It Can Happen to Your Agency!

Tools for Change: Emergency Management for Women's Services

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APPENDICES

Introduction

In the last decade, major life-threatening disasters have occurred throughout the world. Social scientists have reported on the effects of a disaster on people, infrastructure, lifelines, and the economy. Rarely have they reported on gender-specific effects, and even more rarely on the increase of gender-specific violence. Only recently has violence against women during and after disasters become the focus of some sociological research in North America.

In May of 1998 the Justice Institute of British Columbia and the British Columbia Association of Specialized Victim Assistance and Counselling Programs (BCASVACP) sponsored a symposium that brought together emergency managers, responders, planners, women's organizations, researchers, victim/survivors and volunteers. This symposium, *Women in Disasters: Exploring the Issues,* provided participants with an opportunity to look at how communities across the province would respond to increased violence against women in the aftermath of a disaster situation. In 1999, a report titled *Emergency Preparedness in British Columbia: Mitigating Violence against Women in Disasters*[1] was produced by the BCASVACP. The report outlined the ways in which the life and safety of women is at risk during disasters, and strategies that need to be put into place to address this. This workbook is one of the strategies recommended both at the symposium and in the report.

Violence against women is endemic. During and after disasters, this violence increases. Many factors may deter women from reporting violence or seeking protection during and after disaster. These factors may include lack of transportation, lack of means of communication, closed or damaged courtrooms and police stations, and overloaded and/or non-functioning crisis lines. Homelessness and over-crowding, reduced income, health problems, lack of transportation, disrupted social services and other effects have been shown to impact women disproportionately. These realities for women complicate the investigation of personal violence and other law enforcement issues.

This guidebook will focus on the increased violence toward women that results from a disaster, and how women's service agencies can better prepare to meet the ensuing extra demand for service.

[1] Enarson, Elaine. ***Emergency Preparedness in British Columbia: Mitigating Violence Against Women in Disasters.*** 1999. BC Association of Specialized Victim Assistance and Counselling Programs, Victoria, BC. Canada.

BC Networks of Provincial Women's Services

Anti-violence women's service agencies are located in large and small communities across the province and are the primary responders for all violence-related needs of women in their area. These women's service agencies currently include:

- 20 Sexual Assault/Woman Assault Centres
- 45 Specialized Victim Assistance Programs
- 85 Transition Houses, Safe Homes Programs, and Second Stage Houses
- 79 "Stopping the Violence" counselling programs
- 56 "Children Who Witness Abuse" programs
- 37 Women's Centres

> British Columbia has the highest reported rates of violence against women in the nation: 59% of women over 16 have been subject to sexual and/or domestic violence. On an average day in our province, 167 women together with at least 175 children are sheltered in transition houses or safe homes.[2]

In British Columbia, a wide range of community-based women's organizations work in conjunction with other victim services to assist sexually assaulted and abused women. The BC Association of Specialized Victim Assistance and Counselling Programs, and the BC/Yukon Society of Transition Houses are the primary provincial networks serving the great majority of direct-service agencies responding to sexual and domestic violence. [3] Programs connected to these associations work with related agencies to offer a continuum of integrated services to women and children impacted or at risk of violence, including the following:

- Women-focused 24-hour crisis lines.
- Immediate crisis intervention response at the hospital.
- Emergency shelter.
- Assistance in making police reports and obtaining protective orders.
- Assistance with preparing to testify in court.
- Individual and group counselling, and support for children, family, and friends.
- Support for front-line responders, such as counselors, police, and hospital staff.
- Offender programs.
- A wide range of prevention and education programs.

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[2] Enarson, Elaine

[3] For more information about program services or local contact information for women's services, contact the BC Association of Specialized Victim Assistance & Counselling Programs or the BC/Yukon Society of Transition Houses.

If the delivery of any of these services is hindered due to the effects of a disaster, large numbers of women will go without access to their primary lifelines. Disaster effects can be mitigated by having a plan in place that indicates what actions should be taken, when, and by whom. Women's Service Agencies are mandated to - and should - have an emergency plan in place. The remainder of this document will assist in developing an emergency response plan for your agency.

Why Your Agency Needs to Prepare Now[4]

Under new provincial contract reform, all social service agencies are required to adhere to a set of organizational standards. These standards require, among other things, that all government-funded social service agencies have an emergency plan in place.

This workbook is directed to women's service agencies. It is a tool to assist in the development of adequate disaster management plans. The goal is to ensure that in the event of a disaster, women's service agencies will be able to do what they do best: serve women in crisis.

In the event of a disaster, women's service agencies may have to evacuate offices, evacuate and re-house clients from transition houses, and provide crisis-counselling services. As research has shown, these and other services will need to be provided to an increased number of women who will be subjected to violence. All of this will have to be done while service providers are coping with any impact of the disaster on their own lives, families, and homes.

During and after a disaster, the agency may need to change or augment the service they provide, based on community needs. For example, you may need to discontinue long-term counselling for a period and offer support groups for your clients and others. You may want to consider advertising and facilitating groups that focus on dealing with the effects of the disaster.

Following the Santa Cruz, California Earthquake…a Domestic Violence and Sexual Assault Education Project Coordinator recalled that her agency needed to focus all its efforts meeting clients' survival needs for shelter and food, limiting their ability to provide essential services to rape and battery survivors after the quake.[5]

At least once a week an earthquake of sufficient magnitude to be noticeable occurs somewhere in British Columbia. A moderate earthquake is overdue. Severe earthquakes capable of causing serious

[4] The information in this chapter has been taken from the Provincial Emergency Program (PEP) website: www.pep.bc.ca

[5] Enarson, Elaine.

damage in coastal areas occur every 25 to 40 years. Geologists have determined that a major earthquake resulting in widespread damage to southwestern BC occurs every 300 to 800 years, with an approximate 500-year average for occurrences. Since the last such earthquake in BC occurred in 1700, we have now entered the window of probability for another catastrophic event.

It is important that your agency prepare for more than an earthquake. In BC, during a recent 12-month period, there were 202 major and minor floods reported throughout the province and $55.4 million was allocated to provide financial assistance to flood victims. Forest fires have wreaked havoc throughout the province in the last decade, causing thousands to be evacuated and hundreds to be left homeless. During an average year there are approximately 2,900 forest fires affecting 30,000 hectares of provincial forests and rural community areas at a cost of $90 million. During a 12-month period in 1990/91, more than 1,500 dangerous goods spills on land and approximately 1,000 marine spills were reported. Studies indicate that a marine oil spill of up to 1,000 barrels will occur once in every three years, a spill of up to 5,000 barrels will occur once in every 20 years, and a large tanker spill once in every 200 years. Women's service agencies will inevitably be impacted by these and other disasters such as ice storms and chemical explosions.

About This Workbook

This workbook is a tool to help your agency develop an emergency response plan. The approach presented is one of many. All approaches however, require a committed investment of time and resources. This commitment can be hiring an emergency planning coordinator for your agency; co-sharing an emergency planning coordinator with similar agencies; or assigning this responsibility to an existing staff person as a part of their job description. Of particular importance is the understanding that this planning process can be followed by anyone in your agency. Previous experience in emergency planning is of benefit, but is not a necessity.

How to Use This Workbook

The remainder of this document is made up of a series of ***tasks*** broken down into steps. Throughout the document, ***checklists*** and ***tables*** have been provided to assist you in completing your steps. Critical issues and specific points you may want to consider have been highlighted using a bold arrow. The arrow appears at the left-hand margin of the page, as illustrated below.

➔

Work sheets, sample documents and additional information pages are contained in the appendices.

Work Book

Overview of Task List

Task 1	Initiate the Emergency Planning Process	Responsibility	Due Date	Complete
1.1	Develop and Distribute Policy Statement			
1.2	Assign Emergency Planning Coordinator			
1.3	Appoint Emergency Planning Team Members			
1.4	Assign Responsibilities to Team Members			
1.5	Develop and Implement a Status Reporting Schedule			
Task 2	**Develop the Work plan and Time line**			
2.1	Confirm Activities			
2.2	Assign Durations and End-dates for Each Task			
2.3	Document the Work plan and Time line			
2.4	Develop Status Reporting and Communication Process			
Task 3	**Conduct Hazard Identification**			
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3.3	Review and Categorize Buildings			
3.4	Conduct Structural Assessment of Building(s)			
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6.2	Develop Plans			
6.3	Develop and Document Policies			
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7.1	Define the Appropriate Emergency Team Roles			
7.2	Train Each Team			
Task 8	**Develop an Emergency Coordination Centre**			
8.1	Staff the ECC			
8.2	Decide on a Location for the ECC			
8.3	Equip the ECC			
Task 9	**Implement Personnel Emergency Preparedness Training**			
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Task 10	**Consolidate and Distribute the Plan**			
10.1	Consolidate your Agency's Emergency Plan			
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11.1	Identify Agencies/Systems for the Purpose of Coordination			
11.2	Clarify Purpose for Collaborating			
11.3	Contact Agencies for Disaster Assessment			
11.4	Develop Written Protocols			
Task 12	**Exercise & Maintain the Plan**			

Task 1 Initiate the Emergency Planning Process

As part of the BC Provincial Contract Reform process, all women's service agencies must have an emergency plan. Board commitment is therefore mandated, and is critical to the development of the plan.

Purpose

- ➔ To inform agency personnel of the new mandate.
- ➔ To assign a person to coordinate the planning.
- ➔ To assign the personnel to undertake the tasks.
- ➔ To establish the communication protocols.

Steps

1.1 Develop and Distribute Policy Statement

1.2 Assign an Emergency Planning Coordinator

1.3 Appoint the Emergency Planning Team Members

1.4 Develop and Implement an Agency Communication Update Process

Step 1.1 Develop and Distribute Policy Statement

Each women's service agency must have an emergency plan. Since many personnel may not be aware of this recent change, a policy statement should be developed and distributed. This policy statement has been found to be the most practical and useful method to inform personnel that the Board is committed to protecting their life, health and safety, and that of the agency's clients. It is also a great tool to communicate to all personnel the significance and importance of emergency planning activities.

Typically, this policy statement is no longer than one page in length. A sample policy statement is contained in Appendix 2, page 66.

The policy statement is approved by the Board (or a Board/staff committee) and sent to each person in the agency, a notice board or logbook posting may prove adequate. It should also be included in any appropriate personnel orientation packages. This step reassures everyone that their personal health and safety is a priority.

Step 1.2 Assign an Emergency Planning Coordinator

Someone in your agency may already have been given the responsibility to coordinate the emergency planning activities. If so, this is the time to formalize the position. The emergency planning coordinator holds an extremely important and critical role for the agency. This woman wears many hats and her responsibilities include the following:

- ➔ Ensure that the planning process is initiated and that appropriate momentum is maintained.
- ➔ Ensure that the planning process is completed within a reasonable period of time.
- ➔ Ensure that the emergency plan is thorough, maintained, and up-to-date.
- ➔ Ensure all personnel are trained to carry out their emergency plan responsibilities.
- ➔ Coordinate and report on plan exercise and maintenance efforts.

