Emergency Operations Plan

CHRISTIAN BROTHERS SERVICES

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Purpose of the Emergency Operations Plan (EOP)

The purpose of this Emergency Operations Plan (EOP) is to provide occupants of this property with resource information and general guidance on managing emergency situations. Every emergency incident or emergent event should be considered dynamic and may include a number of unforeseen variables. It is the intent of this EOP to provide a basic framework of planning, preparedness, response and recovery to help ensure the safety of occupants as well as promote essential emergency management practices that will help promote the continuation of essential services following adverse circumstances.

NOTE: *For the purpose of this EOP, clients, patients, residents, students, scholars, guests and other patrons of this facility's programs (both residential and non-residential) shall be referred to as "occupants."*

While guidance for several different types of threats and perils is specifically addressed in this EOP, the concept of "All Hazards" Emergency Management should be promoted throughout this facility. This can be accomplished by ensuring that appropriate guidance and resource information is available for the specific threats and perils that can most likely impact the property based on an assessment of the facility and the community-at-large.

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Purpose of the Emergency Operations Plan (EOP)

Potential Proximal Hazard	Type of Potential Threat(s)	Proximity to Facility in Miles
Major Roadway / Interstate Highway / Ramp	Elopement, Haz Mat, Supply Disruption	
Fault Lines	Earthquake, Supply Disruption	
Natural Bodies of Water (pond, lake, river, creek, swamp, ocean)	Elopement, Flood, Tsunami	
Major Roadway / Interstate Highway / Ramp	Elopement, Haz Mat, Supply Disruption	
Tunnel / Bridge	Elopement, Haz Mat, Terrorism Target, Supply Disruption	
Wooded Area / Open Field / Prairie	Elopement, Wild Fire	
Mountainside / Gullies / Ravines	Landslide, Wild Fire, Flood	
Volcano	Eruption, Fallout, Supply Disruption	
Man-Made Bodies of Water (canal, retention/ detention pond, fountain, swimming pool)	Elopement, Flood	
Designated Truck Routes	Elopement, Haz Mat	
Railroad	Elopement, Haz Mat	
Airport	Terrorism Target	
Shipping Ports / Terminals	Explosion, Haz Mat, Terrorism Target, Supply Disruption	
Dam / Levee	Terrorism Target, Failure, Flood	
Military Bases/Installations	Explosion, Haz Mat, Terrorism Target	
Underground Pipelines / Gas Lines	Explosion, Haz Mat	
Gas Stations	Explosion, Haz Mat	
Industrial Areas / Distribution Centers / Trucking Terminals	Explosion, Haz Mat, Supply Disruption	
Chemical Plants	Explosion, Haz Mat, Terrorism Target, Mass Casualty	
Nuclear Plants	Explosion, Haz Mat, Terrorism Target, Mass Casualty	
Bulk Fuel Storage / Tank Farms (oil, gasoline, propane, natural gas, etc,)	Explosion, Haz Mat, Terrorism Target, Mass Casualty	
Refineries	Explosion, Haz Mat, Terrorism Target, Mass Casualty	
Sewage Treatment Plants	Haz Mat, Terrorism Target	
Agricultural Processing Plants/Storage Facilities (grain silos)	Explosion, Haz Mat	
Large Public / Private Swimming Pools	Explosion, Haz Mat	
Elementary / High Schools	Law Enforcement Activity	
Colleges / Universities	Civil Unrest, Law Enforcement Activity	
Jails / Prisons / Detention Centers / Courthouses	Civil Unrest, Law Enforcement Activity	
Shopping Malls	Law Enforcement Activity, Terrorism Target	
Stadiums / Sports Arenas/ Convention Centers	Law Enforcement Activity, Terrorism Target	
Other:		
Other:		
Other:		

Emergency Contact Information

Fire Department

Emergency: 911

Non-Emergency: _____

Police Department

Emergency: 911

Non-Emergency: _____

EMS Phone Number: _____

Ambulance Service Phone Number: _____

Poison Control Phone Number: _____

Local Transit System Phone Number: _____

Local Hospital

Name: _____

Address: _____

_____

Phone Number: _____

Local Hospital

Name: _____

Address: _____

_____

Phone Number: _____

Nearest Urgent Care Center

Name: _____

Address: _____

_____

Phone Number: _____

Emergency Dental Care Clinic

Name: _____

Address: _____

_____

Phone Number: _____

Health Department

Name: _____

Address: _____

_____

Phone Number: _____

Fire Alarm System Service Contractor

Name: _____

Address: _____

_____

Phone Number: _____

Emergency Number: _____

Fire Sprinkler System Service Contractor

Name: _____

Address: _____

_____

Phone Number: _____

Emergency Number: _____

Security Alarm System Service Contractor

Name: _____

Address: _____

_____

Phone Number: _____

Emergency Number: _____

Emergency Contact Information

Alarm Monitoring Service

Name: _____

Address: _____

_____

Phone Number: _____

Emergency Generator Service Contractor

Name: _____

Address: _____

_____

Phone Number: _____

Emergency Shelter (Immediate Evacuation Relocation Site)

Name: _____

Address: _____

_____

Phone Number: _____

Emergency Number: _____

Alternate Facility (Long-Term Evacuation Relocation Site)

Name: _____

Address: _____

_____

Phone Number: _____

Emergency Number: _____

Electric Utility Provider

Name: _____

Emergency Number: _____

Natural Gas Provider

Name: _____

Emergency Number: _____

Propane Gas Provider

Name: _____

Emergency Number: _____

Water Utility Provider

Name: _____

Emergency Number: _____

Sewer Utility or Septic / Waste Service Provider

Name: _____

Emergency Number: _____

Landline Phone Service Provider

Name: _____

Emergency Number: _____

Cellular Phone Service Provider

Name: _____

Emergency Number: _____

Cable Television Service Provider

Name: _____

Emergency Number: _____

Internet Service Provider

Name: _____

Emergency Number: _____

Insurance Company (Corporate/Property and Casualty)

Name: _____

Phone Number: _____

Contact: _____

Emergency Claim Number: _____

Corporate Office/ Organization's Headquarters

Address: _____

Phone Number: _____

President / CEO: _____

Phone: _____

Facilities Management: _____

Phone: _____

Regional Director: _____

Phone: _____

Contact Phone Tree

The following contact phone tree hierarchy should be utilized for internal communication and information sharing about an emergency incident.

(Each facility should customize the phone tree to meet their individual requirements.)

