

An AAHSA Quality First Educational Resource



A Covenant to Achieve
Healthy, Affordable and
Ethical Aging Services

operations, planning
and service delivery series

Updating Your Disaster Plan



**American Association
of Homes and Services
for the Aging**



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**American Association
of Homes and Services
for the Aging**

Our Vision

Advancing Healthy, Affordable, Ethical Aging Services for America

Our Mission

Creating the Future of Aging Services

Updating Your Disaster Plan

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CHAPTER 1

900 YARDS FROM GROUND ZERO

St. Margaret's House, New York City, September 11, 2001

At St. Margaret's House, a well-tended tan brick building in lower Manhattan, half of the apartments overlook the East River, the other half face World Trade Center. Inside St. Margaret's, a senior housing facility, an atrium spills light into a small but beautiful garden. And on this bright September morning, 310 residents—95 percent of them over 75 years old—finish breakfast and begin to meet the day.

Around 8:40 am, St. Margaret's House administrator Joe Breed was beginning a routine meeting with three visiting engineers. "As we sat down to work, a sonic boom ran through my office. Our building rocked," remembers Breed, a 60-year-old ex-military policeman who served in Vietnam. Breed jumped up, grabbed his radio and ran to his emergency control center, behind the reception desk.

St. Margaret's House was 900 yards from the site of a terrorist attack against the United States by hijacked airplanes.

"Looking at the control panel, I can read what is happening in the building. But our panels were clear." The trouble wasn't inside St. Margaret's.

Breed ran outside, where by now a huge plume of flame and smoke was pouring from the twin towers of the 110-story World Trade Center. St. Margaret's House was 900 yards from the site of a terrorist attack against the United States by hijacked airplanes.

Into his walkie-talkie, Breed barked directions to his staff: "Assume your fire stations!" St. Margaret's, like every home for the elderly and disabled, has a written fire plan. "You have practiced it so many times, it's automatic." First concern: keep the residents calm. Dispatch staff to their assigned stations and keep the way clear if residents need to be evacuated. Assess the situation.

But this morning's events unfolded so quickly and powerfully that Breed and his staff members struggled with a new meaning of the word "disaster."

In no time, a river of people was streaming down Fulton Street, escaping toward midtown or attempting to reach the Brooklyn Bridge. Paper and debris from the ripped tower were flying through the air horizontally over Breed and his chief engineer. "It has to be 2000 degrees in there," the engineer said, speculating how much longer the tower could stand before it collapsed.

And then the second plane hit the second tower of the World Trade Center. "Close windows and air systems as fast as you can!" Breed told his staff by walkie-talkie. Twenty or so minutes later the second tower collapsed, the air turned black, and debris tumbled onto the home's atrium skylight.

By the time tower number one collapsed, the streets had turned gray, eerie and empty. One of the things that guided Breed was his gut feeling. "The fire department wanted to do an evacuation and I saw no reason to move the residents," he says.

Many of the elderly residents took scant notice, at least at first. One 85-year-old woman on the 9th floor, calmly sorting papers, received a phone call from her sister in Boston asking if she was all right. "I'm fine," she answered. "Why are you calling?" "Look out the window," her sister replied. The resident hadn't responded to the noise before because, living in New York, she was used to it, says Breed.

People First

"While all this is unfolding there is just some protective device that allows you not to feel it, but eventually you do."

Part of the St. Margaret's disaster plan is an automatic and immediate inventory of residents to find out who is in the building, who's at risk, and who has special needs. Out of 310 residents, only one resident was caught in the thick of the disaster. "She was outside and got caught in the debris of the first collapse," says Breed. "A younger woman next to her shielded her and they held onto a building and felt their way into a restaurant. From there they managed to find an underground passage that brought them close to St. Margaret's."

Another resident, outside in a wheelchair watching the action, was swept away by a well-intentioned bystander—who rolled the resident down the street and uptown to safety. That afternoon, police reported her safe in a supermarket half a mile north.

For the paraplegic and quadriplegic residents, staff started calling their families. "We talked to each resident individually and explained it was either going to be an emergency room or the family home," says Breed. "Everyone in this category left except for two people who managed to stay on at St. Margaret's House with some nurses."

The staff, remembers Breed, was "certainly keyed up. Some cried, others had a delayed reaction. While all this is unfolding there is just some protective device that allows you not to feel it, but eventually you do."

As the residents were being checked on, in came the first victim. An older man who ran a business on Broadway, he was covered in ash. Staff washed him off, tended to his eyes and ears, got him settled and served him coffee. He was the first of dozens of victims, volunteers and rescue workers who used St. Margaret's House as shelter.

Breed set up a medical triage center while the staff fed rescue workers and Army personnel from the dining room. A nurse visited each patient with severe breathing problems; she also called doctors to get some prescriptions filled. About 5 pm, Breed asked all residents to go back to their apartments and stay put.

Facilities and Flexibility

At 6 pm, St. Margaret's House lost its electricity. "And 18 seconds later, our emergency generator kicked on like a dream," Breed says with a touch of amazement. Just two weeks earlier, the unit had been overhauled. "So one of my pieces of advice is to be sure you do that good preventive maintenance."

The surrounding neighborhood was black, but St. Margaret's emergency generator kept working: 30 minutes on, 30 minutes off for a break. While a couple of dozen guests slept in the library, the staff walked a regular fire patrol up and down the hallways. Computers and landline phones were dead; one cell phone worked, intermittently.

As the hours wore on, the staff began to sleep in shifts. Soon St. Margaret's broke out the "heater meals." A heater meal comes in a foil pouch; when steamed, it yields macaroni and cheese and the like.

Moving Back to "Normal"

In the middle of the night, Breed began to see that another generator would be needed and used his one working cell phone to call the mayor's emergency management office. At 3 a.m., he stood at the darkened corner of Pearl and Fulton streets, swinging his flashlight in the prearranged signal. "Out of the pitch black came two engineers from the New York City housing authority," marvels Breed.

It helped greatly, says Breed that he was able to give the engineers the drawings and plans of the building they needed to set up the generator. "We went to the flat files and the electrical drawers and there they were," says Breed. "You need to have organization in such a way that you can put your fingers on the drawings you need." Fourteen hours later a large truck-like generator restored 50 percent of the electricity to the building.

It helped, says Breed, that he was able to give the engineers drawings and plans of the building needed to set up the generator.

With police barricades surrounding the neighborhood and tensions high across the nation, St. Margaret's tried to get back to a semblance of normalcy. Breed says he has always encouraged cross training on his staff, and in the days after the attack on the World Trade Center, that proved a blessing. The program person wasn't there, so the senior bookkeeper did it: organized volunteers from scratch, got them id badges and assignments, and put them to work.

By Day 4, the residents watched movies and had an art class, just as on a normal day. As residents commiserated with guests, another staff member developed job descriptions for those guests: 24-hour housekeeping for toilets and 24-hour provision of food. “If you were a guest who slept here, you also had a job,” says Breed.

Without much communication possible by phone, Breed resorted to other means—his faithful 30-year-old bike. As he visited his wife many blocks away, he gave her information about how things were going at St. Margaret’s House, which she then put on the Web site of Trinity Church, St. Margaret’s sponsor. Faraway families then had an additional way of checking on their relatives and friends. Breed’s wife also gave him a stack of e-mails and notes from families, which he passed on to residents at St. Margaret’s. A communication board was placed in the lobby so residents could receive and give their messages to families.

The bike also proved to be a boon when a delivery truck bound for St. Margaret’s at 2 in the morning was stopped at a police checkpoint many miles north. Breed pedaled through a thunderstorm to meet and escort the truck, and soon staff was unloading eggs, butter, bread and juice to resupply the St. Margaret’s kitchen.

Lessons Learned

Breed had been in combat in Vietnam, and—as a nursing home administrator—had been through two fires. All those years of training paid off, but the hours after September 11 “used every bit of my expertise and knowledge and still left me challenged,” he says.

He passes along lessons learned to those who are trying to prepare for and guard against other disasters down the road. **Post 9/11, staff scrutinizes visitors more. “If you’re bringing brownies, we want to look at them,” says Breed. “For all of us now, there is a feeling of vulnerability.”** “We needed more lanterns than we had,” says Breed, “and another dozen hand flashlights would have helped. We’re looking more carefully at breathing masks now, and I keep a higher stock of rubber gloves and goggles. I’m going to up my supply of heater meals. We will also buy cots and blankets. A special shower for chemical/biological washdowns has been installed at an exit. We hope we will never need this equipment but we now know chances are greater than ever, especially after 9/11.”

But some of other changes have little to do with supply lists. “We tightened up security, I’ve hired more guards, the staff is more suspicious.” The staff now scrutinizes visitors more: “If you’re bringing brownies, we want to look at them,” says Breed. “For all of us now, there is a feeling of vulnerability.”

CHAPTER 2

WHAT TO DO *BEFORE* A DISASTER STRIKES

Unlike Joe Breed of St. Margaret's House in New York City, few managers have faced such horrific events as September 11 and the terrorist attacks against the World Trade Center. Yet the manager of a long-term care facility who has lived through an explosion or flood—and gotten his residents safely through it—knows firsthand the value of a disaster plan as well. Their words of experience can help managers of long-term care centers and nursing homes in a time of heightened awareness and reevaluation of disaster preparedness plans.

Emergency and Disaster: What's the Difference?

While emergencies are life-threatening events that require immediate action (a resident in cardiac arrest, for example), disasters generally involve more people and destruction of property. Depending on where you live, some disasters may be more likely to occur than others. The Northeast is more prone to snowstorms; the Texas coast has seen its share of hurricanes. In terms of specific scenarios, however, the one that everyone is trying to get a handle on now is terrorism, including chemical and biological airborne threats.

“As we have put together our bio-terrorism plans for clients, simple has been forgotten.”

Updating a Disaster Plan Matters More Than Ever

The federal government requires all nursing homes and long-term care facilities to have written, detailed fire/disaster procedures and to train their staffs in those procedures. Fire classes, training on evacuation plans and so forth are nothing new. But dealing with uncertainties like bio-terrorism was scarcely in anyone's disaster plans a dozen years ago.

“As we have put together our bio-terrorism plans for clients, simple has been forgotten. Now contamination of the inside and outside air is a new concern,” says David Hood, fire safety consultant for the Russell Phillips Company. Russell Phillips' specialty is training health care workers and evaluating high-rise health care facilities.

As the scope of potential disasters has broadened, updating the disaster plan for a long-term care facility matters more than ever. “The time to learn what to do in a disaster is before it ever happens,” the saying goes. In addition to making the difference between life and death, a good disaster plan can make the critical difference in keeping one’s business alive through the recovery period after a disaster occurs.

“After 9/11, we looked at our plan and decided it wasn’t adequate,” says Gwen Jones, senior service coordinator of a HUD-subsidized independent living facility in Syracuse, New York. She worked with the manager and maintenance director to do a needs assessment.

