster-related materials and supplies
- Establishes sleeping facilities if required.
- Oversees sanitation, maintenance, lighting, & clean-up.
- Determines the need and arranges for staff and client child care.
- Works closely with the Finance Team and maintains detailed documentation.
- Coordinates the allocation of staff from outside sources (County, mutual aid, volunteers, etc.) and monitors their work time.

I. Logistics management

- A. One staff person will be designated by the Emergency Manager as the Logistics Manager (LM) for the event.
- B. The LM is responsible for obtaining any equipment needed for the event
- C. The LM will maintain a record of all items purchased, including a description of why the item is needed, where and how it will be used
- D. The LM will give a copy of all receipts, invoices, contracts or other financial records to the Event Cost Accountant (See Section nn)
- E. The Emergency Liaison will work closely with the Logistics Team to obtain equipment and supplies from outside sources as needed

II. Technical coordination of computer and telecommunication resources is a Logistics function

III. Coordination of computer resources

- A. The Network Administrator will determine the operational status of the computer network and take any steps needed to make it operational or to devise a work-around
- B. The Network Administrator will prepare computers to operate as stand-alones.
 - 1. For an event which can reasonably be expected to lead to assigning staff to off-site locations this will be done as soon as possible, without waiting for formal notice that off-site facilities are opening.
 - 2. The Network Administrator will coordinate with floor supervisors the need to convert computers as stand-alones for distribution to off-site locations.
 - 3. The Network Administrator will install fax modems if they will be needed.
 - 4. The Network Administrator will inform the Emergency Liaison if he will need outside help to prepare computers. In that case, the EL will request the loan of one or more computer technicians from the county through the DOC.

IV. Coordination of telecommunications resources

- A. The Communications Technology Manager will determine the operational status of the telephone systems and take any steps needed to make them operational or to devise work-arounds
- B. The Communications Technology Manager will assign cellular telephones to off-site locations.
 - 1. If additional cellular phones will be needed the Communications Technology Manager will inform the LM of this
- C. If the Emergency Manager determines that the primary facility is not safe and staff should be sent home, the Communications Technology Manager will determine the best method for transferring calls to CRAs' homes.
 - 1. The Systems Manager will determine if there are areas in the county where telephone service is disrupted making transferring calls impossible.
 - 2. The Communications Technology Manager will coordinate with the Director of Operations concerning to whom to route calls and staff schedule changes.
 - 3. The Communications Technology Manager will work with telephone companies to activate the pre-designated disaster plan for routing calls to homes or other off-site locations.
- D. If AGENCY receives county radios the Communications Technology Manager and Resource Supervisor will determine the most effective use of the radios.

The Finance Team Chief and the Finance Team

PRIMARY RESPONSIBILITIES

- Responsible for all disaster-related financial and cost analysis.
- Tracks all expenditures with special attention to possible reimbursable items.
- Determines the need for security of records.
- Maintains personnel time records.
- Maintains current posting on all charges or credits for fuel, supplies, and services.
- Prepares contracts for goods and services.
- Responsible for overall management and direction of compensation claims.
- Maintains a log of all injuries sustained.
- Handles claims other than injury.

I. Event Cost Accountant

- A. The Bookkeeper will function as Event Cost Accountant (ECA) in an emergency or will appoint and supervise someone to serve as ECA.

II. Activation of the ECA function

- A. The ECA function will be activated as soon as the agency goes on emergency status.
- B. The ECA will receive and keep copies of all records of financial transactions related to the event.
- C. The ECA will maintain payroll information that may be needed for reimbursement
 - 1. This includes details of overtime worked such as exact hours (not just number of hours), where, and what service was provided during these hours
 - 2. This also includes all payroll, transportation and per diem information for any loaned staff received through mutual aid

III. Coordination with OEM for reimbursement

- A. As soon as possible after the beginning of the event the EL will contact the county OEM to inquire about reimbursement for event-related expenses
 - 1. The EL will seek assurance that costs will be reimbursed.
 - 2. If reasonable assurances are not forthcoming from the OEM within 72 hours after the start of the event the Disaster Management Team will be convened to discuss the budget implications of operating without recovery of extraordinary expenses

IV. Standing cost recovery plan

- A. The Director of Finance & Administration (DFA) will develop a cost recovery plan to be activated in event of an emergency.
 - 1. The plan will include formulae for computing emergency-related expenses and forms to be used to capture accurate cost figures.

