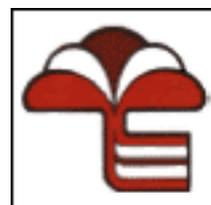


Los Angeles County VOAD Community Organization Disaster Plan Development Guide



September 2014

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Introduction

ENLA is the Los Angeles County VOAD (Voluntary Organizations Active in Disasters). It is a coalition of nonprofit organizations, along with government and private-sector partners, with some disaster function. ENLA serves as the forum where organizations share knowledge and resources throughout the disaster cycle—preparedness, response, recovery and mitigation — to help disaster survivors and their communities.

Together we foster more effective service through the four C’s—communication, coordination, cooperation and collaboration — by providing convening mechanisms and outreach for all people and organizations involved in disasters. You can find more information about ENLA at www.enla.org. For more information about VOADs, please start here: www.nvoad.org . We are a member in good standing of the Southern California VOAD (SoCal VOAD), and that partnership connects us to the Northern California VOAD (NorCal VOAD).

As the recognized nonprofit partner of the Los Angeles County Office of Emergency Management, we understand the important role that community-based organizations (CBOs) and faith-based organizations (FBOs) have in disaster preparedness, response and recovery in the communities our members serve. In recent years whole-community planning has taken root across the nation and been facilitated by improved planning tools for community members. This helps communities come together to prepare for disasters, increasing the resilience of that community.

We offer a guide to planning for disaster that we hope will increase the disaster resilience of the nonprofit community. It incorporates an individual organization’s members and beneficiaries, as well as that organization’s partners and other peers. We hope you find this guide helpful in your quest to develop or update a disaster plan for your nonprofit, and that you take to heart the recommendation not to create your plan alone. One strength of the nonprofit community is its diversity; this vast web of organizations providing all kinds of services to all kinds of people across a community can support and sustain disaster preparedness over time. As funding comes and goes, congregations grow and shrink, programs start and end, the nonprofit community remains an excellent framework for long-term disaster preparedness and recovery planning.

Acknowledgements

This guide was directly adapted from the Alameda County CARD *Agency Emergency Plan - A Simplified Version for Community-Based Organizations*. Find more of Alameda CARD's nonprofit resources and information at www.cardcanhelp.org.

FEMA's *Guide for Developing High-Quality Emergency Operations Plans for Houses of Worship* provided a great deal of guidance for the organization of the information contained herein. At the time of printing, this document was available here: http://www.whitehouse.gov/sites/default/files/docs/developing_eops_for_houses_of_worship_final.pdf

Many thanks to the hundreds of nonprofits that attended Disaster Plan Development Workshops. The questions, comments, and thoughtful feedback you gave informed and improved this guide and the selection of support documents provided with it.

ENLA's preparedness work has been influenced by the Fritz Institute *Disaster Resilience Standards* for nonprofits. Find more information about the Standards here: http://www.californiavolunteers.org/documents/Education/Disaster_Resilience_Standard_v1-20091201RE.PDF

We are grateful for the work of June Kailes in preparedness for people with disabilities and access and functional needs. Thanks to the City of Los Angeles for planning guidance for organizations that serve people with disabilities and access and functional needs. Thanks to the Los Angeles County Office of Emergency Management for asking important questions about how nonprofits can include people with disabilities and access and functional needs in their planning processes.

No one template or guide can hope to provide all the planning resources needed for all the nonprofits serving our communities. Nor can one document align to individual organizations' missions, values and visions; all nonprofits are unique in the services they provide and the people they serve. There are many good planning resources available in the United States, many of which are referenced in this guide but also available at no cost on the internet. Seek reputable sources for information and plan examples, find a planning mentor, and exercise your plan.

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ENLA Member Preparedness Goals

- I. Develop a Disaster Mission Statement
 - a. What will we do, when, and for whom?
- II. Make a plan
 - a. Emergency Operations Plan (EOP)
 - b. Emergency Response Plan (ERP)
 - c. Continuity of Operations Plan (COOP)
- III. Get leadership prepared
 - a. Lead by example, and make sure you're ready to come to work after a disaster...because you know your family will be ok
- IV. Get members/clients/staff prepared
 - a. Encourage people to get a kit, make a plan, and be ready
 - b. Train everyone on the organization's disaster plan
- V. Exercise the plan
 - a. Practice makes perfect! This is where you find gaps in your plans, and helps improve your ability to plan ahead. September is National Preparedness Month every year, and the Great California ShakeOut (<http://www.shakeout.org/>) is held every October. Check out these great opportunities to work with many organizations statewide and nationally to practice your preparedness.

Terms defined:

ENLA's members serve a large range of Los Angeles residents. Oftentimes, agencies serve people with access and functional needs in some other capacity. For example, a church serves many seniors and people with disabilities or access and functional needs, but doesn't provide services *for* those needs – they serve the spiritual needs of those people. In times of disaster, that same church may need to provide services for people using wheelchairs or oxygen, or those who have communication challenges. When you are writing your plan, take a moment to think about the people your organization serves, and what they might need from you.

For our purposes, *“people with disabilities and seniors includes people who are ‘vulnerable’ or ‘at risk’ and cannot always comfortably or safely use some of the standard resources offered in disaster preparedness, relief, recovery and mitigation. They may include people who have a variety of visual, hearing, mobility, cognitive, emotional, and mental limitations, as well as older people, people who use life-support systems, people who use service animals, and people who are medically or chemically dependent”.*

-- Serving and Protecting All by Applying Lessons Learned – Including People with Disabilities and Seniors in Disaster Services – Kailes – March 2006

Cooperation, Communication, Coordination, Collaboration

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Step One: Disaster Mission Statement

Your disaster mission statement defines the role your organization will play in disaster preparedness, response, and/or recovery within your community. Choose the options from each field below that best suit your organization's specific situation and intended role in your emergency network, or add in your own roles and activities. The items below are only suggestions.