1) 9-1-1 or other emergency number as warranted
2) Program / Executive Director
3) Regional Director
4) Corporate / Organization Contact
5) Parent/Guardian/Responsible Party

Insert a copy of updated phone list here

Facility Utilities and Systems / Emergency Shut Down Procedures

Natural Gas or Propane Gas

Number of Gas Meters or Tanks: _____

Location of Shut-Off Valves for Meters or Tanks and procedure to shut off gas (describe):

_____

Areas/Appliances Serviced by Gas: _____

_____

Water / Well / Cistern

Location of Main Water Shut-off Valve and procedure to shut down (describe):

_____

_____

_____

Sewage Treatment / Waste Water Plant

Location of Main System Shut-Off Valve and procedure to shut down (describe):

_____

_____

_____

HVAC Systems

Location of HVAC Units and Control and procedure to shut down (describe):

_____

_____

_____

Electricity

Location of Main Shut-Off Switch / Circuit Breaker Box / Fuse Box and procedure to shut down (describe):

_____

_____

_____

Number of Generators: _____

Location of Generators and procedure to shut down (describe):

_____

_____

_____

Type and Capacity: _____

_____

Fire Alarm System

Control Panel Location:

_____

_____

Location of Pull Stations:

_____

_____

Location of Fire Extinguishers:

_____

_____

Security Alarm System

Control Panel Location:

_____

_____

Other Emergency Systems:

_____

_____

_____

_____

Evacuation Diagrams and Severe Weather Shelter Area(s)

Basement

(Insert diagram illustrating primary and alternate exit routes.)

Evacuation Diagrams and Severe Weather Shelter Area(s)

First Floor

(Insert diagram illustrating primary and alternate exit routes.)

Evacuation Diagrams and Severe Weather Shelter Area(s)

Second Floor

(Insert diagram illustrating primary and alternate exit routes.)

Evacuation Diagrams and Severe Weather Shelter Area(s)

Severe Weather Shelter Area(s)

(Insert diagram illustrating hardened areas of the building. These areas would be used to seek shelter during a storm or similar event.)

The information contained in this EOP is provided as a resource to address emergency situations, crises and other adverse events that may threaten the safety or well-being of the facility's occupants, staff and visitors, as well as negatively impact the organization's ability to function normally. The primary goal of this guide is to provide appropriate information to help ensure safety and to strengthen the organization's ability to operate through and recover from an unusual event.

While it's impossible to anticipate or plan for all emergencies that may occur, it is possible to establish guidelines and practices that can be applied to minimize potential harm to persons and minimize the negative impact that an adverse event can have on the facility or entire organization.

In the context of this EOP, an "emergency" refers to any event that poses a threat to the safety or well-being of persons in the facility or has the potential to disrupt or harm normal operations. Some emergencies are internal while others are external.

Examples of emergencies include but are not limited to the following:

- A fire, flood, storm or other natural event that damages the physical structure(s) of a facility
- An earthquake or other natural disaster that damages the infrastructure of a region such that power, transportation, communications or other essential services are disrupted
- An act or threat of violence against the organization, its property, residents, employees or volunteers
- Serious illness, injury or death of one or more residents or employees
- Loss of communication capabilities (phone, Internet, etc.)
- Police engagement in incidents affecting safety and security of the facility

The key to good emergency planning is to establish easy-to-understand and universally applicable procedures designed to prevent emergencies from occurring whenever possible and/or to prepare staff to respond appropriately when an emergency does occur so as to mitigate and minimize potential harm or damage.

Emergency Evacuation Instructions

Each floor of the facility shall post a diagram (floor plan to scale) illustrating primary and alternate exit routes out of the building along with basic instructions on evacuation procedures. These diagrams may also include the location of fire extinguishers and fire alarm pull stations. Emergency evacuation procedures are to be practiced periodically throughout the year as part of new employee / occupant orientation and as may be required by all applicable codes, ordinances and licensure requirements. In case of fire, flood, explosion or other adverse events that may impact the facility, the fire department and other emergency responders shall be immediately notified.

Pre-designated "re-assembly areas" that are at a safe distance away from the building shall be identified to help ensure occupant accountability following evacuation. Re-Assembly Areas are designated as follows:

Facility's Pre-Designated Re-Assembly Area(s):

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Fire Extinguishers

At least one ABC-type fire extinguisher shall be installed on each floor of the facility and one in each program vehicle. The number of fire extinguishers, type and specific location of installation may be regulated by local codes and licensure regulations.

Staff members should be trained on the proper use of fire extinguishers. All fire extinguishers must be periodically inspected and recharged per manufacturer's guidelines and all applicable codes, ordinances and licensure regulations.

Smoke Detectors, Carbon Monoxide Detectors and Other Fire Protection Systems

Minimally, each facility shall be equipped with smoke detectors and other fire protection system requirements in accordance with all applicable codes, ordinances and licensure regulations. Minimally, one smoke detector shall be placed in each bedroom, hallway and at the top of each stairwell in the facility.

There shall be at least one carbon monoxide detector on each floor and one in the furnace area whenever gas-fueled equipment is installed in the facility.

Local codes and applicable licensure requirements may have stricter requirements. The facility shall comply with the most restrictive requirements.

All detectors shall be checked monthly and in accordance with manufacturer's guidelines. As an additional guideline, batteries in battery-operated smoke detectors should be changed twice yearly when daylight saving time begins and ends.

Additional fire protection systems, including a monitored fire alarm system and/or automatic fire sprinkler system, may be required by other Authorities Having Jurisdiction (AHJ). When these systems are required, they shall be maintained in accordance with manufacturer's guidelines and all applicable codes, ordinances and licensure regulations.

Storage of Hazardous Materials

Hazardous materials and similar substances shall be stored in locked storage spaces and in accordance with the manufacturer's storage guidelines as well as with all applicable local, state and federal regulations. Only authorized staff shall have access to the locked storage area(s) for this type of material. If hazardous materials are transferred from their original containers, substitute containers must be suitable for use and shall be clearly marked with their contents. The facility shall maintain copies of all Safety Data Sheets (SDS) for hazardous materials stored on-site in accordance with all local, state and federal regulations to help ensure that critical emergency information is available for first responders and hospital staff should a spill, leak, release or some type of exposure occur.

Construction and Safety Inspections

Plans for demolition, additions, renovations and new construction at the facility shall be approved by all applicable local, state and licensure authorities to help ensure safety and compliance. Prior to the opening of a new facility, the property shall be inspected and approved by the local fire marshal, health department and appropriate state licensing agencies as may be required. Each facility shall have at least one safety inspection conducted annually by the local fire marshal or qualified fire / life safety professional, along with any other inspections required by applicable local, state and licensing regulations.

