



# Ready® Responder

Prepare. Plan. Stay Informed.



Emergency Planning for First Responders and Their Families  
[ready.gov/responder](http://ready.gov/responder)



**FEMA**

The Ready Responder program was collaboratively developed in partnership with the U.S. Department of Homeland Security Office of Infrastructure Protection, National Protection and Preparedness Directorate, and FEMA.



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## 1.0 INTRODUCTION TO *READY RESPONDER* TOOLKIT

### ***PURPOSE OF READY RESPONDER TOOLKIT***

The *Ready Responder* Toolkit is designed to provide emergency response agencies with a series of planning tools to help prepare their personnel and their families for emergencies. These tools are flexible and customizable to be used by planners to meet the needs of their agency or department.

This toolkit provides resources on how to develop an organizational preparedness plan; examples of how to promote individual, family, and organizational preparedness; and engage other agencies and departments in these efforts. There are also sample newsletter articles, media pitch templates, and other press materials that can be used to develop and distribute internal and external preparedness messaging.

Many of the sample documents are brochures and flyers that you can have printed locally, or order from FEMA. The links to the files online are provided and an order form is available at the end of the toolkit.

The Quadrennial Homeland Security Review Report in 2010 stated, “All of the most advanced, high-tech tools in the world will not transform our security unless we change our way of thinking, the way we approach individual, family, and community preparedness, the way we organize, train, and equip our professional capabilities and the way all of the elements interact.”<sup>1</sup> The preparation of individuals, families, homes, and businesses for unexpected disasters is a civic virtue, and cannot be accomplished without ensuring the safety of the responders and their families who serve those communities. By ensuring that their families are safe and protected, responders can turn their full attention to the life-saving missions of the rest of the community.

### ***SCOPE OF WHAT ORGANIZATIONAL PREPAREDNESS ENCOMPASSES***

Organizational preparedness refers to the preparation of first responders and their agencies to react to a catastrophic disaster. These types of disasters affect the entire community, disrupting the day-to-day activities of agencies of all types, including those of first responders.

First responders have a responsibility to provide essential services to respond to the impacts of the disaster on the community at large, prevent further damage where possible, and serve as a steady presence in the face of such events. In order to be able to provide these essential services, responders must take many of the same preparedness steps as other members of the community. Without taking the appropriate steps to prepare themselves and their families in advance of a disaster, responders will be hindered in their ability to perform their jobs when a disaster strikes, and will instead be focused on personal and family safety. Appropriate advance planning lessens the burden on responders during a response, enabling them to devote more of their mental resources to the task of securing the community.

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<sup>1</sup> Quadrennial Homeland Security Review Report: A Strategic Framework for a Secure Homeland. February 2010. P. 34.

Homeland Security Presidential Directive 8 (HSPD-8) defines first responders as: “...Those individuals who in the early stages of an incident are responsible for the protection and preservation of life, property, evidence, and the environment, including...emergency management, public health, clinical care, public works, and other skilled support personnel (such as equipment operators) that provide immediate support services during prevention, response, and recovery operations.”<sup>2</sup>

It is important to remember that first responders are not just considered in the traditional sense of the term, such as fire, law enforcement, emergency medical services (EMS), emergency management, public health, and public works. They also include the wider incorporation of functions and departments that play integral roles in operations that often have not previously been a part of the process.

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<sup>2</sup> Homeland Security Directive 8: National Preparedness. DHS. December 17, 2003, [http://www.dhs.gov/xabout/laws/gc\\_1215444247124.shtm](http://www.dhs.gov/xabout/laws/gc_1215444247124.shtm).

## 2.0 RESEARCH SUMMARY OF STUDIES

Over the last few years, numerous surveys have assessed how first responders in various disciplines and jurisdictions would react following an incident, and what actions could help direct or change those behaviors. A review of these surveys indicates that, in many cases, there is still much work to be done to prepare agencies, departments, and first responders for a disaster response. These surveys reinforce the purpose of this document, which is to equip response organizations with the tools (e.g., policies, procedures, and practices) needed to prepare for the inevitable.

In a 2004 survey, members of the Executive Fire Officer Program at the National Fire Academy indicated that:

- Only 34% of the departments they represented had taken steps to prepare themselves and their families for the implications of a multi-day disaster response.
- 48 % responded that a multi-day event would create issues and hardships for the family unit.
- However, only 40% had a family preparedness plan in place.<sup>3</sup>

The Center for Homeland Defense and Security also conducted a series of enlightening surveys in the area of organizational preparedness. In 2005, Staff Inspector Tom Nestle conducted a survey of 75 police officers, of which:

- 55-66% indicated that they would refuse recall during a response that was posed from National Planning Scenarios.
- 73-91% believed their city and/or department were not prepared.
- However, 72-82% said the establishment of shelters for employees and their families would be helpful. Potential solutions included providing the requested sheltering along with education and training regarding threats and existing plans.

In 2006, Captain Nancy Demme conducted a focus group of 40 police officers, who revealed a number of concerns that were based on response to a biological incident, including their own health and safety, as well as the lack of family plans, departmental preparedness, information from the department, and proper personal protective equipment (PPE). Solutions included developing a family support unit, developing and sharing a departmental plan, conducting training, and educating responders and the public.

A 2007 study by John Delaney that focused on firefighters in the National Capital Region (NCR) revealed that family preparedness and safety were the determinant factors in firefighters' ability and willingness to report for assignment in a pandemic incident.<sup>4</sup> A study by Shelley Schechter, published in 2007, shows that one of the barriers to Medical Reserve Corps (MRC) personnel's willingness and ability to fulfill operational roles in a disaster was family responsibilities.<sup>5</sup>

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<sup>3</sup> Hudson, Robert. Emergency Preparedness for Responders and Their Families: Are We Ready. Portage Fire Department, Michigan. 2005.

<sup>4</sup> Landahl, Mark and Cynthia Cox. Beyond the Plan: Individual Responder and Family Preparedness in the Resilient Organization. 2009.

<sup>5</sup> Ibid.

A 2008 survey of graduates and current participants in the Naval Postgraduate School's Center for Homeland Defense and Security (CHDS) master's degree and executive leaders programs was conducted to gather information and opinions concerning employee preparedness and its role in organizational preparedness and resilience. Of those surveyed:

- 43.3% reported that general emergency preparedness training is offered at least annually by their agency or department, most often during regular in-service activities.
- 29.1% of agencies or departments provide training and education for employee and family preparedness.
- However, 98.8% of those surveyed said that employers should encourage, provide, or require opportunities for education and training in personal and family preparedness.<sup>6</sup>

In 2009, local response personnel, including police and fire, in Payson, AZ, indicated that:

- Only 18% had an individual or family preparedness plan.
- 96 % indicated that they would participate in individual or family preparedness planning if their agency or department offered it.
- 78% agreed that the existence of such a program would positively affect their willingness to respond to an incident.<sup>7</sup>

These studies reinforce the importance of organizational preparedness. There is a clear need to offer a way in which agencies, departments, their employees, and their families can be better equipped during a disaster so that family responsibilities and safety do not deter personnel from responding to their operational responsibilities.

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<sup>6</sup> Ibid.

<sup>7</sup> DeMasi, Martin A. Dependent Preparedness: Emergency Plans for Responders' Families: Executive Analysis of Fire Service Operations in Emergency Management. Payson Fire Department, Arizona. 2009.



### 3.0 ORGANIZATIONAL PREPAREDNESS PROGRAM WORK PLAN DEVELOPMENT GUIDANCE

A successful organizational preparedness program needs a clear vision, actionable objectives and goals, defined deliverables and timelines, and regular reviews. This process requires the buy-in of leadership and the agency to bring about the necessary cultural change in the organization. Past experience has shown that it is vital to take the time to organize and outline how the program will operate and what the expectations are. The following information reflects sample areas to complete with wording and information to guide a planner in creating a Work Plan for Organizational Preparedness Program implementation in their own department or agency.

#### *PROJECT GOALS, OBJECTIVES, AND OBSTACLES/CHALLENGES*

The Organizational Preparedness Program should identify project goals, objectives, and potential obstacles and challenges in implementing the program. This will allow planners to focus efforts and take mitigating actions against any challenges that are projected. A comprehensive organizational preparedness program should consider four core interrelated phases:

- Pre-incident awareness, education, and training.
- Facilities and equipment assessment.
- Procedure and policy assessment.
- First Responder Organizational Preparedness Plan.

Potential challenges or obstacles that could be encountered include:

- Lack of participation and buy-in. This can be mitigated by obtaining senior leadership’s active support and backing, as well as creating enjoyable and inviting settings to equip members to complete preparedness activities.
- An initial surge of excitement, but interest fading quickly. Planners should consider a several year plan of how this will be implemented in a manner that will not overwhelm members. Also, integrating efforts with regularly scheduled training or events ensures participation and does not make members attend another work-related activity.

#### *DELIVERABLES*

Potential deliverables of the Organizational Preparedness Program should be clearly defined and assigned to specific personnel. These deliverables may include the following:

- First Responder Organizational Preparedness Plan.
- Quantitative measure of organizational preparedness through the use of surveys, before implementing the program, and afterward, to assess successes.
- Procedures for responder and family member communications, call back/recall, employee leave, health and wellness/critical incident stress management (CISM), and post-incident equipment and supply procurement.
- Mutual Aid Agreements (MAAs).

#### *ACTIVITIES*

The following activities should be performed in the development of the Organizational Preparedness Program:

- Complete all planning products identified in the “Deliverables” section.
- Conduct preparedness surveys.
- Identify sheltering options for personnel and family members, including internal shelters as well as public shelters.
- Establish a capacity for long-term feeding operations for responders and their families.
- Determine emergency power capability, and build capacity if lacking.
- Establish long-term funding for these capabilities (e.g., Homeland Security (HLS) grant streams).
- Conduct training and exercises.
- Educate responders and the public.

### ***RESPONSIBLE PARTIES***

Identify by position the individuals with responsibilities under the Organizational Preparedness Program, and list their respective duties.

### ***PROJECT TRACKING***

Establish a system for monitoring the progress of the program. The lead planner for the project should maintain an understanding of how far along each deliverable is, when it will be finished, and what is necessary to complete it.

### ***REPORTING REQUIREMENTS***


Identify the responsibilities of specific individuals for periodically reporting information on the program, including deliverables completed, activities undertaken, and the funding status. It is recommended to include a regularly scheduled briefing to senior leadership so they are kept informed of what is being completed, where their help is needed, and what the successes of the project have been.

### ***CONTACT INFORMATION***

The plan should include contact information for all personnel involved in program management; including cell and home phone numbers, as well as all applicable alternative forms of contact information (e.g., addresses, and e-mail).

## 4.0 ORGANIZATIONAL PREPAREDNESS QUIZ

This short quiz will guide agencies and departments in developing a baseline understanding of the current preparedness levels of first responders and their families. It serves as an important first step in the preparedness process, initiating a conversation about the importance of preparedness as well as the consequences of not being prepared. The information gleaned from this quiz can help guide preparedness activities by illuminating deficiencies and offering a way forward. For example, if the majority of responses indicate that there are not family plans, one of the first activities should be to assist in the creation of these plans.

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(Month) (Day), (Year)

Dear Member,

In recent years, the American people have been urged to “get ready” and to prepare for emergencies—from natural disasters to terrorist attacks. Until now, however, the (Agency/Department) has not had a simple, comprehensive, and consistent tool to assess our preparedness, recognize our successes, and identify gaps where more work needs to be done.

The (Agency/Department) is committed to increasing individual, family, and organizational readiness by using Federal Emergency Management Agency (FEMA) tools and resources to encourage a culture of preparedness at home and at work.


In an effort to assess our current level of preparedness, we ask that you please take a minute to answer the following 11 questions as honestly as possible. Thank you for your participation.

(Name of Department or Agency Head)  
(Position/Title)

Name: \_\_\_\_\_ Unique Employee Identifier: \_\_\_\_\_  
Assignment: \_\_\_\_\_

Do you currently have school-aged children living at home?  
If yes, how many and what are their ages?  
Do you currently have pets in your household?  
If yes, what kind and how many?

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## Organizational Preparedness Quiz

1. **Does your local government have an emergency or disaster plan for your community?**  
Yes   No   Don't Know
2. **Do you know how to find the emergency broadcasting channel on the radio?**  
Yes   No   Don't Know
3. **In the past 30 days, have you seen or heard any messages that encourage people to take steps to be prepared for emergency situations in your community?**  
Yes   No
4. **In the last year, have you prepared an Emergency Supply Kit with supplies like water, food, and medicine that is kept in a designated place in your home?**  
Yes   No
5. **In the last year, have you prepared a small kit with emergency supplies that you keep at home, in your car, or where you work to take with you if you had to leave quickly?**  
Yes   No
6. **In the last year, have you made a specific plan for how you and your family would communicate in an emergency situation if you were separated?**  
Yes   No
7. **In the last year, have you established a specific meeting place to reunite in the event you and your family cannot return home or are evacuated?**  
Yes   No
8. **In the last year, have you practiced or drilled on what to do in an emergency at home?**  
Yes   No
9. **In the last year, have you volunteered to help prepare for or respond to a major emergency?**  
Yes   No
10. **In the past five years, have you taken first aid training, such as CPR?**  
Yes   No
11. **Do you or a family member belong to a Community Emergency Response Team (CERT)?**  
Yes   No

## 5.0 SAMPLE DEPARTMENT HEAD LETTER OF INTENT

(Month Day, Year)

TO: ALL MEMBERS

SUBJECT: *READY RESPONDER* PROGRAM

A well-prepared workforce is an essential component of the (Agency/Department)’s ability to manage an emergency. The reality of an increased potential for man-made or natural disasters has the administration working diligently to develop a readiness plan for our most valued resources—our members and their families. Often, in times of crisis, our members are called upon to travel many miles away from their loved ones to put their experience, professionalism, and lives on the line.

Common sense dictates that any first responder will function better with the knowledge that their families are provided for before, during, and after a major event. Training our loved ones and providing them support during a crisis that would take our members away from home will be invaluable. By ensuring the resiliency of our own families, we can better serve the community and focus on the mission.