[Your Group's Name Here], In An Effort To Best Serve Our:

Organization/Company	Worship Center/Congregation
Constituents/Clients/Patients	Neighborhood/Community
City/County/Region	Other _____.

Will, In Terms Of Preparedness Activities:

- Disseminate emergency preparedness information for various emergency scenarios
- Participate in and/or conduct training seminars/workshops with local response agencies
- Participate in and/or conduct drills for various emergency scenarios
- Stockpile and help others to stockpile emergency supplies (food, water, batteries, etc.)
- Develop a written emergency plan
- Other _____.

Also, In Terms Of Response and/or Recovery Activities. We Will Function As, or Provide:

Communications and information services	Legal services
Housing/temporary shelter to survivors	Financial assistance
Food and meals for survivors and/or volunteers	Medical health services/first aid
Material assistance distributing goods	Animal shelter/services
Volunteer center services	Worship center/Emotional & spiritual care
Clean up and disposal services	Repairing and rebuilding services
Day care and childcare services	Search and rescue teams
Support for people with disabilities & access & functional needs	Interpretation/translation services
Transportation for survivors and their families	Financial assistance
Mental health services	Support services for seniors
Temporary storage for personal items	Other _____.

Your Next Steps:

1. Create a clean Disaster Mission Statement document from your work above,
2. Have your organization's governing body approve your disaster mission statement; and
3. Use it to develop your disaster plan and any new programs that are necessary.

You're on your way to a better-prepared organization and a more comprehensive response/recovery effort. You may want to work on your own **Disaster Plan** (what your organization plans to do during a disaster to provide services), or your **Continuity of Operations Plan (COOP)** (what your organization plans to do to get your doors back open and systems up and running immediately following a disaster).

Step Two: Make a Plan

A Quality Plan

When writing the plan, it's a great idea to use planning tools from different sources based on the programs your organization provides, the locations you serve, and the types of resources you need to protect. Discuss what types of planning you need to do; don't forget, your nonprofit is a business and needs to be treated like one in your planning efforts. Below is a good explanation of the difference between several types of plans:

Emergency Preparedness and Response Plan

This plan identifies and prioritizes the key hazards that may affect nonprofit operations, and outlines preparedness and mitigation activities. This plan also includes operational procedures to respond effectively and efficiently to an incident. This goal of this procedure is to ensure life and safety are secure in response to a disaster. This plan includes information such as:

- Preparedness
 - Hazard identification and assessment
 - Employee education and training
 - Drills and exercises timelines
 - First aid kits
 - Disaster supply kits
- Response
 - Evacuation procedures
 - Fire procedures
 - Shelter-in-place procedures
 - Staff notification
 - Information gathering procedures
 - Incident management

Business Continuity and Recovery Plan

This plan is for use once life and safety are secure in response to a disaster. This plan identifies key resources and needs to ensure that business may continue, perhaps in a limited capacity, or how your nonprofit will fully recover should the disaster be catastrophic. This plan includes information such as:

- Critical assets
- Critical operations
- Key funders, donors and board members

The above is from *Planting the Seeds for Recovery: Disaster and Pandemic Planning for Nonprofits*, by the Los Angeles County Department of Public Health. You will review that document during the workshop, but here is the link to download it:

<http://www.lapublichealth.org/eprp/plans.htm>.

A Custom Plan

When writing your organization's plan, your planning team will need to consider the main points of the Disaster Mission Statement:

1. Who the organization is
2. Who the organization serves
3. What the organization wants to do, needs to do, or hopes to be able to do
 - a. Before
 - b. During
 - c. And after disaster

Who works and volunteers at your organization? What is the mission and what are the values that guide the programs?

Who participates in your programs? Do you need to consider how to plan for needs that you don't normally address while programs are in session, but if participants had to stay in your location for an extended period of time, you would? You may need to review planning resources for children, seniors, people with disabilities and access and functional needs, or another specific topic.

The National Organization on Disability provides the following guidance on including people with disabilities and access and functional needs in disaster plans:

The most effective way to view emergencies through the eyes of people with disabilities is to involve community members with disabilities in the planning and preparation process, including drills and exercises. It is important to realize that people with disabilities, even more than other demographic segments of the population, are not a homogeneous group. Individuals with disabilities have differing capabilities, opinions, needs, and circumstances, and no one individual or organization speaks for all people with disabilities. Remember, the "disability group" is one that people can "join" at any time.

That said, there are a number of organizations in most communities that make a sincere effort both to represent the interests of their constituencies and to work with government and civic officials to ensure that people with and without disabilities work harmoniously on issues of common concern. The three categories of representation are government organizations, institutional partners, and advocacy groups.

<http://www.nod.org/assets/downloads/Guide-Emergency-Planners.html#involve>

For more information on planning for specific groups you serve, the internet contains a great deal from reputable sources. ENLA is also happy to help you find information, or try to find you a planning mentor who provides similar programs and has already completed their planning process.

Professional Requirements and Obligations

As you consider what the organization wants to do, you may need to think about any legal or moral obligation of care your organization has to participants. Are there contracts, laws or statutes that apply to your organization or program that mandate a certain level of care? If you are not legally obligated, are there moral or ethical stipulations that the team should consider and perhaps document in the plan?

