

**Vulnerable Populations Emergency Plan**  
**for**  
**Cowlitz County, Washington**

June 2011

Prepared by:

Cowlitz-Wahkiakum Council of Governments  
Emergency Planning Resources, Inc.

In Cooperation with:

Cowlitz County Department of Emergency Management

Funding Support:

Washington State Department of Transportation  
U.S. Department of Commerce, Economic Development Administration

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**Cowlitz County Assessment Report**

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# Vulnerable Populations Emergency Plan

## Cowlitz County Assessment

### Overview

The 2010 population of Cowlitz County is 102,410 persons who reside in 40,244 households, with just over 1200 persons in group quarters (jail, nursing homes, etc.). This is the latest data set available; however, to compare detailed demographics for various jurisdictions, data from the 2005-2009 American Community Survey is used.

This data set finds 99,874 persons residing in Cowlitz County, within 38,497 households. People become disabled or vulnerable in many ways, on any given day. Sometimes, a person will be vulnerable for a portion of their lifetime, return to independence, and become vulnerable again later in life.

The 2000 Census identified 18,538 persons (over age 5) with a disability, representing 21.7% of the county's population. HUD's Comprehensive Housing Affordability (CHAS) data set (2000 Census) identified 7,931 households as having a mobility or self-care disability. These people also have an interest in the outcomes from this project.

The targeted population for this planning effort focuses on 400 people living in group homes and 594 individuals in nursing homes (2000 Census) as well as residents of low income housing reserved specifically for people with special needs. Persons who are homeless, mentally ill, elderly, or limited in functional capacity often have very limited financial means, and are therefore poorly equipped with the resources and assistance necessary to prepare and respond to disasters without assistance.

A 2009 inventory of affordable housing resources undertaken by CWCOG identified 1,174 housing units that are restricted to low-and-moderate income people who have some type of disability or other situation that classifies them as a vulnerable population.

These are the populations that will likely experience the greatest impact from the next disaster.

During a disaster, vulnerable populations are least able to respond in ways that are meaningful in ensuring their safety without assistance in basic functions, such as

- ✓ sheltering-in-place
- ✓ evacuation to shelter or alternate housing
- ✓ self-care in shelter or alternate housing
- ✓ medication access & management
- ✓ return to permanent, long-term recovery

## Defining Vulnerable Populations

The purpose of the Vulnerable Populations Emergency Plan is to develop a strategic, universal functional planning approach for support to persons with functional or special needs before, during and following a disaster. A functional need refers to any restriction or limited ability to perform activities normally considered routine. By supporting vulnerable persons to enhance their personal preparedness we foster resiliency, enabling them to better care for themselves during emergencies and reduce the level of response required by government. By identifying unique resources and refining response procedures for vulnerable populations, government is better positioned for more effective response. For purposes of this plan, functional limitations are those identified as needs relating to:

- 1) Maintaining independence
- 2) Communication
- 3) Transportation
- 4) Supervision
- 5) Medical Care
- 6) Persons with disabilities who are:
  - a) Living in institutionalized settings
  - b) Elderly
  - c) Children
  - d) From diverse cultures
  - e) Limited English proficiency or are non-English speaking
  - f) Transportation disadvantaged.
- 7) Other populations that are determined to have functional or special needs before, during or following an emergency.

## English as a Second Language

Cowlitz County is not as ethnically diverse as Washington State or the United States, on the whole. Approximately 89% of the county population is Caucasian, compared to 77% for the state and 72% for the nation. Hispanics are the largest ethnic group within the county, at 7.8% of the total population. This compares to 11.2% for Washington State and 16.3% for the U.S. as a whole. Just under 7,000 people in Cowlitz County do not use English at home, and speak another language. This represents 6.7% of the county's population, among those who are five years of age or older. Persons speaking a language other than English in Washington State represent about 16.5% of all persons over five years, while the share of this population at the national level is slightly below 20%. In Cowlitz County, about two-thirds speak Spanish, with the balance evenly divided among Asian and Indo-European languages.

Areas where there are concentrated populations of people from other cultures or households where English is not the primary language may have difficulty understanding warning notifications or responding to information regarding preparedness. Within the central

urbanized portion of the county, these neighborhoods include Olympic West, Highlands, Mt. Solo neighborhoods, as well as the Third & Broadway area immediately west of Downtown Longview as well as South Kelso. Russian-speaking populations have also increased in recent years, noticeably in Kelso and Longview. About 8% of Longview's population speaks a language other than English at home, representing 2,684 persons. Two-thirds of these speak Spanish; the remainder is evenly divided among Indo-European languages and Asian/Pacific Islander languages.

The city of Kelso has 1,131 persons who do not speak English as their primary language, representing 10% of the population, well above the county average of 6.7%. About 80% of these persons speak Spanish, with the balance evenly divided among Indo-European and Asian/Pacific Islander languages. The city of Castle Rock has only 1.2% of their population using another language at home. This represents 25 persons who primarily speak Spanish. The city of Woodland has a significant Hispanic population (15.1%), including migrant farm workers, who are considered low income. The proportion of Woodland residents who speak another language is also significant, at 12.2% of city population (550 persons), almost double the rate for the county as a whole.

Rural low-income areas where English is not the primary language include Ryderwood and south of Kalama. Spanish is the primary language for 0.9% of the population in Ryderwood, or 31 persons. Non-English speaking households in the low income census tract south of Kalama area (tract 16) are about evenly divided among Asian and Spanish languages, and includes 269 persons, or 5.5% of the population.

## **Elderly**

The median age (the point where half the population is older and half is younger) in Cowlitz County is 38.8. This is somewhat higher than the overall state median age of 36.8 and 36.5 for the United States. According to the 2005-2009 American Community Survey, approximately 13.6% of the Cowlitz County population is age 65 or older, which is the same as Washington State and slightly higher than the country (12.6%).

In its 2006 *Washington Senior Housing Profile*, the Washington Center for Real Estate Research attributes the increased elderly population in Cowlitz County migration by young people to jobs in urban areas while parents and grandparents stay in place. Other migration patterns are also changing. In recent years, many of the households relocating to Cowlitz County are older families without children. The report discusses the following challenges relating to growing concentrations of older residents:

- Seven percent of the elderly population was living below the poverty line in 2005;
- 21% of the population between ages 65 and 74 and 27% of the population over age 75 are disabled (by Census Bureau definitions);
- By 2025, the share of county residents over age 65 will grow to 17.3% of the population;
- One-third of householders living alone are elderly.

The report concludes that “an unfortunate side effect of aging is the physical deterioration of the body, which can lead to increased health problems including physical and mental disabilities. Many elderly persons will eventually find they require some type of assisted living arrangement. In light of these issues, information about the senior population will be crucial in making policy decisions regarding the elderly population”.

Cowlitz DEM will continue to work with various long-term care facility staff to prevent, prepare and respond to natural hazard events in accordance with Washington State Department of Social and Health Services guidelines provided online at <http://www.aasa.dshs.wa.gov/professional/EmergencyPlanning/>.

## **Transportation Disadvantaged**

According to the 2000 Census, neighborhoods where 15% or more of households lack a vehicle for transportation and evacuation include residential units in Downtown Longview (above ground floor retail), the Tennant Way industrial area (primarily mobile home and recreational vehicle parks), the Highlands community (between Oregon and Washington Way) and the Olympic neighborhood (immediately north of the Highlands and south of Ocean Beach Highway). The outlying low income areas of Ryderwood and south Kalama do not experience transportation advantages to any significant degree.

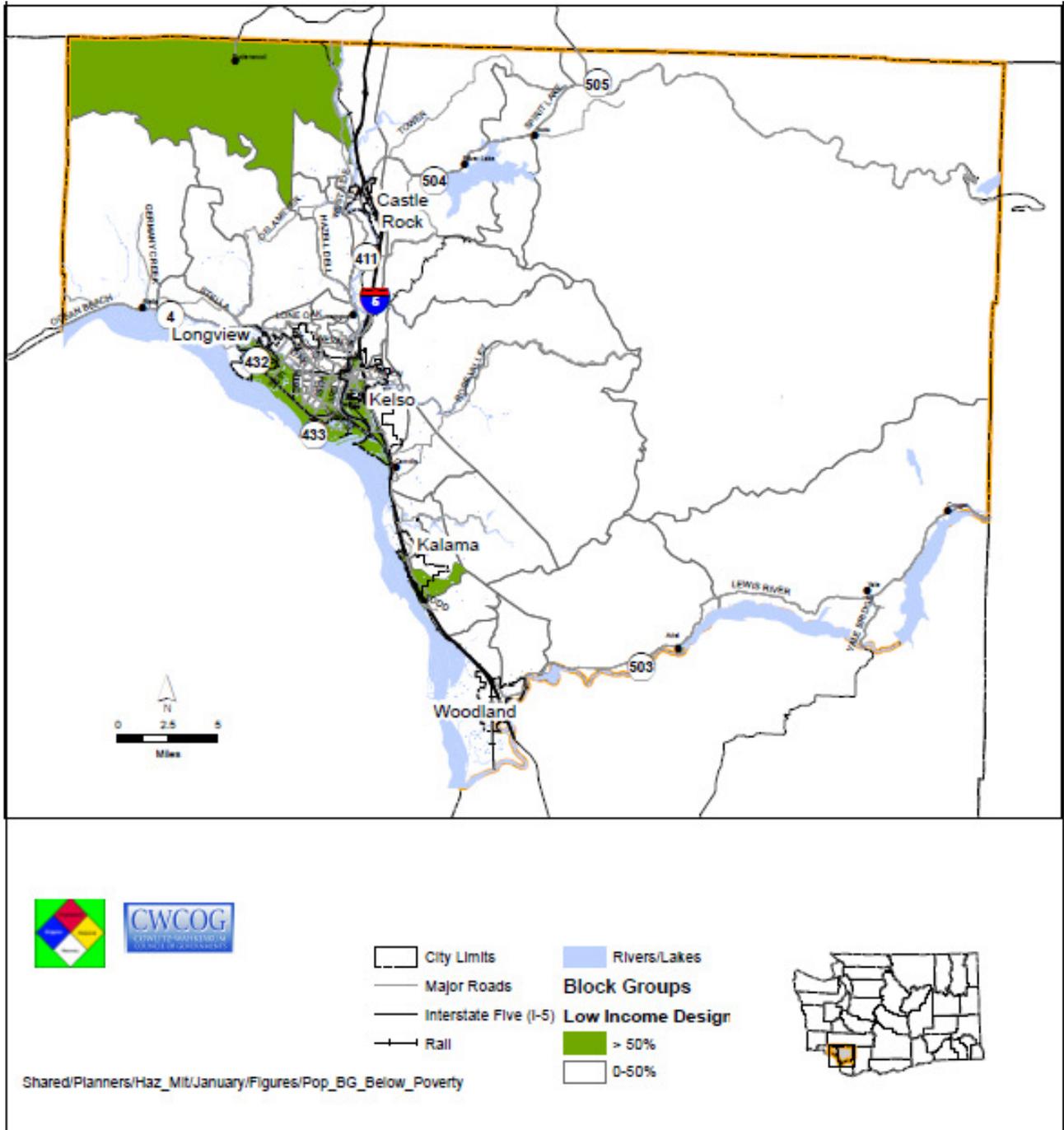
## **Areas of Low Income Concentration**

People living in poverty are considered a special needs population because they will likely need assistance preparing for and responding to a natural hazard event. Neighborhoods that are characterized by concentrations of low and moderate income populations may also have higher proportions of persons or households with special needs, concentrations of other cultures and non-English speaking populations, limited access to personal transportation, and similar situations. Social cohesion is often low, and thus strong mutual support networks to assist each other in times of need have not been formed. In addition, many lack the resources needed to relocate on short notice and to secure alternative housing on a temporary or permanent basis. The distribution of concentrations of people with low incomes can be seen in the Census tracts and block groups displayed on the following page.

The residential neighborhoods represented in these census tracts within the centralized urban area of the county include Downtown Longview, Tennant Way industrial area, the Highlands, Olympic West, Mt. Solo, and the entire city of Kelso. **These neighborhoods are also located in geographical portions of the county with higher risk of flooding and soil liquefaction.**

It is worth noting that in the outlying low income areas, there are other demographic characteristics that may present challenges to emergency response. Ryderwood has a significant proportion of people over age 65, at 17.6% of the population, or 599 persons. The area south of Kalama has a fairly significant proportion of persons over age 65, at 14.1% of the population, or 734 persons. This area also has a relatively high proportion of households who do not speak English at home. This population represents 5.5% of the population, or 269 persons, about evenly divided among Asian and Spanish languages.

## 2000 Census Block Groups - More Than 50% Living in Poverty



## Vulnerability to Natural Hazards

A detailed assessment of vulnerability to specific natural hazards is found in the Cowlitz County Hazard Mitigation Plan. Every hazard listed below meets one or all of the following criteria:

1. High probability of the natural hazard occurring in Cowlitz County within the next 25 years;
2. Potential for significant damage to impacted buildings and infrastructure; and/or
3. Potential for loss of life.

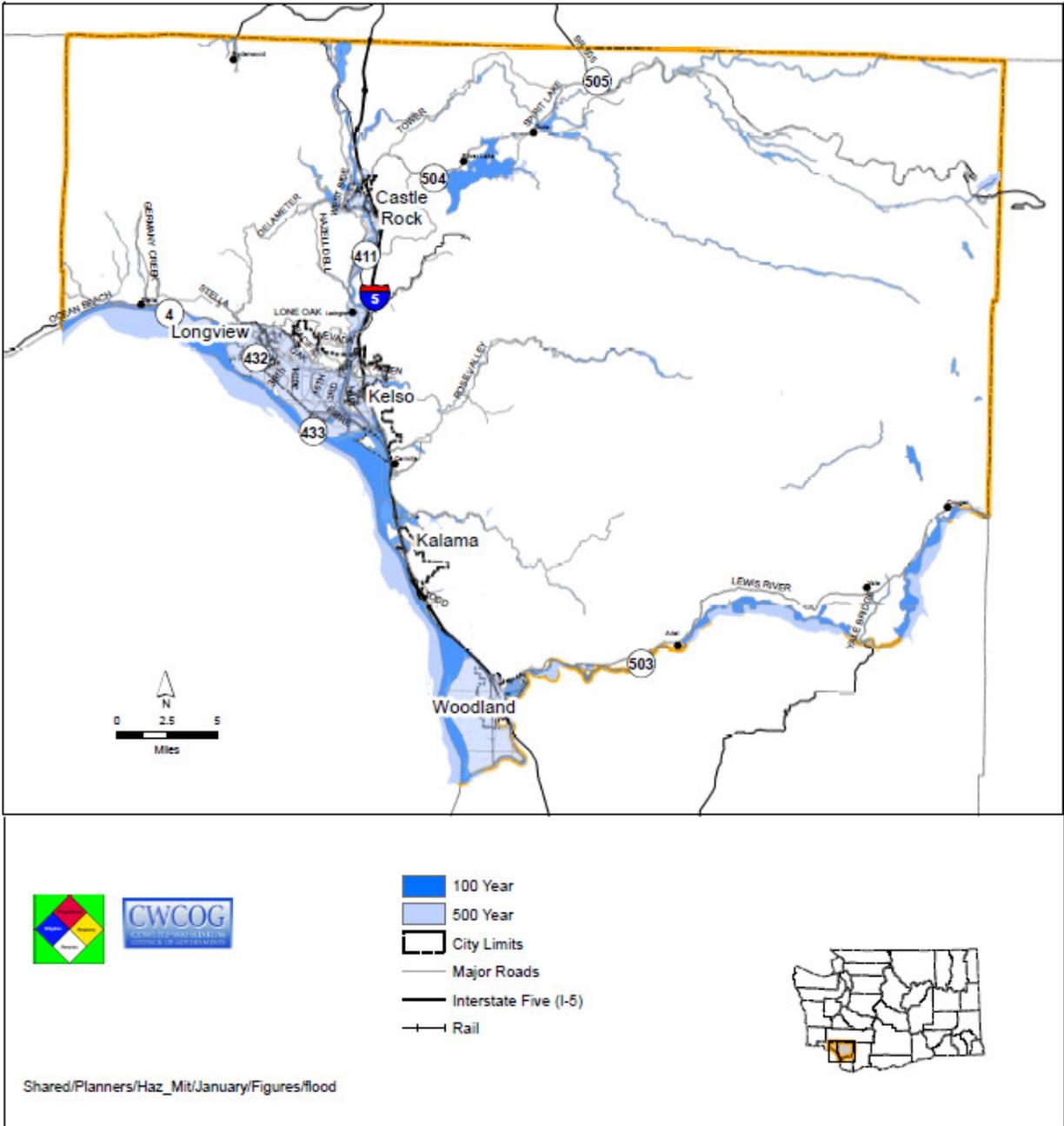
The following natural hazards meet one or more of the above criteria:

<b>Assessment of Natural Hazards</b>			
Hazard	Probability of Occurrence	Vulnerability	Risk
Earthquake	High	High	High
Severe Winter Storm	High	High	High
Flood	High	High	High
Landslide	Moderate	Low	Moderate
Wildland Fire	Low	Moderate	Moderate
Volcanic Event	Moderate	High	Moderate

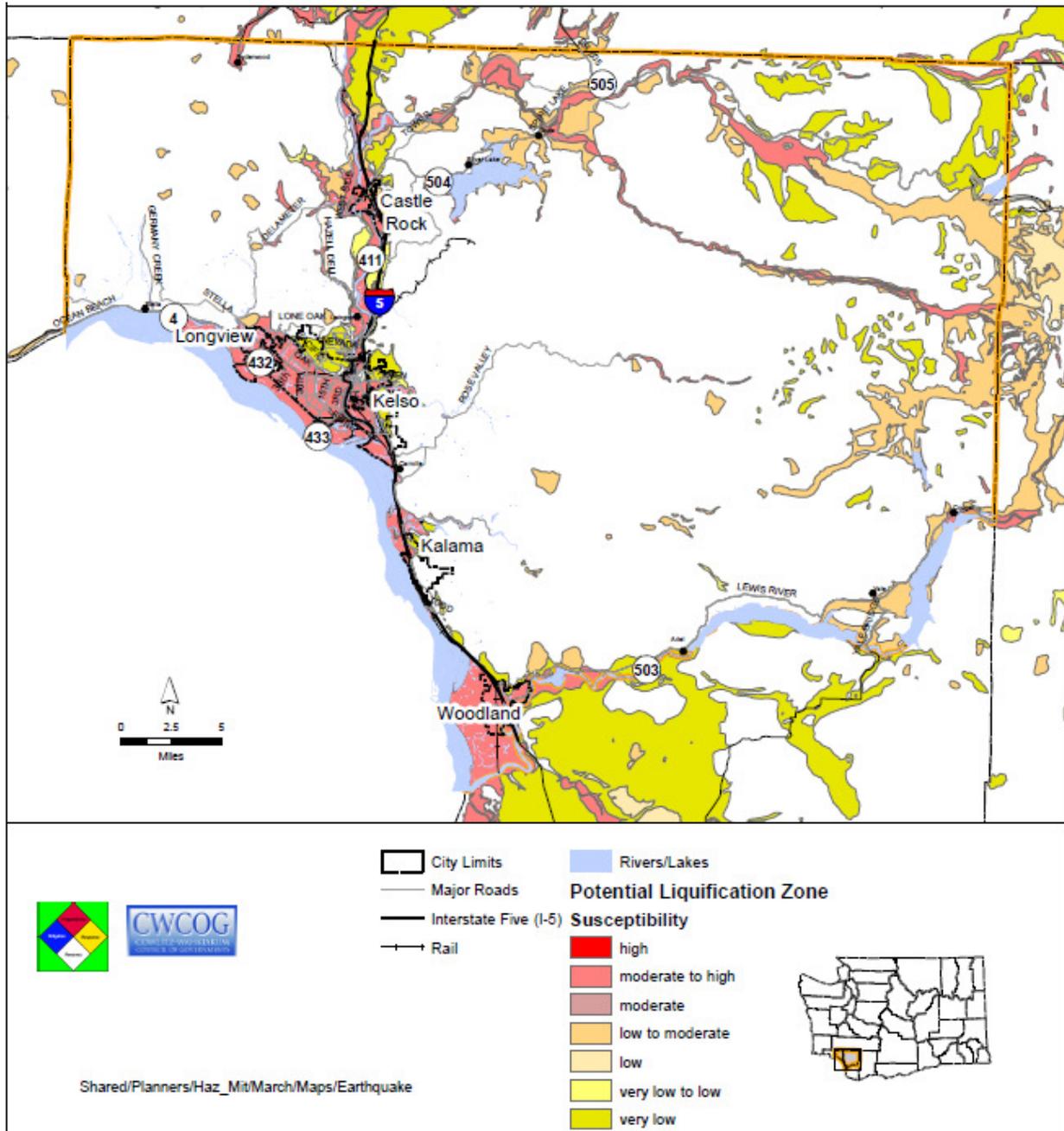
Since October of 1962, Cowlitz County has received 19 Federal Disaster Area declarations. The most common emergency event is flooding caused by river overflows or groundwater inundation. Destructive winter storms are also typical emergency events in Cowlitz County, as are geologic hazards such as landslides, and to a lesser degree, wild land fires. Disasters due to volcanic events and earthquakes, while not as common, have the potential for much greater devastation.