It is essential that the individual assigned to this role have the appropriate time and resources available to satisfy the effort – including access to relevant training. The emergency planning coordinator role requires time, energy, and focus, and the agency's administrator should ensure that this is possible.

If the emergency planning coordinator does not have adequate authority, it will be more difficult to get the internal support from personnel. A person who has been in the agency long enough to have a core understanding of the services provided, and who has a familiarity with the local community and its services, should be considered for this role.

Step 1.3 Appoint Emergency Planning Team Members

The emergency planning process outlined in this document requires input from everybody. Appointing a team to oversee the various phases of information gathering is often the best way to conduct the planning.

You need to assemble a team of people who are knowledgeable in the service the agency provides and who are capable of completing the steps in this process.

Step 1.4 Assign Responsibilities to Team Members

Assign each activity to a specific person, who then takes responsibility for the task and ensures that it is completed as required. This person is also responsible for identifying any issues or concerns related to completing the assigned tasks, or impacting the overall planning process. The administrator should be kept apprised of all problems so they can be dealt with as soon as possible.

- ➔ The assigned person is not the only one who completes the task requirements, but this person is the one who takes responsibility for coordination and completion of the required activities.

When identifying team members, consider the roles, responsibilities, and activities in which they will be involved.

- ➔ Issues that may be considered include:
  - ➔ agency response to a disaster
  - ➔ agency and governmental coordination
  - ➔ legal issues and obligations
  - ➔ personnel, client, and public communication
  - ➔ policy communication
  - ➔ access to information
  - ➔ outside agencies' involvement
  - ➔ documentation requirements
  - ➔ personnel training
  - ➔ resource allocation
  - ➔ payroll issues

- ➔ Specific recommendations that may be made include:
  - ➔ the planning time line
  - ➔ the commitment of resources and support
  - ➔ the planning budget

Team members must have the capability, capacity, accountability, and authority to carry out the activities, and make recommendations if required. The Board should either endorse the recommendations or provide alternate direction.

Step 1.5 Develop and Implement a Status Reporting Schedule

It has already been mentioned that Board commitment to emergency planning activities is mandatory. The Board will need to be kept informed about progress and any issues that may impact the success of the plan development.

A formal method of tracking progress and reporting to the Board or Directors, possibly through the administrator, should be developed at this point. The reporting process should be as formal – or informal - as you feel is necessary. In some business organizations, a written monthly status report sent to the executive from the emergency planning coordinator has proved adequate; in others, monthly meetings with the executive have been more appropriate. Come up with the method of reporting that best suits your agency. If you feel that there may be frequent resource and policy issues that need to be identified and addressed, then more formal presentation-style meetings would be appropriate.

➔ At this point of the process, define the reporting schedule and book appropriate meeting rooms if necessary. Ensure that all key people are given copies of the schedule.

Task 2 Develop the Work Plan and Time Line

Emergency planning can be referred to as both a project and a process. It is a *project* in the sense that it has tasks that must be completed, but it is also a *process* in that carrying out the project results in an ongoing progression of knowledge for all the participants.

In this task, you establish how the planning will be undertaken, and determine time lines. This involves identifying and confirming the activities, and assigning people with the responsibility to take responsibility and completion of specific activities. Each activity will have a "due date" so that the coordinator can monitor the activities and communicate progress.

The output of Task 2 is a documented, structured *process* that will assist you in completing the remaining tasks in the workbook. It should contain descriptions, responsibilities, durations, and due dates for each activity.

Purpose

- ➔ To provide a structured approach to completing activities.
- ➔ To apply Process Management focus to the overall planning activities.
- ➔ To develop a tool to assist in the management of the activities.

Steps

1. Confirm Activities (based on the task list in this workbook)
2. Assign Durations and End-dates for Each Task
3. Document the Work Plan and Time Line
4. Develop Agency Status Reporting and Communication Process

Step 2.1 Confirm Activities

Your agency may have already begun to develop an emergency plan. Use the overview checklist on page 11 to confirm activities that have been done, those that still need to be completed, and those that have not yet been initiated.

Within any work plan, and specifically in the emergency planning process, there are tasks that have a dependency (or multiple dependencies) upon other tasks. There are two different kinds of dependencies to consider:

- ➔ There are tasks that cannot *start* until another task is *finished*.
- ➔ There are tasks that can start independently of other tasks, but cannot *finish* until a specific task is *finished* (e.g. you can begin documenting your serial numbers for computers and other equipment, but the documentation of critical resources can not be completed until you establish what you need to maintain critical services).

Step 2.2 Assign Durations and End-dates For Each Task

It is critical that the emergency planning coordinator be able to confirm progress and identify any issues or delays occurring in the work plan. To do so, completion dates for each task are an essential component of the work plan.

- ➔ Before assigning a fixed end date, consider the resource "load" on individual team members. Make sure the total effort required to complete it is achievable.

Be sure to consider task dependencies before confirming end dates for individual activities. One resource person may be able to complete an activity in five days of effort, but may require input from another individual or task that cannot be completed for ten days. The assigned end-dates must reflect these dependencies.

Step 2.3 Document the Work plan and Time line

Using either an automated planning tool, a formalized process planning model (GANT charts), or a formula that works for your agency, document the tasks, including resource assignments, required end dates, and responsibilities.

- ➔ Using an automated tool such as "Time line" will allow you to graphically represent the process activities. It will provide an effective means of tracking task dependencies, progress and completion, and will provide you with an effective communication tool to confirm project status.

Use any method of tracking that is suitable for your agency. An automated planning tool is useful but not necessary.

Step 2.4 Develop Agency Status Reporting and Communication Process

The next step is to develop the reporting and communication processes that will ensure the entire agency is kept up-to-date. There are several issues to consider.

- How often will the team meet?
- Will the team meet with the administrator or Board?
- How often will the Board be given a status report, and by whom?
- How often will agency personnel be informed of the progress, and by whom?

Developing the reporting and communication process upfront ensures that everyone knows what has to be done, and when. It is also a motivator for people to complete their assigned tasks.

Task 3 Conduct Hazard Identification

The next set of tasks deal with identifying hazards and evaluating the impact of exposure to your agency. The first step is identifying the hazards (this Task). Then you will assess the agency's exposure to the hazards (Tasks 4 and 5), and, finally, the impact of exposure on your agency will be identified (Task 6). These combined tasks are often called the "Business Impact Analysis".

To identify potential hazards you should examine natural hazards, human-caused hazards, and if practicable, historical data, case studies, and the like. The intent here is to identify through all means necessary any exposure to a set of particular events or circumstances.

Purpose

➔ To identify the risk to the agency.

➔ To identify risks to personnel, clients, visitors, property, and income (e.g. ability to fundraise)

➔ To assess potential liabilities.

Steps

3.1 Identify Potential Hazards

3.2 Collect and Summarize Historical Incidents

3.3 Review and Categorize Building(s)

3.4 Conduct Structural Assessment of Building(s)

3.5 Conduct Non-Structural Seismic Assessment of Building(s)

3.6 Identify/Inventory Dangerous Goods

3.7 Establish Responsibility with Respect to Role as Tenants/Owner

Step 3.1 Identify Potential Hazards

Natural Hazards

While an earthquake is often the first type of hazard that comes to mind, other natural hazards should also be considered. Examine the geographical area(s) in which your agency operates. Are you near a flood plain? If so, identify floods as a hazard. In wooded locations, forest fires may be a potential hazard, or perhaps trees falling onto premises in heavy winds or storms. In locations on or below a mountain, landslides or heavy snow that could block access may be a potential hazard. In addition to unique geographical considerations, think about any adverse weather condition(s) that may affect your agency's ability to deliver services.

Contact your local Emergency Planner or your municipal/regional website for more information and/or assistance.

Consider the following:

- Earthquakes
- Floods
- Forest fires
- Landslides
- Tidal waves or Tsunamis
- Volcanic eruptions
- Heavy snowfall
- Thunder and lightning storms
- Severe storms
- High winds
- Other? ____

Consider not only potential damage to *your* agency, but also consider whether *access* to or from your location may be affected (for example, landslides that close roads).

Human-Caused Hazards

Human-caused hazards are things that are not necessarily a hazard until human error or intervention occurs.

- Power outages (short-term or extended)
- Break-ins resulting in theft or damage to property
- Floods from poor drainage and sewage
- Fires from faulty wiring or other causes
- Civil disobedience (picketing, marches, etc.)
- Toxic spills (your location or close by)
- Explosions

Women's Service Agencies may also be at risk of the following human hazards.

- Offenders disrupting agency provision of service
- Offenders getting access to transition houses and other safe housing
- Arson
- Sabotage
- Bomb threats

Fire Hazards

If there are any unusual or special features in your building(s), it is particularly important to work very closely with the fire department to determine specific hazards.

The local fire department is available to assist in fire safety planning by helping to determine fire hazards and the planning for prevention.

Consider the following:

- What fire hazards exist?
- How can these be remedied?
- Is an approved fire alarm or voice system in place?
- Are there sufficient fire extinguishers?
- Are they of the correct classification?
- Are they inspected monthly and serviced annually?
- Are personnel adequately trained in their use?

Some of the simple no-cost methods to reduce fire hazards include:

- Institute a ‘clean desk’ policy, that is, remove all papers from your desk at the end of each day.
- Prohibit storage in stairwells.
- Unplug coffee machines, microwave ovens and other like appliances nightly.
- Train people in fire response.
- Conduct regular and unannounced fire drills.

Process Hazards

These are hazards that are inherent to the nature of the business. For example, a business using chemicals, a paint shop and a photo-developing lab have special hazards associated with the materials used in the business. If your agency operates in a multi-tenant building there may be hazards produced by the activities of the other tenants in the course of their business. Your agency may also be located near industrial facilities that could pose a danger.

External Risks and Relationships

When considering the potential *exposure to your agency*, include businesses that are in close proximity, or agencies with which you have *tight links or partnerships* (e.g. the Specialized Victim Assistance Program or Transition House). For example, if you provide one-to-one counselling and another agency runs a crisis line, how may it affect you if they are unable to provide service?

Risks to your agency **include both natural hazards that may impact your agency directly, or actions taken by or affecting agencies with which you deal.**

- Again, remember that events can impact your agency’s ability to provide services even if they happen to someone else.

Step 3.2 Collect and Summarize Historical Incidents

A review of historical records can provide information about the types of incidents that have affected similar agencies in the past and about the types of disasters that have occurred in your area.

