CALIFORNIA PARTNERSHIP TO END DOMESTIC VIOLENCE

Together, We're Stronger.

Emergency Preparedness Toolkit

A Guide for Domestic Violence Organizations

Brought to you by the Partnership's Capacity-Building Team

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DOMESTIC **VIOLENCE**
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I. Introduction

Emergencies are inevitable; but by developing safety plans and procedures in advance, your organization can effectively identify and address impending hazards, as well as prepare effective measures to aid recovery after the event. The Partnership's Emergency Preparedness Toolkit includes a compilation of trusted emergency preparedness resources and guidance materials. Whether you work for a residential or non-residential domestic violence program, this toolkit can help you plan for and respond to emergencies.

Preparing a safety plan with this toolkit can:

> ➢ Prevent re-traumatization for survivors in shelter and non-shelter settings;
> ➢ Prevent fatalities and injuries; and
> ➢ Provide confidence for community stakeholders.

As your statewide domestic violence coalition, the Partnership is always here to provide customized technical assistance to support you in your emergency preparedness and response efforts. We can also connect local programs to support cohesive regional responses to emergencies.

Please contact our help desk at info@cpedv.org to request support.
We are ready to assist you!

Why Have an Emergency Plan?[1]

Besides the major benefit of providing guidance during an emergency, developing the plan has other advantages. The planning process may bring to light deficiencies, such as the lack of resources (equipment, trained personnel, supplies), or items that can be rectified before an emergency occurs. In addition, an emergency plan promotes safety awareness and shows the organization's commitment to the safety of workers. The lack of an emergency plan could lead to severe losses such as multiple casualties and possible financial collapse of the organization. An attitude of "it can't happen here" may be present. People may not be willing to take the time and effort to examine the problem. However, emergency planning is an important part of organizational operation.

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[1] "Emergency Planning." Government of Canada, Canadian Centre for Occupational Health and Safety. 22 Jan. 2016. Web. 22 June 2016. <https://www.ccohs.ca/oshanswers/hsprograms/planning.html>

Since emergencies will occur, pre-planning is necessary. An urgent need for rapid decisions, shortage of time, and lack of resources and trained personnel can lead to chaos during an emergency. Time and circumstances in an emergency mean that normal channels of authority and communication cannot be relied upon to function routinely. The stress of the situation can lead to poor judgment resulting in severe losses.

As Dr. Elaine Enarson states,[2]

"Disaster planning is not often a priority in [domestic violence] shelters or transition homes, where your work focuses on daily survival issues. But your shelter is the only home [survivors] in crisis have, and it will be directly or indirectly impacted should a major disaster hit your neighborhood. Working through worst-case scenarios to assess risks, vulnerabilities, and resources will help your program respond when [survivors] need you more than ever. Staff, volunteers, and board members will also benefit as potential disaster victims and as emergency responders to shelter residents and clients."

DISASTER PLANNING FOR SHELTERS:
Guidelines for Staff, Volunteers, and Boards

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[2] "Domestic Violence Advocacy: A Disaster Response (Facilitator Guide)." The National Domestic Violence Hotline. 2014. 1-62. Web. 21 June 2016. <http://www.thehotline.org/resources/download-materials/>

II. Step-by-Step Protocols for Emergency Preparedness and Response: Armed Persons and Intruders; Wildfires; Bomb Threats; Floods and Earthquakes

i. Armed Persons and Intruders[3]

It's difficult to prepare for an armed person on the grounds of the facility or inside of the building. However, awareness of proper procedure for handling an armed person and/or intruder is important, even if the location of your building is undisclosed. The most important concern is safety.

Safety-Planning Questions
➤ Are the windows in the facility bulletproof? Do all of the windows have locks?
➤ Is there a procedure for letting unknown people into the facility?
➤ Is there a sign prohibiting weapons on the premises? Even if the person is trusted, weapons can stress survivors/staff and should be kept offsite.
➤ Is there a security system in place? Can the security system inform police of an intruder if phones are unavailable?
➤ Is a lock-down procedure in place? Is this procedure in the employee handbook? Best practice would be to have all staff thoroughly trained on this or at the minimum, at least two employees per shift for agencies that provide 24/7 services.
➤ Is there a routine drill where employees can simulate an armed intruder situation?
➤ Is there a daily headcount?
➤ Do you have an intercom system?
➤ Does your safety plan accommodate those with disabilities and other access and functional needs? [4]
➤ Does your organization have a language access plan to accommodate survivors who are non-English speakers, have limited English proficiency and who are deaf and hard of hearing?
  • For more information on creating a language access plan, visit: http://www.cpedv.org/resource-tool/new-language-access-resources

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[3] Missouri Coalition Against Domestic and Sexual Violence (Staff). "The Resource: Technical Assistance from Your Coalition: Planning for the Unexpected." 1-8. National Online Resource Center on Violence Against Women. 1 Jan. 2015. Web. 21 June 2016. <http://www.vawnet.org/Assoc_Files_VAWnet/MCADSV-Planning- Unexpected_Dec2014.pdf>

[4] "Functional Needs Support Services (FNSS) are services that enable individuals with access and functional needs to maintain their independence in a general population shelter. Examples of support services include durable medical equipment (DME), consumable medical supplies (CMS), and personal assistance services (PAS). Individuals requiring FNSS may have physical, sensory, mental health, and cognitive and/or intellectual disabilities affecting their ability to function independently without assistance. Others who may benefit from FNSS include women in the late stages of pregnancy, seniors, and people whose body mass requires special equipment." Guidance on Planning for Integration of Functional Needs Support Services in General Population Shelters. 1-166. San Antonio, Tx.: BCFS Health & Human Services, 2010.FEMA.gov. Nov. 2010. Web. 10 Jan. 2017. <https://www.fema.gov/pdf/about/odic/fnss_guidance.pdf>

In the event a hostile, unauthorized individual ("intruder") gains entry onto your property:[5]

1. The staff person discovering the intrusion should immediately do an 'all-call'stating: "Staff alert in/at____(state where the intruder is; e.g., reception, staff conference room, front door, etc.)." An 'all-call' process will vary at each site depending on the site layout and the communication systems in place. This alert should be heard throughout all or *most* of theproperty.

➢ Please see the sample "Code Green All-Call Staff Alert" protocol for an example

2. The staff person discovering the intrusion should then immediately call 911, telling the Law Enforcement office where the intruder is, using compass directions, if possible (e.g., the staff conference room is in the northwest corner of the building; the toddler playground is in the southeast corner of the fenced-in property, etc.). A map of the property with these compass directions should be posted in the Resident Advocate's or Direct Service Manager's office, the Administrative Assistant's office, and the mailroom, as well as at exits, and intermittently throughout the facility's hallways. The staff person should also give a detailed description of the intruder and clearly state what behaviors the intruder has demonstrated (e.g., throwing things, attempting to break in, making threats), and if the intruder is carrying anything that could be used as a weapon.

➢ Please see the "Intruder Description and Behaviors Checklist" for an example.

3. Upon hearing the "Staff Alert" call, the Resident Advocate, Direct Service Manager or other designated staff member should respond with a trauma-informed approach as follows:

➢ Keep a cell phone in hand at all times.
➢ Lock the doors closest to the area where the intruder is, then proceed to lock the main entrance door and other doors.
➢ Immediately gather up program participants and take them to the exit farthest away from the location of the intruder. All staff should be familiar with the primary and secondary routes for emergency exit.
➢ If a window is broken in the facility or shelter or if an alarm goes off, no one should ever go toward the sound.

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[5] Rivers-Cochran, Julie A., Joy M. Kruppa, and Sharon Youngerman. "Disaster-related Preparedness & Trauma Information Packet." 1-23. National Online Resource Center Violence Against Women. Florida Coalition Against Domestic Violence, 11 July 2006. Web. 21 June 2016.<http://www.vawnet.org/summary.php?doc_id=2530&find_type=web_sum_GC>

4. Once everyone is accounted for, lock the door that is closest to the area you are secured at. After securing the program participants, notify them that an intruder has been spotted on the property, that law enforcement has been called, and that they are located in the safest area of the building. For safety reasons, under no circumstances should a staff member, or anyone else, attempt to cross the path of the intruder.

Non-Emergency Procedures

It is recommended that Intruder Alert drills occur at least quarterly, allowing all shifts the opportunity to practice this important drill. These drills should be documented in the shift report, and the Shelter or Direct Service Manager should log these drills in an emergency procedures folder, noting date, time, and any comments or suggestions for corrective action. Additionally, if an unknown person comes to the shelter after dark, no one should be admitted through the gate/entrance without confirmation. At no time should a staff person exit the gate/building to meet an unknown person.

> ➢ Please see the following sample tools for examples:
>   - o "Verifying Program Participant" Protocol
>   - o "Alert Drill Log" Sample
>   - o "Alert Drill Debriefing Form" and "Emergency Incident Debriefing Form"

ii. Wildfires[6]

What?
A wildfire is an unplanned, unwanted fire burning in a natural area, such as a forest, grassland, or prairie. As building development expands into these areas, homes and businesses may be situated in or near areas susceptible to wildfires. This is called the wildland urban interface. Wildfires can damage natural resources, destroy homes, and threaten the safety of the public and the firefighters who protect forests and communities.

