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**PERSONNEL RECALL AND NOTIFICATION POLICY
AND PROCEDURES FOR DISASTER RESPONSE**

EMPLOYEE RESPONSIBILITY

The citizens of **Agoura Hills** rely on City government for leadership and assistance in the event of a disaster. In response to such occurrences, it is imperative that all City employees be available to assist in this type of emergency response.

The Government Code of the State of California Chapter 8 of Division 4 of Title 1 Section 3100: Declaration; Public Employees as Disaster Workers states:

- It is hereby declared that the protection of the health and safety and preservation of the lives and property of the people of the state from the effects of natural, manmade, or war-caused emergencies which result in conditions of **disaster** or in extreme peril to life, property, and resources is of paramount state importance requiring the responsible efforts of public and private agencies and individual citizens. In furtherance of the exercise of the police power of the state in protection of its citizens and resources, all public employees are hereby declared to be **disaster service workers** subject to such **disaster service** activities as may be assigned to them by their superiors or by law.

The City's Emergency Operations Plan and Chapter 6 of the City of Agoura Hills Municipal Code specify that:

- The City Manager (or designee) may require emergency service of any City officer, employee or citizen, and may requisition necessary personnel or material of any City department or agency.
- In any emergency, City employees may be assigned, regardless of their Job Description/Checklist Actions, any duties that they are capable of performing safely.

In the event of a "local emergency", "state emergency" as proclaimed by the governor or director of the state office of emergency services, or the existence of a "state of war emergency, the Director of Emergency Services is hereby empowered to require emergency services of any city officer or employee and, in the event of the proclamation of a "state of emergency" in the county in which this city is located or the existence of a "state of war emergency," to command the aid of as many citizens of this community as he deems necessary in the execution of his duties; such persons shall be entitled to all privileges, benefits, and immunities as are provided by state law for registered disaster service workers; as well as obtain vital supplies, equipment, and such other properties found lacking and needed for the protection of life and property

In the event a disaster occurs during normal working hours:

- All City employees shall remain at work to provide for disaster relief if required.
- Department heads (or designee) shall be responsible for ensuring employees remain at work.
- Department heads (or designee) shall authorize release of employees.
- Employees who leave without authorization may be subject to disciplinary action.

In the event a disaster occurs beyond normal working hours:

- All employees in public safety operations shall respond to established emergency response procedures for their departments.
- All non-public safety employees will be expected to report to work unless informed otherwise via automated phone systems, Connect-CTY, text messaging, the media or other Emergency Alert Systems that non-essential employees are not required to report to work. Radio stations providing information: KFI 640AM, KFWB 980FM, and KNX 1070AM.
- All employees have an obligation to attempt, and continue to try contacting their department or the employee emergency call-in numbers to determine whether it is necessary to report to work.

RELEASE OF EMPLOYEES (by City Manager or designee authority)

Only the City Manager (or designee) has the authority to order a general release of City employees in the event of a disaster. However, the City Manager (or designee) may authorize department heads (or their designee) to exercise their judgment in releasing individual employees or work units to return home. Such decisions will consider the total scope of the emergency at hand, including but not limited to, the following factors:

- The condition of local transportation routes; employees will not be permitted to leave work if doing so would exacerbate existing transportation problems;
- The availability of safe work sites and in the event of an extended stay, the availability of food and other support services and facilities;
- The need for City personnel;
- The scope of the disaster and the resources needed to respond; and
- Whether the need to provide support services for City employees would otherwise interfere with or detract from the efforts to respond to the disaster.

RELEASE OF EMPLOYEES (by Department Head or designee authority)

Notwithstanding the release authority of the City Manager (or designee), department heads (or appointed designees) may otherwise release employees by authorizing emergency leave or personal leave in the following cases:

- When an employee is psychologically or physically incapacitated to the degree that he/she is unable to function effectively (provided that no employee will be released unless they are able to care for and transport themselves safely);
- When the City is unable to provide shelter or services to support the continued presence of the employee(s) at work;
- When the City Manager (or designee) has called for a general release of employees in non-disaster response positions and the department head (or designee) is aware that the employees will not be needed for disaster relief; and/or
- When the continued presence of the employee(s) at the work site would present a direct hazard.

DEPARTMENTAL REQUIREMENTS

The primary responsibility for managing City employees during and following a disaster lies with the individual operating departments. It is important for all departments to consider that even though their department may not have direct responsibility for disaster response; all employees represent a valuable resource for disaster relief. Department Heads are required to insure their employees are aware of the expected response resulting from a call out by the City Manager/EOC Director or designee.

EMERGENCY SCHEDULING & NOTIFICATION

In the event of a major disaster, or at the direction of the City Manager or his/her designee, an Emergency Scheduling Plan will be put into effect. It is the responsibility of individual departments to plan for staffing their departments and to provide staff to other departments

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during a disaster. Departments should have a staff "recall plan". In the event of an earthquake, or other sudden disaster, scheduling will be put into effect automatically by departments. Employees should report for work. **(See Policy: Personnel Recall and Notification Procedures on page LS-3)**

If employees are unable to report to their regular facility or alternate staging area, they are encouraged to report to the closest local jurisdiction to register as a Disaster Services Worker. All employees are declared to be Disaster Services Workers by Section 3100 of Chapter 8 of Division 4 of Title 1 of the Government Code.

Notification:

The Sheriff's Department Watch Commander is the 24-hour point of contact for warnings and emergency notification of city staff. The Watch Commander should contact the City Manager or the Emergency Management Director to advise of the emergency. The Emergency Management Director can, in turn, notify other City Staff. On the response level, the Watch Commander or dispatch may call the department's after-hour contact person to activate the response staff.

Shift Assignments/Changes:

Shifts are changed at the listed 12-hour intervals. The Emergency Operations Director has the responsibility of ensuring the City and its departments are properly staffed.

Deactivation:

Deactivation is called for by the Emergency Operations Director.

