



Emergency Preparedness

TOOLKIT



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Executive Summary: Preparedness Pays Off

Responding to a disaster, whether sheltering-in-place or evacuating, involves myriad challenges for the nation's senior living communities because of their unique resident populations. With that in mind, the Assisted Living Federation of America has developed this disaster planning guide as a resource to help members prepare and test their own disaster plans and ensure community needs are met and residents receive the best possible protection in any situation.

Disaster planning is not new to the senior living industry. State regulations require assisted living communities to develop disaster plans and have policies and procedures in place to implement these plans. However, the disasters in recent years have increased the awareness and importance of disaster planning, and a recognition that the best disaster responses start with the best disaster planning.

As the guide will show, significant advance work is required to develop and design the most appropriate plan for your particular community or system. The more you can prepare before a potential disaster situation, the more successful your response will be should you need to implement that plan.

One of the major decisions that will need to be made is whether to evacuate the community or shelter-in-place. This decision will be based on many factors, such as the type and severity of the disaster. However, in many cases evacuation policies and procedures are regulated under state and local laws. It is therefore critical that every senior living community understand these requirements.

One of the most significant considerations is the need to plan and prepare for a communication blackout. As a society, we have become accustomed to the ability to communicate any place and any time through cell phones and other communication devices. Unfortunately, as some people have learned the hard way, even the most sophisticated communication device can fail just when you need it the most. Therefore, to be truly prepared in an emergency, it is necessary to plan and anticipate for a total loss of communication.

This guide is an important tool that will help prepare your community, residents and families, staff and families, volunteers and suppliers for a potential disaster situation. Remember, the most successful disaster responses are a result of comprehensive planning and testing. This will build the confidence of residents and staff who will know their roles ahead of time and understand what needs to be accomplished. Families and vendors will also know their roles in advance and be prepared to take whatever action is necessary for everyone's best interest.

Sincerely,
Richard A. Grimes
President & CEO
Assisted Living Federation of America

About the Emergency Preparedness Tool Kit

Responding to a crisis can be one of the most challenging situations you will face as the leader or Executive Director of a senior living community. Being as prepared as possible will help you meet that challenge, and using this guide will help you create an emergency response plan that best meets the needs of your residents.

This tool kit provides the information and resources leaders need to prepare for the unexpected. For additional information and to offer comments about this tool kit, e-mail info@ALFA.org.

About the Assisted Living Federation of America

The Assisted Living Federation of America (ALFA) is the largest national association exclusively dedicated to professionally managed assisted living communities and the seniors and families they serve. For more than 20 years, ALFA has worked to educate policymakers and consumers by advocating for choice, independence, dignity, and quality of life for seniors—wherever they may choose to live. ALFA's member-driven programs promote business and operational excellence through education, research, publications, professional networking, and online tools designed to foster collaboration and innovation in the field of senior living. Visit ALFA's Web site at www.ALFA.org.





Types of Disasters and Responses

To ensure adequate disaster preparation and planning by a senior living organization, it is imperative that an analysis be conducted for each possible disaster and its potential impact on the community. This section provides an overview for that analysis. It is essential that a community spend most of its planning and preparation for disasters that are most relevant to its location; e.g., if the community is in the Midwest, don't spend time planning for a hurricane or the impact of storm-related flood surges, or if the community is located in the south or southwest portions of the United States, don't spend a significant amount of time preparing for an ice storm. Certainly, each geographic area of the country can experience freak weather that could have the same impact as a hurricane or an ice storm, but being prepared for the most likely disasters will help the community be prepared for the unusual event as well.

One aspect of each disaster that is common to every significant disaster is a loss of electrical power. As important as it is to understand the intricacies of each potential disaster, and since nearly every disaster includes a loss of electrical power, each community must have a solid, well-thought-out plan to address a sustained loss of power to the community.

The following potential disasters will be analyzed. (Where possible a Web link is pro-

vided to the FEMA web page that discusses, in some detail, each of these major disasters and provides useful information about preparing for and responding to the disaster.)