“We started with the basic question, ‘Does our plan meet the needs of the people living in our building?’ ” “From that we developed things like floor plans with carefully marked locations for all shutoff valves and a more complete emergency profile sheet for each resident.” The profile includes residents’ special needs and medications, as usual, but also a photo of each of the 131 people who live there. Duplicate copies of the profiles are now carefully stored in back-up locations, and updated frequently.

“These details we worked out after we started with the basic question, ‘Does our plan meet the needs of the people living in our building?’” says Jones.

Establishing Policy and Organizational Structure

Disaster preparedness plans vary with the size, mission, location and complexity of a particular facility. The Abernethy Center, a large United Church Retirement Homes community in the foothills of the Blue Ridge Mountains, contains a continuing care retirement community, assisted living and skilled and intermediate nursing care. Abernethy’s fire and disaster preparedness procedures cover 52 topics, from “Anthrax, How to Handle” to “Use of Volunteers.” The board of directors formally reviewed and approved many policies dealing with such issues after 9/11.

King’s Daughters Court, a HUD facility in Martinsburg, West Virginia, is smaller but its disaster plan contains similar components, from a list of emergency supplies and phone numbers to the locations where residents would gather if an evacuation were necessary. And the King’s Daughters plan has another key ingredient: plain talking. The opening words to staff, for instance, start like this: “Not all emergencies are disasters, but they all require a response from someone. If you are the only person around, then that someone is you.”

Likewise administrator Jeanne Prose’s letter to residents at Warren Glenn Presbyterian Village starts with a calm but straightforward assessment: “Although it is highly unlikely we would be affected here in Warren, Michigan, it is still in everyone’s best interest to be prepared should a disaster occur.”

Developing a Plan for Readiness

A first step in updating your disaster plan is assessment. Identifying the hazards, risks and assets for the plan can change from time to time. If possible, bring in outside evaluators to walk through your facility and assess potential hazards, including assessing the likelihood of disasters that could happen because of your location (nearness to an airport, railroad line, and river or manufacturing facility, for example) or circumstance. As you are updating the disaster preparedness plan, make sure it addresses each such possibility (potential exposure to weather, transportation, power outages, violent acts, etc.).

A second step is identifying potential responses. Risk management involves prioritizing the risks (from freight rail lines and chemical spills) and then developing strategies and responses for dealing with them.

Fire

Fire is an overwhelming, ever-present concern. “We had a fire where one of our residents decided to burn some personal papers,” recalls Joe Breed. “Put them in a rice cooker, lit them and it was out of control. The resident picked it up, ran into the hallway and threw the whole thing into the trash room and slammed the door. These things happen.”

“Fire is an issue that requires a very specific plan,” advises Hood. “Evacuation in a fire is a big difficulty in senior housing and assisted living, perhaps even more so than in a nursing home. In a nursing home, buildings are built with special features, and there is staff 24 hours a day.”

Fire plans—notifying authorities, sounding the internal alarm with a code word, moving residents to safety—work more efficiently when communication works smoothly. “A big part of mitigation is to notify the staff what is happening,” reflects Breed. “In a disaster, everyone has to know what is going on. The first thing they have to do if there is a fire condition is to get traffic flowing and keep the residents calm. Staff can’t do that if they don’t know what is happening and they can’t know what is happening unless you have radios, walkie-talkies or another dependable way to tell them.”

“The first thing [staff has] to do if there is a fire condition is to get traffic flowing and keep the residents calm.”

The fire plan policy also outlines where residents can and cannot smoke, the need to empty ashtrays, prohibition of smoking around oxygen, checking for frayed electrical cords in residents’ rooms, and so forth. Among the most important points to reinforce: manually closing residents’ doors, which has a significant effect on safety.

Other Hazards

On pages 8-10 are sample responses to other hazards, from snow to bombs to heat waves, used by St. Margaret’s House in New York City. Your own list may vary, depending on where you are located and what sort of hazards your environment may hold.

SAMPLE RESPONSES TO PARTICULAR SITUATIONS
St. Margaret's House, New York City

Heat Wave

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Encourage residents to stay indoors. 2. Provide emergency cold water supply in air conditioned first floor atrium and areas. 3. Distribute New York City Heat Wave Guidelines as they are released on web. | <ol style="list-style-type: none"> 4. Post house guidelines: lightweight clothing, a/c, fans, and proper hydration techniques. 5. Monitor frail, "at risk" residents. |
|---|---|

Snow Emergency

- | | |
|--|---|
| <ol style="list-style-type: none"> 1. Call all staff through pyramid alert system. 2. Keep fire exits and front entrance, emergency areas as free of snow as possible. 3. Caution residents about dangers of walking. | <ol style="list-style-type: none"> 4. Discourage unnecessary outdoor trips. 5. Inventory food supplies and REMs (ready-to-eat meals). 6. Inventory oxygen and prescriptions. |
|--|---|

Bomb Threat

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. Call police, provide details: time of call, gender of speaker, approximate age, and accent. 2. Recall language of threat as accurately and specifically as possible and relate to police. 3. Initiate immediate search. 4. Unknown packages, parcels etc. to be isolated for police. <u>Do not touch!</u> | <ol style="list-style-type: none"> 5. Isolate any suspected bomb site areas. 6. Staff to assist authorities with evacuation if requested to do so. 7. Evacuate building under police/fire department orders and instructions. 8. Provide staff traffic control at all exits and entrances. |
|---|--|

Loss of Central Services: Water

- | | |
|--|---|
| <ol style="list-style-type: none"> 1. Contact Dept. of Environmental Protection, Dept. of Health for update/water truck. 2. Retrieve bottled water and place order for additional shipment, fill blue barrels. 3. Place water coolers in atrium with refills. | <ol style="list-style-type: none"> 4. Sanitation water will come from Fulton St. hydrant; drinking water from bottled, potable. 5. Establish an hourly fire watch reporting to emergency center hourly. |
|--|---|

Loss of Electricity

1. Front desk = ECC (emergency command center)
2. Emergency generator will kick in (20 sec).
3. Bring each elevator to first floor; evacuate.
4. Staff each elevator for traffic control.
5. A staff member will post notices on each floor and will instruct/calm residents.
6. Additional staff to staff phone lines.
7. Emergency elevator room to be staffed for monitoring and maintaining equipment.
8. Inventory of emergency generator supplies and order if necessary
9. Administration will work closely with Con Ed.
10. Administration will arrange for backup house generator of major capacity.
11. Notify kitchen and provide emergency light.
12. Inventory portable emergency lighting and batteries and distribute to kitchen, security, maintenance etc. Check kitchen lanterns.

Loss of Heat

1. Front Reception Desk = ECC (emergency command center)
2. ECC staffed by senior staff member.
3. Post notices about heat, hot water.
4. Urge residents to don their sweaters, coats.
5. If night time: stay in bed.
6. If deemed long term, go to relocation plan.
7. Call American Red Cross for assistance.
8. Identify frail and move to first floor spaces where heat may be available: library, wing.
9. Atrium, wing conference rooms and dining room become staging areas for evacuation.
10. Staff will be assigned to escort residents to new settings and will stay with residents.
11. Notifications to families and friends ASAP.

Loss of Kitchen

1. Front desk = emergency command center.
2. Senior staff will be posted at reception.
3. Announcements posted in elevator, resident bulletin boards.
4. Plans for emergency resident meals will be developed.
5. Residents will either pick up meals or have meals delivered to their apartment.
6. Cold meals, sandwiches, fruits, salads and cold beverages will be considered at first.
7. Heater meals (REMs) will be made available.
8. All REMs will be prepared with staff or companion supervision/training.
9. Vendors will be contacted to assist.
10. Provide regularly scheduled bulletins, even if there isn't much news (this discourages rumors from developing).

Loss of Reception Desk

1. By cell phone, contact appropriate service: fire, police, etc.
2. Maintain security of building and fire protection/monitoring.
3. Notify residents through posters and bulletin boards.
4. Fire watch in effect until fire detection equipment up and running again.

Loss of Elevator Service

- | | |
|--|---|
| 1. Elevator company and Fire Department called to evacuate stuck elevators. | 4. Names, telephones and number of residents/guests in each elevator will be recorded in incident report. |
| 2. Senior staff will visually monitor residents in elevator and calmly speak to them, informing them of the actions being taken. | 5. Staff will direct traffic in elevator area keeping area free for emergency personnel. |
| 3. EMS will be called in to examine residents when freed from elevator. | 6. Badge numbers of lead emergency personnel will be recorded in log. |

Community Disaster

- | | |
|---|---|
| 1. Establish staff traffic control. | 10. Suspend all normally scheduled activities. |
| 2. Establish triage center in wing. | 11. Reassign staff to new duties. |
| 3. Organize and place emergency medical equipment, bedding, pillows, charts, markers and easels in triage area. | 12. Screen all walk-in volunteers carefully or simply reject, politely. |
| 4. Notify police, EMS, fire department and local emergency room of triage center. | 13. Encourage residents to return to apartments. |
| 5. Place triage sign at bottom of both ramps. | 14. Provide areas for residents to congregate. |
| 6. Pull wheel chairs, walkers; place in wing. | 15. Keep residents and staff informed throughout the crisis. |
| 7. Assign staff or volunteers to escort wounded to emergency room. | 16. When an Immediate Danger is identified call 911 for appropriate emergency service. Do not hesitate to call 911! |
| 8. Notify kitchen to suspend payments and feed those in need during emergency. | 17. Notify executive director/senior staff. |
| 9. Organize clergy, provide spiritual comfort. | 18. Notify all staff by radio. |
| | 19. Refer to the pyramid phone alert for additional staff or board resources. |

Components of the Disaster Plan

Most disaster plans start off with general information applicable to everyone in the building. Next, duties are broken down into administrative and other department-specific duties as necessary. Key areas like food service, maintenance and engineering have key responsibilities in a disaster, and these should be spelled out.

Assessment

Once a potential disaster is identified, there should be some sort of pre-arranged establishment of a command post. Most important, communicate where the central command post will be. Next, pre-designate who should report to the command post in the event of a disaster.

Obviously, emergency services (fire, police and ambulance) should be there. The person responsible for the building should be there as well as maintenance, engineering and in some cases (depending on the size of the building) department heads.

The next issue is to communicate a plan to the remainder of the staff. Most frequently, staff stays in their normal work area or goes to a designated assembly point where they wait for instructions.

People Knowledgeable in Utilities and Engineering

It is critical that a staff member is always on site, 24 hours a day, seven days a week, who knows how to shut off utilities, how to shut off the gas, how to shut off the sprinklers if necessary, how to get to the emergency generator if it does not come on by itself. There must be clear directions in the plan, and the staff should go through clear walk-throughs about the locations.

Emergency Listings

- ◆ Emergency listings consist of phone lists, storage locations within your buildings and so forth. Updating such lists is critical.
- ◆ Emergency services
- ◆ Transportation
- ◆ Staff, emergency and pyramid
- ◆ Phones inside the residence. Even if the phone system goes down, residence phones may work. Or if there is a police phone in the building, often that will still work.
- ◆ Cell phone numbers

Storage Locations

One of the goals of emergency management plans is for your organization to be able to function for three days without outside assistance. In general, even under the worst circumstances, after three days, emergency resources and personnel are able to get in to help you.