Population concentrations within Cowlitz County reflect early settlement patterns along rivers, including most of today's urban areas. These are also where concentrations of people with people living in poverty are found and where facilities that house people with special needs are most likely to be located. The urban areas are more prone to natural disasters such as flooding and soil liquefaction. Maps showing potential locations of flood hazard areas and soil liquefaction zones are provided on the following pages. Severe winter storm events occur in locations throughout Cowlitz County. These events may include heavy rain, heavy snow, ice, and high winds, and often lead to power outages. These conditions may cause problems from mild inconveniences to moderate hardship for most residents, but can quickly escalate into hazardous conditions for vulnerable populations.

# Potential Flood Hazard Areas in Cowlitz County

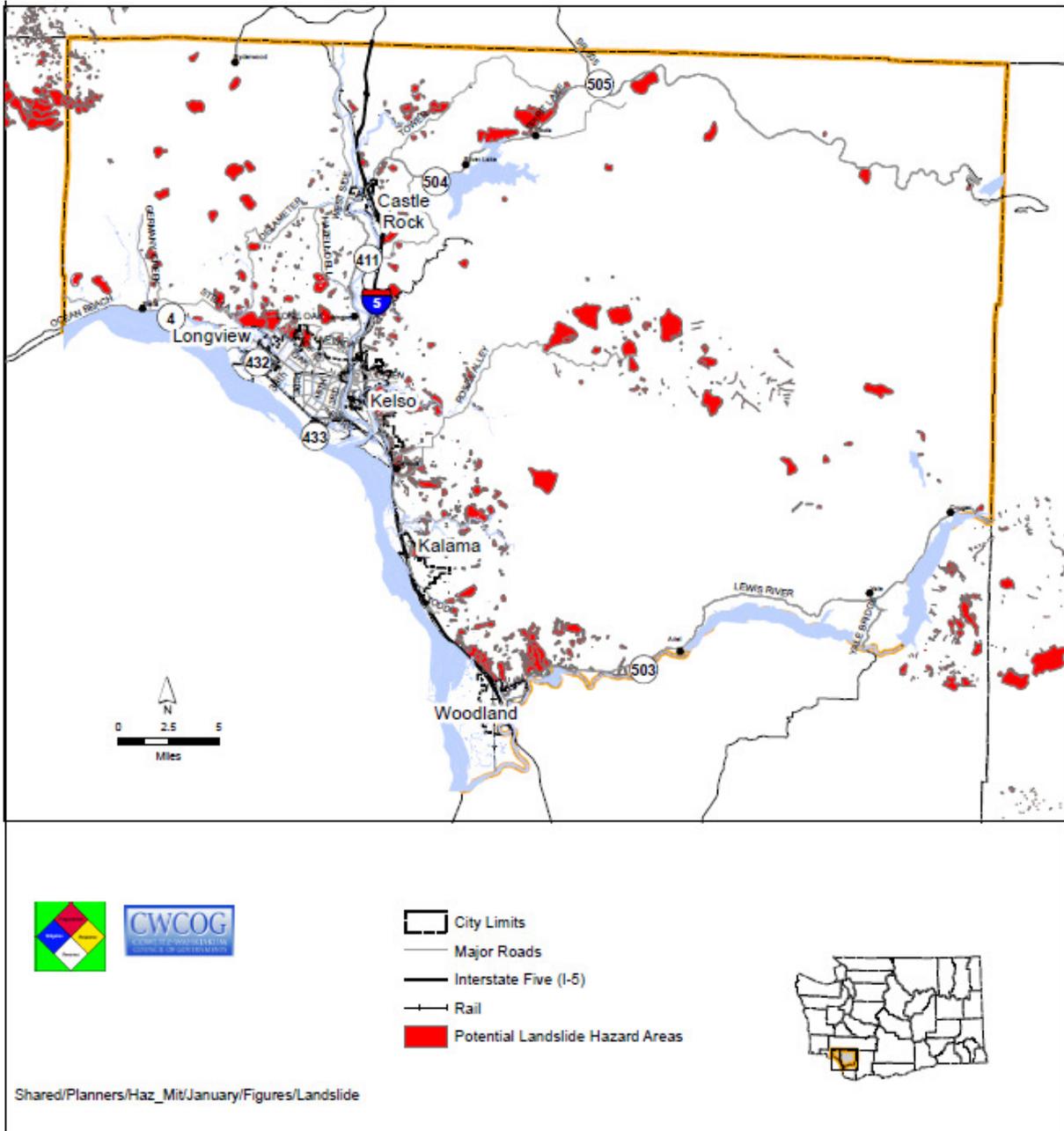


## Potential Liquefaction Hazard Areas in Cowlitz County



Landslide hazard areas are shown in the map on the following page. These typically include hillsides and steep slopes, particularly where soils have a tendency to become saturated for extended periods of time. The map below shows historical landslide data and is not intended to be used to predict landslide activity. This type of hazard is best evaluated on a site-by-site basis.

## Potential Landslide Hazard Areas in Cowlitz County



### Vulnerable Facilities & Services

Some people with functional needs and limitations may reside in “vulnerable facilities”, where they may have direct care providers or supervision available to meet daily needs. For facilities that serve persons with functional needs which happen to be located in an area with a high vulnerability to some type of disaster (frequently flooded area, landslide hazard, etc.), the need for government assistance in responding to the emergency becomes a much greater likelihood.

These facilities may include retirement homes, nursing homes, adult care homes, in-patient treatment facilities, group homes, homeless shelters, and similar uses.

A list of eighty (80) critical facilities throughout Cowlitz County is provided at the end of this report for purposes of identifying those with some proximity to a hazard area. All but 14 of those facilities are located in the Longview-Kelso urban area, with the balance lying within the cities of Castle Rock, Woodland and Kalama. The distribution of these facilities can be seen on the maps located on the following pages.

Flooding is the most frequent type of emergency event in Cowlitz County. There are sixty-nine (69) critical facilities identified with potential flooding vulnerability. Three (3) facilities in Kelso and two (2) in Castle Rock have potential vulnerability to wildfires as well as lahars (mud flows) following volcanic eruptions. One of these properties in Kelso also has vulnerability to landslide hazards. Most urban areas of the county are built on low-lying lands or fill material, making them vulnerable to soil liquefaction. Only twelve (12) of the eighty facilities do not have a “moderate to high” risk of vulnerability to soil liquefaction following a significant earthquake.

It is evident from the map on the following page that critical facilities serving people with special or functional needs are concentrated in the Longview-Kelso urban area, which is where approximately half of the county’s population resides.

## Individual Registries of Vulnerable Populations

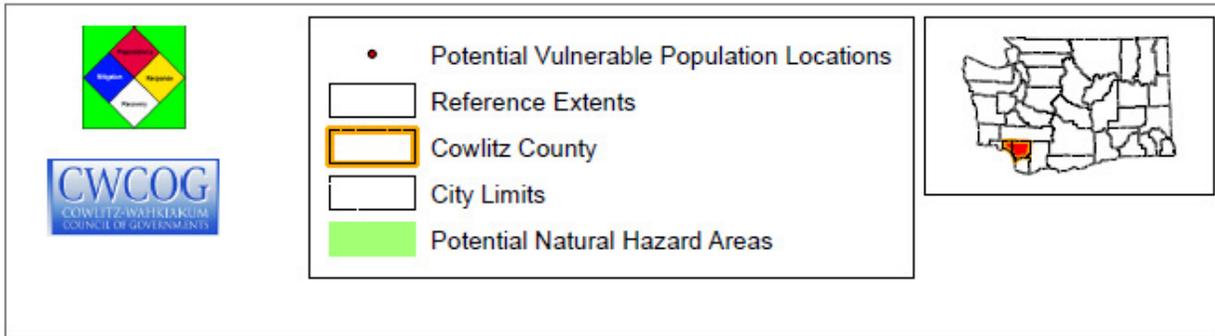
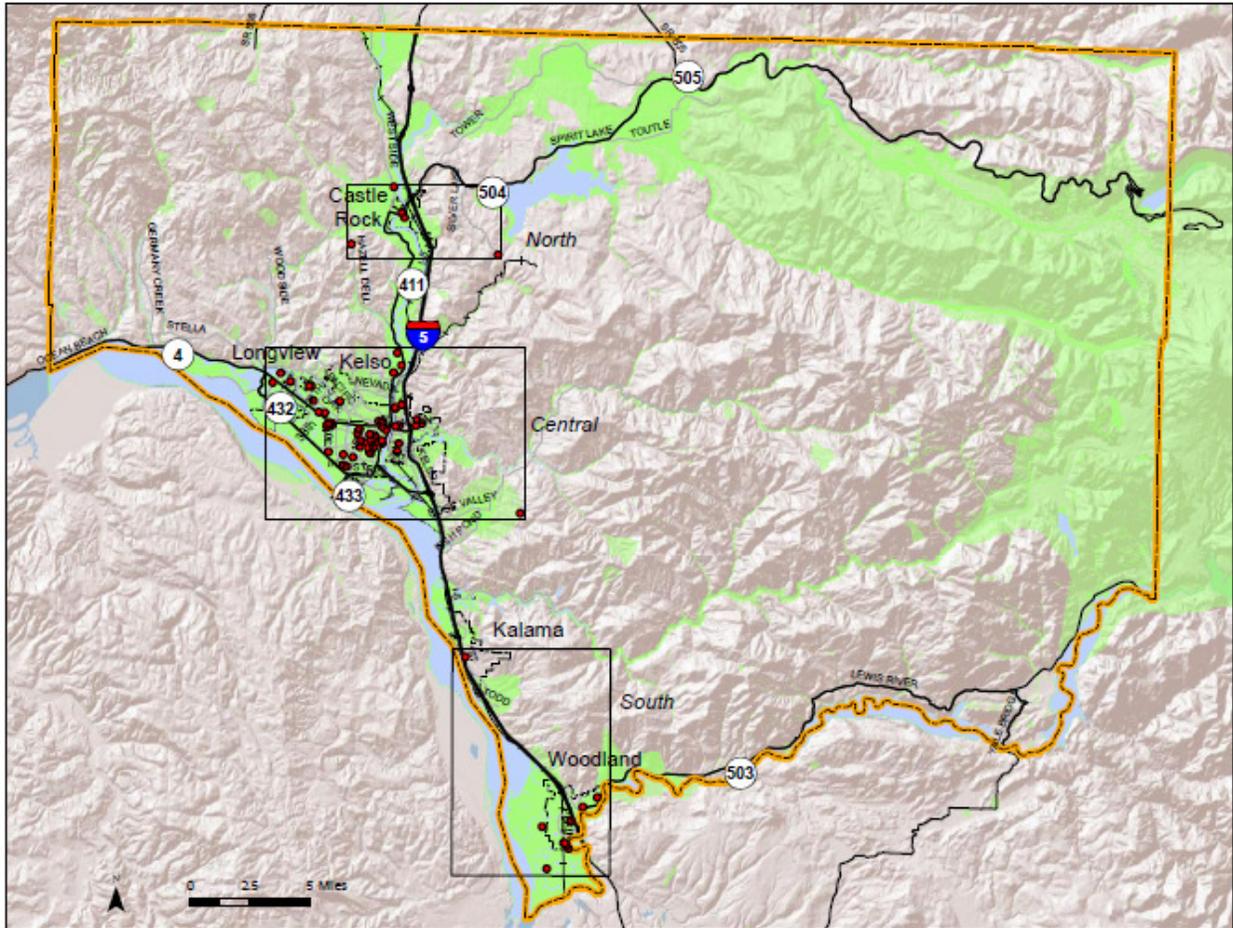
Some jurisdictions have chosen to develop registries of vulnerable populations so that there is a record of their location during an emergency. Cowlitz County did not take the “counting noses” approach, for several reasons:

- Keeping registries up-to-date is exceedingly difficult, and relies on the person who is vulnerable to continually update their general and contact information;
- Providing a registry implies a commitment (by government) to respond to each and every person listed on the registry, regardless of the type, location, scope or nature of the emergency. Vulnerable people may expect that help will arrive shortly following a disaster simply because they are listed on a registry. This creates unrealistic expectations, as well as a disincentive for emergency preparedness on the part of the individual. ***Individual, household and neighborhood emergency preparedness is the most effective approach to a disaster.***
- Deployment of resources to meet expectations of individuals on a registry may divert essential resources from critical situations where a greater number are in jeopardy.
- Sheltering-in-place is often the best response to many disasters, and can be undertaken by most people, including vulnerable populations who have prepared for such a response in advance. This approach is also recommended to the greatest extent possible for concentrations of vulnerable populations in facilities which house them. Where such an approach is appropriate and safe, it minimizes disruption and allows continued access to personal belongings, medicines, caregivers, and similar resources.

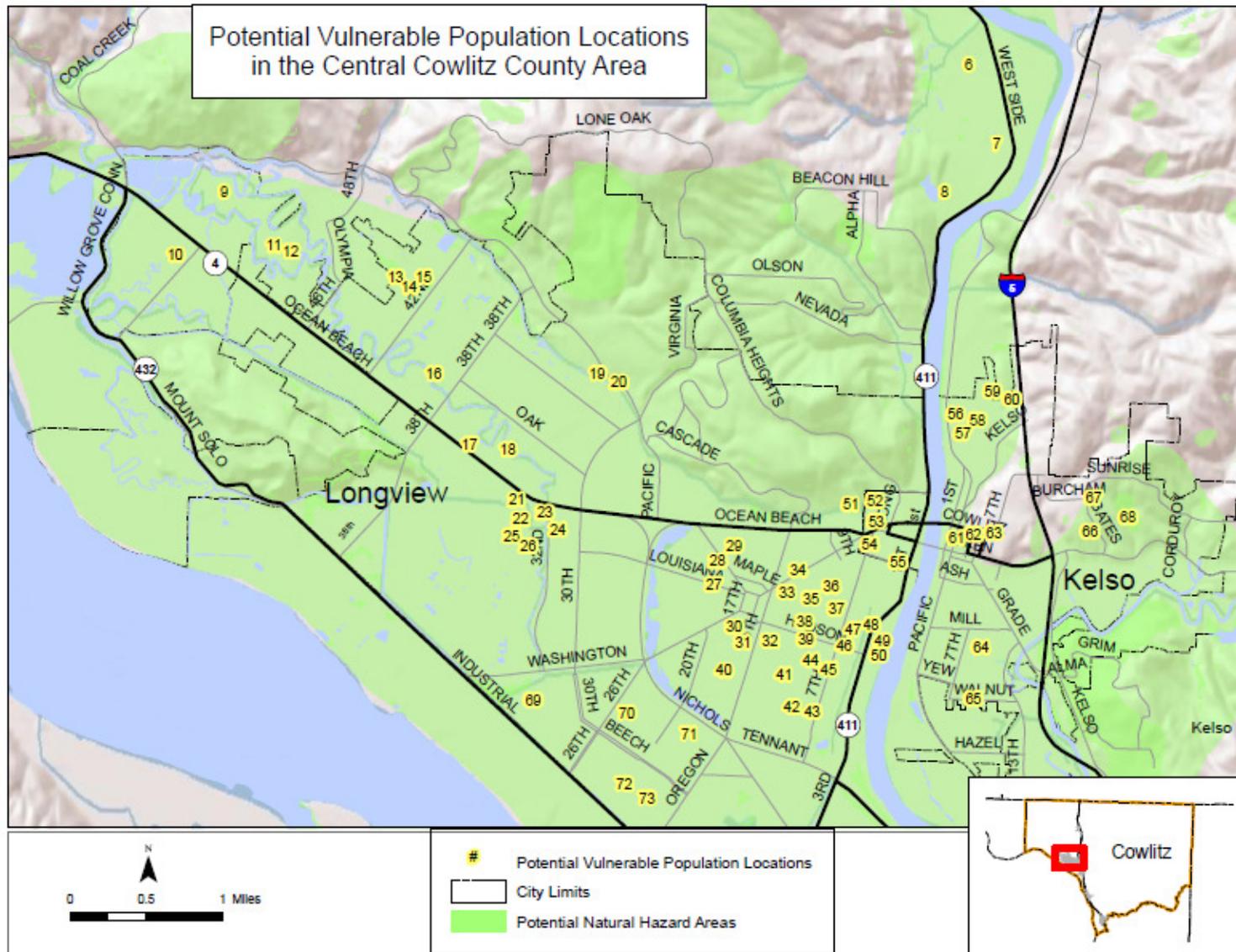
Cowlitz County has taken the approach that it will work with any and all persons who are interested in improving their preparedness

# Potential Vulnerable Population Locations in Cowlitz County

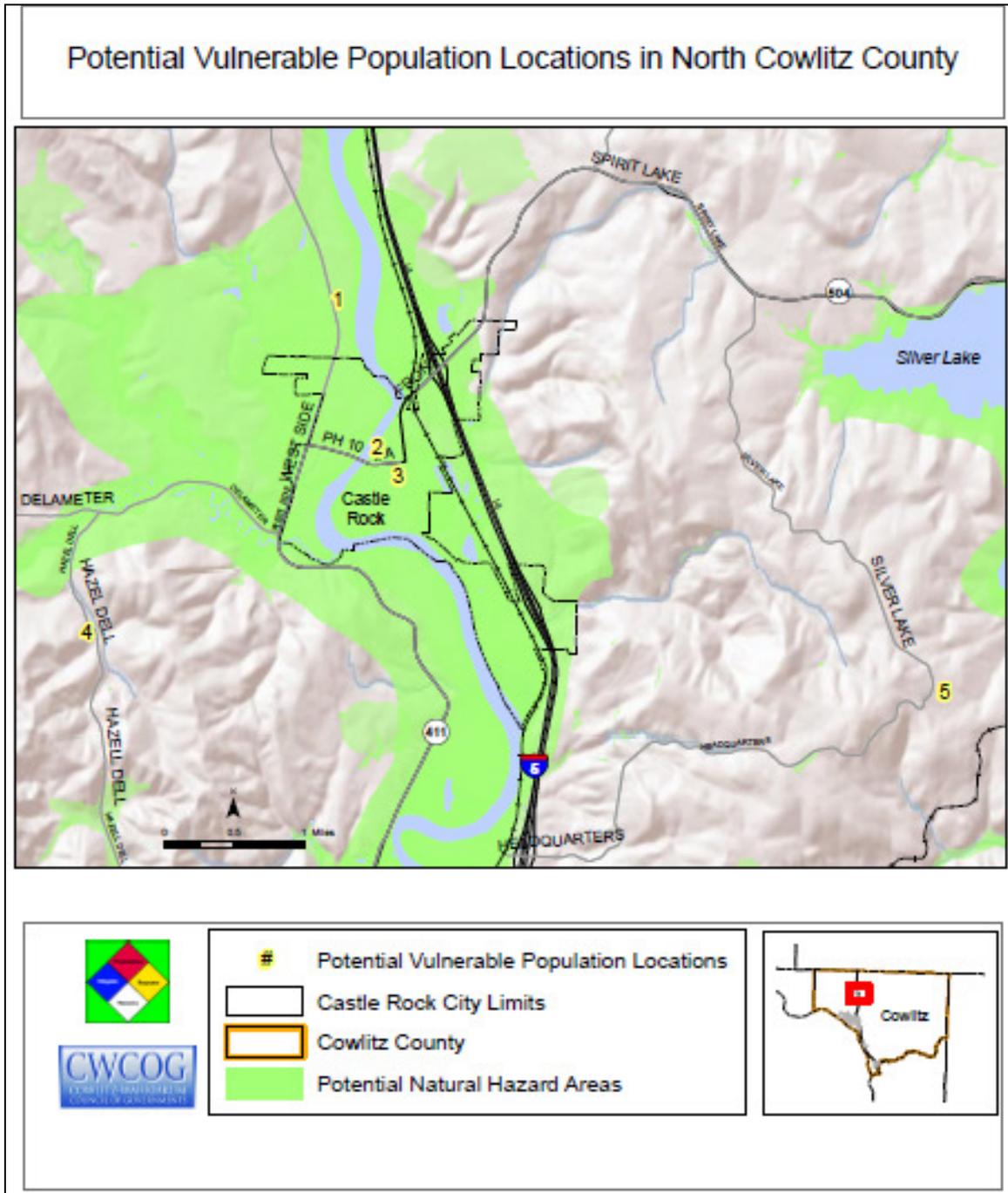
Including Reference Extents Indicating the Areas Examined Under Additional Maps



Facilities shown above can be identified more easily on the inset maps provided on the following pages. Critical facilities sited within the Longview-Kelso urban area are shown below.