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CONSIDERATIONS FOR FEEDING EOC SUPPORT AND FIELD STAFF

- Coordinate all feeding operations for the EOC, support and field personnel.
- Establish a feeding plan, which identifies cost limits, authorized vendors and catering companies, type of food, etc. Ensure everyone is aware of this policy.
- Set meal schedules. Consider the impact of curfews on businesses you may use.
- Set up and manage eating areas for EOC, staff and field personnel. Notify workers of food schedules and locations.
- Pre-identify low-cost vendors and catering companies to maximize efficiency and lower costs (FEMA may question upscale or expensive restaurants or catering).
- Arrange with local catering services or restaurants for in-house feeding.
- Establish a personnel-feeding account for EOC, support and field personnel at local restaurants.
- Brief all EOC personnel as to location, cost limitations and incident number to be used for each restaurant or caterer.
- Coordinate acquisition, preparation and service of meals.
- Be aware of and provide for special diets
- Provide for on-site employee child-care needs.
- Arrange for and coordinate clean up of eating, food preparation and serving areas.
- Provide snacks/water/coffee/beverages for EOC, support and field personnel.
- Consider a chit or voucher system at the location set up for feeding operations to identify those employees' meals, which are reimbursable under FEMA guidelines. FEMA may not reimburse for all feeding operations. **Currently FEMA will not reimburse for meals provided during an employee's normal working hours unless it is stipulated in the employee's MOU. FEMA will reimburse for meals given to volunteers or unpaid workers and employees working overtime. This may be the individual call/interpretation of the disaster adjuster.**
- Document cost of meals and report daily to the Finance/Administration Section for cost recovery purposes.
- Advise disaster workers regarding agency policy for reimbursement of disaster-related meals.
- Encourage all EOC staff to take regular meal and snack breaks.

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CONSIDERATIONS FOR ANIMAL CARE DURING DISASTERS

Animals will not be kept where their owners are sheltered. They will be sheltered in various locations depending on the disaster and the area of the city affected.

Coordinate plans with your local animal care provider and/or any Veterinary Disaster Team.

Identify within the local jurisdiction:

- Small animal veterinarians
 - Agoura Hills Animal Hospital
5605 Kanan Road
(818) 991-2424

 - Neil Bodie DVM
28918 Roadside Drive
(818) 707-7387

 - Agoura Animal Clinic
28282 Dorothy Drive
(818) 991-1036

- Large animal veterinarians
 - Conejo Valley Veterinary Hospital
3580 Willow Lane ., Thousand Oaks
(805) 495-4671

- Small animal shelters
 - Agoura Animal Shelter
29525 Agoura Road
(818) 991-0071

- Potential large animal shelters
 - Pierce Equestrian Center (PEC)
6201 Winnetka Avenue
Woodland Hills
(818) 710-3308
FAX (818) 710-4105
eec@piercollege.edu

- Determine animal shelter needs.

- Identify appropriate areas to accommodate animals.

- Manage animal rescue and care activities.

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- Coordinate rescue of trapped animals.
- Coordinate evacuation of animals which might be endangered by hazardous conditions.
- Coordinate transport of animals.
- Activate an Animal Registration System.
- Maintain an updated list of animals and their locations.
- Coordinate disposal of dead animals.
- Evaluate and relocate any animal shelter areas which become endangered by hazardous conditions.
- Coordinate return of animals to their owners when disaster has ended.

BEFORE A DISASTER, YOUR PET WILL NEED THE FOLLOWING IN THEIR DISASTER KIT:

1. Food for seven days. This must be rotated into use to insure freshness.
2. Water for seven days. For dogs, this is one gallon per day for a forty pound dog and one quart per day per cat.
3. Medications your pet regularly takes. Please mark on your calendar a day which reminds you to cycle it in to use before it expires. Call your Veterinarian to provide you with new medications with a later expiration date.
4. Leashes for BOTH dogs and cats. Carriers for small dogs and cats should be stored in an easily accessible area.
5. All pets should have identification tags attached to a collar that they always wear. It should have your name, address, phone number, your pet's name and an OUT OF STATE PHONE NUMBER (of a friend or relative that can be contacted in a time of disaster). If your pet is on daily medication, this medication should also be on the identification tag.
6. KEEP YOUR VACCINATIONS CURRENT (WITHIN THE LAST YEAR) AND KEEP A COPY OF THE VACCINATION DATES IN YOUR DISASTER KIT.
7. Identify friends, relatives, kennels and Veterinary clinics that your pets can stay with if there is a disaster.
8. Have plastic bags and scoopers to pick up and store pet waste.
9. Store extra collars, leashes, and heavy food bowls in your kit.
10. The following first aid supplies will be needed: gauze rolls for bandaging and making muzzles, towels, blankets and a manual can opener.
11. Current photographs of all your pets.

DURING A DISASTER:

1. Stay calm.
2. Take shelter.

AFTER A DISASTER:

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1. Evaluate your pet's injuries. REMEMBER your pet may be in pain. You must prevent injury to yourself so you can help your pet. Muzzle your dog using gauze rolls from your disaster kit. Place a towel over your cat to handle it. REMEMBER that even the most gentle pet will respond defensively when frightened or in pain.
2. Apply direct pressure to any areas that are bleeding.

OFTEN YOUR PET WILL NOT SHOW EVIDENCE OF INJURY. HAVE YOUR PET EXAMINED AS SOON AS POSSIBLE BY YOUR VETERINARIAN.

IF YOUR PET IS LOST:

1. Fill out a lost pet report and take current photographs to ALL the shelters within a 30 mile radius.
2. DO NOT RELY ON PHONE CALLS TO THE SHELTER TO LOCATE YOUR PET. GO TO EACH SHELTER DAILY, IN PERSON, TO LOOK AT EVERY PET.
3. Provide descriptions and current photographs to local Veterinarians, local Veterinary **Emergency Clinics** and the Area G Veterinary disaster team.
4. Do not stop looking for your pets. They are counting on you to find them.

