

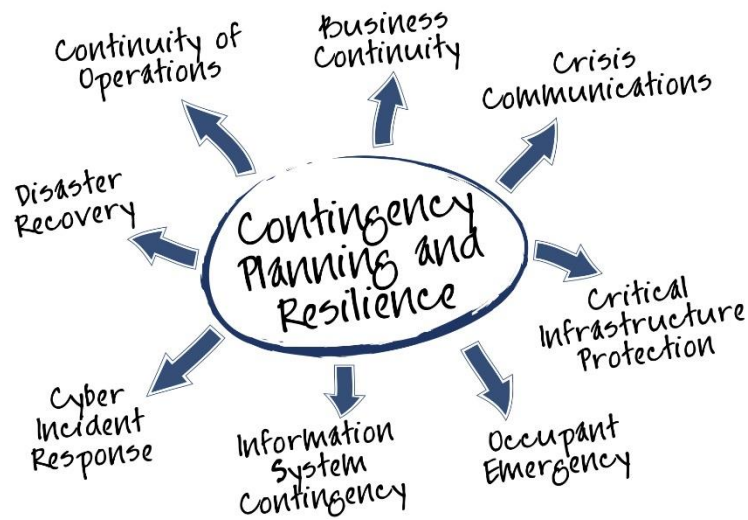


community agencies responding to disaster

1270 Sanchez Street San Francisco, CA 94114 www.sfcard.org 415-439-0881

# Agency Emergency Plan

## Continuity Of Operations Planning (COOP) for Community-Based Organizations



Agency Name: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_

Emergency Coordinator: \_\_\_\_\_

Date Completed: \_\_\_\_\_

*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. Review and update this plan every six months.*

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 (or Large Retirement Complexes and Large Residential Care Facilities)* which was produced by the Bay Area Regional Earthquake Preparedness Project. Significant changes and additions have been created by Collaborating Agencies Responding to Disaster (CARD) and by San Francisco Community Agencies Responding to Disaster (SF CARD).



---

## AGENCY EMERGENCY PLAN

### **1. Disaster Mission Statement**

**Make sure you know what role you are planning to play in a disaster**

- *Who are you going to be for your clients and community when disaster strikes?*
  - *Does your current mission statement encompass how you see your agency functioning in a disaster?*
- 
- 
- 
- 

### **Risk Assessment**

Each department in the organization needs to assess risks that would negatively impact its effectiveness in contributing to your mission (both your disaster mission and your daily mission). Consider internal and external factors (fire in the building is internal; a nearby refinery explosion is external), the likelihood of the events, their impacts (potential for damage), consequences of damages, and mitigation strategies. Refer to the risk assessment template included with your COOP binder or on the SF CARD website for details and further guidance.

### **2. Preparing Staff for Emergencies**

**Make sure your staff is mentally, physically and emotionally prepared to respond**

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

1. Have all staff and key volunteers trained in basic emergency preparedness on a regular basis.
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. 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.

Note: SF CARD offers a Staff Readiness class, and organizations like the American Red Cross offer other helpful trainings such as First Aid and CPR.



## AGENCY EMERGENCY PLAN

### 3. Personnel

#### Make sure you have enough people to meet the response needs of the organization

##### **Determine your staffing requirements for post-disaster response.**

1. Realistically, how many staff members will continue working after a disaster if it strikes during work?
2. If a disaster strikes on a weekday, but before the workday begins? \_\_\_\_\_
3. If a disaster strikes on a weekend? \_\_\_\_\_
4. Which staff members should automatically report to work in the event of a disaster?
5. Develop a list of home telephone & emergency contact information for staff for emergency use. (Update at least every 6-months.)
6. To support the paid staff in an emergency, we will use volunteers as follows:
  - a.
  - b.
  - c.
  - d.
  - e.

### 4. Volunteers

#### Make sure you know the best ways to use and work with volunteers in a disaster

##### **Know how you will appropriately recruit, task and manage volunteers.**

1. Are your current volunteers appropriate for disaster related work?
2. Do your current practices of recruiting or accepting volunteers include your disaster preparedness and response needs?
3. What important activities (that keep your agency able to provide services) can be assigned to spontaneous volunteers? What activities **should not** be assigned to spontaneous volunteers?
4. What safety and/or legal considerations should you include in your plan? Consider: do you have proper insurance for volunteers, do you need background checks on volunteers, is any specialized training or knowledge required for working with your agency or clients, etc.?
5. Do you have someone in charge of volunteers? Who (else) might take that role for new volunteers?