- Good sources of information include:
  - The municipal emergency management office
  - The Provincial Emergency Program (PEP)
  - Emergency Preparedness Canada (EPC)

- Long-term personnel
- News stories
- Professional journals
- Legal and insurance experts

Step 3.3 Review and Categorize Building(s)

The objective of this step is to establish the types of building(s) in which you operate, in order to identify the planning requirements to address later. For example, an old building in an isolated area with only a dozen people will have different planning requirements from a building in the town centre that houses 200 people. The former would require a higher degree of self-sufficiency with people being multi-tasked. The latter will probably have greater access to resources, and with a higher number of people, will not be multi-tasked.

- What type or building(s) do you operate in, e.g. office complex, detached building, health centre?
- Who else is housed in the building? Is there special equipment in the building (a medical lab for instance)?
- How old is the building?
- Is it built to code? If so, code for which year?
- Is the building classified as a "post disaster structure"?

Your building owner can provide you with some of these answers.

Step 3.4 Conduct Structural Assessment of Building(s)

The structural integrity of buildings is crucial and structural hazards exist when this integrity is compromised. A qualified engineer can conduct a thorough assessment. This can be quite costly, but if you are in the least bit unsure about the structural integrity of your building discuss hiring an engineer with your building owner. Check with your local municipality, or, in the case of electoral areas, your regional district, to establish if their engineer can conduct the assessment for you.

There are many engineering firms that are qualified to conduct structural assessments. Contact the Association of Professional Geoscientists and Engineers for assistance. If you rent your premises, contact the landlord.

Review your insurance coverage to make sure it is adequate. Insurance coverage should include not only the value of the building and contents, but also “code compliance” in case the building has to be rebuilt to meet current codes and standards (seismic upgrades, sprinklers, wheelchair access, parking enhancements, etc.). It should also include earthquake insurance, wages, costs of relocation, etc.

Step 3.5 Conduct Non-structural Assessment of Building(s)

Non-structural hazards include items such as file cabinets, wall hangings, light fittings, ceiling tiles, computers, water coolers, and bookcases. An assessment establishes whether these items could fall or move and injure people, damage business equipment, or block a safe passage route. You may wish to relocate these items or purchase anchoring mechanisms that will prevent them from moving.

There are companies that provide a multitude of fasteners to hold equipment, fixtures, and fittings in place. Check listings in the phone book or contact your local emergency planner for information.

If you rent your premises, it is important to work with the building engineer or property owner to ensure that large pieces of equipment are firmly anchored to the floor, ceiling, or wall. Of course, it is also critical that the floor, ceiling, and wall are equally stable. Fixtures have to be fastened to a solid structural member to reduce the hazard.

Consider:

- How might non-structural items in each room cause injury?
- Can false ceilings be anchored or removed?
- Are large pieces of equipment and furniture such as filing cabinets, bookcases and shelving units anchored?
- Are computers and other desk top items securely fastened to desk or otherwise anchored?
- Will occupants be safe from window glass in the event of breakage?
- Are light fixtures securely bolted?
- Are the contents of cabinets and bookshelves secured so they will not become dislodged?

➔ Perform some basic precautions immediately. Ensure that large pieces of equipment are firmly anchored to the floor, wall, or ceiling. Simple plastic wall plugs with short screws are not adequate to stabilize large items. The vibrations of an earthquake will shake them from the wall. Fasten all fixtures securely through a stud. See your local yellow pages for suppliers.

Work with the building engineer or property owner to ensure that non-structural safety measures are implemented quickly and effectively.

Step 3.6 Identify/Inventory Dangerous Goods

Dangerous goods hazards result from the use, production, or proximity to dangerous goods, most often because of its tendency to spill. Anything can become a danger depending upon the amount of the spill. For example, spilling a litre of household bleach should be dealt with quickly, but it would not be classified as a dangerous goods spill. Conversely, a tanker spilling 2,000 litres of household bleach would be classified as a dangerous goods spill. Talk to your local fire department if you are unsure of dangerous goods hazards in your location or near your area.

➔ Check for the use, production or storage of dangerous goods by neighbouring businesses. Note the dangerous goods transportation routes for the area.

A dangerous goods incident occurring near your place of operation could shut down your agency for a considerable number of hours or days.

Step 3.7 Establish Responsibility with Respect to Role as Tenants/Owner

It is imperative to review lease and tenant agreements in order to establish the responsibility of both the landlord and your agency as the tenant. Most leases have damage and destruction clauses to protect the interests of both parties. These clauses cover things such as the payment of rent, responsibility for repairs, and lease termination conditions. Look at the policy carefully and, if necessary, obtain legal advice to establish answers to the following questions.

- ➔ Must rent be paid if the premises are uninhabitable as a result of a disaster?
- ➔ Who is responsible for repair of structure, fittings, and equipment after a disaster?
- ➔ Will your agency be allowed access to your premises or does the landlord have the right to refuse entry (and if so, for how long)?
- ➔ Would alternative premises be arranged and paid for by the landlord?
- ➔ Under what conditions may a lease be terminated?
- ➔ Who can terminate the lease?

Task 4 Identify Critical Services

There are many types of hazards that can impact your agency's ability to deliver services. Having identified this, you can now proceed with determining what the *critical services* are.

In this task, you will consider what might happen to your agency regardless of the *type* of hazard that might occur. Focus on the services most *critical to the mission of the agency.* Keep the mission of the agency in mind, rather than specific goals and objectives, for example, public education may be a goal or objective, but the mission of the agency is delivering crisis counselling.

During the next few steps, it is important to consider post-disaster effects. Your agency will likely see a significant increase in demand for crisis services during and after the disaster. This increase could continue long after the disaster and become the status quo.

> Spousal abuse phone calls to the local community help line increased by 50 percent following Hurricane Andrew in Miami…As the community begins to recover, however, domestic violence programs in hard-hit areas received more crisis calls, requests for counselling, and requests for protection orders and emergency shelter - both from on-going clients and from women newly impacted by violence after the flood….[6]

➔ *At this point, you are not trying to solve the problem;* remain focused on exposures and impacts. In subsequent tasks you will look at how to mitigate impact and exposure to these critical services.

Purpose

➔ To identify critical services that will need to be maintained and/or recovered.
➔ To better understand the relationship and interdependency of agency activities.
➔ To prioritise the order in which critical services will resume.
➔ To confirm and document agency policies with regard to the critical services.

Step

4.1 Identify Critical Services

Step 4.1 Identify Critical Services

As a good starting point to this step, consider this question: "*what would be the impact if people could not access the agency tomorrow … for a day … a week … three months?*". This will help you to determine which services carried out by your agency are **critical**.

- ➔ In identifying the critical services, it is useful to specifically consider the first 72-hour time frame after a disaster. This has been established by emergency management agencies as the average time it will take them to respond to requests for assistance. This means that when a disaster strikes, your agency may be on its own for a full 72 hours. It is important to note that this is an average time: in some instances, it may be longer than 72 hours before emergency response agencies can offer assistance. With this in mind, when identifying critical services, recognize that these services must be self-managing for at least 72 hours.

Be sure to work with personnel from across the agency on this step, because sometimes a service that one program provides may not seem critical, but another sector of the agency or an outside agency may rely on it as part of their own critical service delivery.

- ➔ Consider the services in terms of the *time constraints* related to each. What are the consequences if a service is delayed for an hour, a day, or a week? Do these factors change at different times of the month or year? Determine how long your agency can run without providing critical services.

Five months after the earthquake, a United Way survey of over 300 service providers ranked "protective services for women, children, and elderly" sixth least available among 41 community services.[7]

The chart on the following page will assist you in identifying your critical activities. A working copy can be found in Appendix 2, page 67.

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[6] Enarson, Elaine

[7] United Way of Santa Cruz County. 1990. *A Post-Earthquake Community Needs Assessment for Santa Cruz County*. Aptos, CA: United Way of Santa Cruz County.

Consider	**Examples**
What services would have to be provided <u>immediately after the disaster</u> and what could be delayed?	➔ What is legally required from a regulatory point of view? ➔ Does this depend on time of month? Year? ➔ What contractual or other obligations exist?
What are the <u>external requirements</u> on a day-to-day basis?	➔ What commitments does your agency have to other business partners (support, resource-sharing)?
What other agencies, consultants, contractors, private citizens, etc., will continue to feed into your agency?	➔ Does your agency have contractors or consultants on staff that will require payment whether or not your agency is in operation? ➔ How will you pay your staff? ➔ Is your agency connected to partners who won't know your agency is not fully operating.
What are your agency's immediate internal requirements?	➔ Does your agency have internal reporting requirements (to your funders, municipality, regional district, province for example)?
With whom do you need to communicate and why?	➔ Agency personnel? ➔ Existing clients? ➔ New clients? ➔ Public? ➔ Partner agencies? ➔ Legal services

Once these questions have been considered, use the following chart to analyse each critical service you have identified. A copy of this work sheet can be found in Appendix 2, page 68.

Consider	Examples
Identify and quantify work flow and/or the financial impact from loss of the service (both immediate loss and cumulative loss)	➔ Loss in funding per day? ➔ Loss of funds from donation boxes? ➔ Increased workload for personnel?
Identify and quantify client impact from the loss of the service	➔ Will delay cause undue hardship or stress to clients? ➔ Will clients be forced to find alternate, less appropriate services? ➔ Will client likely find permanent alternate source? ➔ Will clients lives be in danger?
Identify the legal and/or regulatory compliance impact from the loss of the service	➔ Are there penalties associated with late or lack of reporting (e.g., funding)?
Identify the impact on the community and personnel from the loss of key services	➔ Is your agency the sole provider of these services in your community? ➔ Will your personnel drift to other agencies?
Determine how long the critical service can be undeliverable?	➔ Consider perception of personnel, clients, other agencies, funders, government officials, media, etc. ➔ Consider both short-term and long-term disruptions (e.g., with partial disruption you can manage for a week, with complete disruption, you could not manage at all.)
Identify other programs and/or agencies that are dependent on the service.	➔ List services in one program that are considered essential to another. ➔ Are there other ways of satisfying the need (for instance, could another agency deliver the service)?
Identify inefficiencies that would result if the service were to be curtailed or shut down by a disaster.	➔ How does the loss of this service affect your agency?
Consider the public relations implication(s) if the service were affected by a disaster.	➔ Once the public is involved, *perception* is reality. How will an interruption in this service be viewed?
Look at whether the safety and security of people could be jeopardized if the service was affected?	➔ Are there safety and security issues that may surface, such as loss of security guards?

Note: Critical services can change as agency objectives change. They should be reviewed when a new service/program/function is introduced, services are deleted, there is a change of management, or a revision of management philosophy.

Task 5 Analyze Resource Requirements

Once you have identified the critical services, the next step is to identify the *resources* (people, assets, equipment) that are required to carry out those services. This task helps you identify what you have, what you need, and what the gaps are. Once these are established, your agency can fill those gaps and mitigate the impact on services.