Safety Precautions

While common sense should dictate general safety precautions, some require special attention. These include but are not limited to the following:

- The facility shall not maintain any explosives, pyrotechnics, firearms, volatile chemicals or other similar devices or substances anywhere within or near the property.
- No occupant, staff member, volunteer, parent/guardian or visitor shall be permitted to carry any firearm, chemical weapon, other weapon or similar device anywhere within the facility or on the property.
- Workshop tools and power-driven equipment (e.g., lawn mower, snow blower, etc.) shall be maintained and operated in a safe manner and only used by approved staff and volunteers as permitted by regulations and under the direct supervision of an appropriate authority of the facility.
- All occupants of facility-operated vehicles shall wear factory installed seat belts whenever riding in such a vehicle.

The following five sections provide basic principles for governing response in any crisis situation.

Assessment of Risk

The assessment of risk or analysis of potential harm is the examination and evaluation process undertaken prior to identifying an appropriate response or intervention. Steps include:

- gathering all available information
- summarizing the harm characteristics known regarding frequency of harm, type, severity, source and duration
- integrating this information with all previous history
- critiquing previous responses / assessments in consideration of this information (this may mean analyzing previous decisions)

Depending on the circumstances at hand, these steps may have to be carried out quickly and without much forethought.

Risk can be defined broadly as a condition in which there is a possibility that persons or property could experience adverse consequences. In order to accurately assess risk, clear and factual information must be obtained. Once information has been gathered, a person who possesses the most knowledge about the particular hazard in question should interpret the data available and assess the risk in context. Risk assessments should be conveyed to decision makers for determining what action to take in response to the risk the analyst has characterized. Risk assessments typically define risk in terms of the likelihood that an event of a given magnitude will occur at a given location within a given time period and describe the expected consequences that the event will inflict on persons, property and program operations. The specific circumstances surrounding an event should factor into all decisions that are made in the response to the event. In any case, the principal reason for risk assessment and communication of risk is to initiate and direct an appropriate response to an emergency or other adverse event.

Ensuring Safety/Stability

At all stages of an emergency or other adverse event, staff shall:

- Consider the need for immediate action to ensure the safety of those involved
- Consider the safety, protection and welfare of all facility occupants as a priority
- Avoid actions that may cause unnecessary distress to all those involved
- Initiate emergency safety actions as warranted like evacuating the building in the case of a fire or seeking shelter in the event of storm
- Notify everyone in the facility of the emergency by announcing the situation and required response over the facility's intercom or by other appropriate means if mass communication capabilities are not available

Seeking Help

- When an emergency has occurred, immediately contact the appropriate emergency services by dialing 9-1-1 when safe to do so and without hesitation.
- Contact appropriate utility services and system contractors directly when utilities are down and systems are in need of service (see Section I of this guide for emergency contact information).

Communicating

Utilize the facility's phone tree and other communication protocols / capabilities when it is safe to do so (see Section I-C of this guide).

Determination of Damage/Casualties

Just as a risk assessment is completed before or during an emergency or other adverse event, so too should there be an assessment of post-event damages and casualties. The focus of this assessment relates to both the extent of harm incurred and required emergency intervention to help stabilize the situation and mitigate any further harm from occurring.

Note: The American Public Health Association's (APHA) Get Ready campaign has comprehensive fact sheets on specific threats and perils (fire, flood, natural disasters, etc.) to help facilities prepare for a variety of emergencies. This information can be found at aphagetready.org.

The material contained in this guide reflects many of the concepts Illustrated in the APHA fact sheets. These fact sheets can be downloaded, printed out and added to this document for additional guidance.

Additional information is also available at ready.gov.

Fire and Evacuation Procedures

Diagrams depicting floor plans that identify primary and alternate exit routes, the location of fire extinguishers, pull stations and other important safety information, should be posted on each floor within the facility.

Fire/emergency drills must be planned carefully and practiced systematically on a regular basis as well as properly documented in accordance with all local, state and licensure requirements. Intuitiveness and sound judgment in leadership, a clear and serious attitude toward the critical nature of the situation and cooperation among all facility occupants is essential during drills and real-world events.

Frequency of Fire/Emergency Drills

1) At least one fire/emergency drill should be conducted each quarter, or more frequently as may be required by local, state and licensing requirements. These drills should be unannounced whenever possible. Drills should alternate between waking hours and sleeping hours.
2) Additional emergency procedures training, drills and exercises should be conducted on a regular basis, and as may be required to help ensure that the facility is prepared for all types of emergency situations.

Signal(s) Prompting Evacuation:

1) All occupants of the building should be familiar with the sound of alerting devices (smoke detectors or fire alarm system) indicating the need to evacuate.
2) Whenever a signal is initiated, everyone should immediately stop what they are doing, shut off cooking equipment (if possible), leave the facility in an orderly manner and regroup at the pre-designated meeting place.

Evacuation of the Facility

1) It is essential for the facility to be evacuated immediately upon activation of a smoke detector; fire alarm system or the presence of a condition (visible smoke, fire, gas leak, etc.) warranting evacuation. The fire department should be notified immediately or as soon as it is safe to do so at a location outside of the building.
2) Evacuation procedures should be reviewed with all staff on at least an annual basis or in accordance with any local, state or licensure requirements.
3) New occupants should be trained on evacuation and emergency procedures during their orientation process.

Staff Responsibilities During Evacuation:

1) Be alert to any condition which might warrant the use of alternate evacuation routes or procedures.
2) Ensure occupants use the nearest exit when evacuating the building.
3) Ensure accountability by conducting a headcount once the building has been evacuated.

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Fire and Evacuation Procedures

During a fire, initiate the R.A.C.E. Procedure

Rescue	Rescue/Evacuate persons in immediate danger.
Alarm	Pull nearest "pull station" or alert building occupants of the fire.
Confine	Confine the fire by closing doors to isolate the fire and smoke.
Extinguish	Attempt to extinguish the fire only if the first three parts of the R.A.C.E. Procedure have been completed and the fire appears to be manageable.

Evacuation of the building is the main priority. Staff should only attempt to extinguish a fire if the R.A.C.E. Procedure has been initiated and evacuation of the building is underway.

Occupants' (Non-Staff) Responsibilities During Evacuation

1) Recognize the sound of the evacuation signal (smoke detector, fire alarm system, verbal evacuation announcement, etc.).
2) Stop all activities and evacuate the building via the closest exit.
3) Follow directions from facility staff members.
4) Report to the pre-designated re-assembly area outside of the building.
5) Do not go back into the building until the situation has been deemed safe by appropriate authorities (fire department, etc.).

AFTER THE FACILITY HAS BEEN EVACUATED, STAFF SHALL ENSURE THAT ALL OCCUPANTS OF THE BUILDING ARE ACCOUNTED FOR. UPON FIRE DEPARTMENT ARRIVAL, STAFF SHALL ADVISE EMERGENCY RESPONDERS OF ANY UNACCOUNTED FOR OCCUPANTS AND PROVIDE INFORMATION ON THEIR POSSIBLE LOCATION INSIDE OF THE BUILDING, IF THAT INFORMATION IS KNOWN.