When?
Wildfires can occur at any time throughout the year, but the potential is always higher during periods with little or no rainfall, which make brush, grass, and trees dry and burn more easily. High winds can also contribute to spreading the fire. Your community may have a designated wildfire season when the risk is particularly high.

Where?

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[6] "How to Prepare for a Wildfire." Ready.gov. Web. 29 Aug. 2016. <https://www.fema.gov/media-library-data/1409003859391-0e8ad1ed42c129f11fbc23d008d1ee85/how_to_prepare_wildfire_033014_508.pdf>

Wildfires can occur anywhere in the country. They can start in remote wilderness areas, in national parks, or even in your backyard. Wildfires can start from natural causes, such as lightning, but most are caused by humans, either accidentally—from cigarettes, campfires, or outdoor burning—or intentionally.

Impact

Federal suppression costs typically range from $1 billion to nearly $2 billion each year. The destruction caused by wildfires depends on the size of the fire, the landscape, the amount of fuel—such as trees and structures—in the path of the fire, and the direction and intensity of the wind.

- ➤ Wildfires can cause death or injury to people and animals.
- ➤ Structures may be damaged or destroyed.
- ➤ Transportation, gas, power, communications, and other services may be disrupted.
- ➤ Flying embers can set fire to buildings more than a mile away from the wildfire itself.
- ➤ Smoke can cause health issues for people, even for those far away from the fire.
- ➤ Extensive acreage can be burned, damaging watersheds and critical natural areas.
- ➤ Flash flooding and mudslides can result from fire damage to the surrounding landscape.
- ➤ Wildfires can affect the land for many years, including causing changes to the soil that increase the risk of future floods.

Pre-planning

Watches, warnings, and evacuation notices are science-based predictions that are intended to provide adequate time for safety and/or evacuation. Individuals who delay leaving may find themselves trapped. It is important that each agency think about the following questions to assess their readiness to respond effectively in the unfortunate incident of a fire.

1. Have you assessed your geographical region's wildfire risk?
2. Do you monitor the weather reports provided by your local news radio and/or TV stations?
3. Do you have text or email alerts set up for emergency notifications? (To find out what alerts are available in your area, do an internet search with your town, city, or county name and the word "alerts.")
4. Do you know your agency's/community's local evacuation plan?
5. Have you identified escape routes for your location?
6. Are staff vehicles fully fueled and in good condition (in case you are required to evacuate at a moment's notice)?
7. Have you located nearby evacuation shelters? You can text SHELTER + your ZIP code to

43362 (4FEMA) to find the nearest shelter in your area.

8. How will you stay informed if there is a power outage? Do you have a battery-operated radio on site?

9. Do you know how to prevent a wildfire?

➢ For more information on wildfire prevention, visit: http://environment.nationalgeographic.com/environment/natural-disasters/wildfire-safety-tips/

➢ Download the Be Smart. Know Your Alerts and Warnings document at www.ready.gov/prepare for a summary of available notifications.

➢ In response to the Northern California fires of 2017, Morrison & Foerster LLP created *2017 Northern California Wildfires Helping Handbook: A Resource for Individuals, Families, and Small Businesses*. This handbook is available to download/print in English/Spanish and includes relevant information/resources for responding to wildfires.
www.mofo.com/norcal-fires/

The National Weather Service (NWS) of the National Oceanic and Atmospheric Administration (NOAA) issues notices when weather conditions such as strong wind, low relative humidity, and high temperatures make wildfires more likely. During these dangerous periods, NWS urges everyone to use extreme caution because a simple spark can cause a major wildfire.

NWS issues a fire weather watch when potentially dangerous fire weather conditions are possible over the next 12 to 72 hours. NWS issues a fire weather warning or red flag when fire danger exists and weather patterns that support wildfires are either occurring or expected to occur within 24 hours. Authorities may issue a fire weather watch before a warning, but a warning may also be the initial notification. Your community may also use the National Fire Danger Rating System to provide a daily estimate of the fire danger (e.g., low, moderate, high, very high, and extreme).

➢ For more information, visit: http://www.fs.fed.us/fire/management/index.html

If the danger is imminent, local authorities may issue an evacuation notice to alert residents that a fire is nearby and it is important to leave the area. Evacuation orders vary by state and community and may range from voluntary to mandatory. When authorities issue a mandatory evacuation notice, leave the area immediately. Know how to stay informed.
Receiving timely information about weather conditions or other emergency events can make all the difference in knowing when to take action to be safe.

Safety-Planning Tips

1. Monitor the weather reports provided by your local news radio and TV stations.

2. Many communities have text or email alerting systems for emergency notifications.

   ➢ To find out what alerts are available in your area, do an Internet search with your town, city, or county name and the word "alerts."

3. Consider buying a NOAA Weather Radio (NWR) All Hazards receiver, which receives broadcast alerts directly from NWS. You can purchase these at many retail outlets, such as electronics and big box stores, or online. Some NWR receivers are designed to work with external notification devices with visual and vibrating alerts for people who are deaf or hard of hearing.

   ➢ For more information on NWR receivers, visit:
      http://www.crh.noaa.gov/Image/pah/pdf/noaaweatherradio.pdf

4. Think about how you will stay informed if there is a power outage. Have extra batteries for a battery-operated radio and your cell phone with a portable charger. Consider having a hand crank radio and extra portable cell phone chargers. Know your evacuation routes; plan your transportation and a place to stay. To ensure you will be able to act quickly should you need to evacuate, you need to plan ahead.

5. Know your community's local evacuation plan and identify several escape routes for your location in case roads are blocked; include plans to evacuate people with disabilities and others with access or functional needs, as well as pets, service animals, and livestock.

6. If you will evacuate by car, keep your car fueled and in good condition. Keep emergency supplies and if possible, a change of clothes for everyone, in the car.

7. If you will need to share transportation, make arrangements now. If you will need to use public transportation, including paratransit, contact your local government emergency management agency to ask how an evacuation will work, how you will get current information during an evacuation, the location of staging areas, and other information.

8. If you expect to go to a shelter after evacuating, download the American Red Cross Shelter Finder App at www.redcross.org/mobile-apps/shelter-finder-app. This app displays a map of all open American Red Cross shelters and provides the capacity and the current population of each shelter.

   ➢ You can also text SHELTER + your ZIP code to 43362 (4FEMA) to find the nearest shelter in your area.

9. If you have pets and plan to go to a shelter, call to inquire whether it can accommodate pets. Shelters will accept service animals.

Response

If you see a fire nearby or approaching, call 911 to report the fire. Please do not assume that

someone else has reported it. If the danger is significant, local authorities may issue an evacuation notice to alert residents that a fire is nearby and it is important to leave the area. Evacuation orders vary by state and may range from voluntary to mandatory. If authorities advise or order you to evacuate, do so immediately.

Be sure to remember the **Five Ps of Evacuation:**

1. People
2. Prescriptions
3. Papers
4. Personal Needs
5. Priceless Items

While your organization's safety is most important, there are things you can do before evacuating that can help firefighters. If there is time before you need to evacuate, please consider the following steps:

1. Turn on lights outside and in every room to make the building more visible in heavy smoke.
2. Close all windows, vents, doors, and fireplace screens. This will help reduce drafts in the home and reduce radiant heat.
3. Disconnect automatic garage door openers so doors can be opened by hand if you lose power.
4. Move flammable furniture, including outdoor furniture, into the center of the facility away from windows and any glass doors. Remove flammable curtains and window treatments.
5. Connect garden hoses. Fill garbage cans, tubs, or other large containers with water. Shut off natural gas from the source, and move propane or fuel oil supplies away from the facility.
6. Follow any additional guidance provided by local authorities.

When driving away from a fire:

➢ Roll up windows and close air vents because smoke from a fire can irritate your eyes and respiratory system.
➢ Drive slowly with your headlights on because smoke can reduce visibility.
➢ Watch for other vehicles, pedestrians, and fleeing animals.
➢ Avoid driving through heavy smoke, if possible.

Once the local fire or law enforcement authorities say that it is safe, you may return to your facility. Because fire damages the stability of a structure, have a professional examine your facility and certify that it is safe before you go inside.

1. Inside Safety

a. Use caution when entering burned areas. Hazards may still exist, including hot spots that can ignite or trees that can fall without warning.

b. Be careful: avoid walking on smoldering surfaces. After a fire, the ground may contain heat pockets that can cause severe injury or spark another fire.

c. If you see smoke or fire, get out of the facility and call 911.

d. Wear leather gloves to protect your hands, and heavy, thick-soled shoes to protect your feet.

2. Outside Safety

a. Look out for power poles that may be unstable due to the fire. Stay away from downed power lines and report them to 911 or the power company's emergency number immediately.

b. Watch for ash pits (holes created by burned tree roots that are filled with hot ash), charred trees, smoldering debris, and live embers, and mark them for safety.

c. Check the roof and gutters. If possible, wet them down to completely put out any smoldering sparks or embers. If you see that fire is still present, call 911 immediately.

3. Communications

a. Use local alerts, radio, and other information sources, such as FEMA or American Red Cross apps, to get information and advice as soon as it is available.

b. Use text messaging or social media to communicate with family and friends. Telephones and cell phone systems are often overwhelmed following a disaster, so use phones only for emergency calls.