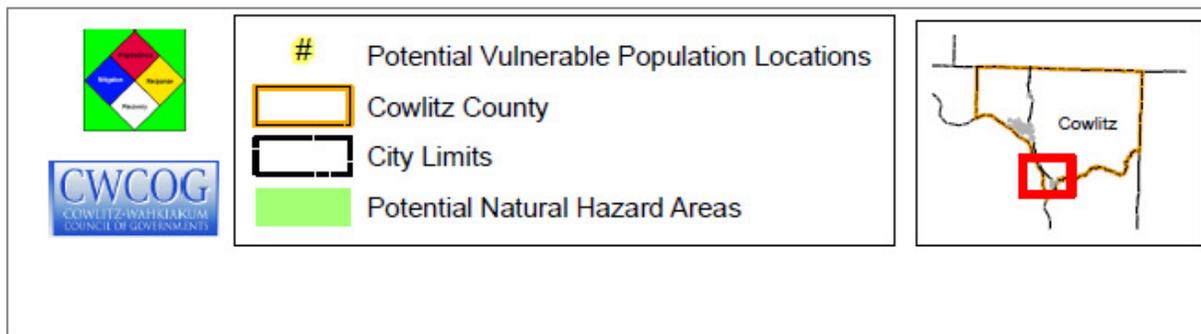
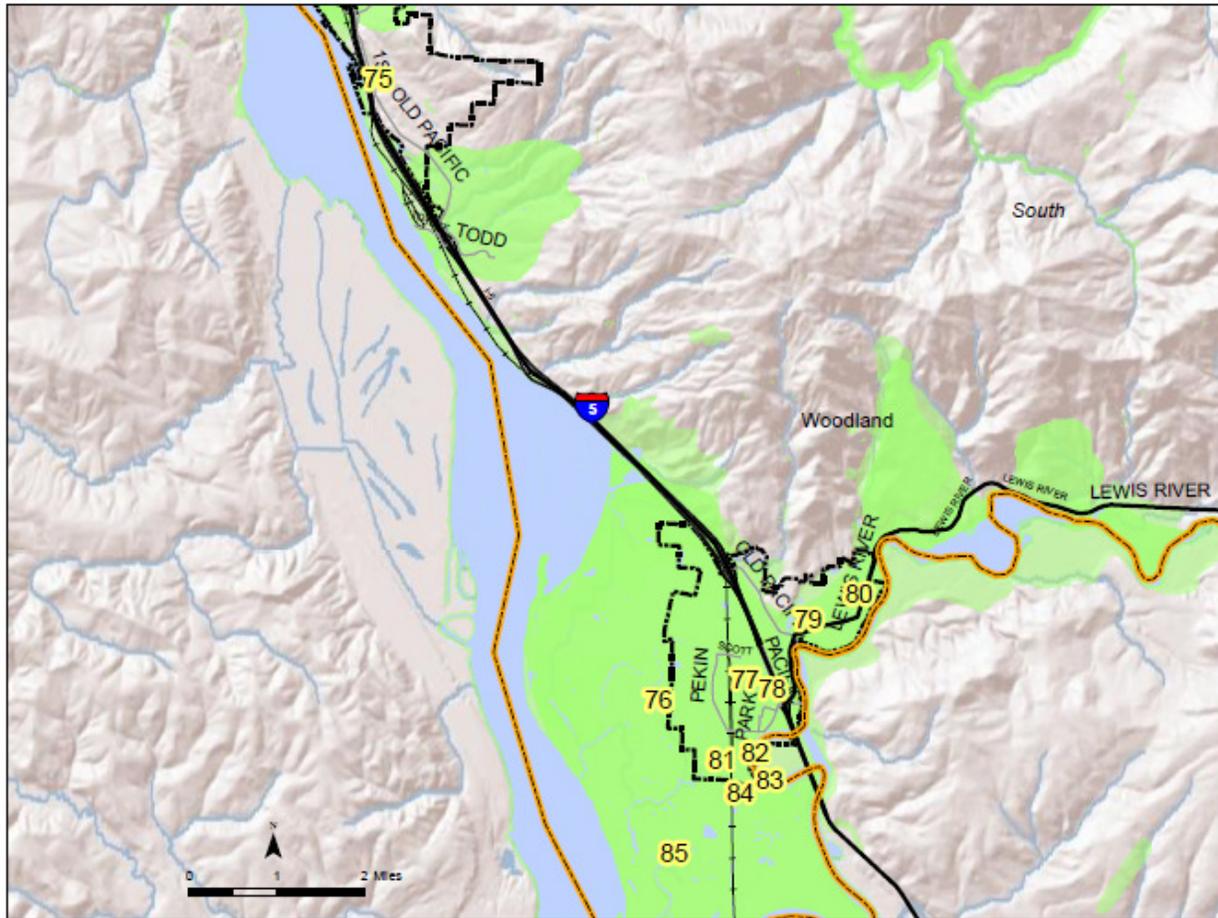


Similar facilities with the city of Castle Rock include:



Locations in south Cowlitz County near the cities of Kalama and Woodland are shown on the below.

## Potential Vulnerable Population Locations in South Cowlitz County



The following pages list the critical facilities and provide numbers to locate them on the maps. In addition, information regarding vulnerability to particular types of hazards is provided.

## INVENTORY OF VULNERABLE FACILITIES

## Vulnerable Populations Emergency Plan

2011

Map Label	Facility Name	Address	City	Flood	Wildfire	Lahar	Steep Slopes	Liquefaction
36	10th Avenue	1616 10th Ave	Longview	Indicated	No	No	No	Mod to high
73	18th Ave	284 18th Ave	Longview	Indicated	No	No	No	Mod to high
71	18th Avenue	612 18th Ave	Longview	Indicated	No	No	No	Mod to high
56	1st Avenue N.	1501 N 1st Ave	Kelso	Indicated	No	No	No	Mod to high
26	33rd House	1819 33rd Ave	Longview	Indicated	No	No	No	Mod to high
18	34th House	2274 34th Ave	Longview	Indicated	No	No	No	Mod to high
83	Adelines Gardens LLC	182 Raspberry Ln	Woodland	Indicated	No	No	No	Mod to high
74	Adult Foster Care	221 N Bodine Rd	Kelso	No	No	No	No	N/A (Bedrock)
27	Blackstone Apts	1503 20th Ave	Longview	Indicated	No	No	No	Mod to high
29	Campus Towers	1767 20th Ave	Longview	Indicated	No	No	No	Mod to high
48	Canterbury Gardens	1457 3rd Ave	Longview	Indicated	No	No	No	Mod to high
50	Canterbury Retirement Inn	1324 3rd Ave	Longview	Indicated	No	No	No	Mod to high
69	Carolina St.	235 Carolina St	Longview	Indicated	No	No	No	Mod to high
51	Castleman House	2304 W Castleman St	Longview	No	No	No	No	None
54	Catlin House	608 Catlin St	Kelso	Indicated	No	No	No	Mod to high
13-14	Cedar Gardens Adult Family Home	26 W Pine Ln	Longview	Indicated	No	No	No	Mod to high
45	Cedar View Group Home	1128 8th Ave	Longview	Indicated	No	No	No	Mod to high
6	Chateau Have Afh	130 Villa Rd	Kelso	Indicated	No	Indicated	No	Mod to high
61	Chinook SRO	212 N Pacific Ave	Kelso	No	No	No	No	Mod to high
34	Columbia Theatre Apts	1540 Commerce Ave	Longview	Indicated	No	No	No	Mod to high
75	Columbia View	116 S 1st St	Kalama	No	No	No	No	N/A (Bedrock)
38	Community House on Broadway (CHOB)	1107 Broadway St	Longview	Indicated	No	No	No	Mod to high
84	Conteh Care Adult Family Home	473 Windflower Dr	Woodland	Indicated	No	No	No	Mod to high
8	Country Run	120 Solomon Rd	Kelso	Indicated	Indicated	Indicated	No	Mod to high
35	Cowlitz Convalescent Center	1541 11th Ave	Longview	Indicated	No	No	No	Mod to high
43	Crescent Terrace	910 9th Ave	Longview	Indicated	No	No	No	Mod to high
42	Delaware Plaza Retirement Inn	926 Delaware St	Longview	Indicated	No	No	No	Mod to high
25	Dorothy Street	1908 Dorothy Ave	Longview	Indicated	No	No	No	Mod to high
62	Emergency Support Shelter (ESS)	304 Cowlitz Way	Kelso	No	No	No	No	None

Map Label	Facility Name	Address	City	Flood	Wildfire	Lahar	Steep Slopes	Liquefaction
39	Evergreen Manor Health & Rehab	1330 11th Ave	Longview	Indicated	No	No	No	Mod to high
67	Faith Family Care	1005 N 19th Ave	Kelso	No	No	No	No	Low
40	Fir & 17th Apts	1000 17th Ave	Longview	Indicated	No	No	No	Mod to high
49	Freemont Village	1416 3rd Ave	Longview	Indicated	No	No	No	Mod to high
78	Hawthorne House	1400 Woodside St	Woodland	Indicated	No	No	No	Mod to high
21	Hearthside Luxury Apts	2125 Tibbetts Dr	Longview	Indicated	No	No	No	Mod to high
44	Hemlock	1052 Hemlock St	Longview	Indicated	No	No	No	Mod to high
30	Hemlock Court	1700 Hemlock St	Longview	Indicated	No	No	No	Mod to high
76	Henderson's Adult Family Home	122 Vista Dr	Woodland	Indicated	No	No	No	Mod to high
57	Home Court Triplex	99 Home Ct	Kelso	Indicated	No	No	No	Mod to high
58	Home Ct.	1421 N 1st Ave	Kelso	Indicated	No	No	No	Mod to high
66	Horizon II House	503 N 19th Ave	Kelso	No	Indicated	No	No	Low
41	Hospice Care Center Hospital	1035 11th Ave	Longview	Indicated	No	No	No	Mod to high
60	J. Morgan House	89 Veys Dr	Kelso	Indicated	No	No	No	Mod to high
59	Kelso House	91 Veys Dr	Kelso	Indicated	No	No	No	Mod to high
65	Kelso Housing Authority	1415 S 10th Ave	Kelso	Indicated	No	No	No	Mod to high
82	La Casa de San Juan Diego	125 S Pekin Rd	Woodland	Indicated	No	No	No	Mod to high
9	Lakeside Adult Foster Care	4 Heron St	Longview	Indicated	No	No	No	Mod to high
70-72	LCMHC	275 20th Ave	Longview	Indicated	No	No	No	Mod to high
37	Longview House	1520 9th Ave	Longview	Indicated	No	No	No	Mod to high
32	Longview Housing Authority (LHA)	1207 Commerce Ave	Longview	Indicated	No	No	No	Mod to high
55	Memory Lane House	308 SW 3rd Ave	Kelso	Indicated	No	No	No	Mod to high
16	Mint Place	3835 Mint Pl	Longview	Indicated	No	No	No	Mod to high
46	Monticello Park Retirement & AL	605 Broadway St	Longview	Indicated	No	No	No	Mod to high
10	Mt Solo Adult Family Home	2129 Branch Creek Dr	Longview	Indicated	No	No	No	Mod to high
68	New Waters House	703 N 23rd Ave	Kelso	No	Indicated	No	Indicated	Low
31	New Westside Terrace	1200 17th Ave	Longview	Indicated	No	No	No	Mod to high
17	Ocean Beach Adult Family Home	3542 Ocean Beach Hwy	Longview	Indicated	No	No	No	Mod to high
28	Olympia Court	1615 20th Ave	Longview	Indicated	No	No	No	Mod to high
20	Pacific Country Home	3205 Pacific Way	Longview	No	No	No	No	Low
19	Pacific Country Home #2	3215 Pacific Way	Longview	No	No	No	No	Low
24	Parkland Terrace	3133 Maryland St	Longview	Indicated	No	No	No	Mod to high

**Map**

<b>Label</b>	<b>Facility Name</b>	<b>Address</b>	<b>City</b>	<b>Flood</b>	<b>Wildfire</b>	<b>Lahar</b>	<b>Steep Slopes</b>	<b>Liquefaction</b>
52	Phoenix House	705 Clark St	Kelso	Indicated	No	No	No	Mod to high
47	PPW	600 Broadway St	Longview	Indicated	No	No	No	Mod to high
85	Really Living Adult Care Inc	284 Roberson Rd	Woodland	Indicated	No	No	No	Mod to high
11	River Bend Adult Family Home (II)	2439 Hickory Ave	Longview	Indicated	No	No	No	Mod to high
7	River Bend Adult Family Home Inc (I)	101 Mission Rd	Kelso	Indicated	No	Indicated	No	Mod to high
2	Riverview Apartments	161 NW Leaming Ave	Castle Rock	Indicated	No	Indicated	No	Mod to high
63	Rowland House	501 Cowlitz Way	Kelso	No	No	No	No	None
22	Somerset Retirement Apts	2025 Tibbetts Dr	Longview	Indicated	No	No	No	Mod to high
33	Sylvester Apartments	1540 Commerce Ave	Longview	Indicated	No	No	No	Mod to high
53	Tartan House	208 NW 8th Ave	Kelso	Indicated	No	No	No	Mod to high
3	The Villager LLC	420 SW 1st Ave	Castle Rock	Indicated	No	Indicated	No	Mod to high
15	The Walker House	4326 Pine St	Longview	Indicated	No	No	No	Mod to high
64	Three Rivers House	811 Chestnut St	Kelso	Indicated	No	No	No	Mod to high
5	Toutle Ranch	2232 S Silver Lake Rd	Castle Rock	No	Indicated	No	No	None
4	Tu Family Country Home	2271 Hazel Dell Rd	Castle Rock	No	Indicated	No	No	N/A (Bedrock)
1	Virginia's Senior Care	5446 Westside Hwy	Castle Rock	No	No	Indicated	No	Mod to high
23	Westgate Terrace	2024 Tibbetts Dr	Longview	Indicated	No	No	No	Mod to high
81	Woodland II Family Housing	133 S Pekin Rd	Woodland	Indicated	No	No	No	Mod to high
79	Woodland Meadows	120 Hillshire Dr	Woodland	Indicated	No	No	No	Mod to high
77	Woodside West	1355 Woodside St	Woodland	Indicated	No	No	No	Mod to high
12	Your Home Adult Family Care LLC	2441 Hickory Ave	Longview	Indicated	No	No	No	Mod to high
80	Zoe Adult Family Home	2091 Spruce Ave	Woodland	Indicated	No	No	No	Mod to high

“Because some of the data sets used to identify potential hazard areas have been developed at the state or national scale, it is appropriate to say there is an indication the subject property is located in a potential hazard area. Please contact the Planning Department of the jurisdiction for more detailed information or an official critical areas determination.”

Note: A similar listing is available for 77 service providers. All except one are located in the Kelso-Longview area; the other is in Woodland. All but five have indications for vulnerability to flooding; one in Kelso is also vulnerable to wildfires. Because these facilities are not residential in nature, the presence of special needs populations would fluctuate greatly at any given time during normal business hours. The primary focus of this effort was on residential facilities which offer services 24/7 to ambulatory and non-ambulatory special needs populations. Please contact the Council of Governments or the Cowlitz County DEM for a copy of this list.

# Government and Community Response and Recovery Capacity

## Problem Statement and Planning Approach

An initial assessment of community capacity revealed an interest in emergency planning for vulnerable populations among several quarters:

- Organizations that provide low-income housing are concerned about their inability to locate residents during emergencies that would affect their properties in the county.
- Nonprofits with transportation resources who have mobilized to evacuate residents during previous emergencies need an understanding of county activation procedures and expressed a desire to develop an organized response process for future events.
- Recognition by major stakeholders of limitations in their emergency plans fueled support for a community-wide effort to enhance preparedness not only for vulnerable individuals but within the organizations that provide relevant services.

The local COAD (Community Organizations Active in Disaster) organization was formed from the membership of a long-term recovery group convened following the last major flooding disaster. With guidance from the County Department of Emergency Management (DEM), they are working to establish a focus and scope of responsibilities to support response and recovery for all citizens, including vulnerable populations.

Despite a fragmented status of preparedness efforts for vulnerable populations, collective discussions regarding need for enhanced capacity lent focus to the process. A broad base of community representatives identified existing strengths and issues of concern.

## Strengths and Assets

Several community strengths are in evidence.

- Cowlitz County's assets for vulnerable populations include foreign language interpreters from the court system and sign language translators from several sources, home health care entities, retailers of durable medical equipment, public and private transit entities with lift-vehicles, and long-term care facilities distributed throughout the county.
- Despite limited knowledge of government emergency operations community-based organizations demonstrated willingness to participate in response activities during past small-scale emergencies.
- The Department of Emergency Management (DEM), under relatively new leadership, has a comprehensive emergency management plan (CEMP) and emergency support functions (ESFs) that detail emergency operations for most functions critical to vulnerable populations concerns including sheltering, health/medical, communications, law enforcement, fire and transportation.

- DEM is working to complete all other ESFs and is updating the hazard identification and vulnerability assessment (HIVA).
- Strong relationships between DEM and surrounding jurisdictions' first responders and emergency managers position the county favorably to receive mutual aid when needed.
- Leadership demonstrated by County and COG in seeking planning funds and their commitment of staff resources energized stakeholders.
- Willingness by DEM to support residential care facilities and organizations that provide services to vulnerable populations in creation of emergency plans contributed to enhance response capacity for these facilities.

## **Gaps and Deficiencies**

An evaluation of needs and assets revealed capacity gaps in the following areas:

### **▪ Sheltering Capacity**

Emergency shelter capacity is nearly absent. The American Red Cross recently closed its local office and few volunteers reside in Cowlitz County. The list of potential shelters contained in the ESF6 is outdated and sites have not been evaluated for accessibility.

### **▪ Long Term Housing**

Long-term housing presents a variety of considerations which require translation into strategies and subsequent operationalization to expedite implementation during the difficult recovery phase.

### **▪ Community Integration into Emergency Response**

Limited involvement by the faith-based community and cultural entities in planning activities, and the resulting lack of familiarity with government response procedures, raises concerns regarding their ability to successfully contribute resources and otherwise participate in emergency response and recovery. In addition, their expertise regarding cultural and social norms during strategy development is highly desirable by responders developing response tactics.

A reliable, ready source of emergency volunteers is yet to be formalized though a local nonprofit has a well-established volunteer recruitment mechanism.

Community-based response and recovery stakeholders are generally aware their resources may be needed in emergencies but lack specific information regarding DEM activation and communication procedures to assure efficient alignment with government response operations.

Initial brainstorming activities identified issues and needs but overlooked skills and strengths that vulnerable populations themselves should be contributing to preparedness, response and

recovery efforts. Involving vulnerable individuals in all phases of emergency management contributes to more accurate identification of issues and needs, discovery of a greater number of resources used by vulnerable individuals, and precision in obtaining critical contact information. Further, emergency preparedness efforts consistently lack sufficient human resources. Failure to actively solicit and utilize this untapped pool of human resources may postpone creation or implementation of vital vulnerable populations plan elements to the detriment of all residents by impeding efficient or effective response and recovery.

#### ▪ **Identification and Inventory of Resources to Serve Needs of Vulnerable Populations**

Preparedness, response and recovery activities are expedited by availability of unique resources used by vulnerable populations. A comprehensive inventory of local assets is yet to be fully developed, though the project has provided a template to assist in this process.

#### ▪ **Mutual Knowledge Regarding Stakeholders' Cultures and Operations**

Limited awareness by responders of the types of difficulties encountered by vulnerable populations during emergencies results in knowledge gaps for government entities, such as:

- ✓ familiarity with communication devices used by vulnerable populations to receive warning notification;
- ✓ production of preparedness materials that are easily accessed and understood by vulnerable populations; and ,
- ✓ training opportunities that foster mutual understanding between community partners.

Likewise, community organizations and private providers expressed concerns regarding their lack of familiarity with government emergency operations which inhibited outreach, delayed coordination, and interfered with development of emergency plans.

#### ▪ **Emergency Response Capacity**

Some emergency support functions (ESFs) lack a lead agency to oversee development of preparedness, response and recovery procedures. Clear designations of lead authority need to be determined and communicated to all affected responders.

#### ▪ **An Organized Planning Structure**

The absence of a community-wide body to provide oversight of vulnerable populations emergency planning contributed to an inconsistent planning process. Committed leadership is necessary to overcome problems encountered in the planning process, such as lack of familiarity with mutual operations and formation of independent planning efforts that follow functional lines, and which lack integration with other planning efforts.