CONSIDERATIONS FOR FAMILY & CHILD CARE

The City intends to provide family care for immediate family members if an employee is recalled during a declared emergency. Family care is limited to those employees who are unable to care for their families at home and are required to work.

Examples of when it would be appropriate to use the family care center include when a single parent is required to return to work without sufficient child care or when it is unsafe to leave one's family at home.

The family care facility will be established at **the Agoura Hills Library, 30001 Ladyface Court**, or another designated City Facility and will be managed by Personnel UL.

Ensure all employees are aware of established procedures.

Every effort will be made to get messages to and from employees. Family members should call 818-597-7301 to leave a message. The Personnel UL will be responsible for gathering and distributing these messages.

A Disaster Child Care Needs Survey is attached.

Disaster Child Care Needs Survey

The City of **Agoura Hills** recognizes that employees may not be able to report to work after a disaster if care is not available for their children or dependent adults in the home. The Emergency Plan for the city includes the provision for child care if employees have none. This care would be given by a designated employee or group of employees in a city facility.

As a city employee, and according to California Government Code section 3100, “All public employees are hereby declared to be disaster service workers subject to such disaster service activities as may be assigned to them by their superiors or by law.” **You will be needed.** Talk to your family and neighbors about child care plans for a disaster, and what to expect. Think out as many options as possible. If you bring your children with you to work, bring any necessary clothing and supplies, such as toys, books or comfort items.

To help us plan for the potential number of children or others that could be expected, please fill this out and return to the department or division secretary in your department. In order for child care plans to work, city employees must be willing to help with care. Also, we will not be able to accommodate children under two years of age. Department secretaries will be coordinators for their areas, and will recruit help if children are actually brought in.

If you have any questions about disaster planning or family preparation, contact Human Resources.

Employee Name _____

Address _____

Telephone _____

Department/Assignment _____

Supervisor _____

For each child who may require care, please list the following: (Continue on reverse if needed).

Name DOB Sex

Name DOB Sex

Name DOB Sex

CRISIS COUNSELING (CISD) FOR EMERGENCY RESPONDERS

PURPOSE:

Case studies by medical groups of work-related incidents where injuries or fatalities occurred have revealed that significant numbers of employees experience some form of stress-related symptoms following the incident. Many of these symptoms were transitory and most personnel had no long-term detrimental effects. These studies, however, have also revealed that a small percentage of personnel do experience continuing, long-term detrimental effects resulting from exposure to such incidents. Some of these effects have been delayed, surfacing later after a period with no apparent symptoms.

Without professional intervention, these personnel have experienced declining work performance and deterioration of family relationships, as well as increased health problems. The objective of this procedure is to provide professional intervention immediately after major critical incidents or crises to minimize stress-related injuries to city personnel and to provide all necessary support to city personnel during a crisis.

Incident debriefing is not a critique of an incident. Performance issues will **not** be discussed during the debriefing. The debriefing process provides a format where personnel can discuss their feelings and reactions and, thus, reduce the stress resulting from exposure to critical incidents and crisis situations. All debriefings will be **strictly** confidential.

Debriefings may be conducted anywhere that provides ample space, privacy and freedom from distractions. Selection of the site will be determined by the city's CISD coordinator based on the type of debriefing required.

The debriefing team will consist of CISD professionals (mental health counselors specifically trained in stress-related counseling) as well as trained peer counselors. The team members' role in the debriefing process will be to assist and support the professional counselors as necessary. All follow-up care will be approved by the City Manager's Office, Personnel Services, prior to beginning treatment.

ACTIVATION OF CISD

Department directors, managers and supervisors bear the responsibility for identifying/recognizing significant incidents that may qualify for debriefing. When an incident is identified as a critical incident or crisis, a request for debriefing consideration should be made as soon as possible to the CISD coordinator. If additional assistance is required the CISD coordinator will contact Los Angeles County Operational Area via the Watch Commander at the LASD Lost Hills Station and request that a CISD team be assembled.

STAFF AND VOLUNTEER CRITICAL STRESS INFORMATION

An EOC staff member or volunteer may experience a traumatic event or a critical incident (any incident that causes emergency service personnel to experience unusually strong emotional reactions which have the potential to interface with their ability to function either at the scene or later) during a catastrophic event. Even though the event may be over, he/she

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may now be experiencing some strong emotional or physical reactions. Sometimes the emotional aftershocks (or stress reactions) appear immediately after the traumatic event. Sometime they may appear a few hours or a few days later. And, in some cases, weeks or months may pass before the stress reactions appear.

The signs and symptoms of a stress reaction may last a few days, a few weeks, or a few months, and occasionally longer depending on the severity of the traumatic event. With the understanding and the support of loved ones, the stress reactions usually pass more quickly. Occasionally the traumatic event is so painful that professional assistance from a counselor may be necessary. This does not imply craziness or weakness. It simply indicates that the particular event was just too powerful for the person to manage by themselves.

Following are some very common signs and signals of a stress reaction.

Physical	Cognitive	Emotional	Behavioral
fatigue nausea muscle tremors twitches chest pain * difficulty breathing * elevated BP rapid heart rate thirst headaches visual difficulties vomiting grinding of teeth weakness dizziness profuse sweating chills shock symptoms * fainting etc.	blaming someone confusion poor attention poor decisions heightened lowered alertness poor concentration memory problems hyper-vigilance difficulty identifying familiar objects or people increased decreased awareness of surroundings poor problem solving poor abstract thinking loss of time, place or person orientation disturbed thinking nightmares intrusive images etc.	anxiety guilt grief denial severe panic (rare) emotional shock fear uncertainty loss of emotion control depression inappropriate emotional response apprehension feeling overwhelmed intense anger irritability agitation etc.	change in activity change in speech patterns withdrawal emotional outbursts suspiciousness change in usual communications loss or increase of appetite alcohol consumption inability to rest antisocial acts nonspecific bodily complaints hyper-alert to environment startle reflex intensified pacing erratic movements change in sexual functioning etc.

