

CONTINUITY OF OPERATIONS PLAN (COOP)

Insert Agency Name

SAMPLE TEMPLATE

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I. MISSION STATEMENT

A management supported, cost-effective, and documented plan that provides agency-wide capability for organized preparation and timely recovery from a major unforeseen disruption.

II. INTRODUCTION

This document contains the process and activities required to be performed in the event a disaster should take place at **Name of Agency** . The information is intended to create awareness of the major subjects and items requiring attention in case of a disaster, and to prevent an operational outage in any area of the agency from having a significant impact on the critical operations of the agency as a whole.

The Executive Director (or his designee), in coordination with the Emergency Response Team, will provide all instructions in order to insure maximum coordination. Depending on the severity of the event and the services available, directives (including declaration of the disaster, policies for preparing and recovering from the disaster issued before and after the disaster, will be communicated to the Unit/Department Supervisors via fax, telephone, two-way radio, or through a general coordination meeting. In turn, each Unit/Department Supervisor will convey directives and decisions to their respective staff.

III. POLICY STATEMENT

It shall be the policy of the **Name of Agency** to provide a Continuity of Operations (COOP) Plan to protect the assets, records, information, well being, and safety of employees and to provide for the continuation of essential services to the organization and its clients. The major objectives of the Plan are to provide a program to achieve the following ends in the event of a disaster in our facilities:

- Ensure that **Name of Agency** is prepared to respond to emergencies, recover from them, and mitigate against their impacts.
- Ensure that a viable capability exists to continue essential **Name of Agency** functions across a wide range of potential emergencies, specifically when the primary facility is either threatened or inaccessible.
- To protect the employees of the **Name of Agency** from any further damage to their health and safety.
- To continue operations in order to maintain essential client services, to recover and continue support services in a timely and orderly manner, and to maintain the confidence of clients, employees, funding providers and vendors.

- To provide for the re-establishment of critical operations within 24 to 48 hours of a declared disaster at the agency.
- To identify and designate principals and support staff to be relocated.
- To facilitate decision-making for execution of the Plan and the subsequent conduct of operations.

A viable COOP capability:

- Must be maintained at a high level of readiness.
- Must be capable of implementation, both with or without warning.
- Must be operational no later than 12 hours after activation.
- Must maintain sustained operations for up to 30 days.
- Should take maximum advantage of existing local, State or federal government infrastructures.

Approved by:

Executive Director

Date

**IV. AGENCY EMERGENCY INFORMATION
HOTLINE TELEPHONE NUMBERS**

Building Management

Agency information contact number & available resources.....211
<http://www.211florida.org/index.htm>

Palm Beach County Fire/Police/Emergency Services.....911

Florida Power and Light.....1-800-4outage

Weather Links

National Hurricane Center 305/229-4470.....<http://www.nhc.noaa.gov/>

RELEVANT WEBSITES AND TELEPHONE NUMBERS

Federal Entities

Federal Emergency Management Agency.....<http://www.fema.gov/>

FEMA- Guide to Citizen Preparedness.....www.fema.gov/areyouready

FEMA Disaster Information.....800-621-FEMA/(3362)

FEMA Helpline.....800-525-0321

DisasterHelp.gov..... <http://www.disasterhelp.gov/>

Homeland Security guide to individual preparedness.....www.ready.gov

Small Business Administration (SBA).....<http://www.sba.gov/>

SBA Disaster Assistance..... <http://www.sba.gov/services/disasterassistance/index.html>

Center for Disease Control..... <http://www.cdc.gov/>

Administration on Aging.....202-619-0724; <http://www.aoa.gov>

Pandemic – Avian/Bird Flu – Business Planning Resources.....
<http://www.pandemicflu.gov>
<http://www.whitehouse.gov/homeland>
<http://www.cdc.gov/business>

RELEVANT WEBSITES AND TELEPHONE NUMBERS (Continued)

State Entities

- Florida Division of Emergency Management..... <http://www.floridadisaster.org/>
- Legal Aid Society's Nonprofit Legal Assistance Project.....
.....John Foley, Esq. (561) 655-8944 X266
- Florida Department of Financial Services..... 800-342-2762; www.fldfs.com
- Florida Public Assistance.....<http://www.floridapa.org>
- Florida Information – Disasters & Emergency Information.....<http://www.myflorida.com>
- Department of Children & Families Economic Services..... www.dcf.state.fl.us/ess
- Attorney General Price Gouging Information Hotline.....1-866-966-7226
<http://myfloridalegal.com/pages.nsf/4492d797dc0bd92f85256cb80055fb97/e73752ffc1a191af85256cc9005dc192!OpenDocument>
- Florida Department of Transportation.....1-866-374-FDOT(3368); www.dot.state.fl.us
- Department of Health & Human Services..... <http://www.hhs.gov>

Florida County Emergency Management Web Sites

Local Relief Agencies

V. EMPLOYEE CONTACT LIST

V. EMPLOYEE CONTACT LIST

VI. EMERGENCY RESPONSE TEAM [ERT]

The primary responsibility of the COOP Emergency Response Team (ERT) is to ensure the preparation, recovery and coordination of the various units/departments within **Name of Agency** prior to and following an emergency. The ERT will direct the activities required to prepare, recover and restore those agency/unit functions disrupted from a disaster in an expeditious manner.