## Recent Steps to Close the Gaps

- DEM has created a Vulnerable Populations Liaison position in the ICS (incident command structure) to specifically address needs of vulnerable populations. This will support EOC staff when they conduct the initial damage assessment, develop response and recovery action plans and tactics, and obtain and manage resources.
- Participants of the two "Filling the Gaps in Your Emergency Plan" workshops initiated activities to institutionalize emergency preparedness among vulnerable population service providers. An elderly services organization representative promoted planning among 'like-facilities' including hospice; created an ICS model for use by homecare agencies; and developed a tabletop exercise. A private home care provider is working with the local professional organization to incorporate emergency preparedness among providers across the region.
- Following participation by a local ham radio operator in the Vulnerable Populations Communication Work Group, DEM joined in promoting greater participation in the local radio club. They sponsored training for interested residents and conducted outreach to long term care facilities to promote ham radio club membership and technical skills among their employees.
- DEM established a location on its website to post training opportunities related to emergency preparedness for vulnerable populations. Grant activities included production of a robust list of related training opportunities, regional trainers, curricula, power point presentations, CDs and DVDS aimed at training first responders, vulnerable individuals, community-based groups, and facilities that serve vulnerable populations.
- A local vulnerable population services provider joined DEM in conducting training for first responders to orient them to the challenges and strengths of vulnerable individuals in emergencies.
- Work groups developed strategies to address emergency needs of vulnerable populations and to identify resources to fill resource gaps in the areas of communications, medical, sheltering, transportation/evacuation and recovery. An extensive list of strategies is cross referenced by category, nature of additional work necessary to fully realize benefits, and associated training.
- A list of strategies that alter or inform emergency operations was developed to facilitate integration of strategies into ESFs (emergency support functions), thereby institutionalizing progress made during this grant period into the county's emergency plan. ESFs for which strategies were developed include 1-Transportation, 2-Communications and Warning, 6-Mass Care and Shelter, 8-Health, Medical and Coroner Services, and 21-Recovery.
- The Steering Committee will remain in place beyond the funded project to act in an oversight role and as a sounding board to the Work Groups and the COAD, in resolving any barriers to operationalization of the strategies. They will meet quarterly to review the work of the COAD and Work Groups and to assist with any requests they may have.

## **Recommendations to Further Enhance Capacity**

- Operationalize the strategies developed by the work groups. Create policies and procedures to enable implementation of strategies during emergency response and recovery.
- Evaluate potential emergency shelters for accessibility and note characteristics and assets on the EOC Resource List as well as in the ESF 6 (Mass Care/Shelter) appendix.
- Populate the EOC vulnerable populations resource lists with data obtained from work groups. Research regional assets and coordinate with surrounding jurisdictions to identify resources that can be shared during emergencies.
- Identify critical resources that may be required for shelters and strategize methods to obtain donations or finance purchases of vital basic supplies.
- Offer additional emergency plan development workshops to support entities in what can be a lengthy process of creating or maintaining emergency plans.
- Distribute the template designed in this grant period to neighboring jurisdictions and support their efforts to develop emergency plans for vulnerable populations. Integration of emergency plans with adjacent jurisdictions mutually strengthens response and recovery capacity.
- Consider cultivating a local Citizen Corps as an additional resource for vulnerable populations planning. Citizen Corps is well-established and well-integrated into emergency management nationwide. Regional support is available for newly forming groups with assistance in organizational development and training available. Further, Citizen Corps is designed to incorporate volunteers that perform a variety of emergency management functions.
- Establish training guidelines and offer training to help make participation more comfortable by persons unfamiliar with government emergency operations and terminology. CERT (Community Emergency Response Training) fosters solid emergency response and organizational skills within neighborhoods. While vital to community preparedness, it does not cultivate planning skills or provide technical information regarding the skills, needs, and resources of vulnerable populations. People developing emergency plans for vulnerable populations require an understanding of the needs of vulnerable populations as well as a solid grasp of emergency management operations in order to evaluate the community's response capability and then formulate strategies and procedures to address gaps. Training could include any combination of ICS (incident command system) training, shelter management, EOC (emergency operations center) orientation, ham radio training, increased awareness of challenges and resources for vulnerable populations, as well as basic functions such as an overview of the local emergency plan, continuity of operations, a tour of the 9-1-1 center and EOC, and participation in tabletop exercises to train for likely scenarios.
- Develop a training schedule, coordinated with those of regional and state training calendars, to equip local residents with skills and knowledge that encourages personal preparedness while building capacity for involvement by residents in preparedness.
- Cultivate emergency volunteers. Identify a lead agency to recruit, register, and manage volunteers. Coordinate the various emergency volunteer groups currently operating in the

county, consolidate training and exercise opportunities, and identify meaningful activities in which they can participate to advance vulnerable populations planning while cultivating knowledge and maintaining their interest in emergency volunteerism.

## Vulnerable Populations Emergency Preparedness Strategies

	Strategy	Location in CEMP/ESF	Continued Development	Training
<b>Communications Strategies</b>				
1	Promote personal and neighborhood preparedness as a means of facilitating efficient, effective emergency response and recovery for vulnerable populations and all residents.		x	
2	Facilitate cross-training between emergency response personnel and vulnerable individuals to promote mutual awareness of each others' cultures, barriers, and strengths.			x
3	Develop a communication plan that identifies stakeholders and describes procedures for communication between emergency management and primary response entities, including business and nonprofits, to expedite notification and activation of key stakeholders. Provide annual stakeholder orientation.		ESF 2	
4	Establish a Vulnerable Populations Liaison position within the emergency operations center (EOC) to facilitate emergency communications and response.	CEMP Concept of Ops. ESF 1, 6, 8, 23 Concept of Ops.		
5	Inform and encourage PIOs (public information officers) throughout the community to utilize the full spectrum of communication devices used by people with hearing and visual disabilities when disseminating emergency alerts and messages.		ESF 2 Policy	
A	Explore mechanisms such as close captioning (CC), motion/vibration alerts, visual and audible notification, American Sign Language (ASL), computer-aided real time translation (CART), and materials in alternate formats and other mechanisms used frequently for communication by people who experience communication challenges.		x	
B	Engage PIOs community-wide in identifying cultural competency strategies that involve disseminating emergency alerts and status information via 2-1-1, cultural communities, and other informal communication systems used by vulnerable populations. (Agility disabilities affecting a person's hands may interfere with their ability to use keyboards to obtain emergency information via computers or mobile devices).		x	
C	Encourage PIOs to develop policies for broadcasting availability of call centers or emergency hotlines that include TTY/TTD phone numbers or include the instruction "TTY callers use relay" within the messages.		x	

## Vulnerable Populations Emergency Preparedness Strategies

	Strategy	Location in CEMP/ESF	Continued Development	Training
<b>Communications Strategies</b>				
6	Inform government, nonprofit, and private entities that disseminate emergency preparedness information or emergency alerts via websites about requirements of section 508 of the Rehabilitation Act to assure accessibility of websites and content. Encourage entities to disseminate emergency preparedness information and risk communication messages in compliance with this requirement.		ESF 2 Policy	
7	Assure multi-lingual capability in communications.		x	
A	Develop MOUs (memorandums of understanding) between government and local interpreters and translators as a basis for FEMA reimbursement for associated costs when interpreter services are utilized during federally-declared emergencies.		ESF 1 Attachment A	
B	Assemble a list of local interpreters and translators and incorporate into the EOC Vulnerable Populations Resource list.		EOC/VP Resource List	
8	Identify the range of Emergency Communications Notification System - ECNS (reverse calling) utilized within the county to notify vulnerable residents of approaching emergencies. Evaluate each system's capability to initiate well-being checks on clients.		ESF 1 Attachment B	
A	Explore the potential for use of ECNS by the EOC Vulnerable Populations Liaison to identify and quantify level of need vulnerable individuals experience.		ESF 2 Concept of Ops	
9	Request that nonprofits and vulnerable populations providers encourage clients to register for DEM (department of emergency management) alerts and text alerts of pending emergencies.		x	
10	Foster participation in ham radio groups by vulnerable populations.		x	
12	Incorporate into the DEM website emergency preparedness materials, videos, etc. available in alternate formats. Notify community partner organizations and cultural competency groups when new material is added.		x	
13	Foster relationships between DEM and/or Public Information Officers (PIOs) and homeless service providers to facilitate emergency communications during events.		ESF 2, 21	

## Vulnerable Populations Emergency Preparedness Strategies

	Strategy	Location in CEMP/ESF	Continued Development	Training
<b>Sheltering Strategies</b>				
1	Promote personal and neighborhood preparedness as a means of facilitating efficient, effective emergency response and recovery for vulnerable populations and all residents.		x	
2	Facilitate cross-training between emergency response personnel and vulnerable individuals to promote mutual awareness of each others' cultures, barriers, and strengths.			x
3	Explore potential for partnership with the American Red Cross to strengthen shelter capacity in Cowlitz County, thereby enhancing capacity to support vulnerable populations within shelters.		x	
4	Support activities that aid shelter accessibility.		x	
A	Conduct a fundraising activity or develop a financial mechanism specific to local shelter needs to purchase unique items for vulnerable populations such as shelter go-kits (including signage template, pictograms, etc.), portable or temporary wheelchair ramps, accessible cots, etc.		x	
5	Align all vulnerable populations sheltering strategies with the two-shelter model used in Cowlitz County which includes both general shelters and shelters for the medically-fragile who require continual medical monitoring or care.	ESF 6 Policy		
6	Identify within the shelter list accessible shelters and reception/processing centers. Utilize trained volunteers to evaluate shelter suitability, with supervisory support provided by DEM.		ESF 6 Attachment B	
7	Expand the EOC Vulnerable Populations Resource List to include unique resources required by vulnerable populations such as accessible portable toilets, accessible portable showers, wheelchair ramps and builders qualified to construct ramps, and accessible hotel/motel rooms.		EOC/VP Resource List	
8	Promote preparedness at facilities that house or provide services for vulnerable populations as a means to increase shelter-in-place capabilities.	ESF 6 Policy		x
A	Foster preparedness by offering emergency plan development workshops.			x
B	Schedule shelter management classes at facilities that serve vulnerable populations to facilitate shelter-in-place.			x
C	Offer Shelter-In-Place trainings.			x

## Vulnerable Populations Emergency Preparedness Strategies

		Strategy	Location in CEMP/ESF	Continued Development	Training
<b>Sheltering Strategies</b>					
9		Identify qualified staffing options for shelters, including:		x	
	A	Promote among long-term care facilities a strategy to shelter at like-facilities to make best use of available equipment, staffing and supplies to meet residents' needs.	ESF 6 Policy		
	B	Consider formation of a FAST (Functional Assessment and Support Team) to provide supplemental, qualified staffing for shelters.	ESF 6 Concept of Ops., Responsib.	x	
	C	Explore establishment of a region-wide mutual aid FAST team.		x	
10		Utilize guidance from national Healthcare for Homeless to identify health care considerations for homeless people living in disaster shelters. Incorporate recommendations into trainings of shelter volunteers.		x	x
11		Encourage homeless providers to develop Memoranda of Understanding (MOUs) with other providers who can accommodate people displaced from homeless housing and encampments, such as motels, residential facilities or other housing options.		ESF 21, Attachment A	
12		Encourage the American Red Cross to include in shelter training information to help shelter workers recognize symptoms of withdrawal and addiction in order to more effectively connect people with appropriate services.			x

## Vulnerable Populations Emergency Preparedness Strategies

	Strategy	Location in CEMP/ESF	Continued Development	Training
<b>Transportation/Evacuation Strategies</b>				
1	Promote personal and neighborhood preparedness as a means of facilitating efficient, effective emergency response and recovery for vulnerable populations and all residents.		x	
2	Facilitate cross-training between emergency response personnel and vulnerable individuals to promote mutual awareness of each others' cultures, barriers, and strengths.			x
3	Develop a communication plan that identifies stakeholders and describes procedures for communication between emergency management and primary response entities, including business and nonprofits, to expedite notification and activation of key stakeholders. Provide annual stakeholder orientation.		ESF 1 Concept of Ops, ESF 2	
4	Identify a lead agency to dispatch lift/accessible vehicles during emergencies.		ESF 1, Evac. Plan	
5	Expand the EOC Vulnerable Populations Resource List to include:		EOC/VP Resource List	
	A accessible vehicles, including those which can accommodate stretchers.		"	
	B wheelchair accessible marine transportation resources.		"	
	C alternative transportation assets to transport bed-bound patients or persons in wheelchairs. Consider use of helicopters (also identify helicopter landing pads county-wide), delivery vans, logging vehicles, etc.		"	
	D cots as a transportation resource when moving bed-bound patients from residence to vehicle or from vehicle to shelter.		"	
	E sources for Hoyer lifts, particularly sources not used during emergencies such as physical therapy centers and swimming pools.		"	
6	Work with school districts to develop a list of potential school assets, especially wheelchair accessible vehicles.		EOC/VP Resource List. ESF 1 Responsib.	
7	Outreach to business and nonprofit communities to identify potential transportation resources, including but not limited to:		EOC/VP Resource List	

## Vulnerable Populations Emergency Preparedness Strategies

		Strategy	Location in CEMP/ESF	Continued Development	Training
<b>Transportation/Evacuation Strategies</b>					
	A	Human Services Council in Clark County for medical transportation assets in emergencies.		"	
	B	CUBS and CAP transit system assets that can be used to transport people with mobility impairments.		"	
	C	Community service providers who own transportation assets, particularly those with accessible vehicles.		"	
	D	Ambulance vehicle caches and other similar regional assets.		"	
8		Cross reference within the EOC Vulnerable Populations Resource List transportation resources with communications capability.		"	
	A	Include utility companies which have communications-enabled vehicles that may be used for communications, even if not suited for transportation needs.		"	
	B	Include truck drivers, broadband companies fleets, taxis, etc.		"	
9		Create MOUs (memorandums of understanding) between County and transportation providers identified in the resource inventory to assist with evacuation during a disaster.		ESF 1 Attachment B	
	A	Address in MOUs that provider organization may meet vital, daily transport commitments (medical appointments, etc.) prior to diverting resources for emergency response.		x	
	B	Coordinate with medical transportation providers and paratransit to assure government mobilization of transportation assets during emergency evacuation does not 'create vulnerability' through diversion of resources used daily by vulnerable populations.		x	
10		Identify transportation collection points (specific to vulnerable populations) and evacuation routes that encourage movement to hills for floods and to lowlands for earthquakes. Integrate potential evacuation routes and potential collection points with potential shelter locations.		ESF 1 Concept of Ops, Attachment A, Evac. Plan	
11		Develop a framework to enable regulated access through law enforcement perimeters by vulnerable population support networks to provide medical, behavioral health, and evacuation/transportation assets or support as needed.		ESF 1, 4, 6, 22, Concept of Ops	
12		Deploy trained outreach teams to conduct emergency notification and transport persons who are homeless to shelters or evacuation collection points using an accessible van. Identify potential staffing to fill outreach teams.		ESF 21	

## Vulnerable Populations Emergency Preparedness Strategies

	Strategy	Location in CEMP/ESF	Continued Development	Training
<b>Medical Strategies</b>				
1	Promote personal and neighborhood preparedness as a means of facilitating efficient, effective emergency response and recovery for vulnerable populations and all residents.		x	
2	Facilitate cross-training between emergency response personnel and vulnerable individuals to promote mutual awareness of each others' cultures, barriers, and strengths.			x
3	Coordinate with the health department and local pharmacies to determine status of emergency plans and address supply chain disruption. Offer assistance to assure coordination of plan details.		ESF 6, 8	
4	Identify facilities with greatest potential for requiring government support during emergencies based on 1) number of acute care and mobility challenged clients, 2) proximity of identified hazards, or 3) inherent evacuation challenges (limited transportation, proximity to known landslide areas, accessible only via a bridge, etc.)	ESF 8 Attach. A		
5	Provide support to vulnerable facilities in enhancing their emergency plan and assist them in identify local vendors of unique resources.		x	
	A Develop thresholds and procedures for using Vulnerable Facilities List during emergencies.		EOC/VP Resource List	
6	Maintain and update EOC Vulnerable Populations Resource List.		EOC/VP Resource List	
7	Align with Northwest Regional Dialysis Network and other local chronic care providers to coordinate emergency procedures. Obtain contact information and update EOC Vulnerable Populations Resource List.		ESF 8 Responsib., EOC/VP Resource List	
8	Identify challenges within the health/medical disaster response function for which procedural revisions will produce improved communication and coordination. Consider increasing involvement by additional partners including the Medical Reserve Corps, FAST (Functional Assessment and Support Team), home health workers, CERT (Community Emergency Response Team) or RSVP (Retired Senior Volunteers Program).		ESF 2	

## Vulnerable Populations Emergency Preparedness Strategies

		Strategy	Location in CEMP/ESF	Continued Development	Training
<b>Medical Strategies</b>					
9		Explore the potential for providing training to disaster response personnel:			x
	A	In Trauma-Informed Care to address the high incidence of trauma in homeless populations.			x
	B	Encourage mental health providers to supplement their preparedness training with Crisis Counseling Assistance and Training program administered by the Centers for Mental Health Service and FEMA.			x
	C	Explore the following resources and consider informing chemical dependency treatment personnel and mental health professionals of preparedness resources available from SAMHSA's: 1) Disaster Technical Assistance Center at <a href="http://mentalhealth.samhsa.gov/dtac">http://mentalhealth.samhsa.gov/dtac</a> 2) and Resources from SAMHSA's Co-Occurring Center of Excellence (COCE) for co-occurring mental health and addiction disorders.			x

## Vulnerable Populations Emergency Preparedness Strategies

	Strategy	Location in CEMP/ESF	Continued Development	Training
<b>Long Term Housing Strategies</b>				
1	Promote personal and neighborhood preparedness as a means of facilitating efficient, effective emergency response and recovery for vulnerable populations and all residents.		x	
2	Facilitate cross-training between emergency response personnel and vulnerable individuals to promote mutual awareness of each others' cultures, barriers, and strengths.			x
3	Develop a communication plan including stakeholder identification and communication procedures for between primary response entities, including business and nonprofits, to expedite notification and activation of stakeholders. Orient stakeholders to the plan annually.		ESF 21 Concept of Ops.	
4	Identify a lead agency to dispatch lift/accessible vehicles during emergencies involving extensive use of such transportation assets.		ESF 21 Concept of Ops.	
5	Develop land use criteria for citing a future residential care facility for people with functional needs.		ESF 21	
6	Plan for vulnerable populations' long-term emergency housing needs, including:		ESF 21 Attachment	
	A Explore developing a Vulnerable Populations Housing Assessment Tool to guide identification of accessible housing following emergencies.		x	
	B Pursue greater understanding of the Disaster Housing Assistance Program (DHAP) to rehabilitate rental housing affected by emergencies.		ESF 21 Attachment	
	C Create list of potential stakeholders that will constitute post-disaster work groups addressing Interim Housing and Case Management and Long Term Housing as a means of expediting activation of these work groups during emergencies that result in reductions to housing stock.		ESF 21	
7	Explore potential use of federal funds following a disaster to place homeless people into more stable housing. Explore appropriateness of using amendments to both Robert T. Stafford Disaster Relief and Emergency Assistance Act, which assures that all individuals in need of disaster assistance are eligible for housing and other supportive assistance to support this effort.		ESF 21	

## Vulnerable Populations Emergency Preparedness Strategies

	Strategy	Location in CEMP/ESF	Continued Development	Training
<b>Long Term Housing Strategies</b>				
8	Explore feasibility of coordinating between homeless service providers and local public housing authorities (PHAs) to access housing assistance through the Disaster Housing Assistance Program (DHAP) administered by the U.S. Department of Housing & Urban Development (HUD). Homeless service providers may consider developing agreements with the PHA to provide assistance or case management to individuals seeking permanent housing through DHAP. Assist chronically homeless persons to locate appropriate permanent supportive housing, specifically oriented to homeless persons with significant disabilities.		ESF 21	

## Vulnerable Populations Emergency Preparedness Strategies

	Strategy	Location in CEMP/ESF	Continued Development	Training
<b>Advocacy and Supervision Strategies</b>				
1	Promote personal and neighborhood preparedness as a means of facilitating efficient, effective emergency response and recovery for vulnerable populations and all residents.			x
2	Facilitate cross-training between emergency response personnel and vulnerable individuals to promote mutual awareness of each others' cultures, barriers, and strengths.		x	
3	Develop a communication plan that identifies stakeholders and describes procedures for communication between emergency management and primary response entities, including business and nonprofits, to expedite notification and activation of key stakeholders. Provide annual stakeholder orientation.		x	
4	Support state-level advocacy to secure changes that would enhance local capability to respond to disasters.		x	
	A Support the state Emergency Management Division in advocating for state-sponsored training and certification of ASL interpreters in emergency management and response terminology.		x	
	B Support Community Transportation Association Northwest in asking the legislature to authorize expansion of <i>Reserve-A-Ride</i> and medical brokerage service beyond Medicare clients during an emergency declaration. Such expansion assures <i>Reserve-A-Ride</i> and medical brokerage vehicles can be used to transport all vulnerable individuals during emergencies, regardless of economic status.		x	
	C Explore the potential for state-level emergency registry by home care workers. (Oregon facilitates this process by allowing home care workers to opt-in to a state volunteer worker registry simultaneously with online license renewal.		x	
5	Offer continuing education credits for personal preparedness, shelter management, incident command system (ICS), and emergency operations center (EOC) courses offered by emergency management, American Red Cross, and other qualified sources.		x	
6	Identify a community partner to offer on-going personal preparedness courses (see above) as a means of institutionalizing emergency preparedness for residents, building emergency volunteer capacity, and to provide a mechanism for on-going learning about emergency issues within emergency management.		x	