The following things should be on hand in sufficient supply for three days:

- ◆ Dry goods
- ◆ MREs (ready-to-eat meals)
- ◆ Water
- ◆ Extension cords, flashlights
- ◆ Staff needs to know where these items are and have access 24 hours per day so they can be used.

Building Modifications and Considerations

With airborne chemical and biological hazards gaining attention, the National Institute of Occupational Safety and Health (NIOSH) has issued guidelines to better protect buildings of all types. (Protecting Building Environments from Airborne Chemical, Biological, or Radiological Attacks, 2002)

Physical security

- ◆ Prevent access to outdoor air intakes (relocate outdoor air intake vents, extend outdoor air intakes, establish a security zone around outdoor air intakes)
- ◆ Secure return air grilles
- ◆ Prevent public access to mechanical areas
- ◆ Put security measures in place (guards, alarms, cameras) to protect vulnerable areas
- ◆ Isolate lobbies, mailrooms, loading docks, storage areas
- ◆ Restrict access to building operation systems
- ◆ Consider general building physical security upgrades (such as fencing, access points)

Ventilation and filtration

- ◆ Evaluate heating, ventilation, and air conditioning (HVAC) control options and consider adding new options, if deemed necessary.
- ◆ Assess filtration and increase filter efficiency, if deemed necessary.
- ◆ Assess ducted and non-ducted return air systems to minimize mixing between air-handling systems.
- ◆ Consider installing low-leakage dampers to minimize flow of outdoor air into the building when the HVAC system is shut down.
- ◆ Maximize building air tightness.
- ◆ Conduct ongoing training for HVAC maintenance staff.
- ◆ Conduct ongoing preventive maintenance of the HVAC system.

Things not to do

- ◆ Don't permanently seal outdoor air intakes.
- ◆ Don't modify the HVAC system without first understanding the effects on the building systems and occupants.
- ◆ Don't interfere with fire-protection and life-safety systems.

Communication

Says David Hood, "A paging system with a code for disaster can be useful. To get staff together without a specific code and paging system, there is word of mouth, phone calling and use of portable radios. Experience has shown that portable radios are very useful in the case of a disaster."

Establish a relationship with organizations that will let you use buildings as stopover points if an evacuation is necessary. Joe Breed remembers that on 9/11 at St. Margaret's House in New York City, "The first system we lost was the cell phones, because they were jammed with traffic. Then we lost the landlines, then electricity at about 6:00 pm. At that point, the entire grid below Canal Street went black just as the sun was setting. So we literally were thrown into darkness."

Staff members there had walkie-talkies, which helped them communicate internally. Breed says, "Communication in a disaster is so important in getting your organization and residents through. If you cannot communicate, regardless of how well trained your staff is, you cannot deploy them."

The investment in radios is worthwhile. “On 9/11 when everything was falling apart, the radios stood up,” says Breed. “In fact, for the next week, the radios were the main source of communication.”

But communication with the outside world was much more difficult. “Once cell phone service was reestablished six or seven days into the event, we needed additional cell phones, and the city did provide us with cell phones. That was a great help.”

Stopover Points

In making their evacuation plans, organizations should make arrangements for two critical back-up locations:

- ◆ A stopover point
- ◆ Receiving facilities

Establish a relationship with nearby businesses or organizations that will let you use their buildings as stopover points if an evacuation is necessary. A stopover—often a school, church or fire hall—generally has some handicapped accessibility and a large enough area to bring people until you can get organized and determine whether returning to the building is possible. The “stopover point” is a temporary area to make phone calls and eventually get transportation lined up if the evacuation will be long-term.

...the stopover usually is not prepared to deal with residents in a care-facility on a long-term basis, but is a temporary refuge because of the disaster.

“Our stopover points are a Burger King and a McDonald’s,” says Breed. Both are open 24 hours per day and both are within a block of St. Margaret’s House. On 9/11, however, both fast food outlets closed. The residents of St. Margaret’s stayed put because Breed thought it was safer than evacuating.

Of course, the stopover usually is not prepared to deal with residents in a care-facility on a long-term basis, but is a temporary refuge because of the disaster. From that temporary spot, one of two decisions will be made: Either wait out the problem and return to the building, or activate mutual aid. “Mutual aid” involves placing residents with their own families or at similar facilities that provide the same level of care, such as another nursing facility or a hospital.

It is also important to have a list of other facilities with which your establishment has created agreements to transfer residents in the event of an emergency. In an emergency, a receiving facility can clear out the activity room, the dining room, and take maybe 10 percent of its normal apartments or facilities. It is important to have that pre-planned rather than to discuss it during the emergency.

As part of the disaster plan, consider working through what to do if a disaster affects someone else. (That is, agreements between nearby facilities in the event of a disaster.)

Another consideration is what to do about staff that have families of their own. “If there is a disaster, many times staff are required to stay at the facilities. But if the staff members are asked to work, what about their immediate families? Who takes care of them?”

Shelter-in-Place

A new term in the days of terrorism threats, “shelter-in-place” simply means staying inside—where you are—and not evacuating to another location.

Shelter-in-place refers to remaining indoors when there is an emergency situation involving chemical or hazardous material release. Local authorities generally will decide when shelter-in-place is appropriate and will notify the community. When such a notification comes:

- ◆ If residents and staff are outside, get them inside quickly.
- ◆ Close and lock doors and windows leading to the outside.
- ◆ Activate building ventilation/air control system control plans (see page 10). During a chemical or biological attack, turning off all ventilation is important.
- ◆ Seek shelter in an internal room, preferably one without windows. This protected area reduces the chances of being exposed to toxic vapors.
- ◆ Shelter-in-place usually is envisioned as a matter of hours, not days. Local authorities would provide follow-up directions.

Testing the Plan: Practicing for the Unexpected

The plan is a source of information, but in most disasters, there is no time to refer to the written plan. The immediate, life-saving procedures in the plan must already be ingrained, learned from repeated practice, reviewed and updated over time.

Staff Training

Disasters don’t happen at scheduled times. Employees may be outside their areas, families may be visiting, back-up plans may be interrupted. Observes Breed, “What got us through 9/11 was the training that was embedded in the staff. We have a plan, but we never went to read the plan on that day. On that day is too late. The event unfolded with such drama that it sucked us all in.”

Training of course varies depending on whether the facility is a nursing home, continuing care or housing facility. “I have 12 staff members and 310 residents at St. Margaret’s,” says Breed. “At a nursing home where I worked, we had 303 residents, and about 310 staff members. The training differed greatly between the two. The training was much more demanding in the nursing home because of the Department of Health regulations and hospital code that we ran under.”

Breed spends two days a year going over the disaster plan, working with staff and making necessary changes. “There are no two years, for example, where our fire plan is the same,” he says. “You rewrite your plans to reflect changes and then train to those changes.”

Equipment

A staff should never confront a fire using the equipment for the first time. They should understand the equipment and be able to use it when the need arises. Breed says, "One of the first orders of business when I came to St. Margaret's was to take the staff out to the garden and practice using the fire extinguisher." A fire extinguisher has a sound, look and feel to it, and each type of fire extinguisher reacts somewhat differently. So practice helps. Breed also taught the staff how to use the standpipe with the hose.

A Briggs videotape for nursing assistants, *Disaster Preparedness in Long Term Care*, shows several practical role-playing training activities for staff: in one simulated situation, a staff member stands in a patient's room holding a poster on which the word "fire" is written. As the "alarm" goes off, a staff member comes in to assist; the patient carefully exits the room and closes the door on the way out.

Involving Residents in the Disaster Plan

One important aspect to work into the training, say experts is the residents themselves. Senior citizens in a long-term care facility are even more vulnerable to the effects of a disaster. Because of their age, reflexes may be slower, or the senses of sight and smell may be diminished. Changes in vision require increased lighting. During an evacuation, for instance, they may become disoriented more easily or move more slowly.

So a disaster plan takes such factors into account. Helping residents prepare should also balance valid concerns and details with simplicity and common sense. At Eberhart Place, a low-income senior community in Austin, Texas, resident service coordinator Bettyray Lawrence uses a Q&A format in its plan, which is included in the resident resource directory. Written simply, it says if a fire starts in a resident's apartment, "Pull the emergency cord...leave the building, but do not try to take any personal belongings...just yourself."

"For a disaster and evacuation plan to be successful... educate all residents in a way they understand."

At Warren Glenn Presbyterian Village in Warren, Michigan, administrator Jeanne Prose's disaster letter to residents concludes, "Most important, try to remain calm. Many of you have lived through far more perilous situations."

Indeed. In Arlington, Virginia, a professor teaching a class titled "The Fundamentals of Terrorism" flashed a slide of Pearl Harbor, reeling from the air strike that pushed the United States into World War II. "There were many historical lessons to learn and we simply didn't do our homework," the professor said. Becoming more aware and planning better can reduce America's chances of being caught by surprise again.

The twist on this class? It was designed especially for senior citizens and was offered by the Arlington Learning in Retirement Institute. One of the ways to combat fear is knowledge, and the lecture covered the many faces of terrorism, the current proliferation of terrorist groups and potential responses.

The advance planning can cover the smallest of details. The Eberhart plan in Texas, for instance, anticipates various needs of residents, advising them that if they should be directed to a Red Cross shelter, animals other than working animals (seeing eye dogs) are not allowed. Eberhart helpfully includes a “pet preparation form” so residents can make advance plans with kennels or helpful neighbors. Eberhart also provides each resident with the Red Cross brochure for disaster preparedness for seniors (“Disaster Preparedness for Seniors by Seniors”).

“We have residents who cannot read English or Spanish,” says Eberhart’s director Lawrence. “Indeed, we have residents who speak different Asian dialects. So for a disaster and evacuation plan to be successful, there is the necessity to educate all residents in a way they understand.”

In Syracuse, New York, service coordinator Gwen Jones says, “When we were revising our plan, we talked to the seniors about what you need to do in a disaster. “They had lots of questions, such as how great is the threat? Do I need to be vaccinated against something? It eased their minds to talk them through these things.”

Involving the Community in the Disaster Plan

Jones then took disaster planning to an even wider group, involving businesses, churches, local health agencies and neighbors in working through best responses. “If we had a flood, the Red Cross would come in with a team and provide blizzard packs [emergency food kits], but we went a step beyond that,” she adds. She got written commitments of help: a nearby Burger King promises a meal if a disaster affected the facility, a drugstore promises expedited temporary supplies of medications, and veterinarians promise residents with pets that the animals can get a free exam and stabilization after a disaster. Churches provided flashlights, batteries and slippers to stock the emergency supply closet.

Eberhart helpfully includes a “pet preparation form” so residents can make advance plans with kennels or helpful neighbors.

