Agency Emergency Planning for Community-Based Organizations

August 24, 2021 from 9:00 to 10:30 am

A Zoom-based Webinar for UASI South Bay Hub
Santa Clara, Monterey, San Benito and Santa Cruz counties
Welcome

• Welcome and Introductions
  – Housekeeping and ACCESS Coordinator for today
  – Zoom basics and etiquette – TA Coordinator

• Why We Are Here
  – First in the 2021 series of workshops for South Bay hub counties
  – Funded by Bay Area UASI BATEP program
Session Objectives

• Assess readiness of your own organization

• Learn how to improve your agency’s readiness and resilience

• Dialogue with other nonprofits and learn from one another’s planning efforts
PARTICIPANT SHARING ACTIVITY #1

FOR LIVE RESULTS: HTTPS://WWW.MENTIMETER.COM/S/B7A6D74611E067C91F540EDB93DCAC82/E8375BB493DB

Menti.com 8045 5233
AGENDA:
1. Welcome and Introductions
2. Self Assessment Activity & Emergency Planning Concepts
3. Breakout Sessions
4. Reflections & Sharing
5. Closing Remarks & Evaluation

CO-PRESENTERS:
Self-Assessment Tool

DOWNLOAD LINK:
https://www.cadresv.org/event/batep-agency-emergency-planning-for-nonprofits/

Hierarchy of Organizational Preparedness with Emergency Planning Elements

* Early concepts of this tool were developed by Swandianse Consulting with support from Silicon Valley Community Foundation
<table>
<thead>
<tr>
<th>Tier 1 - Life Safety and Survival Actions</th>
<th>Tier 2 - Re-establishing Operations and Service Delivery</th>
<th>Tier 3 - Sustaining Operations and External Collaboration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. PERSONAL PREPAREDNESS</strong></td>
<td><strong>A. DISASTER MISSION STATEMENT</strong></td>
<td><strong>A. COORDINATION WITH OTHERS</strong></td>
</tr>
<tr>
<td>- Essential for everyone—if people aren’t</td>
<td>- Do this early on in your planning</td>
<td>- Who else is in your building?</td>
</tr>
<tr>
<td>prepared, they can’t help</td>
<td>- Assume you can’t do everything</td>
<td>- Who’s in your neighborhood?</td>
</tr>
<tr>
<td>- Offer training such as first aid, CPR</td>
<td>- What do you intend to focus on?</td>
<td>- Who do you connect with at city and county</td>
</tr>
<tr>
<td>- Encourage and procure resources</td>
<td>- Get buy-in from staff and leadership</td>
<td>levels, CBO networks, contractors</td>
</tr>
<tr>
<td><strong>B. EMERGENCY COORDINATION TEAM</strong></td>
<td><strong>B. ESSENTIAL SERVICES</strong></td>
<td><strong>B. DISASTER SPECIFIC AGREEMENTS/MOUS</strong></td>
</tr>
<tr>
<td>- Identify team that leads your response</td>
<td>- Describe services that need to continue or be</td>
<td>- With cities and County Op Area</td>
</tr>
<tr>
<td>(ICS or other model)</td>
<td>quickly restored</td>
<td>- How will resources be coordinated</td>
</tr>
<tr>
<td>- Identify positions and duties in</td>
<td>- Note any differences from normal operations</td>
<td>- Reimbursement or contracts for services</td>
</tr>
<tr>
<td>advance</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>C. EMERGENCY PROCEDURES</strong></td>
<td><strong>C. ESSENTIAL ADMINISTRATIVE FUNCTIONS</strong></td>
<td><strong>C. VITAL RECORDS AND COST RECOVERY</strong></td>
</tr>
<tr>
<td>- Evacuation / Alternate Sites</td>
<td>- What is needed to support essential services</td>
<td>- Focus on records needed to support essential</td>
</tr>
<tr>
<td>- Shelter in Place / Supplies</td>
<td>delivery?</td>
<td>functions</td>
</tr>
<tr>
<td>- Hazard-specific plans (e.g. Fire /</td>
<td>- Consider payroll, check signing, supplies,</td>
<td>- Track disaster-related direct costs, personnel</td>
</tr>
<tr>
<td>Flood / Hazardous Materials / Active</td>
<td>emergency spending procedure, etc.</td>
<td>time and volunteer hours</td>
</tr>
<tr>
<td>Shooter, etc.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>D. EMERGENCY ALERT AND NOTIFICATION</strong></td>
<td><strong>D. COMMUNICATIONS</strong></td>
<td><strong>D. DONATIONS</strong></td>
</tr>
<tr>
<td>- Staff and volunteer contact rosters</td>
<td>- Who do you need to communicate with</td>
<td>- Plan for monetary donations</td>
</tr>
<tr>
<td>- Client/consumer outreach info &amp; policy</td>
<td>- What methods or tools will be used</td>
<td>- Plan for donations of goods and/or services to</td>
</tr>
<tr>
<td>- What systems and tools will be used</td>
<td></td>
<td>support essential services</td>
</tr>
<tr>
<td>(e.g. AlertSCC/Everbridge/Facebook/</td>
<td></td>
<td></td>
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<tr>
<td>Groupme)</td>
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<td></td>
</tr>
<tr>
<td><strong>E. RESILIENT FACILITIES</strong></td>
<td><strong>E. STAFFING AND VOLUNTEERS</strong></td>
<td><strong>E. RECOVERY PLAN</strong></td>
</tr>
<tr>
<td>- What facilities will you need to use?</td>
<td>- Plan staffing needs, shifts, rotations, etc.</td>
<td>- Plan for continued staffing &amp; volunteers</td>
</tr>
<tr>
<td>- Have they been assessed for resilience?</td>
<td>- Plan to involve volunteers, if appropriate</td>
<td>- Plan for transition back to normal operations</td>
</tr>
<tr>
<td>- What mitigation tasks should you tackle?</td>
<td>- Job descriptions for spontaneous volunteers</td>
<td></td>
</tr>
<tr>
<td><strong>F. HAZARD AND RISK ASSESSMENT</strong></td>
<td><strong>F. SUCCESION PLANNING</strong></td>
<td></td>
</tr>
<tr>
<td>- What types of disasters might occur?</td>
<td>- For coverage when individuals are unable to</td>
<td><strong>F. TRAINING AND EXERCISES</strong></td>
</tr>
<tr>
<td>- What are your vulnerabilities?</td>
<td>perform their essential duties</td>
<td>- Train leadership and let them practice</td>
</tr>
<tr>
<td>- How will these impact services?</td>
<td>- Plan for timely filling of vacancies</td>
<td>- Exercise with government and other entities</td>
</tr>
</tbody>
</table>