V. Instituting the cost recovery plan

- A. If AGENCY suffers losses or damage to its facilities or equipment the DFA will immediately take steps to recover losses from FEMA
 - 1. Loss or damage need to be documented thoroughly, including narrative and photos, before any clean-up is done
- B. The DFA will work with the ECA to ensure that all needed data are being recorded
- C. The DFA will consult the Cost Recovery Guidelines published by the CARD organization (available from the EL)
 - 1. The DFA and the EL will obtain updated information on cost recovery from government and non-government sources
- D. The EL will gather information about possible sources of reimbursement from foundation, corporate, and government organizations

VI. The ECA will maintain narrative records of non-dollar matters that are relevant to cost recovery, e.g., dates that off-site locations are staffed.

Emergency Liaison

I. Internal Responsibilities

- A. The Emergency Liaison (EL) will assist in gathering information about the nature and extent of the disaster to aid the EM in directing the agency's work
 - 1. Information will be obtained from all sources available including emergency management offices and media
- B. The EL is responsible for initiating and maintaining, or supervising the maintenance of, the disaster activity log
 - 1. The log is a detailed record of the agency's disaster activities. It includes a record of:
 - a) Meetings held at the agency
 - b) Phone conversations from outside agencies in which requests are made or agreements about disaster work are reached
 - c) Actions initiated by **AGENCY** management and staff
 - 2. The log is the basis for the After Action Report, potential PR materials, and is the basis for a defense in a liability action against the agency
- C. The EL works with the Logistics Chief to obtain personnel and materials needed for the disaster work
 - 1. The EL will use established contacts with government and private sources for this

II. Inter-agency responsibilities and relationships:

- A. As soon as possible after an Emergency situation is declared the EL will initiate contact with County/City Disaster Services (Voice: , Fax:)
 - 1. _____ is **AGENCY** link with the Operational Area Emergency Operations Center.
 - 2. Inform them that we are mobilizing and tell them when we expect to be ready to respond to requests from county offices.
- B. The EL works with the EM in activating the Emergency information line (211)
 - 1. Information for the line will be derived from the County Office of Emergency Management and/or from Resource/SPT.
 - a) The Emergency hotline is a county function operated by **AGENCY** as part of the county disaster response team.
 - b) **AGENCY** controls the specific content and presentation on the Emergency hotline under the general oversight of the County Office of Emergency Management.
 - c) If the county chooses to play an active role in determining the line's structure and content the Systems Manager or designee will reach agreement with county staff, either directly or through OEM, about how communications between OEM and Resource/SPT concerning the message line will be routed.
 - d) Precise information, such as phone numbers, will be faxed to OEM and/or county's office as well as being communicated by telephone as a double-check of accuracy.
- C. Activating the region disaster communications network
 - 1. As soon as possible after an Emergency has been declared the EL will contact other agencies at the top level of the VOAD disaster communications network to assist in activating the network
 - a) If any part of the network is not functional, the EL will work with his/her counterparts in other agencies to develop alternate systems
 - b) The EL will be responsible for **AGENCY** part in maintaining the integrity and effectiveness of the network, and Resource and SPT will be responsible for receiving and transmitting information over the network