AGENCY EMERGENCY PLAN

**5. Meeting the Needs of the People You Serve**  
**Make sure you can address the basic needs of staff, volunteers and clients**

1. How many total clients would most likely be at your site in a disaster? (Look at both maximum client load and minimum staff availability for day, for evening and for weekends.) \_\_\_\_\_

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

3. 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. Be sure to have all necessary phone, cellular phone and pager numbers for each contact.

_____	_____
_____	_____
_____	_____

4. 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: \_\_\_\_\_

5. What are the special needs of the people you serve? Are these needs of the group or of individuals?

_____	_____
_____	_____
_____	_____

*Also consider: What skills can you instill in your clients to let them take part in your preparedness and response efforts as full partners and helpers?*



## AGENCY EMERGENCY PLAN

### **6. On-Site Supplies Cache**

#### **Make sure you have preparedness supplies available**

Create and maintain an onsite cache of emergency preparedness supplies. The exact contents will depend on the size and diversity of your staff, volunteers, clients and potential visitors. Remember to consider special needs additions such as medication.

Store these supplies in multiple locations so if one cache becomes unusable or unreachable, you will still have options. The supply cache complements your agency go-kit.

Some basic contents of an on-site supply cache are:

- Food and Water
- First Aid Supplies
- Lights/Flashlights
- Radio(s)
- Batteries
- Whistles
- Blankets
- Garbage Bags
- Duct Tape

Perishable supplies such as food, water and medicine, need to be replaced regularly. One way to do this is by "cycling" the food and water - eat supplies while they are still good, and put new ones in the cache.

### **7. Agency Go-Kit**

#### **Make sure you can operate even if you evacuate**

If you need to evacuate your facility, an Agency Go-Kit will allow you to continue providing your most vital services wherever you go. This small, portable container should hold copies of every vital document as well as some basic supplies such as pen and paper.

Some basic contents of an Agency Go-Kit are:

- Your disaster plan
- Insurance documentation
- The deed or lease for your facilities
- Legal identification, such as your taxpayer ID number and evidence of exemption status
- Bank information, including all of your account numbers, including personnel contacts
- Documentation for your emergency line of credit
- Memoranda of Understanding (MOUs)
- Contact and Emergency Contact information for your staff and key contacts
- Some cash, including coins for phones

You may wish to maintain more than one kit. Creating two is no harder than creating one, and an off-site backup may be what ensures that you have needed records.



AGENCY EMERGENCY PLAN

## 8. Facility Preparation

**Make sure your physical environment supports your safety**

	<u>ASSIGNED TO</u>	<u>DATE DONE</u>
✓ Bolt heavy cabinets, bookshelves or other furniture to wall studs	_____	_____
✓ Strap computers, fax, equipment to desk or tables	_____	_____
✓ Secure pictures and other wall hangings by using safety hooks	_____	_____
✓ Clear exits, pathways and earthquake-safe spaces	_____	_____
✓ Fasten breakables to walls or shelves with museum wax	_____	_____
✓ Lower heavy items to bottom shelves	_____	_____
✓ Remove fire and chemical hazards	_____	_____
✓ Install smoke detectors, fire extinguishers, cabinet latches	_____	_____
✓ Label fire exits and safety supplies	_____	_____
✓ Clearly mark your gas and water shut-off with simple instructions for shutting off each one (_____ languages needed).	_____	_____
✓ Keep a conveniently located set of tools to fix gas shut-off. Tools should include both pipe wrenches.	_____	_____

**Earthquake Putty** (also called **Museum Wax**) holds delicate items in place

**Straps** brace heavy furniture and large items in place

**Safety hooks** stop pictures, clocks and mirrors from falling

**Cabinet latches** help keep glass and dishware from falling to the floor

**Sketch your facility and note vital emergency resources including:**

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> Fire extinguishers | <input type="checkbox"/> First Aid Supplies | <input type="checkbox"/> Escape routes  |
| <input type="checkbox"/> Go kits            | <input type="checkbox"/> Water shutoff      | <input type="checkbox"/> Generator(s)   |
| <input type="checkbox"/> Tool kits          | <input type="checkbox"/> Gas shutoff        | <input type="checkbox"/> Documents safe |
| <input type="checkbox"/> Supply Cache       | <input type="checkbox"/> _____              | <input type="checkbox"/> _____          |
| <input type="checkbox"/> _____              | <input type="checkbox"/> _____              | <input type="checkbox"/> _____          |