Resources and Capacity

Unless your organization has an unlimited budget, it is likely that the team will have to plan for the activities that the organization can afford to carry out before, during and after a disaster. The team may need to divide up programs and services into categories like 1) critical functions, 2) regular functions, and 3) non-essential functions; once the group can see how to allocate resources, both financial and human, to services if an event should occur.

All Hazards?

As you review available planning resources, you may come across the phrase “all hazards planning”. This references the goal of planning for all likely hazards in your location, with its weather, residents and resources. It may seem overwhelming to think about trying to prepare for everything, especially if you have not developed a disaster plan before.

The best way to figure out what you need to plan for is to gather the planning team and discuss typical hazards in your area. One way to organize this information is within a disaster risk assessment table. On the next page you will find a simple Disaster Risk Assessment provided by Church World Service Emergency Response Program, which is an international disaster relief organization. Go through the list and circle the number that corresponds to the likelihood of each hazard occurring in your community. Choose three to five of those hazards to plan for, according to your ability and available planning time.

A more advanced disaster risk assessment adds another element: how impactful a hazard would be on your organization, programs and/or participants. Find an excellent full Disaster Risk Assessment tool in the previously mentioned continuity of operations planning document, *Planting the Seeds for Recovery: Disaster and Pandemic Planning for Nonprofits*, by the Los Angeles County Department of Public Health. This assessment tool guides your team in deciding which hazards are *likely* in your area, and which are going to have the *highest impact* on your organization. Then the team will choose three to five of those hazards to plan for, as they are able.

How Safe is Your Community? Disaster Risk Assessment

How would you rate the probability of the following events occurring in your community within the next ten years? Rate them in terms of the following six-point scale by circling the appropriate number:

1 - not probable 2 - low probability 3 - moderate probability 4 - high probability 5 - nearly certain

Avalanche	1	2	3	4	5
Blizzard or Massive Snowstorm	1	2	3	4	5
Chemical Contamination or Spill	1	2	3	4	5
Dam Break	1	2	3	4	5
Drought	1	2	3	4	5
Earthquake	1	2	3	4	5
Electric Power Blackout	1	2	3	4	5
Epidemic	1	2	3	4	5
Extreme Cold	1	2	3	4	5
Flash Flood	1	2	3	4	5
Forest/Brush/Wild Fire	1	2	3	4	5
Hurricane	1	2	3	4	5
Ice Storm	1	2	3	4	5
Major Frost and Freeze	1	2	3	4	5
Major Gas Main Break	1	2	3	4	5
Meteorite Fall	1	2	3	4	5
Mine Disaster	1	2	3	4	5
Mudslide or Landslide	1	2	3	4	5
Oil Spill	1	2	3	4	5
Pipeline Explosion	1	2	3	4	5
Plane Crash	1	2	3	4	5
Radiation Fallout	1	2	3	4	5
River Flood	1	2	3	4	5
Sand/Dust Storm	1	2	3	4	5
Severe Fog Episode	1	2	3	4	5
Ship Disaster in Harbor or Nearby Coast	1	2	3	4	5
Smog Episode	1	2	3	4	5
Sudden Waste Disposal Problem	1	2	3	4	5
Tornado	1	2	3	4	5
Toxic Landfill	1	2	3	4	5
Train Derailment	1	2	3	4	5
Tsunami or Tidal Wave	1	2	3	4	5
Volcanic Eruption or Fallout	1	2	3	4	5
Water Pollution	1	2	3	4	5
Water Shortage	1	2	3	4	5

Remember, it's ok to create an outline for all the things you want to plan for and fill it in as you are able to. Planning takes time, but if you chip away at it and dedicate a little time every month, eventually you will have valuable plans to help protect the assets and stakeholders of your organization.

What's in a Plan?

Below is a sample Table of Contents for a basic emergency preparedness and response plan. We have used explanatory labels for each section, like 'About our organization'. This may make it easier to decide which sections you want to include, and how you'd like to arrange them. Following each simplified label, in parentheses, are the actual section labels as recommended by the FEMA Guide. You may want to use the FEMA section labels, or you may want to develop your own. It's a good idea to ensure that section labels will be understandable to staff and volunteers during a stressful emergency, and that you use language and concepts important or familiar to your organization.

Sample Disaster Plan Table of Contents

1. **About our organization** (Introduction)
 - 1.1. Authority information - what governing person/body approved this plan? Include signatures here.
 - 1.2. Approval and implementation - for your organization this might be the same as above, or it might contain the signatures of the managers who will implement the plan and want to show their support.
 - 1.3. Table of Contents
2. **Purpose** (Purpose and Situation Overview)
 - 2.1. Purpose - What does your plan seek to accomplish? Who and what does it seek to protect, help, and accomplish within and for your organization?
 - 2.2. Situation overview – this optional section discusses why the plan is necessary. Some organizations will have recently experienced an emergency or disaster, or want to reference recent events prominent in everyone's mind.
3. **Disaster preparedness, response and recovery actions** (Concept of Operations)

Describe the actions your organization plans to take; this is a narrative to describe the information in the Disaster Mission Statement.
4. **Who does what?** (Organization and Assignment of Responsibilities)

Describe how your team will be organized, who is responsible for what, and circumstances when your organization must discontinue services due to lack of resources.
5. **Who's in charge?** (Direction, Control and Coordination)

Describe how leadership works in your organization during a disaster, the relationship between your organization and the local community's plans for disaster, and who manages resources needed during a disaster (who has keys? Who signs checks?)

