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# A guide to develop an emergency response plan for food programs

*This 12-step guide was developed by the Tampa Bay Network to End Hunger (TBNEH) for agencies in the community who manage food programs. To prepare for an emergency or disaster in our communities, this template can be used to help guide local agencies in creating a comprehensive emergency response plan or food programs, tailored to meet each programs need. This guide is meant to act as a blueprint for local organizations to design a multifaceted emergency and response plan.*

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## Contents: 12 steps for developing an emergency plan

Step 1: Invest in program management and preparedness .....	3
Step 2: Conduct a needs assessment .....	3
Determine resources .....	6
Step 3: Prepare your people .....	7
Staff .....	7
Clients .....	10
Step 4: Document and prepare your facility .....	10
Prepare for a Forecast Event .....	10
Salvage and Actions to Prevent Further Damage Following an Incident .....	11
Step 5: Identify threats or hazards .....	12
Step 6: Identify local communications systems and warning technologies.....	13
<i>Emergency management</i> .....	13
<i>Fire department &amp; rescue</i> .....	13
<i>Emergency medical services</i> .....	13
<i>Local hospital or emergency health care provider</i> .....	14
<i>Hazardous materials</i> .....	14
<i>Law enforcement</i> .....	14
<i>Public Health Department</i> .....	15
<i>Public Works Department</i> .....	15
<i>Flood and Evacuation Zones</i> .....	15
Tri-County Emergency Alert Registration for General Population .....	16
Step 7: Plan Communications .....	16
Warning, Notifications, and Communications.....	16
Messaging (Internal and External).....	16
Contact and Information Centers .....	19
Resources for Crisis Communications .....	20
Business Continuity Plan and Impact Analysis.....	20
Resources Required to Support Recovery Strategies .....	21
Recovery Strategies .....	22
Develop Manual Workarounds.....	24
Step 8: Fire Protection and Life Safety Systems Training .....	24
Trainings for Staff.....	24

Protective actions .....25

Step 9: Understanding Pollution Control Systems .....27

Step 10: Storing Equipment .....27

Step 11: Mobilizing People, Materials and Supplies .....28

Step 12: Secure Funding .....28

Step 13: Consult Special Expertise.....29

Sources.....29

Step 1: Invest in program management and preparedness

It is important to invest in a preparedness program, as up to 40% of businesses affected by a natural or human-caused disaster never re-open. (Source: Insurance Information Institute). Many disasters — natural or human-caused — may overwhelm the resources of even the largest public agencies. Or they may not be able to reach every facility in time.



How much should be invested in a preparedness program depends upon many factors. [Regulations](#) establish minimum requirements and beyond these minimums each business needs to determine how much risk it can tolerate. Many risks cannot be insured, so a preparedness program may be the only means of managing those risks. Some risks can be reduced by investing in loss prevention programs, protection systems and equipment. An understanding of the likelihood and severity of [risk](#) and the costs to reduce risk is needed to make decisions.

Step 2: Conduct a needs assessment

In order to gauge the need of various feeding programs around the Bay area, the Tampa Bay Network to End Hunger developed a needs assessment that can help guide your feeding program to a better position in case of an impending emergency or disaster that would affect typical services or food supplies. Please complete the assessment in a detailed and complete manner, as TBNEH and other community partners will be able to assist best with a whole picture of community capacity.

<ul style="list-style-type: none"> <li>• <b>Name of Agency</b></li> </ul> <hr/>
<ul style="list-style-type: none"> <li>• <b>What type of services do you typically provide?</b></li> </ul> <hr/>
<ul style="list-style-type: none"> <li>• <b>What is your typical volume of services per week or month? (please specify)</b></li> </ul> <hr/>
<ul style="list-style-type: none"> <li>• <b>How large is your facility capacity?</b></li> </ul> <hr/>
<ul style="list-style-type: none"> <li>• <b>Do you have refrigeration capacity on site?</b></li> </ul>

- **What type of transportation is available to the organization?**
- **If you provide food distribution onsite, who/where do you primarily source your food inventory from?**
- **Does your nonprofit typically serve populations with specific dietary or cultural needs? If not, do you have the capacity to develop such a model given emergency preparation/response?**

#### **Determining Agency Emergency Preparation and Response Capabilities and Needs**

##### **Emergency Resources**

- **Do you have a generator on site?**
- **Does your post-emergency plan account for indoor vs. outdoor or season specific models?**
  - **If any, what resources would you need to transition to an alternative model?**

##### **Emergency Transition**

- **What volume of service do you anticipate being able to serve during an emergency?**
- **What is your emergency food distribution plan?**
- **What is your typical volunteer model? Do you plan to operate with volunteers in an emergency preparation/response phase?**
- **Do you have an emergency volunteer management plan? Does the plan include special safety regulations?**
- **Do staff transition into certain roles during an emergency response?**
- **Do you plan to partner directly with any other community or governmental organizations during the emergency mitigation and/or response phases?**
  - **Please name agencies if known:**
- **Does your agency plan to operate before, during or after an emergency situation? Please choose all that apply: *(Pre) Emergency Preparation Mid- Emergency (Post) Emergency Response***

##### **Emergency Preparation**

##### **Does your organization pre-stage food or hygiene supplies for a forecasted emergency?**

- **Would you plan to operate 72 hours before a forecasted emergency?**
- **Would you plan to operate 48 hours before a forecasted emergency?**

<ul style="list-style-type: none"><li>• <b>Would you plan to operate 24 hours before a forecasted emergency?</b></li></ul>
<ul style="list-style-type: none"><li>• <b>Would you plan to operate 12 hours before a forecasted emergency?</b></li></ul>
<b>Mid-Emergency</b>
<b>Would your agency plan to operate or provide services during an emergency situation?</b>
<b>Post Emergency Response</b>
<b>What is your post emergency plan for feeding the community?</b>
<ul style="list-style-type: none"><li>• <b>If agency site is safe to operate, is there a plan to ramp up operations in phases? If so, what are those phases?</b></li></ul>
<ul style="list-style-type: none"><li>○ <b>What resources would be needed to facilitate a targeted response?</b></li></ul>

A needs assessment should be conducted to determine resources needed. Resources may come from within the business including trained employees, protection and safety systems, communications equipment and other facilities owned or leased by the business. Other resources from external sources include public emergency services, business partners, vendors and contractors.

The availability and capability of resources must be determined - some are required immediately. For example, trained people (employees or public emergency services) capable of administering first aid or cardiopulmonary resuscitation (CPR) must be available to respond at a moment's notice. Other resources such as plywood to board up windows in anticipation of a hurricane may be stockpiled in advance or purchased when a storm is forecast. Even if plywood is stockpiled in advance, temporary labor may be needed to install the plywood over windows and doors.

The availability of resources often depends on logistics. Logistics is the management of resources to get them to where they are needed when they are needed. Assessing resources for the preparedness program begins with reviewing program goals and performance objectives.

High-level goals of the program include:

- Protect the safety of employees, visitors, contractors, and others who may be at risk from hazards at the facility
- Maintain customer service by minimizing disruptions of business operations
- Protect facilities, physical assets and electronic information
- Prevent environmental pollution
- Protect the organization's brand, image, and reputation

Examples of performance objectives include:

- The first aid team (that is trained to administer first aid and perform CPR) will be able to reach any employee within two minutes.
- The evacuation team will be able to direct all employees to safe exits and account for them outside the building within four minutes.

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A Guide to Developing an Emergency Response Plan

- Customer service staff will begin contacting customers within 8 hours of a service disruption using office space and telephone service provided by a business partner.
- The primary network server will be restored within 24 hours with replacement equipment from your primary vendor and data restored from backup media retrieved from the secure storage site.
- Production of product A will resume within 1 week by displacing production of product B at Plant B.

For each objective, an assessment of resources needed to accomplish the objective should be conducted. Simple objectives may require limited resources. Aggressive objectives will require many resources with significant capabilities available on short notice. Remember, without sufficient resources, or if resources lack required capabilities, objectives may not be attainable.

#### Determine resources

There are many resources needed to support the preparedness program. These resources can be organized into different categories: people, facilities, equipment, materials, supplies, funding, and information. Resources are needed for all phases of the program including prevention/deterrence, mitigation, emergency response, business continuity, crisis communications and disaster recovery.

Besides identifying specific resources for the preparedness program, the needs assessment should answer other questions:

- What quantity of a resource is required?
- When will the resource be needed?
- What capability does the resource need to have? Are there any limitations?
- What is the cost for procuring or having the resource available? Are there any liabilities associated with use of the resource?