Purpose

➔ To identify resources required for critical services.

➔ To determine where gaps are so they can be addressed.

Steps

5.1 Identify Resources for EACH Critical Service

5.2 Identify *Available* Resources

5.3 Acquire Necessary Emergency Supplies

Step 5.1 Identify Resources for EACH Critical Service

For each of the critical services identified in Task 4, *describe the arrangements and procedures necessary to maintain those services*. The resources will include the *skills, equipment, facilities and information* that must be available. Who normally delivers the service, what skills do they have, what resources do they use, what would be the minimum requirements necessary to deliver the service in a disaster?

A copy of this chart can be found in Appendix 2, page 69.

Resource Requirement	Issues to consider
Identify the skill required to deliver the critical service.	➔ Who has these skills? ➔ Where can this expertise be obtained if the person is unavailable?
Identify other resources required to deliver those services.	➔ List equipment, tools, etc., ➔ Are these resources backed? ➔ How readily available are these resources if your agency needs to replace them?
Consider space requirements.	➔ Include any special requirements for heating, ventilation, disabled persons access, etc. ➔ How much physical space would be required?
Consider furnishings and office supplies.	➔ Are there special requirements for work stations? ➔ Could supplies be shared? ➔ What are the minimum requirements?

Resource requirements	**Issues to consider**
Consider client files, agency documents, computer equipment and data.	➔ Are there any unique items that require special ordering and/or substantial lead times? ➔ Is there specialized software that must be specially ordered? ➔ Is critical data backed up and accessible? ➔ Where are backups stored? ➔ Is there a checklist of essential records, and are current copies kept off-site? ➔ Are special forms or documents required to deliver the service? ➔ Are security badges or access codes required?
List the regulatory bodies and governances that apply to your agency?	➔ What is needed to comply with the requirements of these organizations (WCB, Occupational Health and Safety, Collective Agreements, etc.)?
Consider whether telephones or computers are essential and how they are used?	➔ Client outreach. ➔ Crisis Line. ➔ Local only. ➔ Long-distance. ➔ Internal.
Determine whether critical services are dependent on computer and telephone support?	➔ Are there alternate procedures in place? ➔ Can another agency field your calls? ➔ Can you perform critical services if the computer is not functioning, and how long could you continue?

Don’t forget all the little things: items that you cannot do without, such as paper, custom forms, policy manuals, program standards, pens, pencils, scotch tape, etc.

➔ Consider if it is possible to replace critical resources if they are unavailable, and know how you can gain access to resources such as the following.

- ❑ Alternate services for your clients.
- ❑ Specialized skills needed for the services you provide.
- ❑ Spare computers.
- ❑ Cellular phones.
- ❑ Vehicle to transport people and supplies.
- ❑ The space to house your agency.

Also consider whether you can:

- ❑ Use temporary employment agencies for services such as bookkeeping and payroll clerk.
- ❑ Borrow from or share resources with your partner agencies.

SAMPLE RESOURCE OVERVIEW

Activity	Regular Responsibility	Skills required	Where	Equipment Needed	Back up	Back-Up Location
Payroll	Sylvia	• Bookkeeping • Use of AccPac	Off -site	•Computer • Software	Payroll Services	Off-site Call 555•1235
Scheduling Crisis Line	Karen	• Knowledge of volunteers	Volunteer Coordinator Office	•Manual containing volunteer phone numbers and contact information.	Linda	Linda's home 1234 Smith Rd Victoria 554•1212
Drop-in Group	Mary	• Counselling • Knowledge of sexual abuse effects	Centre	•Room with 10 or 12 chairs • flipchart • marker pens • Kleenex	Susan	Susan's home 56 Jones Ave Sannich 556•1215
House Intake	Angela	• Knowledge of procedures	House	• Manual containing protocols	Donna	Donna's home 7 Lee Valley Esquimault 553•7373
Data Flow	Cathy	•Knowledge of computers	Centre	Computers	Cynthia	Cynthia's home 890 University St 556•7430

Step 5.2 Identify Available Resources

Keeping in mind the information from the previous step, prepare a list of all the resources that are available to meet the planning objectives. List EVERY resource available for planning, recovery, and continuity and where it is located.

Be sure to include resources that are available within your agency and from partner agencies and specifically consider the resources and support your agency will need during the first 72-hour period following a disaster.

> Without prior planning, two transition houses worked under great pressure as Winnipeg observed the massive flooding across the border and awaited the river's crest. They reallocated space and equipment, arranged for joint cooperation, and located alternate evacuation space sufficiently large and secure to keep clients and staff together in the event of mandatory evacuation. [8]

Include people with specialized skills.

- ❑ What are those skills?
- ❑ Who are the people?
- ❑ What are their contact numbers for home, work, cellular, pager, voice mail, weekend cabin?
- ❑ Which key positions within the agency are required to assist recovery?
- ❑ What are the contact numbers of key people?
- ❑ What roles will they perform?
- ❑ What are the contact numbers for key partner agencies?
- ❑ What are the 'after business hours' contact numbers for key partner agencies?
- ❑ Are records and documents stored off-site, backed-up electronically and available from an alternate source?
- ❑ Where are they stored?
- ❑ What are the name, address, and contact numbers of the off-site person?
- ❑ What are the name, address, and contact number of the alternate source?
- ❑ What is the information back up and duplication options if the existing information is unavailable?
- ❑ How is the duplicate information accessed?
- ❑ Which of the critical services are dependent on computer support?
- ❑ Who can provide that support?

[8] Enarson, Elaine

- ☐ How are they contacted?
- ☐ Are there special forms that should be affixed to the plan?
- ☐ Where can additional forms be obtained?
- ☐ Do the forms have a sequence number?

Step 5.3 Acquire Necessary Emergency Supplies

Should a disaster occur, you will need to have on hand sufficient emergency supplies to meet your needs. Food, water, toilet, sanitary supplies, and safety gear are just a few of the items you will need. Identify the emergency supplies that will be required by your agency. Estimate the number of people (personnel and/or clients) likely to be at your location(s) during a potential emergency situation. Specifically, consider the supplies you may require during the 72-hour period following a disaster. Your local emergency manager may be able to provide you with resources in your immediate area. In addition, check the Yellow Pages.

➔ Include inventory checks of the emergency supplies in your agency's annual maintenance or spring-cleaning procedures. This will ensure that batteries for flashlights, and any other dated supplies, are replenished as needed.

A sample list can be found in Appendix 2, page 70.

Task 6 Develop Plans and Procedures

A Business Impact Analysis (BIA) determines the potential losses and impacts resulting from exposure to the hazards and risks that have been identified during the earlier tasks. This task takes you through the activities needed to complete your analysis and to develop and implement the necessary precautions and actions to minimize such impacts.

In Business Impact Analysis (BIA) you set out all the services performed by your agency to determine which are essential, and predict the impact if they were interrupted for a period of time.

In this task, specific plans are developed to meet the needs established in the risk assessment (Tasks 3, 4 and 5). This includes developing procedures to ensure the following.

- ➔ Health and safety of personnel.
- ➔ Delivery of critical services.
- ➔ Communication to personnel, clients, and other stakeholders.

Purpose

- ➔ To develop plans and procedures to protect the health and safety of personnel and clients.
- ➔ To develop plans and procedures necessary to prepare for a disaster.
- ➔ To develop procedures to ensure your agency can continue delivery of key services.
- ➔ To establish an order of priority for restoring the key services.

Steps

6.1 Consolidate the Information Collected and Conduct the BIA

6.2 Develop Plans

6.3 Develop and Document Policies

Step 6.1 Consolidate the Information Collected and Conduct the BIA

In the previous tasks, you have gathered information regarding hazards affecting the agency. Structural and non-structural risks have been determined; critical activities have been identified; available resources and gaps have also been identified. Now it is necessary to analyse the information and determine the impact on the agency should any of the hazards occur. This includes identifying gaps and establishing procedures and policies to bridge the gaps.

Using the critical services list (from Task 4), assess each point with respect to your agency's exposure to the RISK and determine the degree of risk that can and/or should be reduced or eliminated.

Assessing the risk associated with each critical service means identifying any weak spots in maintaining or re-establishing those services.

To assess the risk determine the following:

- ➔ What are the essential requirements for each critical service?
- ➔ Are there any vital records - historical, regulatory, or other essential information? Are copies kept off-site?
- ➔ Are copies easily available from other sources?
- ➔ Would a fire-proof cabinet reduce the risk?
- ➔ What is the availability of essential equipment, phones, cellular phones, or any special computer hardware, software, external database, etc.?
- ➔ Could you perform the service without a phone?
- ➔ Is the risk of loss sufficient to warrant installing a complete backup system?

In this step, all the information gathered in the previous tasks is consolidated. The final product will be a binder itemizing the results of the previous steps, including the issues that need to be addressed in order to develop a comprehensive and effective emergency plan.

- ➔ **Remember**: This document identifies what you require to keep your agency operational. It outlines what you already have in place; what you will need to do to ensure that you can effectively and comprehensively recover from any disaster or interruption; what you need to do to ensure the safety and well-being of your personnel and clients; how you will maintain your commitments to your clients; and, how you will honour your contractual and regulatory obligations.

The document serves several purposes:

- ➔ It can be used to educate the Board on what is needed to mitigate exposure to risks and hazards and what the next steps in the planning process are.
- ➔ It serves as a guideline and reference for the emergency planning coordinator.

- ➔ It is a working document for the emergency planning team.
- ➔ It can be used as an awareness and education tool for personnel.
- ➔ It will identify preparedness and response strengths and limitations.

Step 6.2 Develop Plans

So far, you have looked at what is required to keep personnel and clients safe. You have also looked at what is required for the agency to continue to deliver services. Now, you need to document these requirements and prepare to fill any gaps that have been identified. The plans must detail who is responsible for activating the plan and under what circumstances.

This is where most of the planning efforts will occur.

Having consolidated all the information, you will have identified strengths and limitations in your agency. The strengths should be acknowledged. The limitations should be documented because the procedures you develop will address these areas first. Later, when the limitations have been addressed, procedures to ensure the strengths remain current will need to be developed.

- ➔ In developing plans, consider every scenario that may result from your identified hazards and risk to exposure. Answer the following questions:

- What is the worst thing that can happen?
- Who will do what, when, and how?
- What are the response procedures to ensure the health and safety of personnel and clients?
- Who are the key people?
- Who should be contacted, when, why, and by whom?

The emergency response plan should address procedures for dealing with:

- ➔ personnel and client safety
- ➔ evacuation
- ➔ telephone requirements
- ➔ communication requirements
- ➔ provision of food and water
- ➔ special consideration for clients that do not speak-English, persons with disabilities, seniors with mobility problems, children, safe and secure environments if there is a need to evacuate, etc.