6. **What do we need to know to get our work done?** (Information Collection, Analysis and Dissemination)
This process may consist of activities like: listening to the radio to know where severe weather is taking place, and deciding whether warnings affect your organization. After the event, your organization may collect recovery information to provide to your beneficiaries as they work through their own recovery processes. For example, where can they go to get help applying for disaster assistance?
7. **How will we train everyone on the plan? How will we practice the plan?** (Training and Exercises)
Include your training process, how often you will train, how often you will practice.
8. **How will we pay for our disaster activities? Who will support our disaster activities?** (Administration, Finance and Logistics)
This may include information about replacing lost assets, preparing to protect data and equipment, ways to contact potential financial supporters of disaster activities, and agreements with vendors to support disaster activities. Whenever you can, reference existing policies and processes that govern and organize your agency's financial operations.
9. **Keeping the plan up to date** (Plan Development and Maintenance)
Describe how often you will review and update the plan, who is responsible for that, and how often you will exercise (practice) the plan. Remember, practicing the plan is the way you "check" its accuracy and completeness.
10. **Authorities and References**
Not all organizations will want this section, but many provide services under the authority of local laws, statutes, or codes of conduct. List these here. You may also want to provide information about your extended succession plan, in the case that people in key leadership positions are unable to participate in disaster activities.

Planning Principles

Here are a few more ideas to consider as the planning team works through the process. These are from the FEMA Guide:

- Planning should be supported by leadership.
- Planning considers all threats and hazards (see, there it is)
- Planning considers all settings and all times (we'll talk more about this when we walk through the sample template)
- Planning provides for the access and functional needs of the whole community.
- A model Emergency Operations Plan is created by following a collaborative process.

Plan Annexes

Annexes, or additional sections to attach to your basic plan, allow you to go into more detail in describing what the organization will do in case of a certain event, or break down the activities for each program or location. The FEMA guide breaks down annexes into two groups: functional annexes, and hazard-specific annexes.

Functional annexes have to do with the types of activities your organization must conduct in order to withstand the disaster or emergency. They include things like:

1. Evacuation
2. Lockdown
3. Shelter-in-place
4. Recovery
5. Security

Hazard-specific (or threat-specific, sometimes called incident-specific) annexes focus on what type of emergency or disaster is happening. It allows you to plan for specific types of events like:

1. Severe storm
2. Earthquake
3. Tornado
4. Fire
5. Hazardous materials incident
6. Active shooter

Annexes may help your organization put planning information into groupings that make sense for you. Your initial planning efforts may not include annexes, but you may add them over time as your resources and knowledge base allow. Check out the FEMA Guide for more information on individual annex contents.

Sample Plan Template



Agency Emergency Plan
A Simplified Version for Community-Based Organizations

Agency: _____

Address: _____

Phone: _____ **Fax:** _____ **E-mail:** _____

In a major emergency, such as a catastrophic earthquake, response systems such as police, fire and hospitals will be overwhelmed. Officials from all levels of government and the Red Cross tell us we should be prepared to be on our own for the first 72-hours. The following outline will help your organization plan and prepare to meet the needs of your staff and the people you serve in this event.

Please perform a quick review of this plan every 6 months to ensure it stays current.

Emergency Coordinator: _____

Date Completed: _____

This plan was originally produced by the **Bay Area Emergency Preparedness Coalition for Seniors and People with Disabilities**. It was adapted from *Creating a Workable Disaster Plan for Your Agency* which was produced by **VOICE of Contra Costa County** and from the *Earthquake Preparedness Guidelines for Large Retirement Complexes and Large Residential Care Facilities* which was produced by the **Bay Area Regional Earthquake Preparedness Project**. It has been significantly adapted for use by **CARD of Alameda County** - 12/01.

A. Facility Preparation

	<u>ASSIGNED TO</u>	<u>DATE DONE</u>
1. Secure all furniture, appliances and other freestanding objects.	_____	_____
<ul style="list-style-type: none"> • Grommet-Velcro furniture straps are good for securing bookcases, etc. • Flexible cable, braided wire and strapping are good for appliances, etc. • Industrial velcro is good for securing monitors, printers, stereos, etc. • Closing the opening in wall hooks will make hanging items more secure. 		
2. Move heavy and large items to lower shelves in closets and cabinets.	_____	_____
3. Check cabinet doors to be sure they can be closed securely.	_____	_____
4. Remove or isolate flammable materials.	_____	_____
5. Clearly mark your gas and water shut-off valves. Post legible step-by-step instructions for shutting off each one (in multiple languages if needed).	_____	_____
6. Keep a conveniently located set of tools to facilitate prompt gas shut-off. Tools should include both pipe and crescent wrenches.	_____	_____
7. Post a Facility Evacuation Plan in an area accessible to the public.	_____	_____

For each site, indicate the location of the following items:

- Emergency first aid supplies _____
- Wrenches and other tools _____
- Fire extinguishers _____
- Portable radio and extra batteries _____
- Flashlight and extra batteries _____
- Food and water _____
- Garbage bags and duct tape _____

B. Inventory of Neighborhood Resources

1. If you do not have a back-up generator, in an extended power outage, where can you rent or borrow a generator? Create a written agreement with this supplier.

2. If the phones at your agency are not working, are there coins in petty cash for pay phones? A pay phone may operate sooner than a normal business phone. Where are the nearest pay phones?