- Fires
- Wild fires
- Flooding
- Snow/Ice storms
- Tornadoes
- Hurricanes
- Earthquakes
- Terrorism (nuclear, biological, chemical, radiological, or explosive attacks)
- Violent intruder
- Violent resident or staff member
- H1N1 flu or other pandemic outbreaks

Fires

(www.fema.gov/hazard/fire/index.shtm)

The potential of fire in any community is a very real concern, but most fires would not necessarily render the entire community uninhabitable for an extended period. Most probable is a local fire in a residence space, in the kitchen, or from an electrical malfunction in wiring or in electrical equipment. Such a local fire could result in water damage as a result of fighting the fire, or a loss of power for a period of time until the damaged area can be isolated. Residents and staff might have to be moved for a relatively short time because of acrid smoke or toxic fumes, but after isolation of the fire

and ventilation of the community, the community should be able to continue operation at a reduced capacity.

Because of fire safety equipment and sprinklers, it is unlikely that the entire community would be consumed. However, there could be a small chance of a wild fire in the surrounding woods that could potentially destroy the entire community.

Fires can happen any time of the day or night and in any season. Well-thought-out and practiced fire drills and training for staff and residents can help prepare for this disaster.

Wild Fires

(www.fema.gov/hazard/wildfire/index.shtm)

Is your community likely to be affected by a wild fire? FEMA states the following: “The threat of wildland fires for people living near wildland areas or using recreational facilities in wilderness areas is real. Dry conditions at various times of the year and in various parts of the United States greatly increase the potential for wildland fires.” That description could fit many areas in the United States and suggests that many communities should conduct a preparedness plan for such a wild fire.

Unless the wild fire starts in the vicinity of the community, there will normally be time to evacuate as soon as local authorities suggest or require evacuation. Wild fires can move rapidly, and delay in evacuation can place the community at risk. FEMA has guidance if during the evacuation the wild fire traps your group.

Flooding

(www.fema.gov/hazard/flood/index.shtm)

Flooding is among most common disasters that that can affect a community. FEMA states: “Be aware of flood hazards no matter where you live, but especially if you live in a low-lying area, near water, or downstream from a dam. Even very small streams, gullies, creeks, culverts, dry streambeds, or low-lying ground that appears harmless in dry weather can flood. Every state is at risk from this hazard.”

If a community’s assessment is that there is little or no risk to the structures of the community, significant flooding in the surrounding geography could cause a loss of power, contaminated potable water, loss of flushing water, or disruption of normal supplies. Because of this

potential, each community should address this hazard in its planning.

Significant flooding will most likely be preceded by a warning of several days or at least several hours, allowing the community some time to prepare.

Snow/Ice storms

(www.fema.gov/hazard/winter/index.shtm)

Winter storms may not be a threat to all community locations; however, the potential impact is serious enough that even those locations on the “fringe” of potential significant winter storms should include them in their planning.

Extended periods of no or limited power to a community coupled with sub-freezing temperatures will have a significant impact on the residents and staff. Because of road conditions, staff’s ability to reach the community may be impacted. The normal supply of food, living supplies, and medicine may be interrupted for the duration of the storm impact.

Most major storms will be forecasted days in advance and will allow for preparation to address these issues. However, there are times when a storm may develop in intensity with little warning—a few hours or so. This type of storm is predictable and will occur during a relatively short period of the year.

Tornadoes

(www.fema.gov/hazard/tornado/index.shtm)

Although tornadoes occur mostly in states east of the Rockies, tornadoes have occurred in every state and can cause major damage to any community. These are violent, dangerous storms. If a community is struck directly by a tornado, the likelihood is that the community will be uninhabitable for significant periods of time. If the community is not directly hit, a tornado could cause significant infrastructure damage to surrounding communities and businesses. The possibility of extended periods of power loss and interruption will be of concern to a community.

Notice of an approaching tornado will be very short—less than an hour and maybe just minutes. Although a severe storm warning may have been issued hours in advance, the conditions necessary for the creation of a tornado are complex, involving ebb and flow during a storm capable of producing a tornado. Thus, warning



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for a specific location will probably only come an hour or less before the storm strikes.