4. Health and Sanitation

a. Call 911 and seek help immediately if you or someone you're with has been burned or injured. Cool and cover burns as taught in first aid training to reduce the chance of further injury or infection.

b. Discard food exposed to heat, smoke, or soot. When it doubt, throw it out.

c. Do not drink, brush teeth, prepare food, or wash/bathe in water until officials indicate the water source is safe.

d. Follow the recommendations from your local health department. For example, authorities may recommend tetanus shots because bacteria may be present in contaminated soil.

Practice Fire Prevention

1. Do not use welders or any equipment that creates sparks outside on dry, windy days.
2. Do not ever park vehicles in tall, dry grass and especially if a fire weather watch or fire weather/red flag warning has been issued. Exhaust systems are very hot and can ignite dry grass quickly.
3. Store combustible or flammable materials in approved safety containers away from the facility.
4. Keep the gas grill and propane tank at least 15 feet away from any structure. Clear a 15-foot area around the grill. Do not use the grill during potentially dangerous fire weather conditions. Always have a fire extinguisher or hose nearby.

Practice first aid skills and emergency response actions through training classes.

In most circumstances, when someone is hurt, a person on the scene provides the first assistance, before professional help arrives. Learn and practice response skills now so you will know what to do. Each year, more than 3 million people gain the skills they need to prepare for and respond to emergencies through American Red Cross training classes, including first aid, automated external defibrillator (AED), and cardio-pulmonary resuscitation (CPR) training.

➢ To locate classes in your area, visit: www.redcross.org/take-a-class
The Community Emergency Response Team (CERT) Program expands the emergency response network by providing training in basic response skills to community members. CERT Basic Training educates people about disaster preparedness for hazards that may affect their area and trains them in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations.

➢ To find your local program, visit: www.fema.gov/community-emergency-response-teams

iii. Bomb Threats[7]

[7] Rivers-Cochran, Julie A., Joy M. Kruppa, and Sharon Youngerman. "Disaster-related Preparedness & Trauma Information Packet."

Bomb Threat Received by Phone

1. The caller receiving the bomb threat should see if someone else is available, write a note instructing them to use another phone to contact the County Sheriff's Department by dialing 911 so they can attempt to trace the call. This should be done only if it can be done without any distraction that may make the caller hang up prematurely.

2. It is important to remain calm, listen carefully to the details of the threat, and try to keep the caller talking until the answers to the following questions have been obtained:

- ➢ Carefully note the following:
  - Exact call time (start and end)
  - The exact words of the caller, including any special instructions and/or demands given by the caller
  - Any distinctive voice characteristics
  - Any background characteristics/noises
- ➢ When is the bomb going to explode?
- ➢ Where is the bomb right now?
- ➢ What kind of bomb is it?
- ➢ What does it look like?
- ➢ Where are you calling from?
- ➢ Did the caller place the bomb? Why?

3. When the caller hangs up, <u>please do not hang up your phone.</u> As soon as the caller hangs up, note the time, and using a different phone call 911. The staff member should identify themselves as being from YOUR AGENCY and notify the County Sheriff's Department of the bomb threat providing them with whatever information is requested. The staff will advise the program participants of the threat according to agency policy. The Executive Director is to be notified as soon as possible.

4. With a trauma-informed approach in mind, the staff member on duty will make every effort to calm program participants. If necessary, program participants should ready themselves for evacuation by congregating at the front door of the facility. They should wait for law enforcement presence before opening the door or exiting the building whenever this seems reasonable.

5. Evacuation should be carried out in a calm and orderly manner, keeping a trauma-informed approach in mind, and should use the following steps:

1-23. National Online Resource Center Violence Against Women. Florida Coalition Against Domestic Violence, 11 July 2006. Web. 21 June 2016.<http://www.vawnet.org/summary.php?doc_id=2530&find_type=web_sum_GC>

a. All staff and program participants will exit as a group and walk through the front door. Discuss other exit options if the front door is not a safe exit option.
b. A head count will be taken by the senior-most staff member on duty to ensure that everyone has vacated the facility.

6. If desired, the agency will cooperate with law enforcement and press all appropriate charges if a suspect is identified.

7. Evacuees may return to the facility two hours after the alleged time of detonation (if one was given by the individual(s) making the threat) or after law enforcement advises that the situation is clear.

8. In the event the facility is damaged or there is suspicion or threat of future damage, program participants will be provided shelter at an alternate shelter facility until the crisis is resolved. The Executive Director will assess the situation and options available and determine the most appropriate course of action for the safety of the program participants and staff. Shelter residents and their children who are in the most potential danger from their partner causing harm will be transported first to a place of safety.

9. Under no circumstances should anyone address representatives of the media except the Executive Director or the President of YOUR AGENCY's Board of Directors.

Bomb Threat Received by Mail
1. The individual who receives the bomb threat should allow no one to handle it.
2. Everything about its receipt should be documented.
3. Individual receiving the bomb threat should notify the County Sheriff's Office (911).
4. Until law enforcement arrives:

- Make all necessary searches carefully – <u>please do not touch anything!</u>
- Look for something suspicious, out of place.
- Search from waist height to ceiling, then from waist height to the floor. Search in pairs, if possible.
- If something is suspicious – <u>please do not touch anything!</u>
- Evacuate the area.
- Don't disturb anything in the area.
- Secure the area from a safe distance and wait for law enforcement.

5. Evacuation should be carried out in a trauma-informed, calm and orderly manner using the steps previously discussed in the section, "Bomb Threat Received by Phone."

iv. Floods[8]

Safety-Planning Questions

1. If you are in an area near a levy or dam that is at risk for breech, do you know the escape route and time available to move as many people as you might have in shelter?
2. Do you have life vests or other rescue devices?
3. Have you had contact with local authorities and developed a plan in the event they need to assist with evacuation?
4. Who can make the decision to evacuate those seeking services?
5. How will transportation be handled? Does your safety plan include accessible transportation for those with disabilities and other access and functional needs?
6. What items from your program need to be removed from the offices in order for you to maintain minimal operations? These could include a checkbook, computer with accounting program, access to grant files and resident files for those being evacuated.

How to Prepare for a Flood[9]

You will be better prepared to withstand a flood if you have the following items available, packed and ready to go in case you need to evacuate:

- Water—at least a 3-day supply; one gallon per person per day
- Food—at least a 3-day supply of non-perishable, easy-to-prepare food
- Flashlight(s) and extra batteries
- Battery-powered or hand-crank radio
- First Aid kit
- Medications (7-day supply) and medical items (hearing aids with extra batteries, glasses, contact lenses, syringes, cane)
- Sanitation and personal hygiene items
- Copies of personal documents (medication list and pertinent medical information, birth certificates, social security cards, insurance policies, and court paperwork such as custody orders and restraining orders)
- Cell phone with chargers (fully charged portable phone charger)
- Family and emergency contact information
- Map(s) of the area
- Rain gear
- Camera for photos of damage

Responding Appropriately During a Flood

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[8] Missouri Coalition Against Domestic and Sexual Violence (Staff). "The Resource: Technical Assistance from Your Coalition: Planning for the Unexpected." 1-8. National Online Resource Center on Violence Against Women. 1 Jan. 2015. Web. 21 June 2016. <http://www.vawnet.org/Assoc_Files_VAWnet/MCADSV-Planning- Unexpected_Dec2014.pdf>

[9] "Flood Safety." American Red Cross. 2016. Web. 22 June 2016. < http://www.redcross.org/get-help/prepare-for-emergencies/types-of-emergencies/flood#Respond>

➢ Listen to area radio and television stations and a NOAA Weather Radio for possible flood warnings and reports of flooding in progress or other critical information from the National Weather Service (NWS).

➢ Be prepared to evacuate at a moment's notice.

➢ When a flood or flash flood warning is issued for your area, head for higher ground and stay there.

➢ Stay away from floodwaters. If you come upon a flowing stream where water is above your ankles, stop, turn around and go another way. Six inches of swiftly moving water can sweep you off of your feet.

➢ If you come upon a flooded road while driving, turn around and go another way. If you are caught on a flooded road and waters are rising rapidly around you, get out of the car quickly and move to higher ground. Most cars can be swept away by less than two feet of moving water.

➢ Keep children out of the water. They are curious and often lack judgment about running water or contaminated water.

➢ Be especially cautious at night when it is harder to recognize flood danger.

➢ For more flood safety tips and information on flood insurance, please visit the National Flood Insurance Program Website: www.FloodSmart.gov

Floods by Mechanical Dysfunction[10]

Some examples of the devastating impact of floods are demonstrated in these real-life incidents:

More than one Missouri Coalition Against Domestic and Sexual Violence (MCADSV) Member program has had to confront the flood of broken pipes, water damage and—in one extreme case—a flood of raw sewage. In that case, the sewage hit the fan. Not only did they have to deal with foul water damage, but also the biological clean-up of a facility that couldn't be entered for weeks. Another program experienced a pipe break on the second floor, causing water damage throughout the building.

➢ Do you know where the water shut-off valve is for the building?

➢ Is there more than one for different sections of the building?