SECTION IV: ENDING THE ACUTE PHASE: LONG-TERM RECOVERY

Transition To Long-Term Recovery

- I. As soon as possible after the event, the Director of Operations will instruct the Planning Team Chief to develop a plan for transitioning to and carrying out long-term recovery work**
 - A. The Director of Operations will set policy for the transition and long-term recovery, within which the plan will be developed
 - B. The transition will be made as soon as the disaster situation is stabilized
- II. Long-term disaster recovery work will be based on AGENCY regular Table of Organization rather than the ICS model**
 - A. The Table may be modified to enhance disaster capability
 - 1. For example, if CRAs will be assigned to off-site locations for an extended time it will be necessary to provide them with logistical support and supervision
 - 2. It will be essential to maintain the disaster activity log and the ECA functions as long as the agency is doing any significant amount of disaster-related work
- III. Types of tasks AGENCY may do in recovery**
 - A. Long-term off site staffing
 - B. Ombudsman
 - C. Participate in unmet needs committee
- IV. Cost recovery**
 - A. AGENCY will seek to recover the costs of damage to facilities and equipment and extraordinary operating costs
 - B. This will require a commitment of staff resources
- V. After action reports**
 - A. An After Action Report will be prepared after every Emergency mobilization
 - 1. The Emergency Liaison is responsible for drafting the After Action Report
 - B. The primary purpose of the After Action Report is to strengthen the organization's response in subsequent emergencies
 - 1. The After Action Report is an internal document
 - 2. It is separate from any public relations or fund-raising document
 - 3. The After Action Report will summarize agency activities in response to the Emergency and identify those areas in which the organization response was not optimal
 - a) This includes areas in which the Emergency Operations Plan was not adequate to guide the organization's response to the situation
 - b) It also includes areas in which the Emergency Operations Plan was not fully or correctly implemented
 - 4. The After Action Report will include recommendations for strengthening the agency's response in future emergencies
 - C. The After Action Report will be prepared after the Emergency mobilization is over
 - 1. If the mobilization is protracted an interim report will be done within six months of the mobilization
 - 2. A final report will then be done after the mobilization is over
 - D. The After Action Report is to reflect the consensus of the organization
 - 1. Primary input to the After Action Report will be generated in a debriefing of all members of the management team and the DRC and other staff, as relevant.
 - a) External agencies with whom AGENCY had major relationships during the event will be invited to submit comments for the After Action Report

2. The EL will prepare a first draft of the Report
 - a) This draft will be circulated to all managers who had responsibilities in the mobilization
 - b) The managers may suggest changes in the report
 - c) If the managers and EC cannot reach agreement about portions of the report the Executive Director will resolve the differences
- E. The After Action Report will be structured as follows:
 1. Description of the event
 2. Description of **AGENCY** operations in response to the event
 3. **AGENCY** staff observations and comments
 4. External agency observations and comments
 5. Recommendations, with timelines and assignments of responsibilities for tasks
- F. When the After Action Report is completed, the EL will draft any changes in the Emergency Operations Manual that are required to implement recommendations of the Report

Training and orientation

- I. The EL will work with the DRC to design and conduct training exercises and staff orientations**
 - A. Regular exercises will be held at least once each year
 - B. Special exercises may be held to implement recommendations of an After Action Report
 - C. New staff will be oriented to **AGENCY** disaster activities as part of their initial training in the agency
 - 1. All new staff will receive copies of this Emergency Operations Manual as part of their initial agency materials
 - D. There will be at least one full-scale evacuation drill and one full-scale drop, cover and hold each year
 - 1. This drills will be initiated by the Director of Operations
 - 2. The Emergency Coordinator will work with the Floor Supervisors to carry out these drills

- II. As the community communications hub, AGENCY has a role to play whenever community conducts a training exercise**
 - A. City/county are held at least once each year.
 - B. The **AGENCY** regular exercise can be structured as an extension of the Operational Area exercise
 - 1. This would create a built-in calendar and structure
 - C. It would also enhance **AGENCY** visibility to local government as a disaster-ready organization

SECTION V: PLANNING AND MITIGATION

Standing Pre-disaster Database

- I. Maintenance of the standing database**
 - A. The Resource Department will maintain a database of known disaster resources
 - 1. The database will include government agencies and nonprofit organizations with a defined disaster mission
 - B. The database will be updated at least once each year
 - C. The database is updated when there is a disaster warning or at the onset of an event
 - 1. All records are checked for accuracy
 - 2. Information specific to an event, such as the location of emergency shelters, are entered at the onset of the event
 - D. Additional information is entered into the database as it becomes available
 - E. Inclusion/exclusion criteria may be modified to meet the needs of the public in a disaster.