In order to address the well-being of our members and their families, the (Agency/Department) will utilize Federal Emergency Management Agency (FEMA) tools and resources to enhance individual, family, and organizational preparedness. The (Agency/Department) will be offering our members and their families various preparedness initiatives throughout (year or other timeframe), including the following:

- Conducting a preparedness survey to measure our members’ current levels of preparedness and knowledge of procedures.
- Distributing preparedness materials to all work locations for members and their families.
- Distributing a PowerPoint presentation to all work locations for training purposes.
- Initiating a “Disaster Kit Competition” for all interested members (*Note: This kit can be focused on specific disasters that affect your area, or may be more general*).
- A review of current recall procedures.
- (Add any additional measures your agency/department may be taking)

All of these activities are centered on encouraging our workforce to take three simple steps in becoming better prepared: make a plan, get an emergency kit, and be informed. I am asking all members to fully engage in the *Ready Responder* Campaign by supporting and participating in preparedness activities throughout the year.

Your participation can assure that you and your family will be better prepared for emergency situations when you are unable to be home. Thank you in advance for your continued support.

Sincerely,

(Name of Department or Agency Head)

(Position/Title)

## 6.0 READY RESPONDER BACKGROUND INFORMATION/TALKING POINTS

*Ready Responder* is an effort by FEMA's *Ready* Campaign and the (Agency/Department) to encourage first responders and their families to make a commitment to prepare for emergencies by following three simple steps:

1. Get an emergency supply kit.
2. Make a family emergency plan.
3. Be informed about the types of emergencies that you may be called upon to respond to, and know what to do when a disaster strikes.

### **EMERGENCY SUPPLY KIT**

The *Ready* Campaign recommends that a basic emergency supply kit include:

- **One gallon of water per person per day**, for three days—and remember to include water for your pets, too.
- At least a three-day supply of **non-perishable food**. Select foods that require no refrigeration, preparation, cooking, and little or no water, and choose foods your family will eat (e.g., ready-to-eat canned meats, peanut butter, protein or fruit bars, and dry cereal or granola).
- A manual **can opener** and eating **utensils**.
- Battery-powered or hand crank **radio** and a National Oceanic and Atmospheric Administration (NOAA) Weather Radio with tone alert and **extra batteries** for both.
- **Flashlight** and **extra batteries**.
- **First aid kit**.
- **Whistle** to signal for help.
- **Dust mask**, to help filter contaminated air, and plastic sheeting and duct tape to shelter-in-place.
- **Moist towelettes, garbage bags, and plastic ties** for personal sanitation.
- **Wrench or pliers** to turn off utilities (recommend using extra/old tools or equipment you have in your lockers).
- Local **maps**.
- Important family **documents**, such as copies of insurance policies, identification, and bank account records in a waterproof, portable container.
- **Phones, two-way radios**, or other devices for communicating with the agency/department to coordinate assignments.

The *Ready* Campaign also encourages people to consider the special needs of their family members:

- Prescription medications and an extra pair of contact lenses and glasses.
- Infant formula and diapers.
- Pet food, extra water for your pet, leash, and collar.
- Books, games, puzzles, or other activities for children.

For a complete list of items, visit [Ready.gov](http://Ready.gov) or the Spanish-language site [Listo.gov](http://Listo.gov) to download a free emergency supply checklist, or call 1-800-BE-READY or 1-888-SE-LISTO.

### ***FAMILY EMERGENCY PLAN***

Families may not be together when an emergency happens, and you may not have access to cell phones, gas stations, grocery stores, or some of the other things that you are used to having every day. A family emergency plan allows families to work together to **develop a meeting place, establish an out-of-town contact, and gather essential information** that would help them to stay connected in the event of an emergency. This plan should also outline a support unit of friends and family both nearby and out-of-state that can serve as points of contact and check on the well-being of family members, pets, and property. Download a free template at [www.Ready.gov](http://www.Ready.gov) or [www.Listo.gov](http://www.Listo.gov). The American Red Cross’ [“Safe & Well” registry](http://www.safeandwell.org)<sup>8</sup> allows individuals impacted by a disaster to notify friends, family members, and others that they are okay.

### ***BE INFORMED***


First responder agencies and departments should work with their employees to train them on the types of emergencies to expect while on the job and in their neighborhoods, and what will be expected of them during each type of event. Additionally, [Ready.gov](http://Ready.gov) and [Listo.gov](http://Listo.gov) contain information about different types of emergencies, as well as contact information for cities and states across the country.

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<sup>8</sup> <http://safeandwell.communityos.org/>

## 7.0 PREPARING FOR EMERGENCIES PRESENTATION

Ready Responder ready.gov/responder




A Guide for First Responders  
**Preparing Your Family for Emergencies**  
 (Presenter's Name)  
 (Organization)

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### Emergencies Happen

- Disasters can strike at any time
- Having a plan in place is crucial
- Three simple steps help you and your family prepare for the unexpected



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### Who Takes Care of Your Family?




- You provide vital services to the Nation.
- You provide essential support to your family.
- While you are busy saving lives and responding to emergencies, is your family safe?

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### Your Family's Emergency Plan

- Get prepared with your personal and family readiness plans
  - Get a kit
  - Make a plan
  - Be informed



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### 1. Get a Kit

- Include basic supplies for your family and pets for three days
- Prepare at least two kits
  - One for home
  - A smaller portable kit to take with you if you have to suddenly leave
  - If possible, make additional kits for your office or car



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### Your Kit Should Include:

- Food
  - Non-perishable—not requiring refrigeration, cooking, or water for preparation
  - Examples: canned food, granola bars
  - Include a manual can opener
- Water
  - One gallon per person and pet per day for three days
  - Store in clean, sealed plastic bottles
  - The need for water can vary based on climate and special needs



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## Other Items

- Radio
  - Battery-powered with National Oceanic and Atmospheric Administration (NOAA) weather-alert function
  - Extra batteries
- Flashlight
  - Extra batteries
- First Aid Kit
  - Specific items for family/personal needs
- Whistle
  - To signal for help if trapped
- Wrench or Pliers
  - To turn off utilities, if necessary



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## Special Items to Consider

- Medications
- Eyeglasses
- Food for pets
- Games and toys for children
- Diapers and formula



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## Pet Supplies



- If you have a pet, include pet supplies in your emergency supply kit
  - Food
  - Water
  - Medicine/medical records
  - Collar with ID tag
  - Harness or leash
  - Crate or other pet carrier
  - Familiar items (i.e., toys, treats, and bedding)
  - Picture of you and your pet for identification purposes



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## 2. Make a Plan



- Sit down as a family and plan in advance what you will do in an emergency
- A well thought-out plan will allow you to assess the situation, use common sense, and take care of yourself and your loved ones



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## Family Emergency Plan Elements

Make sure your family has a plan in case of an emergency. Before an emergency happens, sit down together and decide how you will get in contact with each other, where you will go and what you will do in an emergency. Keep a copy of this plan in your emergency supply kit or another safe place where you can access it in the event of a disaster.

Neighborhood Meeting Place: \_\_\_\_\_ Phone: \_\_\_\_\_

Out-of-Neighborhood Meeting Place: \_\_\_\_\_ Phone: \_\_\_\_\_

Out-of-Town Meeting Place: \_\_\_\_\_ Phone: \_\_\_\_\_

Fill out the following information for each family member and keep it up to date.

Name: _____	Social Security Number: _____
Date of Birth: _____	Important Medical Information: _____
Name: _____	Social Security Number: _____
Date of Birth: _____	Important Medical Information: _____

- Out-of-Town Contact—In an emergency, it might be easier to make a phone call out of town; designate an out-of-town contact to take roll and relay information for your family
- School and Work Plans—Learn about the emergency plans at your workplace and at your children's schools
- Meeting Places—Choose two places to meet: one in your neighborhood and one outside your neighborhood



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## Special Considerations: Children



- Parents of school-aged children need:
  - Contact numbers for your child's school
  - Emergency school plans
- Consider having your child make their own kit. Include parents' full names, contact information, and any medical conditions requiring special care for your child
- Make sure children have your phone numbers and know who to contact if separated or evacuated without the family
- Have a current photo of your child
- Dual responder parents need special plans

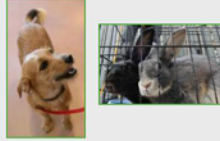


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## Other Special Considerations

- Older Americans, individuals with disabilities, and individuals with other special needs
  - Develop an emergency plan that considers each family member's unique needs, including a personal support network to call on in the event of an emergency
- Pets
  - Plan with neighbors, friends, or relatives to make sure someone is available to care for or evacuate your pets if you are unable to



## Stay or Go?

- In some situations, authorities may urge you to evacuate
  - Hurricane, flood, fire, etc.
- In other situations, staying where you are and avoiding danger is best
  - If air is contaminated or there are large amounts of debris in the air
- Make sure your family will listen to instructions from local emergency management officials



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## Your Family May Get Separated



- You may not be together as a family when an emergency happens
- Plan in advance how to get in touch with each other and get back together
- [www.ready.gov/responder](http://www.ready.gov/responder) has a template to help you get started

## Evacuating



- Plan where your family will go; choose several destinations in different directions
- Plan driving routes; have maps and alternate routes
- If your family does not have access to a car, know public transportation options
- Take the Emergency Supply Kit
- Lock your door
- Take your pets; plan out what pet friendly lodging you will go to in advance

FEMA The Ready Responder program was collaboratively developed in partnership with the U.S. Department of Homeland Security's Office of Infrastructure Protection, National Protection and Preparedness Directorate, and FEMA. Prepare. Plan. Stay Informed. ®

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## 3. Be Informed

- Be sure your family knows:
  - Different types of emergencies and their appropriate responses
  - Which emergencies are more likely to affect your area
  - Local emergency plans, warnings systems, radio stations, and other emergency messaging resources for your community
- Visit [www.ready.gov/responder](http://www.ready.gov/responder) for more information



## Prepare Today!



Learn more about preparing yourself and your family for emergencies.

Visit [www.ready.gov/responder](http://www.ready.gov/responder) and contact your agency at (XXX) XXX-XXXX

FEMA The Ready Responder program was collaboratively developed in partnership with the U.S. Department of Homeland Security's Office of Infrastructure Protection, National Protection and Preparedness Directorate, and FEMA. Prepare. Plan. Stay Informed. ®

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## 8.0 INDIVIDUAL/FAMILY PLAN TEMPLATE

This is a sample individual/family emergency plan that can be completed by your members, or they can complete their plan online at: <http://www.ready.gov/america/makeaplan/index.html>.

This template has been created by Ready.gov and can be found online at: [http://www.ready.gov/america/downloads/fep\\_download/FamEmePlan\\_All.pdf](http://www.ready.gov/america/downloads/fep_download/FamEmePlan_All.pdf)



# Ready Responder Family Emergency Plan




Make sure your family has a plan in case of an emergency. Before an emergency happens, sit down together and decide how you will get in contact with each other, where you will go and what you will do in an emergency. Keep a copy of this plan in your emergency supply kit or another safe place where you can access it in the event of a disaster.

Out-of-Town Contact Name: _____	Telephone Number: _____
Email: _____	
Neighborhood Meeting Place: _____	Telephone Number: _____
Regional Meeting Place: _____	Telephone Number: _____
Evacuation Location: _____	Telephone Number: _____

Fill out the following information for each family member and keep it up to date.

Name: _____	Social Security Number: _____
Date of Birth: _____	Important Medical Information: _____
Name: _____	Social Security Number: _____
Date of Birth: _____	Important Medical Information: _____
Name: _____	Social Security Number: _____
Date of Birth: _____	Important Medical Information: _____
Name: _____	Social Security Number: _____
Date of Birth: _____	Important Medical Information: _____
Name: _____	Social Security Number: _____
Date of Birth: _____	Important Medical Information: _____

Write down where your family spends the most time: work, school and other places you frequent. Schools, daycare providers, workplaces and apartment buildings should all have site-specific emergency plans that you and your family need to know about.

<b>Work Location One</b> Address: _____ Phone Number: _____ Evacuation Location: _____	<b>School Location One</b> Address: _____ Phone Number: _____ Evacuation Location: _____
<b>Work Location Two</b> Address: _____ Phone Number: _____ Evacuation Location: _____	<b>School Location Two</b> Address: _____ Phone Number: _____ Evacuation Location: _____
<b>Work Location Three</b> Address: _____ Phone Number: _____ Evacuation Location: _____	<b>School Location Three</b> Address: _____ Phone Number: _____ Evacuation Location: _____
<b>Other place you frequent</b> Address: _____ Phone Number: _____ Evacuation Location: _____	<b>Other place you frequent</b> Address: _____ Phone Number: _____ Evacuation Location: _____

Important Information	Name	Telephone Number	Policy Number
Doctor(s):			
Other:			
Pharmacist:			
Medical Insurance:			
Homeowners/Rental Insurance:			
Veterinarian/Kennel (for pets):			

Dial 911 for Emergencies

 Ready Responder Family Emergency Plan



Make sure your family has a plan in case of an emergency. Fill out these cards and give one to each member of your family to make sure they know who to call and where to meet in case of an emergency.



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## 9.0 READY KIT INFORMATION AND CHECKLIST

The following is a list of items that should be included in a *Ready* Kit. This information, along with online resources, can be found at: <http://www.ready.gov/america/getakit/index.html>.




**Recommended Items to Include in a Basic Emergency Supply Kit:**


**Through its *Ready* Campaign,** the U.S. Department of Homeland Security educates and empowers Americans to take some simple steps to prepare for and respond to potential emergencies, including natural disasters and terrorist attacks. *Ready* asks individuals to do three key things: get an emergency supply kit, make a family emergency plan, and be informed about the different types of emergencies that could occur and their appropriate responses.

All Americans should have some basic supplies on hand in order to survive for at least three days if an emergency occurs. Following is a listing of some basic items that every emergency supply kit should include. However, it is important that individuals review this list and consider where they live and the unique needs of their family in order to create an emergency supply kit that will meet these needs. Individuals should also consider having at least two emergency supply kits, one full kit at home and smaller portable kits in their workplace, vehicle or other places they spend time.


- Water, one gallon of water per person per day for at least three days, for drinking and sanitation
- Food, at least a three-day supply of non-perishable food
- Battery-powered or hand crank radio and a NOAA Weather Radio with tone alert and extra batteries for both
- Flashlight and extra batteries
- First aid kit
- Whistle to signal for help
- Dust mask, to help filter contaminated air and plastic sheeting and duct tape to shelter-in-place
- Moist towelettes, garbage bags and plastic ties for personal sanitation
- Wrench or pliers to turn off utilities
- Can opener for food (if kit contains canned food)
- Local maps
- Cell phone and chargers




Prepare. Plan. Stay Informed.