Step 3: Prepare your people  
Staff

Who needs training?	What training should be provided?
All employees	<ul style="list-style-type: none"> <li>• Protective actions for life safety (evacuation, shelter, shelter-in-place, lockdown)</li> <li>• Safety, security, and loss prevention programs</li> </ul>
Emergency Response Team (evacuation, shelter, shelter-in-place)	<ul style="list-style-type: none"> <li>• Roles and responsibilities as defined in the plan</li> <li>• Training as required to comply with regulations or maintain certifications (if employees administer first aid, CPR or AED or use fire extinguishers or clean up spills of hazardous chemicals)</li> <li>• Additional training for leaders including incident management</li> </ul>
Business Continuity Team	<ul style="list-style-type: none"> <li>• Roles and responsibilities as defined in the plan</li> <li>• Additional training for leaders including incident management</li> </ul>
Crisis Communications Team	<ul style="list-style-type: none"> <li>• Roles and responsibilities as defined in the plan</li> <li>• Additional training for leaders including incident management</li> <li>• Training for spokespersons</li> </ul>

Employees can be assigned the following tasks in emergency situations:

- Monitor weather forecasts and [Emergency Alert System](#) messages, broadcast warnings if severe weather is approaching or other warnings are broadcast, and alert the emergency response team
- Direct evacuation and shelter actions (See [Protective Actions for Life Safety](#))
- Administer first aid, CPR and use automated external defibrillators (AEDs)
- Provide facility security and take the lead on threats including bomb threats and suspicious packages
- Operate building detection, alarm, communications, warning, protection and utility systems
- Stabilize an incident using fire extinguishers; or cleaning up /containing small spills of hazardous chemicals
- Prepare a facility for a forecast event such as severe weather
- Clean up damage following an incident
- Lead the business continuity team; provide support for the team
- Execute recovery strategies for critical or time sensitive business processes
- Serve as a spokesperson as part of the crisis communications team; communicate with employees, stakeholders and the news media; answer requests for information

Employees should be [trained](#) so they understand the importance of their assignments and follow established procedures. Some employees may be given the opportunity to learn new skills.

Post-incident critiques often confirm that experience gained during exercises was the best way to prepare teams to respond effectively to an emergency. Exercises should be designed to engage team members and get them working together to manage the response to a hypothetical incident. Exercises enhance knowledge of plans, allow members to improve their own performance and identify opportunities to improve capabilities to respond to real events.

Exercises are a great method to:

- [Evaluate the preparedness program](#)
- Identify [planning](#) and procedural deficiencies
- [Test or validate](#) recently changed procedures or plans
- Clarify roles and responsibilities
- Obtain participant feedback and recommendations for [program improvement](#)
- Measure improvement compared to [performance objectives](#)
- Improve [coordination](#) between internal and external teams, organizations and entities
- Validate [training and education](#)
- Increase awareness and understanding of hazards and the potential [impacts of hazards](#).
- Assess the capabilities of existing resources and identify needed [resources](#)

### Types of Exercises

There are different types of exercises that can be used to evaluate program plans, procedures and capabilities. These include: walkthroughs, workshops or orientation seminars; tabletop exercises; functional exercises; and full-scale exercises.

Walkthroughs, workshops and orientation seminars are basic training for team members. They are designed to familiarize team members with emergency response, business continuity and crisis communications plans and their roles and responsibilities as defined in the plans.

Tabletop exercises are discussion-based sessions where team members meet in an informal, classroom setting to discuss their roles during an emergency and their responses to a particular emergency situation. A facilitator will guide participants through a discussion of one or more scenarios. The duration of a tabletop exercise depends on the audience, the topic being exercised and the exercise objectives. Many tabletop exercises can be conducted in a few hours, so they are cost-effective tools to validate plans and capabilities.

Functional exercises allow personnel to validate plans and readiness by performing their duties in a simulated operational environment. Activities for a functional exercise are scenario-driven, such as the failure of a critical business function or a specific hazard scenario. Functional exercises are designed to exercise specific team members, procedures and resources (e.g. communications, warning, notifications and equipment set-up).

A full-scale exercise is as close to the real thing as possible. It is a lengthy exercise which takes place on location using, as much as possible, the equipment and personnel that would be called upon in a real



event. Full-scale exercises are conducted by public agencies. They often include participation from local businesses.

### Developing an Exercise Program

Develop an exercise program beginning with an assessment of needs and current capabilities. Review the [risk assessment](#) and program [performance objectives](#). Conduct a walkthrough or orientation session to familiarize team members with the preparedness plans. Review roles and responsibilities and ensure everyone is familiar with [incident management](#). Identify probable scenarios for emergencies and business disruption. Use these scenarios as the basis for tabletop exercises. As the program matures, consider holding a functional exercise. Contact local emergency management officials to determine if there is an opportunity to participate in a full-scale exercise within your community.

Exercises should be evaluated to determine whether exercise objectives were met and to identify opportunities for program improvement. A facilitated “hot wash” discussion held at the end of an exercise is a great way to solicit feedback and identify suggestions for improvement. Evaluation forms are another way for participants to provide comments and suggestions. An after-action report that documents suggestions for improvement should be compiled following the exercise and copies should be distributed to management and others. Suggestions for improvement should be addressed through the organization’s [corrective action program](#).

### Resources for Exercises

- [Emergency Planning Exercises for Your Organization](#) - Federal Emergency Management Agency
- [Homeland Security Exercise, and Evaluation Program](#) - U.S. Department of Homeland Security
- [IS-139 Exercise Design](#) - Emergency Management Institute Independent Study Program
- [A Guide for the Conduct of Emergency Management Tabletop Activities](#) - Oak Ridge Institute for Science and Education
- [Guide to Test, Training, and Exercise Programs for IT Plans and Capabilities](#) - Recommendations of the National Institute of Standards and Technology, Special Publication 800-84

Source: <https://www.ready.gov/business/testing/exercises>

### Additional Training Resources

- [Training Requirements in OSHA Standards and Training Guidelines](#) - U.S. Occupational Safety & Health Administration
- [ICS \(Incident Command System\) Training Materials and Opportunities](#) - Emergency Management Institute (EMI), Federal Emergency Management Agency (FEMA)
- [Guidelines for HazMat/WMD Response, Planning and Prevention Training](#) - U. S. Department of Homeland Security (DHS)
- [CPR and Emergency Cardiovascular Care](#) - American Heart Association
- [Building An Information Technology Security Awareness and Training Program](#) - National Institute of Standards and Technology, Special Publication 800-50
- [Emergency Management Institute Higher Education Program](#) - DHS, FEMA, EMI
- [Business and Industry Crisis Management](#) - DHS, FEMA, EMI
- [Continuity of Operations Training](#) – DHS, FEMA, EMI

Review emergency plans with staff to ensure they are familiar with their role and can carry out assigned responsibilities. Conduct evacuation, sheltering, sheltering-in-place and lockdown drills so employees will recognize the sound used to warn them and they will know what to do. Facilitate [exercises](#) to practice the plan, familiarize personnel with the plan and identify any gaps or deficiencies in the plan.

## Clients

- Create a sustainability plan that addresses the need to amend or suspend services during an emergency or disaster.
- Delegate and assign responsibilities to staff members in case of these scenarios. Train on any necessary changes in protocol.
- When doing intake with clients, notify them of your emergency response plans. Ask them to verify understanding of changing processes during emergencies. Also, if there are any actions required by a client (i.e. Choosing between two amended service models if operations can resume), be sure to present the options to them during intake so they are aware of the possible scenarios.
- Have draft communication on-hand for staff to edit appropriately and disseminate to clients as soon as they are able.
  - Create a communication follow-up plan to ensure safety of registered and understanding of service schedule change.

## Step 4: Document and prepare your facility

Public emergency services have limited knowledge about your facility and its hazards. Therefore, it is important to document information about your facility. That information is vital to ensure emergency responders can safely stabilize an incident that may occur. Documentation of building systems may also prove valuable when a utility system fails—such as when a water pipe breaks, and no one knows how to shut off the water.

Compile a site-plan and plans for each floor of each building. Plans should show the layout of access roads, parking areas, buildings on the property, building entrances, the locations of emergency equipment and the locations of controls for building utility and protection systems. Instructions for operating all systems and equipment should be accessible to emergency responders.

Provide a copy of the plan to the public emergency services that would respond to your facility and others with responsibility for building management and security. Store the plan with other emergency planning information such as chemical Material Safety Data Sheets (MSDS), which are required by Hazard Communication or “right to know” regulations.

## Prepare for a Forecast Event

Actions to prepare a facility for a forecast event depend upon the potential impacts from the hazards associated with the event. Conduct a [risk assessment](#) to identify severe weather hazards including tropical storm, hurricane, flooding, storm surge, severe thunderstorm, tornado and high winds. Also consider non-traditional hazards, such as a planned event involving a large crowd.