Identify the following neighborhood resources; this can strengthen your response to emergencies.

3. Nearest public health clinic? Clinic Name: _____

Phone: _____ Address: _____

4. Nearest place to go for help if phones are not working? Place Name: _____

Phone: _____ Address: _____

5. Does the nearest fire station know about you? Station Name/Number: _____

Phone: _____ Address: _____

6. Does the nearest police station know about you? Station Name: _____

Phone: _____ Address: _____

7. Are there any unique resources that may be necessary or desired to better accommodate people with disabilities or access and functional needs?

- a. What is the best way to discover those needs in your staff, volunteers, and program participants? Are there best practices in your organization to encourage people to tell someone about needs they may have during a disaster (especially if their disability or need is not physically obvious)?
- b. Does your organization have a process to meet these needs?
- c. How will you make those resources available?
- d. Which organizations can provide these resources?

C. Meeting the Needs of the People You Serve

1. How many total clients would most likely be at your site in a disaster ?

- a. Day _____
- b. Evening _____
- c. Weekend _____

2. How will you find out about the condition of people you serve who are off site?

3. What accommodations can you provide to project participants with disabilities or access and functional needs?

4. In an emergency, who else needs information about the status of people you serve? Off site staff? Families of clients? List the most critical contacts that need to be made:

- a. Name: _____ Phone: _____
- b. Name: _____ Phone: _____
- c. Name: _____ Phone: _____

The following assumes an emergency may require you to provide shelter to clients at your facility. If you are unable to stock these items on an ongoing basis, create written agreements with organizations to supply these items.

5. Where can you go for an additional source of *water*?

6. Where can you go for an additional source of *food*?

7. What else will be needed (e.g., bedding, medicine, special equipment, etc.)? Where can you get these items?
- a. Item: _____ Location: _____
- b. Item: _____ Location: _____
- c. Item: _____ Location: _____
8. How are medical and mental health-specific resource needs met during an emergency for staff, volunteers, and program participants with disabilities or access and functional needs?
- _____
- _____
- _____
9. Is there a baseline of services that your organization can provide to program participants with disabilities or access and functional needs?
- _____
- _____
- _____

D. Preparing Staff for Emergencies

In an emergency, the first concern of staff will be the safety and welfare of family members.

1. Your agency will want to ensure that all staff members have an opportunity to check on their homes and family members as soon as possible following a disaster.
2. Encourage and support staff and key volunteers to have a family or home emergency plan (see note below). This increases the likelihood that staff and their families can cope with the disaster without outside help.
3. Have all staff and key volunteers trained in basic emergency preparedness on a regular basis.
4. Have all staff and key volunteers trained in disability and access and functional needs-specific topics.

Note: Contact your local Red Cross chapter for copies of their ***individual*** and ***family*** planning disaster brochures that outline steps for developing home emergency plans.

E. Personnel Resources

Determine your staffing requirements for post-disaster response.

1. Realistically, how many staff will continue working after a disaster if it strikes during work?

2. Of these, how many have training in assisting people with disabilities or access and functional needs?

3. If a disaster strikes on a weekday, but before the workday begins?

4. If a disaster strikes on a weekend?

5. Which staff should automatically report to work in the event of a disaster?

6. To support the work staff in an emergency, we will use volunteers as follows:

- a. _____
- b. _____
- c. _____
- d. _____

7. Develop a list of home telephone numbers for staff for emergency use. (Update at least every 6-months.)

F. Evacuation/Transportation

Fire, hazardous material spills or structural damage may require you to evacuate your building.

1. Are there program participants who will need assistance evacuating your facility?
 - Remember to assign staff and volunteers to help these participants and have assistive aids/devices available to help with their evacuation.
2. Are there program participants who are home-bound or need help evacuating their home?
 - What resources are available for these participants? How will you get them connected?
3. What accessible transportation resources are needed and available to evacuate people with disabilities and others with access and functional needs? Are pre-existing agreements in place?
4. If your facility must be evacuated, assign a staff person the responsibility of taking a head count to ensure all staff, volunteers and program participants have exited.
5. Practice your evacuation plan. What are your organization's best practices for informing staff, volunteers and program participants with disabilities and access and functional needs about available transportation resources?
6. Create an "Agency Go-Kit".
 - Include copies of your emergency plan, action checklists, phone rosters, copies of vital documents, credit cards, etc.
7. Post a notice indicating where you have gone.

The following suggestions anticipate that you must evacuate your building and that you are responsible for the care and shelter of the people you serve.

8. Locate and secure a temporary shelter to be used (consider churches, nearby community centers, schools, other residential facilities). You may want to develop mutual aid agreements with these sites.

Temporary Shelter Name: _____ Address: _____

Contact Name: _____ Phone: _____

9. Create a phone list and a system for letting the authorities, family and friends know where you are sheltering your program participants. "Date created" should appear on this and all lists and documents.

10. Designate and identify alternative transportation for moving your program participants to your temporary shelter, or to clients' homes, if necessary.
 Alternative Transportation: _____
 Contact Name: _____ Phone: _____

11. Assign responsibility for the care of your clients at the alternate site(s). Identify this person or persons.
 - a. _____
 - b. _____
 - c. _____

12. If evacuated, what will your clients need that may not be available in the temporary shelter?
 - a. _____
 - b. _____
 - c. _____

G. Ensuring Service Continuation

What is needed to continue providing services after a disaster?