Safety and Well-being of Staff and Families

- I. Staff and staffs' families' safety and well-being**
 - A. AGENCY will attempt to balance agency needs with the personal needs of staff members and their families by being flexible and making necessary and feasible accommodations.
 - 1. Staff who are already at work need to remain at their work sites (or, if the building is damaged, at the designated alternate site) and await further instructions.
 - 2. However, all staff members will have an opportunity to check on their families and their homes as soon as possible.
 - 3. Staff should consider that rushing into a heavily impacted area immediately after an event to check on their family's well-being might hinder the work of first responders (fire, law enforcement, urban search and rescue).
 - B. The out-of-area report-in line (see section nn is designed so that staffs' families can use it to report on their situation and needs immediately following a disaster.
 - C. In the event of a disaster, vacations may need to be postponed. On the other hand, if staff members need to take time off to see about home repairs or similar recovery activities in the weeks and months following a disaster, the agency will work with them to make that possible.
 - D. AGENCY is committed to looking at available options in order to remove barriers that interfere with the provision of normal and disaster recovery service to the community.
 - 1. It is impossible to predict what barriers may result from a disaster. To give one example: it may be difficult for some employees to get to their assigned work sites. Possible accommodations might include arranging for staff to work at home or at alternative work sites or compensating employees for increased travel time.
- II. Stress debriefing**
 - A. It is recognized that working very long hours and dealing with members of the public that are under extraordinary stress produces stress among helping personnel
 - B. The agency will use the Stress Debriefing services of the County Department of Mental Health following the event and during it if needed

III. Home preparedness plan

- A. Everyone should have an emergency plan for their home, and this is especially important for people who will be called on to respond to the public's needs in case of a disaster. AGENCY staff can help minimize their personal problems and maximize their ability to respond effectively by developing in advance an emergency plan for their homes.
- B. A good emergency plan should include a strategy for reuniting the family, including an out of state telephone number which family members can use to contact each other if local lines are overloaded.
- C. An emergency plan also includes having an adequate supply of food, water, and medications to sustain all members of the family (including pets) until help arrives.
 - 1. The general rule of thumb is that households should be prepared to be self-sufficient for 72 hours
 - 2. The agency will make American Red Cross materials on home preparedness available to staff

Building Safety And Evacuation Plans

(See building floor plan, Appendix 1)

The following procedures will help ensure employee safety in case of an emergency. First is a general procedure to follow in case it becomes necessary to evacuate the building. Then specific procedures are given for fire, earthquake, medical emergency, or situation requiring police intervention.

I. General evacuation procedures – initiating the evacuation

- A. In the event of a disaster that impacts the immediate area of AGENCY facility the Director of Finance & Administration (DFA) will determine if the building should be evacuated.
 - 1. In the absence of the DFA other personnel as indicated on the Matrix of Functional Responsibilities (page nn) will be responsible for this determination
 - 2. Anyone who becomes aware of an emergency should notify a senior manager when there is time.
- B. If the building is to be evacuated the DFA or backup will assign two staff people to activate the pre-planned evacuation plan.
 - 1. Staff is responsible for following the evacuation plan and any ad hoc directions given by the senior staff person and the appointed evacuation leaders during an emergency
- C. After evacuation, staff should assemble : _____
 - 1. In no case should any staff member leave the evacuation area without approval of a supervisor, other management personnel, or the staff person conducting the evacuation. To do so can jeopardize the safety of other personnel who might re-enter the building searching for people thought to be missing.
- D. There may be a situation so emergent that an employee will need to sound the alarm and notify the Fire Department or other appropriate agencies at once without taking time for consult with a manager.