- ➔ security
- ➔ fire suppression and containment
- ➔ first aid and safety
- ➔ utilities management (how and when to shut off utilities and procedures for turning them on)

Resumption plans specifically focus on what needs to be done to get the agency back up and running, and/or to keep it running through the emergency situation. The resumption plans are typically included in the response procedures rather than being placed in a separate document. (Some emergency managers separate the two documents.)

Resumption plans should include the following considerations.

- ➔ Who is required?
- ➔ What are they required to do?
- ➔ Is there an alternate location?
- ➔ Are all the required resources at the alternate location?
- ➔ Who needs to be notified that you are relocating?
- ➔ What is the role of non-critical personnel?
- ➔ How will personnel, clients, and other agencies be informed of your status?
- ➔ How will you accommodate the special needs of your clientele?

Step 6.3 Develop and Document Policies

In this step of the planning process, you will consider overall agency policies and procedures and document decisions regarding how specific aspects of the agency will be handled during an emergency situation. For example, what will be the policy regarding administration, tracking hours and payment of personnel? What will be the policy regarding time away from work to deal with personal or family disasters? Who will be designated to speak to the media, and what approach does the agency plan to take?

> No provisions were in place for emergency evacuation of women and children housed in nearby motels because the existing shelter (later destroyed in the flood) was full, and staff lost contact with these families during the midnight evacuation crisis. The program relocated to a series of temporary locations over the next 18 months as the city made decisions about redevelopment and future diking, making it difficult for women at risk of violence to locate counsellors and access places of safety.

Some of the decisions made in this area will be dictated by governing legislation. Others will be based solely on agency policy and attitude towards the recovery effort.

Consider the following:

- ➔ How will you administer payroll if a disaster disrupts administrative and/or banking operations?
- ➔ What is your policy regarding compensating personnel who have not been designated as part of the recovery and resumption activities (those who have been told *not* to come to work)?
- ➔ What is your policy and intent with regards to layoffs and coping with disaster situations? (Your insurance coverage or financial situation may require you to temporarily or permanently lay-off personnel.)
- ➔ How will you handle consultant, supplier and contractor payments?
- ➔ How are cheques normally processed? Who signs them? Is there a back-up system in place?

Also consider:

- ➔ Applicable laws, regulations, and codes of practice, e.g., Employment Standards Act, Collective Agreements.
- ➔ Implication on union agreements, supplier or contractor relationships and agreements.

Now is the time to deal with such considerations and to formulate your agency's response so that recovery activities can occur in as smooth a fashion as possible. This will ensure that personnel, client, and supplier concerns can be dealt with in a timely and consistent manner.

Protocols

Protocols are the guidelines the agency sets up to deal with the situation. An example of protocols for the WINS Transition House in Trail is contained in Appendix 2 on page 71.

Mutual Aid

It may be possible to enter into mutual aid agreements with other agencies. This would enable you to share resources. For example, a transition house in another jurisdiction may be able to house some of your clients, or loan staff; another agency's crisis line may be able to handle your agency's calls for a period of time. The agreement is for assistance under specific circumstances. Consult your agency's lawyer for help in setting up the wording of the agreement.

Priority Telephone Service

When disasters occur, people generally turn to the telephone as their first response. This can overload the telephone network and cause serious delays in accessing a line. Should you find no dial tone when you pick up the phone, do not depress the phone hook and try again. Each time you do this you are disconnecting your link and generating a new call attempt, which can itself increase overload conditions. It is recommended that you hold the phone, sometimes for several minutes, before you ascertain that there is no dial tone. Depending on the conditions of the telephone system, coin, and card-operated phone boxes ***MAY*** still be in operation. Make sure you have a supply of quarters in case you have to use a coin-operated phone box.

If your agency has a pre-designated emergency response role within the municipal emergency plan, it may be possible to have a line designated as a priority under a program presently called Priority Access Dispatch[9]. Under the terms of this federal/provincial program, designated first responders may have their phone listed on a priority service database kept by the telephone company. This program assigns some lines priority over non-designated lines during a disaster. This priority will only operate if the phones are working. Speak with your local emergency planner to see if your agency is eligible. If so, the local emergency manager will forward your number to PEP on an annual basis. Please note that priority designation does not mean phone access is denied to other callers. It means that should you pick up your telephone at the same time as a non-priority user, your call will take priority at that moment.

[9] The name may change in the future as it has done several times in the past.

Task 7 Establish the Team Structure

Coping with an interruption of any type or size requires the focused effort and skills of multiple resources. Based on the analysis conducted in the previous tasks and on your requirements, you will decide what type of emergency team structure makes the most sense for your agency.

The size of the agency may allow you to assign different personnel to each response and recovery position. In smaller agencies, one person may have to undertake several response and recovery functions.

Purpose

- ➔ To define the appropriate emergency team structure.
- ➔ To ensure everyone is adequately is trained to carry out their assigned role.

Steps

7.1 Define the Appropriate Emergency Team Roles

7.2 Importance of Training

Step 7.1 Define the Appropriate Emergency Team Roles

Multiple resources will be required following an emergency situation. The teams will need to simultaneously recover from the emergency, mitigate risk and potential loss, and ensure continued operations. Following are some teams that may be required.

Emergency Management Team (EMT)

Typically made up of members of the board and management, this team will staff the Emergency Coordination Centre (the location from which activities will be directed). Members of this team must have the authority to take whatever steps are necessary to respond to the emergency without having to get permission from a higher level. This team makes decisions such as establishing priorities, contacting the regional and provincial association and keeping them informed, activating mutual aid agreements, and contacting the appropriate agencies for additional help and resources. The EMT directs the overall response to the disaster.

Light Search and Rescue Team

The light search and rescue team is involved in low-impact search and rescue. Typically, this means searching the building to make sure everybody is out (if evacuation is in order) and helping walking wounded out of the building. It also means identifying locations of trapped and/or seriously injured casualties and passing this information on to the fire department on their arrival. This team also manages the emergency food and water supplies, and is in charge of the disaster supply cabinets. The cabinets should be custom-fitted for members of this team; for example, gloves and safety goggles should fit team members. The cabinets should also contain food, water, flashlights, blankets, etc. that have been designated for emergency use. If the agency serves children, you may also have games and colouring books.

The team includes a chief emergency warden, assistant wardens, and their alternates. Team members should be qualified in first-aid and, preferably, possess the ability to lead. It is not necessary that they be management, but they need to have authority to make decisions and take immediate action as others will look to them for direction in the event of a disaster. Many communities have implemented neighbourhood emergency preparedness programs. The program covers instruction on light search and rescue techniques. Check with your local emergency planner to see if one exists in your community.

Response Team

This team comprises the key personnel. Their function is to carry out the disaster response procedures under the direction of the emergency management team. They respond to the established priorities and carry out the procedures documented in the emergency plan.

Damage Assessment Team

This team will conduct building and equipment damage assessments. The training necessary for this is offered by many agencies and businesses. Your municipal emergency planner will be able to provide you with a list of training sources.

If your premises are leased, ascertain how you would gain access from the landlord for inspection and assessment of damage. Discuss with your landlord who would be available to assist in conducting a structural assessment, and how soon after the disaster they would be available. If you own your building, speak with your municipality, the local emergency manager, and local structural engineers.

Business Resumption Team

This team is responsible for resumption of operations, including the phone and computer system. This team looks forward several hours and makes assumptions about resuming services, based on what may be happening several hours in the future. They then obtain the resources so that they are available as they are needed.

➔ It is critical that the teams and their focus are considered separate. Although it is likely the same core group of people will carry out overlapping responsibilities, dividing the duties into distinct sections will ensure that nothing is missed.

➔ All the teams will work with the emergency planning coordinator to produce the required emergency response and resumption plans.

Step 7.2 Train Each Team

Emergency team roles are critical to the successful response and recovery activities during an emergency situation. It is essential that individuals assigned to each role be adequately trained in the responsibilities of that role. Contact your local emergency manager for up-to-date information on courses available, delivery locations, and costs.

Every team member should have a backup, in case she is unavailable during an emergency. The backup should also be trained in the emergency procedures.

Task 8 Develop an Emergency Coordination Centre

The most effective method of responding to an emergency situation is to have an emergency coordination centre (ECC). This is where board members and key personnel will meet to gather information, make decisions regarding response, and assign resources and support. It is the central location for all emergency response and recovery coordination.

- ➔ In all disasters, these are the questions you will need to answer immediately:
  - ➔ Where are the personnel and clients who may have been on your premises?
  - ➔ Where are the people that may have been working away from your premises?
  - ➔ Are there injuries?
  - ➔ What impact (damage, death, injuries,) has the disaster had on your agency?
  - ➔ What effects has the impact had (evacuation, relocation, replacement staff)?
  - ➔ What resources and support are available?
  - ➔ How soon will it be before full recovery is achieved?

An ECC is essential, as it will provide a single point of contact for everyone involved.

Purpose

- ➔ To identify the requirements for an ECC for emergency response and resumption.
- ➔ To ensure that an appropriate ECC is established.

Steps

8.1 Staff the ECC

8.2 Decide on a Location for the ECC

8.3 Equip the ECC

Step 8.1 Staff the ECC

One of the biggest problems in setting up an ECC is deciding who should staff it during an emergency. Agencies often assign too many people to the ECC, which seriously impacts the ability of the centre to function effectively. Staffing should be based on critical services. You have already identified critical activities in an emergency, including roles and responsibilities. It is imperative that ECC staff members have real authority to carry out the response and recovery activities.

- ➔ If an ECC staff person needs approval for decisions, that indicates the wrong person is in the ECC.
- ➔ Every ECC member should also have a designated backup, who also has authority to make decisions.

Some examples of decisions that need to be made could include: evacuating residents in a transition house; ensuring women and their abusers are not co-located in a community reception centre; and providing crisis counselling when phone service is impaired.

Step 8.2 Decide on a Location for the ECC

If your agency has a large space, the ECC can be designated, i.e. permanently established. If not, a predefined location such as a large conference room is also suitable. The size of the ECC depends on the number of people it must accommodate. The ECC will undergo many changes during the first few activations; exercises to test its functioning will help define the best layout.

Establish an alternate location in case agency premises are inaccessible. If your agency operates out of several locations, one may provide a suitable backup. The alternate location could also be arranged by an agreement (mutual aid) with a sister organization.

