V 1.0

AGENCY EMERGENCY PREPAREDNESS HANDBOOK

MARCH 2017

JEWISH FEDERATION
GREATER VANCOUVER

CONTENTS

DISTRIBUTION

INTERNAL:

EXTERNAL:

RECORD OF AMENDMENTS

DATE	AMENDMENT NUMBER	ENTERED BY

SETTING THE CONTEXT

ABOUT THIS HANDBOOK

This handbook has been developed for the Jewish Federation of Greater Vancouver to aid local organizations identify and prepare for potential risks that could impact the overall safety and well-being of everyone who uses the facilities.

The information, templates and tools contained in this guide are provided as a starting point to enable your organization to develop the appropriate emergency management plan. The information is designed to meet the needs of a variety of different types of organizations. However, each organization will select the content that is most applicable to their own organization's emergency planning needs.

PURPOSE

Every organization needs to be prepared to respond to an emergency situation. However, together, we all can play a role in creating a resilient Jewish community. This handbook will begin that process by ensuring that all of our organizations have the necessary information and tools to begin that process.

This handbook is designed to answer following questions:

1   What resources does my organization need in order to be prepared?

2   What roles do staff and volunteer play in preparing for an emergency?

3   What policies and procedures do I need to have in place?

4   How can my agency be part of a larger community response?

INTRODUCTION TO EMERGENCY MANAGEMENT

Public Safety Canada defines Emergency Management as "the purpose to save lives, preserve the environment and protect property and the economy". Emergency Management is all about understanding the risks and working towards a sustainable and disaster resilient society. Emergency Management focuses on an "all hazards" approach. This means planning is carried out using the same components for all types of hazards rather than just certain emergencies that can occur. For example, your organization's Emergency Plan is developed to respond to all hazards. The Emergency Plan is then supplemented by hazard specific plans such as active threat, earthquake, evacuation etc[1].

Emergency Management is a four (4) phase cycle, which includes Prevention/Mitigation, Preparedness, Response and Recovery.

- **Prevention/Mitigation:** Elimination or reduction of risks of disasters in order to protect lives, property, the environment, and reduce economic disruption. This phase includes both structural and non-structural mitigating measures. This phase is often grouped together but can also be an important step on its own.

- **Preparedness:** Being ready to respond to an emergency or disaster and manage the impacts through measure taken prior to the event. Examples include response plans, training, and resource development.

- **Response:** Acting during or after a disaster to manage the impacts. Examples can include evacuation, shelter in place, emergency response, and crisis communication.

- **Recovery:** The aftermath of an emergency. To repair or restore conditions to an acceptable level. Returning to the "new" normal. Examples include trauma counseling, financial assistance, physical rebuilding.

1   https://www.publicsafety.gc.ca/cnt/rsrcs/pblctns/mrgnc-mngmnt-frmwrk/index-eng.aspx

LEGISLATION[2]

FEDERAL

Emergencies Act

Defines four categories of emergencies in which the federal government may be required to act.

- Public Welfare Emergencies (natural or human disasters)

- Public order emergencies (threats to Canada's internal security such as insurrections or acts of terrorism)

- International emergencies (external threats to Canada or its allies) and

- War

Emergency Management Act

The Emergency Preparedness Act defines what the federal government and its institutions must do to ensure that they are always ready in an emergency.

PROVINCIAL (BRITISH COLUMBIA)

Emergency Program Act

BC's Emergency Program Act emphasizes public safety in emergencies or disasters. The Act addresses the following areas of responsibility:

- Clarifies the roles and responsibilities of a local authority and the provincial government

- Provides extraordinary power to a local authority and/or the provincial government if required

- Requires a local authority to create and maintain an emergency management organization

- Enables provision of Disaster Financial Assistance to victims of all disasters

- Provides exemption from civil liability to all emergency service workers

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2   http://www2.gov.bc.ca/assets/gov/public-safety-and-emergency-services/emergency-preparedness-response-recovery/embc/bcems/intro_to_em.pdf

Emergency Program Management Regulations

- Tasks government ministers with developing emergency plans and procedures

- Identifies the ministers responsible for coordinating government response to specific hazards

- Lists the duties of ministries and Crown corporations in an emergency/disaster

PRIVATE SECTOR, BUSINESS, INDUSTRY, HEALTH & SCHOOLS

Worksafe BC requires procedures to be in place for Emergency Preparedness and Response in the workplace.

Section 4.13(1) of the Workers' Compensation Board of British Columbia, Occupational Health and Safety Regulation states, "The employer must conduct a risk assessment in any workplace in which a need to rescue or evacuate workers may arise."

If a worker is required to assist others who may need physical assistance during an evacuation (such as in care homes or schools), written rescue and evacuation procedures must be developed. The procedures also need to be practiced so workers know their responsibilities and the procedures and equipment to be used.

At least once each year emergency drills must be held to ensure awareness and effectiveness of emergency exit routes and procedures, and a record of the drills must be kept.

All workers must be given adequate instruction in the fire prevention and emergency evacuation procedures applicable to their workplace.

Detailed information concerning this regulation can be obtained from a local WorkSafe BC office or via the Internet at the following website: www.worksafebc.com

In addition to the Occupational Health and Safety Regulations, there are various other legislations that establish emergency management requirements for a broad spectrum of private sector businesses and utilities to ensure public safety. Examples of some are the Dam Safety, Safe Drinking Water, and Sour Pipeline Regulations.

KNOW YOUR RISKS

CATEGORY OF HAZARD

Natural	Technological / Accidental	Health & Other	Man Made

HAZARDS

Flood	Carbon Monoxide	Influenza	Cyber Attack
Earthquakes	Hazardous Materials	Pandemics	Active Threat
Extreme Weather	Power Outages	Chemical, Biological, Radiological, Nuclear	Protest
Landslides			
Tsunamis		Structural Fire	
Wildfire			

RISK TO AGENCY/ORGANIZATION

Loss of Service (e.g. Water or gas)

Building Damage

Inventory or Equipment Damage

Loss of Files and Critical Data

Employee or Client, Congregant or Student Injury

Damage to Homes

School Closures

Road Damage

Disruption to Suppliers, Service Providers etc.

EMERGENCY PLAN DEVELOPMENT

EMERGENCY PLAN TEMPLATE

Every organization will require a different emergency plan based on your size and scope and the degree to which you are responsible for all aspects of facility management. The Emergency Plan template below will serve as a great starting point.

Organizations that already have plans in place may want to supplement your plan by reviewing the supplemental topics in the emergency plan. A comprehensive emergency plan should include the following topics:

- Purpose
- Situation Overview
- Concept of Operations
- Organization and Assignment of Responsibilities
- Direction, Control & Coordination
- Training & Exercises
- Plan Development and Maintenance

EMERGENCY PLAN TEMPLATE

Last Revision:

BUSINESS INFORMATION

Business Address	Secondary Location
Street:	Street:
City:	City:
Postal Code:	Postal Code:
Phone:	Phone:

FACILITY CONSTRUCTION

Site	Description
Number of floors:	
Date of initial construction:	
Building materials of initial construction:	
List of addition(s) to facility:	
Date(s) of addition(s) to facility	
Building material(s) used for addition(s)	

EMERGENCY PLAN TEMPLATE

Last Revision:

FACILITY UTILITIES

Utility	Description
Natural gas	Valve location(s):
	Uses:
	Provider/Site Lead:
Propane	Location(s):
	Uses:
	Provider/Site Lead:
Electrical	Capacity:
	Location of disconnect:
	Provider/Site Lead:
Water	Source:
	Shut-off valves:
	Provider/Site Lead:
Alternative water source	Source:
	Access:
	Provider/Site Lead:
Back-up generator(s)	Types(s):
	Location(s):
	Area(s) powered:
Fuel stores	Type(s) / Volume(s):
	Location(s):
	Provider/Site Lead:
Boiler	Type:
	Location:
	Provider/Site Lead:

EMERGENCY PLAN TEMPLATE

Last Revision:

FACILITY UTILITIES, CONT'D

Utility	Description
Air conditioning unit	Valve location(s):
	Uses:
	Provider/Site Lead:
Mechanical room(s)	Location(s):
Elevator(s)	Location(s):
	Type / Capacity:
	Provider/Site Lead:

FACILITY SERVICES

Service	Description
IT systems	Internet:
	Patient records:
	Provider/Site Lead:
Phone system	Location:
	Type:
	Provider/Site Lead:
Shipping/receiving	Location:
	Description:
	Provider/Site Lead:
Laundry	Location:
	Equipment:
	Provider/Site Lead:

EMERGENCY PLAN TEMPLATE	Last Revision:

FACILITY SERVICES, CONT'D

Utility	Description
Housekeeping – chemical storage	Location(s):
	Details:
	Provider/Site Lead:
Food services	Location(s):
	Dining areas:
	Kitchen:
	Food storage:
	Refrigeration:
	Provider/Site Lead:

EMERGENCY MANAGEMENT POLICY

Identify the goals and objectives for the emergency response plan	
Define what your emergency response team is expected to do during an emergency	
Identify any regulations covered by your plan	

EMERGENCY PLAN TEMPLATE

Last Revision:

EMERGENCY CONTACT INFORMATION

Emergency Planning Lead
Name:
Title:
Phone:
Alternate phone:
Email:

Secondary Emergency Planning Lead
Name:
Title:
Phone:
Alternate phone:
Email:

Primary Crisis Communication Lead / Spokesperson
Name:
Title:
Phone:
Alternate phone:
Email:

Primary Crisis Communication Lead / Spokesperson
Name:
Title:
Phone:
Alternate phone:
Email:

Non-Emergency
Police:
Fire:
EMS:

Utilities
Electricity:
Gas:
Insurance Provider:

EMERGENCY PLAN TEMPLATE   Last Revision:

EXTERNAL STAKEHOLDERS

Name of federation, agency, organization, or individual	Contact

COMMUNITY RESOURCES

Anyone that you might need assistance from in the community during an emergency

Name of federation, agency, or organization	Contact
Canadian Red Cross	
Coast Mountain Bus Company	
Jewish Family Services	
Kosher Food Services Providers	
Community Centres	

EMERGENCY PLAN TEMPLATE   Last Revision:

EMPLOYEE EMERGENCY CONTACT INFORMATION

Name	Position	Work #	Cell #	Email	Emerg. Contact Name	Emerg. Contact Number

EMERGENCY PLAN TEMPLATE

Last Revision:

TYPES OF EMERGENCIES

The following natural and manmade disasters could impact our organization

Type	Effects

EMERGENCY PLANNING TEAM

The following people will participate in emergency planning and crisis management.
This could also include teams such as first aiders, security, facilities etc.

Position in Org.	Name of Employee	Emergency Planning Responsibilities

EMERGENCY PLAN TEMPLATE

Last Revision:

CRITICAL INFRASTRUCTURE & OPERATIONS

Identify operation or infrastructure, who is in charge of it and any associated plans. Suppliers and contractors' contact information and description of service or products provided.

Critical Operation and/or Infrastructure	Staff/Dept. in Charge	Associated Plans or Procedures

EMERGENCY PLAN TEMPLATE

Last Revision:

SUPPLIERS & CONTRACTORS

Company Name	
Address, City, Postal Code	
Phone Number	
Email Address	
Contact Name	
Materials/Service Provided	

Company Name	
Address, City, Postal Code	
Phone Number	
Email Address	
Contact Name	
Materials/Service Provided	

Company Name	
Address, City, Postal Code	
Phone Number	
Email Address	
Contact Name	
Materials/Service Provided	

HAZARD SPECIFIC PLANS

EVACUATION

There are many situations which could cause an evacuation; fire, hazardous material, gas leaks etc. The purpose of the evacuation plan is to provide employees, visitors and all stakeholders with the means to leave your building during an emergency and get to a safe location.

Facility Usage (e.g. Synagogue/Day Care/ Other) (e.g. Classes/After School Programs/Sports)	Day of the Week / Time	Average Attendance

EVACUATION SYSTEM

Employees will be warned to evacuate the building using the following system:

ASSEMBLY AREAS

Area #	Description
1	
2	
3	
4	
5	

(Post below, a map of your facility, or locations for employees to understand where assembly areas are.)

EVACUATION TEAM

Evacuation Team Leader

- Activating Fire System or Emergency Alerts

- Leads the response and evacuation

  » The evacuation team leader will liaise with emergency responders upon their arrival, notifying them of:

    - What has happened and the type of emergency

    - Location of incident

    - Actions taken

    - Any known missing persons and their location or people in areas of refuge

    - Floor plan of facility

Floor Wardens (one per floor)

- Floor wardens and building marshals will direct building occupants in a calm manner to the closest exit away from the danger and out to the pre identified assembly areas.

Search & Rescuers (one per floor)

- If safe to do so, search room to room to ensure everyone has evacuated the facility and be sure to close the door behind you without locking it.

Stairwell & Building Marshals

- Assist person with mobility needs to areas of refuge if they cannot evacuate out of building. Be sure to document this and provide this information to the fire department

- Direct evacuees through stairwell and not elevators

Assembly Area Warden

- Begin collecting attendance report at assembly station to determine if anyone is missing.

- Notify response teams of anyone believed to be missing.

- Keep everyone well away from roads, danger area

EVACUATION CHECKLIST

The following checklist should be reviewed on a regular basis:

Yes   *No*

☐   ☐   Do you have a plan in place that specifies who will
make the decision whether or not to evacuate?

☐   ☐   Does your plan address the evacuation of all users of the building?

☐   ☐   Do all of your employees understand the signals for evacuation?

☐   ☐   Are floor plans prominently posted showing exit routes
and stairways from floor areas?

☐   ☐   Are all of the exits clearly marked?

☐   ☐   Is each exit route free from obstruction?

☐   ☐   Are all doors leading to an exit always free to open from
the interior so there is no risk of someone being locked inside?

☐   ☐   Do exit passages have emergency lighting?

☐   ☐   Are there alternate means in place to escape if full evacuation can't be undertaken?

☐   ☐   Are elevators programmed to return to the ground floor
in the event of an emergency?

☐   ☐   Is there a pre-determined meeting area established so employees
know where to report to after evacuating the building.

☐   ☐   Is there a plan in place to evacuate people with physical difficulties?

EMERGENCY EVACUATION PROCEDURES: SHOULD I STAY? OR SHOULD I GO?

You must evacuate when fire alarms are sounding.

1   Upon notification of the fire system or alerts to evacuate the building,

2   Gather all your personal belongings in the immediate area — DO NOT DELAY

3   Remain calm, walk, do not run

4   Do not use elevators

5   Follow the instructions of the floor warden or their designate to the nearest stairwell/exit
and exit out of the building to the assembly areas

6   Proceed along the corridors and in the stairways in a calm orderly manner

7   Use the wall to guide you in the absence of lighting to the nearest exit

8   Do not go back into the building for any reason until you have been given the "ALL CLEAR"
by your floor warden or emergency response personnel

EVACUATION OF PERSONS WITH DISABILITIES

All occupants should know where the Areas of Refuge are located and that there are at least two
routes to exit the building

Mobility Challenges

• *On the ground floor with an emergency exit to the outside, exit via the nearest exit and proceed to the
assembly area*

• *If an individual is unable to exit, assist him/her to an area of refuge*

• *Notify the floor warden, security and emergency response personnel about the people remaining in the
building and their locations*

• *Emergency personnel will decide if they are safe and evacuate them as necessary*

Hearing Challenges

- *Get the attention of the person with a hearing disability by touch or eye contact*

- *State the problem, write a brief statement if the person does not seem to understand*

- *Point to the flashing light which indicates the alarm is sounding*

- *Gestures and pointing are helpful*

- *Provide visual instructions to the safest route by pointing toward the exit signs*

- *Offer to lead the individual out of the building*

- *Ask if they would like to hold onto your arm as you exit, offer location of debris or if there is a crowd*

- *Provide verbal instructions as you are leaving the building to safety*

Visual Impairment

- *Give other verbal instructions that may provide further clarity e.g.; elevators or not functioning*

- *Continue to hold the individuals attention with conversation and provide updates noting time/distance to the closest exit*

- *If the individual chooses to remain in an area of refuge, please provide the information to the floor warden, security and emergency response personnel stating their exact location*

FIRE RESPONSE

It is essential that everyone be aware of their roles and responsibilities in order to respond quickly and effectively in the event of a fire emergency.

IF YOU DISCOVER A FIRE

• Activate the nearest pull station to sound the alarm;

• Leave via the nearest safe exit, closing doors as you leave;

• As soon as you can do safely, call 911 to report details of the emergency.

• Do not use elevator. Use stairs and walk, do not run;

• Proceed to the designated assembly areas

• Do not re-enter the building unless the "All Clear" has been given by the Fire Department and/or facility official.