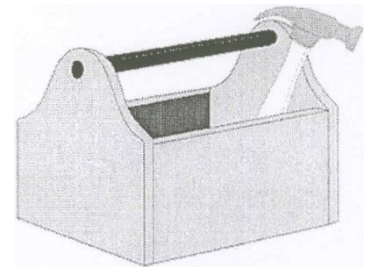
## 9. Signage

### Make sure your safety and preparedness tools are well marked

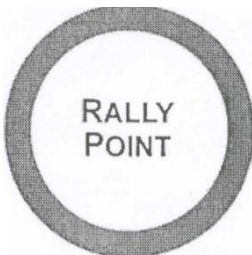
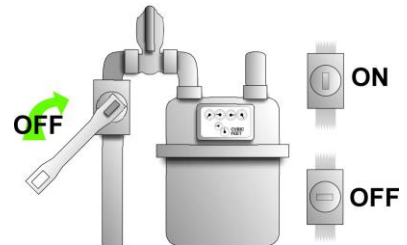
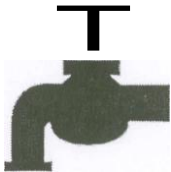
**Make preparedness visible!** Clear and visible signs indicating safety tools, exits and emergency instructions will help people to keep themselves safe while at your agency.



Tool Box: Lives Here



WATER SHUT-OFF





AGENCY EMERGENCY PLAN

10. Neighborhood Resources

Make sure you know the local resources – they may be your only source

- 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 a supplier.
2. If the phones at your agency are not working, where are the nearest pay phones?
3. Where is the nearest public health clinic?
4. Who is the local VOAD (Voluntary Organizations Active in Disaster) Chair to assist with recovery operations?
5. Where is the nearest fire station (or NERT / CERT staging area) and do they know about your agency?
6. Where is the nearest police station and do they know about your agency?

Make sure preparedness resources in your neighborhood are clear. Post a large, clear map of your neighborhood. Note these potentially valuable resources, and highlight:

Key Resource Framework

- o City Hall / Dept. of Emergency Management
o Human Services, Dept. of Public Health & other gov't agencies
o Fire station
o Police station
o Red Cross
o Public library
o \_\_\_\_\_

Liaison connections

- o SF CARD
o Volunteer Center
o Partner agencies
o \_\_\_\_\_

Medical

- o Hospital
o Community Clinics
o Veterinary
o Pharmacies
o \_\_\_\_\_

Possible gathering points

- o Church, mosque, synagogue
o School
o Gym
o Shelters
o Open Space
o \_\_\_\_\_

Food / Water

- o Food Bank
o Salvation Army
o Soup kitchens
o Grocery stores
o Restaurants
o \_\_\_\_\_

Supplies

- o Hardware stores
o Disaster stores
o Drug stores
o Sports /Camping stores
o "Big-box" stores
o Dollar stores
o \_\_\_\_\_





AGENCY EMERGENCY PLAN

## 11. Evacuation / Transportation

### Make sure you can get people from your location to a safe alternate site

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. 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.
3. Practice your evacuation plan.
4. Keep an "Agency Go-Kit". Include copies of your emergency plan, action checklists, phone rosters, copies of vital documents, credit cards, etc.
5. 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.

6. 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: \_\_\_\_\_

7. 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.
8. 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: \_\_\_\_\_

9. Assign responsibility for the care of your clients at the alternate site(s). Identify this person or persons.

a. \_\_\_\_\_

b. \_\_\_\_\_

10. If evacuated, what will your clients need that may not be available in the temporary shelter?

a. \_\_\_\_\_

b. \_\_\_\_\_



## AGENCY EMERGENCY PLAN

### 12. Communication (Part 1)

#### **Make sure you can communicate with staff, clients, funders and your community**

Communications will make or break a disaster response. From a simple note on the door identifying your new location to a Public Information Officer correcting news reports about your agency, communication is the key to helping people make the right decisions.