**U.S. Department of Homeland Security**  
Washington, DC 20528




**Additional Items to Consider Adding to an Emergency Supply Kit:**




Prepare. Plan. Stay Informed.

- Prescription medications and glasses
- Infant formula and diapers
- Pet food and extra water for your pet
- Important family documents such as copies of insurance policies, identification and bank account records in a waterproof, portable container
- Cash or traveler's checks and change
- Emergency reference material such as a first aid book or information from [www.ready.gov](http://www.ready.gov)
- Sleeping bag or warm blanket for each person. Consider additional bedding if you live in a cold-weather climate.
- Complete change of clothing including a long sleeved shirt, long pants and sturdy shoes. Consider additional clothing if you live in a cold-weather climate.
- Household chlorine bleach and medicine dropper – When diluted nine parts water to one part bleach, bleach can be used as a disinfectant. Or in an emergency, you can use it to treat water by using 16 drops of regular household liquid bleach per gallon of water. Do not use scented, color safe or bleaches with added cleaners.
- Fire Extinguisher
- Matches in a waterproof container
- Feminine supplies and personal hygiene items
- Mess kits, paper cups, plates and plastic utensils, paper towels
- Paper and pencil
- Books, games, puzzles or other activities for children



**Emergency Supply List**



**Homeland Security**  
[www.ready.gov](http://www.ready.gov)

## 10.0 IDEAS TO ENCOURAGE EMERGENCY PREPAREDNESS IN YOUR AGENCY OR DEPARTMENT

Responders who are well-prepared will have the peace of mind to focus on the task at hand, rather than worrying about whether their family is taken care of under already stressful conditions. Responders can also serve as role models for other members of the community, leading by example to encourage preparedness. This section includes some useful initiatives that first responder agencies or departments can undertake to encourage preparedness among members. Additionally, event flyers and posters are provided at [www.ready.gov/responder](http://www.ready.gov/responder).

- **Display the contents of an emergency kit at your agency or department’s reception desk or in the employee break room.** This will serve as a great visual reminder of the importance of emergency preparedness for your employees or office visitors as they come into the office throughout the day. Next to the display, provide handouts of *Ready’s* emergency supply kit checklist so that people know how to assemble their own kits.
- **Take advantage of topical local or national events to remind members about preparedness.** Use “teachable moments” like hurricanes, earthquakes, and tsunamis in other parts of the country or world to remind your members that disasters can happen anywhere, including in your community. Include information about the specific hazards that threaten your area and urge responders and their families to conduct preparedness activities to avoid being caught off guard when disasters strike.
- **Organize an emergency preparedness event for your community or partner up with events organized by other groups,** such as holding a media event during Fire Service Recognition Day.
- **Include an Emergency Preparedness quiz or other preparedness information in your agency’s newsletter.** The quiz can be included in an e-mail, on your Web site, or handed out to members, employees, or customers at local events. Sample quizzes are included in sections 4.0 and 23.023.0 of this toolkit.
- **Contact your local American Red Cross Chapter to schedule a community presentation or training,** or find out if your agency or department can help sponsor or facilitate any preparedness events they may be holding. To locate the Red Cross Chapter in your area, visit <http://www.redcross.org/where/chapts.asp>.
- **Consider weaving in a preparedness theme into your agency or department’s holiday events.** If you’re hosting a dinner, consider giving each employee a flashlight or NOAA Weather Radio to include in their emergency supply kit at home.
- **Reach out to your local Citizen Corps Council and Community Emergency Response Team (CERT)** to find out about any events they are organizing (e.g., Christmas parades and New Year’s celebrations) that your agency or department can sponsor. These types of events provide a good opportunity for your agency or department to get emergency preparedness materials and information in the hands of your community members. There are a variety of ways you can get involved, including registering for a table and disseminating emergency preparedness information. Use this opportunity to encourage your employees/community members to think about their own family’s emergency preparedness. You can find local Citizen Corps contacts by visiting [www.citizencorps.gov](http://www.citizencorps.gov).

- **Show the *Ready Campaign*'s instructional videos or new public service announcements (PSAs)**, which are available at [www.ready.gov/america/about/instructional.html](http://www.ready.gov/america/about/instructional.html). There are instructional videos for individuals and families, older Americans, individuals with access and functional needs, and pet owners. You could play them in your lobbies, waiting rooms, break rooms, and/or at events.
- **Plan preparedness programs at your local school.** Families could be invited to hear from local officials about the school and community emergency plans. Consider having a local first responder teach parents how to make an Emergency Supply Kit and a Family Emergency Plan. Engaging responders in emergency preparedness at the schools their children attend will help to get their buy-in and focus their attention on family preparedness.
- **Use the *Ready Responder* bill stuffers** to spread the preparedness message in employee benefit packages or mailers. The bill stuffers are available at [www.ready.gov/responder/billstuffer.pdf](http://www.ready.gov/responder/billstuffer.pdf).

## 11.0 FINANCIAL PREPAREDNESS TIPS

During a disaster, a variety of concerns consume the attention of responders and their families. Addressing as many of these concerns as possible in advance makes it easier to deal with the stress that is inherent in this type of situation. Among the concerns that responders must consider before a disaster strikes is financial preparedness.

FEMA has developed a tool called the Emergency Financial First Aid Kit (EFFAK) to assist individuals and families in maintaining financial stability in the event of an emergency. The EFFAK helps to identify and organize key financial records and provides a quick reference file for important financial documents. This customizable document can be found online at <http://www.operationhope.org/smdev/lf1.php?id=187>.

In addition to EFFAK the Federal Trade Commission (FTC) offers the following tips for financial preparedness in case of an emergency:<sup>9</sup>

- **Conduct a household inventory.** Make a list of your possessions and document it with photos or a video. This could help if you are filing insurance claims. Keep one copy of your inventory in your home, on a shelf, and in a lockable, fireproof file box; keep another in a safe deposit box or another secure location.
- **Buy a portable, lockable, fireproof file box.** Place important documents in the box; keep the box in a secure, accessible location on a shelf in your home so that you can “grab it and go” if the need arises. Among the contents are:
  - Your household inventory.
  - A list of emergency contacts, including family members who live outside your area.
  - Copies of current prescriptions.
  - Health insurance cards or information.
  - Policy numbers for auto, flood, renter’s, or homeowner’s insurance, and a list of telephone numbers of your insurance companies.
  - Copies of other important financial and family records—or notes about where they are—including deeds, titles, wills, birth and marriage certificates, passports, and relevant employee benefit and retirement documents. Except for wills, keep originals in a safe deposit box or some other location. If you have a will, ask your attorney to keep the original document.
  - A list of phone numbers or e-mail addresses of your creditors, financial institutions, landlords, and utility companies (e.g., sewer, water, gas, electric, telephone, and cable).
  - A list of bank, loan, credit card, mortgage, lease, debit and ATM, and investment account numbers.
  - Social Security cards.
  - Backups of financial data you keep on your computer.
  - An extra set of keys for your house and car.

<sup>9</sup> <http://www.ftc.gov/bcp/edu/pubs/consumer/alerts/alt170.shtm>



- The key to your safe deposit box.
- A small amount of cash or traveler’s checks. ATMs or financial institutions may be closed.
- **Consider renting a safe deposit box for storage of important documents.** Original documents to store in a safe deposit box might include:
  - Deeds, titles, and other ownership records for your home, autos, RVs, or boats.
  - Credit, lease, and other financial and payment agreements.
  - Birth certificates, naturalization papers, and Social Security cards.
  - Marriage license/divorce papers and child custody papers.
  - Passports and military papers (if you need these regularly, you could place the originals in your fireproof box and a copy in your safe deposit box).
  - Appraisals of expensive jewelry and heirlooms.
  - Certificates for stocks, bonds, and other investments and retirement accounts.
  - Trust agreements.
  - Living wills, powers of attorney, and health care powers of attorney.
  - Insurance policies.
  - Home improvement records.
  - Household inventory documentation.
  - A copy of your will.
- **Update all your information.** Review the contents of your household inventory, your fireproof box, safe deposit box, and the information for your out-of-town contact at least once a year. Consider doing this each September, which is National Preparedness Month.

An additional way to achieve financial preparedness is to sign employees up for direct deposits. Switching from paper checks to electronic payment is a simple, but significant, step people can take to protect themselves before disaster strikes.

## 12.0 PREPAREDNESS TIPS TO INCLUDE IN YOUR AGENCY'S NEWSLETTER

### *OUT-OF-TOWN CONTACT*

- Local telephone systems may be disrupted during an emergency.
- Make sure all family members know the contact's phone number.
- Carry coins or a prepaid phone card.
- Verify accuracy of contact information once a year.

### *MEETING PLACE*

- Determine a neighborhood, regional, and evacuation meeting place.
- Ask your child's school how they will reunite children with their parents.

### *EMERGENCY SUPPLY KIT*

- Make it accessible to everyone in your house.
- Check and restock it every six months.
- Include essential information/documents (e.g., copies of insurance policies, identification, and bank account records; keep them in a waterproof, portable container).
- Include items for special needs:
  - Prescription medications and glasses
  - Infants—formula and diapers
  - Pets—food, extra water, leash, and collar
  - Children—books, games, and puzzles

### *EMERGENCY PLANS FOR WORKPLACES/SCHOOLS/OTHER LOCATIONS*

- Ask whether emergency plans exist for these locations.
- Talk to neighbors on ways to collaborate during an emergency.
- Ask how these locations will communicate with employee/member families.
- Ask if these locations store adequate food, water, and other supplies.
- Ask if these locations are prepared to “shelter-in-place.”
- Ask if these locations have evacuation plans.
- Ask if these locations have proper heating, ventilation, and air conditioning systems.
- Ask if these locations have emergency (wallet-size) cards with procedures and contacts.

For additional tips and information, visit [www.ready.gov](http://www.ready.gov)

### 13.0 SAMPLE ORGANIZATIONAL PREPAREDNESS NEWSLETTER OR NEWSPAPER ARTICLE

Include articles about emergency preparedness in your newsletters, local newspaper, or on your Web site. Below is an article that you can use. Additionally, please feel free to utilize our *Ready* PSAs in your newsletters. They can be downloaded for free from <http://www.ready.gov/america/about/psa.html>.

#### *“Ready Responders Make Communities Stronger”*

During a response to a catastrophic event, communities look to their first responders as a source of hope and security. As the first people on the scene, these services get the community back on the path to recovery. However, as community members themselves with families and homes, they just as vulnerable to disasters as everyone else’s. It is critical that responders prepare themselves for the effects of a disaster so that when duty calls, they will be able to rise to the occasion and perform their duties. *Ready Responders* make communities stronger, and the Federal Emergency Management Agency’s (FEMA) *Ready* Campaign has developed the *Ready Responder* Toolkit to help prepare responders and their families for the challenges they will face during a disaster response.

The Campaign would like to make an emergency preparedness resolution easy to keep by providing the tools and resources needed to take the three important steps: get a kit, make a plan, and be informed about the different types of emergencies that could occur in your area and their appropriate responses. Responders will benefit from these steps just as everyone else in the community will.

Floods, winter storms, wildfires, and earthquakes—no matter what Mother Nature has in store, preparing ahead of time can mitigate her nastier surprises, speed recovery, and reduce losses—not to mention regrets. By following the *Ready* Campaign’s three steps, preparing for an emergency can be a simple and realistic resolution you can keep all year long. You and your family can update or initiate your own emergency preparedness plan, build your own emergency supply kit, and be ready for winter storms, spring nor’easters or summer power outages.

Basic services, such as electricity, gas, water, sewage treatment, and telephones, may be cut off for days, or even a week or longer, so it’s important to have supplies on hand. In addition, your family may not be together when an emergency happens, so it is important to plan in advance: how you will contact one another; how you will get back together; and what you will do in different situations.

Free preparedness resources, such as a Family Emergency Plan template and an Emergency Supply Kit Checklist, are just a click away at [www.Ready.gov](http://www.Ready.gov) or [www.Listo.gov](http://www.Listo.gov). Emergencies will happen, but taking action now can help responders to better provide essential services when duty calls. Preparedness is contagious, and responders set the example for the rest of the community. *Ready* responders make communities stronger.

## 14.0 ORGANIZATIONAL PREPAREDNESS POLICY ISSUES AND PLANNING CONSIDERATIONS

Planners will encounter a number of issues that require policy level decisions. The following is a brief overview of some of those with further information as to their importance.

### *STAFFING*

Emergency personnel needs will escalate during a catastrophe. A clear understanding of the agency or department's maximum capabilities and related staffing requirements will enable leadership to make decisions about shifts, rotations, and coordination during an incident.

### *PROPHYLAXIS*

Identify policies for the administration of vaccinations and antibiotics to responders and their families. Coordinate with the local health department for information regarding mass vaccination/antibiotic dispensing during specific public health emergencies. Identify mission-essential staff or key personnel in your COOP plans. Arranging policies around those criteria may make them easier to implement.

### *RECALL PROCEDURES*

Departments should have a primary and backup system for informing their members about the status of operations during major incidents, including a system for recall. Hazardous weather or real or perceived danger of threats to health can lead to hesitancy to report to work, and ways to mitigate these issues must be considered. Communications with personnel can be carried out on several levels. Information can be disseminated before the emergency through local media. Staff should be informed and trained on what the recall procedures are and how they will be implemented.

This procedure occurs regularly for operations-based disciplines, such as fire, law enforcement, and emergency medical services (EMS). However, the legal implications for other first response agencies and departments must be considered. This policy needs to be vetted through chief officials, agency leadership, and the legal department before enacting.

### *EMPLOYEE LEAVE POLICIES*

Every agency should have employee leave procedures in place. Your Human Resources department should have information available. If not, policies need to be enacted that determine how this issue will be handled during a catastrophic incident.

## 15.0 SAMPLE RECALL CARD

This is a sample recall card that your agency can customize and provide for each of your members to carry with them at all times. It provides clear contact information, instructions, and procedures in case of a disaster.

**RECALL INSTRUCTION CARD Rev: Month-Year**

1

Call the Emergency Recall information phone number  
(XXX) XXX-XXX  
when you hear a media broadcast or other recall announcement.