EMERGENCY RESPONSE TEAM & TASKS ASSIGNMENTS

[INSERT TEAM MEMBERS & CONTACT INFORMATION HERE]

See Appendix A – Notification Procedures and List of ERT

See Appendix B – ERT Responsibilities

TASK ASSIGNMENTS OF THE EMERGENCY RESPONSE TEAM

Pre-Disaster

- Participate in the ERT meeting and update the COOP as needed.
- Review and update mission-essential functions annually **(See Appendix C – Mission Essential Functions)**.
- Develop notification cascades/telephone tree for agency personnel and update annually and as required.
- Ensure, in conjunction with Executive Director, that each Unit/Department Manager has completed and turned in by May 1st of each year, a Department COOP Worksheet **(Appendix D – Department Worksheet)**, which contain department-specific recovery procedures.
- In conjunction with the Executive Director, conduct an annual review of lines of succession, and alternate facilities and modify if needed. **(See Appendix G – Alternate Facilities, Appendix H – Alternate Facility Communications, and Appendix I – Site Support Procedures)**.
- Participate in COOP training and exercises.
- Participate in local and state disaster preparedness training.
- Participate in the local Disaster Recovery Coalition.
- Develop a Go-Box list in conjunction with Executive Director for Unit/Department Managers. **(See Appendix E – Go-Box List)**.
- Develop plan for off-site storage of data to include vital records and databases, in conjunction with Director of Finance and Administration. **(See Appendix F – Vital Records)**.
- Update, revise, print, and distribute client consumer disaster flyers, brochures, and other relevant information.

Immediately Before Disaster Strikes

- Monitor the development of the disaster.
- Obtain a copy of the Presidential Declaration of Disaster and the names and contact information of federal & state disaster officials.
- Immediately notify the Unit/Department Supervisors of the impending disaster by

meeting, e-mail, fax, or voice mail, and inform them that the COOP is being activated.

- Ensure that the Unit/Department and Individual Plans have been activated.
- Ensure that the agency is secured.
- If travel or agency location conditions become (or are about to become) dangerous, suggest that the agency be closed and in conjunction with the Executive Director, release non-essential personnel.

Post-Disaster

- Provide necessary support to staff whose personal lives have been impacted.
- Take steps to salvage office files and equipment, if necessary.
- Determine whether the courts are in operation and obtain copies of any post disaster proceedings adopted by the courts.
- Determine whether any administrative orders were issued which address emergency procedures and present those procedures to the Executive Director.
- Visit Disaster Recovery Centers (DRC) and Voluntary Agencies and Meet with local officials, as needed.
- Disseminate disaster assistance flyers and public service announcements.
- Follow Executive Director's directions on conducting the initial agency assessment and determine level of operations for the agency.
- In conjunction with Executive Director assist with the opening of the agency, where conditions are safe, or activate relocation to the pre-assigned alternate facility ensuring that Unit/Department supervisors and essential personnel promptly follow directions of relocation.

Tasks and Duties of Executive Director – Pre Disaster

- Identify, in conjunction with Board of Directors, successor(s) to Executive Director and other main leadership positions, to ensure continuity of mission-essential functions, in the event that agency leadership is unexpectedly incapacitated and unable to fulfill leadership role(s), and communicate information to ERT and key managers, including means of notification/communication as defined in the plan, review annually for accuracy and revise as necessary. **(See Appendix J–Orders of Succession and Appendix K – Delegations of Authority).**
- Identify staff, including point persons, to serve on Emergency Response Team (ERT) **(See Appendix A - Notification Procedures/List of ERT and Appendix B - ERT Responsibilities).**
- Determine mission-essential functions in conjunction with Department Managers and ERT members **(See Appendix C–Mission Essential Functions).**
- Ensure that each Unit/Department Manager has completed and turned in by May 1st of each year, a Department COOP Worksheet **(Appendix D – Department Worksheet)**, which contain specific department recovery procedures.
- Determine a primary and secondary alternate facility for potential relocation, ensuring adequacy of space and all other related required resources. **(See Appendix G – Alternate Facilities, Appendix H – Alternate Facility Communications and Appendix I – Site Support Procedures).**
- In conjunction with the ERT, conduct an annual review of alternate facilities and modify if needed.
- Provide guidance to ERT and Unit/Department Managers on the requirements for and contents of Go-Box. **(See Appendix E – Go-Box List).**
- Schedule meeting with ERT and prepare or update the COOP.
- Schedule full staff meeting for presentation of the COOP, prior to June 1st of each year, and assure that all unit/department existing and new employees are prepared for COOP contingencies, including advice on how to be

- personally prepared by developing personal disaster/emergency plans – provide employees with copy of **Appendix M – Family Disaster Plan.**
- Participate, or designate participants, in disaster preparedness trainings.
 - Participate, or designate ERT, to discuss collaboration or a cooperative agreement with similar, local services providers.

Tasks and Duties of Executive Director – Immediately Before Disaster Strikes

- Activate the Emergency Response Team.
- Schedule full staff meeting for presentation and activation of COOP.
- Meet with and advise staff members of the agency’s decision to close the office and implement the agency’s disaster payroll policy (**See Appendix N – Agency Closing Emergency Policy Sample**), if appropriate.
- Distribute updated Employee Contact List.
- Ensure that the agency is safely secured.

Tasks and Duties of Executive Director – Post – Disaster

- Contact members of the ERT and designate which members will conduct the initial agency assessment.
- Meet with the ERT and determine the level of operations for the agency.
- Contact Unit/Department Supervisors and schedule a meeting to discuss the level of agency operations.
- Contact 211 to provide an update of the agency’s status, including information on exact services that are operational post-disaster.
- Discuss any emergency procedures instituted by the County, or other Authority, with the Unit/Department Supervisors and ensure that they are followed, if appropriate.
- Authorize opening of the agency, where conditions are safe, or direct ERT to relocate to the alternate facility.
- Instruct Unit/Department Supervisors to conduct a preliminary damage assessment and report any damage to the Director of Finance and Administration.
- Ensure that Post Disaster Unit and Individual operations are instituted, based on the level of agency operations.