IF YOU HEAR THE FIRE ALARM

• Stop all activities;

• Leave the building immediately by the nearest safe exit. Close doors behind you as you leave;

• Assist those who need help in evacuation of the building;

• Do not use the elevator. Use stairs and walk, do not run;

• Proceed to the designated assembly areas

• Do not re-enter the building unless the "All Clear" has been given by the Fire Department and/or facility officials.

ALWAYS BE AWARE OF THE FOLLOWING

• Location of the nearest manual pull station.

• Exit routes.

• Location of fire extinguishers.

FIRE DRILLS

As part of the evacuation plan it is important to evaluate a complete Fire Drill during all shifts at minimum once every six months, unless otherwise mandated by your Fire Plan or industry directive.

FIRE DRILL LOG

(Include Site Plan, Floor Plans, Evacuation Maps and any other relevant documents such as Fire Safety Plan)

Date of Drill	Type of Drill	Observers / Evaluators

EARTHQUAKE

The impact of earthquake on individuals, homes and critical infrastructure can be extensive in terms of life, property and economic losses. Seniors managers, employees and volunteers must be aware of what to do in the event that an earthquake happens during working hours.

In addition to the steps that each individual will need to take to ensure their own safety as described below, there are a number of steps that organizations can do before, during and after the event that can mitigate the extent of personal injury and property damage.

Key to this is having a proper plan in place that includes the following:

• Location of evacuation and/or refuge sites within the building

• Access to emergency food and water supplies

• Access to paper products and first aid supplies

• Notification procedures to keep staff and volunteers updated

• A business continuity plan that highlights how critical functions will continue and how appropriate recovery strategies can be implemented.

• Strategies to inform and educate employees

For guidelines on preparing your organization's earthquake preparedness plan, check out the Earthquake Planning Guide for Businesses (https://www.iclr.org/images/Earthquake_planning_for_business.pdf).

The information in **Appendix V** should be distributed to all of your employees and volunteers who use your building on a regular basis.

ACTIVE THREAT PROTOCOL — SCHOOLS

Lockdown procedures are used in British Columbia schools when there is an immediate and imminent threat to the school building occupants. During a lockdown, students, staff and visitors are secured in the rooms or areas they are currently in and no one is allowed to enter or leave until the situation is resolved and the lockdown has been lifted. There are two different levels of response. A Lockdown is in response to an immediate and imminent threat within the school or school grounds. During a lockdown, a total lockdown where all the rooms are locked and the students and staff take "hiding" procedures. A Hold and Secure is when an incident has happened within the vicinity of the school and requires the school to secure its building but keep business as usual. During a Hold and Secure all the perimeter doors are secured but school operations remain as is within the school. Individual schools may modify their Active Threat / Lockdown Responses slightly.

HOLD & SECURE

- Continue business as usual with regular classes and activities

- Put the classroom's lock into the lock position but the door can be left open or closed

- Close windows and blinds as means to keep students from being distracted on outside activities

- Stay alert to further instructions from school administrators

- Do not let students out of the building for recess, lunch or upon dismissal from school unless otherwise communicated by school administrators

- If classes or activities are outside at the time of Hold & Secure, gather all staff and students; enter the school and keep the class inside their classroom or office

LOCKDOWN

- Immediately take control of any students within your vicinity (including in hallways)

- Immediately close and lock doors to your room

- Turn off lights

- Keep students silent

- Keep students out of sight

- Close windows, blinds and cover glass where applicable (e.g. glass in door window)

- Barricade door with furniture or equipment by any means possible

- Have students silence their mobile devices

- Ensure students are not using their phones for calls or texting

- Stay alert for updates or changes from the school Principal, VP or designate

- If already outdoors, move away from the school to the designated off site assembly area and call 911 to inform them of your location

THINGS TO CONSIDER EVEN ONCE AN ALL CLEAR IS ANNOUNCED:

- Reunification area for parents picking up children

- Police requiring interviews or statements

- Food and water for staff and students

- Counseling or crisis workers

SAMPLE ACTIVATION ANNOUNCEMENTS

Type of Announcement	Announcement
Students and Staff will be alerted to the hold and secure or lockdown using the following system	
Sample Hold & Secure Announcement	
Sample Lockdown Announcement	

ACTIVE THREAT TEAM

Lockdown Team Member	Responsibilities of Team Member
Teacher	• Stay calm • Quickly check hallway for students or staff • Lock classroom door • Turn off lights & close window blinds • Instruct students to stay out site and silence phones • Instruct students to remain silent • Inform students on the situation
Principal/Vice Principal or Alternate Most Senior Administrator On Site	• Activating the Hold & Secure or Lockdown • Liaison with Emergency Services • Implementing Emergency Plan • Notifications (parents, external partners etc.)
Students	• Go immediately to nearest supervised classroom and if not possible, the nearest room • Follow instructions from teacher • Lock doors, close blinds & turn off lights • No talking, including cell phones • Take cover away from windows, doors and sit quietly on floor • If in secure area, stay there and remain calm and quiet • Remain secured until further instructions from police or administrative staff

ACTIVE THREAT PROTOCOL — OTHER FACILITIES

An Active Threat is defined by the RCMP as one or more persons who seek out a target-rich environment where they can randomly or systematically inflict death or grievous bodily harm. Active threat situations are not restricted to just active shooters. With consultation from the RCMP or your local police agency, it is advised that your facility or organization adopt the now commonly established response protocol of Get Out, Hide Out, Take Action, in the event of an active threat. Since an active threat is unpredictable and can evolve quickly, the following guidelines emphasize personal safety:

- GET OUT: Evacuate the area away from the threat if it is safe to do so

- HIDE OUT: Hide yourself if you cannot evacuate safely

- TAKE ACTION: Only as a last resort, commit yourself to delay, block or overcome the threat

GET OUT

If you see or hear an armed intruder and it is possible to safely evacuate the area, do so

- Exit the area by the shortest and safest means possible

- Leave your belongings behind

- Tell others to leave and warn others of the threat

- Assist others if you can

- When it is safe to do so, call 911

HIDE OUT

If you cannot evacuate safely, hide out

- If you are inside a classroom or office, stay inside the room and block the entries by any means possible. If available, use furniture to prevent the doors from being opened.

- If you are in corridor, hall or open area, go inside the closest office or classroom that is not already locked

- Warn others if you can

- Close, lock if possible, and/or barricade the doors by any means

- Close blinds and turn off lights

- Stay clear of windows and doors

- Remain quiet and turn phones to silent or vibrate mode

- Stay in the room until an all-clear message is given or a clearly identified law enforcement official comes to get you

- Do not open the door for anyone unless directed by police

- Do not evacuate if you hear the fire alarm unless you can see or smell smoke

- When it is safe to do so, call 911

TAKE ACTION

If you cannot get out or hide out, as a last resort take action to protect yourself

- Commit to other actions with the goal being to delay, block or overcome the threat

- Work with those around you

- Look for objects that could be used for self-defense

- Do what you need to do to stay alive; this might include using force to protect yourself

Using force to overcome the armed intruder should only be initiated if your life is in imminent danger

WHEN THE POLICE ARRIVE:

- Upon arrival, the police are trained to immediately enter the building to neutralize the threat; police will not stop to assist others until the facility is secured

- Keep your hands raised and empty

- Do not run toward emergency responders unless directed to do so

- Remain calm and follow officers' instructions

- Remain available, where directed, to answer questions

SHELTER IN PLACE

Shelter in Place procedures are usually activated in response to severe weather or external hazardous material incident or other dangerous situations where it is actually safer to be inside the facility than outside.

Sample Activation Announcement: A SHELTER IN PLACE has been initiated. All exterior doors and windows are being closed for our safety. Please ensure all rooms and office windows and exterior doors are closed and locked. All staff and visitors outside are asked to come indoors immediately. Do not leave the building for any reason. More information will be made available shortly.

PROCEDURES:

- Instruct all staff, visitors and occupants outside the building to immediately enter the building and report to their area of work or visit

- Close any exterior windows and blinds

- Close and secure any exterior doors

- Shut down the ventilation system if required for an external hazardous material situation

- All occupants can move freely throughout the facility if the hazard or threat is contained

- Move occupants to interior spaces above the first floor if possible (if threat is penetrating ground floor)

- Monitor social media and news sources for ongoing updates from emergency responders

BOMB THREATS

There are various ways a bomb threat can be made; most commonly anonymous callers make bomb threats over the telephone, however, bomb threats can also be carried out through the mail or by email. Most bomb threats might be false but the impact of these threats requires you to take them seriously.