2

**Type of Recall**—You will be told who reports:

Department-wide	<b>A) ALL MEMBERS IMMEDIATELY REPORT</b>
	<b>B) 2-SHIFT ALTERNATING WORK SCHEDULE</b> (Write in the schedule from the recall phone message) <b>1<sup>ST</sup> DAY, RECALL INITIATED</b> _____ <b>DATE</b> (1) _____ Platoon on duty, _____ Platoon ODD #FS recalled
	<b>2<sup>ND</sup> DAY, AFTER RECALL INITIATED</b> _____ <b>DATE</b> (2) _____ Platoon on duty, _____ Platoon EVEN #FS recalled
	<b>FOLLOWING DAYS—ALTERNATING SHIFTS</b> (1) and (2) will continue to alternate 24-hour shifts, 1,2,1,2, etc. until canceled.
Limited	<b>C) SPECIFIC PLATOON</b> _____ Platoon (Example: "A Platoon")
	<b>D) ONE-HALF OF A PLATOON</b> _____ Platoon, _____ ODD or EVEN #FS (Example: "B Platoon, odd-numbered fire stations")
	<b>E) SELECTED MEMBERS/GROUPS</b> Who: _____

Chief Officers will receive recall instructions that are different.

**Monitor Media Broadcast**—All members who have not been recalled shall monitor media broadcasts for further information.

3

**Recall reporting locations**, unless otherwise directed:

**A. Bureau of Planning**—You will be directed to either:

- a) Report to your local workplace—If it is unsafe to report there, or a Recall Instruction Teletype is not received within 1 hour of your arrival at your station or other stations, or an officer is not at your station within 1 hour of your arrival, report to your recall base area (RBA).
- b) Report to your RBA.

DIVISION	RECALL BASE AREA
#1	Anywhere, USA Regional Training Center
#2	Anytown, USA Convention Center

- c) Chief Officers shall report to their place of assignment and activate the reserve Chief Officer vehicle. Check with other battalions and divisions if it is not available. Report to your DRBA if a vehicle cannot be acquired.

**B. Bureau of Operations:**

- a) Report to the closest RBA during a dept-wide recall.
- b) Report as directed, if there is not a dept-wide recall.
- c) IMT members shall remain available for that function.
- d) Members assigned to 200 Series engines during normal business hours shall remain available for those resources.

**C. Bureau of Logistics:**

- a) If assigned, report as directed.
- b) If unassigned, report to RBA during a dept-wide recall.  
When it is unsafe to report to their fire station/assignment/RBA, or it is inaccessible, members shall report to:

**D. Bureau of Administration and Finance:**

- a) Their RBA, if they cannot report to their station.
- b) Other Division's RBA, if they cannot report to their RBA.

**When reporting to the Recall Base Area:**

- A. Bring the following if you went to your fire station first:
  - a. Your personal protective equipment.
  - b. Unstaffed RAs, plug buggies, & sedans (no command vehicles).
- B. Report to the Recall Check-in Unit.
- C. Turn in the list of apparatus left at the fire station.
- D. Stand by in the personnel waiting area to be assigned.

**Accounting for each member is important. Members shall only be assigned to a resource by an officer at a fire station or an RMT at the RBA. Do not self-assign yourself to a resource.**

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## 16.0 SHELTER ASSESSMENT

During a disaster, the safest location for the families of first responders may be a local shelter. Many of these are run by the American Red Cross, but first responders may also have the option of sheltering their families at a location provided by their agency. For example, a hospital may set aside space for workers' families to shelter. The first step is to assess the available sheltering options. A good place to start is the local Red Cross chapter.

While the capabilities of Red Cross chapters can vary, all chapters are focused on how to meet community needs during disasters. Agencies and departments can reach out to their local chapter by going to [www.redcross.org](http://www.redcross.org) to get contact information.

When considering a shelter location, the following considerations may be useful:

- Accessibility for people with access and functional needs.
- Capacity of the shelter.
- Availability of emergency power.
- Availability of phones for residents.
- Number of showers per resident.
- Availability of fresh cooked meals vs. prepackaged shelf-stable meals.
- Nature of the pet sheltering arrangements.

For additional considerations, refer to the [Red Cross Facility Shelter Survey](#). In addition to these considerations, some family members may need to be placed in an access or functional needs shelter.

Once viable shelter locations have been determined, a list of necessary resources and equipment should be established. These could be resources available within the organization, purchases with grant funding, or donations from local businesses. The shelter needs to be self-sustainable so that it does not impose on other response operations.

Local non-governmental organizations (NGOs) involved in emergency operations often have the capacity to support an organizational shelter if they are aware of its location and purpose, and if information has been shared between entities before a disaster so that a list of expectations, needs, and possibly a formal agreement can be entered into.

It is not recommended that the locations of shelters be published. When this occurs, history has shown an expectation that the shelter be open and operational when the disaster may have impacted that area and made the building inaccessible or inhabitable.

Once the local shelter program has been identified, make a flexible evacuation plan that could enable access to open shelters, registering family members with special medical needs, and planning for pets. While having family members close by may provide comfort, the safest place for them is out of harm's way, so consider first options that are outside of the impact zone. Once in a shelter, it is important to let family and friends know about your welfare by registering at <https://safeandwell.communityos.org/cms/> or 1-866-GET-INFO.

## 17.0 MEMBER SUPPORT RESOURCE–CRITICAL INCIDENT STRESS MANAGEMENT<sup>10</sup> INFORMATION

Stress due to involvement in a traumatic incident can manifest itself in a variety of physical, cognitive, emotional, and behavioral symptoms, including those listed in Table 1.

**Table 1: Effects of Traumatic Stress**

Physical	Cognitive	Emotional	Behavioral
Nausea	Slowed thinking	Anxiety	Withdrawal
Upset stomach	Impaired decisions	Fear	Running away
Muscle tremors	Impaired problem solving	Guilt	Hiding
Loss of coordination	Disorientation	Grief	Angry outbursts
Profuse sweating	Confusion	Depression	Emotional tirades
Chills	Poor concentration	Sadness	Acting out
Diarrhea	Poor calculations	Feeling lost	Defensive position
Dizziness	Difficulty naming things	Isolated	Hyperactivity
Rapid pulse	Intrusive thoughts	Worry	Hypo activity
Rapid breathing	Distressing dreams	Anger	Startle response
Headaches	Low attention span	Irritability	
Increased blood pressure		Emotionally numb	
Muscle aches		Emotional shock	
Sleep disturbance			

Many agencies now have peer-based systems in place to help first responders manage stress caused by traumatic experiences. Once such system, Critical Incident Stress Management (CISM), was developed to help communities and agencies lessen the impact of a traumatic event, facilitate the recovery process, restore the functional ability of individuals and groups, and identify those who would benefit from additional support services.

CISM programs promote pre-event stress and crisis management education, planning, policy development, training, and preparation for the management of traumatic stress. The programs have toolkits that include interventions during an event as well as interventions for use in the aftermath of an event. More information may be available from your State’s department of health and social services, or you can visit:

- International Critical Incident Stress Foundation, Inc. (<http://www.icisf.org/>)
  - CISM Information Pamphlet  
[http://www.nifc.gov/nicc/logistics/all\\_hazard\\_incidents/CISM\\_info\\_pamphlet.pdf](http://www.nifc.gov/nicc/logistics/all_hazard_incidents/CISM_info_pamphlet.pdf)
  - CISM International (<http://www.criticalincidentstress.com/home>)

<sup>10</sup> Mitchell, Jeffery T. “Stress Management.” <http://www.sgsp.edu.pl/sos/mitchel/wyklady/stress.pdf>

## 18.0 COMMUNICATIONS PLANNING CONSIDERATIONS

### *INTERNAL*

First responders are designated “emergency” employees with defined roles and responsibilities. As such, there will be procedures in place to establish communications through either an employee hotline and/or a Web site. Many agencies and departments also establish communication through “Call Trees” or “Call Down” lists that include the employees’ work phone numbers, home phone numbers, cell phone numbers, pager numbers, and an alternate contact phone number.

The first responder should be familiar with the primary communication system and any back-up system for establishing contact should the primary (e.g., telephones, faxes, and Internet) not be functioning. This information should be regularly trained on and exercised, and reminders of the mediums used should be frequently given. The vital information that should be available through these systems includes:

- Who is required to work.
- When to report.
- Where to report.
- Any changes to the facility operations.
- Nature and expected duration of the work shift.

### *EXTERNAL*

The news media may report on the incident or word may spread through other means, prompting family and friends to inquire as to the welfare of the first responder and his or her immediate family. As communication lines can be vital in times of emergency and easily overwhelmed by those concerned about the health and welfare of their loved ones, the first responder should consider how best to communicate with them.

Social media is one powerful tool. Consider such Web sites as [Nixle](#), [Twitter](#), and [Facebook](#)<sup>11</sup>. Many of these Web sites work best if the first responder establishes a network of friends and family members prior to an emergency.

The agency that the first responder works for should also consider using social media to inform friends and family members about emergency situations and the status of employees. Use the Web site’s internal search functions to determine if an agency uses a particular social platform. Information on linked Web sites is often included on an agency or department’s home page.

More traditional means of communications should also be considered, such as family reunification Web sites: [www.wearesafeandsound.com](http://www.wearesafeandsound.com) and [Red Cross’s Safe and Well](#)<sup>12</sup>. Alternately, you can call in to register for Red Cross Safe and Well at 1-866-GET-INFO.

<sup>11</sup> <http://www.nixle.com/municipalwire.html>, <http://twitter.com/>, and <http://www.facebook.com/>.

<sup>12</sup> <https://safeandwell.communityos.org/>



## 19.0 PUBLIC MESSAGING CONSIDERATIONS

Your local media can play an integral role in helping you generate awareness about your preparedness initiatives. Getting a newspaper reporter or a local television and/or radio personality talking about an event or the issue of preparedness can be very effective because they reach a large number of residents in your area, including members and their families. Not only should the three key messages of building a ready kit, writing a plan, and staying informed be stressed, but a briefing on what your agency is doing to prepare its members should be given. This informs the public about the agency’s commitment to preparedness and sets an example.

If your market has a local television morning show, book an interview through the producer to share the three steps for preparedness with their viewers:

1. Prepare: Get an emergency supply kit.
2. Plan: What will you do in an emergency?
3. Be Informed: Know about types of emergencies.

You could demonstrate how to build a kit and include some of the recommended items; provide a sample preparedness plan; and provide tips on how local residents can stay informed about the different types of emergencies that could happen in your community. You can also try to book an interview with a local radio station during morning or afternoon drive times, or with a local or family features reporter.

Reflecting on what events your agency has held and the ways you have encouraged and built preparedness internally can allow you to provide examples of things families could do together, events others can hold, and a reference point for the public.

If you are planning an event and want to utilize your local media to help drive traffic, we recommend that you give enough lead time for the media to promote the event. Here are some recommendations:

- Calendar submissions (print or online): Three weeks
- Print: One to two weeks
- Television or radio: One week

If you want the media to attend your event, we recommend the following lead time:

- Print: One week
- Television or radio: Two to three days

We recommend that you continue to cultivate relationships with your local media because you never know when they can help you promote a preparedness event. They could even start looking to you and your agency or department as a “go-to” resource for an emergency when they need to provide tips or advice to the community. To help you get started, we have included press release and media event alert templates, as well as tips on how to conduct a good interview in the tools section of this document.

## 20.0 PREPAREDNESS MESSAGING TEMPLATES

### 20.1 MEDIA INFORMATION TEMPLATE

This pitch is meant to be sent with your Media Advisory or your Press Release and is used in a similar fashion to a cover letter.

Subject: *Ready Responder*.

Hi (Reporter),

As we have committed to ensuring that our agency, its members, and their families are prepared, the (Agency) is urging the local community and its members to make preparing for an emergency a top priority.

It just takes three steps:

1. Get an emergency supply kit.
2. Make a family emergency plan.
3. Be informed about the different types of emergencies that could occur in your area.

To set an example in the community, the (Agency) is committed to ensuring each of its members complete an individual/family emergency plan and build an emergency supply kit.

Additionally, the (Agency) is encouraging everyone to visit [www.ready.gov/responder](http://www.ready.gov/responder) to learn how to prepare their families, homes and businesses for all types of emergencies, including natural and man-made disasters.

If you are interested, (Public Information Officer/Spokesperson, Title) will be available to speak with you about their preparedness efforts and provide simple ways that individuals, families, businesses and communities can get ready for any emergency. If you would like to speak with (Public Information Officer/Spokesperson) or need any additional information, please feel free to contact (he/she/me) at (E-mail Address and/or Phone Number).

Thank you,

(Name)

(Title, Agency)

## 20.2 EMERGENCY PREPAREDNESS PRESS RELEASE TEMPLATE

**(Month Day, Year)**

Contact: (Contact Name), (Phone)

### **(Agency) Encourages Americans to Get Ready During National Preparedness Month**

*Annual NPM helps Americans take steps toward becoming prepared*

(City, State)– (Agency) is proud to be participating in the annual National Preparedness Month (NPM) in September. Sponsored by the Federal Emergency Management Agency’s (FEMA) *Ready* Campaign, NPM is a nationwide effort encouraging individuals, families, businesses, first responders, and communities to work together and take action to prepare for emergencies.

NPM focuses on encouraging *all* Americans to take active steps toward getting involved and becoming prepared. Preparedness is everyone’s responsibility. We have to work together, as a team, to ensure that individuals, families, and communities are ready. Individuals are encouraged to: make a family emergency plan; put together an emergency supply kit; be prepared to help your neighbor; and work as a team to keep everyone safe.

(Agency) is (Event and any details).

(Quote from your agency)

This is the (Number of years that the agency has been involved with NPM) year (Agency) has participated in NPM.

For more information about the *Ready* Campaign and National Preparedness Month, visit ready.gov or call 1-800-BE-READY, TTY 1-800-462-7585.

(Agency Name)

(Agency boilerplate description)

### **20.3 EMERGENCY PREPAREDNESS E-MAIL FOR EMPLOYEES, MEMBERS, AND STAKEHOLDERS**

Send e-mails to your members, employees, and stakeholders motivating them to take steps toward emergency preparedness and encouraging them to join in on your preparedness activities.