1. List the primary services you will continue to provide following an emergency?
 - a. _____
 - b. _____
 - c. _____

2. What are the critical material resources necessary to maintain these operations?
 - a. _____
 - b. _____
 - c. _____

3. What additional resources may be needed to serve or assist people with disabilities or access and functional needs? Are these resources available on site, or available through pre-existing emergency contracts?

4. What neighboring agencies or businesses can you form a connection with in order to share resources in an emergency, to maintain operations and to ensure the care of people you serve?

a. Name: _____ Phone: _____

b. Name: _____ Phone: _____

c. Name: _____ Phone: _____

d. Name: _____ Phone: _____

e. Name: _____ Phone: _____

Your organization should clarify what its mission and priorities will be in the aftermath of a major disaster. It is important for agencies working with at-risk clients on a daily basis to know their clients' needs and how to support their recovery following a disaster.

5. Some questions to ask include:

- What are the predictable needs of the people you serve in emergencies?
- Will the needs of the people you serve require you to expand services in a disaster's aftermath?
- Will you need to consider providing new or different services?
- What specific resources can your organization offer to people in the community with disabilities and access and functional needs?

H. Financial Resources

It is a good idea for your organization to be aware of its cost of normal operations; estimate cost increases that might arise from emergencies and be familiar with eligibility and other prerequisites for aid and reimbursements from Federal Emergency Management Agency (FEMA) and other agencies.

Some topics to explore include the following:

1. Copies of Financial Support Documentation to have ready
 - Insurance policies
 - The deed or lease for your facilities
 - Bank information, including all of your account numbers, including personnel contacts
 - Legal identification, such as your taxpayer ID number and evidence of exemption status
 - Memoranda of Understanding (MOUs)

2. Liquid Assets
 - How much cash do you keep in “petty cash?”
 - Do you have \$15 - \$20 in coins for pay phones? \$100-200 in small bills for taxis, water, ice?

3. Credit Cards / Lines of Credit
 - What credit cards does your agency own?
 - Where are they?
 - What are the limits of each?
 - Who can sign on each?
 - Do they have emergency credit extensions?
 - Do you have a line of credit immediately available?
 - Who can access the money?

Reminder: Keep this information updated; be sure it reflects any staff or policy changes!

I. Emergency Management

Primary Functions—Incident Command System (ICS)

The following primary positions are in keeping with the government’s Incident Command System (ICS). Depending on the scope of the incident and the availability of staff, all of these functions may be assumed by the same single staff person or these functions may be distributed among staff and volunteers, as needed. See the next page for a listing of support functions.

1. **MANAGEMENT TEAM: Incident Commander**...*this is the person who will lead.*

Responsible Person: _____

Work: _____ Cell: _____ Home: _____

Alternate: _____

Work: _____ Home: _____ Cell: _____

2. **OPERATIONS TEAM: Operations Chief**...*this person will do the fieldwork.*

Responsible Person: _____

Work: _____ Cell: _____ Home: _____

Alternate: _____

Work: _____ Home: _____ Cell: _____

3. **PLANNING TEAM: Planning Chief**...*this person will do the thinking and keep everyone in the know.*

Responsible Person: _____

Work: _____ Cell: _____ Home: _____

Alternate: _____

Work: _____ Home: _____ Cell: _____

4. **LOGISTICS TEAM: Logistics Chief**...*this person will get the resources.*

Responsible Person: _____

Work: _____ Cell: _____ Home: _____

Alternate: _____

Work: _____ Home: _____ Cell: _____

5. **FINANCE/ADMINISTRATION TEAM: Finance Chief**...this person will track all activities and costs.

Responsible Person: _____

Work: _____ Cell: _____ Home: _____

Alternate: _____

Work: _____ Home: _____ Cell: _____

Support Functions—Incident Command System (ICS)

The following support roles are in keeping with the government’s Incident Command System (ICS). Depending on the scope of the incident and the availability of staff, all of these functions may be assumed by the same single staff person or these functions may be distributed among staff and volunteers, as needed.

1. **MANAGEMENT TEAM SUPPORT FUNCTIONS:**

- a. **Safety & Security Officer**...this person will ensure the physical safety of staff and entire site area.

Responsible Person: _____

Work: _____ Cell: _____ Home: _____

Alternate: _____

Work: _____ Home: _____ Cell: _____

- b. **Public Information Officer**...this person is the only person to provide information to all outside media.

Responsible Person: _____

Work: _____ Cell: _____ Home: _____

Alternate: _____

Work: _____ Home: _____ Cell: _____

Not all organizations communicate with the public during a disaster, but if you do have a Public Information Officer (PIO), here are some additional considerations for the person completing those tasks:

- What issues need to be addressed to make public messaging accessible for people with disabilities or access and functional needs?
- What different modalities can be used to get information to the public, including accessible modalities, especially during an event?
- Does your organization provide information to other organizations that provide services for people with disabilities and access and functional needs? How do you do that?