Although tornadoes have occurred during every month of the year, the highest occurrence is during the spring and summer months. Tornadoes are frequently spawned during hurricanes as well. Tornadoes have occurred during all times of the day but they tend to occur most often during the afternoon and into the early night.

Hurricanes

(www.fema.gov/hazard/hurricane/index.shtm)

According to data recorded since 1851, every state along the U.S. coast from Texas to Maine has been hit by a hurricane. (Florida has, by a wide margin, been hit more times than any other state—Texas and North Carolina are second and third.) If your community is in one of those states and even if the community location is away from the coast line, then preparation and planning should include action to take if a hurricane is forecast to hit your state. Judgment will guide preparation, and factors such as a community's distance from the coast, and certain aspects such as storm surge will affect the hurricane's destructive force. However, destructive wind, flooding, and tornadoes can impact large areas away from the coast.

Unlike most other natural disasters, there is ample warning and preparation time before a potential hurricane's impact. The community should be able to evacuate if required; bring in extra supplies of food, water, and medicine; and arrange for adequate staff. The season for hurricane development is well known, and predictable, which enables the community to make any special preparation required for a nearby hurricane landfall.

Earthquakes

(www.fema.gov/hazard/earthquake/index.shtm)

Only seven of the 50 U.S. states have not recorded an earthquake of 3.5 magnitude or greater in the last 30 years. It is important that each community examine the potential risk for its geographic area to determine the potential for an earthquake to hit the area. Certain states such as California and Alaska are more likely to be hit; they are also better prepared for such an event because of building codes, plans, and practice. Communities along other significant fault lines such as the New Madrid fault in the Midwest need to understand their risk and prepare accordingly.

Currently, there are no known methods to alert areas for impending earthquakes; therefore, if an earthquake happens, it will be

without notice and could occur anytime of the day or night.

Terrorism

(www.fema.gov/hazard/terrorism/index.shtm)

It is unlikely that an assisted living community would be the specific target of international terrorism; however, the communities near major metropolitan areas can be significant, specific targets for terrorist attacks. A terrorist attack on a nearby metropolitan area or symbolic targets in the surrounding area could significantly impact a community. There is a psychological aspect of a terrorist attack that may be a significant contributor to dealing with a terror strike. The population at the community may need additional stress relief support not necessary in a natural disaster. Terrorist attacks on critical infrastructure (power, water, cyber, etc.) can interrupt delivery of needed supplies, disrupt power, or impact any number of vital services. However, most of the infrastructure disruptions can be easily prepared for and are no different than a loss of service from a storm. The following is a quick outline of the potential terrorist methods of attack.

Nuclear Attack:

Potentially the most devastating attack, a nuclear attack could impact any community if the device was large enough or if the wind was in the right direction to deposit fallout on the community. The most significant impact could be service interruption for extended periods, lack of supplies—including medical—(many diverted to assist the most damaged areas and to aid the casualties). This is a low-probability but very high-consequence attack.

Biological Attack:

Once a biological agent is released, it will act like a naturally occurring contagious disease, and the same kinds of protocol will be used to fight its spread. Guidance will be issued by a public health department on the best treatment and whether quarantine or sheltering-in-place is the best approach. Dealing with anxiety and fear will add complexity—with both residents and staff—to managing the effects of the disease. Service interruption and potential loss of basic services are possible depending on the severity of the resulting disease and its spread.



Although tornadoes have occurred during every month of the year, the highest occurrence is during the spring and summer months.

Chemical Attack:

Unless a chemical cloud drifts across the community, a chemical attack in a metropolitan area will have little direct impact on a community. If the chemical cloud drifts across the community, then taking action to sheltering-in-place and to stop external ventilation should help reduce the impact. The best source of learning the chemical cloud's location and movement will be by radio, television, or contact with the local emergency managers. Direction should be given by local officials on the best action to take during the chemical attack.

Radiological Attack:

A radiological attack, sometimes called "a dirty bomb," is a conventional explosive containing radioactive material. A dirty bomb not only has an explosive effect, but it also contaminates people and the affected infrastructure, adding significant complexity to the event. Although it is highly unlikely that an assisted living community would be a target, if such a dirty bomb was detonated in the area, there would be a potential loss of sustaining services for the community. Additionally, the residents may be isolated to the community, and staff may not be able to reach the community. Direction should be given by local officials on the action the community should take.