The biggest decision to make during a bomb threat is whether to evacuate or not. It is highly encouraged to have this decision determined ahead of time during the planning phase. Work with your local police department for their recommendations. If you operate out of leased or rented space, your property management might already have this in their facility plan. If you are a large enough organization in your own facility you will need to develop a plan with your stakeholders and external responders to determine when and when not to evacuate. The below questions will help you determine how you respond.

THREE TYPES OF RESPONSES TO BOMB THREATS

1	2	3
Ignore the threat completely	**Evacuate completely**	**Search and evacuate if warranted (e.g. a suspicious item is found)**

Part of developing your plan will include ensuring your organization has identified who the building or organization's decision makers are as well as the evacuation and search plan.

WHO WILL FACILITATE THE SEARCH AND EVACUATIONS?

DEVELOPING BOMB THREAT PLAN: GUIDING QUESTIONS

Different organizations will have different response to bomb threats based on their buildings, clients, legal responsibilities etc. In order to determine what your response should be during a bomb threat the following questions should be asked.

How will our employees be notified when a bomb threat is received?	
At what point do we make the bomb threat known publicly and what channels do we use for that?	
Who at our organization is likely to receive the bomb threat? (e.g. receptionist, executives etc.)	
Are our staff most likely to receive the threat trained in how to handle the conversation appropriately?	
How and who do we determine if the threat is genuine?	
Who should be notified once the bomb threat is received?	
Once the bomb threat has been determined to be genuine, what procedures do we follow to neutralize the threat?	
Who will lead the bomb threat response? Who are the alternates?	

ANALYZING THE BOMB THREAT

Once all the information from the threat is received, begin answering the following questions:

What Type of Threat Are We Faced With?

☐ Warning of a bomb

☐ Simple extortion

☐ Simple threat with no demand

☐ Demands without a threat

If The Situation Involves a Bomb Threat

Where is the bomb located?

When is the bomb set to explode?

What type of device has been planted?

How many bombs and how many locations are there?

How Was The Threat Delivered?

☐ By phone

☐ In a message, hand delivered

☐ In a message, mailed

☐ In a message, found at a crime scene

History Of Bomb Threats

Have we had similar threats in the past?

Have other organizations had similar threats in past?

ASSESSING THE THREAT

LOW RISK	MEDIUM RISK	HIGH RISK
Lacks Realism: A threat that poses a minimum risk to the victim and public safety. Probably motive is to cause disruption	Increased Level of Realism: Threat that could be carried out, although it may not appear entirely realistic	Specific and Realistic: Threat appears to pose an immediate and serious danger to the safety of others

LOW RISK

Lacks Realism: A threat that poses a minimum risk to the victim and public safety. Probably motive is to cause disruption

- Threat is vague and indirect
- Information contained within the threat is inconsistent, implausible, or lacks detail
- Caller is definitely known and has called numerous times

The threat was discovered instead of delivered (e.g. a threat written on a wall)

MEDIUM RISK

Increased Level of Realism: Threat that could be carried out, although it may not appear entirely realistic

- Threat is direct and feasible
- Wording in the threat suggests the perpetrator has given some though on how the act will be carried out
- May include indications of a possible place and time
- No strong indication the perpetrator has taken preparatory steps, although there may be some indirect reference pointing to that possibility
- Indication the perpetrator has details regarding the availability of components needed to construct a bomb

Increased specificity to the threat (e.g. I'm Serious, or "I really mean this"

HIGH RISK

Specific and Realistic: Threat appears to pose an immediate and serious danger to the safety of others

- Threat is direct, specific, and realistic; may include names of possible victims, specific time, and location of device
- Perpetrator provides his or her identity
- Threat suggests concrete steps have been taken toward carrying out the threat

Perpetrator indicates they have practiced with a weapon or have had the intended victim under surveillance

BOMB THREAT CHECKLIST
Fill in this information as you are receiving the threat if possible

1. INITIAL ACTION	
Time of call: AM / PM	Do not hang up! Keep the caller talking.

2. EXACT WORDING OF THREAT

3. QUESTIONS TO ASK	
When is the bomb going to explode?	
Where exactly is the bomb?	
When did you put it there?	
What does the bomb look like?	
What kind of bomb is it?	
What will make the bomb explode?	
Did you place the bomb?	
Why did you place the bomb?	
What is your name?	
Where are you?	
What is your address?	

4. LISTEN FOR
Voice: Recognizable accent / impediment / tone / speech / dictation / manner
Language: Polite / incoherent / irrational / taped / read out / abusive
Noises: Traffic / voices / machinery / music / noises on the line / local call
Other: Sex of caller: M / F   Estimated Age:

5. AFTER THE CALL	
Note the time of the end of call: AM / PM	
Name of recipient (print):	
Signature:	Date:
Report the call immediately to:	

STEPS TO FOLLOW WHEN RECEIVING A BOMB THREAT

Phone Threat

1   Remain calm and DO NOT HANG UP

2   If possible, signal other staff members to listen and notify your organization's decision maker along with the police

3   If the phone has a display, copy the number and/or letters on the display

4   Write down the exact wording of the threat

5   Keep the caller on the line for as long as possible and use the Bomb Threat Checklist (see above) to gather as much information as possible

6   Record the call if possible

7   Fill out the Bomb Threat Checklist immediately

8   Be available to answer questions for the police if necessary

Verbal Threat

1   If the person making the threat leaves, note which direction they went

2   Notify the site decision maker and the police

3   Write down the threat exactly as it was communicated

4   Note the description of the person who made the threat:

   » Name if known

   » Gender

   » Body Size (height and weight)

   » Distinguishing features

   » Race

   » Type/color of clothing

   » Hair and eye color

   » Voice (loud, deep, accent, etc.)

Written Threat

1   Handle the document as little as possible

2   Notify the site decision maker and authorities

3   Rewrite the threat exactly as is on another sheet of paper, noting the following:

   » Date/time/location document was found

   » Any situations or conditions surrounding the discovery/delivery

   » Full names of any personnel who saw the threat

   » Secure the original threat; DO NOT alter the item in any way

Emailed Threat

1   Leave the message open on the computer

2   Notify the site decision maker and the police

3   Print, photograph or copy the message and subject line; note the date and time

FUNCTIONAL AREAS OF EMERGENCY MANAGEMENT

BUSINESS CONTINUITY PLANNING[3]

Business continuity is simply the ability to continue business operations during or soon after an emergency or disaster has occurred. This is also sometimes referred to as continuity of operations plan. Creating and maintaining a business continuity plan helps ensure that your organization has the resources and information needed to operate within an emergency. A business continuity plan will help you minimize the risk that an emergency poses to your employees, clients and helps ensure the continuity of your organization. This can also help your bottom line.

Business continuity planning is a proactive planning process that ensures that critical services or business functions are delivered even during a disruption resulting from an emergency. Business continuity plans include:

• Arrangements to ensure the continuous delivery of critical services and business functions

• Identification and location of required resources to support business continuity

CREATING A BUSINESS CONTINUITY PLAN:

1   Business Continuity Plan (BCP) Governance

2   Business Impact Analysis (BIA)

3   Plans, Measure and Arrangement for Business Continuity

4   Readiness Procedures

5   Quality Assurance Techniques (exercises, maintenance and auditing)

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3   https://www.bdc.ca/en/articles-tools/entrepreneur-toolkit/templates-business-guides/pages/business-continuity-guide-templates-entrepreneurs.aspx

BUSINESS CONTINUITY CHECKLIST

☐ Are all of our key documents, insurance contracts, banking information, client files or contingency plans printed, stored safely and accessible away from our primary work site?

☐ Have all of your employees developed their continuity plans based on their roles and responsibilities (seeing clients, running programs, leading services)?

☐ Do we have a plan in place to protect special equipment, ritual item and other essential but difficult to replace materials?

☐ Are all of the employees and leadership aware of our plans and alternate locations? (if required)

☐ Do the appropriate staff know the location and how to access offsite backup storage?

☐ Do we have a contact plan in place to reach employees if normal communication methods are disrupted?

☐ Does our insurance include business interruption coverage?

☐ Do the key staff and leadership know what the minimum resources are required to maintain our critical functions?

☐ Have we alternate staff in place in the event that key staff are involved in recovery activities?

☐ Have we conducted an inventory of all of our technology, determined what measures are required to protect and recover them?

☐ Do we have alternatives for entering input normally keyed on-line?

☐ Do we have a way of notifying families, clients or congregants about alternate locations in the event that our primary location is not accessible?