Chemical Spill / Environmental Hazards

Overview

Chemicals are typically utilized in some capacity inside of every facility. While some chemicals are safe in small doses, the very same chemicals can be toxic in larger quantities. Chemical exposures typically happen in three ways: breathing chemicals; swallowing contaminated food, water and medication; or directly touching chemicals. While some chemical emergencies can happen inside the facility, others can be the result of an industrial accident impacting the larger environment. As is true for most emergencies, having an emergency kit with appropriate tools is important when preparing to safely respond to chemical spills and environmental incidents. These kits should include items like duct tape, scissors, towels and plastic sheeting to help seal any openings that may allow contaminants into your facility when an incident occurs outside of the facility. The facility should be aware of any chemical plant, refineries, rail lines, truck routes or pipelines that transport toxic chemicals near the facility as identified in Section I.A of this EOP and plan accordingly.

Sheltering-in-Place

Should a large-scale chemical / hazardous materials incident occur within the community, going outdoors or evacuating the facility may be dangerous. In these types of situations, emergency officials may instruct you to shelter-in-place. This means taking immediate shelter wherever you are. It will be important to pre-designate a room or area within the building to seek shelter. A good room would have as few windows and doors as possible, direct connection to a bathroom and located at a high level (if possible) to avoid vapors that are heavier than air and accumulate in low levels. Listen to local radio stations for specific instructions. Close and lock all windows and doors. Turn off heating, air conditioning and ventilation (fans) systems to help reduce potential exposure. Stay inside your shelter location until officials advise that it is safe to return to normal operations.

Symptoms/Response

If someone within the facility is exposed to dangerous chemicals, be aware of the signs and symptoms of a medical emergency. Symptoms may include difficulty breathing, irritation of the eyes, skin or throat, changes in skin color, headache, blurred vision, dizziness, cramps or diarrhea. If an exposure has occurred, immediately call 9-1-1 and request medical assistance. If possible, have the Safety Data Sheet for the chemical(s) available for emergency responders or bring to the hospital for reference.

POISON CONTROL PHONE NUMBER:
1.800.222.1222

Weather - Related Incidents (Tornado / Severe Thunderstorms)

Tornado / Severe Thunderstorms

Tornados are incredibly violent local storms that extend to the ground with whirling winds that can reach 300 mph.

Spawned from powerful thunderstorms, tornadoes can uproot trees and buildings and turn harmless objects into deadly missiles in a matter of seconds. Damage paths can be in excess of one mile wide and 50 miles long.

Tornados can occur in any state but occur more frequently in the Midwest, Southeast and Southwest. They occur with little or no warning.

Severe thunderstorms are violent storms as categorized by the National Weather Service that are capable of producing damaging winds (including tornados), lightning, hail and heavy rain.

Tornado Watch – Atmospheric conditions are right for tornadoes to potentially develop. Be ready to take shelter. Stay tuned to radio and television stations for additional information.

Tornado Warning – A tornado has been sighted in the area or is indicated by radar or by other reliable means. Take shelter immediately.

Severe Thunderstorm Watch – Atmospheric conditions are right for severe thunderstorms to potentially develop. Be ready to take shelter. Stay tuned to radio and television stations for additional information.

Severe Thunderstorm Warning – A severe thunderstorm has been confirmed in the area or is indicated by radar or by other reliable means. Take shelter immediately.

Planning Considerations for Tornados and Severe Thunderstorms

1) Consult with your local emergency management officials regarding the community's tornado and storm warning system(s).
2) Equip the facility with a National Oceanic and Atmospheric Administration (NOAA) Weather Radio that has a warning alarm tone and battery backup. Listen for watches and warnings.
3) Consult with emergency management officials or the National Weather Service office for guidance in designating shelter areas (hardened areas) within the facility.
4) Consider the amount of shelter space you will need. Each adult requires approximately six square feet of space.
5) The best protection in a tornado is usually an underground area. If an underground area is not available, consider:
    a) small interior rooms on the lowest floor without windows.
    b) hallways on the lowest floor away from doors and windows.
    c) rooms constructed with reinforced concrete, brick or block with no windows and a heavy concrete floor or roof system overhead.
    d) protected areas away from doors and windows.

NOTE: *Auditoriums, cafeterias and gymnasiums that are covered with flat, wide-span roofs are not considered safe.*

6) Make plans for evacuating occupants away from lightweight modular offices or mobile home-type buildings. These structures offer little or no protection from tornados and severe thunderstorms.

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Weather - Related Incidents (Tornado / Severe Thunderstorms)

Facility's Pre-Designated Shelter Area(s)

Signal to Move to the Designated Shelter Areas (tornado / severe thunderstorm warning):

1) Take immediate action and direct all building occupants to go to the designated shelter (hardened) areas of the building upon hearing the community's emergency warning signal to take cover (siren, etc.) or receiving information from the weather alert or broadcast TV / radio reports indicating a tornado warning for your area.
2) Advise everyone in the facility to remain calm and move to the shelter areas and sit on the floor and wait for further instructions. If there is no basement, an interior room of the facility away from windows should be utilized. Again, these areas should be pre-designated.
3) Stay clear of all windows, sky lights, exterior walls and large roof spans.

Staff Responsibilities

1) Ensure that all facility occupants have responded to the situation (alert signal or verbal notification) and have relocated to the pre-designated severe weather shelter area(s).
2) If time permits, ensure that all interior doors are closed to provide extra barriers of protection within the building as well as shut off all appliances (stove, oven, washer, dryer, etc.).
3) Remain with all facility occupants at all times until safe to resume normal operations.

Occupants' (Non-Staff) Responsibilities

1) Recognize the sound of the alert (siren, weather radio message, TV / radio message, etc.) and immediately stop all activities.
2) Report to the building's pre-designated severe weather shelter area.
3) Keep calm and refrain from yelling, running and pushing.
4) Follow staff instructions at all times and do not resume normal activity until advised by staff.

In the Event of a Tornado or Severe Thunderstorm Watch

1) Staff shall ensure that the shelter area is equipped with an emergency kit including candles, matches, blankets, water, first aid box, flashlights and battery operated radio.
2) Staff shall ensure that all occupants in the facility are alerted to the current weather conditions.
3) Staff shall monitor the weather alert radio, TV and broadcast radio continuously for additional weather bulletins.
4) Upon receipt of a weather bulletin advising of a tornado warning or severe thunderstorm warning, refer to the instructions for taking cover in pre-designated shelter areas.

After the Storm

1) Evaluate all occupants of the building for injuries and their overall well-being.
2) Seek medical help as necessary. If someone is seriously injured, do not attempt to move the injured party(s) unless they are in immediate danger. Call 9-1-1 for help.
3) Be alert for debris, fallen electrical wires and damaged gas lines. If these types of immediate hazards are identified, evacuate the building. Call 9-1-1 for help.