When Your Plan Has Been Updated

Be certain to maintain contacts with the fire department, the police department and emergency preparedness agencies. All these departments will be necessary if something does happen, particularly if there is an evacuation. Also, let these departments know that you have a plan, and provide them with a copy of the plan.

CHAPTER 3

WHEN DISASTER STRIKES

When Disaster Affects People

Disastrous situations sometimes involve threats or actual bodily harm to people. These situations could be the result of damage to an organization's office or program facility. If a disaster occurs it could affect several types of essential people — staff, volunteers, clients and outsiders on whom the organization depends, as well as visitors.

Scenario

If you live in one of the colder regions of the country, it is not far-fetched to have a sudden, unpredicted snowfall that can paralyze transportation and public services. What if half your staff is stranded in the office, unable to leave for home? One person is diabetic and has only two doses of insulin with him. There are only a few snacks left in the kitchen, no real meals, and the lights suddenly go out. The streets are snowbound and deserted, the office has no heat and no elevator, and the phones are dead.

Picketers outside your clinic have been threatening your patients for days. Tensions are getting high as the picketers demand attention to their cause. The risk of potential violence is increasing. One of your patients gets into an angry altercation with a picketer and becomes injured. Should you close the clinic down to avoid any additional problems? How will the publicity, issue of public safety, and loss of revenue affect your organization?

Your staff has been asked to work late for the past couple of weeks to complete several projects.

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One of the staff members was robbed at gunpoint when she left the office at 9 p.m. Staff members are afraid and concerned for their safety.

Preparation

- ◆ Establish and document procedures for evacuation of facilities in case of various types of emergencies — fire, flood, explosion, etc. If certain staff, volunteers, or clients have special physical needs or have medical conditions requiring special attention, make sure someone is assigned to help these people as needed. Consider a buddy system to ensure that everyone gets out. Make sure everyone knows how to find at least two escape routes.
- ◆ Consider whether the location of your facilities and the types of risks to which you are subject warrant keeping evacuation equipment such as window ladders, smoke hoods, or decontamination equipment on hand.
- ◆ Some of your staff should be trained in first aid and be familiar with how to properly use a fire extinguisher.
- ◆ Advise people where to go during and after a disaster and how to let others know they are safe.
- ◆ Have information about counseling services readily available for those who need them.
- ◆ Practice evacuation procedures.
- ◆ If you are in an area prone to tornadoes and/or earthquakes (special cases because of their extreme severity and suddenness), instruct everyone where the best shelter is located and how to get there quickly. Consider designating an alternate shelter location as a backup.
- ◆ Within reason, know where your staff and volunteers are at all times in case of disruption of communications or travel; a sign-in/sign-out sheet is a good idea. Know how to reach a family member or friend of each staff member and volunteer. Consider setting up a “telephone tree” for quickly contacting everyone.
- ◆ Have adequate insurance coverage.

Prevention

Many of the things listed in other sections also relate to this section. Some of these will not prevent an incident from occurring, but may prevent it from becoming a disaster for the organization.

- ◆ Install fire and burglar alarms, sprinklers, non-water fire suppressants in computer rooms, locks on doors (control who has keys), etc. Remember that most alarms depend on a functioning electrical supply and may fail to operate if the power is out. Consider battery-operated alarms as backup.
- ◆ Maintain safety equipment and periodically test to make sure it is operating properly.

- ◆ Cross-train your staff and volunteers so that every job in the organization can be performed by at least two people.
- ◆ Be aware of community efforts to provide services and coordinate with public safety people.
- ◆ Have your insurance agent arrange for a loss prevention specialist to visit your facilities and make suggestions for ways to prevent problems.
- ◆ Regularly inspect facilities used by organization personnel (including volunteers, clients, and visitors) for obvious safety or security hazards. These include such things as loose rugs, broken railings, slippery floors, tripping hazards such as small objects on stairs, improperly stored flammable or toxic materials, frayed wires, missing fire extinguishers, blocked escape routes, burned-out lights, broken locks, doors propped open that should be closed, or chained or bolted doors that should open.
- ◆ Consider instituting an organization policy about how many key people are permitted to fly on a single airplane. Your insurance company may require this.
- ◆ Impress on staff and volunteers the importance of being aware of anything unusual or threatening, and make sure they know to whom they report such concerns.
- ◆ Pay attention to forecasts of bad weather or civil disturbances, and to threats — however vague. Consider whether getting people out of harm's way is advisable.
- ◆ For those who frequently travel abroad, consider subscription services that will provide travel alerts and advisories concerning security and political conditions.

When Disaster Affects Operations

Disasters that affect operations include such problems as dismantled communications; sustained interruption of telephone, E-mail, or mail delivery services; power failure and the lack of necessary supplies.

Scenarios

An organization has its annual meeting and international trade show in three days, and the staff just found out that the city's airport is closed due to labor strikes. All flights in and out are cancelled, so not only are the shipments for exhibits delayed, but most attendees cannot get there either. Eighty percent of the yearly budget is generated by the joint event. In addition, cancellation or even a delay will result in huge expenses that cannot be recouped. Surely this will have a major impact on operations.

In light of recent events, consider the case of the museum whose CFO was unexpectedly called to active military duty. The museum's old bookkeeper had retired and a new one hadn't been found.

Meanwhile, an audit was set to begin shortly, and the financial records were nowhere near ready.

Unfortunately, the audit report had been promised to be in the hands of the museum's most important, and most difficult, donor at the end of the month.

Most organizations are totally at the mercy of their utility providers. When the phone company suffers damage to its cables or a wind storm brings down power lines, there are few options other than to wait until service is restored. Hopefully, these occurrences are infrequent and short-lived; but as we have seen, they can last for days and even weeks.

Preparation

Being prepared for many types of disasters is sometimes easier than you think. It involves such reasonable and attainable things as staff training, backup databases, awareness of weather conditions and a commitment to maintaining a well-stocked inventory. The following guidelines will help your organization be prepared if a disaster affects its operations.

- ◆ Cross-train your staff and volunteers so every job in the organization can be performed by at least two people.
- ◆ Maintain a secure off-site location for document storage. This can be a public storage facility or even someone's home. Consider having the off-site location a considerable distance away.
- ◆ Keep adequate supplies for the changes in weather conditions and rotate your supply of perishable items and batteries.
- ◆ Have a list of two or more suppliers for things you may need just before or after disaster strikes.
- ◆ Learn who to call if disaster strikes and have someone maintain a list of numbers for emergency personnel.
- ◆ If operations need to be transferred to another location, have a temporary staff housing facility in mind, if necessary.
- ◆ Be aware of the resources and services available in the community — particularly who coordinates disaster action plans and how and where they do it.
- ◆ If your organization's programs or resources include the ability to assist others in need, have an outline of what you can do to help others in the event of hurricanes, fire, floods, etc.

Prevention

Unfortunately, there is often little that can be done to prevent these kinds of incidents from happening. However, good preparation will help to prevent them from becoming disasters. It is important to remember that prevention includes confirming that the appropriate personnel know the proper procedures.

When Disaster Affects Facilities

Disastrous situations include circumstances that create concerns for the functionality and physical security in your office as well as at outside facilities and event locations.

You must also pay particular attention to issues relating to equipment and supplies. All of these can potentially impact the organization's ability to conduct business or carry out its purpose at that location.

Scenarios

Think about the following dilemma a chief executive recently faced. The deadline for submission of a major grant proposal was a week away. The grant writer was finishing her report but needed a key piece of information located in the charity's office. Ordinarily, this would not be a problem. However, the building was completely inaccessible pending hazardous materials cleanup, and that process was expected to take at least 10 days.

Many nonprofits have had to face problems with a meeting site or event venue. There are untold numbers of stories about hotel lobbies and meeting rooms under a foot or two of flood water, or roofs blown off in hurricanes, or fires in kitchens just before the banquet guests are due to arrive. Then there are the sudden major phone system or power failures that can take anywhere from hours to days to restore.

Sometimes the problems are indirect but just as devastating. While an association's building was fortunate to escape an earthquake with only minor damage, the building next door is leaning against it and threatens to collapse. Or, a major portion of the gas station across the street lands on a school's roof after the station's storage tank explodes.

Preparation

- ◆ Arrange for backup operational facilities to be available if needed. These should include office space, space for your programs (medical facility, concert hall, classrooms, etc.) and equipment.
- ◆ Have a plan for moving personnel, critical equipment and supplies to the backup facility.

- ◆ If you have “must save” items (e.g., the museum’s most famous paintings), be sure key people know what and where such items are and someone (and a backup) is designated to try to save such items from imminent damage.
- ◆ If clients normally come to your location to receive services, plan how you will notify them of a new address if your facility is damaged.
- ◆ Inform staff of how they should react if facilities or personnel are threatened with protests, vandalism, etc. Procedures will likely differ depending on whether the protesters are outside or already inside the facility, and exactly what appears to be threatened.
- ◆ If your facility uses natural gas, know where the main shutoff valve is and how to close it.
- ◆ Have adequate insurance coverage.

Prevention

- ◆ Take reasonable steps to assure that facilities being considered for purchase or currently owned or leased are of sound construction. Hiring a structural engineer to examine an existing facility and make recommendations for improvements may be appropriate.
- ◆ Try as much as possible to avoid locating facilities in places known to be at excessively high risk for earth movement or flooding — e.g., on floodplains, on faults, etc.
- ◆ Install fire and burglar alarms, sprinklers, non-water fire suppressants in computer rooms, locks on doors (control who has keys), etc. Remember that most alarms depend on a functioning electrical supply and may fail to operate if the power is out. Consider battery-operated alarms as backup.
- ◆ Have sufficient portable fire extinguishers on hand. Check them periodically to make sure they are in operating condition.
- ◆ If your activities are of a higher-risk nature such as providing health care, working with young children, using hazardous substances, or taking controversial public positions on issues, consider employing guards and requiring identification cards for all persons having access to your facilities.
- ◆ Allocate adequate resources to maintenance of equipment and facilities so the risk of accidents, mechanical breakdowns, etc., is minimized.
- ◆ Have your insurance agent arrange for a loss prevention specialist to visit your facilities and make suggestions for ways to prevent problems.
- ◆ Make sure contracts with hotels, conference centers, and caterers include appropriate language regarding substitution of facilities and cancellations that protect your organization’s interests.

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When Disaster Affects Finances

Financial disaster relates to negative circumstances surrounding fund-raising, donor relations, short-term cash needs, and investment management. A factor in having a financial disaster is the accompanying publicity — reported both accurately and inaccurately — and its potential harm or benefit to the organization's reputation.

Remaining aware of potential liabilities and mitigating your risk are essential and possible with the judicious use of insurance.

Scenarios

Your development director has informed you that subsequent to the events of September 11, 2001, contributions have fallen to two thirds of their normal level.

The consultant she discussed this with said this is a nationwide phenomenon for organizations uninvolved in relief work. She does not expect the trend to change for some time. Almost all of your budget is funded by contributions, so this could be a financial disaster.