Original concept and content created by Margaret Meish 2015; revisions by Margaret Meish and Anna Swardenski February 2016
Self-Assessment Tool

- Tier 3 – Fulfilling A Broader Community Role
  - MOUs
  - Coordination with Others
  - Donations
  - Training and Exercise
  - Vital Records
  - Recovery Plan

- Tier 2 – Re-establishing Operations and Service Delivery
  - Disaster Mission Statement
  - Essential Services
  - Essential Administrative Functions
  - Communications
  - Staffing and Volunteers
  - Succession Planning

- Tier 1 – Life Safety and Survival Actions
  - Personal Preparedness
  - Emergency Coordination Team
  - Emergency Alert and Notification
  - Emergency Procedures
  - Resilient Facilities
  - Hazard Assessment

* Early concepts of this tool were developed by Stewardship Consulting with support from Silicon Valley Community Foundation

Hierarchy of Organizational Preparedness with Emergency Planning Elements
Background

Hierarchy of Organizational Preparedness

- Life Safety and Survival Actions (Tier 1)
- Re-establishing Operations and Service Delivery (Tier 2)
- Fulfilling A Broader Community Role (Tier 3)
CADRE Modifications and Use

**Tier 1 - Life Safety and Survival Actions**
1. Facility emergency procedures – life safety, evacuation, alternate sites, sheltering in place,
2. Identifying staff roles for emergency coordination
3. Generally, things easily accomplished at no or low cost.

**Tier 2 - Re-establishing Operations and Service Delivery**
1. Focused on restoring capacity (resilience) to provide essential client services during response
2. Identifying essential support functions
3. Identifying resources that support operations – staffing, communications, etc.

**Tier 3 - Fulfilling a Broader Community Role**
1. Identifying neighbors, vendors, government partners and CBO peers for coordination and planning
2. Establishing relationships and agreements with key agencies and organizations
3. Integrating into whole community response
4. Sustaining operations and maintaining emergency plans

Each Tier is designed to allow organizations to achieve a level of disaster resilience. Nested within each Tier is a range of activities that (see page 2) that, in the aggregate, build capacity.
Agency Emergency Planning
Why Emergency Planning

• Emergencies can happen at any time

• CADRE’s planning guide was designed to help CBOs and FBOs create or improve an emergency plan AND become more disaster resilient
Plans and Resilience

Emergency Plans
• How to communicate with staff, clients, government entities
• What services are essential
• Whether you can do “more than normal” to support the greater community

Disaster Resilience
• Ability to rebound from damage and disruption resulting from an emergency or disaster
• Combination of personnel, organization and facility capacity to resume operations
Emergency Planning Guide

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How to Use the AEP Guide

To Create a Plan:
- Use “annotated outline” available on CADRE website as a companion to this guide
- Work through various sections of Guide
- Transfer sections to your Plan