## Vulnerable Populations Emergency Preparedness Strategies

	Strategy	Location in CEMP/ESF	Continued Development	Training
<b>Advocacy and Supervision Strategies</b>				
7	Engage community partners with an existing mandate to promote cultural competency best practices. Encourage them to assist in promoting emergency preparedness for vulnerable populations as a means to increase preparedness, response and recovery capacity among all cultural communities.		x	
<b>Communications Topics</b>				
8	Collaborate with local media to assure emergency alerts are accessible by people with hearing and vision challenges.		x	
A	Explore options to prevent blocking of televised messages by “crawling tracks” displays. (Television stations that run a text message "crawl" across a screen in geographic areas reserved for closed captioning render both types of messages unintelligible).		x	
B	Develop procedures to prevent televised emergency news casts from blocking the image of an ASL interpreter from the screen and to assure inclusion of interpreters. Revise policies to assure inclusion of the interpreter to relay vital protective measures to all persons, including the head or hard of hearing.		x	
C	Explore incompatibility of ECNS or media alerts with TTY phones.		x	
<b>Medical Topics</b>				
9	Advocate at the regional and state levels to address government and insurance restrictions regarding replacement of supplies and equipment including DMEs (durable medical equipment) and CMEs (consumable medical equipment) .		x	
A	Promote temporary removal or relaxation, during state or federally-declared emergencies, of restrictions by Medicare and insurance companies that limit frequency with which DME prescriptions can be filled during a given period. (A formal appeals process is often required to gain refill approval for items typically lost, damaged, or left behind during evacuations.)		x	
10	Solicit participation by homeless housing and service providers in advisory committees and other disaster preparedness/response planning efforts. Include non-homeless providers with significant experience serving service clients who are homeless such as community health centers, community behavioral health centers, public health departments, hospital emergency departments, etc.		x	

## Vulnerable Populations Emergency Preparedness Strategies

	Strategy	Location in CEMP/ESF	Continued Development	Training
<b>Miscellaneous</b>				
1	Institutionalize emergency preparedness within the community and cultivate a critical mass of residents with basic emergency preparedness knowledge to continue the vulnerable populations preparedness effort.		x	
2	Identify challenges within the health/medical disaster response function for which procedural revisions will produce improved communication and coordination. Consider increasing involvement by additional partners including the Medical Reserve Corps, FAST (Functional Assessment and Support Team), home health workers, CERT (Community Emergency Response Team) or RSVP (Retired Senior Volunteers Program).		ESF 8	
3	Identify a community partner to lead in promoting emergency preparedness training:			x
	A Design just-in-time training for critical functions likely to be performed by volunteers.		x	
	B Identify training standards for COAD (Community Organizations Active in Disasters).		x	
	C Offer CEUs (continuing education units) for emergency prep training.		x	
4	Provide training to persons who are homeless about how to prepare for disasters, taking into account their limited ability to evacuate, stockpile food, store medications and other supplies, or shelter-in-place.			x
	A identify topics for inclusion: 1) potential disaster shelter sites, 2) potential evacuation collection points and evacuation routes, 3) how to access current information about the emergency situation (situation status) throughout emergencies, 4) what to expect physically, mentally and emotionally during a disaster, 5) dangers of seeking inappropriate shelter (under bridges and overpasses, and in cars), 6) coordination with first responders (to get to safety), and 7) identify distribution strategies and mechanisms.		x	
	C Recruit assistance and input from homeless persons in curriculum development and plan implementation.		x	
	D Establish metrics to evaluate success of training activities.		x	
5	Ensure that emergency response volunteers are trained about homeless issues and effective outreach and engagement strategies.			x
6	Engage local providers in training and exercises to hone their ability to identify needs of people experiencing homelessness.			x

## Vulnerable Populations Emergency Preparedness Strategies

	Strategy	Location in CEMP/ESF	Continued Development	Training
<b>Miscellaneous</b>				
7	Solicit homeless service providers to assist in coordinating assistance activities for clients during disasters and encourage them to prepare emergency response plans for their agency/clients, including identification of outreach personnel to assist in notifying people who experience homelessness.		x	
8	Consider developing outreach strategies to people who are homeless during emergencies:		x	
	A Work with providers to ensure designation of an outreach function within their agency to contact homeless persons during an emergency.		x	
	B Identify potential Outreach Team activities.		x	
	C Provide information about personal identification requirements at shelters, accommodations for pets, and what belongings can be taken to a shelter.		x	
	D Identify probable locations for Outreach Team deployment.		x	
9	Consider dissemination of preparedness information via medical personnel familiar with homeless populations and their primary and behavioral health care needs, such as community health centers, community mental health agencies, county health departments, hospital emergency departments, etc. Identify all potential providers.		x	

## EOC Vulnerable Populations Liaison Checklist

### Vulnerable Populations Liaison Objectives:

1. Increase government capacity to address needs of vulnerable populations during emergencies.
2. Increase communication regarding vulnerable populations' situation status and facilitate resource management between the community and government.
3. Provide to all EOC positions technical assistance regarding strengths and needs of vulnerable individuals

### Administrative Duties

- Obtain briefing from ECC Manager.
- Collect and analyze incident data for indication of vulnerable populations needs.
- Identify reporting requirements and schedules—both internal and external.
- Participate in EOC planning meetings to raise awareness regarding potential impact of strategies on vulnerable populations and providers.
- Participate in development of incident action plans to provide input regarding impact of strategies on vulnerable populations and providers.
- Document all activity on Unit Log .

### Operational Duties

- Conduct initial needs assessment. Evaluate EOC situation status reports and service requests to establish level of need among vulnerable populations, if any, and identify emerging challenges.
- Serve as technical specialist regarding content and implementation of relevant elements of the Cowlitz County CEMP which provides the following services as needed:
  - advocacy and supervision;
  - evacuation and transportation;
  - sheltering;
  - communication; and
  - accessing and replacement of medicines and durable medical equipment.Provide technical assistance to EOC positions regarding vulnerable populations' challenges, resource needs and resource availability, including:
  - Support PIO by sharing guidance regarding terminology and communications mechanisms appropriate for communicating with people with hearing, vision and cognitive challenges.

- Coordinate with Logistics Section regarding availability and technical aspects of communications equipment utilized by hearing and vision-challenged persons, DMEs (durable medical equipment), and CMEs (consumable medical equipment).
  - Coordinate with Planning Section Technical Specialists Unit regarding impact of EOC response strategies on vulnerable populations.
  - Coordinate with EMS/Fire position regarding support issues that may develop for medically fragile persons.
- Receive and track (from 9-1-1, 2-1-1, EOC Operations Section, nonprofit agencies, etc.) requests for assistance from among vulnerable populations.
  - Assist facilities that provide support services for vulnerable populations in coordinating emergency activities with government, as needed.
  - Access government and community databases to match resources with needs.
  - Coordinate activities with those of COAD to implement strategies for addressing vulnerable populations' needs.
  - Contribute to behavioral health assessment (which is basis for federal mental health recovery funding) damage assessment findings which reflect impact of emergency on vulnerable populations.
  - Establish and maintain contact as needed with:
    - Similar positions in other functioning EOCs.
    - General public, business and industry, community organizations and disaster relief agencies as needed to coordinate resource management for vulnerable populations and the facilities that serve them.
    - State and federal agencies with resources to support government assistance to vulnerable populations.

# Incorporating Strategies into ESFs

## ESF #1

### Transportation

#### **I. Introduction**

No new material.

#### **II. Policy**

No new material.

#### **III. Planning Assumptions**

No new material.

#### **V. Concept of Operations**

A. Potential transportation collection points are identified in proximity to potential emergency shelters, low income housing and facilities that provide services for people who are homeless.

B. Vulnerable Populations Liaison position/branch may be activated in the EOC to assess the level of need for emergency support by vulnerable populations, to locate unique resources as needed, to coordinate with community vulnerable populations groups and providers, and to coordinate internally with other EOC positions to provide technical assistance as needed.

1. Dispatch of lift vehicles is prioritized to transport those with the most limited mobility.
2. Buses and individual vehicles may be used to transport ambulatory persons as a means of effectively using valuable resources.
3. Ambulances are dispatched to transport those with highest level of acute care requirements.

C. A Vulnerable Populations Transportation Coordinator will be assigned as needed by \_\_\_\_\_ to facilitate deployment of accessible vehicles that are not part of the county fleet, particularly when these assets are provided through mutual aid.

D. Provisions for limited access through emergency perimeters may be authorized for home care workers, behavioral health personnel, and accessible vehicles to support vulnerable residents within the perimeter or to facilitate evacuation.

## **V. Responsibilities**

### **A. Local**

#### **1. Primary**

#### **2. Support**

- a) \_\_\_\_\_ serves as lead agency for Vulnerable Populations Transportation Dispatch within the Logistics Section.
- b) School districts will supply vehicles, particularly accessible vehicles, upon request and based on availability.
- c) Human Services Council Transportation Brokerage
- d) CUTS and CAP Transit Systems

## **VII. References**

No new material.

## **VIII. Attachments**

- A. List of Potential Transportation Collection Points
- B. List of MOUs with Local Transportation Providers

## **IX. Approvals and Concurrences**

No new material.

# Incorporating Strategies into ESFs

## ESF #2

### Communications and Warning

#### **I. Introduction**

No new content.

#### **II. Policy**

A. Emergency broadcasts regarding availability of emergency call centers and hotlines include TTY/TTD phone numbers or include the instruction "TTY callers use relay" within the message.

B. Government, nonprofit, and private entities that disseminate emergency preparedness information or emergency alerts via websites adhere to guidelines of section 508 of the Rehabilitation Act to assure accessibility of websites and content by persons with sensory disabilities.

#### **III. Planning Assumptions**

A. people with communications challenges, including those who use computers to obtain or relay information, use a variety of communication devices and social processes to participate in emergency preparedness, response and recovery activities.

#### **V. Concept of Operations**

A. Community partners are informed of emergencies and mobilized via procedures established herein.

B. A Vulnerable Populations Liaison position is staffed in the EOC to conduct an initial assessment of damage and/or injuries to vulnerable persons and facilities that serve them, provide technical assistance to other EOC staff developing response and recovery strategies and tactics to assure awareness of vulnerable populations considerations, and assist with locating and mobilizing unique assets as needed to support vulnerable persons during emergencies.

C. Initial Assessment procedures gathering of data from ENCS (Emergency Communications Notification System) companies to assess status of persons living independently in the community.

## **V. Responsibilities**

### **A. Local**

#### **1. Primary**

a. PIOs (public information officers)

1) Issue emergency warnings and status information to vulnerable residents via communication mechanisms and cultural/social systems used by vulnerable residents.

## **VII. References**

No new content.

## **VIII. Attachments**

A. List of MOUS with Local Interpreters and Translators

B. List of ENCS (Emergency Communications Notification System) Providers

## **IX. Approvals and Concurrences**

No new content.

# Incorporating Strategies into ESFs

## ESF #4

### Fire Fighting

#### **I. Introduction**

No new content.

#### **II. Policy**

No new content.

#### **III. Planning Assumptions**

No new content.

#### **V. Concept of Operations**

A. A Vulnerable Populations Liaison position/branch may be activated in the EOC to assess the level of need for emergency support by vulnerable populations, to locate unique resources as needed, to coordinate with community vulnerable populations groups and providers, and to coordinate internally with other EOC positions to provide technical assistance as needed.

B. Provisions for limited access through emergency perimeters may be authorized for home care workers, behavioral health personnel, and accessible vehicles to support vulnerable residents within the perimeter or to facilitate evacuation.

#### **V. Responsibilities**

No new content.

#### **VII. References**

No new content.

#### **VIII. Attachments**

No new content.

#### **IX. Approvals and Concurrences**

No new content.

# Incorporating Strategies into ESFs

## ESF #6

### Mass Care/Shelter

#### **I. Introduction**

No new content.

#### **II. Policy**

B. Shelter-in-place is the preferred method of providing protection and shelter during emergencies that require evacuation.

C. A two-shelter model is used in Cowlitz County. General shelters house all persons except those with acute medical needs. Medically-fragile shelters provide care of persons who require immediate and continual medical supervision and/or treatment.

D. Facilities providing services or residency for vulnerable individuals are encouraged to identify like-facilities with which they can establish agreements to provide mutual sheltering of vulnerable clients.

D. The needs of people with access and functional needs, including people with disabilities, are met in general shelters and accommodated to the ability of shelter staff.

#### **III. Planning Assumptions**

H. Shelters by definition do not meet all the needs of residents. To the extent possible under emergency conditions shelter residents are accommodated and supported to enable them to provide for their own access and functional needs.

#### **V. Concept of Operations**

H. A Vulnerable Populations Liaison position/branch may be activated in the EOC to assess the level of need for emergency support by vulnerable populations, to locate unique resources as needed, to coordinate with community vulnerable populations groups and providers, and to coordinate internally with other EOC positions to provide technical assistance as needed.

I. FAST teams may identify and support vulnerable individuals at shelters to replace lost durable medical equipment (DMEs) and consumable medical equipment (CMEs) or communication devices and obtain other individual support to enable all shelter residents to provide for their own functional needs while they are shelter residents.

1. FAST teams will be coordinated and provided oversight by the lead agency

\_\_\_\_\_.

2. While operating in a Red Cross-operated shelter FAST teams will work within the Red Cross shelter organization and coordinate activities with the shelter manager or his/her designee.

3. FAST teams may work closely with the Vulnerable Populations Liaison in the EOC to obtain resources and services.

J. Some needs of people with disabilities and vulnerable populations will be supported through contents of Vulnerable Population Shelter Go-Kits which are stored \_\_\_\_\_.

K. Service animals are accommodated at general shelters. No special identification is required for service animals. Residents are encouraged to bring appropriate service animal leashes, food, and supplies if they are available

L. Provisions for limited access through emergency perimeters may be authorized for home care workers, behavioral health personnel, and accessible vehicles to support vulnerable residents within the perimeter or to facilitate evacuation.

## **V. Responsibilities**

### **A. Local**

#### **1. Primary**

#### **2. Support**

##### **g. FAST (Functional Assessment and Support Teams)**

1) Assess and identify vulnerable persons during registration and among the shelter population.

2) Identify support services and equipment vulnerable residents may require while a shelter resident, and assist them in obtaining resources.

3) Coordinate with shelter management team regarding all services required and all assistance provided to shelter residents.

## **VII. References**

C. Guidance on Planning for Integration of Functional Needs Support Services in General Populations Shelters, FEMA, November 2010.

D. ADA Checklist for Emergency Shelters, U.S. Department of Justice, Civil Rights Division, Disability Rights Section, July 26, 2007.

## **VIII. Attachments**

- B. List of Accessible Shelters
- C. FAST Description and Assessment forms
- D. Shelter Go-Kit Content List

## **IX. Approvals and Concurrences**

No new content.

# Incorporating Strategies into ESFs

## ESF #8

### Health, Medical and Coroner Services

#### **I. Introduction**

No new content.

#### **II. Policy**

**A.**

#### **B. Scope**

15. Procurement or replacement of DMEs (durable medical equipment) or refilling prescriptions on an emergency basis for evacuees or residents of emergency shelters.

#### **III. Planning Assumptions**

G. Disruption of medical supply chains due to transportation or power failures or staffing limitations may adversely affect medical care operations at hospitals, long term care facilities, or pharmacies, potentially requiring government support to continue services.

H. Despite efforts by government and private providers to prepare facilities serving vulnerable populations for emergencies some emergencies may require government support shelter-in-place activities or evacuation. Such support may be required during events involving fast-developing situations, extensive damage, widespread or catastrophic consequences or emergencies of extended duration. See Attachment A for a list of Vulnerable Facilities, based on proximity to hazards, inherent evacuation challenges associated with the facility or property, or the number of acute or mobility challenged clients involved.

#### **IV. Concept of Operations**

#### **A. Emergency Medical Services**

6. A Vulnerable Populations Liaison position/branch may be activated in the EOC to assess the level of need for emergency support by vulnerable populations, to locate unique resources as needed, to coordinate with community vulnerable

populations groups and providers, and to coordinate internally with other EOC positions to provide technical assistance as needed.

## **V. Responsibilities**

### **A. Local**

#### **1. Primary**

#### **2. Support**

##### 5) Pharmacists and Pharmacies

Maintain procedures and protocols to assure continuation of prescription refills and DME replacement services for evacuees and emergency shelter residents, particularly during extended emergencies.

##### 6) Local DME (durable medical equipment) Retailers

Maintain procedures and protocols to assure continuation of DME replacement services for evacuees and emergency shelter residents, particularly during extended emergencies.

##### 7) Northwest Regional Dialysis Network

Maintain region-wide emergency plan with provisions for transferring staff and equipment to assure continued operation of dialysis facilities during emergencies.

## **VII. References**

No new content.

## **VIII. Attachments**

A. List of Vulnerable Facilities

## **IX. Approvals and Concurrences**

No new content.

# Incorporating Strategies into ESFs

## ESF #21

### Recovery and Restoration

#### **I. Introduction**

No new content.

#### **II. Policy**

No new content.

#### **III. Planning Assumptions**

No new content.

#### **V. Concept of Operations**

A. Procedures for communicating with partner agencies for purposes of activation or warning are contained in the ESF 2, Communications and Warning.

B. Vulnerable Populations Liaison position/branch may be activated in the EOC to assess the level of need for emergency support by vulnerable populations, to locate unique resources as needed, to coordinate with community vulnerable populations groups and providers, and to coordinate internally with other EOC positions to provide technical assistance as needed.

#### **V. Responsibilities**

##### **A. Local**

##### **1. Primary**

##### **2. Support**

a) \_\_\_\_\_ serves as the lead entity for dispatching accessible (including lift) vehicles during events in which large numbers of non-government accessible vehicles are deployed, particularly during mutual aid situations.

#### **VII. References**

A. Disaster Housing Assistance Program (DHAP)

## **VIII. Attachments**

A. Vulnerable Populations Housing Assessment Tool

B. Interim Housing and Case Management and Long Term Housing Recovery Team,  
potential participants

## **IX. Approvals and Concurrences**

No new content.

# Incorporating Strategies into ESFs

## ESF #22

### Law Enforcement

#### **I. Introduction**

No new content.

#### **II. Policy**

No new content.

#### **III. Planning Assumptions**

No new content.

#### **V. Concept of Operations**

G. A Vulnerable Populations Liaison position/branch may be activated in the EOC to assess the level of need for emergency support by vulnerable populations, to locate unique resources as needed, to coordinate with community vulnerable populations groups and providers, and to coordinate internally with other EOC positions to provide technical assistance as needed.

H. Provisions for limited access through emergency perimeters may be authorized for home care workers, behavioral health personnel, and accessible vehicles to support vulnerable residents within the perimeter or to facilitate evacuation.

#### **V. Responsibilities**

No new content.

#### **VII. References**

No new content.

#### **VIII. Attachments**

No new content.

#### **IX. Approvals and Concurrences**

No new content.

# Incorporating Strategies into ESFs

## ESF #23

### Damage Assessment

#### **I. Introduction**

No new content.

#### **II. Policy**

No new content.

#### **III. Planning Assumptions**

No new content.

#### **V. Concept of Operations**

A. A Vulnerable Populations Liaison position/branch may be activated in the EOC to assess the level of need for emergency support by vulnerable populations, to locate unique resources as needed, to coordinate with community vulnerable populations groups and providers, and to coordinate internally with other EOC positions to provide technical assistance as needed.

1. Evaluate and provide input to initial government assessment regarding level of need by vulnerable populations, if any, for support to evacuate, communicate (send, receive or interpret emergency messages), shelter, transport themselves, replace prescription medicines and medical equipment, or otherwise meet own functional needs necessary to self-respond to emergency.

#### **V. Responsibilities**

No new content.

#### **VII. References**

No new content.

#### **VIII. Attachments**

No new content.

## **IX. Approvals and Concurrences**

No new content.



Federal												
Nat. Ambulance Contract (FEMA)	Ground & air transport	yes					EOC contacts EMAC					
	ambulance & paratransit						(emerg. Mgmt. assist.					
	(fixed wing). Redistribute						compact) to NAC					
	patients to free up hosp.						(Nat. Ambulance					
	beds. Staff shelters. Set up						contract)					
	mobile med units. Administer											
	vaccines during large-											
	scale prophylaxis ops.											

non-medical emergency services  
 airport rental shuttle buses  
 car lots  
 health care center vendors

## EOC Vulnerable Populations

### Resource List Guidance

#### General Information

1. Column widths are compressed to facilitate printing during the development stage. Columns should be expanded as needed during data entry to accommodate information.
2. Data followed by question marks indicates information that may have changed due to time lapses between research and production of this inventory tool.
3. The Private Providers category includes providers that participate in regional transportation brokerages. During emergencies these providers will typically be mobilized by the brokerage. They are included here to assure accessibility during emergencies involving communication disruptions at which time it might be necessary to make direct contact with local providers.
4. The Chair Capacity Column currently indicates "yes" rather than the number of chair-accessible vehicles. Current information is limited to capability (yes or no) but capacity (number of vehicles available) should be determined and included when during data entry.