The three-year grant you received from a foundation last year is about to be rescinded because the grantor has decided to redirect its resources. The grant is the sole funding source for one of your programs, which occupies extensive space rented under a long-term lease.

The stock market declines and the value of your reserves falls. Interest rates are also lower, and the income derived from investments, which is a critical source of revenue, is cut by 60 percent.

During the past month, one of the more radical tenured faculty members at your university has made a series of public statements in support of a terrorist group. Subsequently, five major donors have cancelled their pledges. In addition, three faculty members (one a Nobel Prize winner) are threatening to resign if he is not fired at once.

Preparation

- ♦ Plan and arrange how you would obtain short-term emergency cash if most revenue were to cease for a time. The source might be a line of credit at a bank, a standby grant from a local foundation, or assurances from a couple of your wealthier board members that they will help out in a crisis.

- ◆ As part of the annual budgetary preparation process, develop and have approved a prioritized list of activities or programs that will be cut (a contingency budget) in case certain revenue levels are not met or unanticipated expenses are incurred. This will permit the organization to react quickly should the need arise.
- ◆ Designate a primary (and backup, in case the primary is unavailable) person to communicate with the public via the media regarding publicity. Be sure that all others know they are not to make any public statements; rather, they are to refer all inquiries to the responsible spokesperson.
- ◆ Memorize your attorney's telephone number for advice and counsel. You need to act quickly, but not without reviewing the potential consequences of your actions.

Prevention

- ◆ Establish, communicate, and update organizational policies regarding such things as discrimination, harassment, theft of organization property, misuse of organization assets, libel and slander, and improper financial arrangements with suppliers, clients, and other personnel.
- ◆ Make it clear to all staff and volunteers that the above things will not be tolerated and that sanctions will be imposed if such activities are discovered — even once.
- ◆ Consider periodic staff training regarding such matters.
- ◆ Develop and disseminate procedures for confidential reporting of acts of discrimination, harassment, theft, kickbacks, or other illegal activities. There should be at least two designated channels for such reporting in case one is the subject of the complaint.
- ◆ Have internal accounting controls in place to reduce the chance that you will be the victim of fraud.
- ◆ Do thorough background checks on staff and volunteers who have contact with children (be careful — there are legal and privacy issues here; consult your attorney about what is acceptable under state and federal law).
- ◆ If personnel operate vehicles or potentially dangerous equipment on organization business, make sure they are properly trained, licensed, and insured. Have your attorney review your activities to identify possible areas of legal exposure; update as required.
- ◆ Have your tax advisor review for possible areas of exposure to taxes or penalties.
- ◆ Your CPA does some review of your internal accounting controls routinely as part of every annual audit and will make recommendations for improvement if warranted; pay attention to these and implement them. Discuss whether a full review of your internal controls may be warranted.

Spillover (Indirect Effects)

This section refers to indirect effects resulting from problems affecting other people or organizations. Think of it as second hand disaster, or disaster once removed.

Scenarios

Most of the major members of your trade association are now in financial difficulty due to a shutdown of their operations pending new safety measures. This is followed by sharply reduced demand for their products, due to the general economic downturn. Membership, your primary source of operating funds, is down markedly. Volunteers are leaving the board and committees because they are no longer employed in the industry.

Your landlord is in financial trouble, and unbeknownst to you, he stopped paying his utility bills months ago, even though you paid your rent in full. You just found out that electric power and water supply to the building is about to be turned off.

A major flood of the Mississippi River has washed out bridges and caused major ground transportation delays.

The imprinted items you ordered from a supplier in Colorado for your annual convention in New York are stuck on a truck somewhere in the Midwest and will not make it in time for the event.

Preparation

Cross-train your staff and volunteers so every job in the organization can be performed by at least two people.

Establish and document procedures for evacuation of facilities in case of various types of emergencies — fire, flood, explosion, etc. If certain staff, volunteers, or clients have special physical needs or have medical conditions requiring special attention, make sure someone is assigned to help these people as needed. Consider a buddy system to ensure that everyone gets out. Make sure everyone knows how to find at least two escape routes.

Arrange for backup operational facilities to be available if needed. These should include office space, space for your programs (medical facility, concert hall, classrooms, etc.), and equipment.
Have a plan for moving personnel, critical equipment, and supplies to the backup facility.

If clients normally come to your location to receive services, plan how you will notify them of a new address if your facility is damaged. Inform staff of how they should react if facilities or personnel are threatened with protests, vandalism, etc. Procedures will likely differ depending on whether the protesters are outside or inside the facility, and exactly what appears to be threatened.

Prevention

As before, some of these types of things cannot be prevented from happening, but following the suggestions in earlier sections and these offered here will often prevent these events from becoming disasters for the organization.

Whenever possible, use multiple sources for needed supplies, equipment, and outside contract personnel; have a backup source identified and on notice. Maintain adequate inventory of important items.

CHAPTER 4

WHAT TO DO *DURING* A DISASTER

During a disaster, a facility's response activities kick in: control the negative effects, initiate the disaster plan, assess the damage, communicate and put liaison plans into effect. While much of this was captured in Chapter 1 with Joe Breed's experiences at St. Margaret's House on 9/11 in New York City, he has summarized his checklists here:

Practical Checklists

Step One

- ◆ Notify all staff: what I am witnessing.
- ◆ Radio staff: assume fire stations.
- ◆ Request staff census and positions.
- ◆ Order first floor traffic be kept moving.
- ◆ Urge staff to calm residents, guests, companions, as needed.

Step Two Inventory - Residents

- ◆ Request resident census.
- ◆ Establish how many residents are away.
- ◆ List those with special needs.
- ◆ Call those families of quadriplegic and paraplegic residents to suggest alternative living arrangements.
- ◆ Staff to receive heavy telephone traffic.

Step Three - Response Activities Routine Change-up Order

- ◆ Food free on request for residents and visitors.
- ◆ Kitchen to ration, cut portions served.
- ◆ Telephones to be made available to public.
- ◆ No geographic limits set on calls.
- ◆ Private lines to be kept free for incoming.
- ◆ Residents requested to retire to apartments!

Inventory – Communications

- ◆ Number of radios with staff.
- ◆ Number of radios charging.
- ◆ Plan for rotation later in day.
- ◆ Number cell phones and staff with them.
- ◆ Record numbers, names and distribute later.
- ◆ Call board president - left message.
- ◆ Locate off-duty staff.

Inventory - Supplies

- ◆ How many days food for 350?
- ◆ How much water - fill barrels?
- ◆ How much bottled water on hand?
- ◆ How many Heater Meals on hand?
- ◆ Medical supplies on hand?
- ◆ Blankets, pillows, cots?
- ◆ Pull lanterns, flashlights, batteries.

Reactions Experienced

- ◆ Residents remain quiet, calm.
- ◆ Aides more agitated, tearful, confused.
- ◆ Staff - calm, engaged with disaster routines.
- ◆ Street: cars, trucks gone, waves of people.

Disaster Preparations Continue

- ◆ All regularly scheduled events cancelled.
- ◆ Dining room serves to all residents and community members.
- ◆ Begin contacting staff not on duty.
- ◆ All accounted for!
- ◆ Tell staff to stay home and wait instructions.
- ◆ Order mechanic to check roof top generator.

Systems Check

- ◆ Run generator through test run.
- ◆ Check supplies for generator: oil, etc.
- ◆ Run check on all major systems: mechanical, plumbing, electrical, fire.
- ◆ Check out elevator equipment.
- ◆ Man the elevators for traffic control.
- ◆ Inventory battery supply, get additional.
- ◆ Monitor emergency panels.

- ◆ Monitor boiler electrical panel: okay.
- ◆ Check pumps, water flow, and sewage: okay.
- ◆ Check jockey pump and sprinklers: okay.
- ◆ Check gas system: okay.
- ◆ Do not turn on ventilation systems.
- ◆ Keep doors, windows closed.

To Evacuate or Not?

- ◆ Plans reviewed for “shelter in place.”
- ◆ Conditions suggest not evacuating.
- ◆ Residents urged to remain indoors, some want to go shopping, or to doctor!
- ◆ Residents are urged to contact families.
- ◆ Families begin to pick up those “at risk.”

Healing the Mind

- ◆ Scheduling visits - for staff and residents with mental health practitioners.
- ◆ Weekly meetings with psychologist.
- ◆ Initially, group sessions with the option of individual counseling.
- ◆ Other social events that provide the opportunity to discuss and recall, a very strong instinct.

The Big Picture

- ◆ Remain calm, if at all possible.
- ◆ Speak deliberately, clearly and repeat commands twice, then always ask for acknowledgement.
- ◆ Recall routines, begin sequencing events.
- ◆ Remain very flexible and agile in thinking.
- ◆ Collect information voraciously!
- ◆ Trust your training, experience and intuition.

- ◆ No two disasters/fires are ever the same. Each is a dynamic, changing organism.
- ◆ Disasters & fires unfold in stages.
- ◆ Attempt to anticipate next several stages.
- ◆ Assure staff when they exhibit doubt.
- ◆ Overcome denial in self and others.
- ◆ Rehearse procedures and review plan.

If Evacuation is Ordered

- ◆ Follow police, fire, Red Cross directives.
- ◆ Notify Trinity Church/St. Paul's Chapel.
- ◆ Acquire alternate space for residents.
- ◆ Call Red Cross to arrange for emergency transportation, bedding, feeding, comforting and emergency housing, if necessary.

Communication

- ◆ The front door reception desk becomes the Emergency Control Center (ECC).
- ◆ Announcements will be posted in the elevator and on resident bulletin boards.

- ◆ A communications board will be established for e-mails, Web and cell phone messages for staff and residents by the elevators.
- ◆ Trinity Church Web page will be updated.
- ◆ Resident Reported Missing
- ◆ Search the resident apartment.
- ◆ Inquire of all neighbors on resident floor.
- ◆ Search all stairwells from twenty to cellar.
- ◆ Canvas atrium, wing, library, garden.
- ◆ Contact known community friends, family.
- ◆ Call local hospital, canvas neighborhood.
- ◆ Call police with age and full description.
- ◆ Resident/Family/News Media
- ◆ ED is *only* spokesperson, or senior staff.
- ◆ All press releases, etc. to be approved.
- ◆ Employ Red Cross notification system if mass communication is required.
- ◆ Assign staff to organize and call resident families and significant others.

CHAPTER 5

WHAT TO DO WHEN AND AFTER DISASTER STRIKES

If the board and staff have done the appropriate prevention and preparation work, the organization should have a plan ready to implement when a disaster strikes. Although the actions an organization should take will vary from situation to situation, there are some steps that every organization should take immediately when a disaster strikes, soon after the incident has ended, and later — after things have calmed down a bit.