Computer/Information Administrator – Pre Disaster

Back Up the Network/Server

1. Tape Backup media is to be kept in the designated storage areas.
2. The computer administrator is to hold a “monthly backup tape” on the first day of each month.
3. The computer administrator is responsible for weekly cleaning of tape heads.
4. The computer administrator is to check and verify the integrity and success/failure of each backup process and identify problems.
5. The backup is to run each business day to ensure that all critical data is being backed up.
6. Tampering with the tape backup system is prohibited.
7. If the tape backup system has a “flashing” a random number on the front please contact the computer administrator, this indicates a problem with the backup.
8. If the tape backup system repeatedly fails please reboot the backup device and the File Server, when possible, to reset the backup system.
9. Immediately replace old tape backup media with new media if you suspect the media may be faulty.
10. If the computer systems are moved or unplugged for any reason, please be sure that the backup system is plugged back into a Universal Power Supply to ensure the smooth operation of the backup system.
11. In case of a hurricane, and or other planned disasters, the computer administrator is to bring the “current backup tape” located on his/her person for deposit in a safe location until the threat has passed.
12. The “monthly backup tape” is to be kept in a place designated by the computer administrator.
 - If Name of Agency closes, the network and back-up system will be shut down completely.
 - Supervise staff members and Unit/Department Supervisors with downloading files onto jump drives.
 - Ensure that the computer equipment is appropriately covered.

Tasks and Duties of Director of Finance & Administration

Pre-Disaster

- Verify that the Emergency Contact List of Employees is current.
- Maintain an updated listing of vendors & suppliers (and alternates) essential for the continuation of the agency's critical activities.
- Develop plan for off-site storage of data to include vital records and databases, in conjunction with ERT. **(See Appendix F – Vital Records).**
- Gather all of the agency's insurance policies and agent contact information, including claims procedures.
- Ensure that the insurance coverage is adequate in the event of disaster damage or destruction of the building, equipment, and continuation of business as appropriate.
- Maintain a current inventory list of the agency's office equipment and other personal property, which includes the date of purchase and any maintenance contracts.
- Maintain a current computer equipment inventory, which includes desktops, laptops, servers, peripherals, printers, and network devices and the serial numbers, model, brand, assignment, and physical location of the equipment.
- Verify that the contact information for the agency's building management is current.
- Maintain current photographs and/or a videotape of all of the agency's equipment, furniture, and other personal property.
- Purchase plastic sheets/covering for each computer work station and distribute to unit heads.

Immediately Before Disaster Strikes

- Ensure that electronic data, files, tapes or servers are properly backed up.
- Ensure that agency's computer equipment and hard files are secured.
- Ensure that the Go-Box includes pertinent agency documents, lists, policies, accounting statements, intake forms, retainer agreements, and other

documents needed by the agency to continue providing essential services to the community. **[See Go-Box Checklist below, and see Appendix E – Go-Box List].**

Post-Disaster

- Contact the agency's building management, **[Name]**, to obtain a status regarding restoration of power to lights, air conditioning, telephone system, information systems and key operations; as well as determine the severity of the damage to the building and the foreseeable length of time that the agency could be displaced.
- Conduct an assessment of any loss to the agency in conjunction with the ERT, using the attached Preliminary Assessment Report, which includes taking photographs and/or a videotape of the damage to the agency's equipment, furniture, and other personal property.
- Maintain complete documentation of any and all expenses incurred by the agency as a result of its displacement.
- Promptly submit the necessary claims to the agency's insurance providers.

The Evacuation GO-BOX – Checklist

(See Appendix E – Go-Box List – revise/edit below information as needed)

The Go-Box contains copies of important documents, equipment and supplies essential for **Name of Agency** to continue to operate. It should be stored in a fire-proof secure container in a pre-designated alternate location.

Go Box Contents:

- ✓ Emergency contact list of employees and key customers/clients
- ✓ Copy of insurance policies, agent contact information
- ✓ Copy of listing of emergency vendors (contractors, plumbers, electricians, restoration contractors, mold remediation, etc.)

- ✓ Copy of listing of vendors & suppliers (and alternates) essential for mission critical activities
- ✓ Back-up files/ tapes or server(s) of electronic data
- ✓ Copy of essential policies, emergency procedures, Business Continuity Plans
- ✓ Intake Forms
 - a. Applications
 - b. Information Release
- ✓ Documentation requirements for a SBA disaster loan:
 - a. Copy of 3 years tax returns
 - b. Copy of Current Profit & Loss Statement (within 90 days)
 - c. Copy of Listing of aged accounts receivables/ payables
- ✓ Copy of listing of inventory
- ✓ Copy of schedule of liability
- ✓ Copy of balance sheet
- ✓ Corporate Documents
 - a) Articles of Incorporation, By-Laws, etc.
 - b) 501 (c)(3) Designation Letter
 - c) State sales tax-exempt letter
- ✓ Critical Contracts
 - a) Employee Leasing and Payroll Agreements
 - b) Building leases
 - c) Storage facility leases
 - d) Vendor contracts
 - e) Funder contracts

Preliminary Damage Assessment
(Bring a completed copy with you to the post disaster meeting.)

Building _____
Examined By _____ Date _____

Category	Condition	Priority (1)
Primary Structure:		
Foundation		
Exterior Walls		
Roof		
Ancillary Structures		
Other		
Secondary Struct.		
Interior Walls		
Floors & Carpet		
Ceiling		
Stairways		
Interior Doors		
Exterior Doors		
Windows		
Racks		
Other		
Elevators		
Heating & A/C		
Plumbing		
Electrical		
Communication		
Fire Alarms		
Security Systems		
Kitchen		
Coffee Maker		
Refrigerator		
Other		
Electrical Equip		
Computers		
Printers		
Monitors		
Peripherals		
Copiers		
Calculators		
Other		
Communications		
Telephones		
Cellular Phones		
Two-way Radios		
Fax Machines		

(1)Priority: 1 = Critical, 2 = Important, 3 = Other

Preliminary Damage Assessment
 (Bring a completed copy with you to the post disaster meeting.)