II. General evacuation procedures – leaving the building

- A. There are two clipboards, one by each exit, that contain basic evacuation information including: evacuation procedure checklists, a current personnel roster, facility floor plan, basic first aid instructions, and injury forms.
- B. Exits: There are normally two working exits; the front and back doors. (*state where these are located*)
- C. Evacuation routes: Assuming all exits are open, during weekday working hours persons working (*specify exit routes for all areas of your building*)
 - 1. Doors separating the front and back of the building must be kept unlocked during daytime working hours to facilitate exiting in a emergency.
 - 2. Persons working evenings or weekends on the floor may feel more secure from intruders if they keep the inside doors locked when they are the only persons in the building. However, when anyone is working in the front, the inside doors must be unlocked.
 - 3. Special arrangements need to be made for helping any disabled employee to an exit. The employee's supervisor will name 3 people (primary and alternates) to perform this task. Whenever a new employee who has a disability and who may require assistance in an emergency is hired, that person's supervisor will immediately name 3 people to provide assistance in the case of an emergency.
- D. If possible, the first aid kits and other emergency supplies should be removed from the building by the people appointed to conduct the evacuation so they will be accessible if needed.
 - 1. There are ___ kits : (*state where first aid kits are located*)

III. General evacuation procedures - outside

- A. As they exit the building, employees should gather _____ (*state location for staff to gather and check in*) check each other for injuries, and administer first aid as needed.
- B. The Floor Supervisors will take role to determine if everyone is out of the building.
 - 1. All employees will need to help by identifying who was at work and who was absent for the day.
 - 2. The DFA or backup will inform the Fire Department or other rescue workers who arrive on the scene whether or not there are people still believed to be in the building.

IV. In case of a fire:

- A. The person discovering the fire needs to call 9-1-1 and report it, and to alert staff to evacuate the building. (To expedite matters s/he needs to ask other employees to assist in performing these tasks, and also to notify the senior manager of the circumstances when there is time.)
- B. If the fire is small and seems easily containable, the employee(s) should attempt to put it out using the fire extinguishers.
 - 1. However, the Fire Dept. should still be called immediately, and staff alerted, as back-up measures.
 - 2. The employee should be certain that s/he is between the fire and the nearest exit, and should be prepared to cease trying to put out the fire and leave the building if the fire spreads or is not immediately extinguished.
- C. **With the great amount of electrical equipment in the building a fire will release toxic fumes.** Heavy smoke and poisonous gases collect first along the ceiling. Stay below the smoke at all times. Cover your nose and mouth with a wet cloth if possible. When approaching a closed door use the palm of your hand and forearm to feel the lower, middle and upper parts of the door. If it is not hot open it slowly. If it is hot to the touch do not open the door--seek an alternate escape route.

V. In case of an earthquake:

- A. Employees will be safest if they remain inside the building and take cover under a desk or table when possible, or against an inside wall.
 - 1. Employees who are outside the building should stay there but move cautiously toward an open area away from power lines and parked cars, which may roll.
- B. Following a quake, the building can be assumed to be safe pending a check by inspectors if there are no cracks wider than 1/4 inch across. However, if the building is seriously damaged (partially collapsed, or cracks wider than 1/4 inch exist) it should be evacuated, and the Fire Department should be summoned.
- C. Gas, water, or electricity should be turned off only if leaks or breakage are suspected.
 - 1. The DFA or backup is responsible for the decision to turn off gas, water, or electricity and for doing it or appointing someone to do it.
 - a) The gas cutoff is outside, *state location*
 - (1) There is a crescent wrench on the wall to the left of the front door to be used for turning off the gas.
 - b) The water cutoff is *state location*. Lifting the cement cover in the sidewalk discloses a knob just under the east edge of the opening.
 - c) The main electrical cutoff is *state location*.
 - (1) Keys to the main electrical panel are kept *state location*.
 - (2) Electricity can also be cut off at *state location*.