#### **SUBJECT LINE**

Become a Part of the Readiness Team

#### **MESSAGE**

September is National Preparedness Month (NPM), a nationwide effort sponsored by the Federal Emergency Management Agency's (FEMA) *Ready* Campaign in partnership with Citizen Corps. I am pleased to announce (Agency) is taking part in this nationwide effort to help (Community Name) prepare for emergencies. This year, NPM focuses on encouraging you and other Americans to take active steps toward getting involved and becoming prepared. Preparedness is everyone's responsibility. We have to work together, as a team, to ensure that individuals, families, and communities are ready. Make a plan, get an emergency supply kit, stay informed, and work together as a team to keep everyone safe.

We're taking steps as an agency to become educated, trained, and better prepared, and we urge you to take time this month to do the same at home with your loved ones. Take simple steps to better prepare yourself and your family. Review the attached Family Emergency Plan template and Emergency Supply Kit checklist, and start down the road to preparedness.

In addition, I encourage you to visit [Ready.gov/responder](http://Ready.gov/responder) and [Ready.gov](http://Ready.gov) for more information and <http://www.citizencorps.gov> to explore ways that you can get involved in your community.

Thank you!

Sincerely,

(Name of your agency's leadership)

## 20.4 COMMUNITY INVOLVEMENT NEWSLETTER/ARTICLE/BLOG ENTRY FOR A GENERAL AUDIENCE

### **Be a Part of the Preparedness Team** By Darryl J. Madden, Director, *Ready Campaign*

Being *Ready* starts with you! Taking steps now to prepare for disasters and emergencies of all types will go far in ensuring everyone's safety. We have to work together, as a team, to ensure that individuals, families, and communities are prepared for emergencies and disasters. Important steps to take include:

1. Making a family emergency plan.
2. Getting an emergency supply kit.
3. Staying informed.
4. Working as a team to keep everyone safe.

September is National Preparedness Month (NPM) and the perfect time to take action toward making your communities and our nation safer, stronger, and better prepared.

The Federal Emergency Management Agency's (FEMA) grassroots preparedness initiative, Citizen Corps, supports local opportunities for communities to become engaged in preparedness and resiliency by connecting government and civic leaders, non-governmental organizations, and other community-based programs through participation on their local Citizen Corps Council. Citizen Corps Councils support emergency operations planning, training and exercises, and volunteer opportunities that enhance community safety. Here are a few examples of how you can become more involved in your community:

- Volunteering for local law enforcement agencies through the Volunteers in Police Service (VIPS) Program. VIPS volunteers conduct traffic control, crowd control, and other duties that support local law enforcement.
- Training to become a member of the Community Emergency Response Team (CERT) in your area. CERT members support first responders before, during, and after a disaster occurs by providing support for preparedness awareness and using their skills to execute response protocols to assist emergency responders.
- Joining a Neighborhood Watch group to assist with crime and terrorism prevention by working more closely with local law enforcement, and emphasizing the importance of emergency preparedness among families and homes in your neighborhood.
- Donating time to a Medical Reserve Corps Unit through volunteering with medical and public health professionals to contribute skills and expertise throughout the year as well as during times of community need.
- Becoming an advocate for fire safety and prevention education in the community and assisting with administrative duties at your local fire station through Fire Corps.
- Getting involved with an American Red Cross Chapter by giving blood to ensure a safe supply; volunteering with your local chapter; getting trained to respond to local disasters like home fires; or making a donation to the Disaster Relief Fund.

- Helping other community members prepare, including those children and adults with access and functions needs.

All over America, communities have organized Citizen Corps Councils to involve local government and non-government in emergency management planning, mitigation, response, and recovery activities. You can get involved by contacting your local Council at [www.citizencorps.gov](http://www.citizencorps.gov); and you can get more information about the *Ready* Campaign by going to [Ready.gov/responder](http://Ready.gov/responder), [Ready.gov](http://Ready.gov) and [Listo.gov](http://Listo.gov).

## 20.5 *EMERGENCY PREPAREDNESS NEWSLETTER/ARTICLE/BLOG ENTRY* *PREPAREDNESS ON A BUDGET*

### **On a Budget? You Still Need to be Ready** **By Darryl J. Madden, Director, Ready Campaign**

Who isn't pinching pennies these days? In fact, many of us have been putting things off in order to save money. One thing you shouldn't put off, though, is becoming prepared for emergencies and disasters. As difficult as it may be financially, it's something you just can't turn away from.

September is National Preparedness Month, and in consideration of the many of us who are tightly budgeting our dollars, here are a few tips to save money and still be *Ready*.

- **Plan** for the types of disasters that can happen in the area where you live. So, if you live in the north, or in the mountains, you may need to plan for snowstorms, but if you live along the coast, hurricanes are most likely to affect you.
- **Create** your personalized Ready list. You may not need everything in ready-made kits. Choose the essentials to fit your needs. Don't forget to keep supplies at work and in your car.
- **Recycle** your old gear—boots, gloves, flashlights, tools, uniforms, and bedding in your emergency supply kit.
- **Shop** sales and used goods stores. Buy preparedness items throughout the year and you won't notice the cost as much.
- **Store** water in safe containers. You don't need to buy expensive bottled water, just make sure your water containers are disinfected and airtight.
- **Request** preparedness items as a gift. We all get things we don't need. Suggest preparedness supplies as gifts from your friends and family. It just might save your life.
- **Think** ahead. Don't buy preparedness items just before a storm when they're expensive and in high demand. Buy items at the end of the season when you can get good deals.
- **Review** your insurance policy annually and make any necessary changes—renters, too! When a disaster strikes, you want to know that your coverage will get you back on your feet.
- **Update** contact records. Having accurate records for family, friends, and neighbors will help you stay in contact and possibly help those in need.
- **Trade** one night out to fund your 72-hour kit. Taking a family of four to the movies can cost upwards of \$80. Just one night staying in could fund your *Ready* kit.

Above all, start now, take small steps, and before you know it, you will be *Ready*!

## 20.6 EMERGENCY PREPAREDNESS EVENT SPEAKER INVITATION FLYER

(Month Day, Year)

Dear (Recipient's Name):

You serve our community every day as (Title/Occupation), and your contributions benefit all who live and work in (Town Name). I hope you will join us to help share another very important message with our community this September: Emergency Preparedness.

September is National Preparedness Month (NPM), a nationwide coordinated effort encouraging families to take action now to prepare for emergencies in their homes, agencies, businesses, and communities. This nationwide effort is sponsored by the *Ready* Campaign and Citizen Corps. During the month, a wide variety of national, State, and local agencies and departments will spearhead activities and outreach efforts that highlight the importance of emergency preparedness and promote community involvement through a wide variety of events and activities.

We at (Agency) are planning to participate in NPM at the local level by hosting an Emergency Preparedness Night on September (Date), at (Time). We would be honored if you would join us to speak to attendees about the importance of emergency preparedness, encourage our community to take action toward becoming more prepared, and provide information on our community's emergency plans.

We can do a lot to help our community be better prepared and your role as a (Title/Occupation) makes you uniquely qualified to talk about emergency preparedness with our attendees.

I hope you will agree to be our special guest speaker at the upcoming Emergency Preparedness Night. I look forward to speaking with you further about this opportunity. Please feel free to call me at (Phone Number) with any questions.

Thank you for your time and consideration.

Sincerely,  
(Your Name)  
(Title)  
(Agency)  
(Phone/E-mail)



## 21.0 ORGANIZATIONAL PREPAREDNESS PLAN TEMPLATE

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## HOW TO USE THIS PLAN WITH GUIDANCE

The Organizational Preparedness Plan (OPP) was structured using the format established in FEMA's *Comprehensive Preparedness Guide (CPG) 101: Developing and Maintaining State, Territorial, Tribal, and Local Government Emergency Plans*, March 2009. Long-time emergency management practitioners will also recognize the influence of the *Civil Preparedness Guide 1-8, Guide for the Development of State and Local Emergency Operations Plans*, and the *State and Local Guide (SLG) 101: Guide for All-Hazard Emergency Operations Planning*. Certain CPG 101 sections were not used because they did not immediately apply to the intent of the plan.

This plan should be used by each of these response agencies, as well as those who may play a key prevention, response, and recovery operations role in disasters.

This template was developed to assist emergency response personnel and agencies through a planning process to prepare themselves, their family members, and their agencies for catastrophic incident response. However, the plan should be scalable to meet day-to-day needs and flexible enough to be used by planners in different ways, including the following:

It is comprehensive and covers an array of preparedness-related issues that first responders and emergency planners may consider when developing a full, stand-alone organizational preparedness plan.

First responders and emergency planners can use applicable sections of this plan as they relate to agency or organizational needs and operational requirements.

This template follows the traditional CPG 101 plan format. Please note that this template contains guidance language and sample language that can be discarded or used in part or in whole at the discretion of the agency. **Bold text** is guidance information and regular text is sample language. Guidance information should be deleted before finalizing your OPP, and sample language should be modified to reflect your agency. All underlined text in parentheses must be replaced with agency-specific input, such as the name of your agency, your units, sections, or bureaus involved in the planning process.

## PROMULGATION STATEMENT

The promulgation statement enters the plan “in force.” Promulgation is the process that officially announces/declares a plan. It gives the plan official status and provides agencies with both the authority and the responsibility to perform their tasks. It should also mention the responsibilities of tasked entities, such as units, sections, or bureaus, with regard to preparing and maintaining standard operating procedures and should commit those agencies to carry out the training, exercises, and plan maintenance needed to support the plan. The promulgation statement also allows the chief official or agency leadership to affirm their support for organizational preparedness. The following is sample language.

(Name of Chief Official)

(Title)

(Name of Agency)

(Name of Agency) Organizational Preparedness Plan

The (Name of Agency) Organizational Preparedness Plan provides a comprehensive framework for organizational and/or agency-wide preparedness efforts taken to better prepare first responders for disaster. It is recognized that the preparedness of first responders and their families is an important element to the organization’s level of preparedness.

The (Name of Agency) First Responder Organizational Preparedness Plan ensures consistency with current policy guidance and describes the interrelationship with other departments and/or agencies. The plan will continue to evolve, responding to lessons learned from actual disaster and emergency experiences, ongoing planning efforts, training and exercise activities, and guidance.

Therefore, in recognition of the emergency responsibilities of (Name of Agency) and with the authority vested in me as the Chief Officer of (Name of Agency), I hereby promulgate the (Name of Agency) First Responder Organizational Preparedness Plan.

---

(Name)

(Title), (Name of Agency)

## APPROVAL AND IMPLEMENTATION

**The approval and implementation page introduces the plan and outlines its applicability. It should include a date and must be signed by the chief official and/or agency lead. The following is sample language.**

The transfer of management authority for actions for organizational preparedness is done through the execution of a written delegation of authority. This procedure facilitates the transition between incident management levels. The delegation of authority is a part of the briefing package provided to an incoming incident management team. It should contain both the delegation of authority and specific limitations to that authority.

The (Name of Agency) Organizational Preparedness Plan delegates the (Chief Official)'s authority to specific individuals in the event that he or she is unavailable. The chain of succession in a major emergency or disaster is as follows:

(Position Title)

(Position Title)

(Position Title)

\_\_\_\_\_  
Date

\_\_\_\_\_  
(Name)

(Senior Official Title), (Name of Agency)

## SIGNATURE PAGE

---

(Name), (Title)  
(Assignment/Unit/Section/Bureau)

---

(Name), (Title)  
(Assignment/Unit/Section/Bureau)

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(Name), (Title)  
(Assignment/Unit/Section/Bureau)

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(Name), (Title)  
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(Name), (Title)  
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(Name), (Title)  
(Assignment/Unit/Section/Bureau)

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(Name), (Title)  
(Assignment/Unit/Section/Bureau)



## RECORD OF DISTRIBUTION

Plan #	Office/Department	Representative	Signature
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## ORGANIZATIONAL PREPAREDNESS PLAN TEMPLATE WITH GUIDANCE

### I. Purpose, Scope, and Planning Assumptions

**The Purpose section should describe the rationale and intention of the plan. The Scope section should describe to whom the plan applies. The Planning Assumptions section should include reasonable statements assumed to be true. The following is sample language.**

#### A. Purpose

1. It is the purpose of this plan to define the actions and roles necessary to provide an internally coordinated effort to improve first responder organizational preparedness within (Name of Agency).
2. This plan provides guidance to units, sections, or divisions within (Name of Agency) with a general concept of how to identify and implement a wide variety of organizational preparedness activities.

#### B. Scope

1. This plan applies to all participating units, sections, or divisions of the (Name of Agency).
2. The (Name of Agency) has (XX) employees who can provide functional skills in (fill in the functional capabilities of the agency).

**Consider listing the number of sworn personnel versus the number of civilian staff.**

3. During emergency operations, the (Name of Agency) has the following emergency responsibilities and operational objectives: (fill in responsibilities and objectives).

#### C. Planning Assumptions

1. An incident that affects (Name of Agency) is also likely to affect the surrounding community and region. Therefore, the (Name of Agency) should plan to manage operations with limited external resources for the first 72 hours, at a minimum.
2. Emergency incidents or disasters can occur at any time of the day or night, including weekends and holidays, often with little or no warning.
3. Research has indicated that a significant number of responders will likely not report to work if they are not confident of their family's safety. Individual/family preparedness planning before the disaster will significantly increase the likelihood of first responders being available during a catastrophe.



4. Extended duty time periods will require staff to remain at work beyond normal assignments.

## II. Concept of Operations

**The Concept of Operations section describes the sequence of events that occur in order to facilitate organizational preparedness. A comprehensive organizational preparedness program consists of three interrelated phases: pre-incident, incident, and post-incident activities. Planners should take a systematic approach to planning a comprehensive responder and family preparedness program so that one phase complements the next. The following is sample language.**

The (Name of Agency) will approach preparedness comprehensively, understanding that activities occur in three phases: pre-incident, during an incident, and post-incident. These phases should be considered in advance of an incident and do not serve as reference points for when initial planning should occur on the topic.

### A. Pre-Incident:

**Includes plans, policies, and procedure development, training, and exercises conducted to save lives and to help response and recovery operations.**

1. Create a planning team with representation from necessary internal sections to oversee the organizational preparedness efforts.

**Identifying a group of individuals to discuss important policies and make recommendations to decision makers will enable informed choices to be made. This group should comprise major sections within the organization, such as executive leadership, planning, operations, training, finance, and human resources.**

**This group should meet regularly, be responsible for championing the effort, and have the support of the organization's leadership.**

2. Work with employees to develop an individual/family preparedness plan, prepare a ready kit, and become informed about those hazards that pose the greatest threat to their community.