☐ Do we have provisions in place for manually keying and locking procedures for building locations that use electronic locking systems?

☐ If we are able to remain on site, what needs to be in place for us to resume critical functions?

☐ If we have to use an alternate site, what plans are in place for communications, data connectivity and workspaces?

COMMUNICATIONS[4]

It is important to have a documented crisis communication plan which outlines the who, what, when, where, why and how you communicate during an emergency. Your crisis communication plans should answer the following:

Who

Who is doing the communicating? Have a pre-determined lead and back up with defined roles and responsibilities for this position. In addition to the leads, do you have a dedicated spokesperson?

Crisis Communication Position	Roles & Responsibilities	Position within Organization
Crisis Communication Lead		
Crisis Communication Alternate		
Dedicated Spokesperson		
Alternate Spokesperson		

Who is being communicated to? It is important to think about both internal and external stakeholders. Some examples include but are not limited to: employees, parents, congregants, clients, volunteers, the media, external agencies, community agencies and organization stakeholders

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4   http://www2.agilityrecovery.com/assets/SBA/emercommsba.pdf

What

What are the key messages being communicated during an emergency. Use the chart below as a template to help your organization's planning team develop key messages to various audiences.

COMMUNICATION MESSAGING TEMPLATE

Audience	Key Message	Supporting Facts	Communication Channel

It is important to keep the messages communicated to be clear, direct and simple. To be effective at this make sure to:

- Use no more than 3 key points
- Use clear, understandable, direct language
- Avoid jargon and technical terminology

When

When will the communications plan be activated? It is important to predetermine what criteria might require the plan to be activated. Examples include determine the length of an incident, the severity or amount of impact to organization.

Where

Where will you be communicating? This is more specific to organization that might hold in person communications. For example if you are holding a meeting or briefing where is this taking place. In the event of an active emergency can you operate from an offsite location? Where is the dedicated crisis communication team to assemble?

Why

Why are you communicating during an emergency? Answering this question will help develop the key messages. Make sure to identify what the outcome and expected actions are. What are you planning on achieving by communicating your message out?

How

How will information be communicated during an emergency? There are many ways in which your organization can get the message out. What are the communication channels you have in your arsenal? Depending on the messages being communicated it is acceptable to use multiple communication channels. This helps to ensure the message is well received.

Examples of communication channels can include but are not limited to:

- Face to Face Meeting
- Group Delivery (e.g. town hall meetings)
- Mass Media (print media, radio)
- Social Media
- Emails
- Phone Calls
- Push Technology (Mass Notification System)
- Website
- Briefings

EMERGENCY SUPPLIES & KITS

WORKPLACE EMERGENCY KIT

Business Documents

- ☐ Emergency Plan
- ☐ Crisis Communication Plan
- ☐ Hazard Specific Plans
- ☐ Staff Contact List
- ☐ Insurance & Risk Management Policies
- ☐ Inventory Lists
- ☐ Contracts
- ☐ HR Documents

Office Supplies

- ☐ Critical Software Licenses
- ☐ Office Supplies

Tools

- ☐ Duct Tape
- ☐ Knife
- ☐ Wrench
- ☐ Lighter and matches
- ☐ Work Gloves
- ☐ Safety Glasses
- ☐ Shovels
- ☐ Crow Bar

Sanitation

- ☐ Respirator Masks
- ☐ Towellettes
- ☐ Garbage Bags
- ☐ Paper Towels
- ☐ Toilet Paper

Emergency Supplies

- ☐ First Aid Kit
- ☐ Bottled Water (4L per person per day for at least 3 days)
- ☐ Non Perishable Food (At least a 3 day supply per person)
- ☐ Can Opener
- ☐ Flashlights
- ☐ Batteries
- ☐ Light Sticks
- ☐ Whistles
- ☐ Crank Radio
- ☐ Emergency Blankets
- ☐ Emergency Cash

EMPLOYEE GRAB AND GO KIT

Encourage your employees to create or buy their own grab and go kit. In addition to emergency supplies that you have stocked for your employees, it is important for them to have a grab and go kit at home and at work which they can immediately grab in the event of an emergency. Grab and go kits should contain the following:

- ☐ Food and Water
- ☐ Flashlights
- ☐ Radio
- ☐ Medications
- ☐ Extra Clothing
- ☐ Blanket
- ☐ Pen and Paper
- ☐ Extra Cell Phone Charge

- ☐ Personal Toiletries and Hygiene Products
- ☐ First Aid Supplies
- ☐ Extra Pair of Glasses or Other Required Medical Equipment
- ☐ Cash
- ☐ Whistle
- ☐ Out of Area Contact Cards
- ☐ Copies of Important Family Documents

UTILITIES

Depending on your building and whether you are a tenant or an owner you may be required to respond to your building's utilities during an emergency.

FORTIS BC'S 24 HOUR EMERGENCY LINE: 1-800-663-9911 OR CALL 911

Locate and learn how to shut off your water, gas and electricity. Fortis BC recommends designating a 12 to 16 inch adjustable wrench for emergency shut off of your gas supply. It would be recommended to have such a wrench as part of your organization's emergency kit. Make sure all your front line teams are aware of where the utility shut off are located and how they operate. Only turn off your gas if it is an emergency. Once the gas is shut off only a registered gas contractor can turn it back on.

You may also need to shut off the water to your facility through the main water valve or turn off power fully through the electrical panel. For larger facilities, please make sure to consult with your building management or maintenance department first. They should be able to train your front line staff in times of emergency.

RESOURCES

KEY CONTACTS

IN CASE OF POLICE, FIRE OR MEDICAL EMERGENCY, DIAL 9-1-1

NON-EMERGENCY CONTACTS

Vancouver Police Department (VPD) 604-717-3321

Vancouver Fire Services 604-215-4842

Richmond RCMP 604-278-1212

Richmond Fire Department. 604-278-5131

British Columbia Ambulance Services (BCAS). 604-872-5151

EMERGENCY PLANNING & PREPAREDNESS INFORMATION:

Jewish Federation of Greater Vancouver 604-257-5100

BC Hydro 1-800-224-9376

Fortis BC 1-800-663-9911

SOCIAL MEDIA CONTACTS

Emergency Info BC. . . . .@emergencyinfobc

Prepared BC. . . . . @preparedbc

LINKS TO EMERGENCY PLANNING INFORMATION

Step-By-Step HRVA Tool Kit

HRVA Community Self-Assessment Tool

BCEMS: Guide

EOC Operational Guidelines

British Columbia (BC) Emergency Preparedness

City of Vancouver Emergency Preparedness

City of Richmond Emergency Preparedness

WorkSafe BC

Public Safety Canada — Emergency Preparedness

GLOSSARY[1]

After Action Report (AAR):

A report that documents the performance of tasks related to an emergency, exercise or planned event and, where necessary, makes recommendations for improvements.

All Hazards:

Planning, development and implementation of all emergency functions necessary to prepare for, respond to, and recover from emergencies and disaster caused by all threats, whether natural, technological or manmade.

Business Impact Analysis:

A process designed to prioritize business functions by assessing the potential quantitative (financial) and qualitative (non-financial) impact that might result if an organization was to experience a service disruption.

Command:

The act of directing, ordering or controlling by virtue of explicit statutory, regulatory or delegated authority.

Comprehensive Emergency Management:

It is an all-encompassing risk based approach to emergency management that includes prevention, mitigation, preparedness, response and recovery measures.

Critical Infrastructure:

Interdependent, interactive, interconnected networks of institutions, services, systems and processes that meet vital human needs, sustain the economy, protect public safety and security and maintain continuity of and confidence in government.

Disaster:

A calamity that is caused by accident, fire, explosion or technical failure or by the forces of nature, and has resulted in serious harm to the health, safety or welfare of people, or in widespread damage to property.

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1   https://www.emergencymanagementontario.ca/english/emcommunity/response_resources/GlossaryOfTerms/glossary_of_terms.html

Emergency:

A present or imminent event or circumstance that is caused by accident, fire, explosion, technical failure or the forces of nature, and requires prompt coordination of action or special regulation of persons or property to protect the health, safety or welfare of a person or to limit damage to property.

Emergency Management:

Organized activities undertaken to prevent, mitigate, prepare for, respond to and recover from actual or potential emergencies.

Emergency Management Program:

A risk-based program consisting of prescribed elements that may include prevention, mitigation, preparedness, and response and recovery activities.

Emergency Management Committee:

A management team that oversees the development, implementation and maintenance of an organization's emergency management program.