NOTE: *If the facility is located in a coastal region subject to hurricanes, additional information regarding hurricane response should be added to this EOP and can be referenced in the hurricane fact sheet on the APHA website: aphagetready.org.*

Weather - Related Incidents (Winter Storms)

Staff should monitor the development of winter storms and keep facility occupants updated on changing weather conditions. In preparation for a winter storm, take an inventory of the supplies on hand in the facility (i.e., blankets, jackets, battery-powered radio, extra batteries, food that can be consumed without cooking, water, candles, matches and sufficient sources for heat). Ensure that vehicles are properly maintained, fueled and equipped with emergency supplies. Be prepared to sustain operations within the facility for an indeterminate period of time until weather conditions improve and transportation routes are cleared.

Weather - Related Incidents (Earthquakes)

Earthquake - An earthquake is a sudden, rapid shaking of the ground caused by the breaking and shifting of rock beneath the Earth's surface. This shaking can cause buildings and bridges to collapse; disrupt gas, electric and phone service; and sometimes trigger landslides, avalanches, flash floods, fires and huge, destructive ocean waves (tsunamis). Buildings with foundations resting on unconsolidated landfill, old waterways, or other unstable soil are most at risk. Buildings or trailers and manufactured homes not tied to a reinforced foundation anchored to the ground are also at risk since they can be shaken off their mountings during an earthquake. Earthquakes can occur at any time of the year.

Hazards Associated with Earthquakes - When an earthquake occurs in a populated area, it may cause deaths, injuries and extensive property damage. Ground movement during an earthquake is seldom the direct cause of death or injury. Most earthquake-related injuries result from collapsing walls, flying glass, and falling objects, or from people trying to move more than a few feet during the shaking. Much of the damage in earthquakes is predictable and preventable.

Aftershocks - Aftershocks are smaller earthquakes that follow the main shock wave and can cause further damage to weakened buildings. Aftershocks can occur in the first hours, days, weeks or even months after the quake.

Hazards Associated with Structural Collapse – The following hazards should be considered if an earthquake has caused structural damage to the facility:

- Water system breaks that may flood basement areas
- Exposure to pathogens from sanitary sewer system breaks
- Exposed and energized electrical wiring
- Exposures to airborne smoke and dust (asbestos, silica, etc.)
- Exposure to bloodborne pathogens
- Exposure to hazardous materials (ammonia, battery acid, leaking fuel, etc.)
- Natural gas leaks creating flammable and toxic environment
- Structural instability
- Insufficient oxygen
- Confined spaces
- Slip, trip or fall hazards from holes, protruding rebar, etc.
- Falling objects
- Fire
- Proximity to heavy machinery such as cranes
- Sharp objects such as glass and debris
- Secondary collapse from aftershock, vibration and explosions
- Unfamiliar surroundings
- Adverse weather conditions
- Noise from equipment (generators/heavy machines)

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Weather - Related Incidents (Earthquakes)

Specific Actions Depend on the Damage Caused by the Earthquake – Since an earthquake occurs without warning and the extent of damage including direct or indirect impact on the facility is based on the magnitude of the event, the specific actions that a facility will need to take during any single earthquake cannot be predetermined.

Each facility should invest significant effort in general preparedness and incident management to help ensure that they are ready to respond to an earthquake. In most cases, a decision will need to be made for the facility to either evacuate or shelter-in-place after the earthquake.

Planning Considerations for Earthquakes

- Collaborate with local emergency management officials regarding earthquake preparedness and response expectations during an earthquake.
- Identify safe areas in the facility that will reduce the potential for injury. A safe place could be under or next to a sturdy table or desk or against an interior wall away from windows and bookcases or tall furniture that could fall on occupants. Keep in mind that the shorter the distance facility occupants need to move to safety, the less likely occupants will be injured.
- If the facility is in a seismically active region, ensure that all furniture, appliances and other large items are properly secured in accordance with all applicable requirements to help ensure safety compliance and reduce potential damage and injury.
- Train staff and facility occupants on immediate response procedures to an earthquake including the requirements to either evacuate or shelter-in-place depending on the physical condition of the facility following the earthquake and subsequent aftershocks.
- Conduct regular drills to prepare staff and residents for earthquakes.
- Be prepared to address the psychological impact that an earthquake can have on building occupants and identify resources that can assist with this matter following an adverse event.

Preparation and Drills

A minimum of one drill per month should be conducted in each facility located in seismically active regions and in accordance with all applicable licensure requirements. Ensure that all facility occupants know the pre-designated re-assembly area(s). Ensure that all staff know the location of utility shut-off valves, switches and controls.

During an Earthquake

1) **IF INDOORS**: DUCK, COVER AND HOLD! Duck or drop down to the floor. Take cover under or next to a sturdy desk, table or other furniture. Hold on to it and be prepared to move with the shock wave. Stay clear of windows, fireplaces and heating elements. Don't rush outside. Do not use stairs while the building is shaking. Once the shaking has stopped and it appears safe to move, evacuate the building and report to the facility's pre-designated re-assembly area.

Facility's Pre-Designated Re-Assembly Area(s) After Earthquake:

_____

_____

_____

_____

Do not return into the building until it is considered safe to do so by emergency personnel.

2) **IF OUTDOORS**: Get in the OPEN, away from buildings and power lines.
3) **IF DRIVING**: Stop if it is safe to do so but stay inside vehicle. Do not stop under a bridge, overpass or tunnel. Move vehicle as far as possible out of the normal traffic pattern. Do not stop under trees, light posts, electric power lines or signs.

Continued on page 25

Weather - Related Incidents (Earthquakes)

Staff Responsibilities

1) Instruct occupants to leave building once it is safe to evacuate. If an occupant appears to be injured inside of the building, do not attempt to move them unless they are in danger of suffering additional injury if they are not moved.
2) Direct occupants to report to the facility's pre-designated re-assembly area for accountability purposes. Check for injuries and seek medical assistance as warranted.
3) If safe to do so, shut down utilities (gas, electricity, etc.) to the facility.

Occupants' (Non-Staff) Responsibilities:

1) Stay calm. Follow procedures during the earthquake and subsequent aftershocks.
2) Do not exit building until earthquake has stopped.
3) Refrain from yelling, running and pushing.
4) Regroup in the pre-designated re-assembly area away from all structures.

After the Earthquake

1) Be alert to aftershocks and be prepared to respond appropriately.
2) Do not eat food that has spoiled due to power outages. Do not eat or drink anything from containers that were damaged during the earthquake.
3) Do not use gas or electrical appliances until all utilities have been deemed safe (no leaks, etc.).