- D. Mitigation of hazards
 1. The agency has secured furniture and equipment so they will not fall, fly around or come open in an earthquake.
 2. It is important for all employees to secure personal objects, particularly hanging ones, in their immediate work areas.
 3. If an employee becomes aware that an item of furniture or equipment is not adequately secured s/he should notify that Administrative Assistant.
- E. In case of a truly catastrophic emergency Agency maintains emergency supplies such as water which can be used pending the arrival of help.

VI. In case of a medical emergency:

- A. The person who becomes aware of a medical emergency needs to call the paramedics and alert the DFA or senior manager present to the situation.
 - 1. If appropriate, the DFA should have a qualified person provide first aid.
 - 2. The preferred means of summoning the paramedics is to call 9-1-1.

VII. In case of an emergency involving the police:

- A. The person who becomes aware of an emergency requiring the police should discuss the matter with the DFA or senior manager present if there is time, or initiate action himself/herself if there isn't.
 - 1. The preferred means of summoning the police is to call 9-1-1.
 - 2. *State any other emergency alarm systems that alert staff and/or police about intruders or immediate danger.*

VIII. In case of an explosion from a bomb or other cause:

(See bomb threat check list, Appendix 2)

- A. Get out of the building as quickly and calmly as possible unless items are falling off of shelves or from the ceiling in which case you should get under a sturdy table or desk until the situation stabilizes.
- B. If there is a fire stay low to the floor and exit the building as quickly as possible.
- C. If you are trapped in debris, use a flashlight if you can locate one. Stay where you are so you do not kick up dust. Cover your mouth with a handkerchief or clothing. Tap on a pipe or wall so rescuers can hear where you are. Use a whistle if you have one. Shout only as a last resort--shouting can cause you to inhale dangerous amounts of dust.
- D. Untrained persons should not attempt to rescue people who are inside a collapsed building. Wait for emergency personnel to arrive.

SECTION VI: APPENDICES

Appendix 1: Temporary Relocation Of Operations

- I. Document damage to building and equipment before doing any cleanup**
 - A. Take photographs if possible
- II. Immediate steps to resume service as quickly as possible:**
 - A. The Communications Technology Manager will implement plans to route calls to *(alternative call sites – another building, staff homes, etc.)*
 - B. The Resource Supervisor will provide I&R Specialists with a hardcopy list of basic resources as quickly as possible
 - 1. A list of basic resources should be kept on a laptop computer as well as on backup tapes
 - 2. Experienced I&R Specialists may begin to provide service before having a list using their knowledge of community resources
 - 3. I&R Specialists will inform OEM that they are not providing full-scale services because of the emergency
 - C. The Emergency Services Coordinator, working with the Floor Supervisors, will develop a plan for distributing disaster-related information to I&R Specialists working from their homes or other alternate locations
- III. The Emergency Manager will designate a location for the Disaster Management Team to meet to plan next steps in providing service**
- IV. The Disaster Liaison, under the direction of the EM, will find an alternate site that can be used for an indefinite time**
 - A. Requests will go to the County, the City, and private corporations
 - B. The DL will attempt to locate a building that can be made available at nominal or no cost
- V. The Disaster Manager will work with the Communications Technology Manager and the Network Administrator to develop plans to provide essential technology in the temporary location**