Property conservation actions should focus on protection of the building and valuable machinery, equipment, and materials inside. Potential damage may be prevented or mitigated by inspecting the following building features, systems, and equipment:

- Windows and doors
- Roof flashing, covering and drainage
- Exterior signs
- Mechanical equipment, antennas, and satellite dishes on rooftops
- Outside storage, tanks, and equipment
- Air intakes
- High value machinery
- Sensitive electronic equipment including information technology and process controllers

The review of building components may also identify opportunities for longer-term [mitigation](#) strategies.

Property conservation activities for specific forecast events include the following:

- **Winter storm** - Keep building entrances and emergency exits clear; ensure there is adequate fuel for heating and emergency power supplies; monitor building heat, doors and windows to prevent localized freezing; monitor snow loading and clear roof drains.
- **Tropical storms and hurricanes** - Stockpile and pre-cut plywood to board up windows and doors (or install hurricane shutters); ensure there is sufficient labor, tools and fasteners available; inspect roof coverings and flashing; clear roof and storm drains; check sump and portable pumps; backup electronic data and vital records off-site; relocate valuable inventory to a protected location away from the path of the storm.
- **Flooding** - Identify the potential for flooding and plan to relocate goods, materials and equipment to a higher floor or higher ground. Clear storm drains and check sump and portable pumps. Raise stock and machinery off the floor. Prepare a plan to use sandbags to prevent water entry from doors and secure floor drains.

#### Salvage and Actions to Prevent Further Damage Following an Incident

Separating undamaged goods from water-soaked goods is an example of salvage. Covering holes in a roof or cleaning up water and ventilating a building are also part of property conservation. The property conservation plan should identify the resources needed to salvage undamaged good and materials; make temporary repairs to a building; clean up water, smoke, and humidity; and prepare critical equipment for restart.

Resources for property conservation include the following: water vacuums and tools to remove water, fans to remove smoke and humidity, tarpaulins or plywood to cover damaged roofs or broken windows, and plastic sheeting to cover sensitive equipment. Compile an inventory of available equipment, tools and supplies and include it with the emergency response plan. Identify precautions for equipment exposed to water or high humidity and procedures for restarting machinery and equipment.

Identify contractors that may be called to assist with clean up and property conservation efforts. Keep in mind that competition for contractors, labor, materials and supplies prior to a forecast storm or

following a regional disaster may be intense. Plan ahead and secure contractors and other resources in advance.

### Step 5: Identify threats or hazards

Hazards to consider when developing your Emergency Plan:

- Natural hazards
- Geological hazards: earthquake, tsunami, volcano, sinkhole, landslide, mudslide, subsidence
- Meteorological hazards: flood, flash flood, tidal surge, water control structure/dam/levee failure, drought, snow, ice, hail, sleet, arctic freeze, windstorm, tropical cyclone, hurricane, tornado, dust storm, extreme temperatures (heat, cold), lightning strikes (wildland fire following)
- Biological hazards
- Foodborne illnesses
- Pandemic/Infectious/communicable disease (Avian flu, H1N1, etc.)
- Human-caused events
- Accidental: Hazardous material spill or release, nuclear power plant incident (if located in proximity to a nuclear power plant), explosion/fire, transportation accident, building/structure collapse, entrapment and or rescue (machinery, confined space, high angle, water)
- Transportation Incidents (motor vehicle, railroad, watercraft, aircraft, pipeline)
- Intentional: Robbery, lost person, child abduction, kidnap, extortion, hostage incident, workplace violence, demonstrations, civil disturbance, bomb threat, suspicious package, terrorist
- Technology caused events: Utility interruption or failure (telecommunications, electrical power, water, gas, steam, HVAC, pollution control system, sewerage system, other critical infrastructure), cyber security (data corruption/theft, loss of electronic data interchange or ecommerce, loss of domain name server, spyware/malware, vulnerability exploitation/botnets/hacking, denial of service)

Pre-Incident Planning (Site and Building Information for First Responders)

- [Fire Service Features of Buildings and Fire Protection Systems](#) - U.S. Occupational Safety & Health Administration (OSHA) Publication 3256-07N
- [Standard on Pre-Incident Planning](#) - National Fire Protection Association (NFPA) 1620 Protective Actions for Life Safety
- [Evacuation Planning Matrix](#) – OSHA
- [Evacuation Plans and Procedures eTool](#) - OSHA
- [Design Guidance for Shelters and Safe Rooms](#) – Ready.gov
- Medical
- [CPR and ECC Guidelines](#) - American Heart Association
- [Automated External Defibrillators \(AEDs\)](#) – OSHA
- [Bloodborne pathogens](#) – OSHA 29 CFR 1910.1030
- [Model Plans and Programs for the OSHA Bloodborne Pathogens and Hazard Communications Standards](#) – OSHA Publication 3186
- Firefighting
- [Fire Protection](#) – OSHA 29 CFR 1910 Subpart L

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A Guide to Developing an Emergency Response Plan

- [Fire Brigades](#) - OSHA 29 CFR 1910.156
- [Standard on Industrial Fire Brigades](#) - NFPA 600  
Hazardous materials
- [Hazardous Materials Emergency Planning Guide \(NRT-1\)](#) - U.S. National Response Team  
Natural hazards
- [Natural Disasters and Weather Emergencies](#) - U.S. Environmental Protection Agency
- [National Hurricane Center, Publications, Tropical Cyclone Advisory Mailing Lists, Hurricane Preparedness, The Saffir-Simpson Hurricane Wind Scale \(Experimental\)](#) - National Weather Service (NWS)
- [Thunderstorms, Tornadoes, Lightning, Nature's Most Violent Storms: A Preparedness Guide, Including Tornado Safety Information for Schools](#) - NOAA, National Weather Service
- [Tornado Protection: Selecting Refuge Area in Buildings](#) - FEMA 431  
Rescue
- [Permit-Required Confined Spaces](#) - OSHA 29 CFR 1910.146
- [Standard for Rescue Technician Professional Qualifications](#) - NFPA 1006
- [Standard on Operations and Training for Technical Search and Rescue Incidents](#) - NFPA 1670  
Workplace Violence
- [Active Shooter: How to Respond](#) - U.S. Department of Homeland Security (DHS)
- [Dealing with Workplace Violence: A Guide for Agency Planners](#) - United States Office of Personnel Management
- [Workplace Violence—Issues in Response](#) - Federal Bureau of Investigation
- Terrorism, Bomb Threats, and Suspicious Packages
- [Ensuring Building Security](#) – DHS
- [Safe Rooms and Shelters - Protecting People Against Terrorist Attacks](#) - FEMA 453
- [Guidance for Protecting Building Environments from Airborne Chemical, Biological, or Radiological Attacks](#) - National Institute for Occupational Safety and Health, Publication No. 2002-139, 2002

## Step 6: Identify local communications systems and warning technologies

Public resources listed by county.

### *Emergency management*

- Hillsborough - <https://www.hillsboroughcounty.org/en/government/departments/emergency>
- Pasco - <https://www.pascocountyfl.net/365/Emergency-Management>
- Pinellas - <http://www.pinellascounty.org/emergency/>

### *Fire department & rescue*

- Hillsborough - <https://www.hillsboroughcounty.org/government/departments/fire;>  
<https://www.hillsboroughcounty.org/en/government/departments/911-office>
- Pasco - <https://www.pascocountyfl.net/357/Fire-Rescue-Facilities>
- Pinellas - [https://www.pinellascounty.org/publicsafety/fire\\_departments.htm](https://www.pinellascounty.org/publicsafety/fire_departments.htm)

### *Emergency medical services*

- Hillsborough - <https://www.hillsboroughcounty.org/government/departments/fire;>  
<https://www.hillsboroughcounty.org/en/government/departments/911-office>

Tampa Bay Network to End Hunger:  
A Guide to Developing an Emergency Response Plan

- Pasco – <https://www.pascocountyfl.net/363/Rescue-Division>;  
<https://www.pascocountyfl.net/2113/Department-of-Emergency-Services-911>
- Pinellas - [https://www.pinellascounty.org/publicsafety/ems\\_overview.htm](https://www.pinellascounty.org/publicsafety/ems_overview.htm)

*Local hospital or emergency health care provider*

- Hillsborough - <http://www.fha.org/reports-and-resources/hospital-directory.aspx>
- Pasco - <http://www.fha.org/reports-and-resources/hospital-directory.aspx>
- Pinellas - <http://www.fha.org/reports-and-resources/hospital-directory.aspx>