Weather - Related Incidents (Flooding)

Preparation

Determine whether your local community has plans or protocols in place in case of flooding and be aware of roads that are in close proximity to waterways so they can be avoided during evacuation. Maintain a supply of emergency provisions in a water-proof container(s) if the facility is located in an area prone to flooding.

Actions in Advance of Flooding

- Listen to the facility's weather alert radio or broadcast TV / radio for important information.
- Move valuable items to higher ground.
- Be aware that flash flooding can occur. If there is any possibility of a flash flood, move immediately to higher ground.
- Be aware of creeks, streams, drainage channels, canyons and other areas known to flood suddenly. Refer to hazards identified in Section I.A.
- Understand that flash flooding can occur in almost any area with or without typical warnings when heavy rains occur.
- If time permits, clean and sanitize sinks and bathtubs with bleach and fill them with water as soon as flood warnings are announced. Stockpiling water in this capacity will provide the facility with an emergency reserve supply of water.

Actions if Evacuation is Required due to Flooding

- Secure the facility. If time permits, and bring outside assets (furniture, equipment, etc.) into the facility and store in high areas.
- Turn off utilities at the main switches or valves if safe to do so. Disconnect electrical appliances. ***Do not touch electrical equipment if you are wet or standing in water.***

Actions to Consider During Flooding

- Do not walk through moving water. Six inches of moving water can make a person fall. If you have to walk in water, walk where the water is not moving. Use a stick or similar item to check the firmness of the ground in front of you.
- Do not drive into flooded areas. If floodwaters rise around the car, abandon the car and move to higher ground if you can do so safely. If your car gets stuck in flood waters, do not open the car door; try to climb out of the car windows, if possible.

After Flooding

- Do not flush toilets until flood waters have receded.
- Take all personal sanitary precautions during cleanup and protect against mosquitos.
- Clean and disinfect any walls, floors or furniture that had contact with floodwaters.
- Upholstered furniture and mattresses should be air dried in the sun and sprayed with disinfectant, if possible.
- Flooded items that cannot be cleaned and dried with 24-48 hours should be discarded.
- Consider engaging a professional cleaning service if exposure / damage is severe.
- Steam clean rugs and replace filters in ventilation systems.
- Be sure the insurance company is notified of events and losses.

Power Outages/Digital Communications Crash

Preparation

As with other emergency situations, be sure to have emergency supplies and provisions in the facility and know how to shut off gas, water and electric supplies at the source. Extended power outages can be life-threatening, especially during extreme weather conditions (cold or heat). Be aware of other facilities in your community that can provide emergency shelter during prolonged power outages or have agreements with other "like" facilities that can provide temporary space during an outage.

During an Outage

- Avoid using power substitutes (gas-powered generators, barbeque grill, etc.) in the facility without adequate ventilation. Use of these items in an unventilated space can lead to carbon monoxide or other poisonous gas buildup. Items like charcoal grills, camp grills, gasoline engines, generators, propane lanterns and similar items should only be used outside of the building.
- Ensure that all water is safe for consumption while awaiting power restoration. If in doubt, do not drink the water.
- Dress appropriately for cold weather and use layering techniques to help ensure maximum warming.
- Do not touch any utility lines if they are down on the ground.

After an Outage

- Do not eat any food in the refrigerator that is warmer than 40 degrees (F).
- Determine if food in the refrigerator / freezer has spoiled. When in doubt, throw it out.
- Make sure your water is clean and safe before drinking or bathing in it.

Digital Communications

Power outages will likely negatively impact your facility's computer systems. If systems have not returned to pre-outage functioning after power is restored, contact your IT provider for service restoration. It is important to ensure that critical computer information is routinely backed up.

Medical Emergency

A medical emergency is defined as an incident in which an occupant exhibits behavior which severely inhibits his/her ability to function and is, by nature, a physical and/or psychological disorder.

In the event of a medical emergency, staff shall make a determination if the occupant is in need of immediate medical assistance. In such cases, 9-1-1 should be called immediately, followed by a call to the attending physician/psychiatrist, the occupant's family and the program director. Staff certified in first aid should offer general first aid and a degree of personal comfort to the occupant in a medical emergency. A staff member should stay with the sick or injured occupant at all times.

Staff should be continuously aware of an occupant's physical or acute behavioral change that might be indicative of a physical or emotional problem leading to a medical emergency. Abnormal changes in activity level, excessive tiredness or sleeping, changes in appetite, extreme mood swings, etc., may indicate an impending problem which could eventuate in a medical emergency.

Emergency Medical Guidelines:

1) Determine the extent of the medical emergency (injury, etc.) without unnecessarily moving the injured party. Begin first aid treatment as warranted. Call 9-1-1, if emergency medical assistance is needed.
2) Staff member not directly involved in first aid treatment should contact attending physician, psychiatrist or dentist as applicable.
3) Transport occupant to emergency room or use EMS services if warranted or directed by attending physician.
4) Contact program director and/or executive director and legal guardian.
5) Take medical information, emergency medical authorization and insurance information to the hospital.
6) Ensure that a representative from the facility remains at hospital with the occupant.
7) Document the incident in an appropriate manner in accordance with the facility's incident reporting procedure.

Medication Errors / Overdose

Emergency Medical Services should be contacted immediately via 9-1-1 for any intentional or acute overdose situations. Staff should be aware of the poison control or similar medical emergency hotlines in their community. These resources should be contacted in any instance of accidental medication errors or overdose involving either prescription or non-prescription medications. Additionally, the occupant's physician should be contacted and advised of the situation.

POISON CONTROL PHONE NUMBER: 1.800.222.1222

Suicide (Suicidal Ideation)

If an occupant should either verbalize or fantasize aloud or in writing about wanting or intending to kill himself or herself, consult and follow state licensing protocols, if applicable. In the absence of such state guidelines, the following protocols are to be followed:

1) In an open area away from others (not in his/her room), directly ask the occupant whether he/she is serious about such threats. Inform the occupant that all such comments about taking one's life are taken very seriously by the facility. Be alert to any physical evidence of potential self-injury (cutting marks, medicine bottles, etc.). Ask the occupant to empty pockets in staff presence and ask if they have anything in their possession that they could use to harm themselves.
2) While occupant is being interviewed by staff, have another staff member conduct a search of the occupant's room and belongings for any self-injurious items; confiscate same.
3) Call for Emergency Medical Services or law enforcement assistance via 9-1-1, if the situation warrants.
4) Contact the occupant's therapist if they are being seen by one.
5) Ensure that the occupant is visible to staff during the ensuing waking hours and frequent bed checks are conducted throughout the sleeping hours. Ensure that all items that could potentially cause self-injury (knives, sharp objects, cleaning products, medicines, etc.) are securely locked away. Again, call 9-1-1 for emergency response (EMS, police, etc.) if the situation warrants.