#### Keeping Information Current

1. Update this inventory annually to reflect changes in business status, personnel, contact information, and capacity.
2. As information is updated it may be useful to document conventions used for terminology, abbreviations, etc. to assure subsequent updates use standard abbreviations, titles, etc. to facilitate data access during emergencies.

Vulnerable Populations Resouces  
General Resources

	Asset Description	Quantity	Misc.	Location (Facility Name)	Address	Contact Person	Contact Info. Cell Phone	Contact Info Work Land Line	Contact Info Email	MOU Y/N
<b>Shelter</b>										
Accessible Cots	cot size, height									DNA
Assessible Go Kits	signage, pictograms etc.									
Portable access ramps										DNA
Contractors qualified to construct ramps										?
Assessible portable toilets										
Accessible portable showers										
Accessible hotel rooms										
Storage	NOTE: should be identified on accessible shelter list									
Refrigerator	Note: should be identified on accessible shelter list									
<b>Transportation</b>										
Transit										
Paratransit										
Schools										
Marine Vehicles										
<b>Communications</b>										
ASL Interpreters										?
	Deaf social club			1st Baptist Church						
Spanish Translators										?
Russian Translators										?
Equipment										
CART	Computer Aided Real Time Translation									
Vehicles w radios				See Transportation Inventory						?
Reverse Calling Devices	Response Link									?
	Elder Options									DNA
Ham radios				See Ham radio club inventory						DNA

Vulnerable Populations Resouces  
General Resources

	Asset Description	Quantity	Misc.	Location (Facility Name)	Address	Contact Person	Contact Info. Cell Phone	Contact Info Work Land Line	Contact Info Email	MOU Y/N
<b>Medical</b>										
DME Retailers										DNA
				Diabetic Supplies.com			1?877-SUPPLIES			
DME for Loan										DNA
Pharmacy partners										?
CME retailers										
Home Health Care Providers										
<b>Housing</b>										
Portable access ramps				See sheltering above						DNA
Contractors qualified to construct ramps										?
Short-term Assets										DNA
Long-term Assets										
<b>Power Generating Equipment</b>										
Generators	capacity, type of fuel									
<b>Staffing Resources</b>										
	nursing									
	home health care									
	clerical/computers									
	heavy lifting									
	child care									
<b>Other</b>										
Northwest Regional Dialysis Network										DNA

## Training Resources

### Emergency Preparedness for Vulnerable Populations

#### Online and Classroom Training Sources

##### **1. Emergency Management Institute (EMI), FEMA**

The site features vulnerable populations webinars the 1st Wednesday of each month throughout 2011 at 1 PM EST (10 AM PST).

Contact EMI course manager Doug Kuhn, [doug.kuhn@dhs.gov](mailto:doug.kuhn@dhs.gov)

##### **2. FEMA Independent Study Courses**

The program includes self-paced courses for the general public and emergency management staff. Courses are free and college credit is available for a fee. Content includes emergency preparedness, mitigation, and the emergency management system. Relevant courses include:

IS197.SP Functional Needs Planning Considerations for Service and Support Providers

IS 244.a Developing and Managing Volunteers

IS 288 The Role of Volunteer Agencies in Emergency Management

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

##### **3. Pierce County, Washington Emergency Planning Institute**

This two-day training offered twice annually features three sessions - incident command and introduction to disasters, plans and procedures, and how to . . . update, train and exercise.

Contact [sbadger@co.pierce.wa.us](mailto:sbadger@co.pierce.wa.us)

##### **4. Washington Military Department, Emergency Management Division, PEP (Partners in Preparedness) Conference**

This annual conference held in Tacoma, Washington in May features a vulnerable populations track featuring several sessions over the two-day conference.

Contact [Dana.Colwell@wsu.edu](mailto:Dana.Colwell@wsu.edu)

##### **5. Emergency Education Program, Hearing, Speech & Deafness Center (HSDC)**

The agency trains responders about how hearing loss impacts emergency planning and response.

[www.hsd.org](http://www.hsd.org)

## **6. Northwest Center for Public Health Practice, University of Washington School of Public Health**

Hot Topics in Preparedness - One-hour webinars addressing relevant emergency planning topics including considerations for vulnerable populations. The NWCPHP also offers an annual summer institute in Seattle which includes an emergency preparedness/planning track.

<http://www.nwcphp.org/training>

## **7. "Preparedness for Persons with Disabilities" and "Assisting people with Disabilities" training courses, Hillsboro, Oregon Emergency Management**

A four-hour course addressing emergency preparedness for long-term care facilities is conducted periodically. Course materials are also available online.

<http://www.ci.hillsboro.or.us/EmergencyInfo/Prep/Special.aspx>

## **8. Oregon Emergency Management**

A full range of emergency management courses offered throughout Oregon including many ICS and CERT courses as well as a September 15-16, 2011 "Emergency Planning for the Special Needs Community" course. Note: a schedule of emergency exercises is also posted.

Contact Kelly Jo Craigmiles, 503-378-2911, ext. 22246 or email: [Kelly.Jo.Craigmiles@state.or.us](mailto:Kelly.Jo.Craigmiles@state.or.us)

## **9. Citizen Corps and Affiliate Training Schedule**

Quick-access links to affiliate-sponsored training courses on a variety of emergency preparedness subjects including seniors, people with disabilities, and multi-cultural/non-English speaking persons.

[www.citizencorps.gov/partnersandaffiliates/cross-train.shtm](http://www.citizencorps.gov/partnersandaffiliates/cross-train.shtm)

Citizen Corps Training Calendar

[www.citizencorps.gov/cc/showEvent.do?id=27417](http://www.citizencorps.gov/cc/showEvent.do?id=27417)

## **10. California Specialized Training Institute (CSTI)**

A branch of FEMA, the Institute offers a wide range of multi-day courses that include classroom instruction, evening work sessions, and a capstone exercise to implement concepts learned. Courses and travel are free with a minimum lodging charge. Relevant courses include DHS-096-RESP Emergency Planning and Special Needs G-197 as well as the full range of ICS courses, ICS Train-the-Trainer courses, and courses in exercise design and earthquakes.

[www.ohs.ca.gov/hseep/csti.html](http://www.ohs.ca.gov/hseep/csti.html)

### **11. Through the Looking Glass (TLG)**

This is a community-based, nationally-recognized nonprofit organization that pioneered research, training, and services for families in which a child, parent or grandparent has a disability or medical issue. TLG emerged in 1982 from the independent living movement and is based in Berkeley, California.

<http://lookingglass.org/index/php>

### **12. Natural Disaster Preparedness for Caregivers of Senior Citizens**

An eight-hour course currently under development by the National Disaster Preparedness Training Center at the University of Hawaii, an affiliate of the National Emergency Response and Rescue Training Center.

<http://ndptc.hawaii.edu/training.html>

### **13. Community Arise**

Developed by the Presbyterian Disaster Assistance Council, Missouri, this is an ecumenical curriculum designed for church leaders to answer questions about how congregations can prepare and respond to local emergencies.

<http://gamc.pcusa.org/ministries/pda/disaster-preparedness-and-training-materials>

### **14. Interagency Coordinating Council's Disability Preparedness Resource Center**

The site features a disability preparedness resource center, information regarding current emergencies, and links to relevant partner organizations.

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

### **15. Research and Training Center on Independent Living, Kansas University, Lawrence, Kansas**

Online courses in various languages addressing emergency preparedness for consumers and first responders. CEUs are available for healthcare professionals while general courses aid in personal preparedness for persons with disabilities and seniors. Courses include: Disability Prepared, Nobody Left Behind: Disaster Preparedness for Persons with Mobility Impairments and Animal Preparedness.

<http://www.rtcil.org>

### **16. National Emergency Response and Rescue Training Center**

A consortium of well-respected training entities nationwide managed through the Department of Homeland Security.

[http://www.ndpc.us/consortium\\_members.html](http://www.ndpc.us/consortium_members.html) Click on affiliate of interest for list of current and pending courses.

**17. National Terrorism Preparedness Institute, a division of the Center for Public Safety Innovation (CPSI) at St. Petersburg College, Florida.**

The Center for Public Safety Innovation's (CPSI's) mission is to develop and deliver high quality training for emergency and first responders, military personnel, and the general public, in a variety of formats—Web-based, video, broadcast, and face-to-face—using state-of-the-art technology and best practices in education and training. Periodically this site offers webcasts that address various dimensions of vulnerable populations emergency planning.

<http://terrorism.spcollege.edu>

**18. National Resource Center on Advancing Emergency Preparedness for Culturally Diverse Communities, Drexel University School of Public Health, Philadelphia, PA**

A variety of training and information resources by Drexel University School of Public Health whose goal is to provide concrete and practical resources and information on effective risk communication strategies, measurement and evaluation, education and training, and research on advancing preparedness for culturally diverse communities.

<http://www.diversitypreparedness.org/What-s-New/40/>

**19. Temple University Institute on Disabilities, Philadelphia, PA**

<http://disabilities.temple.edu/programs/ds/hEd3udl.shtml> Scroll down to ' Training' or 'Resources' sections.

Professional Development Training Program to support postsecondary education for all, including people with disabilities. Relevant sections of curriculum include Assistive Technology, Hidden Disabilities, and Rights and Responsibilities. The video is useful for training community and government planners about vulnerable populations' considerations and solutions.

**20. enableUS**

In conjunction with the National Organization on Disabilities, enableUS designed a 2010 conference on emergency planning for FNSS (functional needs support services) with plans for an annual event. The conference is free, including air fare and lodging, and individuals may apply to participation. enableUS offers conferences and training nationwide.

info@ enableus.com attention Brian Lake

**Training Materials**

**Training Curriculums and Guidance**

**1. "When Words Are Not Enough - Communications Training Program for Responders"**

Developed by Woodside, California Fire Protection District, the Commission for Disabilities of San Mateo County and the San Mateo County Special Education Local Planning Agency (SELPA).

The partnership developed an educational tool to teach responders simple and effective methods to communicate with people with disabilities and individuals with special needs. Materials include a training curriculum, video, manual, communication booklet, and poster.

[www.cidrapractices.org/practices/recent/resource/336](http://www.cidrapractices.org/practices/recent/resource/336)

## **2. "Orientation Manual for First Responders on Evacuation of People with Disabilities".**

A comprehensive, user-friendly manual developed by FEMA in August 2002.

Available from [www.usfa.dhs.gov/downloads/pdf/publications/FA-235-508.pdf](http://www.usfa.dhs.gov/downloads/pdf/publications/FA-235-508.pdf)

## **3. Tips for First Responders, 2nd Edition**

Designed by the Center for Development and Disability, University of New Mexico.

The document offers concise, practical tips to acquaint first responders with considerations and techniques to assist seniors, people with disabilities and people with behavioral health challenges. The document, in a quick-reference format, is available in English or Spanish.

<http://cdd.unm.edu/products/tipsforfirstresponders.htm>

## **4. "Community Arise"**

Developed by the Presbyterian Disaster Assistance Council, Missouri.

The ecumenical curriculum was designed for church leaders to answer questions about how congregation can prepare and respond to local emergencies.

<http://gamc.pcusa.org/ministries/pda/disaster-preparedness-and-training-materials>

## **5. "Operationalizing Emergency Response Plans for Vulnerable Populations: The Medically Fragile"**

This chart provides a graphic display of actions to operationalize vulnerable population plans was developed by the Health Services Agency as featured at the 2011 NACCHO (National Association of County and City Health Officials) Public Health preparedness summit.

[www.hsahealth.org](http://www.hsahealth.org)

### **Power Point Presentations**

## **1. "Train the Trainer: Evacuation and Accommodations of People with Disabilities"**

<http://evac.icdi.wvu.edu/library/ProjectSafeEvacTraintheTrainer.ppt>

## **2. "Disaster Planning for the Visually Challenged Population", June 2009.**

This presentation features slides that simulate how people see the same object with various medical conditions of the eye.

<http://www.training.fema.gov/EMI/Web/edu/09conf/report/Fuentecilla>

### **Videos**

#### **1. Emergency Preparedness for Deaf and Hard of Hearing Persons**

These 66 videos are presented via visuals, an ASL interpreter, and spoken word formats to encourage use by people with hearing loss and their families and support networks.

<http://www.youtube.com/watch?v=aZLhdygss-4&feature=youtu.be>

#### **2. "Working Together: People with Disabilities and Computer Technology"**

A 14-minute video that demonstrates how people with various disabilities make accommodations to use computers. The video is useful for training community and government planners about relevant vulnerable populations considerations and solutions.

<http://www.washington.edu/doiit/Video/index.php?vid=33>

#### **3. KCER (Kidney Community Emergency Response)**

This organization also has a portal page linking to multiple special needs preparedness and response videos.

<http://kcercoalition.blogspot.com/2008/05/disaster-preparedness-videos.html>

#### **4. CERT (Community Emergency Response Teams)**

Training videos in Spanish or English that address technical elements of CERT.

[www.citizencorps.gov/cert/videos](http://www.citizencorps.gov/cert/videos)

### **DVDs**

#### **1. "Working with People with Disabilities - A Guide for Responders"**

Produced by the Baltimore County fire department in cooperation with the Baltimore County Commission on Disabilities, 2008.

This 26-minute training DVD helps personnel from emergency medical services, fire, and police and others work effectively with persons with disabilities. The DVD is available free of charge from the Baltimore County Fire Department by emailing Fire director James Korn, [jkorn@baltimorecountymd.gov](mailto:jkorn@baltimorecountymd.gov)

[http://www.baltimorecountymd.gov/Agencies/fire/fire\\_academy/DisabilitiesGuide.html](http://www.baltimorecountymd.gov/Agencies/fire/fire_academy/DisabilitiesGuide.html)

## Projects

### 1. Kentucky Outreach and Information Network (KOIN)

Organized by Kentucky Cabinet for Health and Family Services.

This grassroots, volunteer-based approach to communication is a partnership between government and community-based organizations fosters familiarity with emergency preparedness language and awareness of the location of their vulnerable populations.

<http://chfs.ky.gov/dph/epi/preparedness/koin.htm>

### 2. "Disaster Communications Guidebook: Promoting Emotional Well-Being When Preparing for Disasters"

Prepared by Missouri Department of Mental Health.

This 27-page guidebook provides information for preparedness partners on behavioral health issues special populations may face in emergencies. The document offers strategies to improve resilience, coping skills in emergencies, and emotional preparedness resources.

[www.cidrapractices.org/practices/recent/resource/148](http://www.cidrapractices.org/practices/recent/resource/148)

### 3. "Protecting Special Populations Members During a Public Health Emergency"

Developed by East Central District Health Department (ECDHD), Nebraska.

The tool assures rural community members' safety during emergencies. Topics include locating, communicating with, and preparing rural members of special populations during emergencies.

## Documents

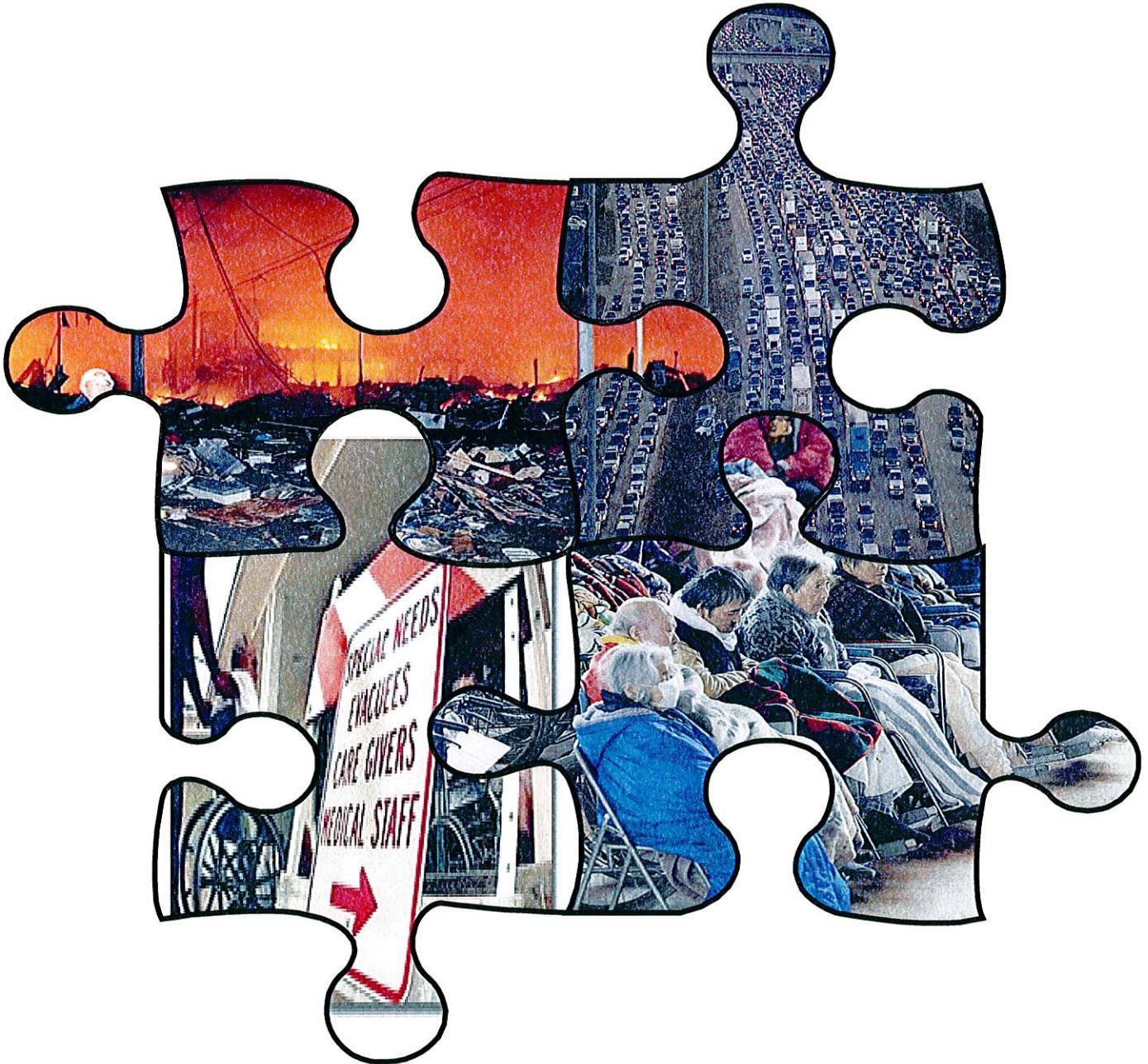
### 1. "Functional Needs Support Services Disaster Toolkits", State of Texas FNSS Integration Committee

Accessible shelter document and toolkit to provide first responders and emergency management professionals basic information about interacting with people with disabilities during a disaster. The site also features a variety of documents in pdf format to guide vulnerable populations with emergency planning.

<http://www.preparingtexas.org/preparedness.aspx?page=32137bc8-eed7-42bb-ad7e-2765fd8abdb9>

# Filling the Gaps in Your Emergency Plan

Disaster Planning for the Whole Community



**Presented by:**

Cowlitz-Wahkiakum Council of Governments, Cowlitz County Department of  
Emergency Management and Emergency Planning Resources.

# Filling the Gaps in Your Emergency Plan

## Disaster Planning for the Whole Community

The following provides information regarding the purpose for or how to use individual pages included in this workbook.

### **Acronyms Used in Emergency Management**

This list deciphers terminology used throughout the document and on related websites.

### **Relevant Web Links**

These links are excellent sources for information to support development of emergency procedures for staff, their families, clients/residents, vulnerable individuals and their support networks, pets, schools, neighborhoods, etc. You might want to share these with neighborhood groups, families, and businesses adjacent to your facility to help them create emergency plans integrated with yours.

### **Overview of Comprehensive Emergency Plan**

See Elements of Emergency Plan, below for details. Note: There is no document associated with this planning element.

### **Employee Preparedness - Your Key to Continuity**

Encourage staff to visit websites for reliable, convenient emergency preparedness information. In addition to [www.prepare.gov](http://www.prepare.gov), [www.fema.gov](http://www.fema.gov) and [www.redcross.org](http://www.redcross.org) the list of websites at the beginning of this document provides links to site which specialize in preparedness adapted for vulnerable populations.

In addition to encouraging your staff to enhance their personal preparedness, address personal considerations staff will face while they work during emergencies. Train them about your emergency plan and clarify their role in its implementation. You may provide space for staff to bring family and or pets to work so they can better focus on work activities. Some facilities arrange transportation for employees in rural or remote areas during inclement weather. Note: There is no document associated with this planning element.

### **Hazard Vulnerability Assessment**

Washington state residents typically prepare for earthquakes and floods, among other events. But as a basis for your emergency plan it's important to identify hazards that will specifically impact your facility. By listing along the left column of the Hazard Analysis Worksheet all hazards that exist in your community you can zero in on those to address in your emergency plan.