Step 8.3 Equip the ECC

The following equipment is standard for an ECC:

- ❑ white boards
- ❑ flip charts
- ❑ telephones – make sure your phones are not locked to prevent long distance calls
- ❑ contact lists for personnel
- ❑ contact lists for high risk/vulnerable clients
- ❑ contact lists for emergency response agencies
- ❑ contact lists for vendors and suppliers, including the landlord
- ❑ contact list for the media
- ❑ contact lists for your mutual aid partners
- ❑ contact list for your provincial association
- ❑ radio

- ❑ TV
- ❑ activated cellular phone
- ❑ office supplies
- ❑ fax machine
- ❑ copier
- ❑ computer
- ❑ pre-developed ECC documentation (see appendix 2, pages 73 - 86 for examples)
- ❑ a copy of your emergency plan for reference
- ❑ emergency supplies for ECC people

Determine other specific equipment that might be essential for your agency. Specifically, refer to the information collected in Tasks 4, 5, and 6 to assist in identifying your requirements.

Task 9 Implement Emergency Preparedness Training for All Staff

Agencies that have faced interruptions have identified their personnel as a critical resource in successful recovery. It is therefore key that a personnel Emergency Training Program be developed and administered so that they will be available to assist you in necessary recovery operations. It is also important to act on research which has confirmed that where emergency situations have occurred, personnel who were prepared at home as well as the workplace were better able to report to work and to assist in the response and recovery.

Purpose

- ➔ To promote awareness of emergency preparedness among all personnel.
- ➔ To educate personnel about home emergency planning and their role in your agency's emergency plan.
- ➔ To train response and resumption teams.
- ➔ To prepare the agency to deal with emergency situations.

Steps

9.1 Support Home Emergency Preparedness

9.2 Educate and Train All Personnel

9.3 Train Response and Resumption Teams

Step 9.1 Support Home Emergency Preparedness

Many studies reveal that in most instances employees will go to work during a disaster. However, many studies also document high levels of psychological stress faced by first responders. This stress is primarily because responders don't know the condition of their own families, significant others, and homes. If people have a home plan and all family members know what to do, where to go, and when, it reduces their stress and frees them to concentrate on getting the agency up and running. You may want to combine home preparedness and first responders training because you will most likely have the same people at both.

The agency may wish to support personnel in extra-curricular activities, such as first aid training or neighbourhood preparedness. The better personnel are trained, the more effectively they will be able to respond to your agency's needs.

Step 9.2 Educate and Train All Personnel

Assess the current level of skill for all personnel and develop training plans to fill any gaps. It is important to have someone who is trained in first aid. If you are a large agency, it may be of benefit to have a team of people trained in light search and rescue techniques, first aid, conducting evacuations, and basic fire fighting. Contact your local emergency manager for information on training availability.

Initiate an ongoing training program to keep current personnel's skills up-to-date and to ensure new personnel are adequately trained and prepared.

Step 9.3 Train Response and Resumption Teams

Everybody who has an identified role and responsibility under the emergency response plan must be trained to carry out their function. Much of this training will be completed on the job while additional training can be completed at locations such as St. John Ambulance, BC Buildings Corporation (Light Search and Rescue, Home Emergency Preparedness). There may also be training institutes in your area.

As well as training for their specific role, personnel should be aware of:

- ➔ fire suppression management
- ➔ management of utilities during an emergency situation (how to shut them off and when; which must be reactivated by a technician; and which can be reactivated by agency personnel)
- ➔ distribution and use of emergency supplies

Task 10 Consolidate and Distribute the Plan

A substantial amount of work has gone into this process so far, and it is vital that the policies and procedures you have documented earlier are presented in an easily accessible format. This will ensure ease of activation in an emergency situation.

In this task, you will pull together all of the details to create your own plan.

The plan will include the purpose and rationale for emergency policies and activities, and all the procedures to enable key people and teams to act with authority in an emergency.

Purpose

➔ To consolidate the work to date to provide an emergency plan that will be the point of reference for all emergency activities

Step

10.1 Consolidate your Agency's Emergency Plan

Step 10.1 Consolidate your Agency's Emergency Plan

When consolidating the plan, you need to determine the format of the document so that it is consistent and easy to read. The document itself should be readily available and easy to identify (e.g., a red binder in an easily accessible location). Every individual with a specific role should be provided with one or more copies of the document. It is a good idea to have one at home, one at the office, and one in the car. It may be appropriate to provide copies to any third-party contractors who may play a role in your response and recovery activities.

All personnel should be given the time to read the plan and become familiar with it, although only key personnel will require their own copies.

In order to maintain the confidentiality of addresses and phone numbers, you may wish to do one set of plans that include this information for people who would normally have access to it, and another with the information deleted, for general distribution.

Task 11 Create Links within Your Community

In developing your agency's emergency plan, it is beneficial to link with other agencies within your community. Countless agencies will be able to provide you with assistance - or may even have a role to play in your plan. You will need to know about emergency plans of other agencies since they can be expected to impact on your agency and/or the survivors to whom you provide services. You may find that creating these links provides a valuable opportunity to educate other agencies about the impact of emergencies on violence against women. As with all other tasks outlined in this workbook, it is important for one or two designated people to take on responsibility for this aspect of your emergency plan.

> Communities with strong inter-organizational networks have been shown to recover faster following major disasters, even when these networks are informal.[10]

There are numerous considerations when undertaking collaborative work in your community. In many areas, there are existing committees that coordinate community and system responses to violence against women. These committees have worked on such projects as developing common vision and philosophy statements, referral protocols and feedback processes. If such a committee exists in your community and you are not already involved, this is an important group to approach.

For some communities this may be the first time there has been interaction between community and system agencies responding to violence against women. There may be historical problems between agencies that make it difficult to start working collaboratively. There may be a lack of agreement about which agency is the appropriate responder. Some other barriers to working together include lack of time, power imbalances, cultural differences and differing schedules of availability. The resolution of issues impeding collaboration in your community is critically important at any time, and certainly in disaster contexts. If your community is dealing with issues such as these, it may be helpful to you to contact the people in your region who do community coordination as part of their work. For information about who is doing community coordination work in your area, contact the Victim Services Division of the Ministry of Attorney General.

Many communities have an emergency preparedness committee, usually coordinated through the municipality. This is another important group to approach, both to create links for the purposes of

[10] Enarson, Elaine.

your agency's emergency plan, and to raise the issues of violence against women in discussions of community emergency preparedness.

Purpose

➔ To develop a coordinated community response to violence against women in disaster contexts.

➔ To ensure that women and victim serving agencies are involved in emergency preparedness planning.

➔ To raise community awareness of the necessity to keep women safe in disaster contexts.

Steps

11.1 Identify Agencies/Systems for the Purpose of Coordination

11.2 Clarify Purpose for Collaborating

11.3 Contact Agencies/Systems for Disaster Assessment

11.4 Develop Written Protocols

Step 11.1 Identify Agencies/Systems for the Purpose of Coordination

Projects such as that outlined in this task generally work best when done with a small group of key players. However, large committee meetings such as those mentioned in the introduction to this task are an excellent opportunity to network, connect with many of the relevant community agencies/ systems and share information about what you are doing. The section entitled "Whom to Contact", beginning on page 53, outlines some services with which it may be beneficial to create linkages. As services vary greatly between communities, some may not exist in your area and others may need to be added. In general, it is important that others in your community are aware of your agency’s emergency plan, particularly parts that affect their ability to provide information about and referrals to your services, such as your alternate locations or phone numbers.

Step 11.2 Clarify Purpose for Collaborating

Prior to contacting other agencies, it is important for you to brainstorm the reasons for collaboration between your services. This is an important starting point, although there will likely be other aspects of cooperation raised once you begin your dialogue with those agencies. The section entitled "Whom to Contact" outlines some considerations for the various agencies listed.

Step 11.3 Contact Agencies/Systems for Disaster Assessment

In this step, you will contact other agencies/systems in your community to discuss programs, roles, functions and potential for collaboration. Be aware that your services and those of other agencies/systems may change in a disaster context, as the ability to provide services may be changed. For example, if your agency has decided to focus on group facilitation, another agency may agree to focus on crisis counselling.

Step 11.4 Develop Written Protocols

Once you have connected with agencies with which you need to collaborate, ensure any agreements are documented and included in your emergency plan binder. While there are many different models for coordination protocols, essential components are clear statements of commitments (such as shared alternate locations) and specific contact people who are responsible for implementation of the protocols.

Whom to contact:

TRADITIONAL EMERGENCY RESPONSE SERVICES

Emergency Social Services Program (ESS)

Ministry of Social Development and Economic Security (MSDES)

Emergency Social Services are those services required to preserve the health and well being of people affected by disasters. They include provision of food, clothing, lodging, information, registration and inquiry, personal services and other specialized services as required.

In most BC municipalities, the ESS Program is organized by volunteers. The volunteers prepare for disasters with the following activities:

- Identify buildings suitable for use as emergency reception centres.
- Reach agreements with local businesses and service organizations to assist when requested.
- Inform the public about where they can turn to receive disaster assistance.
- Operate the ESS plan when disaster strikes.

When an evacuation takes place, ESS volunteers open emergency reception centres, determine evacuees' needs, make referrals to local motels and restaurants, and register families to assist in locating missing members. They also provide information on what is happening and when people might expect to return home. If the number of people requiring shelter exceeds available space, these volunteers open and operate a group lodging facility, in a school gymnasium for example.

There are over 5,500 trained Emergency Social Services volunteers working in 140 communities in the province.

The ESS Program of MSDES provides support and training to municipal ESS volunteers. The ESS Program office also coordinates agreements, with Non Governmental Organizations (NGOs) to provide additional services during major disasters that overwhelm local ESS response capabilities. These NGOs and the services they provide are detailed in the section below. For further information and consultation call the ESS Program toll free information line at 1 800 585 9559.

St. John Ambulance

St. John Ambulance has records of volunteers, qualified in first aid, who are able and willing to assist local responders at emergency reception centres.

The Canadian Red Cross Society Disaster Services

The Canadian Red Cross maintains a central registration centre in Vancouver and in Ottawa in order to be able to respond to inquiries from anxious friends and relatives from outside a major disaster area. It also has teams of instructors who can assist local responders in setting up a registration and inquiry system during an emergency.

Mennonite Disaster Service

Mennonite Disaster Services recruits and manages volunteers to assist victims in cleaning up and rebuilding their damaged homes following a disaster.

Adventist Development Relief Agency

The Adventist Development Relief Agency sorts, sizes, stores, and distributes the often overwhelming amounts of donated clothing, furniture, and other dry goods in major disasters.

Salvation Army

The Salvation Army assists local responders to organize the Meeting and Greeting function that screens evacuees at the door of emergency reception centres and provides immediate crisis counselling when required. In an emergency, the Salvation Army will transport officers and staff to any community requesting this additional assistance.

Christian Reformed World Relief Committee

The Christian Reformed World Relief Committee trains and manages Disaster Child Care Services. This program is comprised of volunteers who operate childcare centres in emergency reception centres and group lodging facilities.

Local Church Group

Most churches have active volunteers that normally go into the community to assist whenever they may be needed. Contact your local church and religious agencies to ascertain what service they may be able to provide you in the event of a disaster.