In both flood scenarios, **be cautious and on the lookout for the growth of mold**. Many people have allergies to a variety of different mold types, excluding the toxicity of black mold. This, too, generally requires a specialist to assist you in getting to the source and making sure that clean-up is thorough.

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[10] Missouri Coalition Against Domestic and Sexual Violence (Staff). "The Resource: Technical Assistance from Your Coalition: Planning for the Unexpected." 1-8. National Online Resource Center on Violence Against Women. 1 Jan. 2015. Web. 21 June 2016. <http://www.vawnet.org/Assoc_Files_VAWnet/MCADSV-Planning- Unexpected_Dec2014.pdf>

v. Earthquakes[11]

Establish Priorities
Take time before an earthquake strikes to write an emergency priority list, including:

➢ Important items to be hand-carried by staff; other items, in order of importance
➢ Items to be removed by car or truck if one is available
➢ Things to do if time permits, such as locking doors and windows, turning off the utilities, etc.

Write Down Important Information
Make a list of important information and put it in a secure location. Possible items to include on your list:

1. Important telephone numbers, such as local police, fire, paramedics and medical centers
2. Names, addresses, and telephone numbers of your insurance agents, including policy types and numbers
3. Telephone numbers of the electric, gas, and water companies
4. Name and telephone number of your landlord or property manager
5. Important medical information, such as allergies, regular medications, etc.
6. Your bank's or credit union's telephone number, account types, and numbers
7. Radio and television broadcast stations to tune to for emergency broadcast information

Pre-planning Steps:[12]
➢ **Step 1:** Secure your space by identifying hazards and securing moveable items.
➢ **Step 2:** Plan to be safe by creating a disaster plan and deciding how you will communicate in an emergency.
➢ **Step 3:** Organize disaster supplies in convenient locations.
➢ **Step 4:** Minimize financial hardship by organizing important documents, strengthening your property, and considering insurance.

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[11] "Being Prepared for an Earthquake." Centers for Disease Control and Prevention. 16 Jan. 2014. Web. 21 June 2016. <https://www.cdc.gov/disasters/earthquakes/prepared.html>

[12] "Earthquake Country Alliance: Seven Steps to Earthquake Safety." *Earthquake Country Alliance: Seven Steps to Earthquake Safety.* Web. 06 Oct. 2016. <http://www.earthquakecountry.org/prepare/>

During an Earthquake—Indoor Safety[13]

In most situations, you will reduce your chance of injury from falling objects and even building collapse if you immediately:

- ➢ **DROP down onto your hands and knees** before the earthquake knocks you down. This position protects you from falling but allows you to move if necessary.
- ➢ **COVER your head and neck** (and your entire body, if possible) under the shelter of a sturdy table or desk. If there is no shelter nearby, get down near an interior wall or next to low-lying furniture that won't fall on you, and cover your head and neck with your arms and hands.
- ➢ **HOLD ON to your shoulders** (or to your head and neck) until the shaking stops. Be prepared to move with your shoulders if the shaking shifts your body around.
- ➢ **Please DO NOT stand in a doorway.** You are safer under a table. In modern houses, doorways are no stronger than any other part of the house. The doorway does not protect you from the most likely source of injury—falling or flying objects. Most earthquake-related injuries and deaths are caused by falling or flying objects (e.g., TVs, lamps, glass, bookcases), or by being knocked to the ground.

Protect Yourself During Earthquakes!
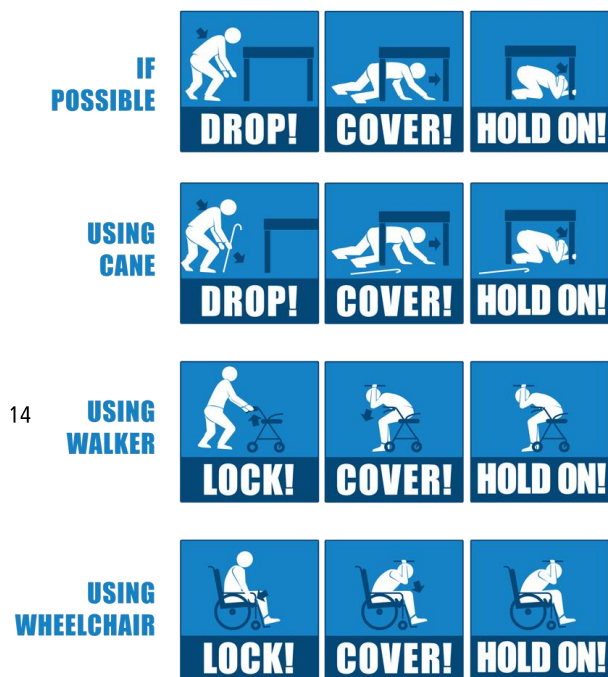
www.EarthquakeCountry.org/disability

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[13] "During an Earthquake: Indoor Safety." Centers for Disease Control and Prevention. 16 Jan. 2014. Web. 21 June 2016. < https://www.cdc.gov/disasters/earthquakes/during.html>

[14] Resources for People with Disabilities and other Access and Functional Needs Earthquake Country Alliance. Web. 06 Oct. 2016. <http://www.earthquakecountry.org/disability/>

You can take other actions, even while an earthquake is happening, that will reduce your chances of being hurt.

> ➢ If possible, within the few seconds before shaking intensifies, quickly move away from glass and hanging objects, and bookcases, china cabinets, or other large furniture that could fall.
> ➢ Watch for falling objects, such as bricks from fireplaces and chimneys, light fixtures, wall hangings, high shelves, and cabinets with doors that could swing open.
> ➢ If available nearby, grab something to shield your head and face from falling debris and broken glass.
> ➢ If you are in a kitchen, quickly turn off the stove and take cover at the first sign of shaking.
> ➢ If you are in a bed, hold on and stay there, protecting your head with a pillow. You are less likely to be injured staying where you are. Broken glass on the floor has caused injury to those who have rolled to the floor or tried to get to doorways.

During an Earthquake—Outdoor Safety[15]

If you are outside, it is best to stay outside, and stay away from buildings utility wires, sinkholes, and fuel and gas lines.

The area near the exterior walls of a building is the most dangerous place to be. Windows, facades and architectural details are often the first parts of the building to collapse. In addition, shaking can be so strong that you will not be able to move far without falling down, and objects may fall or be thrown at you. Stay away from this danger zone—stay inside if you are inside and outside if you are outside.

If outdoors, move away from buildings, utility wires, sinkholes, and fuel and gas lines. The greatest danger from falling debris is just outside doorways and close to outer walls. Once in the open, get down low (to avoid being knocked down by strong shaking) and stay there until the shaking stops.

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[15] "During an Earthquake: Outdoor Safety." Centers for Disease and Control and Prevention. 16 Jan. 2014. Web. 21 June 2016. <https://www.cdc.gov/disasters/earthquakes/outdoorsafety.html>

Automobiles

If you are in a moving automobile, stop as quickly and safely as possible. Move your car to the shoulder or curb, away from utility poles, overhead wires, and under or overpasses. Stay in the car and set the parking brake. Turn on the radio for emergency broadcast information. A car may jiggle violently on its springs, but it is a good place to stay until the shaking stops. If a power line falls on the car, stay inside until a trained person removes the wire.

When you drive on, watch for hazards created by the earthquake, such as breaks in the pavement, downed utility poles and wires, rising water levels, fallen overpasses and collapsed bridges.

Practice Drills

By planning and practicing what to do if an earthquake strikes, you can learn to react correctly and automatically when the shaking begins. During an earthquake, most deaths and injuries are caused by collapsing building materials and heavy falling objects, such as bookcases, cabinets, and heating units. Learn the safe spots in each room of your facility.

> ➢ Please ensure that your organization includes instructions for those with disabilities and other access and functional needs. For additional resources, visit: http://www.earthquakecountry.org/disability/

III. Populations with Disabilities and other Access and Functional Needs

i. Planning, Preparedness and the Law[16]

Emergency planners and organizations need to know their legal and ethical responsibilities for planning for people with disabilities and others with access and functional needs.

Americans with Disabilities Act (ADA)

The Americans with Disabilities Act (ADA) was enacted into law on July 26, 1990 and amended in 2008 to grant further protections to individuals with disabilities. It stipulates that "governments [as well as some private and commercial businesses] be accessible to people with disabilities" (DOJ 2007a, p. 1). Accessibility includes physical access but also addresses "how programs, services, and activities are delivered" (p. 1).

Disability is defined by the ADA as a "mental or physical impairment that substantially limits one or more major life activities" (DOJ 2007a, p. 5). Barriers to accessibility can include architecture, policies and procedures, and communication methods. "Effective communication means that whatever is written or spoken must be as clear and understandable to people with disabilities as it is for people who do not have disabilities" (DOJ 2007b, pp. 1 & 2). For example, some situations may require minimal assistance, such as a written note, instructions that are read aloud, or personal assistance in finding a location. Other situations—those that are "more complex or lengthy"—require more assistance, such as qualified interpreters, captioning, or the use of computer terminals (DOJ 2007b, p. 4).

Regardless of the auxiliary aid or service used, primary consideration must be given to the method that provides the person with a disability the greatest sense of security and understanding. According to the Office for Civil Rights ADA Fact Sheet (www.disabilityinfor.gov), public entities must serve people with disabilities and eliminate barriers to ensure that programs, services, buildings, and communication are accessible to people with disabilities. The ADA recommends planning ahead for effective communication with people with disabilities, and identifying resources for auxiliary aids and services.