- a. Become informed about the local community and its risk.

**Knowledge of the hazards that pose a risk to the area allows for informed decisions to be made about the individual/family preparedness plans, as well as what should be included in a ready kit. Different hazards have different risks. The impacts of a hurricane, earthquake, tornado, pandemic influenza, or nuclear event could all necessitate different supplies or plans because of the way they would affect the area.**

- b. Write an individual/family preparedness plan.

**An individual/family preparedness plan is a personalized action plan that lets each member of a household know what to do in particular disaster situations and how to be prepared in advance. A functional individual/family preparedness plan helps alleviate fears about potential disasters, makes actual disaster situations less stressful, and saves precious time in the face of disasters. This plan should include considerations for children, older adults or the elderly, those with access and functional needs, and pets.**

- c. Prepare a ready kit.

**Individuals and families should gather supplies necessary to sustain themselves for at least 72 hours after an event. This includes food, water, first aid supplies, radio/communications, and other resources needed to self-sustain.**

- 3. Encourage employees to champion preparedness in their local community.

**Plan for outreach into the community to encourage and empower residents to get involved. Such opportunities include creating Community Emergency Response Teams (CERT), providing classes to community groups, or advertising events like Fire Prevention Week, Disaster Awareness Week, National Preparedness Month, National Fire Prevention Week, or Public Health Awareness, Outreach, and Preparedness events.**

**Reaching out to major nongovernmental organizations, including the faith-based community, has historically been effective at reaching a significant number of the local population.**

- 4. Incorporate preparedness education into department training and performance review activities.

**Incorporate training opportunities into regular annual employee training, get involved in local and regional exercises, and provide refresher training. Provide resources that empower staff members to take the initiative and develop individual/family preparedness plans.**

**The agency should consider how to maintain accountability for preparedness education. This could include requiring employees to sign affidavits affirming their preparedness activities or an organizational policy of including proof of a plan as one element of a regular performance metric. Executive leadership and Human Resources should also be consulted on issues related to evaluation of employees.**

- 5. Determine organizational shelter and feeding capability.

**Determine what level of shelter and feeding will be provided to responders during an event, and if that capacity can be extended to include their families as well. This capability may not be housed**

**within your organization, but instead may be provided collectively for the jurisdiction's first responders.**

**Information regarding the planned provision of shelter and feeding should be clearly communicated to responders to allow them to plan appropriately. If the provision of shelter or feeding is not internal or will not collectively be provided, consider arranging disaster agreements or a resource list for responders and their families to have should an event occur.**

6. Develop preventative prophylaxis policies for responders and their families.

**Identify policies for the administration of vaccinations and antibiotics to responders and their families. Coordinate with the local health department for information regarding mass vaccination/antibiotic dispensing during specific public health emergencies. Identify mission-essential staff or key personnel by your Continuity of Operations Plans. Arranging policies around those criteria may make those policies easier to enact.**

**This topic is sensitive and should not be completed without chief official/agency leadership and legal input.**

7. Determine evacuation needs.

**If an incident impacts an operational area for your agency, how will you move your personnel, where will they move to, and what support needs (logistics, transportation, resources, etc.) will you have?**

8. Outline shelter-in-place procedures.

**In some disasters, it may be safer to shelter in place. How this will occur and the procedures should be clearly outlined and accessible to employees.**

- B. During an Incident:

**This phase includes the mobilization of the necessary emergency services, first responders, and resources in the disaster area. This is likely to include a first wave of core emergency services, such as firefighters, police, and ambulance crews.**

1. Outline communication procedures with family members and responders.

**Your family may not be together when disaster strikes, so it is important to plan in advance how you will contact one another, how you will get back together, and what you will do in different situations. These Web sites provide resources to help create family communications plans.**

- a. <http://www.ready.gov/america/makeaplan/>

- b. <http://www.americanfamilysafety.com/kits/cart.php?target=communicationplan>
- c. [http://www.cityofpalmdale.org/departments/public\\_safety/fecp.html](http://www.cityofpalmdale.org/departments/public_safety/fecp.html)
- d. <http://safeandwell.communityos.org/>

2. Determine call-back (recall) procedures.

**Departments should have a primary and a backup system for informing their members about the status of operations during major incidents, including a system for recall. Hazardous weather, real or perceived danger, or threats to health can lead to hesitancy to report to work, and how to mitigate these issues must be considered. Communications with personnel can be carried out on several levels. Staff should be informed and trained on what the recall procedures are and how they will be implemented.**

**Call-back procedures occur regularly for operations-based disciplines, such as fire, law enforcement, emergency management, emergency medical services, and public works. However, the legal implications for other first response agencies must be considered. This policy needs to be vetted through chief officials, agency leadership, and the legal department before enacting.**

3. Outline employee leave policies and procedures.

**Every agency should have employee leave procedures in place. Your Human Resources department should have information available. If not, policies need to be enacted that determine how this issue will be handled during a catastrophic incident.**

4. Designate responder shelter and feeding locations.

**When planning for extended operations, departments need to consider shelter capacity and capability, food services, and basic supplies to maintain the personnel on duty. Optimally, shelter space should be located away from operational areas. Portable cots and blankets should be acquired and pre-deployed in designated shelter areas. These areas would ideally have back-up generators or the capability to receive power from one.**

**Consideration for policies on sheltering and feeding responder family members should also be discussed. Determinations based on such policies should be made during the pre-incident planning phase.**

5. Determine staffing needs.

**Emergency personnel needs will escalate during a catastrophe. A clear understanding of the agency's maximum capabilities and related staffing requirements will enable leadership to make decisions about shifts, rotations, and coordination during an incident.**

6. Provide on-going psychological support for employees.  
**During the incident, responders will likely be encountering situations that can cause emotional trauma. Provision for the delivery of psychological support to help mitigate the effects of emotional trauma and allow personnel to be better equipped to complete their tasks.**
7. Identify potential mutual aid needs and develop associated agreements.  
**The process of planning to obtain resources or personnel from other agencies is an important element of organizational preparedness. An incident may preclude an agency from fulfilling staffing needs; however, an equivalent capability in a neighboring jurisdiction could be accessed to fill the gap. Understanding what those shortfalls are allows for pre-incident agreements to be put in place.**
8. Determine incident-specific prophylaxis.  
**Identify policies for the administration of vaccinations and antibiotics to responders and families based on the effects of the incident. Coordinate with the local health department for information regarding mass vaccination/antibiotic dispensing during specific public health emergencies.**
9. Outline procurement procedures during a catastrophe.  
**Check with your local government and agency, or logistics and finance sections, to determine what your procurement procedures are and how to find additional information you may need to plan ahead for expenditures and/or procurement before, during, and after a disaster. These policies are often specifically designed to assist in the acquisition of equipment and services for response and recovery.**  
  
**The associated task of logistics with procurement needs to be considered here. How will the agency obtain the item, transport it, and maintain it?**

C. Post-Incident

**At the onset of an emergency, actions are taken to enhance the effectiveness of post-incident operations. This includes recovery that is both a short-term activity intended to return vital life-support systems to operation and a long-term activity designed to return infrastructure systems to pre-disaster conditions.**

1. Provide mental health and peer support services.  
**Mental health support may be of great benefit in the post-incident phase. Mental-health support planning should include internal behavioral health resources if available and public health or mental health officials. The following Web site contains information on mental health support.**

- a. <http://www.ptsd.va.gov/professional/pages/debriefing-after-disasters.asp>

### III. Organization and Assignment of Responsibilities

**The Organization and Assignment of Responsibilities section establishes the unit, sections, and bureaus that will be included in the planning process. This section also includes tasks that these units, sections, and bureaus are expected to perform. The following is sample language.**

#### A. General

Most units, sections, and bureaus of the (Name of Agency) have emergency functions in addition to their normal, day-to-day duties. These emergency functions usually parallel or complement normal functions. Each unit, section, and bureau is responsible for developing and maintaining its own emergency management procedures.

#### B. Organization

**The OPP should include the units, sections, or bureaus that should be typically involved in the planning process. The OPP should ensure that any unique organizational arrangements pertinent to the planning process are adequately described. The following are sample sections.**

1. Administration
2. Finance
3. Planning
4. Operations
5. Logistics
6. Training
7. Communications
8. Human Resources

#### C. Assignment of Responsibilities

**Primary and supporting planning responsibilities should be assigned to specific units, sections, or bureaus that have the capability to perform them. Coordination requirements should also be described. The following are sample responsibilities.**

1. Administration
  - a. Determine policy-level decisions on prophylaxis and employee recall and leave procedures.

- b. Initiate employee call-back.
    - c. Champion preparedness among personnel and their families.
    - d. Develop and maintain mutual aid and other agreements.
  2. Finance
    - a. Provide proper forms for time keeping and financial records.
    - b. Provide payroll services.
    - c. Maintain appropriate documentation.
    - d. Conduct emergency procurement.
  3. Planning
    - a. Oversee the organizational planning team.
    - b. Identify internal organizational gaps and collaborate to bring in appropriate units, sections, and bureaus to provide that information.
  4. Operations
    - a. Develop internal organizational shelter, feeding, and evacuation plans for buildings and operational sites.
    - b. Oversee employee shelter and feeding operations.
  5. Logistics
    - a. Assist in the reception, allocation, and distribution of personnel and supplies.
  6. Training
    - a. Develop internal individual and family preparedness training sessions and open houses.
    - b. Identify internal preparedness gaps to offer specific training for units, sections, and bureaus.
    - c. Offer regular drills to test the organizational preparedness plan.
  7. Communications
    - a. Implement the employee call-back decision.
    - b. Oversee internal communications.
  8. Human Resources
    - a. Assist in the development of employee leave policies.
    - b. Serve as expert on employee rights and requirements during an incident.
    - c. Coordinate mental health resources.

IV. Communications

**This section describes communications protocols between various units, sections, or bureaus that may be assigned to handling internal communications. The following is sample language.**

Internal communications are covered under the (Name of Agency) communications plan.

V. Administration, Finance, and Logistics

**This section should describe administration, finance, and logistics policies that support the implementation of the plan. The following is sample language.**

A. General Policies

This section outlines general policies for administering resources, including the following:

1. Finance

**Reference should be made to administrative requirements that are applicable to emergency operations (e.g., emergency purchasing procedures, payroll, etc.), which appear in other documents.**

2. Records and Reports

**The plan should include requirements for tracking the source and use of resources and expenditures. Specific forms that are necessary should be attached to this plan and mentioned in this section. Additionally, any authorities that guide the execution of this process should be listed in the Authorities and References section.**

3. Agreements and Understandings

**This section references any mutual aid agreements or emergency response and recovery contracts that exist. It also indicates who is authorized to activate those agreements or contracts.**

a. Agreements

**Agreements with outside agencies provide immediate aid to disaster victims and provide some types of services that the government is unable to render.**



b. Understandings

**Memoranda of Understanding (MOUs) with adjoining agencies recognize that certain situations require effective coordination and cooperation between jurisdictions to achieve effective response and recovery and to provide for the general safety and health of residents. These documents formalize and focus attention on commitments and help avoid misunderstandings.**

VI. Plan Development and Maintenance

**This section should describe the overall approach to plan development and maintenance. The following is sample language.**

A. Update and Development

**Identify by position the individuals responsible for developing, revising, and approving the OPP.**

This plan will be maintained by (Position and Unit, Section, or Bureau). All edits or suggestions should be coordinated through this person. Changes to the document must be approved by (Chief Official or Agency Leader) before dispersal.

B. Maintenance

**The OPP is a living document. Problems emerge, situations change, gaps become apparent, and the OPP must be adapted to remain useful and up-to-date. Once planning documents are developed, a system of maintenance must be established to ensure they are current.**

The OPP should be reviewed (insert level of frequency), unless gaps are identified earlier through real world events or regular planning, training, or exercises.

VII. Authorities and References

**This section should describe the legal basis for the OPP and contain references to important documents the plan supports, such as the jurisdiction-level emergency plans. The following is sample language.**

A. Legal Authority

1. Federal

a. The Robert T. Stafford Disaster Relief and Emergency Assistance, Public Law 93-288, as amended

2. State

**Insert State laws and guidance pertaining to first responder organizational preparedness.**

3. Local  
**Insert local laws and guidance pertaining to first responder organizational preparedness.**

B. References

1. Federal
  - a. Comprehensive Preparedness Guide (CPG) 101: Developing and Maintaining State, Territorial, Tribal, and Local Government Emergency Plans, March 2009.
  - b. Homeland Security Exercise and Evaluation Program (HSEEP), February 2007.
  - c. National Incident Management System (NIMS), December 2008.
  - d. National Response Framework, Federal Emergency Management Agency, January 2008.
2. State
  - a. State Emergency Operations Plan (EOP)
3. Local
  - a. Local EOPs
  - b. Inter-local agreement(s)
4. Other
  - a. National Fire Protection Association (NFPA) 1600, Standard on Disaster/Emergency Management and Business Continuity Programs, 2007.

## 22.0 ORGANIZATIONAL PREPAREDNESS FUNDING OPPORTUNITIES

Operating a comprehensive organizational preparedness program can be time consuming and costly. There are many opportunities to use grant money to hire staff to oversee the program and purchase equipment and resources that are necessary for its operation. The following information overviews some of the grant programs sponsored by the Federal Government and offers information and wording that could help your agency in pursuing these opportunities.

### FEMA PREPAREDNESS PROGRAMS

Each year, the Department of Homeland Security (DHS) awards billions of dollars in grants to States, urban areas, and transportation authorities under various programs to help State and local governments enhance the nation’s ability to prevent, protect against, respond to, and recover from major disasters, terrorist attacks, and other emergencies. This aid includes the following grant programs: the State Homeland Security Program (SHSP), the Urban Areas Security Initiative (UASI) Program, the Metropolitan Medical Response System (MMRS) Program, the Citizen Corps Program (CCP), and the Emergency Management Performance Grant (EMPG). For further information on Preparedness Grant Programs, see the DHS Web site at <http://www.fema.gov/government/grant/index.shtm>.

### TIMELINE

Between October and January, Congress and the President approve the Federal budget, and FEMA releases grant application packages. Once the guidance and application kits are released, applicants will usually have up to 90 days to complete and return the completed application. Applications are reviewed and the award amounts are usually announced within 90 days. This generally occurs between May and August. Notice of awards are then made to the respective State Administrative Agency (SAA), who, in turn, will pass through funds to the local agency.