Building _____
 Examined By _____ Date _____

Category	Condition	Priority (1)
Communications(cont)		
Switchboard		
E-mail		
Other		
Supplies		
Paper		
Forms		
Other		
Furniture		
Chairs		
Desks		
Credenzas		
Tables		
Other		

(1)Priority: 1 = Critical, 2 = Important, 3 = Other

VII. INDIVIDUAL PREPARATION

Individual Action steps are only to be taken when authorized by the Unit/Department Supervisor. Upon notification of a disaster warning, from the staff member's unit supervisor or an ERT member, all Name of Agency staff should attempt to accomplish the following on an individual basis:

Pre-Disaster Responsibilities

1. Ensure that a personal family disaster plan is in place for yourself and your family. **[See Appendix M – Family Disaster Plan]**.
2. Turn off (preferably disconnect) all electrical equipment including typewriters, computers, lights, microwaves, etc. Cover all electronic equipment in plastic, such as CPU's, monitors, keyboards, telephones, etc. Do not unplug the telephones.
3. If practical, move desks, file cabinets and equipment away from windows and off the floor; store as much equipment as possible in closets or in windowless rooms away from external walls. Ensure that all client files, documents, personal property, are properly secured.
4. Make a list of all active cases, deadline dates, hearing dates. Provide a copy of calendar to Unit Supervisor and take a copy of the calendar home.
5. Name of Agency is not a designated official hurricane shelter. Therefore, employees are prohibited from seeking shelter at the agency.
6. Prior to leaving the office, notify your immediate supervisor whether you plan to evacuate or stay at home; provide an address and telephone number where you can be reached, if you evacuate.
7. Stay in close touch with authorities through radio and/or television for updates on the impending situation; all instructions given by the local authorities should be followed; no attempt to come to the office should be made until the "all clear" is given by local authorities.

Post Disaster Responsibilities

1. After the storm, call 211 to determine the status of the agency and if possible, call your designated contact for your department.
2. Meet with Unit/Department Manager to determine whether to report to work.
3. If the Name of Agency has no electrical power, the Unit/Department Manager will instruct its staff members to provide only essential services to the community.
4. Follow the county's or **[Applicable Authority's]** post-disaster proceedings, where appropriate, including any Administrative Orders issued.
5. If there has been extensive damage to the agency, essential staff members will report to the Agency's pre-designated alternative work site and will perform critical services.

VIII. UNIT/DEPARTMENT LEVEL PREPARATIONS

Unit Supervisor Action – To Be Done Routinely Pre-Disaster

1. Assure, through regular training that all existing and new employees are prepared for COOP contingencies, including advice on how to personally prepare by developing personal family disaster/emergency plans – annually and at orientation, provide employees with copy of **Appendix M – Family Disaster Plan**.
2. Ensure that all copiers, fax machines, printers, shredders, are turned in the off position at the end of the day.
3. Obtain a list of all active cases, deadline dates, hearing dates, and calendar from attorneys and advocates.
4. Ensure that all important documents are stored safely in drawers or filing cabinets.
5. Ensure that client files are stored safely in filing drawers or cabinets.
6. Determine, in conjunction with Executive Director, and designate, critical personnel to perform mission-essential functions, to stay on-site during a disaster and/or to report back as soon as possible after a disaster to perform mission-essential functions.
7. Complete Department COOP Worksheet (**Appendix D – Department Worksheet**), in order to draft specific department recovery procedures, and update annually, turning current copy in to Executive Director and ERT Chief by May 1st of each year.

Unit Supervisor Action – Once a Disaster Has Been Declared

1. Provide to each staff member the "General Contact Telephone Numbers" for your Unit and an Agency-Wide General Contact List with evacuation assembly and alternate locations, if relevant, and ensure that all information listed is current.
2. Ensure that all copiers, fax machines, printers, shredders, are unplugged and moved off of the floor.
3. Ensure that all electronic equipment listed above is moved away from the windows and covered with plastic bags or tarps.

4. Obtain a list of all active cases, deadline dates, hearing dates, and calendar from attorneys and advocates.
5. Ensure that all important documents are stored safely in drawers or filing cabinets.
6. Copy unit computer files onto pre-distributed jump drives and provide and deliver to the Director of Finance & Administration and/or the Information Technologist.
7. Ensure individual actions of staff members have been satisfactorily completed; assist everyone with vacating the facility as soon as possible and do a final walk-through of your area before leaving.

Unit Supervisor Action – Post Disaster

1. Stay in close touch with authorities through radio and/or television for updates on the impending situation; all instructions given by the local authorities should be followed; no attempt to come to the office should be made until the "all clear" is given by local authorities.
2. Attempt to call each person in his/her chain-of-command and relay the information and guidance provided by the Executive Director/ERT Chief.
3. Make a second attempt to contact those individuals who were not initially available. If this attempt is unsuccessful, the Unit Supervisor will leave a message, send a page, or use any other method of communications available to make contact.
4. Contact the ERT Chief/Executive Director with an update on status of employees who report to you and obtain information on the status of unit staff members who have reported to the Unit Supervisor or by other means. [Employee Status Report Attached].
5. Contact 211 to determine the status of the agency, if unsuccessful in communicating directly with the Executive Director, or other member of the ERT.
6. Complete a Personnel Status Report for each employee and determine the degree of injury/damage to staff and their homes.
7. Meet with the ERT to obtain information concerning the Court's post disaster procedures and discuss those procedures with essential unit staff members.
8. Review applicable directives issued by **[Applicable Authority]**, if any, with essential unit staff members.

9. Designate predetermined **essential** unit staff members to report to work and perform critical tasks.
10. Ensure that essential staff members contact clients to advise them of emergency procedures, if any.
11. Maintain accurate records of staff work hours and provide original time sheets to the Accounting Unit weekly.

PERSONNEL STATUS REPORT

Name _____ Title/Job _____ Dept _____

Individual and Family Status _____

Status of living quarters and motor vehicles _____

Access to alternate living quarters and transportation _____

Supplies needed _____

Visitation needed? (if so: when, where) _____

Next contact (time, place, number) _____

Identify critical assignments pending _____

Assess ability to return to work and/or assist with the recovery efforts _____

Reported by _____ Date/Time _____

Title/Job _____

IX. EMERGENCY CONDITIONS PROCEDURES AND ACTION PLANS

1. STORM AND HURRICANE PREPARATION

HURRICANE SEASON IS JUNE 1 - NOVEMBER 30

Tropical storm development is constantly monitored by the Executive Director and the Emergency Response Team during the Atlantic Hurricane Season. The Emergency Response Team is immediately notified if there is any indication of a storm tracking toward the South Florida area. At the beginning of the Atlantic hurricane season each individual unit should review unit level preparation plans. Whenever a hurricane is within a 1000 mile radius of South Florida; meetings of the Emergency Response Team will be held.