Suicide (Suicide Attempt)

A staff member must remain at the occupant's side in the event of a suicide attempt and follow these protocols:

- Stay by the occupant and specifically direct an other person by name to call 9-1-1. If staff member is alone, call 9-1-1 immediately.
- Administer first aid and/or CPR as warranted.
- Notify the program director immediately for consultation.
- Call parent/guardian of occupant as soon as possible.
- Contact the occupant's therapist if they are being seen by one.
- After the situation has stabilized, review the incident with the other occupants and staff who witnessed the event.

Threatening Behavior (Bomb Threat)

Compared with other emergency situations, the covert and criminal nature of bombing incidents makes bomb threats an extremely complex problem. Pre-planning is vital to properly address a bomb threat. While most bomb threats prove to be a hoax, each incident must be taken seriously to help ensure a prompt and effective response.

Procedure upon Receiving a Bomb Threat

The person receiving the phone call should attempt to keep the caller on the line and gather as much information as possible using the concepts promoted in the FBI bomb threat checklist (Refer to FBI Bomb Threat Checklist). This includes, but is not limited to the following:

1) Name of caller
2) Exact location of the bomb
3) What the bomb looks like
4) Reason for the bomb
5) Time set for detonation
6) Type of bomb (i.e. package, letter, vehicle, etc.)

After the call has been received, the facility's director shall be immediately notified and informed of the situation. The director shall then make a decision on how to address the threat. If the facility's director is not available, normal lines of authority should be used to determine how the situation should be handled. Police and fire departments should be contacted via 9-1-1 and informed of the situation. Depending on the severity of the situation, they may respond directly to the facility. If the decision to evacuate the building has been made, an announcement shall be made over the PA/ intercom system or by other means and the facility's evacuation procedures should be followed.

All building occupants should be instructed not to touch or move any unusual items that are discovered on the premises following a bomb threat.

FBI BOMB PROGRAM
BOMB THREAT CALL CHECKLIST

Questions to Ask:
1. When is bomb going to explode?
2. Where is it right now?
3. What does it look like?
4. What kind of bomb is it?
5. What will cause it to explode?
6. Did you place the bomb?
7. Why?
8. What is your address?
9. What is your name?

Exact Wording of the Threat:
_____
_____
_____
_____
_____
_____
_____
_____
_____

Sex of caller _____ Age _____ Race _____ Length of call _____

BOMB THREAT QUESTIONNAIRE:
CALLER'S VOICE:

_____ Calm	_____ Laughing	_____ Lisp	_____ Disguised
_____ Angry	_____ Crying	_____ Raspy	_____ Accent
_____ Excited	_____ Normal	_____ Deep	_____ Familiar
_____ Slow	_____ Distinct	_____ Ragged	_____ If voice is familiar
_____ Rapid	_____ Slurred	_____ Clearing throat	who did it sound like?
_____ Soft	_____ Nasal	_____ Deep breathing	_____
_____ Loud	_____ Stutter	_____ Cracking voice	_____

BACKGROUND SOUNDS:

_____ Street noises	_____ Motor	_____ Machinery	_____ Long distance
_____ Crockery	_____ Office machinery	_____ Clear	_____ Animal noises
_____ Voices booth	_____ PA system	_____ Static	_____ Music
_____ House noises	_____ Factory	_____ Local	

Other _____

THREAT LANGUAGE:

_____ Well spoken (educated)	_____ Foul	_____ Incoherent
_____ Irrational	_____ Taped	_____ Message read by threat maker

Remarks: _____
_____
_____
Report call immediately to _____ Phone number _____

Fill out completely, immediately after bomb threat Date: / /
Phone number: _____
Name: _____ Position _____

Threatening Behavior (Active Shooter)

Active Shooter

An active shooter is an individual actively engaged in killing or attempting to kill people in a confined space or other populated area. In most cases, active shooters use firearms and there is no pattern or method to their selection of victims. Statistics show that active shooters work alone a vast majority of the time.

Active shooter situations are unpredictable and evolve quickly. Typically, the immediate deployment of law enforcement is required to stop the shooting and mitigate harm to victims. Active shooters usually continue to move throughout the building or area until stopped by law enforcement, suicide or other intervention.

Follow the steps below when confronted with an active shooter situation:

1) **Get Out**: If there is a safe and accessible escape route, all facility occupants should evacuate the premises using the nearest/safest exit. Upon making the decision to evacuate, do the following:
   - Inform other occupants about the presence and whereabouts of the shooter.
   - Leave all belongings behind.
   - Staff shall account for all occupants and assess whether any individuals are missing or injured.
   - Keep your hands visible and free of any objects so responding law enforcement officers can see that you are not a threat.
   - Follow the instructions of all arriving law enforcement officers.
   - Do not attempt to move wounded people.

2) **Notify Law Enforcement / EMS**

   Information that should be relayed to 9-1-1 as soon as possible includes the following:
   - Your specific location.
   - Address of the facility where the shooting incident is occurring.
   - Location of the active shooter.
   - Number of shooters.
   - Physical description of shooter(s).
   - Number and type of weapons held by shooter(s).
   - Number of potential victims at the location.

3) **Hide Out**: If safe evacuation is not possible, find a place to hide where the active shooter is less likely to find you. The hiding place should:
   - be out of the active shooter's view.
   - provide protection if shots are fired in your direction (i.e., an office with a closed and locked door).
   - not trap you or restrict your options for movement.

Consider the difference between cover and concealment. Cover will protect from gunfire and concealment will merely hide you from the view of the shooter. Choose the best space that is available as quickly as possible.

- Other actions to consider include, but are not limited, to the following:
  - Close blinds.
  - Block windows.
  - Turn off radios and computer monitors if necessary.
  - Silence cell phones.
  - Place signs in the exterior windows to identify the location of injured persons.
  - Keep occupants calm and quiet.
  - After securing the room, people should be positioned out of sight and behind items that might offer additional protection including walls, desks, file cabinets, etc.

Threatening Behavior (Active Shooter)

4) **Confronting the Shooter**:

Actively confronting a violent intruder should be avoided if at all possible. Rather, if unavoidable, engage in disruptive actions that create noise, movement, distance and distraction with the intent of reducing the shooter's ability to shoot accurately. Creating a dynamic environment decreases the shooter's chances of hitting a target and can provide critical time needed to evacuate.

5) **When Law Enforcement Arrives**:

- Attempt to remain calm and follow instructions.
- Avoid pointing, screaming or yelling.
- Put down any items in your hands (i.e., cell phones, bags, jackets).
- Raise hands and spread fingers.
- Keep hands visible at all times.
- Avoid making quick movements toward officers and do not touch the officers (holding onto them for safety, etc.)