* definite indication of the need for medical evaluation

THINGS TO TRY

- WITHIN THE FIRST 24-48 HOURS: periods of strenuous physical exercise, alternated with relaxation will alleviate some of the physical reactions.
- Structure your time - keep busy.
- You're normal and having normal reactions - don't label yourself crazy.
- Talk to people - talk is the most healing medicine.
- Be aware of numbing the pain with overuse of drugs or alcohol, you don't need to complicate this with a substance abuse problem.

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- Reach out - people do care.
- Maintain as normal a schedule as possible.
- Spend time with others.
- Help your co-workers as much as possible by sharing feelings and checking out how they're doing.
- Give yourself permission to feel rotten and share your feelings with others.
- Keep a journal and write your way through those sleepless hours.
- Do things that feel good to you.
- Realize those around you are under stress.
- Don't make any big life changes.
- Do make as many daily decisions as possible which will give you a feeling of control over your life, i.e., if someone asks you what you want to eat - answer them even if you're not sure.
- Get plenty of rest.
- Reoccurring thoughts, dreams or flashbacks are normal - don't try to fight them - they'll decrease over time and become less painful.
- Eat well-balanced and regular meals (even if you don't feel like it).

FOR FAMILY MEMBERS AND FRIENDS

- Listen carefully.
- Spend time with the traumatized person.
- Offer your assistance and a listening ear even if they have not asked for help.
- Reassure them that they are safe.
- Help them with everyday tasks like cleaning, cooking, caring for the family, minding children.
- Give them some private time.
- Don't take their anger or other feelings personally.
- Don't tell them they are "lucky it wasn't worse" - traumatized people are not consoled by these statements. Instead, tell them that you are sorry such an event has occurred and you want to understand and assist them.

Above copied from the material of Jeffrey Mitchell, Ph.D., and the University of Maryland, Baltimore County

**THE FOLLOWING DEVELOPED BY: LOS ANGELES COUNTY DEPARTMENT OF MENTAL HEALTH
1(800)854-7771**

ADVICE TO THE DISASTER WORKER

Do not use alcohol or drugs to cope. Drugs are powerful symptom suppressors. No psychic healing can take place because of the emotional numbing caused by drugs or alcohol. Alcohol is also a powerful depressant which can make the problem even more difficult to resolve.

Do not isolate yourself from friends, family or co-workers. By remaining involved with others, you prevent yourself from becoming obsessed with the incident, and you discover that though the incident was traumatic life does go on. Ultimately you'll end up talking about

the incident and thus work through it.

Eat well and maintain a physical outlet. Diet is important in reducing physical stress, so even if you have little appetite, eat something, and make sure it is healthy. Exercise is a way of cleansing the body of the negative effects of stress.

Assess **your work situation carefully.** If you have been very traumatized by the incident, **you may need to take time off.** Working while you are emotionally vulnerable puts you more at risk for an acute stress reaction. Assess your situation carefully. If you feel ready for action, return to work, but if you feel vulnerable—request time off.

Watch your fixation of the incident. Do not become obsessed with finding reasons for the tragedy. Allow time to pass. Only over time will the real meaning of what happened become apparent.

Give yourself time to heal. Traumatic stress can seriously affect you. Accept that it takes time to heal. Don't have unrealistic expectations for recovery. Expect the incident to bother you. Take comfort by knowing that the incident won't bother you forever. Your goal should not be to totally forget the incident, but rather to heal. You will know you are healed when you are able to think or talk about the incident without profound emotion.

Learn about Critical Incident Stress. You need facts about what you are going through. By reading up on Critical Incident Stress and its normal reactions, you will see that your reactions are normal.

Make time for fun. Take time out for yourself and do what you enjoy.

Get help from others if necessary. If you feel the incident is staying with you longer than it should, seek individual counseling. If you don't get help, you run the risk of remaining permanently depressed.

PREVENTION OF STRESS AMONG DISASTER WORKERS

As a dedicated disaster worker or crisis counselor, taking care of your mental health needs is important. Disaster work can be exciting and rewarding, but it is also demanding and stressful. You may be talking with survivors or coworkers who have experienced loss, pain, and shock. It is not uncommon for disaster workers to identify with the plight of survivors. In addition, disaster work itself is stressful. The hours are long, the pace can be hectic, and the demands are many, yet the need to respond to people in a sensitive, effective, and efficient manner is a critical aspect of your role.

The following are **normal** reactions disaster workers may experience. Generally, these reactions do not last long, but may continue for weeks, even after your work commitment ceases. Any or all of the following reactions may occur, in any order or intensity:

- Mood Swings
- Loss of Temper/Irritability
- Tiredness/Fatigue
- Change of Appetite

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- Difficulty Sleeping
- Cynicism/Negativity
- Self-Criticism
- Repetitious Thoughts
- Forgetfulness
- Sadness/Easy Tearfulness
- Tension/Anxiety
- Headaches/Back Pains
- Nausea/Upset Stomach
- Difficulty Concentrating
- Insecurity/Guilt
- Changes in Sexual Energy

These **temporary** symptoms are a normal response. Many workers will experience at least two or three. Acknowledging your feelings and stress, and even possible burnout, is the first step in feeling better. Other helpful things to do include:

- Be patient with yourself and others.
- Be willing to talk about events and your feelings. Talking about the incident and your reactions is critical to healing and integrating your experiences.
- Draw on supports that nurture you during your time off. This may include friends, reading, recreation, exercise, religious practice or meditation.
- Take care of yourself physically: good diet, adequate sleep, rest and exercise, even a long daily walk will help you considerably.
- Don't place yourself in the role of rescuer: simply be a helpful step along the way.
- Be alert to emotional over-involvement with survivors. Sensitive disaster workers may take on the feelings of those they are talking with, feelings such as frustration, sadness and helplessness.
- If needed, give yourself permission to spend some time alone after work, but don't totally withdraw from social interaction.
- Keeping a journal can be helpful. You may find writing a healing, creative, and important reflection of your experience.
- Place something from home near your work-station and/or office.
- Stop from time-to-time: take four or five deep, cleansing breaths or try stretching. These simple activities are cleansing, rejuvenating and relaxing.
- Change your approach from demanding certainty to accepting uncertainty. Rigidity in disaster workers is self-defeating; flexibility is supportive to yourself, those you serve, and the organization.
- Use a buddy system. Develop co-worker support networks when you are under stress. Tell a trusted colleague what your personal signs of stress are. Let them remind you when you start "losing it."
- Attend debriefing groups and stress education programs that may be offered.
- Speak with a stress or crisis management counselor if you have any questions.