*Hazardous materials*

- Hillsborough -
  - <https://www.hillsboroughcounty.org/en/locations/sheldon-road-household-hazardous-collection-center>
  - <https://www.hillsboroughcounty.org/en/residents/property-owners-and-renters/trash-and-recycling/discarding-household-hazardous-waste>
- Pasco –
  - <https://www.pascocountyfl.net/183/Household-Hazardous-Waste>
  - <https://www.pascocountyfl.net/188/West-Pasco-Facilities>
- Pinellas –
  - <http://www.pinellascounty.org/solidwaste/hec3/default.htm>
  - <https://www.pinellascounty.org/solidwaste/mobileoptions.htm>
  - <https://www.pinellascounty.org/solidwaste/getridofit/default.htm>

*Law enforcement*

- Pinellas – Pinellas County Sheriff's Office <https://www.pcsoweb.com/>
  - Belleair Police Department 901 Ponce De Leon Blvd Belleair, Florida 34616 (727) 588-3769 Ext 201
  - Clearwater Police Department 645 Pierce St. Clearwater, Florida 33756 (727) 562-4242
  - Gulfport Police Department 2401 53rd Street South Gulfport, Florida 33707 Non-emergency Phone Number: 727-582-6177
  - Indian Shores Police Department (includes Redington Shores) 19305 Gulf Blvd Indian Shores, FL 33785 Phone: (727) 595-5414
  - Kenneth City Police Department 4600-58th Street North Kenneth City, FL 33709 Phone: (727) 544-2564
  - Largo Police Department 201 Highland Ave Largo, FL 33770 Phone: (727) 587-6730 Fax: (727) 586-7497
  - Pinellas County School District Police 11111 Belcher Road South Largo, FL 33773 Phone: (727) 547-7221
  - Pinellas Park Police Department 7700-59th Street North Pinellas Park, FL 33781 Phone: (727) 541-0700
  - St. Petersburg Police Department 1300 First Avenue North St. Petersburg, FL 33705 Phone: (727) 893-7588
  - Tarpon Springs Police Department, 444 S. Huey Ave. Tarpon Springs, FL 34689 Phone: (727) 938-2840
- Pasco - Sheriff's Office <https://pascosheriff.com/>

- Dade City - <http://www.dadecitypolice.com/>
- New Port Richey - <https://www.cityofnewportrichey.org/city-departments/police/>
- Port Richey - <https://cityofportrichey.com/police-department-2/>
- Zephyrhills - <https://www.ci.zephyrhills.fl.us/295/Police-Department>
- Hillsborough - Sheriff's Office <https://teamhcs0.com/> (813) 247-8200
  - Hillsborough Co. 911 Office  
<https://www.hillsboroughcounty.org/en/government/departments/911-office>
  - Temple Terrace Police Dept. 11250 N 56th St, Temple Terrace, FL 33617  
(813) 506-6500 <https://templeterrace.com/171/Police-Department>
  - City of Tampa Police Dept. <https://www.tampagov.net/police>
  - Plant City Police Department Bill McDaniel, Chief of Police (813) 757-9200 Fax: (813) 757-9121 Plant City: [police@plantcitygov.com](mailto:police@plantcitygov.com) <https://www.plantcitygov.com/police>

#### *Public Health Department*

- Florida Department of Health <http://www.floridahealth.gov/>
- Hillsborough - <http://hillsborough.floridahealth.gov/>
- Pasco - <http://pasco.floridahealth.gov/>
- Pinellas - <http://pinellas.floridahealth.gov/>

#### *Public Works Department*

- Hillsborough - <https://www.hillsboroughcounty.org/en/government/departments/public-works>
  - Plant City Public Works: <https://www.plantcitygov.com/publicworks/custom-contact-page/public-works-contact-information>
  - Tampa Public Works: <https://www.tampagov.net/department/public-works-and-utility-services-administrator>
  - Temple Terrace Public Works: <https://www.templeterrace.com/182/Public-Works>
- Pasco - <https://www.pascocountyfl.net/2048/Public-Works>
  - To find Municipal Public Works Information visit:  
<https://www.pascocountyfl.net/751/Cities-Towns-in-Pasco-County>
- Pinellas - <http://www.pinellascounty.org/PublicWorks/>
  - To find Municipal Public Works Information visit:  
<http://www.pinellascounty.org/Municipalities.htm>

#### *Flood and Evacuation Zones*

- FEMA (Federal Emergency Management Agency) <https://msc.fema.gov/portal/home>
- Hillsborough –
  - County Flood Zone Information:  
<https://www.hillsboroughcounty.org/en/residents/property-owners-and-renters/homeowners-and-neighborhoods/find-my-flood-zone#/>
  - County Evacuation Zone Information:  
<https://hillsborough.maps.arcgis.com/apps/webappviewer/index.html?id=04f1084467564dff88729f668caed40a>
- Pasco –
  - County Flood Zone Information: <https://www.pascocountyfl.net/3768/Flood-Insurance-Rate-Maps>

- County Evacuation Zone Information - <https://www.pascocountyfl.net/3610/Evacuation-Zones>
- *Pinellas* –
  - County Flood Information - <https://pinellas-egis.maps.arcgis.com/apps/MapSeries/index.html?appid=5fa37e98d1bb4ffaafc8e164c04e191c>
  - Pinellas Flood Map Book - [https://www.pinellascounty.org/flooding/pdf/flood\\_map\\_book.pdf](https://www.pinellascounty.org/flooding/pdf/flood_map_book.pdf)
  - County Evacuation Zone Information - <https://pinellas-egis.maps.arcgis.com/apps/MapSeries/index.html?appid=5fa37e98d1bb4ffaafc8e164c04e191c>

#### Tri-County Emergency Alert Registration for General Population

- Hillsborough - <https://www.hillsboroughcounty.org/residents/public-safety/emergency-management/hcfl-alert>
- Pasco - <http://egov.pascocountyfl.net/AlertPasco/>
- Pinellas - <https://member.everbridge.net/453003085614894/login>

### Step 7: Plan Communications

When an emergency occurs, the need to communicate is immediate. If business operations are disrupted, customers will want to know how they will be impacted. Regulators may need to be notified and local government officials will want to know what is going on in their community. Employees and their families will be concerned and want information. Neighbors living near the facility may need information—especially if they are threatened by the incident. All of these “audiences” will want information before the business has a chance to begin communicating.

An important component of the preparedness program is the crisis communications plan. A business must be able to respond promptly, accurately, and confidently during an emergency in the hours and days that follow. Many different audiences must be reached with information specific to their interests and needs. The image of the business can be positively or negatively impacted by public perceptions of the handling of the incident.

#### Warning, Notifications, and Communications

Plans should define the most appropriate protective action for each hazard to ensure the safety of employees and others within the building. Determine how you will warn building occupants to take protective action. Develop protocols and procedures to alert first responders including public emergency services, trained employees, and management. Identify how you will [communicate with management and employees](#) during and following an emergency.

#### Messaging (Internal and External)

##### *Internal (Employees, Leadership)*

Draft internal messages to both leadership and employees addressing the nature of the emergency, how the organization plans to support staff and volunteers, and how the organization plans to respond to the emergency. Transparency is key, but the need to avoid panic is paramount. Have drafts created in



advance and available to Leadership or HR if possible, to ensure timely communication before and after an emergency.

*External (Public)*

Draft external messages to stakeholders, press and service clients addressing the nature of the emergency, how the organization plans to move forward and through servicing clients if pertinent. Transparency is key, but the need to avoid panic is paramount.

*External (Service Clients)*

If your organization has a service client base, it is crucial to update them on the facts as soon as possible before or after an emergency situation. Communicate how the service will change and what that timeline entails. If there is any change needed on their part – make that clear. Communication with clients following an emergency will not be one-size-fits-all. Have a multi-faceted plan with multiple communication methods available to get in touch with service clientele. Be prepared that before or following an emergency, service clients may drop off permanently or temporarily. If there is a large change in the number of people the program serves (due to organizational capacity or clients who are able to be served), be prepared to communicate that to leadership and the public (if necessary).

Opening up service to a larger population of clients may be an option during or following an emergency. Have a plan to secure funding or resources necessary to prepare for such growth. Following an emergency, restrictions and guidelines may be imposed on service clients to ensure safety of organization staff and all clients being served. Be sure to draft plans that address multiple possible scenarios. Some scenarios include: reduction in capacity able to be served, Personal Protective Equipment Required, and additional screening requirements. During and following an incident, each audience will seek information that is specific to them. “How does the incident affect my order, job, safety, community...?” These questions need to be answered when communicating with each audience.