ACTION STEPS – TROPICAL STORM/HURRICANE

Alert (Storm Strike 72 – 36 hours away)

1. Emergency Response Team meets as needed and monitors the situation (meetings may be conducted by telephone).

Watch (Storm Strike 36 – 24 hours away)

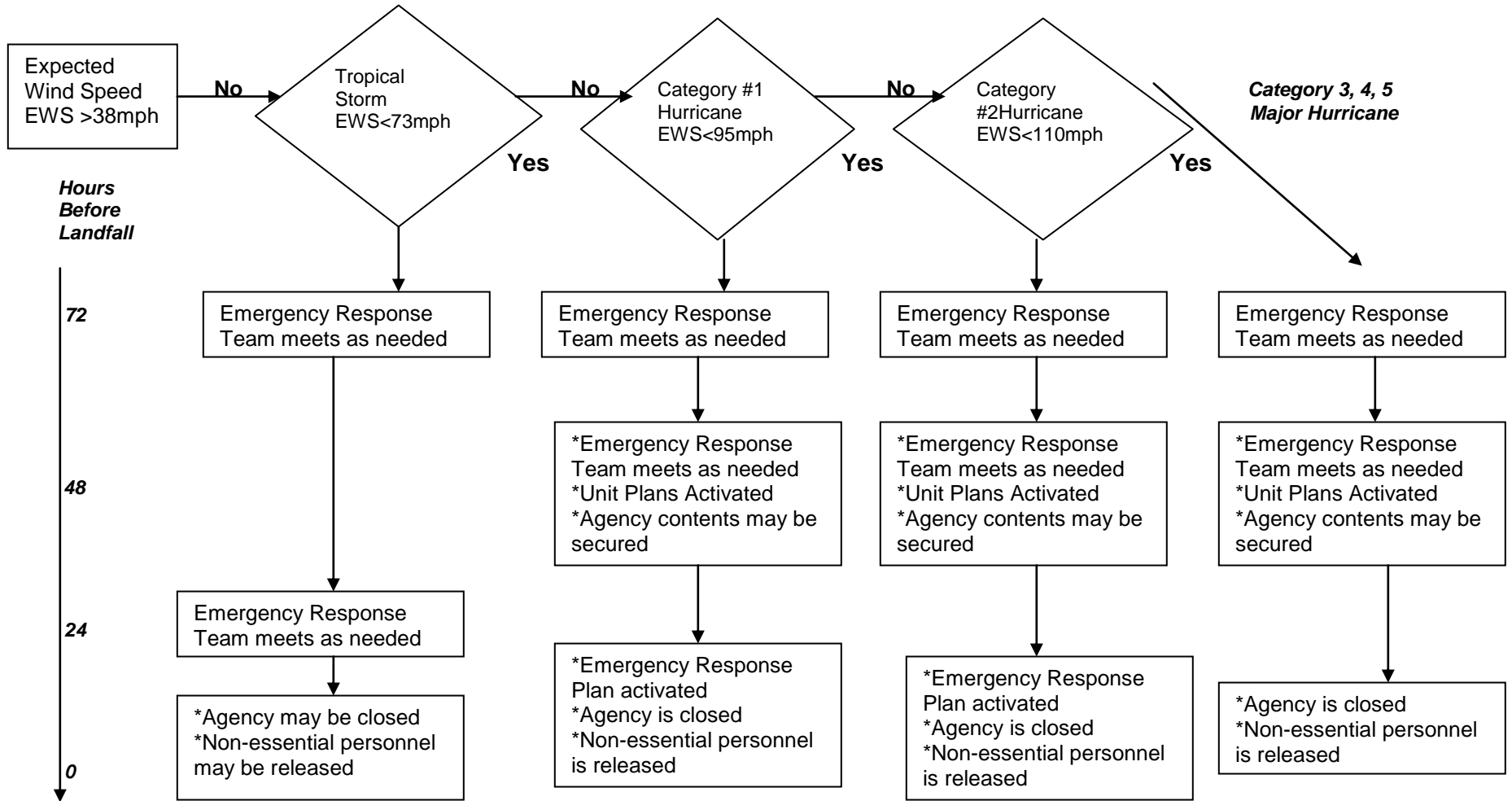
1. Emergency Response Team meets as needed and monitors the situation (meetings may be conducted by telephone).
2. Administration secures the agency.

Warning (Storm Strike 24 – 0 hours away)

1. Emergency Response Team meets as needed and monitors the situation continually.
2. Individual agency departments are informed of the situation by meeting, e-mail, fax, or voice.
3. The ERT ensures that the Unit and Individual Plans have been activated, and secures the agency.
4. If travel or agency location conditions become (or are about to become) dangerous:
 - a. agency may be closed.
 - b. non-essential personnel may be released.

Hurricane and Tropical Storm Preparation

Major Steps Guidelines (times approximate)



X. OTHER DISASTER PREPARATION AND RESPONSE STEPS

2. FIRE DISASTER PREPARATION AND EVACUATION PLAN

General Information

- The Director of Administration and Finance, in coordination with the Emergency Response Team will conduct an annual review of fire emergency and general building evacuation plans with the Unit Supervisors and staff by April 30 and forward any changes to the Executive Director. **[See Appendix L – Facility Evacuation]**.

- The **Evacuation Assembly Area (list primary and secondary)**

- The **Fire Alarm Pull Stations** are located in the following places: _____

- The Executive Director and the ERT must be notified of every fire, regardless of size, even if it is already extinguished.

- **An alarm bell or horn will automatically put evacuation procedures into effect.**

Fire Preparation – Duties of the Director of Administration and Finance

- Maintain all fire extinguishers in a fully charged condition and have them inspected annually.