Immediately

- ◆ The main rule of thumb is to be concerned about people first and property second.
- ◆ If the incident threatens bodily harm, get your staff, volunteers and visitors to safety; then worry about saving things. Should you call the fire department before or after exiting the building? Probably after, but the rule here should be to use your judgment, as no two scenarios are exactly alike. You can probably call from your cell phone as you run down the stairs; but that is if you had time and thought to grab the cell phone. Where and how severe is the fire? How fast is the water rising? Is the mob outside the building hostile or merely noisy? Is the mob already inside the building? Is the electricity still on? What you do if you are on the second floor might be different from what you do on the 12th or the 32nd floor.
- ◆ Also, if you have taken the important preventive and preparatory steps discussed earlier, you do not have to worry about the office equipment. It is insured; you have a backup plan for getting operations restarted; copies of important data are stored off-site.

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- ◆ If the disaster involves negative publicity about your organization, one person — presumably the board chair or chief executive — and only one person should handle all communications regarding the matter, and then only after consultation with counsel and public relations experts. This includes contacts with the media, donors, the public, the police, your volunteers, and your staff. Until sufficient information is available, no public comments should be made at all, except to acknowledge obvious facts (yes, we have been told that the man has been arrested) and to state that no comments will be made until more facts are available. An immediate top-level meeting is essential to plan the organization's response; get your attorney and someone with public relations experience involved.
- ◆ Get a copy of the disaster recovery plan you prepared and begin to follow it.

Soon

- ◆ Implement the operational plans you have for getting your organization functioning again.
- ◆ Deal with issues of staff and volunteer morale. Counseling may be in order for those who are suffering from fear, depression, anger, or other emotions.
- ◆ Notify clients, staff, board members, volunteers, suppliers, and others where and when activities will resume.
- ◆ If the disaster is one affecting a wide area, and if your organization's programs or resources include the ability to assist others in need, consider what you can most readily do to help others most affected.
- ◆ Arrange for mail, telephone, fax, and E-mail service to be restored or rerouted to the new temporary location.
- ◆ Get the backup copies of your computer files to the backup facility you have arranged, and immediately make new backup copies.
- ◆ If some of your staff (or volunteers) or their families have immediate extraordinary needs for medical care, counseling, financial support, insurance claims, etc., after the disaster, do what is feasible to help.
- ◆ Obtain the replacement supplies and equipment that you need.
- ◆ If the office or other facility needs repairs and cleaning up, get this under way. This will need to be coordinated with insurance companies and your landlord.
- ◆ Notify appropriate insurance agents or companies so claims can be filed.

If additional losses after a disaster result from looting or vandalism, also notify police.

Later

- ◆ Implement plans for recovering financially; a special “disaster recovery” fund-raising drive might be appropriate. Perhaps some local foundations, the United Way or your local government will help. Even if grants are not in prospect, low-interest loans might be.
- ◆ Develop and disseminate informational materials dealing with how the organization has suffered a blow but is on the way to full recovery. Coordinate this with the previous item.
- ◆ Rethink the current budget and modify those for the future year(s).

CHAPTER 6 GETTING BACK TO “NORMAL”

After a disaster— and almost at the same time people are responding to it—staff must restore essential services, meet the physical and emotional needs of residents and try to resume normal operations. “What happens during this time often determines whether a facility stays in business or not,” says Mike Plunkett, risk management consultant.

Joe Breed, manager of St. Margaret’s House (close to the World Trade Center), recalls, “After 9/11, the entire infrastructure of lower Manhattan was burned out. All of the cabling had to be removed, all the electrical work and telephone lines.” The physical aftermath of the disaster lasted about a year, as St. Margaret’s existed in a construction zone. The vast majority of the residents stayed, however, enabling the facility to keep its business intact and financially stable.

After a disaster—and almost at the same time people are responding to it—staff must restore essential services meet the physical and emotional needs of residents and try to resume normal operations.

Plunkett says one thing that helps in recovering from a disaster is having a pre-arranged “short list” of contractors and architects who will do the necessary work on short notice. A second thing that helps is being aware of mandatory code changes that have to be accommodated during any rebuilding.

Such all-consuming concerns have to be dealt with at the same time the facility is keeping its residents calm and satisfied with the services they are receiving. Plunkett recalls that after California earthquakes, he dealt with several companies simultaneously. “One company recovered much more quickly than others did,” he remembers. “Why? They had a pre-arranged agreement with an architect, who was able to start work almost right away. They did not lose the business that other facilities did. They kept right on going.”

Plan Maintenance: Adapting the Plan to Changing Circumstances and Needs

Disasters are living organisms. “9/11 took many directions,” says Breed, “and as it turned out, most of our preparation and phasing met most of the challenges it presented us.” Still, he spends two days a year reviewing the plan with outside consultants and making changes even today. “With regard to the physical plant,” says Breed, “our team always finds a minimum of one page of changes that must be implemented within 30 days to keep our facility at a point where we are doing everything we can to prevent fire and to save lives.”

As facilities renovate, managers also are looking at new kinds of changes. With bio-terrorism threats still present, some managers are considering providing a shower close to an exit/entrance, so that contaminated people could wash off before coming in the building.

Others are considering where their air handling equipment and vents are located, and better ways of controlling access. Increased security measures, from key card access to relocation of office staff’s visual oversight, are becoming more common.

While many of the changes after a disaster have to do with the physical plant or with day-to-day processes, Breed cautions not to forget the people side of the picture. “When we were going through it [9/11], I was sort of numb. In fact later on I asked a psychologist, ‘Why am I not feeling anything? Is this normal?’ The psychologist said it was totally normal...it was a defense that our bodies create to get us through something that seems so unbelievable.”

Increased security measures, from key card access to relocation of office staff’s visual oversight, are becoming more common.

Even many months after the 9/11 disaster affected his building, Breed continued to invite a psychologist to visit and be available to residents and staff once a week. “You don’t know how strong the emotions are still there, waiting to come out in some way, for the staff or the residents. Some people talk it through and other people get through it in other ways, but the important thing to remember is that eventually, you do go on.”

APPENDIX A CHECKLIST OF LISTS

If flood waters were rising in your building and residents were calmly evacuating, would you be able to put your hands easily on your volunteer contact list, your source list of emergency cash, and your public safety contacts? Here's a handy "checklist of lists" to assemble before you might ever need such lists. Remember to update the lists on a periodic basis, perhaps once a month or quarter, or each time Daylight Savings Time changes.

- ◆ Banking information, including sources of emergency cash
- ◆ Computer contacts (repair, backup of records, temporary systems if needed, Internet service providers)
- ◆ Consultants and advisors (clergy, psychologists, lawyers)
- ◆ Contractors and architects
- ◆ Directions/routes to medical centers, auxiliary recovery sites, churches
- ◆ Insurance contacts
- ◆ Media contacts
- ◆ Public safety contacts (fire, police, Red Cross)
- ◆ Service and repairpersons (electricians, plumbers, telephone company, moving companies, truck rental, companies, truck rental,
- ◆ Staff contact list (including home phones, cell phones, e-mail)
- ◆ Suppliers
- ◆ Volunteer contact list (including home phones, cell phones, e-mail)

APPENDIX B CHECKLIST OF POLICIES

United Church Retirement Homes, Inc. has comprehensive policies on many aspects of disaster planning. This may cover more details than smaller establishments need, but may also prompt new thinking for you and your staff:

- ◆ All Clear Announcement
- ◆ Anthrax
- ◆ Assembly Areas
- ◆ Auxiliary Roster
- ◆ Available Keys
- ◆ Bomb Threat
Plan/Procedure
Checklist/Recording
- ◆ Call-in Staff
- ◆ Chain of Command
- ◆ Communications
- ◆ Disaster Agreements
- ◆ Discovery of Major/Minor
Incident
- ◆ Drills and Drill Record
- ◆ Electrical Loss Procedure
- ◆ Emergency Equipment
- ◆ Emergency Medical
Supplies
- ◆ Emergency Phone
Numbers
- ◆ Evacuation
- ◆ Exits
- ◆ Extinguishers
- ◆ Facts of Diseases
- ◆ Fire Department Procedures
- ◆ Firefighting: classes, safety,
alarm, regulations, smoking
- ◆ Floor Plans
- ◆ Handling Biological Agent
Threats
- ◆ Hospital Notification
- ◆ News Media
- ◆ Orientation
- ◆ Power Failure
- ◆ Prevention
- ◆ Procedures-Hurricanes
- ◆ Procedures-Severe Weather
- ◆ Pull Stations
- ◆ Resident Roster
- ◆ Restriction of Visitation
- ◆ Roster of Emergency Numbers
- ◆ Safety R&R
- ◆ Special Job Assignments
- ◆ Suspicious Packages
- ◆ Traffic Control
- ◆ Vehicle Removal
- ◆ Volunteers

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APPENDIX C

PHYSICAL DISASTER PREPAREDNESS

Following is a compendium of the preparedness items that are particularly relevant to physical disasters requiring a rapid response (fire, flood, etc.). It is recommended that you use this list to check that you know and are prepared to do what has to be done right away when such a disaster strikes. Additional details related to some of these are in earlier sections of this booklet.

- ◆ If you are in an area subject to severe weather conditions such as blizzards or floods that may strand personnel or visitors in your facility for several days, have adequate emergency supplies on hand.
- ◆ Rotate the supply of perishable items so that the supply is kept fresh.
- ◆ Maintain a list (see Appendix A, page 37) of at least two suppliers of things you may need just before or after a disaster strikes, such as plywood to board up windows, sandbags, shovels, food, trucks, etc.
- ◆ Get to know your local public safety people — police, firefighters, emergency medical personnel.
- ◆ Know where at least two nearby medical facilities and two public shelters are and how to reach each of them by at least two different routes.
- ◆ Establish and document procedures for evacuation of facilities in case of various types of emergencies — fire, flood, explosion, etc. If certain staff, volunteers, or clients have special physical needs or have medical conditions requiring special attention, make sure that someone is assigned to help these people as needed. Make sure everyone knows how to find at least two escape routes.
- ◆ Consider whether the location of your facilities and the types of risks to which you are subject warrant keeping evacuation equipment such as window ladders, smoke hoods or decontamination equipment on hand.
- ◆ Some of your staff should be trained in first aid and be familiar with how to properly use a fire extinguisher.
- ◆ Advise people where to go during and after a disaster and how to let others know they are safe.
- ◆ Practice evacuation procedures.
- ◆ If you are in an area prone to tornadoes and/or earthquakes (special cases because of their extreme severity and suddenness), be sure that everyone knows where the best shelter (and a backup) is and how to get there quickly.

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- ◆ If you have “must save” items (e.g., the museum’s most famous paintings), be sure key people know what and where such items are and that someone (and a backup) is designated to try to save such items from imminent damage from fire, flood, vandalism, etc.
- ◆ If your facility uses natural gas, know where the main shutoff valve is and how to close it.

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APPENDIX D SAMPLE DISASTER PLAN AND INFORMATION KINGS DAUGHTERS COURT

This information appears in the Resident Handbook for Kings Daughters Court in Martinsburg, West Virginia. It is provided here to give you an idea of how some communities prepare for disasters and emergencies.