After identifying the audiences and the spokesperson assigned to communicate with each audience, the next step is to script messages. Writing messages during an incident can be challenging due to the pressure caused by “too much to do” and “too little time.” Therefore, it is best to script message templates in advance if possible. Messages can be pre-scripted as templates with blanks to be filled in when needed. Pre-scripted messages can be developed, approved by the management team, and stored on a remotely accessible server for quick editing and release when needed. Pre-scripted messages should be prepared using information developed during the [risk assessment](#). The risk assessment process should identify scenarios that would require communications with stakeholders. There may be many different scenarios but the need for communications will relate more to the impacts or potential impacts of an incident:

- accidents that injure employees or others
- property damage to company facilities
- liability associated injury to, or damage sustained by others
- production or service interruptions
- chemical spills or releases with potential off-site consequences, including environmental
- product quality issues

Messages should be scripted to address the specific needs of each audience, which may include:

- Customer/Client - “When will I receive my order?” “What will you give me to compensate/make up for the delay?”
- Service Population “How will my needs be met?” “Will there be a pause in service?” “When is the next date I can resume service?” “
  - For food bank recipients or meal delivery/preparation program participants
- Employee - “When should I report to work?” “Will I have a job?” “Will I get paid during the shutdown or can I collect unemployment?” “What happened to my co-worker?” “What are you going to do to address my safety?” “Is it safe to go back to work?”
- Government Regulator - “When did it happen?” “What happened (details about the incident)?” “What are the impacts (injuries, deaths, environmental contamination, safety of consumers, etc.)?”
  - Communications with government officials depends upon the nature and severity of the incident and regulatory requirements. Businesses that fail to notify a regulator within the prescribed time risk incurring a fine. OSHA regulations require notification to OSHA when there are three or more hospitalizations from an accident or if there is a fatality. Environmental regulations require notification if there is chemical spill or release that exceeds threshold quantities. Other regulators may need to be notified if there is an incident involving product tampering, contamination, or quality. Notification requirements specified in [regulations](#) should be documented in the crisis communications plan.
  - A major incident in the community will capture the attention of elected officials. A senior manager should be assigned to communicate with elected officials and public safety officials.
- Elected Official - “What is the impact on the community (hazards and economy)?” “How many employees will be affected?” “When will you be back up and running?”
- Suppliers - “When should we resume deliveries and where should we ship to?”
- Management - “What happened?” “When did it happen?” “Was anyone injured?” “How bad is the property damage?” “How long do you think production will be down?”
  - Protocols for when to notify management should be clearly understood and documented. Consider events that occur on a holiday weekend or in the middle of the night. It should be clear to staff what situations require immediate notification of management regardless of the time of day. Similar protocols and procedures should be established for notification of directors, investors, and other important stakeholders. Management does not want to learn about a problem from the news media.
- Neighbors in the Community - “How can I be sure it’s safe to go outside?” “What are you going to do to prevent this from happening again?” “How do I get paid for the loss I incurred?”
  - If there are hazards at a facility that could impact the surrounding community, then the community becomes an important audience. If so, community outreach should be part of the crisis communications plan. The plan should include coordination with public safety officials to develop protocols and procedures for advising the public of any hazards and the most appropriate protective action that should be taken if warned.
- News Media - “What happened?” “Who was injured?” “What is the estimated loss?” “What caused the incident?” “What are you going to do to prevent it from happening again?” “Who is responsible?”

Another important element of the crisis communications plan is the need to coordinate the release of information. When there is an emergency or a major impact on the business, there may be limited

information about the incident or its potential impacts. The “story” may change many times as new information becomes available.

One of the aims of the crisis communication plan is to ensure consistency of message. If you tell one audience one story and another audience a different story, it will raise questions of competency and credibility. Protocols need to be established to ensure that the core of each message is consistent while addressing the specific questions from each audience.

Another important goal of the crisis communications plan is to move from reacting to the incident, to managing a strategy, to overcome the incident. Management needs to develop the strategy and the crisis communications team needs to implement that strategy by allaying the concerns of each audience and positioning the organization to emerge from the incident with its reputation intact.

Contact information for each audience should be compiled and immediately accessible during an incident. Existing information such as customer, supplier and employee contact information may be exportable from existing databases. Include as much information for each contact as possible (e.g., organization name, contact name, business telephone number, cell number, fax number and email address). Lists should be updated regularly, secured to protect confidential information and available to authorized users at the [emergency operations center](#) or an alternate location for use by members of the crisis communications team. Electronic lists can also be hosted on a secure server for remote access with a web browser. Hard copies of lists should also be available at the alternate location.

### Contact and Information Centers

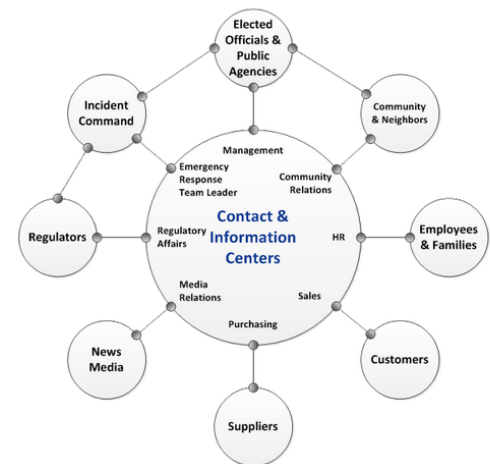
Contact and Information Centers form the “hub” of the crisis communications plan. The centers receive requests for information from each audience and disseminate information to each audience. Employees from multiple departments may be assigned to communicate with a specific audience.

The “contact center” fields inquiries from customers, suppliers, the news media and others. The contact center should be properly equipped and staffed by personnel to answer requests for information. The staff working within the contact center should be provided with scripts and a “frequently asked questions” (FAQ) document to answer questions consistently and accurately.

The “information center” consists of existing staff and technologies (e.g., website, call center, bulletin boards, etc.) that field requests for information from customers, employees and others during normal business hours. The information center and its technologies can be used to push information out to audiences and post information for online reading.

The crisis communications team, consisting of members of the management team, should operate in an office environment to support the contact and information centers. The offices may be clustered near the [emergency operations center](#) or at an alternate site if the primary site cannot be occupied. The goal

Communications before, during and following an emergency is bi-directional. Stakeholders or audiences will ask questions and request information. The business will answer questions and provide information. This flow of information should be managed through a communications hub.



of the crisis communications team is to gather information about the incident. This should include monitoring the types of questions posed to call center operators or staff in the office; emails received by customer service; social media chatter or stories broadcast by the news media. Using this input, the crisis communications team can inform management about the issues that are being raised by stakeholders. In turn, management should provide input into the messages generated by the crisis communications team. The team can then create appropriate messages and disseminate information approved for release.

#### Resources for Crisis Communications

Resources should be available within the primary business site and provisions should be made to set up similar capabilities within an alternate site in case the primary site cannot be occupied.

- Telephones with dedicated or addressable lines for incoming calls and separate lines for outgoing calls
- Access to any electronic notification system used to inform employees
- Electronic mail (with access to “info@” inbox and ability to send messages)
- Fax machine (one for receiving and one for sending)
- Webmaster access to company website to post updates
- Access to social media accounts
- Access to local area network, secure remote server, message template library and printers
- Hard copies of emergency response, business continuity and crisis communications plan
- Site and building diagrams, information related to business processes and loss prevention programs (e.g., safety and health, property loss prevention, physical and information/cyber security, fleet safety, environmental management, and product quality)
- Copiers
- Forms for documenting events as they unfold
- Message boards (flipcharts, white boards, etc.)
- Pens, pencils, paper, clipboards, and other stationery supplies

Source: <https://www.ready.gov/business/implementation/crisis>

#### Business Continuity Plan and Impact Analysis

When business is disrupted, it can cost money. Lost revenues plus extra expenses means reduced profits. Insurance does not cover all costs and cannot replace customers that defect to the competition. A business continuity plan to continue business is essential. Development of a business continuity plan includes four steps:

- Conduct a [business impact analysis](#) to identify time-sensitive or critical business functions and processes and the resources that support them.
- Identify, document, and implement to recover critical business functions and processes.
- Organize a business continuity team and compile a [business continuity plan](#) to manage a business disruption.
- Conduct [training](#) for the business continuity team and [testing and exercises](#) to evaluate recovery strategies and the plan.

Information technology (IT) includes many components such as networks, servers, desktop and laptop computers and wireless devices. The ability to run both office productivity and enterprise software is critical. Therefore, [recovery strategies for information technology](#) should be developed so technology can be restored in time to meet the needs of the business. Manual workarounds should be part of the IT plan so business can continue while computer systems are being restored.