The Federal Preparedness Grants listed in Table 2 generally have 36-month periods of performance. The period of performance works from the Federal fiscal cycle, which begins on October 1 of each year. State and local recipients should be aware that the period of performance begins on October 1, not when the recipient receives the authorization to spend the funds. All questions of timelines should be discussed with your local Emergency Manager or SAA. SAA Contacts can be found at <http://www.fema.gov/government/grant/saa/index.shtm>. The SAA is responsible for administering the grants.

**Table 2: Federal Preparedness Grant Programs**

Program	Program Overview
<b>State Homeland Security Program (SHSP)</b>	SHSP supports the implementation of State Homeland Security Strategies to address the identified planning, equipment, training, and exercise needs for acts of terrorism. In addition, SHSP supports the implementation of the National Preparedness Guidelines (NPG), the National Incident Management System (NIMS), and the National Response Framework (NRF). For more information, see <a href="http://www.fema.gov/government/grant/hsqp/index.shtm">www.fema.gov/government/grant/hsqp/index.shtm</a>
<b>Urban Areas Security Initiative (UASI) Program</b>	UASI supports the unique planning, equipment, training, and exercise needs of high-threat, high-density Urban Areas, and assists them in building an enhanced and sustainable capacity to prevent, protect against, respond to, and recover from acts of terrorism. For more information, see <a href="http://www.fema.gov/government/grant/hsqp/index.shtm">www.fema.gov/government/grant/hsqp/index.shtm</a>

Program	Program Overview
<b>Metropolitan Medical Response System (MMRS) Program</b>	MMRS funds support designated jurisdictions to further enhance and sustain a regionally integrated, systematic mass casualty incident preparedness program that enables a response during the first crucial hours of an incident. The program prepares jurisdictions for response to all-hazards mass casualty incidents, including chemical, biological, radiological, and nuclear explosive (CBRNE) terrorism, epidemic disease outbreaks, natural disasters, and large-scale hazardous materials incidents. For more information, see <a href="http://www.fema.gov/government/grant/hsgp/index.shtm">www.fema.gov/government/grant/hsgp/index.shtm</a>
<b>Citizen Corps Program (CCP)</b>	The Citizen Corps mission is to bring community and government leaders together to coordinate the involvement of community members in emergency preparedness, planning, mitigation, response, and recovery. <sup>13</sup> For more information, see <a href="http://www.fema.gov/government/grant/hsgp/index.shtm">www.fema.gov/government/grant/hsgp/index.shtm</a>
<b>Emergency Management Performance Grant (EMPG)</b>	The purpose of the EMPG is to assist state and local governments in enhancing and sustaining all-hazards emergency management capabilities. For more information, contact your local emergency management office. Additional resources can be found at <a href="http://www.fema.gov/government/grant/empg/index.shtm">www.fema.gov/government/grant/empg/index.shtm</a>

### GRANT PROGRAM ELIGIBILITY

Each grant program has unique planning, organization, equipment, training, and administrative requirements. See Table 3, Table 4, and Table 5 for examples. It is important to read through the grant guidance to ensure the grant supports the proposed investments. For equipment specific investments, the applicant will want to confirm the items are listed on the Authorized Equipment List (AEL). The AEL can be found at <https://www.rkb.us/FEMAGrants/DisplayFEMAGrants.cfm>

**Table 3: Example: Citizen Corps Equipment Eligibility**

Description	Authorized Equipment List (AEL) Number <sup>14</sup>
Hardhats	01ZA-06-HHAT
High Visibility Vests	01ZA-06-VEST
Gear Bag/Box	01ZP-00-GBAG
First Aid Kit	03OE-03-KFTA
Handheld Computing Devices	04HW-01-INHW
Computer Hardware	04HW-01-HHCD
Camera, Still	04MD-01-CMRA
Camera, Video	04MD-01-VCAM
Projector	04MD-02-PROJ
Display	04MD-03-DISP
Storage Containers	19MH-00-CONT

<sup>13</sup> *FY 2007 Homeland Security Grant Program: Program Guidance and Application Kit* (Washington, D.C.: Department of Homeland Security, January 2007),

1-2. [http://www.fema.gov/pdf/government/grant/hsgp/fy07\\_hsgp\\_guidance.pdf](http://www.fema.gov/pdf/government/grant/hsgp/fy07_hsgp_guidance.pdf) (accessed January 22, 2010).

<sup>14</sup> AEL number is only important for the HSGP (Homeland Security Grant Program) suite of grant programs—which includes SHSP, UASI, MMRS, and CCP.



workforce and their families; 2) updating the jurisdictions' capability to recall, shelter, and feed the workforce for an extended period of time; and 3) training responders on the new procedures so that they are comfortable and confident that they and their family members will be cared for in an emergency. A pre-survey and post-survey on individual and family preparedness will be given to a percentage of the workforce to be used as a means of measuring the effectiveness of this project.

**Phase 1:** The jurisdiction will distribute information materials on developing a family plan, building an emergency supply kit, planning for pets, and planning for family members with special needs. The jurisdiction will assess their workforce to gather a baseline preparedness measure.

**Phase 2:** The jurisdiction will review the existing recall, shelter, and feeding plans for their workforce. This phase includes the assessment of sheltering and feeding capabilities to ensure that the jurisdiction can support the entire workforce and their families following a disaster. Once the assessment phase is complete, the jurisdiction will procure necessary equipment to support temporary shelter/feeding operations, which could include portable shelters, generators, cots, meals that are ready to eat, and other required supplies.

**Phase 3:** This phase may occur in conjunction with Phase 2, depending on the available resources. The jurisdiction will provide training to the entire workforce on the importance of individual and family preparedness. This phase will require the procurement of technology to support training, including projectors and sample emergency supply kits. At the conclusion of this phase, the jurisdiction will reassess the workforce to determine if the project was successful at improving workforce preparedness and ensuring that their workforce will respond following a major disaster in their community.

This project supports the following State/Urban Area strategic goals:

1. **Goal 1; Obj. 1.3:** Ensure that the first responder community has the equipment necessary for multi-discipline response in an all-hazards environment.
2. **Goal 5; Obj 5.2:** Increase public education, information, and awareness to ensure better preparedness of residents, their families, property, and businesses.
3. **Goal 5; Obj 5.7:** Enhance best practices research for community participation and personal preparedness.

B. National Priorities

1. Strengthening Planning and Citizen Preparedness Capabilities
2. Implementing the National Incident Management System (NIMS) and National Response Framework (NRF)

- III. Funding
  - A. Funding Program and Proposed Funding
    - 1. FY 2010 HSGP Funding Program: UASI
    - 2. FY 2010 Proposed Funding: \$50,000.00
  - B. Target Capabilities
    - 1. Planning
    - 2. Community Preparedness and Participation
    - 3. Responder Safety and Health
    - 4. Mass Care
  - C. Proposed Funding by Target Capabilities
    - 1. Target Capabilities Amount of Proposed Funding (\$)
    - 2. Planning: \$10,000.00
    - 3. Community Preparedness and Participation: \$5,000.00
    - 4. Responder Safety and Health: \$10,000.00
    - 5. Mass Care: \$25,000.00
  - D. Funding by Solution Area
    - 1. Solution Area Amount of Proposed Funding
    - 2. Planning: \$10,000.00
    - 3. Organization: \$0
    - 4. Equipment: \$30,000.00
    - 5. Training: \$10,000.00
    - 6. Exercise: \$0
  - E. LETPA: \$0
  - F. Optional Cost-Share: \$0
- IV. Project Management
  - A. Milestones: September 2010–September 2013
    - 1. Survey agency to measure current level of preparedness (survey 10-20% of workforce) (September 2010–November 2010).
    - 2. Provide educational materials to entire workforce, including the letter of intent from the Chief Administrator and educational materials on creating an individual/family plan and an emergency supply kit. Distribute the *Ready Responder* PowerPoint presentation to all officers to share with their staff (September 2010–January 2011).
    - 3. Update and educate workforce on recall procedures (December 2010–April 2011).
    - 4. Identify and assess potential shelter locations to house and feed the

workforce. Coordinate with local Red Cross and/or local agency responsible for sheltering capability. Update Organizational Preparedness Plan (OPP) to ensure that the workforce issues have been addressed (January 2011–December 2011).

5. Draft, update, and incorporate critical incident stress management resources into OPP to ensure that the responder and responder families are cared for post disaster (June 2011–December 2011).
6. Identify and procure necessary equipment and supplies to activate and operate OPP (e.g., shelter operations–generators, cots, meals ready to eat) (December 2011–June 2012).
7. Develop a communication plan and message templates for the workforce, media, and community. Identify how to integrate social media as well as alternate communication methods in the event that the power is out (December 2011–June 2012).
8. Train on recall procedures and activation of shelter operations (June 2012–December 2012).
9. Complete a post-survey to determine how the individual and family preparedness has improved. Promote the preparedness message with the broader community (e.g., integrate message with National Preparedness Month, National Night Out, community fairs and festivals) (January 2013–June 2013).



## 23.0 INDIVIDUAL/FAMILY EMERGENCY PREPAREDNESS DISCUSSION QUESTIONS—HOW *READY* ARE YOU?

This Emergency Preparedness Discussion Questions can be included in your newsletter, on your Web site, or given to your members and their families at local events.

The *Ready* Campaign thinks these are some things you need to do and know to be *Ready*.

Do you have an Emergency Supply Kit in your home? (If not, visit [www.ready.gov](http://www.ready.gov) for an Emergency Supply Kit checklist.)

What emergencies could occur in your area? (Visit the *Ready* Campaign's Web site at <http://www.ready.gov/america/beinformed/index.html> or your local Office of Emergency Management for help with this answer.)

What are your local evacuation routes? How would you get out of town from work? How would you get out of town from home? Is your family aware of this as well? (Visit your local Office of Emergency Management for help with this answer.)

Does your city/county have any of the following organizations: Citizen Corps Council, Community Emergency Response Team (CERT), neighborhood watch group, a Fire Corps, Volunteers in Police Service (VIPS), or Medical Reserve Corps (MRC)? (If you don't know, visit [www.citizencorps.gov](http://www.citizencorps.gov), [www.firecorps.org](http://www.firecorps.org), [www.policevolunteers.org](http://www.policevolunteers.org), or [www.medicalreservecorps.gov](http://www.medicalreservecorps.gov))

Does your city/county have an emergency alert system? If so, are you and your family signed up to get alerts? (Visit your local Office of Emergency Management for help with this answer.)

Do you and your family know the local radio station you would tune into to get emergency information? (Visit your local Office of Emergency Management for help with this answer.)

## 24.0 TRAINING RESOURCES

### 24.1 CRITICAL EMPLOYEE EMERGENCY PLANNING (CEEP) TRAINING<sup>15</sup>

Critical Employee Emergency Planning (CEEP) (pronounced “KEEP”) Training provides Emergency Responder and Critical Infrastructure agencies and companies with information, planning guidance, and lessons learned to ensure adequate support of employee families during and after a disaster. This course was created with the experience, advice, and guidance of responder employees and family members who experienced:

- Hurricanes
- 9/11 Terrorist Attacks
- 2007 Tornadoes in Kansas
- Other Catastrophic Events

#### **FAMILIES AND EMPLOYEES**

During disasters, first responders are expected to remain on the job, saving the public without being distracted by concerns about their own family. Obviously, this is not realistic. Family members can and should be prepared to endure emergencies without a primary care provider. Single parents or dual first responder families face special challenges.

CEEP training provides an opportunity for government and critical infrastructure agencies and first responders to develop solid and realistic plans that let them know that their family members have shelter, food, clothing, funds, and other basic needs to make it through, allowing the critical infrastructure employee to focus on the job that must be done.

#### **HOMELAND SECURITY**

Your community’s capability to respond to catastrophic emergencies like terrorist-related events, pandemic outbreaks, or weather-related disasters is only as strong as the people who work in its emergency services and critical infrastructure sectors. In-depth safety planning and resources for these employees and families, particularly those who cannot be together during an emergency, are the only way to make sure those employees stay on the job and are able to carry out the tasks critical to preventing, preparing, responding to, and rebuilding our country’s infrastructure.

#### **THE COST OF REPLACING EMPLOYEES**

Every area of the nation visited in the research of this project revealed a “hemorrhaging” of staff after a catastrophic event. It stands to reason that if we can lessen the stress by implementing plans to help families, departments will have to hire, replace, or retrain fewer employees post-disaster.

First responder and critical employees who “work emergencies” often do so at the cost of having their families suffer through it alone. This leads to critical decision points about whether to stay in their chosen career field, remain in your town, move, rebuild, or not rebuild.

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<sup>15</sup> The information in this section was obtained from [http://dema.delaware.gov/services/documents/course\\_descrip/CEEP%20Brochure%20\(2\).pdf](http://dema.delaware.gov/services/documents/course_descrip/CEEP%20Brochure%20(2).pdf).

Pre-planning for disasters from the family perspective can help reduce the loss of experienced employees. Institutionalization of these procedures will also act as a recruitment tool to desirable candidates.

The CEEP course contains the following five modules:

1. **Introduction to Critical Employee Emergency Planning**  
An overview of the course is provided with discussion of the type of disasters that will likely affect your local area, first responders, and their families.
2. **Plans, Policies, and Partnerships**  
Most agencies have good plans in place about how they will respond to an emergency; however, these plans often fall short of addressing the needs and concerns of critical employees and their families during a disaster. This module covers agency-level policies, plans, and partnerships that should be in place to help ensure that employees respond when needed and are able to focus on their tasks without being distracted by worrying about family, or trying to make hasty arrangements for their family's safety and security.
3. **What Families Need to Know**  
While our employees are trained and capable in emergency response, their families often are not provided information on what to expect before, during, and after the disaster. This section covers how to relate that information to families, and what they need to know to prepare themselves to function independently while their first responder or critical employee is on the job. Communications, assembling needed supplies, making rational decisions about whether to evacuate or shelter, where to go, what to expect, disaster assistance, and more are discussed.
4. **Emotional Response to Disaster**  
Overwhelmed is the most common descriptive term responders and their families use to describe their disaster experience. There are actions agencies can take to prepare employees and families to better withstand the stress before, during, and after the event. Signs and symptoms common to disaster response and recovery are provided in this section.
5. **Action Planning**  
Participants who complete this training are expected to take this information back to their agencies and companies to implement throughout their emergency response procedures. This section features techniques to overcome barriers and help ensure successful implementation.