To Improve a Plan:
- Identify gaps or sections of your existing plan that need strengthening
- Work through relevant sections using planning elements
- Insert appropriate info into your existing plan
• Tier 1 – Life Safety and Survival Actions

- Personal Preparedness
- Emergency Coordination Team
- Emergency Alert and Notification
- Emergency Procedures
- Resilient Facilities
- Hazard Assessment

• Tier 2 – Re-establishing Operations and Service Delivery

- Disaster Mission Statement
- Essential Services
- Essential Administrative Functions

- Communications
- Staffing and Volunteers
- Succession Planning

• Tier 3 – Fulfilling A Broader Community Role

- MOUs
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- Recovery Plan

Hierarchy of Organizational Preparedness
Tier 1 – Life Safety and Survival Actions

**Personal Preparedness**

- Are your staff and volunteers personally prepared and ready to help?
Tier 1 – Life Safety and Survival Actions

• Who should be alerted of emergencies, and by what methods?
<table>
<thead>
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</table>

- Do you have enough people to do what needs to be done in an emergency?
- Organizing based on ICS

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**Emergency Coordination Team**

<table>
<thead>
<tr>
<th>Personal Preparedness</th>
<th>Emergency Alert and Notification</th>
<th>Emergency Procedures</th>
<th>Resilient Facilities</th>
<th>Hazard Assessment</th>
</tr>
</thead>
</table>
Tier 1 – Life Safety and Survival Actions

| Personal Preparedness | Emergency Coordination Team | Emergency Alert and Notification | Emergency Procedures | Resilient Facilities | Hazard Assessment |

**USING THE CHATBOX – Tell us...**

1. *Who works from home in this COVID-19 environment?*
2. *What hazards or risks do you face in your home office environment during recent wildfires? Or PSPS events?*
3. *How can you reduce/eliminate the threat?*
Hierarchy of Organizational Preparedness

- Tier 1 – Life Safety and Survival Actions
  - Personal Preparedness
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Emergency Planning Elements
Graphic Organizer Tool

- Planning Gap
- In Progress
- Complete

Hierarchy of Organizational Preparedness
## Tier 2 – Re-establishing Operations and Service Delivery

### Disaster Mission Statement

- Defining the role you plan to play in a disaster becomes the foundation of all planning work that follows.

<table>
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<th>Essential Administrative Functions</th>
<th>Communications</th>
<th>Staffing and Volunteers</th>
<th>Succession Planning</th>
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</table>
Mission statements tell the world what you are up to. They define your direction. A disaster mission statement tells the world who you are going to be in the face of crisis – what can we count on you for in times of crisis.

- Make sure you know what role you are planning to play in a disaster
- Who are you going to be for your clients and community when disaster strikes?
- Does your current mission statement encompass how you see your agency functioning in a disaster?
- Think about your commitments and your resource limitations and create a disaster mission statement.

**Getting started:** Get people’s answers to these questions to have a broader perspective! Your goal is 100% engagement, happy, empowered. Perhaps start with e-mail.

**Hint:** E-mail engagement is a great way to make it an easy and documented process.
“To continue ACCFB’s mission to alleviate hunger by providing nutritious food and nutrition education to people in need. To recover any or all of the Food Banks business units after any type of disruption, disaster, or other break in operations”

• Are you clear on what the food bank does?
• Does it lead back to their everyday mission statement?
• Is it clear what their role would be during and after a disaster?
Tier 2 – Re-establishing Operations and Service Delivery

A Rapid Overview of some other elements on this tier

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"COMMUNICATIONS"

"MISSION STATEMENT"

"ESSENTIAL SERVICES"

"ESSENTIAL ADMINISTRATIVE FUNCTIONS"

"STAFFING AND VOLUNTEERS"

"SUCCESSION PLANNING"
Plan to appropriately recruit, task and manage paid staff and volunteers

Your agency **CANNOT** function without people providing services.

- What staffing changes or shift changes are needed to fulfill essential services?
- What planning is needed to manage shifts or rotation of staff? Are staff cross-trained in other positions/departments to backfill support as needed?
- How many staff will continue working after a disaster?
- Does your agency currently utilize volunteers?
- What activities should not be assigned to spontaneous volunteers?

- **Build your **everyday brilliance** so that a “disaster” is simply one of the things you handle -- without any excess upset or drama**
- **Require minimum levels of preparedness for staff/volunteers/partners**
- **Embrace Couch Potato Preparedness!**

Use TV shows, movies, books, music, etc. to fuel conversations and elevate the dialogue.
Communicate By ALL Means (Broadcast Your Message)

Exchanging information with staff, volunteers, those you serve, vendors, loved ones, and the community-at-large is the most Critical Function. You have many options for getting messages out. Whatever platform is available to you—and remember, the more platforms you use, the better—keep in mind a few rules of thumb:

**How should you communicate?** E-mail, text-message, social media, two-way devices.

**When should you communicate?** Early and often. Getting a message out to your staff, vendors, and constituent groups at the onset of the emergency situation helps eliminate worry, confusion and wasted efforts.