#### Resources for Business Continuity Planning

- [Standard on Disaster/Emergency Management and Business Continuity Programs](#) - National Fire Protection Association (NFPA) 1600
- [Professional Practices for Business Continuity Professionals](#) - DRI International (non-profit business continuity education and certification body)
- [Continuity Guidance Circular 1, Continuity Guidance for Non-Federal Entities](#) - Federal Emergency Management Agency, CGC 1
- [Open for Business® Toolkit](#) - Institute for Business & Home Safety

Business continuity impact analysis identifies the effects resulting from disruption of business functions and processes. It also uses information to make decisions about recovery priorities and strategies.

The Operational & Financial Impacts [worksheet](#) can be used to capture this information as discussed in [Business Impact Analysis](#). The worksheet should be completed by business function and process managers with sufficient knowledge of the business. Once all worksheets are completed, the worksheets can be tabulated to summarize:

- the operational and financial impacts resulting from the loss of individual business functions and process
- the point in time when loss of a function or process would result in the identified business impacts

Those functions or processes with the highest potential operational and financial impacts become priorities for restoration. The point in time when a function or process must be recovered, before unacceptable consequences could occur, is often referred to as the “Recovery Time Objective.”

#### Resources Required to Support Recovery Strategies

Recovery of a critical or time-sensitive process requires resources. [The Business Continuity Resource Requirements worksheet](#) should be completed by business function and process managers. Completed worksheets are used to determine the resource requirements for recovery strategies.

Following an incident that disrupts business operations, resources will be needed to carry out recovery strategies and to restore normal business operations. Resources can come from within the business or be provided by third parties. Resources include:

- Employees
- Office space, furniture and equipment
- Technology (computers, peripherals, communication equipment, software and data)
- Vital records (electronic and hard copy)

- Production facilities, machinery and equipment
- Inventory including raw materials, finished goods and goods in production.
- Utilities (power, natural gas, water, sewer, telephone, internet, wireless)
- Third party services

Since all resources cannot be replaced immediately following a loss, managers should estimate the resources that will be needed in the hours, days and weeks following an incident.

### Conducting the Business Continuity Impact Analysis

The worksheets [Operational and Financial Impacts](#) and [Business Continuity Resource Requirements](#) should be distributed to business process managers along with instructions about the process and how the information will be used. After all managers have completed their worksheets, information should be reviewed. Gaps or inconsistencies should be identified. Meetings with individual managers should be held to clarify information and obtain missing information.

After all worksheets have been completed and validated, the priorities for restoration of business processes should be identified. Primary and dependent resource requirements should also be identified. This information will be used to develop recovery strategies.

### Recovery Strategies

If a facility is damaged, production machinery breaks down, a supplier fails to deliver or information technology is disrupted, business is impacted, and the financial losses can begin to grow. Recovery strategies are alternate means to restore business operations to a minimum acceptable level following a business disruption and are prioritized by the recovery time objectives (RTO) developed during the [business impact analysis](#).

Recovery strategies require resources including people, facilities, equipment, materials and information technology. An analysis of the resources required to execute recovery strategies should be conducted to identify gaps. For example, if a machine fails but other machines are readily available to make up lost production, then there is no resource gap. However, if all machines are lost due to a flood, and insufficient undamaged inventory is available to meet customer demand until production is restored, production might be made up by machines at another facility—whether owned or contracted.

Strategies may involve contracting with third parties, entering into partnership or reciprocal agreements or displacing other activities within the company. Staff with in-depth knowledge of business functions and processes are in the best position to determine what will work. Possible alternatives should be explored and presented to management for approval and to decide how much to spend.

Depending upon the size of the company and resources available, there may be many recovery strategies that can be explored.

Utilization of other owned or controlled facilities performing similar work is one option. Operations may be relocated to an alternate site - assuming both are not impacted by the same incident. This strategy also assumes that the surviving site has the resources and capacity to assume the work of the impacted site. Prioritization of production or service levels, providing additional staff and resources and other action would be needed if capacity at the second site is inadequate.

Telecommuting is a strategy employed when staff can work from home through remote connectivity. It can be used in combination with other strategies to reduce alternate site requirements. This strategy requires ensuring telecommuters have a suitable home work environment and are equipped with or have access to a computer with required applications and data, peripherals, and a secure broadband connection.

In an emergency, space at another facility can be put to use. Cafeterias, conference rooms and training rooms can be converted to office space or to other uses when needed. Equipping converted space with furnishings, equipment, power, connectivity and other resources would be required to meet the needs of workers.

Partnership or reciprocal agreements can be arranged with other businesses or organizations that can support each other in the event of a disaster. Assuming space is available, issues such as the capacity and connectivity of telecommunications and information technology, protection of privacy and intellectual property, the impacts to each other's operation and allocating expenses must be addressed. Agreements should be negotiated in writing and documented in the business continuity plan. Periodic review of the agreement is needed to determine if there is a change in the ability of each party to support the other.

There are many vendors that support business continuity and information technology recovery strategies. External suppliers can provide a full business environment including office space and live data centers ready to be occupied. Other options include provision of technology equipped office trailers, replacement machinery and other equipment. The availability and cost of these options can be affected when a regional disaster results in competition for these resources.

There are multiple strategies for recovery of manufacturing operations. Many of these strategies include use of existing owned or leased facilities. Manufacturing strategies include:

- Shifting production from one facility to another
- Increasing manufacturing output at operational facilities
- Retooling production from one item to another
- Prioritization of production—by profit margin or customer relationship
- Maintaining higher raw materials or finished goods inventory
- Reallocating existing inventory, repurchase or buyback of inventory
- Limiting orders (e.g., maximum order size or unit quantity)
- Contracting with third parties
- Purchasing business interruption insurance

There are many factors to consider in manufacturing recovery strategies:

- Will a facility be available when needed?
- How much time will it take to shift production from one product to another?
- How much will it cost to shift production from one product to another?
- How much revenue would be lost when displacing other production?
- How much extra time will it take to receive raw materials or ship finished goods to customers?  
Will the extra time impact customer relationships?
- Are there any regulations that would restrict shifting production?

- What quality issues could arise if production is shifted or outsourced?
- Are there any long-term consequences associated with a strategy?

#### Resources for Developing Recovery Strategies

- [Professional Practices for Business Continuity Professionals](#) - DRI International (non-profit business continuity education and certification body)
- [The Telework Coalition](#) (America's leading nonprofit telework education and advocacy organization)

#### Develop Manual Workarounds

Telephones are ringing and customer service staff is busy talking with customers and keying orders into the computer system. The electronic order entry system checks available inventory, processes payments and routes orders to the distribution center for fulfillment. Suddenly the order entry system goes down. What should the customer service staff do now? If the staff is equipped with paper order forms, order processing can continue until the electronic system comes back up and no phone orders will be lost.

The order forms and procedures for using them are examples of "manual workarounds." These workarounds are recovery strategies for use when information technology resources are not available.

Identify the steps in the automated process - creating a diagram of the process can help. Consider the following aspects of information and workflow: Internal Interfaces (department, person, activity and resource requirements), External Interfaces (company, contact person, activity and resource requirements), Tasks (in sequential order), and Manual intervention points. Create data collection forms to capture information and define processes for manual handling of the information collected. Establish control logs to document transactions and track their progress through the manual system. Manual workarounds require manual labor, so you may need to reassign staff or bring in temporary assistance. Source: <https://www.ready.gov/business-continuity-plan>

*Refer to the Business Continuity Plan Template Included separately from this document Source: United Way of Florida.*

#### Step 8: Fire Protection and Life Safety Systems Training

Have facility blueprint(s) with locations of life safety systems clearly marked. These resources could include AED, Fire Extinguisher, First-Aid Kits, Epi-Pens, security systems, etc. Have recurring staff training on the life safety systems or instructions accompanying each item, if possible.

#### Trainings for Staff

National Safety Council Fire Protection Training <https://www.nsc.org/safety-training/workplace/osha-compliance/fire-protection>

National Safety Council Training Catalog  
<https://secure.viewer.zmags.com/publication/50496227#/50496227/18>

American Red Cross Workplace Trainings <https://www.redcross.org/take-a-class>

OSHA Safety in the Workplace Training <https://www.osha.gov/training>



National Fire Protection Association <https://www.nfpa.org/Training-and-Events>

American Heart Association <https://cpr.heart.org/en/course-catalog-search>

### Protective actions

Protective actions for life safety include:

- Evacuation
- Sheltering
- Shelter-In-Place
- Lockdown

Your emergency plan should include these protective actions. If you are a tenant in multi-tenanted building, coordinate planning with the building manager.