In Case of a Disaster – A Message to Residents

Types of disasters include fire, flood, earthquake, and explosion. Although emergencies like loss of heat, water, or electricity are not considered "disasters," one or more of these may accompany any disaster. Plan how you will exit the building if the elevators are not working. Being prepared for emergencies can reduce the fear, panic, and inconvenience that surrounds a disaster.

Check for Hazards in your Apartment

During and right after a disaster, ordinary items in your Apartment can cause injury or damage. Anything that can move, fall, break, or cause fire is a hazard. Check for items such as bookcases, hanging pictures, or overhead lights that could fall in an earthquake or a flood and block an escape path. Keep electrical appliances and water spigots turned off until service is restored.

Have Emergency Supplies on Hand

- ◆ Flashlights with extra batteries
- ◆ Portable radio with extra batteries
- ◆ First Aid kit and manual
- ◆ Emergency food and water
- ◆ Nonelectric can opener
- ◆ Essential medicines
- ◆ Cash and credit cards
- ◆ Sturdy shoes
- ◆ A warm blanket
- ◆ Umbrella for bad weather

Emergency Provisions at KD Court

Kings Daughters Court has stockpiled 100 gallons of drinking water for use during an emergency. Management also has food storage available through the Congregate Meal Program.

Evacuation Plan

In an emergency, do not leave the building unless you are told to do so by Staff or Emergency Personnel. The Fire Department will decide who to evacuate and when to do it. Remember, during a disaster, the elevators may not be working.

We have a plan for exiting the apartment and evacuating the building. Everyone should know where the designated exit is located, and how to get there from your apartment door. All Residents in upper floors should use the East Stair Exits located at both ends of the hallway outside the East Elevator. Lobby Floor Residents should use the Exit at the end of their Apartment Hallway to get to the Resident Parking Lot. Please make sure you know how to get to these Exits from your apartment.

In an emergency evacuation, our primary gathering site is the Kings Daughters Court Resident Parking Lot across Spring Street from our building. As soon as you leave the building, go to the Resident Parking Lot, unless you are told by staff or emergency personnel to go someplace else. Someone will be there to mark you present and accounted for.

Overnight Accommodations

If evacuation requires staying out of the building overnight or other lengthy time period, Kings Daughters Court has an arrangement with St. Joseph's Catholic School (the old Clock Building) at the corner of Queen and Stephen Streets.

Emergency Plan for Kings Daughters Court

This is the emergency plan that is distributed to staff.

All KD Court Staff should be responsible for:

- ◆ Recognizing and reporting an emergency
- ◆ Warning others in the area
- ◆ Taking security and safety measures
- ◆ Having a current tenant list identifying those needing assistance with stairs
- ◆ Evacuating safely

Supplies on Hand

These supplies will be stored in the small refrigeration equipment room located in the kitchen next to the east exit door (across from the Tunnel). The following supplies will be maintained there for use in an emergency.

These items will be inventoried on the first day of every month by a staff member assigned to do so.

- ◆ Seven (7) flashlights with extra batteries
- ◆ One small portable radio with extra batteries
- ◆ One first aid kit and manual
- ◆ One hundred (100) gallons of bottled water
- ◆ Nonelectric can opener
- ◆ Current copy of tenant list identifying those needing assistance with stairs
- ◆ Other items that will be needed in case of a disaster emergency
- ◆ Food (Use normal supplies of food stored in kitchen.)

Assigned Staff Duties

Tenant List

A current tenant list will be maintained by Cheryl Burke. The list will be marked with circles around the apartment numbers of those residents who require assistance to evacuate the building during an emergency. The list, with markings, will be copied and distributed to every staff member on a regular basis. Five copies will be stored with the emergency supplies.

Supplies Inventory

A monthly inventory report will be conducted by Shawn Prak. It will be due on the first day of each month. Any supplies that have been used or are missing will be reported to the manager for reordering. Emergency supplies will be stored in the old refrigeration equipment room in the kitchen.

Emergency Food Supplies

Donelene Honaker is responsible for maintaining emergency food supplies. Normally, our usual supplies on hand will be adequate. Special menus that do not require electricity will be maintained and posted in the emergency supply room.

During A Disaster

Fire Department Personnel will make the decision to evacuate the building. Once they have assessed the situation, they will decide on the plan of action, whether to fight the disaster or evacuate the building or just certain floors.

If an EVACUATION is ordered by emergency personnel, staff members that are available will perform the following duties:

1. Someone to implement the disaster plan, assign tasks, make decisions, and communicate with emergency personnel. This is the "Incident Commander."
2. Someone to watch all the exits of the building to make sure residents go to the correct gathering area.
3. Extra people to help notify residents of evacuation.
4. Someone with a current tenant list to go to the gathering area to meet residents and check off their names.

Assigned Staff Duties During an Evacuation

Although these duties are assigned to certain personnel, all staff members must know all the duties in case some staff are away from the building. On weekends and evenings, the night manager will have to decide who to call and what steps to take in order of importance and according to the circumstances.

Incident Commander

The MANAGER is designated as the Incident Commander ("IC"). All staff members need to be ready and able to act as the IC in case the manager is not available at the time of the "Incident." The first staff member on the scene will function in every capacity until help arrives.

- ◆ The IC is responsible for communicating with emergency organizations and emergency personnel in order to determine what actions are needed. If a DISASTER is declared, the IC will oversee the disaster plan by assuming command and coordinating all relief efforts.
- ◆ The IC will decide (along with emergency personnel) if an evacuation is necessary.
- ◆ The IC will provide the emergency personnel with a copies of the Resident List stored with the emergency supplies.
- ◆ The IC will determine which staff members are needed and assign duties.
- ◆ The IC will decide (along with emergency personnel) when the emergency is over.

Parking Lot Monitor

The night manager is designated as the parking lot monitor. (This duty could be reassigned by the Incident commander or IC, especially in a case where the night manager is the only staff member present, and, therefore, he is required to serve as the IC until others arrive.)

In an emergency evacuation our primary gathering site is the Kings Daughters Court parking lot across Spring Street from our building.

(There are two other areas that can be used if, for some reason, our parking lot cannot: The bank parking lot across King Street from the front of our building, and the library parking lot across Queen Street from our building. It is the job of the IC to change the meeting place if necessary.)

The parking lot monitor will be in the parking lot directing traffic from the building to the parking lot. He will use his copy of the tenant eergency lst to check off names of tenants as they arrive.

Evacuation Procedure

Note: Even though the fire department will have a copy of our emergency procedures in their files, they will probably not have a copy with them, so we must let them know that we have a plan and what it is.

1. Determine if more staff help needs to be summoned.
2. Incident commander, with emergency personnel, determines if evacuation is necessary.
3. The five emergency copies of the tenant list (marked to show those residents who need help) are given to the fire department to use.
4. Inform the fire department where our residents are to meet and which exit to use. The Kings Daughters Court parking lot is our planned meeting place unless otherwise directed by the IC.
5. Emergency personnel (usually the fire department will perform the actual door-to-door evacuation. Ideally there should be a team of emergency personnel for each of our five floors. They will go door-to-door and inform the residents how to exit the building and where to go once they have exited the building. They will also help those who require it (marked on their copy of the emergency list of residents).
6. During a fire, flood, explosion, or earthquake, the fire department will decide whether it is safe to use one or both of the elevators to evacuate.
7. If stairs are used, all residents should be directed to the southeast stairway, which is the exit closest to the Kings Daughters Court parking lot. These stairs are located next to apartments 117, 221, 321, and 417 on their respective floors. The lobby floor evacuation route is through any of the exits at the rear of the building, up the ramp onto Spring Street, and into the Kings Daughters Court parking lot.
 - 7a. If the IC decides to use the bank parking lot residents will exit the building using the stairway at the northeast corner of the building. This stairway is located next to apartments 113, 217, 317, and 413 on their respective floors. Lobby floor occupants will exit the building by the main entrance.
 - 7b. If the IC decides to use the library parking lot residents will exit the building using the stairway at the southwest corner of the building. This stairway is located at the rear of the chapel on the first floor, next to apartments 201 and 301 on second and third floors respectively, and outside the solarium on the fourth floor. Lobby floor residents will use the exit at the west end of the main lobby corridor.
8. The parking lot monitor marks off residents' names as they arrive at the parking lot.
9. The IC will decide, along with fire department, when the emergency is over and safe to go back into the building ...OR... The decision will be made to move the evacuated residents to St. Joseph's School for lengthy or overnight accommodations.

Contact numbers for St. Joseph's School are:

Church office	267-4893
Rectory	264-8947
School office	267-6447
Convent	267-2608

General Instructions to All Staff

Not all emergencies are disasters, but they all require response from someone. If you are the only person around, then that someone is you.

Fire Alarms

According to the Martinsburg Fire Department, residents of Kings Daughters Court should remain in their apartments. The fire fighters will tell you if you have to leave your apartment or leave the building.

NOTE: If the fire is in an apartment, the resident should leave immediately and go to the nearest lobby area. Remain there so you can inform fire fighters what is going on.

Also remember that during a fire emergency, the elevators will not operate.

Electricity Outage

The electricity in the building can be interrupted by a traffic accident, fire, or weather disasters. During an electrical outage, all apartments will be without heat and lights. Stove, refrigerator, and other electrical appliances will not be operable.

The emergency generator will begin operating automatically whenever there is an electrical outage. The generator will keep the hallways heated and lighted. The east elevator will be operating. (This can be switched to the west elevator by emergency personnel with a key). The main lobby will be the warmest place in the building. Some special emergency outlets (colored orange) in the dining room will allow us to make hot coffee or soup.

Water Outage

We will have an emergency supply of water on hand at all times. Additional supplies can be provided by the city water department or purchased from Wal-Mart.

Hot Water Outage

Very little can be done to provide temporary hot water. It is important to contact repair services as soon as the outage is discovered to avoid unnecessary down time. The same holds true for elevator breakdowns, and trash compactor breakdowns.

Disaster Recovery

Building Repairs and Replacements

An emergency phone list is distributed to all staff members. The list will be updated as needed by the manager. The list contains businesses with which we currently deal, some have signed contracts.

Computer Repair and Replacement

Regular backups of all HUD and financial data will be kept by the manager, at least weekly, and stored away from the building.

Until computer hardware can be replaced, we will switch to a paper accounting program. Receipts and deposits will be kept on paper until computers are up and running again.