Emergency Operations Centre:

A designated and appropriately equipped facility where officials from an organization assemble to manage the response to an emergency or disaster.

Emergency Plan:

A plan developed and maintained to direct an organization's external and/or internal response to an emergency.

Emergency Response Plan:

A plan developed and maintained to direct an organization's external response to an emergency.

Exercise:

A simulated emergency in which players carry out actions, functions and responsibilities that would be expected of them in a real emergency. Exercises can be used to validate plans and procedures, and to practice prevention, mitigation, preparedness, response and recover capabilities.

Hazard:

A phenomenon, substance, human activity or condition that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage. These may include natural, technological or human caused incidents or some combination of these.

Hazardous Material (HAZMAT):

A substance (gas, liquid or solid) capable of causing harm to people, property and/or the environment, the economy, and/or services.

Impact:

The negative effect of a hazardous incident on people, property, the environment, the economy and/or services.

Incident:

An occurrence or event that requires an emergency response to protect people, property, the environment, the economy and/or services.

Incident Command System (ICS):

A standardized approach to emergency management encompassing personnel, facilities, equipment, procedures, and communications operating within a common organizational structure. The IMS is predicated on the understanding that in any and every incident there are certain management functions that must be carried out regardless of the number of persons who are available or involved in the emergency response.

Incident Command/Incident Commander:

The entity/individual responsible for all incident activities, including the development of strategies and tactics, and the ordering and release of resources. The IC has overall authority for conducting incident operations and is responsible for the management of all incident operations.

Liaison Officer (LO):

An individual assigned the responsibility to act as a link between his or her organization and other organizations.

Logistics Section:

Within ICS the section responsible for providing facilities, services, and material support for the incident.

Mitigation:

Actions taken to reduce the adverse impacts of an emergency or disaster. Such actions may include diversion or containment measure to lessen the impacts of a floor a spill.

Natural Hazard:

A naturally occurring event such as a forest fire, flood and/or severe weather that has the potential to harm people, property, the environment, the economy and/or services.

Operations Section:

Within ICS, the section responsible for all tactical incident operations.

Planning Section:

With ICS, the section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the incident action plan. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Preparedness:

Actions taken prior to an emergency or disaster to ensure an effective response. These actions include the formulation of emergency response plans, business continuity/continuity of operations plans, training, exercises, and public awareness and education

Prevention:

Actions taken to stop an emergency or disaster from occurring. Such actions may include legislative controls, zoning restrictions, improved operating standards/procedures or critical infrastructure management.

Recovery:

The process of restoring a stricken community to a pre-disaster level of functioning. This may include the provision of financial assistance, repairing buildings and/or restoration of the environment.

Resilience:

The ability to resist, absorb, accommodate and recover from the effects of a hazard in a timely and efficient manner.

Resources:

These are personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained.

Response:

The provision of emergency services and public assistance or intervention during or immediately after an incident in order to protect people, property, the environment, the economy and/ or services. This may include the provision of resources such as personnel, services and/or equipment.

Risk:

The product of the probability of the occurrence of a hazard and its consequence.

Risk Assessment:

A methodology to determine the nature and extent of risk by analyzing potential hazards and the evaluation of vulnerabilities and consequences.

Safety Officer:

A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

Severity:

The extent of disruption and/or damages associated with a hazard.

Site:

The geographical location of an incident.

Technological Hazard:

A hazard which results from the failure or misuse of technology, either intentional or unintentional such as a power outage, cyber attack etc.

Threat:

A person, thing or event that has the potential to cause harm or damage.

Vulnerability:

The susceptibility of a community, system or asset to the damaging effects of a hazard.

APPENDIX I: EMERGENCY MANAGEMENT CONCEPTS AND PREMISES

BRITISH COLUMBIA EMERGENCY MANAGEMENT SYSTEM (BCEMS)

Every organization's emergency program should be modelled (as appropriate) to the British Columbia Emergency Management System (BCEMS). BCEMS is a comprehensive framework that helps ensure a coordinated and organized approach to emergencies and disasters. It is intended to:

- Provide a structure for a standardized approach to developing, coordinating, and implementing emergency management programs across the province

- Establish guiding principles, processes, and a common terminology, thus establishing a range of stakeholders to participate in all phases of emergency management

- Emphasize integration and partnerships that facilitate communication and coordination on all levels

No matter the type or size of your organization, implementing the BCEMS framework for your organization must always start with the following:

- Establishing an emergency management program

- Identifying stakeholders

- Conducting a hazard, risk and vulnerability analysis (HRVA)

DEVELOPING AN EMERGENCY PROGRAM

1   Establish Ownership

2   Conduct Hazard, Risk, Vulnerability Analysis

3   Implement Incident Command System (ICS) Framework

4   Emergency Plan Development and Implementation

5   Adopt Hazard Specific Emergency Plans

6   Exercise, Evaluation & Update

EMERGENCY PROGRAM GOVERNANCE

Who is accountable for emergency planning in your organization? Who owns it? It is important for there to be a senior leader within the organization that is the champion for the program. However, at the same time, to be most successful, it is also important for there to be a lead person coordinating emergency planning. In order to evaluate the ongoing success of the emergency program it is critical to develop goals and objectives. These should follow the SMART model: Specific, Measureable, Achievable, Realistic and Time Bound. Most importantly, do not do this alone. Many organizations will develop an emergency management committee (EMC) to help drives the development of the emergency program. Emergency Management Committees provide expertise around the organizations, they can help bring back the topics to gain buy-in around the organization and will support the ongoing emergency program. Members of this committee could include both internal and external individuals. It would be very beneficial to have police partners on a committee which helps strengthen ongoing resources and relationships.

CHECKLIST: ESTABLISHING OWNERSHIP

☐ Assign Senior Leadership Champion

☐ Assign Emergency Planning Program Lead:

☐ Develop an Emergency Management Policy

☐ Outline the emergency program goals and objectives

☐ Determine resources for emergency program (e.g. budget, supplies)

☐ Identify key stakeholder, both internal and external

☐ Develop Emergency Management Committee

EMERGENCY PROGRAM OWNERS

Owner	Position	Employee
Senior Leadership		
Emergency Program Lead		

INTERNAL STAKEHOLDERS

Positions	Who are they?	What can they do for you?
President/CEO/COO (Top of Organization)		
Senior Management		
Facilities		
Responsible for Frontline Operations		
Finance		
Health & Safety		
Human Resources		
Responsible for Strategic Planning		
Administration		
Responsible for Security		
Responsible for Logistical Support		
Communications		

EXTERNAL STAKEHOLDERS

Positions	Who are they?	What can they do for you?
Local Authorities		
Emergency Responders (Police, Fire, EMS)		
Health Authorities		
School Districts		
Jewish Federation		
Critical Infrastructure (BC Hydro, Fortis)		
Coast Mountain Bus		
Business & Industry		
Fellow Jewish Federation Agencies		
Responsible for Security		
Not For Profit Organizations		
Individual Community Members		

APPENDIX II: HAZARD, RISK & VULNERABILITY ASSESSMENT (HRVA)

In order to develop an emergency program it is important to understand the different risks that your organization is working to mitigate. There are some risks, which affect a community as a whole, and these must be identified, however there are also more specific hazards which could affect your organization differently. The purpose of an HRVA is to make risk based decisions in how your organization will address the different vulnerabilities, mitigate hazards, and prepare for the response and recovery from emergencies.[5]

• **Hazard:** These are sources of potential harm, or situations with a potential for causing harm.

• **Risk:** The likelihood that a hazard will occur, as well as the severity of possible impacts.

• **Vulnerability:** This refers to the people, property, infrastructure, industry, resources, or environments that are exposed to adverse impacts from a hazardous event.

• **Hazard and Vulnerability Identification:** The process of recognizing that a hazard exists and defining its characteristics.

• **Risk Analysis:** The use of information to determine that likelihood and severity of the impacts.

• **Risk Evaluation:** The process of evaluating the risks and determined whether it is an acceptable risk based on the needs and concerns of stakeholders.

Most organizations will develop their HRVA prior to developing an emergency plan. Below is a sample of how your organization could set up an HRVA. First you must gather your team to determine which hazards could affect your organization. While you may think your number one hazard is an active threat because the impact is high, however, you may find that your greatest risk is actually something else. This is the importance of an HRVA.

HRVAs are best developed through a collaborative group process, using stakeholders from all areas of your organization. Start by using the list of hazards developed by BC Emergency Program Regulation. After listing the hazards, determine what impacts the hazard could cause. From here you must then assess the likelihood and consequences.