- Ensure that **Evacuation Assembly Area (primary and secondary)** is posted on the bulletin boards throughout the agency.

- Instruct agency staff at time of hire and annually thereafter in:
 - a. Fire reporting.
 - b. Evacuation procedures.
 - c. Location and operation of portable fire extinguisher.
 - d. Dangers in fighting small fires.
 - d. Procedures if exit is blocked.

- Maintain back-up computer data and copies of difficult-to-replace information in fireproof safe or other secure location.

- Maintain employee phone and address list.

- Conduct a supervised fire drill as appropriate.
- Discuss any special arrangements for handicapped evacuation.

Fire Emergency Activities

Duties of Executive Director

- Communicate the fire emergency, where appropriate - An announcement over the telephone paging system will be made directing the staff, clients and visitors to evacuate the building.
- Direct the staff to assemble at pre-designated outside assembly area.
- Prohibit reentry into the building until cleared by authorities at the scene.
- Instruct staff not to throw away any damaged material. This does not prohibit the agency from removing burned or damaged material to the outside of the building. All damaged material will be kept in a specially designated area for insurance claim purposes.
- Ensure that all records of authorized expenditures are maintained and forwarded to the Director of Administration and Finance.

Activities and Responsibility of Staff Members

- If no announcement is heard, and the alarm continues for more than one (1) minute, staff, clients and visitors are instructed to evacuate the building via the nearest safe stairwell and are instructed to not use elevators.
- **Name of Agency's** goal is to protect the safety of staff, and clients. Staff members should make every effort to assist handicapped individuals out of the building and to the pre-designated outside assembly area.
- Appropriate staff member should promptly notify the Fire Department about the fire and immediately activate fire alarm pull station.
- Staff member then notifies his/her immediate supervisor about the fire, or any available manager and Executive Director.
- Ensure that all doors and windows surrounding the fire area are kept closed in order to contain the fire.

Duties of Director of Administration & Finance – Where Possible

- Safely secure all valuable records.
- Secure the agency's offices and its property from further damage or loss.
- Arrange for temporary protection such as boarding up windows, rigging tarpaulin, and so forth.

- Arrange security if needed to prevent looting or vandalism.

3. CHEMICAL, BIOLOGICAL, EXPLOSION, OR RADIOLOGICAL DISASTER PLAN

I. Response to an event outside of the building

- If the agency becomes aware of an external hazard, such as an overturned tanker releasing chemicals, staff, clients and visitors will be instructed to remain inside the building until further instruction.
- Exterior doors and windows should remain closed.
- Staff, clients and visitors will not be permitted to use elevators, and should seek shelter in an interior room without windows.
- All doors should be closed and the area secured from smoke, gases, vapors, and dust. If possible wet towels should be used to seal large gaps under doors.
- Staff will be instructed to provide assistance to others who may need help.
- Staff will be instructed to remain alert and be prepared to proceed to another area or exit the building if instructed to do so by the appropriate authorities.

II. Response to an event inside of the building

- If the agency becomes aware of an internal hazard, staff clients and visitors will be instructed by someone, via the telephone paging system, to immediately evacuate the building and to not use elevators.
- If no announcement is heard, and the fire alarm continues for more than one (1) minute, staff, clients and visitors should evacuate the building and will not be permitted to use elevators.
- Staff will be instructed to turn off all electrical equipment except lights, and close all doors and windows (offices should not be locked unless there is something highly sensitive, i.e., large amounts of cash, etc.).
- Staff, clients and visitors should exit via the nearest safe stairwell and proceed to predetermined outside assembly area.
- Each unit supervisor is responsible for reporting anyone missing to emergency personnel.

IF TRAPPED

- Staff is instructed to secure their area from smoke, gases, vapors, and dust and

to close all doors, and use any available means to seal large gaps under doors.
Staff should not open any windows or break glass.

- Staff should attract attention and call 911, or call anyone.

4. BOMB THREAT GUIDELINES

- In the event a threat is received during normal business hours, the staff is instructed to notify the Executive Director, Supervisor, or the Director of Administration and Finance and evacuate immediately.
- If a threat is received during non-business hours notify the Executive Director, Supervisor or Director of Administration and Finance immediately, but it will be the responsibility of each employee to evacuate if necessary.

Employee Action

- Remember and record (in writing) all details of the conversation and the following information concerning the caller:
- Whether the person has a foreign accent or not.
- Gender of the caller.
- Any innuendoes as to location of the bomb.
- Respond in a matter-of-fact manner and ask them to repeat what they said.
- Immediately report the incident to your supervisor.
- If a suspicious object is found, do not touch it. Report it to the Executive Director and the Director of Administration and Finance, and clear the area.

Action Steps

- Immediately report the incident to the Executive Director or the Director of Administration and Finance. They will contact other departments and units (i.e., bomb squad, emergency services, etc.).

Director of Administration and Finance will

- Start building evacuation, and ensure that staff, clients and visitors are instructed to meet at the pre-designated outside assembly area.
- Protect official records and files if possible.
- Arrange to have members of staff or qualified personnel available to accompany emergency services on inspection.
- Keep a running log of conditions as they occur.

Copies of *Bomb Threat* procedures are posted throughout the agency bulletin boards.

5. THUNDERSTORMS, LIGHTNING AND TORNADO GUIDELINES

Observe the following rules if lightning is occurring or is about to commence:

Indoors - stay away from doors and windows. Avoid water, telephone lines, and all metal objects, including electric wires, machinery, motors, power tools, etc. Do not use the telephone. Turn off, unplug, and stay away from appliances, computers, power tools, TV set, etc. Lightning may strike exterior electric and phone lines, inducing shocks through inside equipment.

In your car - because cars are supported on rubber tires (an effective electric insulator) they are generally safe from lightning strikes. Electrical current will also generally follow a path around, rather than through, the passenger compartment.

In an open area - go to the nearest ditch or ravine and drop to your knees.