2. OPERATIONS TEAM SUPPORT FUNCTIONS:

a. **Utilities Inspection**...*this person will inspect and, if necessary, shut down gas, electricity, water, etc.*

Responsible Person: _____

Work: _____ Cell: _____ Home: _____

Alternate: _____

Work: _____ Home: _____ Cell: _____

b. **Fire Suppression**...*this person will search for and suppress small fires--and notify the fire department.*

Responsible Person: _____

Work: _____ Cell: _____ Home: _____

Alternate: _____

Work: _____ Home: _____ Cell: _____

c. **Search & Rescue**...*if evacuating, this person is responsible to ensure everyone has safely evacuated.*

Responsible Person: _____

Work: _____ Cell: _____ Home: _____

Alternate: _____

Work: _____ Home: _____ Cell: _____

d. **First Aid**...*this person will administer first aid to injured persons.*

Responsible Person: _____

Work: _____ Cell: _____ Home: _____

Alternate: _____

Work: _____ Home: _____ Cell: _____

Step Three: Get Leadership Prepared

Walk the Talk

Plan implementation depends on adoption and support from leadership, not just buy-in. Leaders in the organization must complete their own disaster preparedness activities; this gives them common ground with everyone they are asking to become prepared, and ensures that they are as ready as they can be to come to work during and after a disaster.

The term “leadership” encompasses not only the Executive Director or C-level executives at your organization, but also the people on the emergency planning team and those in leadership positions during a disaster.

Share Your Experience

Schedule regular preparedness messaging from leadership so that staff, volunteers and program participants hear about preparedness from people who guide the organization. This messaging can be part of regular “state of the organization” talks, written reports or emails about organization progress, and letters included with paychecks during certain times of the year.

A Culture of Preparedness

This regular communication on the part of leaders doesn’t just familiarize staff, volunteers and program participants with preparedness concepts. It also creates an *expectation* of preparedness for all these stakeholders. When leaders talk regularly and repeatedly about an important topic, it becomes clear to everyone that the topic is important.

As preparedness conversation becomes common within the organization, a culture of preparedness is created and will be more easily communicated to new people joining the organization on any level. It may also permeate program participants’ family lives more easily if loved ones are receiving preparedness messaging from the organization’s leadership.

Step Four: Get Members, Clients, Staff/Volunteers Prepared

There are many individual and family preparedness resources in print and on the internet nationwide. Here is a selection of resources we like:

Individuals and Families

Los Angeles County Office of Emergency Management (OEM) Emergency Survival Program (ESP): <http://www.espfocus.org/>

Los Angeles County Office of Emergency Management Emergency Survival Guide (brown book): <http://lacoa.org/PDF/EmergencySurvivalGuide-LowRes.pdf>. This document is available in many more languages and in Braille. To download other languages, go here: <http://espfocus.org/esg.htm>. For access to the Braille document, please contact us at www.info@enla.org and we will connect you to the appropriate person.

State of California Governor's Office of Emergency Services (CalOES) CaliforniaVolunteers WePrepare program:
<http://californiavolunteers.org/familyplan/index.html>

State of California Department of Public Health Be Prepared California program (disaster kit supplies checklist):
<http://www.bepreparedcalifornia.ca.gov/BEPREPARED/INDIVIDUALSANDFAMILIES/Pages/PrepareanEmergencySupplyKit.aspx>

Carver County Minnesota ReadyCarver program (handy checklist for car kit):
http://www.co.carver.mn.us/departments/PH/docs/Car_Emergency_Kit_Checklist.pdf

United States Federal Emergency Management Agency (FEMA) Ready campaign:
<http://www.ready.gov/publications>

American Red Cross Personal Workplace Disaster Kit checklist:
http://www.redcross.org/images/MEDIA_CustomProductCatalog/m12140192_Personal_Workplace_Disaster_Supplies_Kit.pdf

People with Disabilities and Access and Functional Needs

State of California Department of Developmental Services (DDS) Feeling Safe Being Safe program: <http://www.dds.ca.gov/ConsumerCorner/fsbs/>

National Organization on Disability resources:
http://nod.org/disability_resources/emergency_preparedness_for_persons_with_disabilities/

Seniors

American Red Cross Disaster Preparedness for Seniors, by Seniors program:

http://www.redcross.org/images/MEDIA_CustomProductCatalog/m4640086_Disaster_Preparedness_for_Srs-English.revised_7-09.pdf

Animals

The Humane Society of the United States Make a Disaster Plan for Your Pet page:

http://www.humanesociety.org/issues/animal_rescue/tips/pets-disaster.html

Community Preparedness

City of Los Angeles Emergency Management Department Just 5 Steps community resilience program:

<http://emergency.lacity.org/Readiness/NeighborhoodDisasterPlanning/index.htm>

Los Angeles County Department of Public Health “Connect, Prepare, Respond” program: <http://www.bereadyla.org/>

Step Five: Exercise the Plan

The only way to know whether your plan works for your organization is to practice. Once you practice the plan, you can document what worked and what needs improving. The goal is to evaluate your plan through practice on a regular basis, as well as regular reviews for information accuracy (did you move, did people leave or join the organization, are there new programs to include?).

Here is some guidance on evaluating your plan from the FEMA Guide:

Planners should check the written plan for compliance with applicable laws and for its usefulness in practice. Commonly used criteria can help determine the effectiveness and efficiency of the plan. The following measures can help determine if a plan is high quality.

- A plan is **adequate** if the plan identifies and addresses critical courses of action effectively; the plan can accomplish the assigned function; and the plan's assumptions are valid and reasonable.
- A plan is **feasible** if the house of worship can accomplish the assigned critical courses of action by using available resources within the time contemplated by the plan.
- A plan is **acceptable** if it meets the requirements driven by a threat or hazard, meets cost and time limitations, and is consistent with the law.
- A plan is **complete** if it:
 - Incorporates all courses of action to be accomplished for all selected threats and hazards and identified functions
 - Integrates the needs of the whole house of worship population
 - Provides a complete picture of what should happen, when, and at whose direction
 - Makes time estimates for achieving objectives, with safety remaining as the utmost priority
 - Identifies success criteria and a desired end-state
 - Is developed with the planning principles described in this guide.
- The plan should **comply** with applicable local and state requirements, because these provide a baseline that facilitates both planning and execution.