This includes determining early on how to copy documents into alternative formats like Braille, find qualified interpreters, and train all employees to recognize the need for effective communication with people with disabilities (DOJ 2007a). All Public Safety Answering Points (PSAPs), such as 911 and other emergency services, "must directly receive TTY (text telephone) calls without relying on an outside relay service or third-party services" (DOJ

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[16] "Effective Emergency Management: Making Improvements for Communities and People with Disabilities." National Council on Disability. 1-514. 12 Aug. 2009. Web. 23 Jan. 2016
<http://www.ncd.gov/rawmedia_repository/50b76caf_054c_491d_ae88_587c096d8b3a. pdf>

2007c, p. 2). Telephone emergency services are required to be as effective for users of TTY as they are for nonusers. This is measured in relation to "response time, response quality, hours of operation, and all other features offered" (p. 2). Furthermore, the ADA requires that PSAPs must maintain and provide backup capability for all TTY equipment.

Emergency planners must plan ahead to effectively provide services and communicate with people with disabilities before, during, and after an emergency. Emergency planners can also influence and adopt policies that best protect and maintain the independence of people with disabilities as they prepare for and navigate emergency situations.

Individuals with access and functional needs may include those who:[17]

  ➢ Have mental, developmental and/or physical disabilities;
  ➢ Are elderly;
  ➢ Are children;
  ➢ Are from diverse cultures;
  ➢ Are pregnant;
  ➢ Have limited English proficiency or are non-English speaking; and
  ➢ Are transportation disadvantaged.

These lessons show **four areas** that are repeatedly identified as most important to people with disabilities and others with access and functional needs:

1. Communications and Public Information: Emergency notification systems must be accessible to ensure effective communication for people who are deaf/hard of hearing, blind/low vision, [non-English speaking and those with limited English proficiency].

2. Evacuation and Transportation: Evacuation plans must incorporate disability and older adult transportation providers for identifying and the movement of people with mobility impairments and those with transportation disadvantages.

3. Sheltering: Care and shelter plans must address the access and functional needs of people with disabilities and older adults to allow for sheltering in general population shelters. When shelter facilities are activated, the state will work with local officials to ensure they accommodate the provisions of the (ADA).

4. Americans with Disabilities Act (ADA): When shelter facilities are activated, the state will work with local officials to ensure they accommodate the provisions of the (ADA).

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[17] "State of California Emergency Plan." California Governor's Office of Emergency Services. 1-190. 23 Jan. 2009. Web. 01 June 2016. <http://www.caloes.ca.gov/cal-oes-divisions/planning-preparedness/state-of-california-emergency-plan-emergency-functions>

Types of Disability[18]

The National Organization on Disability (NOD) identifies three types of disabilities of concern for emergencies and disasters: **mobility, sensory and cognitive.** This report uses the NOD definitions given below (www.nod.org, see Emergency Preparedness Initiative):

1. Mobility

This term refers "primarily to persons who have little or no use of their legs or arms. They generally use wheelchairs, scooters, walkers, canes, and other devices as aids to movement."

Concerns for people with mobility disabilities might include:

- Sheltering expeditiously for a rapid onset event, such as a chemical spill.
- Losing durable medical equipment during an evacuation.
- Returning home from a shelter over debris-covered roads.
- Tearing out damaged wallboard, carpeting, and the like from the effects of floodwaters.
- Reoccupying a home before it has been cleared of items shaken loose by an earthquake.
- Returning home at all to a structure in the floodplain and consequently being forced to relocate or enter a congregate care facility, leading to a loss of independence.

2. Sensory

This term refers to "persons with hearing or visual limitations, including total blindness or deafness." Particular concerns that might arise for someone with a sensory disability could include the following:

- Being able to read educational and training materials on emergency preparedness that were developed in a format that is not accessible; FEMA materials, for example, while available online, are unusable for many people with sensory disabilities. Please ensure that material is accessible to deaf and hard of hearing persons, as well as those with limited English proficiency.
- Hearing warning messages or seeing the area of concern on televised weather maps.
- Understanding what the meteorologist is saying if they turn their back or fail to offer closed-captioned information.

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[18] "Effective Emergency Management: Making Improvements for Communities and People with Disabilities." National Council on Disability. 1-514. 12 Aug. 2009. Web. 23 Jan. 2016 <http://www.ncd.gov/rawmedia_repository/50b76caf_054c_491d_ae88_587c096d8b3a.pdf>

> ➤ Navigational and other challenges in shelters and in temporary housing.
> ➤ Being among the last to learn of recovery programs and resources that fail to disseminate information in accessible formats.

3. Developmental/Cognitive

The terms "developmental" and "cognitive" most commonly include conditions that may affect a person's ability to listen, think, speak, read, write, do math, or follow instructions. It is also important to note that survivors exposed to trauma and/or are in crisis may also display these conditions and should be taken into consideration during an emergency situation.

Concerns that may arise for people with developmental or cognitive disabilities include the following:

> ➤ Difficulty understanding instructions, including those that vary from source to source. Fear of a first responder or other person with whom the individual is unfamiliar. Isolation in a shelter environment if separated from a family member, friend, or caretaker.
> ➤ Confusion over how to use a given prophylactic, for example, in a pandemic.
> ➤ Having an official assume that the individual does not understand procedures or messages when in fact they do.
> ➤ Lack of access to needed resources because of a location's failure to provide ADA-specified accommodations.

Intersecting disabilities

It is important to remember and understand that disabilities often intersect and overlap. An individual may, for example, have both mobility and 47 sensory disabilities. Coupled with issues of income, age, gender, and culture, the goal of ensuring safety in the context of disaster becomes increasingly complex. In addition, stockpiling extra food, water, and emergency supplies is probably out of the question because of the person's limited income.

Emergency managers and voluntary organizations often work side by side in a disaster context to provide relief and recovery assistance. Yet these same key resources often remain distant from people with disabilities and disability organizations.

IV. Continuity Planning[19]

i. What is Continuity Planning?

Continuity planning is an effort to assure that the capability exists to continue essential agency functions throughout any potential emergency.

The objectives of Continuity include:

➢ Ensuring the continuous performance of an agency or a department's essential functions/operations during an emergency

➢ Protecting essential facilities, equipment, records, and other assets

➢ Reducing or mitigating disruptions to operations

➢ Reducing loss of life, minimizing damage and losses; and,

➢ Achieving a timely and orderly recovery from an emergency and resumption of full service to customers

Identifying, Interpreting and Evaluating Risks[20]

The activities of every organization and its assets, its staff, executives, facilities, equipment, databases, cash, and vendors are subject to disruptions from a wide range or variety of causes. In the big picture, every organization should consider potential causes of disruptions and their likely effects and consequences to identify means for preventing disruptions, mitigating their effects if they do occur, and minimizing their costs via collective sharing of risks (e.g., insurance). An additional motivation for analyzing risks is to design effective continuity plans.

Identifying, interpreting, and evaluating risks to an organization's operations is a key task in the planning and design of a continuity of operations and continuity of government (COOP/COG) plan. The manner in which this task is performed can influence significantly the shape and form that a continuity plan takes. In fact, a poorly executed risk analysis can lead to the development of a continuity plan that is totally ineffectual for the risks at hand, enormously expensive to develop and maintain, or both.

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[19] "Continuity Planning Program – A Consolidated Approach." California Governor's Office of Emergency Services. 1-6. Web. 6 Oct. 2016. <http://www.caloes.ca.gov/cal-oes-divisions/planning-preparedness/continuity-planning>

[20] "Analyzing Risks for Continuity Planning – Linking Threats to Disruption Scenarios." California Governor's Office of Emergency Services. 1-8. Web. 6 Oct. 2016. <http://www.caloes.ca.gov/cal-oes-divisions/planning-preparedness/continuity-planning>

Basic Terms and Concepts

> An organization's operations are disrupted when resources that they require such as people, communication systems, facilities, databases, computers with associated operating systems, utilities, software applications, and network or communications capabilities, specialized equipment, materials and supplies, or vendors are not available when, where, and how they are normally expected.

> The unavailability of resources as they are normally expected is the effect of a cause, such as a power outage, a flood, a human "goof," a technology failure, a malicious act by an employee or contractor, or an act of terrorism.

> Causes of disruptions occur with some degree of randomness and unpredictability – they cannot be anticipated exactly in terms of time, place, and manner of occurrence.

> Disruptions of operations have consequences or effects: some of them may be minor or small, and others may be extremely large in their breadth of impact.

> A risk is the possibility that an operation will be disrupted by a cause that can create serious negative consequences.

> Prevention is a program of activity or actions that seek to reduce to zero the probability of a cause occurring.

> Mitigation is a program of activity or actions that seek to minimize the consequences of a cause when an occurrence is first detected.

> For some situations that occur with some degree of frequency and familiarity, a form of mitigation is a standard operating procedure (SOP) to address the cause and restore operating order quickly. SOPs are activated routinely and do not call for exceptional management decision-making.