NEGATIVE COPING BEHAVIORS:

Some destructive coping behaviors may undermine the quality of your own life during this period, as well as interfere with your ability to render the highest level of service. People

often justify their behaviors due to the stressful nature of this work. Such behaviors may include:

- Abusing alcohol or drugs; self medicating.
- Overeating or eating sugar and junk food snacks.
- Neglecting health and grooming.
- Behaving recklessly.
- Isolating oneself from social interaction.

Please review this material periodically and discuss the points with your co-workers. Remember, sharing your experiences is important in preventing stress.

(SAMPLE PROCEDURE)

CRITICAL INCIDENT STRESS DEBRIEFING (CISD) PROCEDURES

PURPOSE:

Case studies by medical groups of work-related incidents where injuries or fatalities occurred have revealed that significant numbers of employees experience some form of stress-related symptoms following the incident. Many of these symptoms were transitory and most personnel had no long-term detrimental effects. These studies, however, have also revealed that a small percentage of personnel do experience continuing, long-term detrimental effects resulting from exposure to such incidents. Some of these effects have been delayed, surfacing later after a period with no apparent symptoms.

Without professional intervention, these personnel have experienced declining work performance and deterioration of family relationships, as well as increased health problems. The objective of this procedure is to provide professional intervention immediately after major critical incidents or crises to minimize stress-related injuries to city personnel and to provide all necessary support to city personnel during a crisis.

For the purposes of this procedure, a critical incident or crisis is defined as an emotionally significant event or an unstable time or state of affairs, the outcome of which will have a serious impact on the lives of city personnel.

POLICY:

Section I: Type of Incident

Item 1: The city response to any incident or crisis that causes personnel unusually strong emotional involvement may qualify for "critical incident stress debriefing" or CISD. The following are examples of incidents or events that may be selected for debriefing:

- a. Sudden or accidental serious injury or death of a city employee during work hours whether natural, work related or through an act of workplace violence.*
- b. Hostage situations involving city employees.*
- c. Mass casualty incidents involving city employees.*

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- d. *Suicide of a city employee.*
- e. *Sudden or accidental serious injury or death of a non-employee at city facilities during work hours.*
- f. *Sudden or accidental death of an employee's child, or violence to an employee's child.*
- g. *Loss of life following extraordinary and prolonged expenditure of physical and emotional energy during rescue efforts by employees.*
- h. *Incidents that attract extremely unusual or critical news media coverage.*
- i. *Any incident that is charged with profound emotion.*
- j. *An incident in which the circumstances were so unusual or the sights and sounds so distressing as to produce a high level of immediate or delayed emotional reaction.*

*Item 2: Any personnel **directly** involved in high-stress incidents (particularly examples (a) through (d) in Item 1 should be considered a high priority for immediate removal from normal work assignments.*

Item 3: On-site evaluation and defusing by a debriefing team or team member should also be considered for critical incidents. In such situations, team members can observe, watch for acute reactions, provide support, encouragement, and consultation and be available to help personnel deal with stress reactions. Team members should be considered a resource available to the Personnel Department as needed.

Section II: Activation of the CISD Procedure

Item 1: Department directors, managers and supervisors bear the responsibility for identifying/recognizing significant incidents that may qualify for debriefing. When an incident is identified as a critical incident or crisis (as described), a request for debriefing consideration should be made as soon as possible.

Item 2: Any department director, manager or supervisor may initiate the debriefing process. This can be done by contacting the Personnel Department. Employees who may have experienced a traumatic event may also initiate the debriefing process by contacting their supervisor. The Personnel Department will then be contacted and the incident will be evaluated for the level of debriefing required. Professional CISD counselors should be contacted. Peer counselors may be used based on the nature of the incident.

Item 3: Personnel who feel the need for an individual, confidential debriefing may initiate the process by contacting, through their supervisor, the Personnel Department for referral to a professional counseling agency specializing in CISD procedures.

Item 4: The employee's supervisor and the Personnel Department will be responsible for coordinating the debriefing process, follow-up care and other support as necessary.

PROCEDURE:

*Item 1: Critical incident debriefing is not a critique of an incident. Performance issues will **not** be discussed during the debriefing. The debriefing process provides a format in which personnel can discuss their feelings and reactions and, thus, reduce the stress resulting from exposure to critical incidents and crisis situations. All debriefings will be **strictly** confidential.*

Item 2: Attendance at a debriefing will be mandatory for all personnel who were directly exposed to the traumatic aspects of an incident selected for debriefing; however, participation is optional. Exceptions may be granted following assessment by the debriefing team.

Item 3: Several types of debriefing may be conducted depending upon the circumstances of a particular incident. They may be conducted on an individual one-on-one basis or, more typically, in small groups of not more than twenty-five (25) members; but may vary in size according to the incident. The following five types of debriefings, singularly or in combination, are most commonly utilized:

- (a) **Initial Defusing:** Conducted immediately after the incident. Primarily informational. An update and status report on the incident and related injuries. A brief review of stress-related symptoms will be provided by a professional counselor.*

Debriefings for less serious incidents may be provided by a CISD peer counselor or team member. More intense debriefings should be provided as requested by a supervisor or as the need is observed by the debriefing team during the defusing meeting.