Additionally, when reviewing the plan, the planning team does not have to provide all of the resources needed to execute a course of action or meet a requirement established during the planning effort. However, the plan should explain where or how the house of worship would obtain the resources to support those requirements.

Practice Makes Perfect

Practicing or *exercising* the plan can take many forms. The simplest way is to choose a group of people to represent each department, program or location; sit around a table with the plan in front of them, and talk through a disaster scenario. Choose a disaster scenario that represents a hazard that your team planned for specifically, and try to make it realistic. Chaos and stress add plenty of confusion during an emergency, and you will not need to artificially make things more difficult by changing the scenario. This may be called a *discussion exercise*.

As your organization gets more skilled in accomplishing the tasks defined in your disaster plan, you can choose more involved types of exercises. The next stage is called a *tabletop exercise*, which is also a meeting-type way of practicing the plan. The group is seated together in the room with their disaster plans and provided a disaster scenario. The difference is, in a tabletop exercise, additional information is provided to the participants (called players) over time, to trigger actions that show evaluators how well the group knows the necessary actions to take. Find several tabletop exercises here: <http://www.fema.gov/emergency-planning-exercises>

There are two more types of exercises to practice your plan. *Functional exercises* and *full-scale exercises* are much more active and may require actors, working equipment, and other realistic components. Find more information about creating exercises below:

Ready.gov Business program:

<http://www.ready.gov/business/testing/exercises>

Great California ShakeOut home page:

<http://www.shakeout.org/> (flyers listed under Resources → Documents → Posters/Flyers, look for Custom Flyers)

Resources for further development and support

Emergency Network Los Angeles website, Resources page:

<http://www.enla.org/resources.htm>

(the basic template is located under OTHER DISASTER PLANS: 'Alameda CARD - Agency Emergency Plan')

San Francisco Community Agencies Responding to Disaster (CARD) website, Agency Emergency Plan page:

http://www.sfcard.org/emergency_plan.htm (the intermediate template is here in both MS Word and PDFformat)

Los Angeles Public Health website, the Continuity and Recovery Plan page:

<http://www.lapublichealth.org/eprp/docs/Emergency%20Plans/Non%20Profits%20Continuity%20and%20Recovery%20Plan.pdf> (the advanced template is found here as a PDF document)

National Disaster Interfaiths Network website:

<http://www.n-din.org/> (click on Disaster Tips Sheets button)

Church World Service, Prepare to Care – Guide to Disaster Ministry in Your Congregation plan template for faith-based organizations:

<http://www.associatedchurches.org/clientimages/52868/missions/disaster%20ministry-missions%20sect.%203.pdf>

Ready.gov National Preparedness Month information and resources:

<http://www.ready.gov/september>

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Disaster Mission Statement Worksheet (blank)

We:

In order to best serve:

Will, in terms of preparedness activities:

Also, in terms of response we will function as or provide:

Finally, in terms of recovery we will function as or provide:

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Great ShakeOut Earthquake Drills

Non-Profit Organizations

At 10:15 a.m. on October 15, 2015, millions of people will “Drop, Cover, and Hold On” in The Great ShakeOut, the world’s largest earthquake drill ever! All non-profit organizations are encouraged to participate in the drill (or plan a more extensive exercise) and to inform the public about the drill.

Major earthquakes may happen anywhere you live, work, or travel. The ShakeOut is our chance to practice how to protect ourselves, and for everyone to become prepared. The goal is to prevent a major earthquake from becoming a catastrophe for you, your organization, and your community.

Why is a “Drop, Cover, and Hold On” drill important? To respond quickly you must practice often. You may only have seconds to protect yourself in an earthquake before strong shaking knocks you down, or something falls on you.



Millions of people worldwide have participated in Great ShakeOut Earthquake Drills since 2008. The Great ShakeOut is held on the third Thursday of October each year.

Everyone can participate! Individuals, families, businesses, schools, colleges, government agencies and organizations are all invited to register.

Register today at ShakeOut.org

HOW TO PARTICIPATE

Here are a few suggestions for what non-profits can do to participate in the ShakeOut. More instructions and resources can be found at ShakeOut.org/howtoparticipate.

Plan Your Drill:

- Register at ShakeOut.org/register to be counted as participating, get email updates, and more.
- Download a Drill Broadcast recording from ShakeOut.org/drill/broadcast.
- Have a “Drop, Cover, and Hold On” drill at 10:15 a.m. on October 15. You can also practice other aspects of your emergency plan.
- Discuss what you learned and make improvements.

Get Prepared for Earthquakes:

- Check your emergency supplies and equipment; make sure they are accessible and functional.
- Inspect facilities for items that might fall and cause injury and secure them.
- Develop or review your emergency plans.
- Encourage employees to prepare at home.
- Provide first aid and response training for staff.

Share the ShakeOut:

- Encourage staff to ask their friends, families and neighbors to register.
- Ask colleagues at other organizations to participate.
- Find posters, flyers, and other materials for promoting the ShakeOut at ShakeOut.org/resources.
- Share photos and stories of your drill at Shakeout.org/share.



As a registered ShakeOut Participant you will:

- Learn what you can do to get prepared
- Receive ShakeOut news and other earthquake information
- Be counted in the largest earthquake drill ever!
- Set an example that motivates others to participate

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