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5   http://www2.gov.bc.ca/gov/content/safety/emergency-preparedness-response-recovery/local-emergency-programs/hazard-risk-and-vulnerability-analysis

LIKELIHOOD

Measure of Likelihood	Return period in years
1 - Very Rare Event	Every 200 - 300 years
2 - Highly Unlikely Event (Rare Event)	Every 100 - 200 years
3 - Unlikely, Improbably	Every 30 - 100 years
4 - Occasional, Slight Change	Every 10 - 30 years
5 - Moderate, Likely	Every 3 - 10 years
6 - Frequent or Very Likely	Every 1 - 3 years

CONSEQUENCES: IMPACY & SEVERITY

FATALITY

Rank	Description	Criteria
1	very low	1 – 4
2	low	4 – 10
3	high	10 – 50
4	very high	50+

INJURY

Rank	Description	Criteria
1	very low	1 – 4
2	low	4 – 50
3	high	50 – 2000
4	very high	2000+

CRITICAL FACILITIES

Rank	Description	Criteria
1	very low	Temporary relocation
2	low	Closure of a few days
3	high	Loss of 50% of capacity
4	very high	Long-term disruption

LIFELINES (WATER, GAS, POWER, ETC.)

Rank	Description	Criteria
1	very low	Temporary interruption
2	low	Interruption of a few days
3	high	Interruption for a week
4	very high	Long-term disruption

PROPERTY DAMAGE

Rank	Description	Criteria
1	very low	Minimal damage
2	low	Localized damage
3	high	Localized & severe
4	very high	Widespread & severe

ENVIRON-MENTAL

Rank	Description	Criteria
1	very low	Minimal damage
2	low	Localized damage
3	high	Localized & severe
4	very high	Widespread & severe

ECONOMIC & SOCIAL

Rank	Description	Criteria
1	very low	Temporary impact
2	low	Temporary & widespread
3	high	Extended & widespread
4	very high	Long term disruption

HAZARD TEMPLATE TO USE

Hazard	Impacts & Vulnerabilities	Likelihood (1 – 6)	Consequence	Risk Profile Likelihood x Consequence

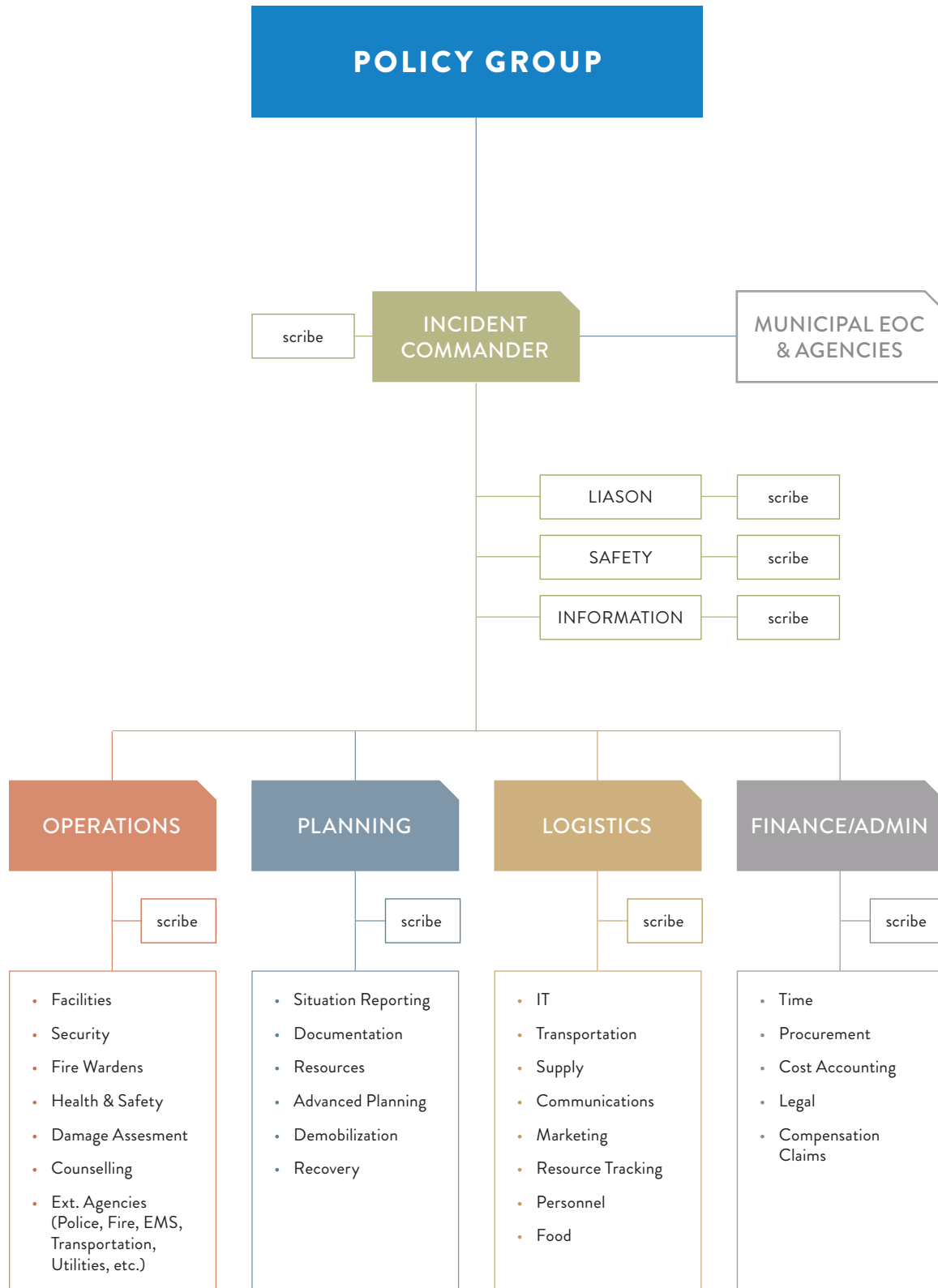# APPENDIX III: INCIDENT COMMAND SYSTEM (ICS)

The Incident Command System (ICS) is a standardized site level management system. It is designed to allow for effective and efficient management of an emergency incident. ICS integrates personnel, procedures, communication, facilities and equipment within a common operating procedure and organizational structure.

This section will outline the framework in which your organization will respond to emergencies. The ICS structure is designed to expand and contract as needed. Not every response would require every function or one person looking after each function. Each agency that is part of Jewish Federation should have their own site response team and in the event of a community wide disaster or emergency, each organization will coordinate with Federation's Emergency Operations Centre (EOC). Jewish Federation's EOC will provide the support for the site level responses.

The response to incidents is built around five primary management functions:

COMMAND	OPERATIONS	PLANNING	LOGISTINGS	FINANCE/ ADMIN.
Roles: Responsible for overall command, control and coordination of site emergency operations. Working along this command function are the liaison, safety and public information officers.	Roles: Responsible for providing communications link with the site or units and coordinating operations in support of the emergency response. (DOERS)	Roles: Responsible for collecting, evaluation and disseminating information within the incident command post (ICP), developing the Action Plan and the Situation Report in coordination with other functions; and maintaining all ICP documentation. (PLANNERS)	Roles: Responsible for ensuring that the ICP is operational and providing staff, services, equipment and supplies to fulfill any approved resource requests. (GETTERS)	Roles: Responsible for all aspects of financial management including cost tracking, financial reporting, administering procurement contracts, and overseeing the procurement process. (PAYERS)
Positions to Fill Function:	Positions to Fill Function:	Positions to Fill Function:	Positions to Fill Function:	Positions to Fill Function:

POLICY GROUP

scribe — INCIDENT COMMANDER — MUNICIPAL EOC & AGENCIES

LIASON — scribe

SAFETY — scribe

INFORMATION — scribe

OPERATIONS
scribe

- Facilities
- Security
- Fire Wardens
- Health & Safety
- Damage Assesment
- Counselling
- Ext. Agencies (Police, Fire, EMS, Transportation, Utilities, etc.)

PLANNING
scribe

- Situation Reporting
- Documentation
- Resources
- Advanced Planning
- Demobilization
- Recovery

LOGISTICS
scribe

- IT
- Transportation
- Supply
- Communications
- Marketing
- Resource Tracking
- Personnel
- Food

FINANCE/ADMIN
scribe

- Time
- Procurement
- Cost Accounting
- Legal
- Compensation Claims

BASIC PRINCIPLES OF INCIDENT COMMAND SYSTEM[6]

Personnel Accountability

Response activities at all levels are conducted in a manner that ensures safety, efficiency and accountability.