#### ***WHAT should you communicate?***

- Agency Operational Status reports
- Damage assessment
- Services offered or changed
- Funds needed
- Volunteers needed
- Other needs
- 
- 

#### ***TO WHOM are you communicating?***

- Disaster services partners
- Staff & Volunteers
- Clients
- Funders
- Media
- General public
- 
- 

#### ***WHO should communicate the message?***

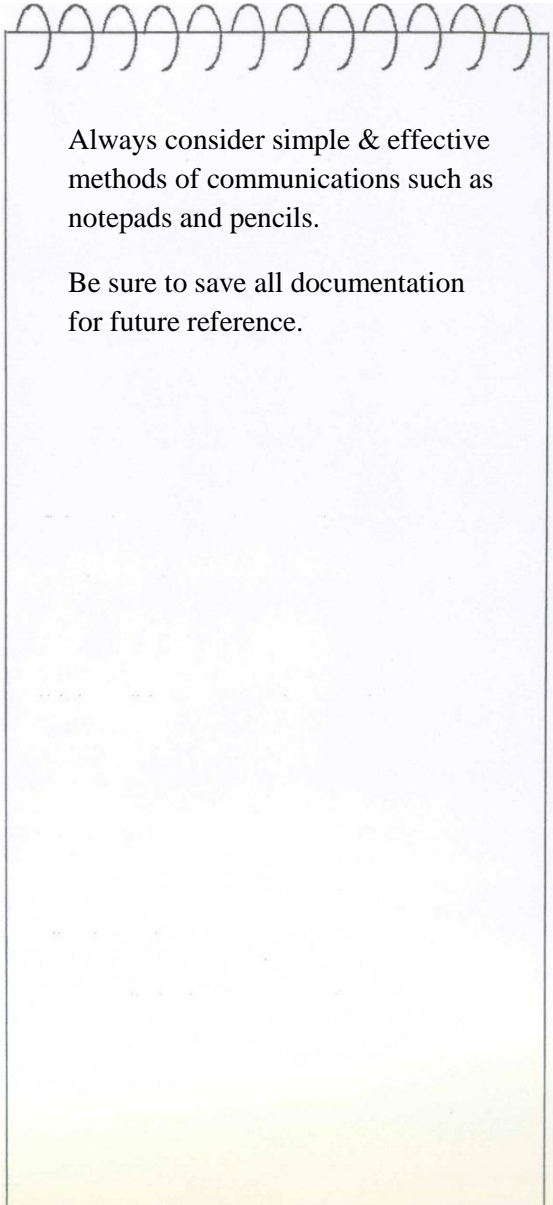
- People with proper training
- Those with the proper authority
- People who share a consistent message
- 

#### ***HOW should you communicate?***

- Electronic
- Social Media
- Verbal
- Combination
- Paper

#### ***WHAT can you prepare in advance?***

- Agency talking points / key message
- Disaster / emergency response press release
- Emergency related funding solicitation
- E-mail, phone, text, cell-phone, fax lists
- 

A graphic of a spiral-bound notebook is positioned on the right side of the page. The spiral binding is at the top. The notebook page contains two paragraphs of text.

Always consider simple & effective methods of communications such as notepads and pencils.

Be sure to save all documentation for future reference.



## AGENCY EMERGENCY PLAN

### 12. Communication (Part 2)

#### Make sure you know all the communication tools available to you

Mastering how you send and receive information will help you in both crisis and opportunity. A variety of options are the key to maintaining communications.

#### **Disaster Communication Tools**

There are many communication tools we don't normally consider that may become useful if a disaster cuts off your normal channels.

- Bulletin / White boards
- Carbon / NCR paper
- CB radios
- Cell phones
- Digital phones / Blackberries
- Drums
- Flag poles
- Ham Radios
- 
- Megaphones / Bullhorns
- Pagers / texting devices
- Standard telephones
- Public signage
- Runners
- Walkie – talkies
- Whistles
- 
- 

#### **Community Outreach Options**

What are all the different ways you can speak to your community? Different methods have different advantages, and may help you reach people you had not reached before.