- (b) **Formal Debriefing Meeting:** Conducted within seventy-two (72) hours of the incident by CISD professional or CISD team. This should be a confidential non-evaluative discussion of thoughts, feeling, and stress-related symptoms resulting from the incident.*
- (c) **On-Site Debriefing:** On-site evaluation and counseling by a debriefing team and trained CISD professional should also be considered for critical incidents or crisis situations when necessary. In such situations, debriefing team members can observe, watch for acute reactions, provide support, encouragement and consultation, and be available to help personnel deal with stress reactions.*
- (d) **Follow-up Debriefing:** Conducted weeks or months after the incident. This type of debriefing is concerned with delayed or prolonged stress symptoms and may be done informally.*
- (e) **Individual Consultations:** Available at any time, as needed. One-to-one counseling for any concerns related to the incident.*

SEMS/NIMS Emergency Operations Plan

Item 4: Debriefings may be conducted anywhere that provides ample space, privacy and freedom from distractions. Selection of the site will be determined by the Personnel Department based on the type of debriefing required.

Item 5: The debriefing team will consist of CISD professionals (mental health counselors specifically trained in stress-related counseling) as well as trained peer counselors.

*The team members' role in the debriefing process will be to assist and support the professional counselors as necessary. All follow-up care will be approved by the Personnel Department **prior** to beginning treatment.*

Item 6: Circumstances of a critical incident may result in a recommendation by the debriefing team that an individual(s) be temporarily removed from their normal work assignment or given a leave of absence. Such decisions would include a time frame for returning personnel to their normal work duties based on an evaluation from a CISD professional or the employee's decision that they are mentally and physically prepared to return to work.

In some circumstances, the CISD professional and/or the employee may decide that they cannot return to their usual job assignment. If this is the case, the Personnel Department, in conjunction with Union representatives, would be responsible for overseeing the reassignment process.

Under no circumstances is such action to be construed as critical or negative. Personnel removed from their jobs and reassigned other duties are deserving of the same consideration as an injured person.

Item 7: Due to the nature of the critical incident or crisis situation, the debriefing team should make recommendations to the city administration regarding work schedules and the cancellation of organized events which could produce additional trauma or negative emotional reactions.

ACKNOWLEDGEMENTS

The Los Angeles County Department of Mental Health thanks the FEMA/OES Federal/State/Local Coordinating Office for these materials.

This is a disaster recovery program created by the Los Angeles County Department of Mental Health funded by the Federal Emergency Management Agency (FEMA) through the California Department of Mental Health.

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GUIDELINES FOR UTILIZATION OF VOLUNTEERS

(Please refer to the City of Agoura Hills Spontaneous Volunteer Management Plan for additional guidance)

INTRODUCTION

As recent disasters have shown, volunteers play a significant role in both the response and recovery phases of a disaster. Volunteers are among the first to arrive on scene following a major event or disaster. They will be essential to the sheltering, mass feeding, and other operations established in the wake of these disasters.

Volunteers will come forward in every major disaster—whether they emerge spontaneously or have been pre-registered and trained by a response agency. Having a plan in place for how volunteers will be recruited, managed and utilized will assist jurisdictions in improving the overall effectiveness of their disaster response.

Management of the volunteer function is in the Logistics Section of the EOC. Management of claims for Workers Compensation Insurance is handled by the Finance/Administration Section.

PURPOSE

The following materials provide guidelines for registering volunteer Disaster Service Workers in the State Workers' Compensation and Safety Program. It also provides general guidance for managing volunteer workers during an emergency.

BACKGROUND

Workers' Compensation Insurance provides benefits for employees injured on the job or who become ill from job related conditions. Damage to artificial limbs, dentures or medical braces is also considered an injury. Workers' Compensation benefits are set by the legislature and spelled out in the Labor Code. One section of the Labor Code defines Disaster Service Workers as "employees" under certain conditions and describes their benefits.

ELIGIBILITY

A Disaster Service Worker is anyone registered with a Disaster Council certified by the California Emergency Council or any person ordered by a person or body having authority to command the aid of citizens to carry out assigned duties to perform services during a State of War Emergency or any State of Emergency or Local Emergency.

A partial list of Disaster Service Workers includes:

- Reserve police officer
- Auxiliary firefighter
- Emergency welfare worker
- Communications specialist
- Medical worker
- Clerk

Any Disaster Service Worker is eligible for Workers' Compensation benefits while performing duties or undergoing any authorized training activities. Any injury, under these circumstances is covered no matter where it occurs.

Exclusions:

If the Disaster Service Worker is paid for these services, an "employer-employee" relationship exists. A Disaster Service Worker injured while in this relationship would be entitled to Workers' Compensation benefits under their regular employer's program. Members registered as active firefighters of any regularly organized and municipally supported volunteer fire department are excluded from disaster service benefits.

VOLUNTEER DISASTER SERVICE WORKERS

Volunteers active in emergency services and/or disaster relief operations usually belong to one of two categories: organized volunteers or spontaneous (convergent) volunteers. Depending on circumstances, different registration procedures are utilized to serve each group's needs.

ORGANIZED VOLUNTEERS

Organized volunteers are defined as individuals affiliated with specific organizations prior to an emergency or disaster. These organizations are usually chartered to provide volunteer emergency and/or disaster relief services. Members of these organizations usually participate in scheduled exercises to practice their disaster relief skills and integrate with the local community's emergency plan and response effort.

Examples of these organizations include:

- American Radio Relay League
- American Red Cross
- California Rescue Dog Association
- Salvation Army
- Civil Air Patrol

Public safety agencies usually prefer to utilize trained, organized volunteers because their organizations are familiar with working under a unified structure. They also provide their own supervision, transportation and support needs.