SOCIAL/VICTIM SERVICES

Women's Anti-violence Services

If your agency is not the only women's anti-violence service provider in the community, it is important to create linkages with other services. This may include Sexual Assault/Woman Assault Centres, Specialized Victim Assistance Programs, Transition Houses, Safe Homes Programs, Second Stage Houses, Stopping The Violence Counselling programs, Children Who Witness Abuse programs and Women's Centres. As mentioned in the introduction, interdependencies between similar services are critical considerations in your agency's plan since a disruption in the services of one will inevitably impact the other. If you provide similar services, you may also be able to plan for shared resources, transportation and alternate locations.

Victim Services

The Attorney General funds several different types of programs to provide emotional and practical support to victims of crime. Programs are based with RCMP/municipal police, Crown counsel and community agencies. Specialized community-based programs serve specific populations such as survivors of recent and historical sexual violence, criminal harassment and abusive relationships. Specialized programs also exist to serve First Nations survivors, male survivors and multicultural communities.

Mandates vary depending on community protocols and the numbers of different programs in the community. Programs from communities with more than one type of victim service are mandated to have a written agreement regarding coordination of services and to meet on a regular basis to discuss and strategize about concerns; this is a good place to strategize about your agency plan, as well as about interdependencies as discussed in the section on women's anti-violence services.

Crisis and Information Centres

Many communities have crisis and information centres that provide peer counselling and offer referrals to community agencies. Staff and volunteers receive training to provide basic counselling such as active listening and exploration of options. With these skills, centre staff may be able to provide assistance with your agency's crisis calls in an emergency situation. It is also important to communicate with these centres to find out how many of their callers are dealing with issues of violence against women. In an emergency situation, your agency may be faced with an increase in demands for service if those callers are unable to access the crisis and information centre. Finally, as a referral source they will need to be aware of your plans for alternate contact information.

Aboriginal-specific Services

Native Friendship Centres provide a variety of urban services which may include healing centres, residential school treatment centres, programs for street involved and sexually exploited youth, alcohol and drug treatment/counselling services, and Education/Employment upgrade services. Workers at these centres are an important source of information about issues for First Nations people. For example, being relocated due to an emergency may result in significant trauma to those impacted by the residential school experience and other involuntary relocations.

It is also important to connect with workers in rural and remote settings. Services for each nation are organized in a unique way depending on the needs of the community and the local governance; band social workers, home workers and tribal councils are key people with whom to connect. Ideally, if there is a women's organization in your area it is important to contact them as they may have an important perspective to share about women experiencing violence.

Services to Lesbian, Gay, Bisexual and Transgendered Persons

Advocacy/support groups such as Gay and Lesbian Alliances (GALA) and Parents and Friends of Lesbians and Gays (PFLAG) can provide valuable input to your agency plan. For example, lesbians in abusive relationships are made additionally vulnerable by their partner's ability to access the same services. If women feel unable to identify their partner due to fears/experiences of homophobic reactions, agencies will be unable to fully address their safety concerns. Lesbian, gay, bisexual and transgendered persons also have unique concerns about discriminatory treatment and violence when their sexual orientation and/or gender is involuntarily made public, as may be the case in group living resulting from disasters.

Immigrant and Multicultural Services

It is important to connect with these services for input in tailoring your agency's emergency plan to meet the unique needs of immigrant women and women of colour. Another consideration is the need for translation services, a resource with which immigrant and multicultural service organizations are most often familiar.

Services to People with Disabilities

People with disabilities have a variety of needs that make them vulnerable to increased violence in disaster situations. Brain Injured Groups, CNIB offices, organizations assisting persons with mental disabilities, and physical accessibility advocates are just a few of the organizations who may provide useful input regarding your agency's emergency plan. Be sure to include those who provide services/advocacy for persons with invisible disabilities such as hearing difficulties, fetal alcohol syndrome/effects, and Multiple Sclerosis.

Reconnect Programs, AIDS Prevention Programs

Sexually Exploited Youth and Sex Trade Workers are another population that is additionally vulnerable to violence during disaster situations. Input to your agency plan with respect to this may come from Youth Centres, Reconnect Programs, AIDS Prevention/Needle Exchange Programs, and other related services.

Volunteer Based Services

Statistics from other jurisdictions impacted by disaster show that volunteer hours may drop significantly after the event. This has implications for your agency plan if you rely on volunteers to provide critical services. It also needs to be considered in looking at other agencies with which you have interdependencies.

CRIMINAL JUSTICE AND CHILD PROTECTION SYSTEMS

RCMP/Municipal Police

While very few physical and sexual assaults of women are reported to the police (approximately 10%), this statistic nevertheless represents an extremely large number of women. The increase in violence against women during and after disasters suggests that even more women will be accessing police services. It is therefore essential that your agency create links with the police if they do not already exist. Following are some examples of issues to address. Does the detachment have plans for an alternate location in the event of a disaster that shuts down their building? Disaster situations may result in disruptions of communication technology between justice system agencies - what are the contingency plans for forwarding of reports to Crown Counsel, particularly urgent communications such as requests for peace bonds and warrants? Police are directed to prioritize violence against women in relationships cases by adding a "k" to the case number – how is this essential designation affected by disaster situations and disruptions in computer and other communications equipment? If your community has an existing emergency response system that is specifically tailored for women in abusive relationships (such as the cell phone/personal alarm initiative), do the protocols outline procedures for the continuation of that response in disaster situations? In other jurisdictions there have been reports that families of accused persons and perpetrators pressure authorities for their early release to assist with disaster situations - do the police have protocols outlined for persons they have in custody? RCMP detachments are directed by policy to include women's anti-violence services in their training days. This provides an excellent opportunity to raise these and other issues outlined in this report.

Note: it is also important to create linkages with Community Policing Access Centres (CPACs). These policing sites are located away from the main detachment and offer assistance through civilian staff, volunteers and officers. Block/neighbourhood watch programs are often coordinated through these centres, as well as a variety of safety-related programs. In some locations, CPAC staff members are responsible for summons and subpoena delivery.

Crown Counsel

The various roles of the Crown Counsel office are important to women in disasters. This includes a range of protection order hearings, charge approvals, bail hearings, breach hearings, preliminary hearings, trials and sentencing. With these roles in mind, there are many questions relating to their work and violence against women in disaster situations. How are warrants and protection orders served? Is there an alternate plan in the event of court closures or breakdowns in communication technology? Are there provisions in place to ensure that closures of court facilities do not result in charges being stayed due to time limitations? As with the police, families of accused persons and perpetrators may pressure Crown for their early release to assist with disaster situations - do they have protocols outlined for persons in custody? Since the Crown regularly makes submissions to the courts regarding the risk of the accused person committing further violence, it is essential that they are aware of the increased risks of violence against women associated with disaster situations.

Other court related services you might want to include in this coordination work include the Administrative Judge for your area, probation and parole offices, Correctional Centres (Victim Notifiers may be particularly helpful), Court Registry and the Native Courtworkers & Counselling Association.

Ministry for Children and Families

In addition to the direct provision of services such as Child Protection and support and intervention services, the Ministry funds numerous different types of programs that may have an impact on your agency plan. Some of these include alcohol and drug treatment, Child Development Centres, school-based alternate programs, youth and adult life skills programs, foster parent associations, family support counsellors and parenting programs. These programs are housed at a variety of community agencies.

A key area for consideration is the Child Protection services of the Ministry. Some questions that will need to be explored are: If your agency has concerns about a child at risk during a disaster situation, how can the Ministry be contacted and what can be expected from them in terms of intervention? There are cases of women with abusive partners experiencing Child Protection's removal of their children if they do not leave and stay away from the abuser. Since experience in other jurisdictions has shown that women in disaster situations are often left with no other options, what provisions does the Ministry have in place for women in these situations? Women whose children are removed have conditions put in place that they must fulfil before their children will be returned. What alternative plans will be made if the community services they need to access are unavailable due to a disaster situation?

HEALTH

Hospitals

Hospital services such as Social Workers, Quick Response Programs, Sexual Assault Response Teams and psychiatric units may be a source of many referrals to your program. As such, it is important to include them in your work on an emergency plan. It is also essential that medical services already in place for women survivors of violence, such as Sexual Assault Response Teams, be prepared to meet the increased need for their services resulting from increased violence against women during and after a disaster.

EDUCATION

Schools

Abusers may use the opportunity of a disaster situation to regain contact with their children, despite the existence of no contact or supervised access orders. Do local elementary and high schools have policies and procedures in place to address this? Do plans for evacuation from these schools to designated reception centres or other evacuation spaces address safety plans for these children?

University/College

If your community has a college or university campus, there are likely many intersections with your service such as referrals and practicum placements. Some possibilities of people to contact include campus women's centres, counsellors, professors, women's studies programs, social services foundations, social work departments, nursing programs and student residence staff. Many colleges offer courses on program evaluations. As part of this course, students are available to assist your agency, a resource that may be useful to your agency in evaluating your emergency plan.

The following form might be useful to you in conducting steps 1 and 2 of this task.

Others I need to contact in my community:

Agency/Group	Key considerations for discussion

Task 12 Exercise and Maintain the Plan

To be effective, all emergency plans must be consistently and continuously reviewed, exercised, and modified.

Exercising can take the following forms:

Tabletop

A simple discussion amongst the key people focussed on how events may unfold. People talk about what they believe will happen. Participants may discover that a planned activity cannot happen due to some conflicting priority that hasn't been noticed before.

Functional Exercise

Key people activate a small section of the emergency plan and test specific procedures and/or protocols. Other members of your agency will make 'imitation' phone calls to the key people and relate events as they may unfold. The key people respond as though it were a real event.

Full-scale Exercise

A scenario is written and all key people undertake their roles and carry out their responsibilities as laid out in the plan. Other agencies can be involved so that they may simultaneously test their procedures, and so that real time activities can be checked and tested.

Your local emergency manager may be able to provide assistance in testing your plan.

Appendix 1   Governments in BC

Emergency Management in BC

Emergency management is a comprehensive system set up by governments, private sector agencies and individuals to address natural and human-made hazards. It has four parts.

1. Prevention programs are designed to prevent or mitigate the effects of emergencies and include measures such as building codes, building use regulations, zoning and land use management, diking, public education, legislation, and tax and insurance incentives and disincentives.

2. Preparedness programs are designed to ensure that individuals and agencies will be ready to react effectively once emergencies have occurred, and include measures such as emergency plans, mutual aid agreements, resource inventories, warning procedures, training exercises, and emergency communications systems.

3. Response programs are designed to combat emergencies when they have occurred, and include measures such as the implementation of emergency plans, activation of emergency operations centres, mobilization of resources, issuance of warnings and directions, provision of medical and social services assistance, and declaration of emergencies as enabled by appropriate legislation.