Kings Daughters Court
116 East King Street
Martinsburg, WV 25401
(304) 263-3325
Fax (304) 267-2102
WV TTY/TDD (800) 982-8771

Emergency Contact List

Number	Contact
911	All potentially life-threatening emergencies.
263-1330	Central Dispatch (911) for Non-Emergencies
264-1000	City Hospital
264-2111	Fire Department for Non-Emergencies
264-2100	Police Department for Non-Emergencies
263-1345	FEMA (Fed. Emergency Mgmt Agency), Steve Allen
(800)255-3443	Electric Co., Allegheny Power
(800)458-0332	Elevator Maintenance, Thyssen-Krupp Elev. Company
(800)834-2070	Gas Co., Allegheny Gas Maintenance
267-8596	Cleaning, Manuel Washington
262-8941	Cleaning, Personal Touch Cleaning
(800)846-5403	Dish Washer Maintenance, Hobart Corp.
274-2754	Electrical, Heating & Air-conditioning (LDH Elec.)
(703)667-6860	Exterminating, Paramount Pest Control
(800)544-4679	Fire Alarm System, Simplex
263-8436	Heating & Air-Conditioning (Large Units), Greenfield's
(301)739-6111	Hot Water Heat Exchanger, Fridinger-Ritchie Co.
267-8989	Insurance Company, Mid-Atlantic Group
267-8632	Locksmith, MaxLock
267-7042	Plumbing (Apts mostly), VE Mauck
274-2723	Snow Removal: Tink's Excavating
(301)797-5858	Sprinkler System, HUB City Sprinklers
(800)451-7512	Water Softeners, Stoner Enterprises

Personnel

263-6695	Robert Shroyer
263-4130	Cheryl Burke
263-5903	Shawn Prak
262-4060	Jim Brumbaugh
262-2923	Jim Campbell

Commercial Leased Areas

263-9299	Kunkle & Associates, John & Tammy Kunkle
267-7702	Berkeley Co. Parent Teacher Resource Office, Carol Tamara
229-3308	Stepping Stone Cottages, Karen Berry
263-4882	Beauty Shop, Crystal Smallwood

St. Joseph School

267-4893	Church office
264-8947	Church rectory
267-6447	School office
267-2608	Convent

APPENDIX E SAMPLE MEMO TO RESIDENTS KENDAL AT OBERLIN

Kendal Memo

Date: February 13, 2003

To: Residents

Cc: Department Heads

From: Barbara Thomas, Executive Director

RE: Emergency Preparedness

The power outage in Oberlin during the early hours of February 12 brought many calls to the Stephens Care Center. While very definitely caused by wind and winter storms, it was not surprising that residents had fears given the current national security alerts. This memo is intended to assist you in knowing how Kendal has planned for unexpected disasters. Every department is equipped with a Disaster Manual located in an easily accessible location. A Staff Emergency Team is identified for contact at all times. In addition, there is a complete list of community emergency resources identified that we would call on in Lorain County. Our plans cover a wide array of emergency events including fire, tornado, bomb threats, resident search, etc. Residents are briefed on safety and security in the Resident Handbook under Section III, pages 5-13. You may want to review what is powered by our diesel-powered emergency electrical generator. The generator performed perfectly for our 7.5 hour emergency on 2/12/03.

I have been in contact with Tom Kelly from the Lorain County Emergency Management Agency for his suggestions on guidance to our residents. For years, they have provided a four-page general summary of emergency preparedness items for man-made, natural or technological emergencies. A complete copy may be secured by request to the receptionist. I have summarized key items in view of your home being at Kendal with many resources in place.

Important Papers: If you use a computer for personal identity papers, be sure you have back-up and hard copies that can be accessed as needed.

Secure such paper work that can prove your age, citizenship, marital status, property owned, and debts and assets. Securing paper copies is prudent preparation.

Food, Water and Other Staples: Kendal keeps on hand a supply of paper products and food that would allow us to serve simple meals for 10 days. We have also secured storage for a 3-day drinking water supply based on one gallon per person per day. It is reasonable that you store an additional limited supply of water in your unit as an extra precaution. Having a reasonable supply of canned goods on hand is reasonable as well, despite our supplies at Kendal.

Equipment and Tools: Often during severe weather, emergency supplies are needed. You can be assured that Kendal emergency staff would respond immediately once an emergency is known. However, it is reasonable that you have on hand such items in limited quantity if a resident must take quick action. I'm sure you have had this kind of preparation wherever you have lived.

- ◆ Hammer and nails, screwdrivers, glue, rope, wire and twine
- ◆ Duct tape and plastic sheeting – a biohazard accident can happen anywhere. Individuals are more safe to stay in their home and use the plastic sheeting and duct tape to protect against a cloud of fumes (likely to dissipate in 15-20 min.) than to go out in their car, trying to escape and risk exposure. We are close to a busy highway (Rt 58) and it is not inconceivable we could have such an accident. Emergency officials urge you to stay in your home rather than going out right after the event. Having supplies for the immediate incident is reasonable.

Emergency Communications: Kendal has always had a weather radio in the Stephens County Center. This same weather system is now carrying messages regarding any national security concerns. We do not feel residents need to have their own radios but they are relatively inexpensive and can be bought for as little as \$40. Make sure all flashlights and radios have fresh batteries and that spare batteries are available to last for a three-day period. Do not store batteries in the devices. Keep them separate until needed. A cellular phone is a reasonable backup to the local telephone service. Candles, lanterns and oil lamps provide adequate lighting in case of electrical outages. If you store flammable liquids, do it in very small quantities and in approved containers only.

Shelter During a Chemical Emergency: A chemical emergency may occur anywhere hazardous materials are manufactured, stored or transported. Select a place in your unit that has few or no windows, such as a bathroom. You cannot count on hearing the City of Oberlin's emergency alarm for anything but tornadoes. Shut off heating, cooling and fans that draw in air from the outside. Close damper if you have a fireplace. Shut and lock doors and windows. Locking makes a better seal. Seal gaps under doorways with wet towels. Close curtains and draperies. Do not seal off your unit unless there is a real emergency. Stay tuned to a television station (also check the Kendal Channel), or radio alert until an "all clear" message is broadcast. Stay off your home and cellular phones. They should be used for emergency calls only. Be prepared to evacuate if ordered to do so by public safety officials.

APPENDIX F
SAMPLE PROFILE AND
PET PREPARATION FORM
FAIRMOUNT GARDENS

EMERGENCY PROFILE

RESIDENT NAME: _____ AKA: _____

DOB: _____ HT: _____ WT: _____ MALE/FEMALE: _____

EMERGENCY CONTACT NAME: _____

ADDRESS: _____ PHONE: _____

NAME: _____

ADDRESS: _____ PHONE: _____

MEDICAL CONDITIONS: _____

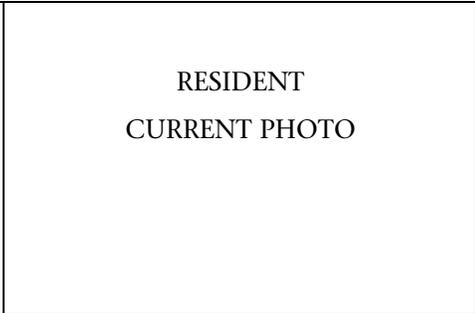
PHARMACY: _____

MEDICAL DEVICES: _____

ALLERGIES: _____

INSURANCE/S: _____

PET: _____ NAME: _____ AGE: _____



PET PREPARATION FORM

I, _____ have made the following arrangements for my pet in the event that there is a fire/disaster. I am aware of the fact that some temporary shelters don't allow pets to be housed. I am also aware that some apartment duplexes don't allow pets. Therefore, the following arrangements have been made:

NAME OF KENNEL/FRIEND/RELATIVE: _____

ADDRESS: _____

TELEPHONE: _____

PET CARE PROVIDER (VET): _____

SPECIAL NEEDS: _____

RESOURCES

Centers for Disease Control and Prevention

www.bt.cdc.gov

For more information about the specific effects of chemical or biological agents such as anthrax and smallpox. The site also covers when to adopt “sheltering in place,” the concept of remaining in the building where you are as a best response to a particular threat.

Department of Homeland Security

www.ready.gov

This is a general purpose introduction to disaster preparedness, primarily for individuals. The glossary is helpful to get a shared understanding of terms.

Federal Emergency Management Agency

www.fema.org/areyouready/

Are You Ready? A Guide to Citizen Preparedness details disaster survival techniques and how to prepare for and respond to disasters on a personal level. The Federal Emergency Management Agency’s (FEMA) primer to general disaster preparedness explains how to do without electricity and the Internet, for instance, and which supplies to have on hand, such as battery-operated radios and fluorescent tape to rope off dangerous areas.

Revised in September 2002, *Are You Ready?* provides an outline on emergency planning for people with disabilities. Threats from hazardous materials and terrorism are also covered. www.fema.gov/pte/gaheop.htm

A new supplement to FEMA’s *Guide for All-Hazard Emergency Operations Planning: State and Local Guide* can help state and local emergency planners develop and maintain terrorism annexes to their emergency plans.

www.rris.fema.gov

This FEMA site gives specialized fact sheets and details on defenses against chemical and biological weapons.

Lawrence Berkeley National Laboratory

securebuildings.lbl.gov/

This practical Web site, for building operators and for emergency personnel, suggests immediate and long-term actions to take to secure your building against a chemical or biological release. The advice is appropriate for small releases such as those that might be expected from a terrorist attack, not for large-scale releases such as those at Chernobyl. The advice covers various stages, such as pre-event and during release. The Web site also offers training aids.

National Atmospheric Release Advisory Center (NARAC)

narac.llnl.gov/

The National Atmospheric Release Advisory Center (NARAC) provides information when a hazardous material is released into the atmosphere and can map the probable spread of contamination.

Pennsylvania Department of Health (DOH)

webserver.health.state.pa.us/health/cwp/view.asp?a=171&Q=229813

DOH's bioterrorism site provides details on everything from treatment against weapons of mass destruction to what to do about radiation emergencies. DOH surveyors have looked at facility emergency preparedness plans for bioterrorism preparedness and are reminding members again of the need for firm, updated plans.

U.S. Department of Energy

www.energy.gov

This site is helpful if you are planning new buildings or renovating with an eye toward being better prepared to withstand disasters in the future. DOE's Rebuild America and State Energy Programs will work with FEMA to help communities increase their energy efficiency at the same time they reduce their exposure to natural disasters. See Disaster Preparedness: Building for a Sustainable Future, published by DOE's Center of Excellence for Sustainability.

U.S. Department of Health and Human Services

www.hhs.gov/disasters/index.shtml

U.S. Environmental Protection Agency

www.yosemite.epa.gov/oswer/ceppoweb.nsf/content/RMPsubmission.htm

EPA has developed guidance documents to assist facilities in preparing their risk management plans for chemical preparedness. Although this pertains only to covered facilities such as refineries and pipelines, the approach to creating and revising one's risk management plan may be of value.

Administration on Aging

www.aoa.gov/disaster

The Administration on Aging provides resources for practitioners and the aging network. Most of the resources point back to the HHS or CDC Web sites.

"Disaster Preparedness in Long Term Care"

This 50-minute video helps nursing assistants become better prepared to cope with disasters, from evacuation of residents to advance drilling "by the plan."

Item D7810

www.Briggscorp.com/asp/long_term_care/additional_resources.asp

Briggs Corp.

P.O. Box 1698

Des Moines, Iowa 50306-1698

(877) 307-1744

Fax: (800) 222-1996



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