- * Do not stand in an open area; underneath a tall tree
- * Do not seek shelter in a small structure in an open area
- * Do not go near anything metal
- * If you feel your hair standing on end, drop to your knees and bend forward, putting your hands on your knees. Do not lie flat on the ground. Injured persons do not carry an electrical charge and can be handled safely. Apply first aid procedures to a lightning victim if you are qualified to do so. Call 911 or send for help immediately.

TORNADOES - When a TORNADO WATCH is announced, this means that tornadoes may occur. Keep your radio, TV or NOAA weather radio tuned to a local station for information and advice from Weather Service. When a TORNADO WARNING is issued, take shelter immediately. A tornado has actually been sighted. Keep the following in mind:

- **If at Name of Agency**, go to an interior hallway on the lowest level. Seek out interior spaces that form a protective core; closets and bathrooms in the center offer the greatest protection. Stay away from windows, exterior walls and exterior doors. If possible, cover yourself with a rug or blanket. **DO NOT USE THE ELEVATOR!**
- **In a car** - if the tornado is nearby, get out. Do not try to out run a tornado with your vehicle. If it is not possible to find suitable shelter inside a building, lay flat in a ditch, culvert or low area. Cover your head with your hands.
- **If you are outdoors** - lie face down in a ditch or nearest low area and cover your head with your hands. This procedure is preferable to remaining in a car or mobile home.

After the tornado, stay alert! Take extreme care when moving about in an area damaged by a tornado. Watch for downed power lines, shattered glass, splintered wood, or other sharp protruding objects.

8. PANDEMIC FLU GUIDELINES

ACTION STEPS – Avian Flu Response

Phase 1 (No new influenza virus sub-types have been detected in humans. An influenza virus sub-type that has caused human infection may be present in animals. If present in animals, the risk of human infection or disease is considered to be low.)

Form an assessment team/working group for pre-planning for a possible event. Pre-assigned Pandemic Emergency Response Team (Pandemic ERT) to develop a draft plan to be shared with agency disaster ERT. Develop responsibilities of Team members during each phase of plan.

Working Groups

[Edit work groups as applicable to your agency and insert names under each group]

1. Assessment Team

2. Incident Commander

3. Crisis Decision Team

4. Agency Security

5. Facilities Administration

6. Executive Director

7. Media Relations

8. Auxiliary Services

9. Risk Management

10. IT Department

11. Human Resources and Payroll

12. Purchasing

Phase 2 (No new influenza virus sub-types have been detected. However, a circulating animal influenza virus sub-type poses a substantial risk of human disease.)

Assessment Team

- Coordinate plan with County/Public agencies.
- Review and update plan and Team responsibilities.
- Notify Crisis Decision Team.
- Monitor information from relative agencies website (CDC, WHO etc.) for guidance.
- Provide education and training regarding Avian Flu; basic infection control practices (hand hygiene, cough etiquette, etc.).
- Ensure compliance with infection control procedures in all agency facilities.
- Identify areas of agency to distribute respirators and surgical masks.
- Identify who will distribute the respirators and surgical masks on the respective agency facilities.
- Essential personnel receive respirator fit testing and training through EHS.
- Inform each department to develop their own Unit Plan for Avian Influenza.

Phase 3 (Human infection(s) with a new sub-type identified with evidence of human-to-human spread.)

Assessment Team

- Notify Crisis Decision Team
- Notify Incident Commander
- Monitor Situation
- Contact Media Relations
- Notify [applicable agency areas] for quarantine planning

Crisis Decision Team

- Receive information from Incident Commander
- Review information and work with Media Relations for appropriate reporting to agency community
- Notify essential personnel
- **Consider restricting movement on and off agency sites – minimize social contacts**

- Based on US State department recommendations, Agency recommends agency community not to travel to affected countries

Incident Commander

- Communicate with Palm Beach County Health Department regarding planning and surveillance
- Communicate and benchmark with other local nonprofit agencies
- Alert Emergency Advisory Committee
- Establish communication with unit department heads and security
- Plan review and update
- Communicate situation to agency site(s) via Email and website, etc.

Agency Security

- Report any flu-like incidents to ERT
- Review Avian Flu educational module
- Supervisor to inform personnel of quarantined areas

Facilities Management

- Identify building ventilation systems
- Identify quarantine/isolation areas

EHS

- Contract with hazardous materials vendor for professional cleanup

Media Relations

- Draft internal and external bulletins and announcements, with Emergency Advisory Committee

Unit Department Supervisors

- Assure employees have received training on Avian Flu
- Monitor employee travelers
- Identify quarantine/isolation areas.

Auxiliary Services (if applicable)

- Enact planning for quarantine:
 - Train essential personnel on risks and response
 - Identify potential offices/rooms and/or buildings to be used for quarantined employees
 - Notify current occupants that if their space is needed they will have to move
 - Ensure emergency response menu is planned for various degrees of need
 - Stockpile additional food and water
 - Ensure food delivery process is planned and delivery supplies are on hand

Risk Management

- Monitor situation

IT/Telecommunications

- Develop plan to disseminate information to the agency community

Human Resources

- Monitor agency staff travelers entering affected areas
- Prepare a call-off policy

Purchasing

- Purchase respirators and surgical masks

Phase 4 Suspected case(s) on-site or suspected/confirmed cases in Palm Beach County.**Assessment Team**

- Same as Phase 3

Crisis Decision Team

- Advise Crisis Decision Team on response options
- Activate the Emergency Operations Center (EOC)
- Evaluate information on institutional effects of the incident and set response priorities as appropriate

Incident Commander

- Notify Executive Director of findings
- Notify [applicable people]
- Notify [applicable group/people] on the number of potential contacts that may require isolation
- Ongoing communications with agency community regarding signs and symptoms, protocol for referral of suspected cases
- Plan review and update
- Communicate self-protection via Email, etc.