- American sign language (ASL)
- Computers – DSL, Cable, dial-up
- Door-to-door canvassing
- E-mail / list-serves
- Fact sheets – FAQs
- Fax machines / Win fax
- Information lines – 2-1-1
- 
- In-person events, workshops or classes
- Language translators
- Mailing lists: brochures, flyers
- Radio, television
- Video, cassette tape, CD / DVD
- Websites
- Social Media (Twitter, Facebook, LinkedIn)
-

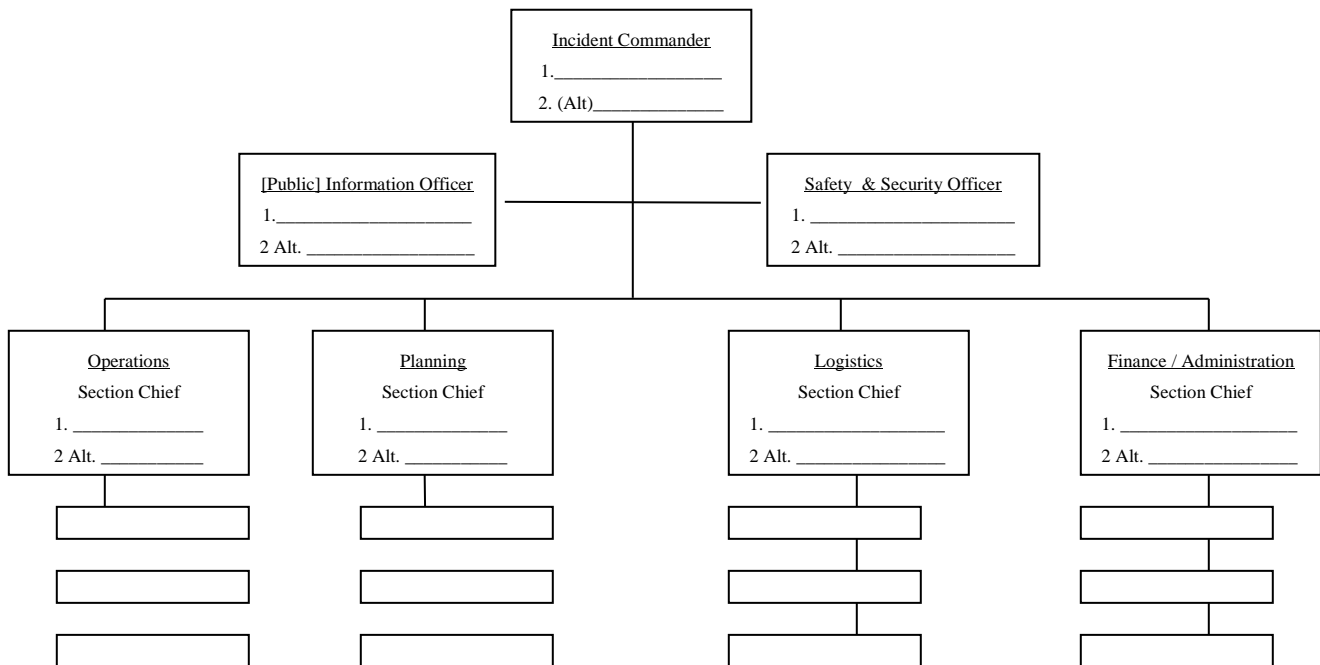


AGENCY EMERGENCY PLAN

### 13. ICS (Part 1)

#### Make sure you know California’s Universal Response System

The state of California uses the Standardized Emergency Management System (SEMS) to respond to disasters. Understanding the Incident Command System that is the core of SEMS will allow you to organize for managing any situation, coordinate with your community partners, and "speak the language" of the professional responders - which makes you much more valuable to your community.



**Incident Commander: (In charge)** Leads the response; appoints and empowers Section Chiefs – ICS allows for scaled efforts to meet the demands of an incident. It is flexible and adaptable; some incidents may not require the use of Planning, Logistics or Finance, while others will require all of them. ICS allows for filling only the parts of the organizational structure that are needed. Expanding the network is key to an effective response as more people are added to the response.

*FEMA ICS training is available online.*

*SF CARD teaches simplified ICS for nonprofits at your site*

**Safety and Security Officer:** Focuses on the safety of all people responding to the incident.

**[Public] Information Officer:** Works with the media; distributes messages to the staff, clients, public and local community.

**Operations Section: (Does things)** Handles key actions including first aid, search and rescue, fire suppression and securing the site.

**Planning Section: (Plans things)** Gathers information, thinks ahead and keeps all team members informed and communicating. Creates plans for next operation period(s).

**Logistics Section: (Gets things)** Finds, distributes, and stores all necessary resources (supplies and people) to respond appropriately.