**What should you communicate?** Timely accurate status reports on a moment-to-moment basis at the beginning of the event, and on a more scheduled basis as the situation stabilizes. Remember that a message saying that there is nothing new to report is itself an important message.
Mission critical services are identified

- The “meat and potatoes” of continuity of operations is the list of Critical Functions.
- This list is typically divided into:
  - Administrative Critical Functions (aka “support operations”)
  - **Mission Critical Functions**
- What are the functions that must keep going in order to continue your mission of serving the community?
- The answer is a list of your Mission Critical Functions.
<table>
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**RESUMPTION & IMPLEMENTATION OF SUPPORT OPERATIONS AKA “ADMINISTRATIVE CRITICAL FUNCTIONS”**

Plan includes process(es) for administrative tasks, e.g., handling payroll, mail, redirecting phones, organizing shifts, work-around-solutions for other critical back office functions.

- The Support Operations, or Administrative Critical Functions, are all of your financial and human resource functions that allow your agency to operate.

- This includes accounts payable, accounts receivable, payroll, handling mail, redirecting phones, organizing shifts and so on.
Hierarchy of Organizational Preparedness

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Emergency Planning Elements
Graphic Organizer Tool

Planning Gap
In Progress
Complete
## Tier 3 – Fulfilling A Broader Community Role

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</table>
Facilitated Discussions

Breakout Rooms by Tier:

Tier 1 – Life Safety and Survival – Ron
Tier 2 – Re-establishing Operations – Lars Eric
Tier 3 – Fulfilling a Broader Community Role - Anna
REATIONS
Share Your Thoughts...

• A-ha moments
  – Something you learned today
  – Key takeaway
• Action items you will do after today’s session
  – What will you hold yourself accountable for based on this morning’s discussions

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https://www.mentimeter.com/s/7d94fdf39757eee52900828d59813b6b6b019daef99a5

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7370 3120
South Bay Training Series 2021

Please complete the Zoom poll on screen while we close out today's program..

COMMUNITY PREPAREDNESS TRAINING SERIES FOR SOUTH BAY HUB COUNTIES – 2021

This FREE series of interactive workshops for the UASI South Bay Hub (Santa Clara, Santa Cruz, Monterey and San Benito counties) targets nonprofit and community-based organizations (CBOs) to be more prepared as an organization to meet the challenges of future disasters as well as ongoing emergencies such as the current COVID-19 pandemic.

Course dates and session topics in the series are as follows:

- **August 24 @ 9-10:30am** – **Agency Emergency Planning & Personal Preparedness for Staff & Volunteers**
- **September 7 @ 9-10:30am** – **Understanding the Incident Command System (ICS) for Nonprofits**
- **September 21 @ 9-10:30am** – **Continuity of Operations Planning**
- **October 5 @ 9-10:30am** – **Disaster Donations Management**
- **October 10 @ 9-10:30am** – **CBO and Government Coordination in Times of Emergency** (Santa Clara County focus)
- **November 2 @ 9-10:30am** – **Disaster Volunteer Management**
- **November 16 @ 9-10:30am** – **CBO and Government Coordination in Times of Emergency** (Santa Cruz, Monterey, San Benito counties focus)
- **December 7 @ 9-10:30am** – **Restoring Operations Safely**

**PLUS**

- **November 5 @ 9:30am** – **Nonprofit Disaster Planning Technical Assistance Open Forum**
- **December 3 @ 9:30am** – **Nonprofit Disaster Planning Technical Assistance Open Forum**

The workshops are led and facilitated by Collaborating Agencies Disaster Relief Effort (CADRE), the Santa Clara County YCRA (Youth Collaborative for Risk Assessment) affiliate. The workshops are sponsored by the Urban Area Security Initiative (UASI). To register, please visit www.bates.nx.

For More Information

Please contact Anna Swiderski, CADRE Director of Planning, Training and Community Resilience at admin@cadre.org or 408-577-2175

Please note: This series will benefit nonprofit service providers and community-based organizations who want to better prepare and plan to meet emergency and disaster needs of their clients, consumers, volunteers, and staff. Curriculum content will include planning considerations and lessons learned from the ongoing COVID-19 pandemic.

Prerequisites

NONE
Please complete the Zoom poll on screen while we close out today’s program.

Regional Training Series 2021
Please complete the Zoom poll on screen while we close out today’s program....
Closing Remarks

Let us know what other workshop topics you would like to see covered in the future...

Please complete the Zoom poll on screen while we close out today’s program....
THANK YOU!

Please complete the Zoom poll on screen while we close out today’s program....