### *Evacuation*

Prompt evacuation of employees requires a warning system that can be heard throughout the building. Test your fire alarm system to determine if it can be heard by all employees. If there is no fire alarm system, use a public address system, air horns or other means to warn everyone to evacuate. Sound the evacuation signal during planned drills so employees are familiar with the sound.

Make sure that there are sufficient exits available at all times. Check to see that there are at least two exits from hazardous areas on every floor of every building. Building or fire codes may require more exits for larger buildings. Walk around the building and verify that exits are marked with exit signs and there is sufficient lighting so people can safely travel to an exit. If you find anything that blocks an exit, have it removed. Enter every stairwell, walk down the stairs, and open the exit door to the outside. Continue walking until you reach a safe place away from the building. Consider using this safe area as an assembly area for evacuees.

Appoint an evacuation team leader and assign employees to direct evacuation of the building. Assign at least one person to each floor to act as a “floor warden” to direct employees to the nearest safe exit. Assign a backup in case the floor warden is not available or if the size of the floor is very large. Ask employees if they would need any special assistance evacuating or moving to shelter. Assign a “buddy” or aide to assist persons with disabilities during an emergency. Contact the fire department to develop a plan to evacuate persons with disabilities.

Have a list of employees and maintain a visitor log at the front desk, reception area or main office area. Assign someone to take the lists to the assembly area when the building is evacuated. Use the lists to account for everyone and inform the fire department whether everyone has been accounted for. When employees are evacuated from a building, OSHA regulations require an accounting to ensure that everyone has gotten out safely. A fire, chemical spill or other hazard may block an exit, so make sure the evacuation team can direct employees to an alternate safe exit.

### *Sheltering*

If a tornado warning is broadcast, a distinct warning signal should be sounded, and everyone should move to shelter in the strongest part of the building. Shelters may include basements or interior rooms with reinforced masonry construction. Evaluate potential shelters and conduct a drill to see whether shelter space can hold all employees. Since there may be little time to shelter when a tornado is approaching, early warning is important. If there is a severe thunderstorm, monitor news sources in case a tornado warning is broadcast. Consider purchasing an Emergency Alert System radio - available at many electronic stores. Tune in to weather warnings broadcast by local radio and television stations. Subscribe to free text and email warnings, which are available from multiple news and weather resources on the Internet.

### *Shelter-In-Place*

A tanker truck crashes on a nearby highway releasing a chemical cloud. A large column of black smoke billows into the air from a fire in a nearby manufacturing plant. If, as part of this event, an explosion, or act of terrorism has occurred, public emergency officials may order people in the vicinity to “shelter-in-place.” You should develop a shelter-in-place plan. The plan should include a means to warn everyone to move away from windows and move to the core of the building. Warn anyone working outside to enter the building immediately. Move everyone to the second and higher floors in a multistory building. Avoid occupying the basement. Close exterior doors and windows and shut down the building’s air handling system. Have everyone remain sheltered until public officials broadcast that it is safe to evacuate the building.

### *Lockdown*

An act of violence in the workplace could occur without warning. If loud “pops” are heard and gunfire is suspected, every employee should know to hide and remain silent. They should seek refuge in a room, close and lock the door, and barricade the door if it can be done quickly. They should be trained to hide under a desk, in the corner of a room and away from the door or windows. Multiple people should be trained to broadcast a lockdown warning from a safe location.

### *Resources for Protective Actions for Life Safety*

In addition to the following resources available on the Internet, seek guidance from your local fire department, police department, and emergency management agency.

- [Exit Routes and Emergency Planning](#) – U.S. Occupational Safety & Health Administration (OSHA) 29 CFR 1910 Subpart E
- [NFPA 101: Life Safety Code®](#) – National Fire Protection Association
- [Employee Alarm Systems](#) – OSHA 29 CFR 1910.165
- [Evacuation Planning Matrix](#) – OSHA
- [Evacuation Plans and Procedures eTool](#) - OSHA
- [Design Guidance for Shelters and Safe Rooms](#) – Federal Emergency Management Agency (FEMA 453)

## Step 9: Understanding Pollution Control Systems

Many systems and equipment are needed to detect potential hazards and threats, protect life safety and property and continue business operations. These resources include:

- Pollution containment systems (primary and secondary building containment and devices to stop the flow of materials from tanks and piping)
- Fire protection and suppression systems (fire sprinklers, fire extinguishers, fire pumps and water supplies, special extinguishers for computer rooms and special hazards)
- Emergency power supplies (uninterruptible power supplies and generators).
- Building utility systems (electrical, plumbing, heating, ventilation, air conditioning and sanitary)

Evaluate these systems to determine whether they meet the needs of the program. Identify and plan to overcome emergency communication system limitations such as weak radio or cellular service or areas where a warning system cannot be heard. Upgrading this critically important system may be required. Verify that these systems are in reliable working condition. If fuel, battery backup power or batteries are required, make sure the system can run for the required time and chargers are available. Document how to operate these systems and mark the locations of controls. Make sure the information is available during an emergency. Many of these systems also require periodic inspection, testing and maintenance in accordance with [national codes and standards](#). Train staff so a knowledgeable person is able to operate systems and equipment.

### **Contractors and Vendors**

If needed at your facility, having a plan drafted to contact any of the following services will be crucial to controlling pollution from the business site.

- Emergency services (hazardous materials cleanup, facility repair and restoration)
- Systems and equipment (procurement, inspection, testing and maintenance)
- Information technology (equipment procurement, data backup, recovery solutions)
- Business continuity (generators, temporary equipment, leased space, office trailers)

## Step 10: Storing Equipment

Equipment includes the means for teams to communicate. Radios, smartphones, wired telephone and pagers may be required to alert team members to respond, to notify public agencies or contractors and to communicate with other team members to manage an incident.

Other equipment depends on the functions of the team. Automated External Defibrillators may be required for a first aid/CPR team. Fire extinguishers would be required for a fire brigade. Spill containment and absorbent equipment would be required for a hazardous materials response team or trained employees working in their assigned workspace. Personal protective equipment including hearing, eye, face and foot protection may be required for employees as part of a safety program.

Many tools may be required to prepare a facility for a forecast event such as a hurricane, flooding or severe winter storm. Many systems and equipment are needed to detect potential hazards and threats, protect life safety and property, and continue business operations. These resources include:

- Detection systems (fire detection, burglar alarm or intrusion detection, computer network security, Emergency Alert System receivers and television, radio, for news and weather)
- Alarm systems (fire alarm, intrusion alarm and process system alarms)
- Warning systems (occupant warning systems include fire alarm, public address and tornado warning)
- Communications systems (landline telephones, cellphones, smartphones, email and data, radios and pagers)
- Pollution containment systems (primary and secondary building containment and devices to stop the flow of materials from tanks and piping)
- Fire protection and suppression systems (fire sprinklers, fire extinguishers, fire pumps and water supplies, special extinguishers for computer rooms and special hazards)
- Emergency power supplies (uninterruptible power supplies and generators).
- Building utility systems (electrical, plumbing, heating, ventilation, air conditioning and sanitary)

### Step 11: Mobilizing People, Materials and Supplies

In the event of a forecasted emergency, any agency that lies within an evacuation zone or that will not operate should prepare to partner with a “buddy agency” that can receive food and/or resources that the donating agency would not be able to provide to the public given the emergency situation at hand. The donating and receiving agency should have a plan set to communicate ahead of any forecasted emergency that may result in an activation of their partnership.

Contractor or Vendor relationships are important to have given an emergency situation where supplies may need to be stockpiled or replenished. Keep a file of any information for local contractors or vendors you plan to use given an emergency situation.

There are lots of basic materials and supplies needed for the preparedness program. These "consumable" resources include clipboards, paper forms, pens and pencils. Sufficient copies of paper forms are especially important to do automated tasks [manually](#). Flashlights with spare batteries are needed if the power goes out. Provision of food and water for personnel engaged in preparedness, response, continuity and recovery activities should also be addressed in the plan.

- Be sure to compile a list of available resources using the [Emergency Response Resource Requirements](#) and [Business Continuity Resource Requirements](#) worksheets as a guide.
- Materials and supplies are needed to support members of emergency response, business continuity and crisis communications teams. Food and water are basic provisions.
- Systems and equipment needed to support the preparedness program require fuel. Emergency generators and diesel engine driven fire pumps should have a fuel supply that meets national standards or local regulatory requirements. That means not allowing the fuel supply to run low because replenishment may not be possible during an emergency. Spare batteries for portable radios and chargers for smartphones and other communications devices should be available.