**Finance / Administration Section: (Records things)** Tracks all expenses, claims and activities and is the record keeper for the incident.



AGENCY EMERGENCY PLAN

13. ICS (Part 2)

Make sure you know California's Universal Response System

Considering who might do well at certain functions is an excellent tool for understanding SEMS and getting people used to the idea. Be careful, though; you never know who will be part of your disaster response team, so be prepared to assign roles when they are needed.

Command Staff: Directs response & recovery; Provides information, safety, and liaison services for the entire organization

Incident Commander

Name:
Phone:
Alt. Ph:

Name:
Phone:
Alt. Ph:

Safety & Security Officer

Name:
Phone:
Alt. Ph:

Name:
Phone:
Alt. Ph:

[Public] Information Officer

Name:
Phone:
Alt. Ph:

Name:
Phone:
Alt. Ph:

General Staff: Assigned functional authority for each section

Operations Section Chief

Name:
Phone:
Alt. Ph:

Name:
Phone:
Alt. Ph:

Planning Section Chief

Name:
Phone:
Alt. Ph:

Name:
Phone:
Alt. Ph:

Logistics Section Chief

Name:
Phone:
Alt. Ph:

Name:
Phone:
Alt. Ph:

Finance / Administration Section Chief

Name:
Phone:
Alt. Ph:

Name:
Phone:
Alt. Ph:



## AGENCY EMERGENCY PLAN

### **14. Financial Resources**

#### **Make sure you know your financial assets, limitations and commitments**

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?

#### 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 funds?

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



AGENCY EMERGENCY PLAN

### 15. Ensuring Service Continuation

*Knowing your priorities as an agency makes everything else fall into place. In crisis or opportunity, if you are clear on your priorities you can make the best decisions for your agency.*

**What is needed to continue providing essential services after a disaster?**

**It is important for agencies working with at-risk clients on a daily basis to know their client's needs and how to support their recovery following a disaster. 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?

**List the Mission, Priorities and Resources essential to provide critical services in an emergency or disaster (refer to your Disaster Mission Statement).**

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_
- d. \_\_\_\_\_
- e. \_\_\_\_\_
- f. \_\_\_\_\_

**List critical suppliers you will need for priority delivery services after a disaster. Create an MOU or other agreement for such services and keep a list of them available to contact.**

Name: _____	Phone: _____
Name: _____	Phone: _____
Name: _____	Phone: _____

**Map & itemize critical resources to be retrieved**

- Create a list of the critical items that you would need to retrieve if you could get into your building (list in order of importance and their recovery locations within the building).
- Examples of items you might need to retrieve: computer disks, computers, important files, work in progress.

**Chain of Command & Succession Management: Who to turn to...**

- What authority is required to sustain operations?
- What conditions would trigger delegation of authority?
- What is your organization's order of succession?
- What would be the limitations on the duration, extent and scope of the delegation?



community  
agencies  
responding to  
disaster



This project supported by the US Department of Homeland Security, awarded by the State of California.

## The 15 Major Elements of the Agency Emergency Plan

1. Disaster Mission Statement & Risk Assessment.....	Page 1
2. Preparing Staff for Emergencies – Personal preparedness for staff.....	Page 1
3. Personnel – Availability of staff after a disaster.....	Page 2
4. Volunteers – Recruit, manage, and task.....	Page 2
5. Meeting Client Needs – Addressing the basic needs of the people looking for help.....	Page 3
6. On-Site Supplies – Preparedness supplies for staff for 3 days.....	Page 4
7. Go-Kit – For evacuation of facility.....	Page 4
8. Facility Preparation – Mitigating your surroundings to minimize damage.....	Page 5
9. Signage – Posting signs around the facility.....	Page 6
10. Neighborhood Resources – Knowing the local area resources.....	Page 7
11. Evacuation & Transportation – Alternate operational sites and transportation methods.....	Page 8
12. Communication – Messaging to your staff and clients & methods.....	Page 9
13. ICS – Standardized Emergency Management System (SEMS).....	Page 11
14. Financing – Knowledge of assets, limitations and obligations.....	Page 13
15. Service Continuation – Ensuring systems are in place to allow for emergency recovery operations.....	Page 14

**Mission** – To ensure that nonprofit and faith-based organizations serving San Francisco’s vulnerable populations are prepared for a disaster; to play a central role in the coordination of these organizations in their disaster preparedness, response, and recovery efforts.