The Gulf States Regional Center for Public Safety Innovation (GSRCPI) has provided Public Safety Training for over 12 years and trained over 30,000 people nationwide. GSRCPI was awarded the Critical Employee Emergency Planning Grant by the Department of Homeland Security/FEMA to develop and deliver this important training. GSRCPI has experienced dynamic instructors from several emergency responder and critical employee sectors. We will work to ensure the best fit and customization of examples for your specific audience and region.

- CEEP is only presented as an eight-hour course; however, in some situations it can be divided into two four-hour sessions.
- This course is suitable for classes as small as 60 or for large conference audiences.
- Instructors and course materials are provided at no cost.

- Host agencies or associations will only be responsible for all venue and logistics costs.
- GSRCPi can assist with advertising and registration. Registration can be opened to any regional participants.
- Most states will allow State or Local DHS funds to be used to attend this approved course.
- On-going Technical Assistance is available on the CEEP website.
- All participants will be required to complete a pre- and post-test and will receive a DHS hours-approved certificate. GSRCPi can obtain POST/CEU credit approval for this class in most states.

This course is designed for managers, planners, trainers, and persons with policy responsibility in first responder, government, or critical infrastructure agencies. If you are interested in booking this course or need more information, contact the GSRCPi Office Toll Free at 1.888.283.0966 or visit online at [www.gsrcpi.org](http://www.gsrcpi.org). You may e-mail [gsrcpi@gsrcpi.org](mailto:gsrcpi@gsrcpi.org) for date availability.

## **24.2 SAMPLE ORGANIZATIONAL TRAINING ACTIVITY - TACTICAL DECISION GAME**

This discussion-based training activity can be changed to reflect any hazard or discipline.

You are the Captain assigned to any fire station. At approximately 0400 hours you are awakened by a 6.8 earthquake. The shaking is violent. You roll out of your bed and lay on the floor next to it. You can hear loud crashes and glass breaking in the front office. Tiles from the ceiling are falling around you. The shaking stops after 30 seconds.

You are able to account for all of your crew on the apparatus floor. Damage to the station is extensive, but you can get the apparatus out safely and secure the station. You and your crew perform the district drive-thru. Damage to the district is major. Many buildings have sustained significant damage. You realize that you and your crew will be working for days.

### **LEADERSHIP GUIDELINES**

- Your crew needs food, water, and fuel for the next three days. How do you secure these items?
- What pre-earthquake planning/training should all members perform with their families.
- What earthquake supplies should all members purchase for their families at home?
- Check ready.gov for info.

### **ROLE PLAYING IDEAS**

- Have one member "role play" the position of Captain in order to provide a solution.
- You can also divide members into groups in order to develop solutions.

## 25.0 FREQUENTLY ASKED QUESTIONS ON PREPAREDNESS

This is a list of Frequently Asked Questions (FAQs) that you can provide in e-mails, newsletters, and articles.

### **Why is preparedness important?**

Disaster can strike anywhere and at any time. House fires, flooding, tornadoes, hurricanes, wildfires, earthquakes, hazardous material spills, and acts of terrorism may all force you and your family from your home—temporarily or even permanently. Responding to and recovering from such events requires advance planning. By being prepared as individuals, we free up valuable resources, enabling our first responders to assist those who are in the greatest need. Knowing what supplies to have available, how to evacuate, where you and your family will stay, and how you will meet your special needs throughout the disaster are a personal responsibility.

### **How can I better prepare myself and my family for an emergency?**

You can better prepare by getting an emergency supply kit, making a family emergency plan, becoming informed about the different types of emergencies that occur where you live, and getting involved in the community. More information, including an emergency supply kit checklist and a family emergency plan template, is available on the *Ready* Web site ([Ready.gov](http://Ready.gov)) or by calling 1-800-BE-READY, TTY 1-800-462-7585.

### **Is preparedness a community-wide concern?**

Definitely. Not only is the welfare of you and your loved ones important, the lack of planning for issues that may arise during a disaster can have a direct effect on the safety of the human population. A community's lack of planning for these issues may cause families to delay evacuation or avoid seeking assistance until it is too late. Additionally, first responders may be put at risk when attempting to rescue the under-prepared.

Most communities have many vital and experienced components to disaster response, including local government and responders; the American Red Cross and Salvation Army; other non-profits; the faith community; and others. Most communities also have organizations focused on meeting special needs (see <http://www.disabilitypreparedness.gov> or <http://www.ada.gov/>) and the need of pets and other animals (see <http://www.humanesociety.org/> or <http://www.aspca.org/>). These agencies often have local representation or sister organizations in your area. In order to respond effectively and efficiently to the needs of families, communities should begin discussions and bring all of the relevant parties together to create well-coordinated response plans.

## Who is working on pet preparedness in our community?

Many agencies have an interest in and focus on pet preparedness. The following are a few examples:

- **Local government:** Local first responders, emergency management, elected officials, and animal care and control agencies are all critical components of disaster response planning.
- **Local collaborative groups:** Citizen Corps Councils, local emergency planning committees (LEPCs), volunteer organizations active in a disaster (VOADs), and other collaborative groups are excellent venues for sharing information, coordinating efforts, and developing strategies for community outreach.
- **American Red Cross chapters:** Local Red Cross chapters dedicate time to planning for feeding, sheltering, and bulk distribution of supplies.
- **Local animal service agencies:** Agencies in the community providing services to animals on a daily basis are very important to disaster planning. These agencies are often the most familiar with the animal-related needs and resources of the community. Included are animal shelters, humane and rescue groups, veterinary professionals and facilities, boarding facilities, 4H clubs, breed clubs and rescues, agricultural extension services, pet care services, and many more.
- **Agencies providing mass care services:** Other voluntary agencies, including many institutions of faith, are also involved in feeding and sheltering activities.
- **2-1-1 and other community information resources** can be very helpful in coordinating needs with available resources for families.

## How do we bring the community together?

Creating a culture of preparedness in a community takes dedication and effort on the part of all agencies involved. The following are just a few ideas on how to get the community involved:

- Discussions at collaborative groups (as mentioned above).
- Presentations and exhibitions at community forums, such as fairs, preparedness events, faith-based events, and other events.
- Public service announcements.
- Work with agencies to provide pet preparedness training courses.
- Work with agencies to provide pet CPR/First Aid courses.
- Encourage local, county, and state politicians to hold forums to better inform planning efforts.

## How should I plan for family members with access and functional needs?

Many local agencies specialize in particular areas of needs and can be an excellent source of information tailored to meet your needs.

Your area may also have a Special Needs registry. A registry is a database of individuals who voluntarily sign up and meet the eligibility requirements for receiving emergency response services based on a need (the criteria for which should be established by the State, Territorial, Tribal, or local jurisdiction). Because registries are voluntary, not everyone who requires assistance during an emergency will enroll. Encourage members of your family and community to sign up for assistance.

For more information visit:

- <http://www.disability.gov/>
- <http://www.ready.gov/america/getakit/disabled.html>

## Where can I find information specific to my state?

Search the Internet for your city or State Office of Emergency Management or visit your State Web site through the *Ready* Web site (<http://ready.adcouncil.org/beprepared>) and use the interactive map to find contact information for State and local government agencies.



## 26.0 READY RESPONDER RESOURCES

The *Ready Responder* program has developed branded materials to help your agency implement this program. All of these resources can be found at [www.ready.gov/responder](http://www.ready.gov/responder). The following are previews of the tools available.

### Informational Poster



### Event Flyer



### Paycheck or Bill Stuffers



### Brochure



### Informational Business Card



## 27.0 READY BROCHURE

The Ready.gov, “Preparing Makes Sense. Get Ready Now” brochure can be found online at: [http://www.ready.gov/america/downloads/trifold\\_brochure.pdf](http://www.ready.gov/america/downloads/trifold_brochure.pdf).

### Recommended Supplies to Include in a Basic Kit:

- Water** one gallon per person per day, for drinking and sanitation
- Food** at least a three-day supply of non-perishable food
- Battery-powered radio** and extra batteries
- Flashlight** and extra batteries
- First Aid kit**
- Whistle** to signal for help
- Filter mask** or cotton t-shirt, to help filter the air
- Moist towelettes** for sanitation
- Wrench or pliers** to turn off utilities
- Manual can opener** for food (if kit contains canned food)
- Plastic sheeting and duct tape** to shelter-in-place
- Garbage bags and plastic ties** for personal sanitation
- Unique family needs**, such as daily prescription medications, infant formula or diapers, and important family documents

This common sense framework is designed to launch a process of learning about citizen preparedness. For the most current information and recommendations, go online to [www.ready.gov](http://www.ready.gov).

Distributed in partnership with:



U.S. Department of Homeland Security, Washington, DC 20528



**Preparing Makes Sense. Get Ready Now.**



**Homeland Security**

[www.ready.gov](http://www.ready.gov)

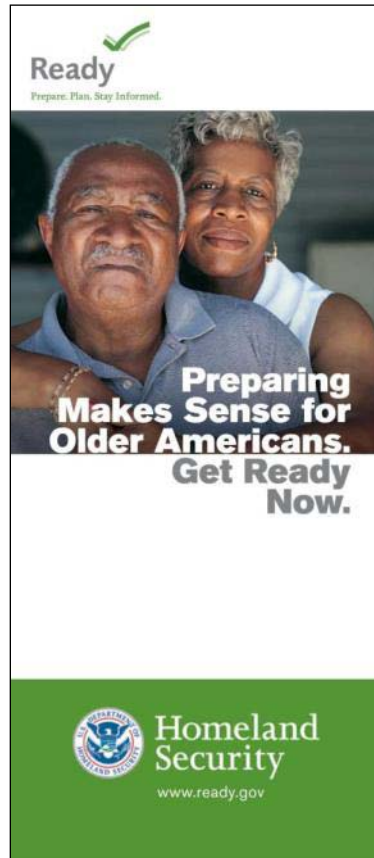
## 28.0 READY.GOV INFORMATIONAL MATERIAL

Ready.gov has published information brochures for emergency planning for specific audiences, including: people with access and functional needs; older Americans; and pet owners. These brochures can be found online at: <http://www.ready.gov/america/publications/allpubs.html>.

### People with Access and Functional Needs



### Older Americans



### Pet Owners



## 29.0 READY MATERIALS ORDER FORM



FEMA Distribution Center

### Ready Materials Order Form

Voice: 1 (800) 480-2520 Fax: (240) 699-0525

To place an order call **1 (800) 480-2520**, 8:00 am to 5:00 pm, Eastern Standard Time (EST), Monday – Friday, or fax to **(240) 699-0525** or mail to:

**FEMA Distribution Center, 4440 Buckeystown Pike, Frederick, MD 21704**

**Please allow 4 to 6 weeks for free shipping.**

Quantity	Inventory #	Publication Title	Limit	Type
	9-0618	Preparing Makes Sense - Get Ready Now (English)	500	Tri-Fold
	9-0974	Preparing Makes Sense - Get Ready Now Brochure (English)	500	Brochure
	9-0659	Ready Emergency Supply List	500	Tri-Fold
	9-0637	Preparing Makes Sense - Get Ready Now (Spanish)	500	Quad-Fold
	9-0698	Preparing Makes Sense - Get Ready Now Brochure (Spanish)	500	Brochure
	9-0654	Ready Kids Poster and Teacher's Guide	100	Poster
	9-0655	Ready Kids Activity Book	200	Booklet
	9-0656	Preparing Your Pets for Emergencies Makes Sense	500	Tri-Fold
	9-0657	Preparing Makes Sense for Older Americans	500	Quad-Fold
	9-0658	Preparing Makes Sense for People with Disabilities and Special Needs	500	Quad-Fold
	9-0638	Every Business Should Have a Plan - Quad-Fold	5000	Quad-Fold
	9-0635	Every Business Should Have a Plan - Brochure	250	Brochure
	9-0636	Every Business Should Have a Plan - Poster	50	Poster

Name: \_\_\_\_\_

Company: \_\_\_\_\_

Street Address: \_\_\_\_\_

City, State, ZIP: \_\_\_\_\_

Telephone: (    )                      Fax: (    )

(5/10)

### 30.0 *READY* CAMPAIGN PUBLIC SERVICE ADVERTISEMENTS

In order to encourage Americans to prepare themselves, their families, and their communities, FEMA, in partnership with The Advertising Council, has sponsored public service advertisements (PSAs) that educate and empower Americans to prepare for and respond to all kinds of emergencies. The *Ready* Campaign asks individuals to do three key things to prepare for the unexpected: (1) get an emergency supply kit, (2) make a family emergency plan, and (3) be informed about the different types of emergencies that could occur and their appropriate responses.

The *Ready* Campaign has created television, radio, print, outdoor, and Web advertisements directed toward individuals and families; radio, print, outdoor, and Internet advertisements directed toward owners and managers of small and medium-sized business; and television, radio, print, outdoor, and Internet advertisements for Spanish speakers. Because the Ready ads are PSAs, they run entirely in donated media space.



Additionally, the campaign has PSAs directed towards owners and managers of small and medium-sized business (*Ready Business*) and Spanish-speakers (*Listo*). *Ready Business PSAs* include radio, print, outdoor, and Web advertisements. *Listo PSAs* include television, radio, print, outdoor, and Internet advertisements.

In September 2009, to coincide with NPM, new PSAs were released. The new television, radio, outdoor, and Web PSAs utilize the metaphor that a disaster can turn your world and your family’s life “upside down,” to encourage Americans to prepare and direct audiences to visit [www.ready.gov](http://www.ready.gov) where they can find tools and resources to prepare.

To view all of the *Ready* Campaign's PSAs, visit the Ad Council Web site at [AdCouncil.org](http://AdCouncil.org).

#### ***INSTRUCTIONAL VIDEOS AVAILABLE FOR DOWNLOAD***

The *Ready* Campaign has free instructional videos available for download at [Ready.gov](http://Ready.gov), as well as a Spanish-language video at [Listo.gov](http://Listo.gov). The videos outline the three simple steps Americans should take to prepare for emergencies: get an emergency supply kit; make a family emergency plan; and be informed about the types of emergencies that can happen in their area. The *Ready* Campaign also has instructional videos for pet owners, individuals with access and functional needs, and older Americans.