6) **Staff Responsibilities Following Active Shooting Incident**:

- Account for facility occupants and notify law enforcement of anyone who is missing.
- Assess the psychological and physical state of facility occupants and notify EMS if medical assistance is required.
- The facility's leadership shall determine the method for informing families of individuals who may have been harmed or affected by the shooter.
- Staff shall complete all state, local and licensure reporting requirements.
- The facility's executive director or designee shall be the only spokesperson to the media or others (attorneys, private investigators, etc.) regarding the incident.

Threatening Behavior (Weapons)

This facility reserves the right to search the bedroom and personal belongings of an occupant if he/she is suspected of possessing items including knives, weapons and other dangerous items deemed inappropriate to have in the facility. If a firearm or other weapon is discovered within the facility, police are to be contacted immediately.

Allegation of Illegal/Fraudulent/Improper Behavior

Any behavior or conduct by staff or facility occupants suspected or alleged to be illegal, fraudulent or improper shall be investigated. The executive director or designee shall be the only person authorized to speak with the media or others (attorneys, private investigators, etc.) should the alleged behavior become more broadly known, particularly if the allegation is substantiated.

Sudden Loss of Key Leadership Personnel

The sudden loss of key leadership personnel can happen unexpectedly and for many different reasons. To avoid being vulnerable to an internal crisis caused by a sudden loss of leadership, the facility should engage in succession planning. Succession planning is the ongoing process of systematically identifying, assessing and developing personnel to ensure leadership continuity for all key positions.

Executing Emergency Transitions

Facilities have a responsibility to be prepared to handle unforeseen situations that threaten the organization's viability. Unplanned, emergency departures sometimes occur as a result of an accident or critical illness. In other cases, an unexpected change in circumstances or sudden termination may be the result of the facility's management. Whatever the reason, there should be written documentation pertaining to critical operating information so that appropriate personnel can transition in on an interim basis and manage the facility efficiently. Important information that should be accessible during a transition in leadership includes but should not be limited to the following:

- Names of banks and account numbers
- Contact information for accountant, lawyer and other key advisors
- Names and contact information for organization's leadership
- Passwords for database and other technology functions
- Copies of all policies and procedures
- Copies of current budgets, financial statements and audits
- Copies of all board and committee minutes (if applicable)
- Copies of incorporation documents and bylaws
- Staff roster and contact information for all employees
- Other essential contact information
- Process for establishing an interim or acting leader

An emergency succession plan should include but not be limited to the following:

- An outline of succession procedures, including timelines for actions to be taken – such as changing signatures at banks, reviewing contracts for renewals, payroll processing, etc.
- A copy of the most current job description for leadership positions.
- A calendar of dates and anticipated activities for the upcoming 12 -18 months including performance reviews, lease negotiations and other administrative activities.

If a member of the leadership team exits abruptly, having easy access to these and similar items can alleviate some of the initial challenges surrounding the departure.

Police Notification for Specific Incidents

The police emergency and non-emergency phone numbers should be posted by a main telephone in the facility. Police should be contacted for the following reasons, including but not limited to:

- Report a runaway or missing person
- Report a burglary, theft or another crime in the facility
- Report a prowler, suspicious person or other danger to the facility or occupants
- Report a robbery or assault on an occupant of the facility
- Report a parent or guardian who removes their child from the facility and/or the child's safety is of concern
- Request assistance with an aggressive and/or violent occupant or family member
- Report a weapon (shot gun, rifle, knife, etc.) on the premises

Internal Communication

Should any of the incidents outlined in Section V occur, after external contact has been made with emergency personnel as appropriate, follow the contact phone tree hierarchy (see Section I-C) in communicating information internally about an emergency or adverse event.

External Communication

Media

In any case where an emergency or adverse event attracts the public and/or media attention, notify appropriate leadership staff immediately. No staff member or other facility occupants are to give interviews or authorization for pictures. The facility's director or designee shall be the only person to represent the facility to external sources.

Family Members

The facility's director or designee shall determine the method for informing families of individuals who may have been affected by an emergency or adverse event.

The goal of recovery from a crisis situation is to return to normal routines, create emotional balance and ensure continuous safety and security within the facility. It is important to take as much time as needed for recovery and provide a caring and supportive environment. Staff should be trained to deal with the psychological impact of an emergency or adverse event that includes initial assessment of the emotional needs of occupants and staff.

Action Steps

Plan for Recovery in the Preparedness Phase.
Determine the roles and responsibilities of staff and others who will assist in recovery during the planning phase of the facility's emergency preparedness program. Experience shows that after an emergency or adverse event, many unsolicited offers of assistance from outside of the facility will be attempted. During the planning phase, it will important to review the credentials of service providers and identify those that will be used during recovery (e.g. restoration companies, service contractors, therapists, counselors, emergency shelters, etc.)

Return to routines as quickly as possible.
Experts agree that the first order of business following an emergency or crisis is to return occupants to their daily routines as quickly as possible.

Focus on the building, as well as people, during recovery.
Following an emergency where physical damage has occurred, buildings and grounds may need repairing. Conduct a safety survey to determine which parts of the facility can still be utilized and develop a plan to repair those areas that are damaged. Work with your insurance provider to properly submit and handle any claims. Keep in mind that all individuals (staff and other facility occupants) impacted by the damaged facility may require special accommodations during the recovery phase (e.g., flexible hours, working from home, relocation assistance, etc.).

Provide assessment of emotional needs of staff, occupants and families.
Assess the emotional needs of all facility occupants and staff to help determine those who need intervention by a psychologist/counselor or other mental health professional. Arrange for appropriate interventions by community-based service providers, if these types of services are available. Appropriate group intervention may be beneficial to facility occupants and staff experiencing less severe reactions to the crisis.

Take as much time as needed for recovery.
Individuals, as well as organizations, recover from emergency or other adverse events at a different pace. Emotional recovery is not linear and may take a great deal of time. After an adverse event, emotional or psychological recovery can be a process filled with ups and downs. Depending on the circumstances surrounding the traumatic event and the emotional characteristics of the individuals involved, recovery may take months or even years.

Evaluate.
It will be important to evaluate all aspects of the emergency or crisis to help determine how factors can positively impact future preparation, prevention, mitigation and recovery efforts. Reviewing and evaluating the recovery efforts in particular helps the facility and organization prepare for future adverse events. Conduct brief interviews with emergency responders, families, teachers (if school was involved), facility occupants and staff. Focus groups may also be helpful in obtaining candid information about recovery efforts. The following are examples of questions that can be asked:

- Which interventions proved most successful and why?
- Which recovery strategies would you change and why?
- Do other professionals need to be brought in to help with future emergencies or adverse events?
- What additional training is necessary to better prepare this facility and the community at large to prepare for future emergencies and adverse events?
- What planning actions will help positively facilitate future recovery efforts?