> Situations whose consequences are so large that routine management policies and procedures are overwhelmed, and for which there are no contingency or continuity plans, require *ad hoc* decisions by senior executives who pre-empt routine management protocols. This situation requires crisis management.

Situations whose consequences are potentially so large that routine management policies and procedures will be overwhelmed, yet whose likelihood of occurring is "reasonable" and prevention and mitigation actions are not sufficient, are candidates for continuity planning. Continuity planning anticipates these causes and their consequences or effects on operations, and provides exceptional courses of action that organization executives/staff must undertake to address the situation. By having a plan, informing all key staff about the plan and even practicing the plan, the organization is prepared to respond, should a major disruption occur.

Sources for such disruptions include:

- Aircraft/Transportation Accidents
- Avalanches
- Civil Disorder
- Fire
- Drought
- Earthquakes
- Floods
- Hazardous Material Incidents
- Landslides
- Snowstorms
- Terrorism
- Tornados
- Tsunamis
- Volcanoes
- Wildfires
- Windstorms

These hazards may occur independently (e.g., tornado), concurrently (volcano, earthquake, and wildfire), or successively (e.g., snowstorms and avalanches), and are accompanied by a range of effects including:

- Area Denial/Contamination
- Death or injury of personnel and clients (civilians or workers)
- Destruction of Property/Structural Damage
- Explosive Blast Wave / Shock Wave
- Fire
- Heat
- Loss of food/water
- Loss of transportation/ communications/power
- Medical care lack of and/or surge capacity

The consequences of these effects can include:

- Economy – demise of business activity
- Evacuation – sustained loss of population
- Government – leadership and confidence lost
- Government Operations deteriorated
- Medical Services degraded
- Psychological and Sociological Impacts – traumatized staff, clients, and the public
- Safety – deterioration in law and order

Challenges[21]

One of the greatest challenges in continuity planning is resolving the level of responsiveness that an organization should adopt as the performance standard for its plan. If it is too quick to respond, the costs of maintaining the response capability are excessive, relative to the value at stake if a disruption occurs. It may also react too often, and that can drive up the costs, as well. If it is too slow to respond, then the very existence of the organization may be threatened (for non-governmental organizations), and in many cases the careers of its executives may be shortened abruptly.

> ➢ More specifically, how should an organization determine the response level that is appropriate for any function or major operation that it supports, and how can it assure consistency across all operations?

Context

The context for addressing these questions is that an organization is contemplating how it can plan, in advance, to recover and resume its most time-critical and valuable operations, should they be disrupted by any number of possible risk scenarios. The planning for emergency responses in the immediate aftermath of a disruption, to protect and save lives, minimize personal injuries, and reduce or minimize damages to property is a different planning activity and is not contemplated directly here. Activation of a continuity plan typically commences after the proverbial "smoke has cleared and the dust settled," and senior executives have conducted a situation analysis or assessment.

This context also recognizes that planning for continuity usually cannot address all of an organization's activities. Some activities must be judged to be more important than others, and some will not be covered by continuity plans because the values at risk do not justify the costs of coverage.

If a disruption occurs, the design of a continuity plan anticipates that senior management and executives will form a senior activation team that:

> ➢ Assures itself that the most critical operations will be supported well by an activated continuity plan, and if not, they will decide "on the fly" how to recover these operations, probably via modifications to the processes outlined in the continuity plan;

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[21] "Rating and Prioritizing an Organization's Functions for Continuity Planning." California Governor's Office of Emergency Services. 1-10. Web. 6 Oct. 2016. <http://www.caloes.ca.gov/cal-oes-divisions/planning-preparedness/continuity-planning>

➤ Initiates pro-active oversight of all operations that are NOT covered by a continuity plan, so that any disruptions to these functions do not distract the continuity plan team's efforts. In fact, the senior activation team may re-direct resources from non-critical operations to those covered by a continuity plan to expedite their recovery; and

➤ Given the circumstances of the disruption, the senior activation team may decide to give higher priority to operations that were not originally considered to be critical, and are not covered by a continuity plan, but these efforts will necessarily be initiated "on the fly" without any advance thought or preparation.

Ultimately, the goal of continuity planning is to identify those operations that add value and, if disrupted from their normal schedule of performance via a variety of possibilities, can cause serious harm to the organization's customer base, the public at large, or to the organization itself.

If a disruption occurs, at one extreme in the executive's toolbox are standard operating procedures for recovering, and these circumstances need only a routine mention in a continuity plan. At another extreme are operations that enjoy sufficient robustness in the nature of their operating structure, and the demands on their output, that recovery strategies can be formulated "on the fly" with adequate time for resumption, and no special provisions are necessary.

➤ For more information and resources on Continuity Planning, visit: http://www.caloes.ca.gov/cal-oes-divisions/planning-preparedness/continuity-planning

V. Best Practices: Emergency Preparedness and Response

i. Preparedness[22]

Research on preparedness shows that people who believe themselves "prepared" for disasters often aren't as prepared as they think.

According to a national study conducted by Ready.gov [on the general public]:

➢ Forty percent of survey respondents did not have household plans
➢ 80 percent had not conducted home evacuation drills
➢ Nearly 60 percent did not know their community's evacuation routes
➢ Nearly 20 percent of survey respondents reported having a disability that would affect their capacity to respond to an emergency situation, but shockingly only one out of four of them had made arrangements specific to their disability to help them respond safely in the event of an emergency.

Becoming more prepared in case of an emergency is easier than you might think. Whether it's your home, your neighborhood, your place of business, or your school, you can take a few simple steps to prepare your community. We must all embrace our individual responsibility to be prepared–in doing so, we contribute to the safety and security of the nation as well.

When preparing for crises, the National Domestic Violence Hotline recommends that domestic violence programs implement the following:[23]

1. A trained disaster specialist or team depending upon the size of the organization that may include employee(s) and volunteer(s).
2. An all-hazards plan and separate protocols for all types of potential emergencies (e.g., wildfire; bomb threat; armed person/intruder; earthquake; flood, etc.).

➢ Develop checklists for each of these potential emergencies.
➢ One protocol for each disaster type (some overlap may occur).
➢ Each protocol should include a timeline, and should outline specific staff instructions.

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[22] "Community Preparedness: The Facts." Ready.gov. Web. 24 June 2016. <https://www.ready.gov/community-preparedness-toolkit>

[23] "Domestic Violence Advocacy: A Disaster Response (Facilitator Guide)." The National Domestic Violence Hotline. 2014. 1-62. Web. 21 June 2016. <http://www.thehotline.org/resources/download-materials/>

> ➢ Staff roles should be clearly defined with clear instructions pre-, during and post- disaster.
> ➢ Should outline "practice drill" schedules and log requirements.

3. A committee to review the initial plan and review it annually.

4. A yearly budget for start-up and replacement supplies.

5. PRACTICE, PRACTICE, PRACTICE! Understand that the best laid plans will have flaws in any crisis, disaster or emergency. Planning and practice is helpful to generate confidence to make decisions in the face of uncertainties.

6. At minimum, disaster protocols should include everything listed on the slide.

7. All staff must be made aware of any changes with policies disseminated annually.

8. A debriefing process should be in place for drills and emergency incidents. Attempt to update policies after each disaster as new information will always emerge to help in preparing for the next disaster.

9. Assign staff to research literature published after major disasters anywhere in the world. Government and other disaster-related organizations will update their websites with helpful information. Academic publications will follow a year or so after.

10. Brainstorm and create tangible action plans for worst-case scenarios.

11. Organizational leaders are responsible for disaster planning, policies, and implementation.

Often communities used to disaster warnings become apathetic and used to false alarms or have a false sense of security from survival stories passed down in the family. For instance, many people along the Gulf Coast of Mississippi did not heed Katrina evacuation warnings thinking that their ancestors survived 1969's Hurricane Camille, which was Category 5, and many were swept away by the unprecedented storm surg. Despite official warnings, 235 people died there, aside from the levee situation in New Orleans.

There are a number of emergency preparedness issues that remain of great concern:[24]
> ➢ How we determine warning signs of a disaster or threat.
> ➢ How and when we notify people of potential problems.
> ➢ How we ensure public safety and order.
> ➢ How we respond to survivors in a disaster when normal response systems are in chaos.

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[24] West, Helga, Judy Benitez, Bonnie Zampino, and "Elaine." "Victims of Violence in Times of Disaster or Emergency." 2006. 1-9. National Online Resource Center on Violence Against Women. Web. <http://vawnet.org/summary.php?doc_id=2520&find_type=web_desc_GC>

> Where we evacuate and shelter evacuees.
> How we keep people safe in emergency shelters. How we help people rebuild their lives.
> How we rebuild healthy communities. What we provide in the long term to help individuals and families heal.

The processes of planning, communication, resource sharing, execution, mid-course correction, and evaluation of the overall response to a disaster or emergency needs to be well thought-out long before these events occur. We clearly are not yet at a point where we have mastered the planning and response needed for effective emergency preparedness, but each experience and problem also presents an opportunity from which we can learn.