Agency Trained Volunteers:

To ensure that they have an adequate pool of organized volunteers, some jurisdictions organize and train teams of civilian volunteers to act as disaster first responders within their own neighborhoods or jurisdictions. Members of these teams, sometimes called Neighborhood Emergency Response Teams (NERT) or Citizens Emergency Response Teams (CERT), receive training in such skills as fire extinguishment, search and rescue and shelter operations. These organizations possess several advantages:

- Familiarity with the disaster area, its hazards and resources
- Knowledge of the jurisdiction's emergency organization
- Opportunity to regularly exercise and drill with the jurisdiction served

SPONTANEOUS (CONVERGENT) VOLUNTEERS

Spontaneous (convergent) volunteers are members of the general public who spontaneously volunteer during emergencies. They are not usually involved with organized volunteer organizations and may lack specific disaster relief training when there is very little time and few resources to train them. They come from all walks of life and comprise the majority of volunteer personnel available to local public safety agencies during a disaster response.

Public safety agencies often form volunteer assembly points for recruiting and classifying volunteers during disaster response operations. To be eligible for Workers' Compensation, the spontaneous volunteer must also be registered as a Disaster Services Worker.

CONSIDERATIONS IN VOLUNTEER UTILIZATION

In order to manage volunteers effectively, there are several issues that need to be addressed. For pre-registered volunteers, the process may be fully organized and accomplished over a period of time. Because this process must be accomplished under extreme conditions with convergent volunteers, it is essential that the planning and execution of the process be thoroughly worked out in advance of the disaster.

Issues to be addressed include:

Recruiting:

Volunteer recruitment may become an issue if the disaster lasts a long time and the initial number of convergent volunteers begins to dwindle. It also may become necessary to recruit volunteers with specific skills, such as heavy equipment operators, medical personnel, translators, etc.

Recruitment avenues include the local media and other organizations. Organizations to contact for recruitment assistance include local labor unions, educational institutions and private companies.

Screening:

Pre-registered volunteers will have been screened in advance. Walk-ins, however, will have to be screened at the time that they appear for assignment prior to duty.

Certain vital information is essential if volunteers are to be properly and efficiently used; and screening teams must be identified and trained in advance on the screening of volunteers. The data or information required regarding the volunteers should also be developed in advance. The actual data requirements should be held to a minimum, consistent with the needs of the local jurisdiction.

Identification:

Once screening is completed, all volunteers must be issued proper I.D. and be required to sign for any equipment issued for their position. Organized volunteers will possess identification issued by their organizations. The jurisdiction is responsible for providing identification to convergent volunteers. Forms of I.D. include arm bands, vests, patches, and city I.D. cards.

Training:

Before being deployed, it is essential that volunteers receive an adequate amount of training. At a minimum, volunteers must be thoroughly briefed on the legal aspects of the tasks to which they are to be assigned. They should also fully understand their responsibilities and the limits to which they may go in performing their assigned duties.

Records must be established for each volunteer that reflects the training received. Training records should be maintained as part of the permanent record of the emergency response to the specific disaster.

Supervision:

More so than paid staff, volunteers must be supervised according to the task assigned. Ideally, though not always possible, paid staff personnel should supervise all volunteer effort. When this is not possible, skilled, highly trained volunteers should be assigned as supervisors.

Planning:

The jurisdiction must recognize that volunteers will appear after the onset of a major disaster. Established plans are needed for the proper management of volunteer personnel in order to optimize this resource and prevent convergent volunteers from becoming a problem. Properly managed, volunteer resources may mean the difference between success and failure of the emergency response.

Recognition:

The final requirement of the jurisdiction is to ensure that volunteers are properly recognized for their services. Recognition may be in the form of individual commendation by the elected officials, public acknowledgment by the media, or a letter of appreciation from the local emergency manager.

THESE GUIDELINES DO NOT SUPERSEDE GUIDELINES FOR VOLUNTEER UTILIZATION SET FORTH BY THE GOVERNOR'S OFFICE OF EMERGENCY SERVICES. FOR MORE INFORMATION AND REGISTRATION FORMS, SEE "THEY WILL COME—Post-Disaster Volunteers and Local Governments", Revised Nov. . 2001 (OES).

PRE-DISASTER TELECOMMUNICATIONS CHECKLIST

- Consider establishing an out-of-area (sister city) contact point for employees' and their family members.
- List the number and location of all pay phones in and near your facility. This will be very helpful in the event that your phone system crashes.
- List the number and location of all fax and direct lines into your facility.
- Develop a list of employees and key vendors, suppliers and contractors which includes telephone numbers and addresses.
- Plan to maximize the fax machines. Printed copy is easily shared and not often misunderstood. An outgoing fax posted on a wall provides a "briefing" tool for updating incoming staff. These documents will also be helpful in creating the after-action report.
- Survey your organization to find out how many amateur/ham/DCS radio operators you have. Do they have hand-held or mobile radios?
- On all telephone call down lists provide pager instructions.
- Consider establishing pager codes for prioritizing response call ups.

COMMUNICATIONS OPTIONS

- Cellular phones
- E-mail
- Faxes
- Modems utilizing radio frequencies instead of wires connect portable data devices to reliable radio networks (i.e., wireless communications, packet radio).
- Pagers
- Portable satellite telephone
- Fax, data and secure digitized voice is transmitted directly to a communications satellite.
- Portable two-way radios
 - Get written reciprocal agreements to share the frequencies of other emergency agencies
 - Verify with your vendor that the two-way radios will be compatible with the frequencies of the other agencies.
 - Consider renting when needed rather than purchase.
 - Ensures access to the latest technology
 - Establish operational requirements with the vendor. Establish billing, shipping and contact information.
 - Ensure that vendor can program rental radios to meet your requirements and ship them out, fully charged on a short notice.
- Cellular phones vs. two-way radios
 - The time consumed by dialing and ringing makes cellular a slower choice for on-site communications than two-ray radio.
 - The "one-to-one" cellular telephone format is often less efficient than the "one-to-many" concept that two-way radio users are familiar with.