Be sure to include those unique to your facility (under the fourth heading). A missing resident from residential care or adult day care facilities constitutes an emergency. Likewise, presence of a building with hazardous materials near your facility might pose a more direct threat than terrorism.

To use the Hazard Analysis Worksheet, list in the left column all hazards to which your facility is subject. (Specifics are available in the Hazard Identification and Vulnerability Analysis at your local Department of Emergency Management.) In the second column record a number representing the likelihood of that event (number 1 being lowest and 5 highest). In column three indicate the likely impact. Multiply numbers in both columns and record resulting risk factor in column four. (Earthquakes don't occur as frequently as floods but have a higher impact.) Compare risk levels to identify planning priorities.

### **Matrix of Critical Functions, Facilities/Staff/Supplies/Vehicles**

This worksheet helps you identify the most critical functions of your organization and the resulting need for resources. It helps you establish priorities and suggests a starting place to begin your plan.

In column one list functions your facility provides. Under the heading "Can be Deferred" place a check in the column marked "Defer 24 Hours" after all functions that can safely be deferred for that period. Repeat for the next three columns. The resulting check marks reveal a pattern of critical functions.

To identify resource gaps, place a check mark under the headings of 'staffing', 'supplies and equipment', 'facilities', and 'vehicles' across from all critical functions for which you need emergency resources. (You may check all resources required or only those which during emergencies would be insufficient.) Use the resulting critical functions and resources to inform creation of procedures, policies, equipment lists, personnel policies and staffing schedules which will constitute your emergency plan.

### **Lines of Succession**

This document provides for continuation of vital operations within your organization. These are not only emergency functions but daily vital operations such as IT management, purchasing, clerical staff, etc. determined by the services your facility provides.

Identify positions that provide vital tasks of your facility. List only functions each position must perform during emergencies, i.e., authorize emergency purchases or close the facility but not hire staff. Then list three position titles within your organization qualified to perform each function. (List positions rather than staff names so the document remains current regardless of staff changes).

Note that one position title may provide backup on more than one critical function. However, if the same position title appears too frequently that person may not be able to fill all positions during emergencies, jeopardizing the integrity of your emergency plan.

### **Emergency Plan Activation Algorithm**

The algorithm provides decision-making guidance when the nature or extent of an emergency is not initially clear. In this case the pre-identified Emergency Team (it may consist of your emergency manager or safety team representative, maintenance manager, representatives of major operations sections within your facility, and possibly your executive director) convenes to assess the situation and decide whether to activate the emergency plan. The algorithm provides guidance in case an emergency is obvious, no emergency exists, and if additional information is required. An important element of the algorithm includes provisions to notify staff regarding the status of the situation.

### **Emergency Organization**

Your emergency organization should align closely with that of your daily operations to facilitate implementation. This ECC (emergency coordination center) organization follows the national ICS

(incident command center) model which provides for common terminology between ECCs and first responders. Brief, user-friendly online orientation to ICS is available at [www.fema.gov](http://www.fema.gov) and in-person training is often available from your local Department of Emergency Management or fire department.

### **Local Emergency Management Functions and Organization**

Your local Department of Emergency Management (DEM) oversees emergency planning and integrates emergency plans of community and business partners with those of local government. In emergencies DEM activates and operates the emergency operations center (EOC), supports local officials in legal activities (declaring a local emergency) and coordinates with state, federal and surrounding jurisdictions regarding assets. Your local DEM maintains a website that features the jurisdiction's emergency plan, hazard identification and vulnerability assessment (HIVA) as well as preparedness information and resources. Note: There is no document associated with this planning element.

### **Communications, Emergency Contacts, Sample Phone Tree**

Communication is the foundation for effective emergency response and recovery. The attached Emergency Contacts list identifies who you might need to communicate with during emergencies and provides guidance as to information to be relayed. A sample phone tree is included if you contact staff or clients through this process. Fill in contact information and update annually.

Your emergency plan should address three dimensions of communication - equipment, process and content. Equipment consists of radios, phones, texting, social networking, ham (RACES) radio, walkie talkies, vehicle radios, and NOAA weather radios which provide weather-related alerts. Explore your options, purchase as needed or arrange for neighbors to provide equipment during emergencies, and seek resources (particularly ham radio support) through your Department of Emergency Management.

Finally, the communications process includes interpretation and translation as well as procedures and schedules by which you will communicate situation status to your staff, community partners, and residents/clients. Include in your plan written guidance regarding the type of information (content) to be relayed during emergencies. Your local PIO (public information officer) can provide guidance regarding risk communications procedures and considerations and refer you to training.

### **Elements of Emergency Plan - Internal and External Response, and Continuity of Operations**

Breaking elements of your emergency plan into internal and external response and continuity of operations makes planning tasks more manageable. This document identifies tasks associated with each element. Develop procedures for those relevant to your operations.

### **Evacuation and Associated Functions - Sheltering, Transportation**

Evacuation of facilities that house or provide services for vulnerable individuals require planning. Sheltering-in-place is the preferred method of shelter and protection during emergencies. When evacuation is necessary relocation to a pre-identified, like-facility increases availability of skilled staff and appropriate equipment and supplies. This document identifies considerations and offers options for suitable unique resources to shelter-in-place, relocate, transport, and communicate during evacuation.

### **Memorandums of Understanding - MOUs**

Memorandums of Understanding (MOU) lack legal status but document agreements between well-intentioned entities to support each other at their respective capabilities during emergencies. Use this

sample MOU to begin discussions with potential partners and document considerations that foster efficient, coordinated response.

### **Staffing - Emergency-Related Human Resources Topics for Supervisors**

This document identifies emergency-related human resource issues of concern to employees. Advance conversations with staff about these topics contributes to solution identification and assure employees you are considering their welfare in conjunction with emergency planning.

Sources for potential emergency staffing include MOUs with like-facilities, nursing and medical-course students from local colleges and business schools, businesses and community groups that meet in your immediate neighborhood, etc. Volunteers are an excellent source of emergency staffing if you identify appropriate tasks in advance and limit the number of volunteers to those you can manage well.

### **Prepare to Utilize Volunteers**

Failure to prepare for volunteers makes their integration nearly impossible during emergencies. Identify in advance functions appropriate for volunteers and the number of volunteers you need and can manage. Create brief checklists that identify each position's supervisor and tasks to perform.

### **Continuity of Administrative Functions**

See Elements of Emergency Plan, above for details. Note: There is no document associated with this planning element.

### **Long Term Recovery**

Recover tasks are often overlooked in emergency plans, yet require considerable effort, often when staff is most interested in 'getting past' the emergency. Identify from this document recovery tasks that may require advance attention and include them in your emergency plan. Note: to infuse new energy into the recovery phase it is useful to appoint a Recovery Lead familiar with but not heavily involved in response activities.

### **Training, Maintaining the Plan, Exercising the Plan**

Training your staff about details of the emergency plan enables them to successfully implement the plan and instills confidence in your organization's response capacity. Note: Not all staff members need to be familiar with all sections of the plan.

Maintain your emergency plan by keeping contact information and emergency assignments current. Review and update procedures annually to assure its utility when needed.

Exercises are a form of training. Table top exercises orient staff to emergency plan elements and help identify topics or procedures that need refinement. On-line training is available through [www.fema.gov](http://www.fema.gov). Develop a training/exercise calendar aligned with your facility's existing training activities.

## ACRONYMS USED IN EMERGENCY MANAGEMENT

- **BOCC** Cowlitz County Board of County Commissioners
- **CCDEM** Cowlitz County Department of Emergency Management
- **CCSO** Cowlitz County Sheriff's Office
- **CCHD** Cowlitz County Health Department
- **CEMP** Comprehensive Emergency Management Plan
- **CERT** Community Emergency Resource
- **COAD** Community Organizations Active in Disaster
- **EAS** Emergency Alert System
- **ECC** Emergency Coordination Center
- **EMS** Emergency Medical Services
- **EMZ** Emergency Management Zone
- **EOC** Cowlitz County Emergency Operations Center
- **EOP** Emergency Operations Plan
- **ESF** Emergency Support Function
- **FAST** Functional Assessment and Support Team
- **FEMA** Federal Emergency Management Agency
- **HIVA** Hazard Identification and Vulnerability Assessment
- **IC** Incident Commander
- **ICP** Incident Command Post
- **ICS** Incident Command System (see also NIMS)
- **IMT** Incident Management Team
- **JIC** Joint Information Center
- **MCI** Mass Casualty Incident
- **MOU** Memorandum of Understanding
- **NIMS** National Incident Management System
- **NRP** National Response Plan
- **NWS** National Weather Service
- **PIO** Public Information Officer
- **SAR** Search & Rescue
- **SOP** Standard Operating Procedures
- **VOAD** Voluntary Organizations Active in Disaster
- **WSEMD** Washington State Emergency Management Division
- **WSEOC** Washington State EOC

ADVISORY	WATCH	WARNING
Highlights special weather conditions that are less serious than a warning. They are for events that may cause significant inconvenience, and if caution is not exercised, it could lead to situations that may threaten life and/or property.	A watch is used when the risk of a hazardous weather or hydrologic event has increased significantly, but its occurrence, location, and/or timing is still uncertain. It is intended to provide enough lead time so that those who need to set their plans in motion can do so.	A warning is issued when a hazardous weather or hydrologic event is occurring, is imminent, or has a very high probability of occurring. A warning is used for conditions posing a threat to life or property.

# Check out these Emergency Preparedness links!

## Family/Home Preparedness:

Cowlitz County Department of Emergency Management:

[www.co.cowlitz.wa.us/DEM](http://www.co.cowlitz.wa.us/DEM)

Ready America:

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

SW Washington Red Cross:

[www.swredcross.org](http://www.swredcross.org)

## Public Health Preparedness

Cowlitz County Public Health:

[www.co.cowlitz.wa.us/health](http://www.co.cowlitz.wa.us/health)

Centers for Disease Control:

[www.cdc.com](http://www.cdc.com)

## Emergency Kits and Supplies

Red Cross Store:

[www.redcrossstore.org](http://www.redcrossstore.org)

Simple Safety:

[www.simple-safety.com](http://www.simple-safety.com)

Emergency Essentials:

[www.beprepared.com](http://www.beprepared.com)

Survival Bunker:

[www.survivalbunker312.com](http://www.survivalbunker312.com)

## **Preparedness for Vulnerable Populations**

Collaborating Agencies Responding to Disasters:

[www.cardcanhelp.org](http://www.cardcanhelp.org)

Disability Preparedness:

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

## **Pet/Service Animal Preparedness**

ASPCA:

[www.asPCA.org/pet-care/disaster-preparedness](http://www.asPCA.org/pet-care/disaster-preparedness)

Disaster Prepped Pets:

[www.disasterprepped.com/preparedness\\_pets.php](http://www.disasterprepped.com/preparedness_pets.php)

## **Earthquake/Tsunami Information**

West Coast & Alaska Earthquake and Tsunami Center

<http://wcatwc.arh.noaa.gov/>

UW Emergency Management

[www.washington.edu/emergency/hazards/earthquake](http://www.washington.edu/emergency/hazards/earthquake)

# Hazard Analysis Worksheet

Facility Name \_\_\_\_\_

Date \_\_\_\_\_

Hazards	Probability (1 to 5)	Impact (1 to 5)	Risk	Comments
<b>Natural Hazards</b>				
Winter Storms				
Flooding				
Fire				
Earthquake				
Tsunami				
Public Health Emergency				
Pandemic Flu				
<b>Technological Events</b>				
Fires				
Chemicals				
HazMat				
Transportation Accident				
<b>Terrorism</b>				
Chemical				
Biological				
Nuclear				
Radiological				
High Explosive Device				
Bomb Threat				
Local Terrorism (sabotage)				
Internal Hostage Event				
<b>Unique to Your Facility</b>				
Missing Resident				
Influx of Residents				
Staffing Limitations				
<b>Consequences</b>				
Power Failure				
IT Failure				
Communications Failure				
Lack of Potable Water				
Fuel Shortage				
Medical Gas Shutdown				
Staff Unavailability				
Transportation Disruption				

Consider hazards from environment (natural disasters), inside facility, and within neighborhood.  
 Risk = Probability x Impact on life, property, client services, and business continuity.

# Critical Functions And Associated Resource Needs

	Can be Deferred				Staffing								Supplies and Equipment				Facilities								Vehicles			
	Daily Functions	Defer 24 Hours	Defer 3 Days	Defer 1 Week	Defer 2 Weeks									Emergency Lighting	Portable PA System	Camera	Showers											
Medical Care																												
Food Service																												
Behavioral Health Services																												
Day Care																												
Transportation																												
<b>Emergency Functions</b>																												
Emergency Coord Center																												
Shelter-in-Place																												
Evaucate Facility																												
Staff Support																												

# Vital Operations Chain of Succession

## Executive Director

### Emergency Functions

- A. Authorize changes in staffing, work shift
- B. Authorize closure of facility or reduction in services
- C. Authorize emergency purchases

### Chain of Authority\*

- 1.
- 2.
- 3.

## Maintenance/Facilities Manager

### Emergency Functions

- A. Maintain HVAC, water, sewer systems
- B. Repair structures or replace as needed
- C. Coordinate with public utilities if necessary

### Chain of Authority\*

- 1.
- 2.
- 3.

## IT Manager

### Emergency Functions

- A. Maintain IT system to sustain communications
- B. Maintain electronic record-keeping systems
- C. Reactivate damaged computers, software, etc.

### Chain of Authority\*

- 1.
- 2.
- 3.

## Purchasing/Finance Director

### Emergency Functions

- A. Document costs and personnel overtime
- B. Oversee continuation of payroll, AR/AP functions
- C. May be assigned as Finance/Admin. Section Chief

### Chain of Authority\*

- 1.
- 2.
- 3.

## Security Coordinator

### Emergency Functions

- A. Maintain physical security of facilities, etc.
- B. Obtain supplemental security staff, if necessary

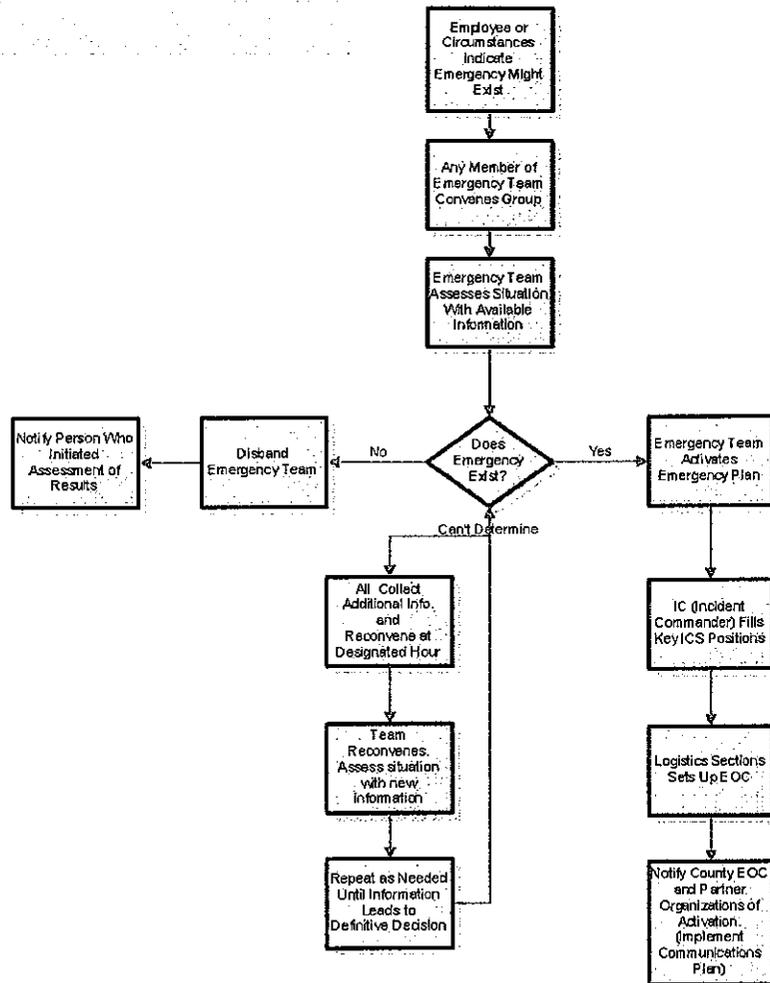
### Chain of Authority\*

- 1.
- 2.
- 3.

## Others as Needed

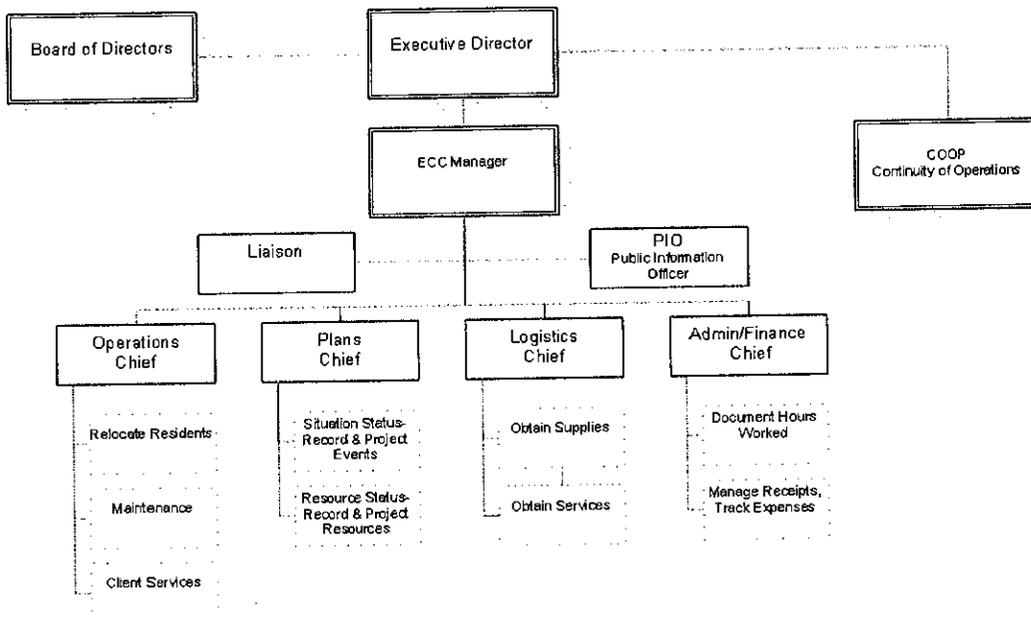
\*Identify personnel by position rather than by individual's name

Emergency Plan Activation Algorithm



Replace "Emergency Team" with title of your facility's decision-makers

Facility  
ECC - Emergency Coordination Center



ers represent positions. Boxes without borders represent functions.

## Emergency Contacts

Entity to Contact	Message	Work Phone	Mobile Phone	Email	Comments
<b>Internal Contacts</b>					
Facility Emergency Mgr.	Notify of situation				
Emergency Response Team	Request situation assessment or activation				
Residents' Families	Request they come to support residents				
Vendor A	Re-order supplies	Usual contact			
Vendor B - public health as last resort	Type and quantity needed, date/time needed, delivery mechanism				
Neighborhood Contacts	Request equipment, vehicles, support				
Other					
<b>External Contacts</b>					
Local Public Health	In public health emergency notify public health of 1) # of persons affected 2) symptoms 3) control measures implemented				
County EOC	Offer or request vital staff, vehicles, supplies, communications equipment				
Hospital	Patient transport - provide ID information and condition	9-1-1			
Pharmacy	Order meds or DMEs				
Coroner	Report death	9-1-1			
Other					



A call down is a series of telephone calls from one person to the next used to relay specific information. An established and exercised call down protocol can be used during emergency situations, such as a flu pandemic, to deliver urgent information to and for communication among employees. This sample call-down procedure is intended to be adapted for use by individual businesses based on their own organizational structure.

- Using the phone tree system can spread a message quickly and efficiently to a large number of people
- You can assign several people calling their branches. Alternatively, one person can be making calls to each teach member.
- Hold message drills regularly to test your phone tree for effectiveness and identify areas for improvement. The drill also helps to update phone numbers.

**When Calling:**

- The person at the top will start the tree and it may be helpful to have a brief script complete with the specific action
- Ask the person to get paper and pencil to write specifics
- Give facts about the event
- Please be sure that you have alternative phone numbers, so you can reach a person, if he/she is out of office.
- If nobody is answering, leave a message and call the next person. This should ensure that everyone gets the information in a timely fashion.
- Confirm they will be making the next call on the list.
- Prearrange with staff at the end of the list to contact the person at the top once they receive the message. The *LAST* person on the phone tree should *CALL THE FIRST* person to ensure that the tree is completed and that the message was accurate.

**Message Drill**

Phone numbers listed on the call-down protocol should be updated regularly. Call-downs should also be exercised regularly. The following table is a sample of documentation of call down drills.