The challenge that faces us as individuals, organizations, and systems of government is to take the information gleaned from historical experiences with disaster and emergency and use it to forge an integrated response system that meets the needs of survivors, staff, and upholds and bolsters local programs and services.

ii. Response[25]

The actions taken in the initial seconds and minutes of an emergency are critical. A prompt warning to employees to evacuate, shelter or lockdown can save lives. A call for help to public emergency services that provides full and accurate information will help the dispatcher send the right responders and equipment. An employee trained to administer first aid or perform CPR can be lifesaving. Action by employees with knowledge of building and process systems can help control a leak and minimize damage to the facility, communities and the environment.

When responding to crises, the National Domestic Violence Hotline recommends that domestic violence programs respond in the following ways:[26]

1. During an emergency it is important to utilize a trauma-informed approach, and support the choice of the survivor whether they choose to evacuate with the residents or return to their family and even their partner causing harm. It is our job to provide education and critical information so that survivors can make informed decisions.

a. With safety planning, brainstorm solutions with the survivor starting with the people and resources closest to them. We'll reference friends and family, and from there think of neighbors, faith-based organizations (fellow church-goers, clergy, pastor, etc.), after- school programs (coach, staff, tutor, etc.).
b. Try to consider all of the possible safety nets that this person could have.
c. Advocates are encouraged to initiate the safety planning process with survivors by asking exploratory questions. Given disrupted legal systems and social services, survivors should be encouraged to collectively safety plan with those around them to tap into the resources that still remain.
For instance:

Validate the survivor's concerns and feelings.
  ➤ It's easy for a survivor to minimize the experience of abuse, especially if they feel responsible for others (e.g. children, elders, other community members, neighbors, etc.).

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[25] "Emergency Response Plan." Ready.gov. Web. 24 June 2016. <https://www.ready.gov/business/implementation/emergency>

[26] "Domestic Violence Advocacy: A Disaster Response (Facilitator Guide)." The National Domestic Violence Hotline. 2014. 1-62. Web. 21 June 2016. <http://www.thehotline.org/resources/download-materials/>

Ensure the referred shelter or emergency location has adequate safety protocols.
- Is the shelter well lit?
- Are bathrooms located in a central area?
- What security measures does the shelter take in case of an interpersonal conflict or assault?
- Is it possible to set up a separate shelter for especially vulnerable[27] individuals?

2. Appoint someone in charge of evacuation, and another in charge of services to ensure cancellations and transfers are properly communicated and someone in charge of supplies to bring (diapers, formula, food, water, toiletries, medications, etc.).
- If possible, evacuate residents to the nearest domestic violence shelter. If no shelter is available, identify the closest emergency shelter.
- If evacuation is possible, be sure to fill up on gas and if safe, fill a gas storage container as back up. Gas stations frequently run out of gas before and immediately following disasters.
- Be sure all confidentiality issues have been planned for and ask for releases when applicable, safe and appropriate.
- Be sure the person relocating to sustain operations has updated information, including alternative numbers for clients, employees, emergency contacts and volunteers.

3. Evacuation to an Emergency Shelter
- Assess appropriateness of shelter with each survivor
- Create safety plans with survivors around staying at the shelter, returning to partner or staying with relatives.
- Rotate shelter staff so there is someone there 24 hours.
- Introduce yourself to guards and notify them right away if a batterer or a batterer's ally is seen at the shelter.
- Anticipate emotional reactions.

4. Offer continuous services
If possible, continue providing emotional support through counseling and group work. Because everyone reacts to crisis differently it is necessary that services be available to address their current emotional needs as well as their past abuse and trauma. Emergency situations can be triggering and can cause a survivor or staff member to experience anxiety, depression, post-traumatic stress disorder or exacerbate existing issues and therapeutic services can help reduce that possibility. (Enarson, E. 1998).

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[27] In this context, the term "vulnerable" refers to those at high levels of danger.

5. Rolling and sharing services
If possible, roll program Hotline to sister programs, state hotline or National Domestic Violence Hotline. Consider referrals to nearby available agencies and think creatively about sharing office space and supplies with other organizations.

Survivor Assistance in the Aftermath[28]

While the Salvation Army, Red Cross, and other organizations and agencies rally to respond to tragic events, their focus is generally on crisis response (e.g., how to satisfy basic and immediate human needs like food, water, and shelter). Similarly, crisis intervention—more personalized services offered when a crisis takes place and perhaps unhealthy coping mechanisms threaten individual or family functioning—can be enormously helpful in the aftermath of disaster or emergency. Both crisis response and crisis intervention can help to lay the foundation for reducing anxiety and educating survivors and their families on trauma, Post Traumatic Stress Disorder (PTSD), and common disaster responses.

It is clear, however, that longer-term trauma support is essential, especially for those with pre-existing trauma, substance abuse, or psychiatric histories. History shows us that while many individuals will make a full psychological recovery within 12 to 24 months following a disaster; post-event stressors such as the disruption of basic needs, stressful life events (e.g., loss of a home or job, displacement), and loss of internal and external resources (e.g., a sense of control or social ties) can make healing even more difficult (Kilpatrick & Freedy, 1994).

Even under the best of circumstances following a crisis, survivors often need support far beyond crisis intervention, often for periods of two years or more. We also know that every individual, community and culture heals differently and at a personal pace. In order to minimize the social, cultural, familial, and personal impact of destructive events, we need to ensure that programs and services are available for a longer period of time and gain a deeper understanding of who may be at risk or have a more difficult time in the aftermath.

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[28] West, Helga, Judy Benitez, Bonnie Zampino, and "Elaine." "Victims of Violence in Times of Disaster or Emergency." 2006. 1-9. National Online Resource Center on Violence Against Women. Web. <http://vawnet.org/summary.php?doc_id=2520&find_type=web_desc_GC>

The National Center for Post Traumatic Stress Disorder (PTSD) provides the following mental health risk factor profile (Kilpatrick & Freedy, 1994):
- ➢ Lower income
- ➢ Increasing age
- ➢ Prior mental health conditions
- ➢ Prior violent crime victimization
- ➢ Prior history of other traumatic events
- ➢ Pre-existing non-traumatic (but troubling) events
- ➢ Intense initial emotional reactions to disaster
- ➢ Perceived threat of serious injury or death (to self or family) during disaster
- ➢ Higher post-disaster rates of non-traumatic events
- ➢ A lack of necessary resources in the post-disaster period (e.g., family stability, stable employment, social support)
- ➢ Higher rates of unhealthy post-disaster coping behavior

For survivors who have experienced crime and may not have the knowledge, resources, access, or capacity to reach out for help, service providers within the criminal justice system and victim assistance communities need to be especially assertive and understanding to ensure that core victim rights are upheld and that services can be established for those in need.

Other providers need to also consider that some of the individuals and families being served may have experienced violent crime, and it is therefore essential that they have an understanding of early signs of trauma, reporting protocols, and safety procedures. Good community connections and collaborations will help to bridge services from one community to the next so that all wounds—physical, emotional, spiritual, etc.—can receive attention. Violent crime survivors can have an especially difficult time coping in the aftermath of disaster.

The shock, loss of safety, increased anxiety, fear, and absence of traditional supports can trigger feelings and reactions from earlier traumas. Because survivors may not understand the relationship between "what's happening now" and "what happened back then" regarding trauma, it is imperative that we foster greater public understanding of the nature and impact of trauma and the interrelation between trauma, substance abuse, and mental health concerns and how this experience can affect health, ability to focus, relationships, sleep, emotional state, and more. Service and healthcare providers, employers, community groups, families, and individuals all need to have a sense of how trauma may impact people and relationships.

Disaster Response and Management[29]
Disaster Response Structure
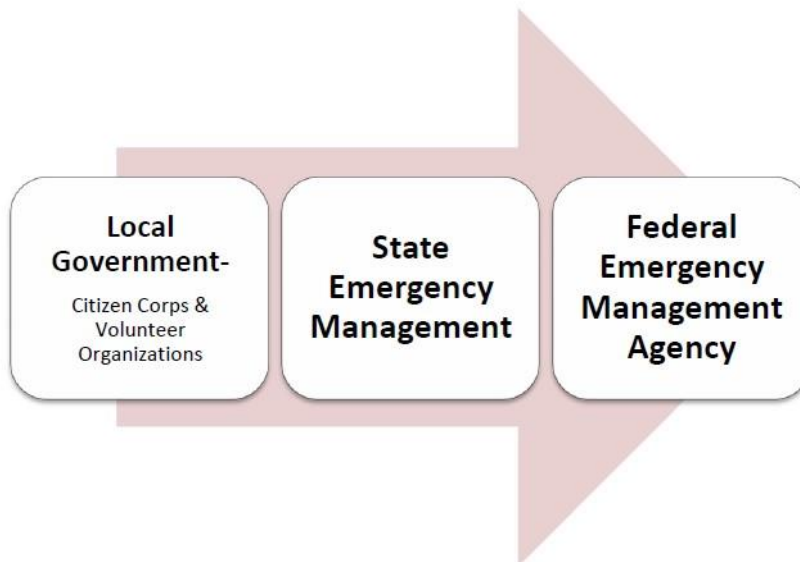
Step 1: National Weather Service or National Hurricane center will notify the county/city local government of the impending storm/disaster.

Step 2: Local government enacts emergency plan and deploys local entities: law enforcement, firefighters, EMS and other para-professionals.

Step 3: Voluntary groups are deployed as needed:

➢ Community Emergency Response Teams (Citizen Corps, Fire Corps, Medical Reserve Corps) which focus on disaster preparedness and disaster response skills and provide emergency support when conventional emergency services are overwhelmed.