### Step 12: Secure Funding

Building an Emergency Response Plan can be expensive and time consuming for your organization. Below are a few organizations that provide funding specifically to assist with Emergency Preparedness and Response Planning and Mitigation. This list is not exhaustive. If you believe your organization would

qualify for a more specific type of Emergency Management related grant or monies, you are encouraged to apply for any and all funding types that will elevate your organization's emergency response.

- Public Assistance Grant (FEMA) <https://www.fema.gov/public-assistance-local-state-tribal-and-non-profit>
  - Florida Non-Profit Alliance <https://flnonprofits.org/page/FEMA>
- Fiscal Year 2020 Nonprofit Security Grant Program (NSGP) Notice of Funding Opportunity (NOFO) <https://www.fema.gov/media-library/assets/documents/185917>
- Grants.Gov <https://www.grants.gov/web/grants>
- FloridaDisaster.Org <https://www.floridadisaster.org/dem/preparedness/grants-unit/>
- Grantspace <https://grantspace.org/resources/knowledge-base/emergency-funding/>
- Volunteer Florida <https://www.volunteerflorida.org/grants/>

### Step 13: Consult Special Expertise

The following organizations specialize in Disaster related preparedness, mitigation and response. Please find additional information specific to your organization's needs within these resources. Contacting a local representative for one of these Special Expertise organization's may further assist your organization in drafting a plan for Emergency Preparedness, Mitigation and Response.

- Centers for Disease Control & Prevention Public Health Emergency Preparedness & Response Capabilities  
[https://www.cdc.gov/cpr/readiness/00\\_docs/CDC\\_PreparednesResponseCapabilities\\_October2018\\_Final\\_508.pdf](https://www.cdc.gov/cpr/readiness/00_docs/CDC_PreparednesResponseCapabilities_October2018_Final_508.pdf)
- National Center for Disaster Preparedness <https://www.ncdpcourses.org/>
- Department of Homeland Security <https://www.ready.gov>
- Florida Department of Health Children's Disaster Preparedness  
<http://www.floridahealth.gov/programs-and-services/emergency-preparedness-and-response/prepare-yourself/childrens-preparedness/index.html>
- NOAA Disaster Response Support <https://oceanservice.noaa.gov/disaster-response/>
- American Red Cross Disaster Training <https://www.redcross.org/take-a-class/disaster-training>

### Sources

#### Ready.Gov

- Emergency Response Ready.gov <https://www.ready.gov/business/implementation/emergency>
- Resources Ready.gov <https://www.ready.gov/business/implementation/resource>
- Build A Kit Ready.gov <https://www.ready.gov/kit>
- Business Ready.gov <https://www.ready.gov/business>
- Resource Management Ready.gov <https://www.ready.gov/ur/node/337>
- Corrective Action Ready.gov <https://www.ready.gov/business/program/corrective>
- Emergency Response Plan Ready.gov  
<https://www.ready.gov/business/implementation/emergency>
- Safe Rooms and Shelters Ready.gov <https://www.ready.gov/collection/safe-room-shelters>
- Exercises Ready.gov <https://www.ready.gov/business/testing/exercises>
- Business Continuity Plan Ready.gov <https://www.ready.gov/business-continuity-plan>
- Program Administration Ready.gov <https://www.ready.gov/program-administration>
- Performance Objectives Ready.gov <https://www.ready.gov/performance-objectives>

Tampa Bay Network to End Hunger:  
A Guide to Developing an Emergency Response Plan

- Leaders in Business Community Resilience Ready.gov <https://www.ready.gov/business-leaders>
- Crisis Communications Plan Ready.gov <https://www.ready.gov/business/implementation/crisis>
- Regulations <https://www.ready.gov/laws-authorities>

Ready Business

- Hurricane Toolkit - [https://www.ready.gov/sites/default/files/2020-04/ready\\_business\\_hurricane-toolkit.pdf](https://www.ready.gov/sites/default/files/2020-04/ready_business_hurricane-toolkit.pdf)
- Inland Flooding Toolkit - [https://www.ready.gov/sites/default/files/2020-04/ready\\_business\\_inland-flooding-toolkit.pdf](https://www.ready.gov/sites/default/files/2020-04/ready_business_inland-flooding-toolkit.pdf)
- Power Outage Toolkit - [https://www.ready.gov/sites/default/files/2020-04/ready\\_business\\_power-outage-toolkit.pdf](https://www.ready.gov/sites/default/files/2020-04/ready_business_power-outage-toolkit.pdf)

U.S. Office of Personnel Management

- Workplace Violence <https://www.opm.gov/policy-data-oversight/worklife/reference-materials/workplaceviolence.pdf>

FEMA (Federal Emergency Management Agency)

- Tornado Protection <https://www.ready.gov/collection/tornado-protection>
- FEMA Training <https://training.fema.gov/>
- FEMA Emergency Food and Shelter Fact Sheet <https://www.fema.gov/media-library-data/1588188618188-ef2cf79e8202bfb49bfe3c7c877e8542/FACTSHEETEmergencyFoodandShelterProgramMay2020compliant.pdf>

EPA (Environmental Protection Agency)

- Natural Hazards <http://www.epa.gov/naturalevents/>

NOAA (National Oceanic and Atmospheric Association)

- NOAA Disaster Response <https://oceanservice.noaa.gov/disaster-response/>
- National Weather Service | National Hurricane Center [www.noaa.nhc.gov](http://www.noaa.nhc.gov)
- Nature's Most Violent Storms Preparedness Guide <https://bookstore.gpo.gov/products/thunderstorms-tornadoes-lightning-natures-most-violent-storms-preparedness-guide-including>

CDC (Centers for Disease Control and Prevention)

- Public Health Emergency Preparedness and Response Capabilities: National Standards for State, Local, Tribal, and Territorial Public Health—October 2018 [https://www.cdc.gov/cpr/readiness/00\\_docs/CDC\\_PreparednesResponseCapabilities\\_October2018\\_Final\\_508.pdf](https://www.cdc.gov/cpr/readiness/00_docs/CDC_PreparednesResponseCapabilities_October2018_Final_508.pdf)
- Guidance for Protecting Building Environments from Airborne Chemical, Biological and Radiological attacks <http://www.cdc.gov/niosh/docs/2002-139/>

Department of Homeland Security

- Building Security [http://www.dhs.gov/files/programs/gc\\_1269012811362.shtm](http://www.dhs.gov/files/programs/gc_1269012811362.shtm)
- Active Shooter <https://www.dhs.gov/sites/default/files/publications/active-shooter-how-to-respond-2017-508.pdf>

FBI (Federal Bureau of Investigation)

- Workplace Violence <http://www.fbi.gov/stats-services/publications/workplace-violence>

U.S. National Response Team

- Hazardous Materials Emergency Planning [https://www.epa.gov/sites/production/files/2014-09/documents/cleanrt10\\_12\\_distiller\\_complete.pdf](https://www.epa.gov/sites/production/files/2014-09/documents/cleanrt10_12_distiller_complete.pdf)

National Fire Protection Association

- Technical Training on Search and Rescue <http://www.nfpa.org/aboutthecodes/AboutTheCodes.asp?DocNum=1670>

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A Guide to Developing an Emergency Response Plan

- Rescue Technician Professional Qualifications  
<http://www.nfpa.org/aboutthecodes/AboutTheCodes.asp?DocNum=1006>
- Pre Incident Planning <http://www.nfpa.org/1620>
- Standard on Industrial Fire Brigades  
<http://www.nfpa.org/aboutthecodes/AboutTheCodes.asp?DocNum=600>

Florida Department of Health

- Children's Disaster Preparedness | Florida Department of Health  
<http://www.floridahealth.gov/programs-and-services/emergency-preparedness-and-response/prepare-yourself/childrens-preparedness/index.html>

American Heart Association

- CPR & ECC Guidelines <https://eccguidelines.heart.org/circulation/cpr-ecc-guidelines/>

National Center for Disaster Preparedness

- Home - National Center for Disaster Preparedness | NCDP <https://ncdp.columbia.edu/>

Boston University

- Boston University Emergency Management <https://www.bu.edu/emd/emergency-planning/emergency-response-plan/>

OSHA (Occupational Safety and Health Association)

- <https://www.osha.gov/dep/evacmatrix/index.html>
- [Evacuation Plans and Procedures eTool](#)
- <https://www.osha.gov/Publications/OSHA3256.pdf>
- [Permit-Required Confined Spaces](#)
- [Fire Service Features of Buildings and Fire Protection Systems](#)
- [Automated External Defibrillators \(AEDs\)](#)
- [Bloodborne pathogens](#)
- [Model Plans and Programs for the OSHA Bloodborne Pathogens and Hazard Communications Standards](#)
- [Fire Protection](#)
- [Fire Brigades](#)