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EOC INDIVIDUAL ACTIVITY LOG

City of Agoura Hills - EOC Individual Activity Log

Name:	Date:	Operational Period:	
Section:	EOC Position:	From:	AM to: PM
Disaster #:	Unit Leader:	From:	PM to: AM
Page	of		
Time	Event, Action, Conversation, or Observation		
Originator: All EOC Personnel (Section Retains Copy)		Routing: P & I Documentation Unit at end of each shift.	
		EOC-017	

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City of Agoura Hills - EOC Resource Request

An attempt should be made to fill all resource requests through Operations Section before sending to Logistics

Resource Requested:			
Priority: →→→	Critical / Life Safety →	Urgent →	Routine →
Incident Address:	Incident Type:		
Resource Requested by:	Sec/Unit:		
Duration Needed:	Phone:		
Staging/Delivery Location:	Delivery Contact:		
Form Prepared By:	EOC Position:		
Latest Acceptable Delivery: (Date / Time)			
Purpose / Use:			
Suggested Source(s):			
Approval by Section Chief:	Signature:		
Filled By Operations?		Send to Logistics?	
Section below to be filled out by Logistics.			
Resource Ordered From:			
Vendor/Agency Address:			
Vendor/Agency Contact Person:		Phone:	
Date Ordered:		Time Ordered:	
Estimated Date/Time of Arrival:		Inv./ Resource Order #:	
Comments:			
Initialed By Operations: →	Logistics: →	Finance: →	
Originator: Any EOC position. Retain copy. Routing: Approval by Section Chief, then send to Logistics.		This form is used to request all resources, for field use and for EOC use.	

Additional Notes:

EOC - 010

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**LA OPERATIONAL AREA
DISASTER INFORMATION REPORTING PROCEDURES**

RESOURCE REQUEST

Sent by cities, county departments and special districts. If OAARS is available, cities send directly to the Operational Area EOC Logistics Section and county departments/special districts send to their Lead department. If OARRS is not available, send by fax, phone, radio or messenger to: Cities send to their Contact Sheriff's station; county departments and special districts send to their Lead department; Sheriff's stations and Lead departments send to the Operational Area EOC Logistics Section.

LA CNTY OP AREA FORM 140

Only one type of resource can be requested on a given resource request.

#	ITEM	EXPLANATION	DATA
1	Related Incident	What Incident caused the Resource Request	
1	Jurisdiction	Name of city (or supporting LASD station for county unincorporated areas).	
2	Urgent	Used only if the request is urgent.	URGENT
3	Reply Requested	Should be used to indicate your want status information.	REPLY
4	Information only or Action expected	Select Action as County EOC staff are expected to process the request.	INFORMATION ACTION
5	Sender's job	The job held by the sender. Remote sites will only have the remote site title as an option.	
6	Subject	MANDATORY FIELD Key words that will describe the Resource Request. Include name of jurisdiction and what is being requested.	
7	Source	OPTIONAL FIELD Name, phone number and fax number of the person responsible for the request data.	
8	Corroborated	OPTIONAL FIELD Name, phone number and fax number of the person who has verified the data in the request.	
9	Recipients	Duty position of intended recipient(s). Resource Requests go to the County EOC Logistics Section.	
10	Where to deliver	Where are the items to be delivered (use Thomas Brothers page and grid as well as address).	
11	Deliver to Whom	Who (by duty position is preferred but name is acceptable) knows about the request and is expecting delivery.	
12	Purpose	What is the purpose of the resource being requested.	
13	Quantity	Number of items requested.	
14	Resource Requested	What is being requested.	
15	When needed	When the items are needed. Date & time.	

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Agoura Hills EOC Procurement Form

Date:	Item #	Vendor	
Time:	ITEM DESCRIBED	Qty:	Est. Cost:
		Delivery Location:	
Procured By:		Delivered to Whom:	
Date:	Item #	Vendor	
Time:	ITEM DESCRIBED	Qty:	Est. Cost:
		Delivery Location:	
Procured By:		Delivered to Whom:	
Date:	Item #	Vendor	
Time:	ITEM DESCRIBED	Qty:	Est. Cost:
		Delivery Location:	
Procured By:		Delivered to Whom:	
Date:	Item #	Vendor	
Time:	ITEM DESCRIBED	Qty:	Est. Cost:
		Delivery Location:	
Procured By:		Delivered to Whom:	
Date:	Item #	Vendor	
Time:	ITEM DESCRIBED	Qty:	Est. Cost:
		Delivery Location:	
Procured By:		Delivered to Whom:	
Date:	Item #	Vendor	
Time:	ITEM DESCRIBED	Qty:	Est. Cost:
		Delivery Location:	
Procured By:		Delivered to Whom:	
Date:	Item #	Vendor	
Time:	ITEM DESCRIBED	Qty:	Est. Cost:
		Delivery Location:	
Procured By:		Delivered to Whom:	
Date:	Item #	Vendor	
Time:	ITEM DESCRIBED	Qty:	Est. Cost:
		Delivery Location:	
Procured By:		Delivered to Whom:	
Date:	Item #	Vendor	
Time:	ITEM DESCRIBED	Qty:	Est. Cost:
		Delivery Location:	
Procured By:		Delivered to Whom:	

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SEMS/NIMS Emergency Operations Plan

SEMS/NIMS 205 City of Agoura Hills EOC Radio Communications Plan

Incident Name:		Date Prepared:	Time Prepared:
Operational Period Date: From: To:		Operational Period Time: From: To:	

Basic Radio Channel Utilization

Assignment	Function	System	Channel/Frequency	Designated Check-in Time	Remarks
Prepared By:		Title:		SEMS Position: Information Tech. Branch	
Approved By:		Title:		SEMS/NIMS Position: Logistics Sections Chief	

SEMS/NIMS 205 (2002)

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