Modular Organization

Allows response structure to grow from a small routine operation into a large organization.

Establishment and Transfer of Command

First trained responder or most qualified person who arrives at scene takes on role of Incident Commander until relieved or command is transferred to someone more qualified.

Single Command or Unified Command

Single command refers to one person overseeing the response; unified command refers to two or more individuals sharing authority over the emergency.

Unity and Chain of Command

All personnel must abide by the established lines of authority and reporting.

Management by Objectives

Approach focused on achieving goals, setting objectives, developing action plans and monitoring performance to obtain the best possible results.

Action Planning

Means of capturing and communicating the overall incident response priorities. Can be oral or written.

Manageable Span of Control

Number of resources or organizational elements that one supervisor manages. Usually is 1:3 to 1:7.

Common Terminology

Most useful when more than one agency is involved as all agencies will use common terminology to refer to organizational functions, facilities and resources.

Communication and Information Management

Organized, integrated and coordinated mechanism to ensure the accurate, consistent and timely delivery of information to site level responders.

Comprehensive Resource Management

Consistent process for categorizing, ordering, dispatching, tracking, recovering and demobilizing resources such as equipment, supplies, personnel, volunteers and facilities.

INCIDENT COMMAND POST

It is important to identify a pre-determined location in which your organization can manage its response to emergencies or disasters. Depending on the size of your organization and the level of response that would be required it is helpful to have supplies needed in the location. Most organization would typically use a boardroom, conference room or even offices. Typical supplies required in an incident command post could include computers, whiteboards, projectors etc.

Location of Primary Incident Command Post

| |
| |

Location of Secondary Incident Command Post (if possible)

| |
| |

Supplies Required to Gather During Activation

Once you have developed your organization's emergency plan you are now ready to train your staff and other stakeholders as well as conduct drills and exercises. The best way to know how the plan works is to use it during exercises. It is important to understand that exercises are used to test plans, procedures and protocols but not to test people.

Exercises are intended to also:

• Evaluate your organization's emergency preparedness program

• Identify gaps in emergency planning and procedures

• Test recent update to your emergency plan

• Clarify roles and responsibilities

• Improve coordination between different teams and organizations

• Increase the awareness to hazards and risk which can affect your organization

• Asses the capabilities that your organization has to responding and recovering from emergencies

APPENDIX IV: TRAINING, EXERCISES AND DRILLS[1]

THE 5 PHASES TO EXERCISE DESIGN

Phase 1: Foundation

1   Identify an exercise planning team

2   Establish milestones and a project timeline

3   Determine availability of resources

Phase 2: Exercise Design and Development

1   Needs Assessment

2   Define Scope

3   Write a Statement of Purpose

4   Define Objectives

5   Compose a Narrative

6   Write Major and Detailed Events

7   List Expected Actions

8   Prepare Messages

Phase 3: Exercise Conduct

1   Setup

2   Exercise Control Centre

3   Exercise Health and Safety

4   Identification of Participants

5   Public Information

6   Emergency Call Off

7   Briefings

8   Media

9   Debriefings / Hot Wash

10   Facilitation, Control and Evaluation

Phase 4: Exercise Evaluation and Reporting

1   Plan and observe the evaluation

2   Observe the exercise and collect data

3   Analyze data

4   Identify improvements and corrective actions that need to be implemented

5   Develop the draft After Action Report (AAR) based on input from key personnel

6   Conduct an After Action Conference to debrief the draft AAR

7   Finalize the AAR

Phase 5: Corrective Action Plan

1   Any updates, changes or improvements that were identified need to be implemented into the existing plans and procedures

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1   https://www.ready.gov/business/testing/exercises

TYPES OF EXERCISES: TABLETOP, FUNCTIONAL AND FULL SCALE

- **Tabletop Exercises:** Are often discussion based in an informal setting to discuss the roles your organization's team will be during an emergency and the response your organization will take during a specific emergency incident. An exercise organizer or facilitator will guide the discussion. These exercises are often short in duration, usually lasting only a few hours and therefore are also quite cost effective.

- **Functional Exercises:** In these exercises the emergency management team and response personnel actually perform their duties in a simulated environment. During these exercises, the exercise design team usually develops a scenario along with specific injects and the expect actions that come with them. These injects are a message that come to the actual player and they must carry out their role in response to the inject. Exercise evaluators evaluate the players' actions against the expected outcomes. These exercises are designed to exercise procedures, resources and plans.

- **Full Scale Exercise:** This is a fully simulated situation where the exercise comes as close to the real event as possible. These exercises are often much more expensive and take a lot longer to plan. In full scale exercises real equipment is used. An example of this could be an active threat scenario in a local school where the police actually respond and use simulated gun fire or paint to run through their emergency response. These exercises require a lot of coordination between different organizations involved.

APPENDIX V: EARTHQUAKES

BEFORE the Earthquake	DURING the Earthquake
• Try to predetermine a safe location to take cover in • Be familiar with emergency plans and procedures • Know the safe and danger spots in each room you are familiar with • Have personal preparedness supplies at your home, office, car or bag • Participate in your organization's Shake Out BC Earthquake Drills • Update your personal information such as cell phone #s, emails etc. with our insert department responsible	*What to expect during a major earthquake:* • Rattling and shaking of furniture and fixtures. • Considerable noise • Severe motion and swaying of the ground. People are often thrown uncontrollably off balance. • Failure of services and equipment including lights, telephones, elevators, heat and air conditioning. • Breakage of some exterior windows causing shattered glass • Toppling of free standing cabinets and bookshelves, and falling of mounted objects such as clocks and artwork or anything not firmly secured to walls and ceilings *How does it start?* • A gentle shaking may occur — objects may wobble on shelves or; • A violent jolt (similar to a sonic boom) may be heard and felt; or • A low (and perhaps very loud) rumbling noise may be heard *How long will it last?* The shaking may last from a few seconds to several minutes depending on the earthquake. There may be a number of aftershocks over several days, weeks or months. Ever increasing shaking will be experienced, by which time it will be difficult to move from one place to another.

DROP! COVER! HOLD ON! LOCK! COVER! HOLD ON!

AFTER the Earthquake (when shaking stops)

What should I do?

INSIDE THE BUILDING:

- Do not use elevators, unless authorized to do so by police or fire personnel. Elevators can fail during a fire or a major earthquake.

- If you are inside, stay inside. DO NOT run outside or to other rooms while there is shaking.

- Drop: Drop down onto your hands and knees

- Cover: Cover your head and neck under a sturdy table or desk. If there is no shelter nearby, then get down near an interior wall and cover your head and neck with your arms and hands.

- Hold On: Hold on to your shelter until the shaking stops. Be prepared to move with your shelter if the shaking shifts it around.

OUTSIDE THE BUILDING:

- If you are outside, stay outside. DO NOT run inside the building. Do not go into buildings until they have been approved for re-entry.

- Go to an open and clear area away if it is safe to do so. Avoid being close to buildings, glass, trees, signs, vehicles, power lines and other hazards.

WHILE DRIVING OR IN TRANSIT:

- Pull over to the side of the road (when safe to do so), stop the vehicle and set the handbrake.
  Avoid overpasses, bridges, power lines, signs and other hazards.

- Stay inside the vehicle until the shaking is over. If a power line falls on the car, stay inside until a trained person removes the wire.

- If you are on the bus stay seated until the bus stops. Then Drop, Cover and Hold until the shaking stops. Follow instructions of the bus operator and/or staff. Remain in the bus if it is safe to do so.

MOBILITY CHALLENGES:

- If you can, follow the drop, cover, hold on procedure

- If you are in a wheelchair, move to an inner wall if safe to do so. Lock the brakes and cover your head with your arms. Protect your head with whatever is available like a pillow, book, blanket etc.

- When the shaking stops, move to areas of refuge.

If you have a PA system or other means to alert your occupants, be sure to update them on what just occurred and the next steps.

- After the shaking stops, count to 60 and then it is important to stay calm and move cautiously. At this point if it is safe to do so, move outside to an open area and gather with others to wait for further information. If possible gather at an assembly area and check in with the Fire Warden.

- As you are moving around, check for unstable objects and other hazards around you. Avoid broken glass and debris.

- Do not use elevators or re-enter buildings until they are approved for reentry.

- Be aware for potential aftershocks. If an aftershock occurs, treat it as another earthquake and continue to Drop, Cover and Hold On.

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1	March	Kyle Klein

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