**Sample Call-Down Drill**

Testing date	
Person initiating call down procedure	
Time call down initiated	
Time notification of staff completed	
Percentage of staff contacted	
Time in minutes for response	
Notes	

### Internal Response

- Initial assessment
- Activate emergency plan, if necessary
- Identify scope of injuries/damage
- Contain the incident
- Provide remedial support
- Relocate if necessary
- Repair and restore

### External Response

- Your community role
- Contact local emergency manager
  - Identify role
  - Integrate response procedures
  - Assemble supplies/forms
  - Orient staff

### Continuity of Operations - Facilities

- Assist first responders identify and recover injured/trapped persons
- Maintain/restore utilities
- Repair building
- Provide or obtain security
- Clean up – safety concern
- Assist in logistics of relocation, if necessary
- Assist in moving people with mobility challenges, if needed

### Continuity of Operations – Vital Records

- Computer system
- Financial records
  - Payroll, accounts payable/receivable
- Vital records
  - Personnel files, resident records,
  - Purchasing, risk management
- Insurance documentation and reporting
- Grant management operations

### Continuity of Operations – Other

- Supervision
- Computer/Information Technology
- Communications Infrastructure and Processes
- Vehicles/Fleet
- Equipment /Furnishings
- Property – playground, teen activity centers
- Other Assets

## Evacuation (Relocation), Sheltering and Transportation

Prime considerations during evacuation include safety of both evacuee and responder, space availability, transportation assets, and often, expediency.

### General Evacuation (Relocation) Procedures

#### 1. Warning System

The warning system consists of \_\_\_\_\_

#### 2. Roles and Responsibilities:

An organization chart is located in Appendix \_\_\_\_.

\_\_\_\_\_ orders evacuation and 'all clear' directives.

\_\_\_\_\_ manages evacuation logistics (evaluates circumstances, assesses evacuation routes) .

\_\_\_\_\_ coordinates transportation (vehicles), if needed.

\_\_\_\_\_ prepares and moves residents.

\_\_\_\_\_ assures medical records, medication, DMEs, CMEs, and assistive devices are transported with residents.

\_\_\_\_\_ orients and evacuates building visitors.

#### 3. Equipment

Shelter go-kits are located \_\_\_\_\_

Evacuation chairs are located \_\_\_\_\_

#### 4. Shelter in Place

Storm Shelter Location \_\_\_\_\_

Seal the Room Shelter Location \_\_\_\_\_

**5. Building Evacuation**

Evacuation Routes include \_\_\_\_\_

Internal Assembly Areas include \_\_\_\_\_

Exterior Assembly Areas include \_\_\_\_\_

Maps are located in Appendix \_\_\_\_.

Evacuation Procedures:

For events of limited scope move residents to unaffected part of building on the same floor.

For events impacting an entire floor, move residents to \_\_\_\_\_ a higher or lower floor (depending on type of event).

For long-term events, arrange in advance to shelter residents with their families. Procedures are in Appendix \_\_\_\_.

or

Move residents to \_\_\_\_\_ a nearby, like-facility for sheltering.

MOUS are in appendix \_\_\_\_.

**Evacuation (Relocate) Off-Site Procedures**

**Evacuate (Relocate) to a Like-Facility:**

Evacuation Destination: Facility Name \_\_\_\_\_

Address \_\_\_\_\_

GPS Coordinates \_\_\_\_\_

Contact Person Name \_\_\_\_\_

Cell Phone \_\_\_\_\_ Land Line \_\_\_\_\_ Other Phone \_\_\_\_\_

Email \_\_\_\_\_

**Evacuate (Relocate) to a Shelter:**

\_\_\_\_\_ accompanies residents to general shelter. (1:5? ratio?)

\_\_\_\_\_ accompanies residents to medically fragile shelter. (1:1 ratio)

**Evacuate Outside the County**

Notify family members as soon as possible.

## Receiving Evacuees From Another Facility or Jurisdiction

We can temporarily house \_\_\_\_ (number) evacuee clients from like-facilities.  
MOUs and plans to increase staffing and supplies are in Appendix \_\_\_\_.

### 6. Transportation

Number of lift vehicles required _____
Source - Business Name _____
Address _____
Phone _____
Email _____

Number of non-lift vehicles required _____
Source - Business Name _____
Address _____
Phone _____
Email _____

Utilize buses and other vehicles to transport ambulatory residents as a mechanism to reserve ambulances and lift vehicles for non-ambulatory residents.

**Memorandum of Understanding**  
**Between**  
**Your Organization**  
**And**  
**Partnering Organization**

This Memorandum of Understanding (MOU) establishes a *type of partnership* between *your organization* and *partner organization*.

**I. Mission**

Brief description of your organization's mission. You might want to also include a sentence about the specific program if applicable.

Brief description of the partnering organization's mission.

Together, The Parties enter into this Memorandum of Understanding to mutually promote *describe efforts that this partnership will promote*. Accordingly, *your organization and the partnering organization*, operating under this MOU agree as follows:

**II. Purpose and Scope**

*Your organization* and *partnering organization* – describe the intended results or effects that the organizations hope to achieve, and the area(s) that the specific activities will cover.

1. Why are the organizations forming a collaboration? Benefits for the organization.
2. Who is the target population?
3. How does the target population benefit

Include issues of funding if necessary. For example, "Each organization of this MOU is responsible for its own expenses related to this MOU. There will/will not be an exchange of funds between the parties for tasks associated with this MOU".

**III. Responsibilities**

Each party will appoint a person to serve as the official contact and coordinate the activities of each organization in carrying out this MOU.

The initial appointees of each organization are:

*List contact persons with address and telephone information*

The organizations agree to the following task for this MOU:

*Your organization* will:

*List tasks of your organization as bullet points*

*Your Partnering organization will:*

*List tasks of your organization as bullet points*

*Your organization and partnering organization will:*

*List tasks of your organization as bullet points*

#### **IV. Terms of Understanding**

The term of this MOU is for the period of *insert length of MOU*, from the effective date of this agreement and may be extended upon written mutual agreement. It shall be reviewed at least *insert how often* to ensure that it is fulfilling its purpose and to make any necessary revisions.

Either organization may terminate this MOU upon 30 days written notice without penalty or liabilities.

#### **Authorization**

The signing of this MOU is not a formal undertaking. It implies that the signatures will strive to reach, to the best of their ability, the objectives stated in the MOU.

On behalf of the organization I represent, I wish to sign this MOU and contribute to its future development.

*Your Organization:*

*Name:*

*Title :*

*Signature:*

*Date:*

*Partnering Organization:*

*Name:*

*Title:*

*Signature:*

*Date:*

## **Emergency Preparedness**

### **Discussion Points for Supervisors**

#### Leave Policies

- What are consequences if employees don't report to work?
- Will employees be allowed to remain home to take care of ill/injured family members?
- Can employees use sick leave to care for ill/injured family members?

#### Flexible Work Options

- Telecommute (Work for Home)
- Shared vacation time pool among staff to enable those without leave time to avoid loss of income

#### Financial

- Will extra hours be compensated? By overtime, compensatory leave?

#### Employee Support Activities

- Will you provide employee child care at your facility?
- Will you provide sleeping quarters, rest areas?

#### Communication

- How will employees be notified as the facility moves through various emergency activation thresholds?
- How will employees be notified of scheduling changes?
- How will clients be notified if the facility closes? (see emergency communications algorithm)

#### Emergency Response/Recovery Roles

- Acquaint staff with emergency plan procedures relevant to their position.
- Orient staff to emergency response team duties.

#### Administration

- Will overtime hours qualify for FEMA reimbursement during federally declared disaster?

## Volunteer Tasks

Tasks	Skills Required				Involves Client Contact	Comments
	Other	Nursing	Admin.	Computer		
<b>Direct Resident Services</b>						
Triage residents via phone		x			x	
Contact residents to change appointment, check on welfare					x	
Listen, provide emotional support, keep residents company					x	
Assist residents to contact family members					x	
Transport residents during evacuation (relocation)	x				x	
<b>Support Services</b>					x	
Provide orientation for other volunteers						
Answer Facility Phones Answer general questions at front desk Staff phone bank to provide information as directed			x x x			
Notify Staff of Shift Adjustments – contact by phone			x			
Update Facility Website				x		
Provide Ham Radio services	x		x			
Interpret for Patients					x	
Translate Written Documents						
Record major events or take notes for staff						
Perform minor repairs to facility, open stuck doors after EQ	x					

Note: All persons with access to medical records receive brief HIPPA training regarding confidentiality procedures during orientation.

## Recovery Activities

Recovery is initiated during the response phase, as soon as the level of response activity allows for implementation of recovery plans.

### Leadership

A person familiar with response operations for the emergency but who was not in charge can bring new energy to leadership roles during the recovery phase.

### Recovery Operations

#### Address Staff Personal Needs

Incorporate flexible scheduling to allow time off to repair homes, apply for insurance or FEMA assistance, care for injured family members, attend funerals, etc.  
Provide mental health services if appropriate.  
Debrief response and recovery activities to process emotional and psychological concerns. Identify 'what went well' as well as elements that need improvement.

#### Demobilize ECC (Emergency Coordination Center)

Return staffing levels and schedules to usual operational levels.  
Return borrowed supplies and equipment.  
Re-arrange facility to resemble usual operations.  
Replace or remove event-related signage.  
Demobilize all activities.

- Document damage, injuries and expenses for insurance purposes.
- Store all response-related documents. **Save all logs, roster, notes, etc.**
- Document costs - personnel hours and overtime, expenses. Organize receipts.
- Identify costs potentially reimbursable through FEMA or insurance.

#### Repair Buildings and Infrastructure

Evaluate and restore power, HVAC, communication systems, and water/sewer, as necessary.  
Document damage via photos or video for insurance purposes.  
Repair external and internal elements of facility as necessary. Retain receipts.  
Repair furnishings if necessary.

#### Clean Up Facility

Document damage with photographs or video for insurance purposes.  
Repair any damage. Retain receipts.  
Move debris to collection areas (street??) as directed by local government.

## **Return Operations from Alternate (Relocation) Facilities**

Notify staff in advance of the 'move date'.

If appropriate, obtain moving materials to facilitate an orderly process.

Post date/time of move and new address on doors, website, etc. for clients/vendors.

## **Evaluate Information Technology**

Back up records related to event.

Repair or replace IT equipment, supplies as needed.

## **Resume Usual Personnel Functions**

Restore usual work schedules.

Update personnel records.

Make any necessary corrections to payroll.

Complete all required health and safety compliance reports.

## **Return or Replace Equipment, Supplies**

Maintain records of consumption/damage to equipment, supplies, vehicles.

Submit insurance claim if warranted.

Re-order, re-stock.

Return and document borrowed property (list is maintained by ECC Logistics section).

## **Resume Usual Business Operations**

Review deadlines relative to human resources functions, facilities maintenance and operations, and other administrative functions.

## **Monitor Grant Management**

Review grant deadlines for submission of progress reports, financial records, etc.

Schedule future grant submission deadlines.

## **Evaluate Vital Records**

Consolidate Medical Records

- If residents were moved/evacuated away from facility, reconcile medical records with master files.
- File hard copy records according to established policies.

Accounts Receivable/Payable

- Return to usual billing cycle.
- Pay bills.

# Plan Maintenance, Training, Exercises

## 1. Plan Management and Revision

Review, Update

This plan is reviewed at least annually during the month of \_\_\_\_\_.

Responsibility for updating and maintaining plan information is that of \_\_\_\_\_  
(position).

## 2. Training

Training for staff occurs as follows:

All new-employee receive a copy of emergency plan within 2 days of employment or upon their first day at work, whichever comes first. Employees sign a receipt within 2 days indicating review of the plan.

Within 30 days of their hire date anniversary employees review emergency plan elements relevant per their supervisor and renew their signature on the human resources training form.

## 3. Exercises

The facility conducts a drop, cover, and hold earthquake exercise semi-annually during the month(s) of \_\_\_\_\_.

The facility conducts an orientation or functional exercise of the emergency plan or portion thereof annually during the month of \_\_\_\_\_.

The facility conducts a fire drill during the months of \_\_\_\_\_ and \_\_\_\_\_.

The facility conducts an evacuation of patients or clients drill during the months of \_\_\_\_\_ and \_\_\_\_\_.

With their supervisor's approval, staff may participate in community-wide emergency exercises designed by local emergency management offices, local public health departments, nonprofit emergency response organizations, etc. as is appropriate to their daily functions or their emergency response role.

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## **Establish the Project Scope**

An emergency plan documents community resources, gaps and strategies designed to build emergency response and recovery capacity among vulnerable populations. The process employed during plan creation facilitates mutual awareness by all parties regarding respective cultures and emergency operations.

The potential exists, however, for the plan development process to transform initial interest into momentum sufficient to institutionalize emergency planning for vulnerable populations. This is a desirable goal since this approach broadens responsibility for on-going planning beyond government to the community at large. Projects with this goal build into the planning process capacity-building activities that foster leadership and knowledge as well as knowledge about emergency preparedness and vulnerable populations.

## **Organize the Planning Process**

While your local Department of Emergency Management need not lead the planning effort it should provide significant participation, support, and technical expertise to answer questions regarding government emergency response which the planning process generates among community partners.

Participation in all elements of the planning structure by persons from various vulnerable population categories is vital to gain insight into each others' operations, cultures, and capacity which form the basis for effective response procedures.

A technical group composed of operations-level members from government and community representatives perform planning activities. A policy group to offer general oversight and keep planning activities on a timeline assures alignment of daily activities with project goals. In the interest of time and to facilitate discussion the technical group may break into smaller work groups as needed.

The local COAD (Community Organizations Active in Disaster) organization is often selected to support vulnerable populations planning. A well-developed COAD is capable of applying their planning experience to plan creation. However, COAD's nationally-sanctioned role is formation of an "unmet needs" committee during the recovery phase. Because COAD lacks structure organized around emergency response, and member entities have individual emergency response roles (sheltering, food distribution, etc..), COAD may activate late in the event by staff who could be exhausted from several days of response activities.

While COAD member organizations may serve some vulnerable populations communities, few are knowledgeable regarding disabilities and the daily or emergency considerations needed for vulnerable populations. COAD can be a functional home from which to commence vulnerable populations planning. Continued planning is facilitated by cultivating participation and fostering capacity-building from a broad range of service entities including nonprofits, residential and care providers.

A consultant can expedite the planning process by introducing information, processes, and strategies used or considered by other jurisdictions. While outside consultants may not be familiar with all local resources, they add value through familiarity with the needs of vulnerable populations, knowledge about adaptive equipment and procedures, awareness of national-level emerging issues, connections to other vulnerable population planning and training groups and familiarity with methods to integrate

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community organizations with government response and recovery operations. A consultant strengthens community capacity throughout the planning process.

### **Clarify Membership**

Membership includes stakeholders from government, public and private vulnerable population service providers, businesses that serve vulnerable populations, and members of vulnerable populations categories as defined in initial planning efforts. (Some jurisdictions include children, low-income persons, people who are homeless--and even tourists--in their vulnerable populations definition.) Consult your local chamber of commerce, social service programs and agencies that produce demographic data for assistance in identifying potential entities for participation.

### **Identify Planning Period, Meeting Frequency**

Establish a specific end date for planning activities to enhance membership in technical and policy groups. A limited planning period provides incentive for members to participate and reduces unproductive meetings. However, allow sufficient time between meetings to address action items, distribute meeting notes, and solicit input to avoid subsequent meetings being transformed into 'catch up' discussions.

### **Design Plan Format and Content**

Typically, your local DEM provides guidance regarding the vulnerable populations plan format, assuring compatibility and easy integration of plan elements into the existing jurisdiction's emergency plan. Incorporation of vulnerable populations strategies, policies, and procedures into the existing emergency plan and accompanying ESFs (emergency support functions) is preferred over creation of a separate vulnerable populations annex, since it makes roles and responsibilities as well as procedures obvious to all stakeholders and provides accountability for maintenance of plan details.

### **Identify Core Considerations & Needs**

Identify strengths of vulnerable populations and skills they contribute to emergency response as well as considerations and needs. The National Response Framework (NRF), FEMA, and other leaders utilize a functional approach to planning that emphasizes fostering resiliency among vulnerable populations, with government support provided as needed to enable individuals to care for their own emergency needs, including:

- communication
- transportation
- sheltering
- medical care
- maintaining independence
- supervision and advocacy

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### **Identify Unique Resources**

Based on considerations identify unique resources, including tangible and personnel assets, which may be required to implement the following emergency functions:

- Communication of emergency warnings, protective measures, and situation status Notifications;
- Evacuating within and outside the jurisdiction;
- Sheltering;
- Transporting to and from shelters, to medical appointments and other essential functions;
- Maintaining access to medical care, medication refill and replacement of vital DMEs (durable medical equipment) and CMEs (consumable medical equipment); and,
- Relocating to short- and long-term housing.

Existing resource databases may be shared among government, social service and transportation providers during emergencies. If these are easily accessible by EOC (Emergency Operations Center) staff during emergencies, creation of separate inventories is not necessary. Often however, databases are not regularly updated and confidentiality and security policies make sharing of data difficult during emergencies.

Prior to collecting information about local resources, identify the most efficient mechanism for EOC staff to extract and manage data. Assure that data fields in EOC database software inform design of data collection forms. If the EOC has no data format preference, purchase software or design a roster or inventory format to store resource information.

### **Evaluate Gaps**

Based on considerations that may require accommodation for vulnerable persons and the type of emergencies experienced within your jurisdiction identify the range and potential quantity of resources required for various emergency consequences (power failure, transportation disruption, communications challenges, etc.). Gaps could include many categories, such as equipment, buildings, knowledge of processes or procedures, or personnel. Compare resource needs with current assets to document gaps.

### **Formulate Strategies to Address Gaps; Translate the Strategies into Policies and Procedures**

Gaps in resources, personnel, information, etc. all serve to inform development of strategies, including identifying methods to acquire additional permanent resources or arranging access to supplemental resources on a contingency basis. Consider supplementing your local resource list by establishing MOUs (memorandums of understanding) with surrounding jurisdictions, regional and state assets. However, outside resources require delivery time and in large scale emergencies may be unavailable due to infrastructure disruptions.

Strategies must be operationalized for implementation during emergencies. Lead agencies (those responsible for strategy implementation) translate strategies into policies that guide efficient implementation within the scope of legal and staffing limits. Finally, operational level staff design procedures and integrate them with existing procedures of other response partners.

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## **Potential Deliverables**

The following list is provided to suggest potential outcomes and/or deliverables from your planning efforts. Outcomes of the planning effort might include:

- List of strategies, policies and procedures to be integrated into the local emergency plan.
- Resource inventory or database of unique assets utilized by vulnerable populations.
- List of accessible shelter sites.
- List of training resources and local trainers.
- An expanded list of potential emergency volunteers.
- Sponsorship of workshops, training or emergency exercises relevant to vulnerable populations emergency plan elements.
- Newly expanded emergency response capacity among facilities that house or provide services for vulnerable individuals.
- A critical mass of government, nonprofit, community service providers and business representatives with commitment and knowledge to continue emergency preparedness efforts for and with vulnerable persons, enabling emergency management staff to support rather than execute all future planning tasks.

## **Useful Planning Resources**

The following resources arrange no-cost training online or in your community, including a two-day special needs planning course in your community for jurisdictions with populations of 50,000 or less.

Rural Domestic Preparedness Consortium

[www.ruraltraining.org](http://www.ruraltraining.org)

National Domestic Preparedness Consortium

[www.ndpc.us](http://www.ndpc.us)

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<b>Planning Elements &amp; Process</b>	<b>Core Elements</b>	<b>Desirable Elements</b>
Form a Policy Group	X	
Form a Technical Group (Planning Team) and Sub-committee Work Groups	X	
Identify Planning Considerations & Topics (Issues you wish to explore in your planning efforts)	X	
Develop Database or Inventory of Unique Resources for Vulnerable Populations	X	
Identify/List Gaps (Resources, Information, Personnel, etc.)	X	
Develop Strategies to Address Gaps	X	
Translate Strategies Into Detailed Policies and Procedures	X	X
List Training Needs & Resources		
Distribute information regarding training opportunities related to vulnerable populations planning		X
Train key stakeholders about vital emergency plan elements		X
Prepare & Execute Training Exercises		
Evaluate effectiveness of strategies, policies & procedures		X
Evaluate integration of plan elements with adjoining/regional jurisdictions		X
<b>Deliverables</b>		
List of strategies to address gaps in supporting vulnerable populations during emergencies	X	
Incorporation of strategies into local emergency plans and corresponding ESFs (emergency support functions)	X	
List of accessible shelter sites	X	
List of training resources and local trainers		X
Workshops and training to facilitate creation or enhancement of emergency plans by facilities provide residency or otherwise serve vulnerable populations		X
Emergency exercises to evaluate vulnerable populations elements of emergency plan		X
An increased list of potential emergency volunteers		X
An organization with ownership in the planning process and engaged participants to continue the planning effort		X