4. Recovery programs are designed to help restore the environment or communities to their pre-emergency condition, and include measures such as physical restoration and reconstruction, economic impact studies, counselling, financial assistance programs, temporary housing, and health and safety information.

Government Role in Disasters

Responsibilities of the three levels of government

The provincial government is responsible for emergency response operations in unorganized areas of the province where there is no local government structure, such as electoral areas. Local governments are responsible for providing the initial response to most emergencies occurring within their municipal boundaries. They may request assistance from neighbouring municipalities, private sector agencies, the provincial government or the local offices of the federal government; however, the responsibility for the overall direction and control of response operations remains that of the local government.

The role of the provincial government in these circumstances is to provide material support, advice, expertise, or such other assistance as may be requested. The provincial government will assume the direction and control of response operations in an organized area of the province in the following situations.

- There has been a catastrophic event that has rendered the local government incapable of providing direction and control.
- There is an emergency situation of such a nature that the local government cannot provide adequate direction and control and has requested aid, and the provincial government has agreed that in the circumstances the request is reasonable.
- The emergency situation falls under provincial jurisdiction.

The federal government is responsible for the direction and control of emergency response operations on federal lands within the province and has primary jurisdiction over certain kinds of emergencies, such as aircraft crashes.

The province may provide assistance to the federal government in the same way as it would to a local government, if it has been requested and it is in the provincial interest to do so.

Appendix 2 Sample Documents

Sample Policy Statement

Use agency's letterhead.

Under provincial contract reform, all social service agencies are required to adhere to a set of organizational standards. These standards require, among other things, that all government-funded social service agencies have an emergency plan in place. Research has shown that violence against women increases during and after disasters. If the delivery of our services is hindered due to the effects of a disaster, large numbers of women will go without access to their primary lifelines. We can mitigate these effects by having a plan in place that indicates what actions should be taken, when, and by whom.

The Board and executive of this agency are committed to ensuring the health and safety of our staff and clients and to ensuring the continuing provision of effective and caring services to the public.

For this reason our agency is undertaking a business continuation planning process for major emergencies or disasters. This process will involve all personnel in an examination of our key services, clients, suppliers, partners, and staff and their vulnerability to disaster.

To lead us through this process, the Board has appointed xxxxxx as emergency preparedness coordinator. Should you have any questions about how you fit into this planning process, please contact xxxxxxx.

Signed by the Board

Task 4, page 28: Critical Services – Worksheet

Make additional copies

Consideration	
What services would have to be provided <u>immediately after the disaster</u> and what could be delayed?	
What are our <u>external requirements</u> on a day-to-day basis?	
What other agencies, consultants, contractors, private citizens, etc., will continue to feed into our agency?	
What are our immediate internal requirements?	
With whom do we need to communicate, and why?	

Task 4: page 29 Resources - Worksheets

Make additional copies of the worksheet as necessary.

Critical Service #1:	______________________ (description of function)
Issue	
Identify and quantify work flow and/or the financial impact from loss of the service (both immediate loss and cumulative loss.	
Identify and quantify client impact from the loss of key service.	
Identify the legal and/or regulatory compliance impact from the loss of the services.	
Identify the impact on the employees of the company from the loss of key services.	
Determine how long the critical service can be undeliverable.	
Identify other programs and/or agencies that are dependent on the service.	
Identify inefficiencies that would result if the service were to be curtailed or shut down by a disaster?	
What would be the public relations implication(s) if the service was affected by a disaster?	
Would the safety and security of people be jeopardized if the function was affected?	
Other issues/items?	

Task 5: pages 30-31   Resources - Worksheets

Make additional copies of the worksheet as necessary.

Resource Requirement	Issues to consider
Identify the skill required to deliver the critical service.	
Identify other resources required to deliver those services.	
Consider space requirements.	
Consider furnishings and office supplies.	
Consider client files, agency documents, computer equipment and data.	
List the regulatory bodies and governances that apply to your agency?	
Consider whether telephones or computers are essential and how they are used?	
Determine whether critical services are dependent on computer and telephone support?	

Task 5.3 page 35 Emergency Supplies

Item	Location	Quantity	Inspected By	Date
Blankets				
Bottled Water				
First Aid Supplies				
Flashlight/Batteries				
Rubber Gloves				
Hard Hats				
Cotton Gloves				
Eye Protection				
Roll 6 Mil Plastic				
Respirators and Dust Masks				
Brooms				
Mops				
Buckets				
Flat Shovels				
Trash Bags and Barrels				
Paper Towels				
Axe				
Crowbar				
Duct Tape				
Tarp				
Nylon Rope				
Basic Tool Kit				
Toilet Paper				
Food				
Children's games				
Matches				
Battery Operated Radio				

Date: ______________________________ Updated: ______________________

By: ______________________________

Trail WINS Protocols

1. The primary concern, should a disaster occur, is the physical/emotional safety of women, children and staff.
2. The coordinator will be notified immediately of any disasters.
3. The coordinator will proceed immediately to the transition house if possible.
4. The coordinator will remain in constant communication with the staff member if possible.
5. The coordinator will contact the administrator immediately.
6. The administrator will alert other members of the administrative team and the president of the board of directors. If the president is not available, the vice-president or a designated alternate will be contacted and will assume all functions of the president.
7. The president/alternate will be responsible for contacting all other board members.
8. The administrator will be responsible for all media contact in consultation with the president/alternate of the board of directors.
9. The coordinator will alert all other staff of the situation.
10. Women will be apprised of the information and encouraged to brainstorm alternative accommodation should the transition house become unsafe.
11. The women will be given time to gather personal belongings, food and other essentials, if possible. Medications should be given back to the women. This will be recorded in the communication book.
12. Women will be transported to the Ray Lynn or other accommodations out of the disaster area if they do not have a safe place to relocate.
13. The coordinator will be responsible for all arrangements.
14. The staff member will record the address, phone number and name of person/persons offering accommodation. This will be given to the coordinator and recorded in the communication book.
15. The communication book will be taken by the staff member if the transition house is evacuated.
16. Police will be notified of relocation.
17. All events will be recorded in the communication book….incident, time, date, decisions made and by whom.
18. Staff will remain in contact with women at their new location, giving them an opportunity to debrief their concerns.
19. As soon as it is safe to do so, the coordinator will meet with all the women to discuss the event and decisions.
20. Women will be asked for any feedback on decisions made during the disaster incident.
21. The insurance company will be called if any damage has occurred to the transition house.

Additional Suggestions

22. Central place for everyone to meet if disaster happens when people are out of the house.
23. When the house is reopened, staff should call the women and let them know this.
24. Crisis Line operation? Look up records. Crisis Line forms, intakes?

USEFUL TEMPLATES

EMERGENCY RESPONSE TEAM

Name	Program	Business Phone	Pager	Cellular Phone	Fax Number	Home Phone

Date: ____________________ Updated: ____________________

By: ____________________

VENDOR INFORMATION

Vendor	Business Phone	Contact	After Hours Phone	Contact

Date: ______________________ Updated: ______________________

By: ______________________

EMERGENCY EXPENSE RECORDS

Purchase Order #	Requestor	Item/Service Purchased	Dollar Amount
Sheet Total			$

Date: ______________________ Updated: ______________________

By: ______________________

CASH EXPENDITURES

To Whom	By Whom	Cash/Check	Item Purchased	Dollar Amount.
Total				$

Date: ______________________ Updated: ______________________

By: ______________________

EMERGENCY PLAN REVIEW DATES AND EXERCISE RECORDS

	Dates	**Participants**
Plan Review		
Next Review		
Next Review		
Plan Exercise		
Exercise		
Exercise		
Exercise		

Date: ______________________ Updated: ______________________

By: ______________________

COMPUTER AND KEY EQUIPMENT

List in order of importance

Location	Equipment	Serial #	Security Level	Own/Lease	Service Agent/Vendor	Warranty Expiration	Person Responsible

Date: ______________________________ Updated: ______________________________

By: ______________________________

INSURANCE INFORMATION

Agency: ______________________ Office Phone: ______________________

Contact: ______________________ Home Phone: ______________________

Coverage Type	**Policy Number**	**Carrier**	**Coverage Amount**	**Renewal Dates**	**Additional Info (Deductible, Etc.**
Contents					
Computer Equipment					
Electronic Equipment					
Business Interruption					
Structure					
Personnel Wages					
Relocation					
Earthquake					
Other					

Date: ______________________ Updated: ______________________

By: ______________________

PERSONNEL SPECIALIZED TRAINING/SKILLS

Training/Skill	Name	Program	Phone

Date: ______________________________ Updated: ______________________

By: ______________________________

KEY SERVICE VENDORS

Vendor Type	**Contractor/ Vendor**	**Business Phone**	**After Hours Phone**
Alarm Systems			
Computer Systems			
Hydro			
Phone System Service			
Electrician			
Elevator Service			
Engineering Firm			
Environmental Services			
Gas Company			
Glass Company			
HVAC Service			
Janitorial Supplies			
Locksmith			
Movers/Storage			
Office Equipment			
Office Supplies			
Plumber			
Security Systems			
Printer/Business Forms			
Other Daily Operations Supplier			

Date: ______________________________ Updated: ______________________

By: ______________________________

EMERGENCY RESPONSE OVERVIEW

Cross-Reference List

Emergency Team Member (Alphabetical Order)	**Critical Issue/ Functional Responsibility**

Date: ______________________________ Updated: ______________________

By: ______________________________

BUILDING UTILITY AND EQUIPMENT SHUT OFFS

Building/Address	Utility	Shut Off Location
	Gas	
	Water	
	Electric	
	Sprinkler	
	Boiler	
	Sump Pumps	
	Other:	
	Gas	
	Water	
	Electric	
	Sprinkler	
	Boiler	
	Sump Pumps	
	Other:	
	Gas	
	Water	
	Electric	
	Sprinkler	
	Boiler	
	Sump Pumps	
	Other:	

Date: ______________________________ Updated: ______________________

By: ______________________________

FIRE DETECTION/ALARM CHECKLIST

Equipment	**Yes/No Location(s)**
Main Control Panel	
Fire Extinguishers	
Class A	
Class B	
Class C	
Automatic Sprinklers	
Fire Pump	
Smoke Detectors	
Heat Detectors	
Fire Alarm - Main Panel	
Fire Alarm - Pull Stations	
Standpipes	
Hose Stations	
FD Connections - Siamese	
Emergency Lighting	
Lighted Exit Signs	
Fire Doors	

Date: ______________________ Updated: ______________________

By: ______________________

CRITICAL RECORDS

List in order of importance

Location	Type of Information	Cabinet or Drawer	Security Level	Personnel in Authority

Date: ______________________________ Updated: ______________________

By: ______________________________