Appendix 2: Bomb Threat Protocol

- I. If a bomb threat is called directly into the agency the person receiving the call should remain calm and try to make notes of the following information:**
 - A. The exact words of the person making the call
 - B. Best estimate of the age and sex of the caller
 - C. Is the voice muffled or distorted?
 - D. Any accent?
 - E. Any background noise?
 - F. Does the voice sound familiar?
 - G. Exact time caller hung up.
- II. The person receiving the call will attempt to ask the caller the following questions in this order:**
 - A. When is the bomb going to explode?
 - B. What type of bomb is it?
 - C. What does the bomb look like?
 - D. Where is the bomb right now?
 - E. Why did you place the bomb?
- III. Record exactly what the caller replies. Remember that the caller might not answer your questions but might give other helpful information.**
- IV. Immediately notify the Director of Operations, Executive Director, or other management person so they can evaluate the call.**
- V. If no management person is available, the person receiving the call should order an evacuation, following the procedure for a Fire (see Appendix 1)**
- VI. Call 9-1-1**
- VII. If a bomb threat is received from the Police:**
 - A. Be sure their instructions are clearly understood
 - B. Follow their instructions
 - C. Follow their time schedule for evacuation
- VIII. If a bomb threat is received from the media or other non-governmental source:**
 - A. Find out if they have called the police
 - B. Record or make careful notes of their message
 - C. Call police
 - D. Once in contact with the police, follow their instructions, as above
- IX. If a bomb or incendiary device is thrown into the building:**
 - A. Evacuate the building following the procedure for a Fire (see Appendix 1)
 - B. If there is time make a quick search of the building
 1. Pay careful attention to the outside of the building and to restrooms
 2. Any unknown package is suspicious: Do not touch suspicious packages

Appendix 3: Revision History, Distribution, Acknowledgements

Revisions: Original version, June 2003
Keep a history of any revisions

DISTRIBUTION

Two copies of this version of the Emergency Operations Manual are to be distributed to each staff person - one to be kept in their car, one at their desk. Additional copies for those people are available on request.

Copies of this EOM, clearly labeled, are to be kept in the Conference Room and the Front Reception Area.

Copies are to be distributed to other agencies that we partner with in emergency planning as follows (one copy to each):

- County OEM's office;
- City Emergency Operations Organization;
- County Department of Public Social Services;
- Governor's Office of Emergency Services;
- Federal Emergency Management Agency (FEMA) Region __ Voluntary Agency Liaison
- American Red Cross, local chapter;
- American Red Cross, other area chapters;
- The Salvation Army Disaster Services;
- The current Chair state VOAD;
- Each member of the local VOAD;
- Any other organization that is referenced in this manual or that requests a copy.

Acknowledgement: *This manual was adapted for use by AIRS members from INFO-LINE of Los Angeles and the CARD system currently in use in the State of California. It is with great appreciation that AIRS recognizes Burt Wallrich for his time and effort in sharing this extensive piece of work with the membership body.*

Appendix 4. Glossary of Acronyms Used In This Manual

This glossary may contain some terms indigenous to California. Please take a few moments to review the terms, remove those not applicable and add terms from your agency's area.

AIRS	Alliance of Information & Referral Systems
ARC	American Red Cross
CAO	Chief Administrative Officer (either county or city)
CBO	Community Based Organization
CRA	Community Resource Advisor
DFA	Director of Finance & Administration
DFO	Disaster Field Office/Officer
DL	Disaster Liaison
DOC	Departmental Operations Center
DPSS	Department of Public Social Services
DRC	Disaster Response Committee or Disaster Recovery Clearinghouse
EC	Emergency Coordinator
ECA	Event Cost Accountant
EL	Emergency Liaison
EM	Emergency Manager
EMS	Emergency Medical Service(s)
EOC	Emergency Operations Center
EOM	Emergency Operations Manual
ESF	Emergency Service Function
FCO	Federal Coordinating Officer
FEMA	Federal Emergency Management Agency
GIK	Gifts in Kind
I&R	Information and Referral
ICS	Incident Command System
JIC	Joint Information Center
CO	County
CY	City
LM	Logistics Manager
MOU	Memorandum of Understanding
NVOAD	National Voluntary Organizations Active in Disaster
OA	Operational Area (in the California Standardized Emergency Management System, a county and all its governmental entities including cities and special districts-)
OEM	Office of Emergency Management
OES	Office of Emergency Services
PIO	Public Information Officer
PR	Public Relations
SPT	AGENCY Special Projects Team
TDD	Telecommunications Device for the Deaf
VOAD	Voluntary Organizations Active in Disaster