➢ The Red Cross, which was chartered by Congress to coordinate disaster response services, including shelter, food, emotional health services and basic human needs.

➢ Salvation Army and other charitable and faith-based programs.

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[29] "Domestic Violence Advocacy: A Disaster Response (Facilitator Guide)." The National Domestic Violence Hotline. 2014. 1-62. Web. 21 June 2016. <http://www.thehotline.org/resources/download-materials/>

Step 4: If the local government needs further assistance, the State Emergency Management Team is notified.

Step 5: Federal Emergency Management Agency (FEMA) is the lead federal agency for emergency management and support, when state resources become overwhelmed, but does not override state authority.

> ➤ For more information on disaster response and management, visit www.fema.gov.

As Judy Benitez, et al.[30] astutely point out, to ensure that survivors, staff and community members heal and have the best support possible in the aftermath of disasters, we need to focus on collaboration, education, communications, and sustained trauma-informed support. Together, we can bring about positive change so that future times of disaster will be managed with sensitivity, response, and coordination.

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[30] West, Helga, Judy Benitez, Bonnie Zampino, and "Elaine." "Victims of Violence in Times of Disaster or Emergency." 2006. 1-9. National Online Resource Center on Violence Against Women. Web. <http://vawnet.org/summary.php?doc_id=2520&find_type=web_desc_GC>

VI. Contact Guide

a. Local Funders

i. United Way

Find a United Way in your area:

http://www.unitedway.org/local/united-states/California

ii. Office of the Mayor

iii. State Funder

California Governor's Office of Emergency Services (Cal OES)

Phone Number   **Street Address**
(916) 845-8510   3650 Schriever Avenue, Mather, California 95655

➢ To locate your region's emergency contact specialists, visit: Cal OES Emergency Specialists

b. Federal Funder

i. U.S. Department of Justice: Office on Violence Against Women (OVW)

Phone Number	**TTY**	**Fax**	**Email**
(202) 307-6026	(202) 307-2277	(202) 305-2589	ovw.info@usdoj.gov

Street Address
145 N Street, NE, Suite 10 W. 121,
Washington, D.C. 20530

c. Foundations

i. Blue Shield Against Violence Foundation

Phone Number	**Email**
(415) 229-6080	bscf@blueshieldcafoundation.org

Street Address
50 Beale Street, 14th FL
San Francisco, CA 94105-1819

ii. The Women's Foundation of California

| **Phone Number**	**Fax**	**Street Address**
(510) 740-2500	(510) 740-2539	300 Frank H. Ogawa Plaza, Suite 420 Oakland, CA 94612

d. Statewide Domestic Violence Coalition

i. California Partnership to End Domestic Violence

Phone Number   **Fax**   **Email**
(916) 444-7163   (916) 444-7165   info@cpedv.org

Street Address
1107 9th Street, Suite 910
Sacramento, CA 95814

➢ For a staff directory, visit: http://www.cpedv.org/staff
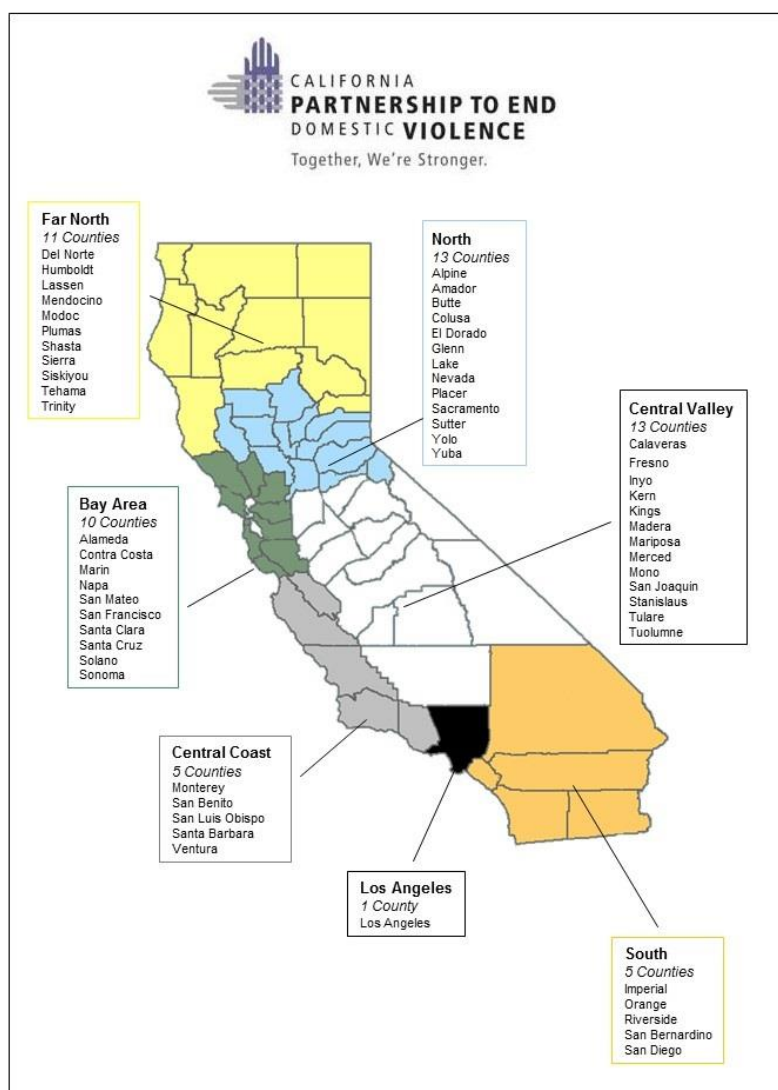
California Partnership Regions: To locate your regional representative, visit:
http://www.cpedv.org/boarddirectors

VII. Emergency Preparedness and Response Resources

American Red Cross, Find Open Shelters
http://www.redcross.org/get-help/disaster-relief-and-recovery/find-an-open-shelter?utm_source=HUD+Exchange+Mailing+List&utm_campaign=daa6e39f77-Preparing+Homeless+for+Hurricane+Matthew+-+10%2F6%2F16&utm_medium=email&utm_term=0_f32b935a5f-daa6e39f77-19366061

American Red Cross, Preparing for Disaster for People with Disabilities and other Special Needs
http://www.redcross.org/images/MEDIA_CustomProductCatalog/m4240199_A4497.pdf

American Red cross, Wildfire Safety Checklist
http://www.redcross.org/images/MEDIA_CustomProductCatalog/m4340149_Wildfire.pdf

California Governor's Office of Emergency Services (Cal OES), Continuity and Succession Planning
http://www.caloes.ca.gov/cal-oes-divisions/planning-preparedness/continuity-planning

California Governor's Office of Emergency Services (Cal OES), State of California Emergency Plan
http://www.caloes.ca.gov/cal-oes-divisions/planning-preparedness/state-of-california-emergency-plan-emergency-functions

Earthquake Country Alliance, Resources for People with Disabilities and Other Access and Functional Needs
http://www.earthquakecountry.org/disability/

Morrison & Foerster LLP *2017 Northern California Wildfires Helping Handbook: A Resource for Individuals, Families, and Small Businesses.* This handbook is available to download/print in English/Spanish and includes relevant information/resources for responding to wildfires.
www.mofo.com/norcal-fires/

National Council on Disability, Effective Emergency Management: Making Improvements for Communities and People with Disabilities
http://www.ncd.gov/publications/2009/Aug122009

Ready.gov, Community Preparedness Toolkit
https://www.ready.gov/community-preparednesstoolkit

The National Domestic Violence Hotline, Disaster Response Curriculum
http://www.thehotline.org/resources/download-materials/
The National Online Resource Center on Violence Against Women, Disaster-related
Preparedness & Trauma Information Packet
http://vawnet.org/material/disaster-related-preparedness-trauma-information-packet

The National Online Resource Center on Violence Against Women, The Resource-
Technical Assistance from Your Coalition: Planning for the Unexpected
http://vawnet.org/material/resource-technical-assistance-your-coalition-planning-
unexpected

The National Online Resource Center on Violence Against Women, Victims of Violence
in Times of Disaster or Emergency

http://vawnet.org/material/victims-violence-times-disaster-or-emergency

U.S. Housing & Urban Development Department (HUD) Exchange, Disaster
Preparedness, Response, and Recovery, and Homelessness
https://www.hudexchange.info/homelessness-
assistance/disasters/?utm_source=HUD+Exchange+Mailing+List&utm_campaign=daa6
e39f77-Preparing+Homeless+for+Hurricane+Matthew+-
+10%2F6%2F16&utm_medium=email&utm_term=0_f32b935a5f-daa6e39f77-
19366061

VIII. Tools and Sample Documents

➢ Attachments

1. Intruder Description and Behavior Checklist
2. Drill Log
3. Drill Debrief
4. Emergency/Incident Debrief
5. Emergency/Disaster Supply Checklist
6. Fire Prevention/Preparedness Checklist
7. Emergency/Disaster Safety Plan
8. Dr. Strong All-Call Protocol
9. Confirmations Protocol
10. Know your clients, medical conditions, etc. questionnaire