Agency Security

- Same as Phase 3

Facilities Management

- Same as Phase 3

EHS

- Arrange for additional Medical Waste pickups

Media Relations

- Appoint liaison to interface with the Emergency Advisory Committee
- Write and record bulletins and updates on the Agency's Disaster Hotlines (insert as applicable)

Executive Director (in conjunction with appropriate pre-designated department)

- Arrange for monitoring/delivery of medications, other goods and services to isolated areas
- Assist with relocation of employees for quarantine

Auxiliary Services (if applicable)

- Enact plan for quarantine of clients/employees:
 1. Set up Housing and Dining Command Center and recall essential personnel
 2. Enact emergency phone contact tree
 3. Identify meal delivery needs and method for quarantined clients/employees

Risk Management

- Monitor situation

IT/Telecommunications

N/A

Human Resources

- Monitor agency staff travelers entering affected areas
- Prepare a call-off policy
- Communication request that agency staff and their families report positive for flu to Incident Commander

Phase 5 Confirmed case(s) on-site (Only Essential Personnel required to report to agency).

Assessment Team

- Maintain contact among Assessment Team
- Advise Emergency Advisory Committee

Crisis Decision Team (CDT)

- Provide oversight for employee and family notifications if appropriate
- Crisis Decision Team to authorize temporary agency closure

Incident Commander

- Recommend temporary closure of agency to Emergency Advisory Committee
- Implement Emergency Action Plan with Assessment Team and Emergency Advisory Committee

- Ensure that each Operations Group function is covered

Agency Security

- Secure buildings and post signage

Facilities Management

- Stand by to shut off utilities as directed by Incident Commander, if necessary

EHS

- Assist with notification with emergency coordinators

Media Relations

- Establish a Media Relations Center: coordinate press releases and manage news teams, interviews, etc.

Auxiliary Services (if applicable)

Activate plan from Phase 4 to quarantine clients/staff in conjunction with the guidance from County Health Department

Risk Management

- Monitor situation
- Clear designated parking lot for possible medical staging area

IT/Telecommunications

- Arrange for emergency communication lines to be established at the EOC and quarantine areas

Human Resources

- Monitor staff travelers entering affected areas
- Prepare a call-off policy
- Communication request that staff and their families report positive for flu to Incident Commander

XI. PARTIAL OR TOTAL DESTRUCTION OF BUILDING

SHORT-TERM BUSINESS CONTINUITY PLAN & TEMPORARY RELOCATION

If severe damage resulted in the agency's building being untenable, the agency's services would resume off-site at the following alternate location(s), **Name of Location (primary and secondary)** .

Tasks and Duties of Executive Director

- Announce and provide directives to the ERT, Director of Finance and Administration, Information Technologist, and each Unit Manager, of the need to temporarily relocate the agency off-site.
- Make a Public Service Announcement (PSA), advising the public of the agency's temporary relocation.
- Promptly consult with the agency's attorney and its' Board of Directors.
- Assign at least two (2) exempt employees, from each unit, to conduct outreach efforts in areas deemed critical by each Unit Manager, in an effort to promote **Name of Agency** goal of providing a continuity of essential services to the community.
- Assign at least two (2) exempt employees to conduct intake and/or distribute brochures and emergency public assistance flyers at the various Disaster Recovery Centers in Palm Beach County, including the western portion of the county (Belle Glade).
- Assign one exempt employee to Palm Beach County's Emergency Operations Center (EOC), if appropriate.
- In coordination with the Development Department, make every effort to secure emergency grant funding.
- In conjunction with the ERT Chief, Director of Administration and Finance and Unit/Department Managers, ensure that all necessary and preplanned communications and information systems are established, adequate, and functioning properly.
- In conjunction with the ERT Chief, and Director of Administration and Finance, develop reconstitution and termination plans and schedules to ensure an orderly transition of all functions, personnel, equipment and records from the temporary alternate location to a new restored facility.

- Approve final plans and schedules prior to the cessation of operations.
- Prior to relocating back to the restored facility or another facility, the Executive Director, in conjunction with the ERT Chief and Director of Administration and Finance, will ensure that appropriate security, safety and health assessments are conducted. **(See Appendix O – Security and Access Controls).**
- An after-action review information collection process will be initiated prior to the cessation of operations at the alternate facility. The information to be collected will, at a minimum, include information from employees working during COOP activation and a review of lessons learned to include processes that were effective and less than effective. The after-action-review should provide recommended actions to improve areas identified as deficient or requiring improvement.
- The information should be incorporated into a COOP remedial action plan. Recommendations for changes to the COOP and any accompanying documents will be developed and incorporated into the COOP annual review process. **(See Appendix P – Test, Training, and Exercise Program).**

Tasks and Duties of Director of Administration and Finance

- Contact the agency's building management to obtain a status regarding restoration of power to lights, air conditioning, telephone system, information systems and key operations; as well as determine the severity of the damage to the building and the foreseeable length of time that the agency could be displaced.
- Notify staff members of the temporary relocation of the agency, via voice mail, mailing, or other appropriate means.
- Inform staff members of the agency's decision to implement its Disaster Payroll Policy, if appropriate. **(See Appendix N – Agency Closing Emergency Policy Sample).**
- Conduct an assessment of any loss to the agency, which includes taking photographs and/or a videotape of the damage to the agency's equipment, furniture, and other personal property.
- Maintain complete documentation of any and all expenses incurred by the agency as a result of its displacement.
- Promptly submit the necessary claims to the agency's insurance providers.

Tasks and Duties of Unit Managers

- Each Unit Manager will assign at least one exempt employee to conduct outreach off-site for services deemed by each Unit Manager as being essential to **Name of Agency's** goal of providing a continuity of services to the community.
- The Unit Managers will ensure that its staff promptly records all hours worked.
- The Unit Managers will supervise all work performed off-site.
- The Unit Managers will continuously assess the effectiveness of the delivery of services to the public that is conducted off-site.

Tasks and Duties of Critical Employees:

- Promptly record all work performed off-site.
- Determine financial and case eligibility of potential client.
- Obtain the facts, information, and documentation of the applicant.