Explosive Attack:

The 1995 bombing of a building in Oklahoma is an example of an explosive attack, as is the 9/11 strike on the World Trade buildings. The effect of an explosive attack can be devastating but is localized to the immediate area of the explosion. Again, unless local services are affected, there should be no direct impact on the community. Local officials will direct any action to be taken by the community.

Violent Intruder

This remains a possible scenario for any community for a variety of reasons. A disgruntled employee, a domestic dispute within a staff family, a random selection of the community by an unstable person, or other reasons could result in a violent intruder. The key actions by the community in the event of an intruder should be to quickly alert staff and residents and to take prearranged action, including emergency calls to police. Residents and staff must understand the importance of returning to their rooms and locking the doors; if there is not enough time to return to the safety of their own space, staff and residents must know safe loca-

tions throughout the community that they can enter and secure until it is safe to come out. It is incumbent on each community to research and designate safe areas within their spaces for residents to enter and secure during a threat from a violent intruder event.

Violent Resident or Staff Member

This has the same possibility as the violent intruder discussed above, and the same preventive action should be taken.

H1N1 Flu or Other Pandemic Outbreaks

The pandemic flu of 2009, H1N1, clearly points to the need for each organization and community to have a plan to deal with the spread of an illness throughout the community, nation, and world. Although obvious, one point that must be understood is that staff as well as residents will be impacted at roughly the same percentage as other family members and members of the general population. A plan for addressing staffing shortages as well as dealing with contagious and ill residents is a key component for handling a pandemic or other widespread, contagious disease. For specific guidance for each outbreak, assisted living communities must rely on national organizations such as the CDC and local support such as the public health department to lay out required action steps to reduce the impact of the disease.

For current information on H1N1, the CDC has useful information on its Website:

Link to the CDC:
www.cdc.gov/

For health-care providers (and staff):
www.cdc.gov/h1n1flu/clinicians

People 65+:
www.cdc.gov/h1n1flu/65andolder.htm

Interim Guidance on Infection Control Measures for 2009 H1N1 Influenza in Health-Care Settings:
www.cdc.gov/h1n1flu/guidelines_infection_control.htm



Staffing

During your analysis of potential disasters that your community may experience, it should be clear that many disasters will occur with little or no warning. The lack of or minimal warning means that your staff must be trained to execute your emergency plan with only the personnel on hand when the disaster strikes. The ability of your staff to manage the disaster without outside assistance is essential to the safety and security of your community. There are people and agencies that can help train your staff to be prepared in these situations. Organizations in your local community, such as the American Red Cross, the Salvation Army, the local emergency manager, or local fire or police departments, should be able to assist in the training of your staff. Additionally, there are organizations or individuals that can help develop your plan and the necessary training to help you and your residents and staff respond to a disaster. ALFA can help identify resources that may be available to help develop and evaluate plans and develop training to meet this need.

Understanding your staff's ability to be available for work during a disaster is absolutely necessary. There will be competing interests for your staff, such as children in school or needs of other family members, that may impact your staff's ability to respond to disasters. It is better to understand these issues before a disaster strikes than to be surprised during a disaster

response. Conducting surveys of your staff concerning their availability and their willingness to provide staff relief after a designated period of time following a disaster will help define staffing plans.

A few disasters, such as hurricanes, allow for advanced notice and adequate preparation time. The key is taking advantage of that extra time to carry out your plan and not waste critical time hoping the disaster will miss your location.

Staff Readiness Teams

Each state has its own requirements for the number of employees needed to staff assisted living communities. Ensure your community has the mandated number and consider hiring more, including temporary employees, if possible in a disaster situation, or consider bringing in trained volunteers. Whether you are evacuating or sheltering-in-place, you will need additional trained individuals to help ensure processes flow smoothly in managing and protecting your resident population.

Creating special "staff readiness teams" with detailed responsibilities for each team member in advance will ensure your community is well-prepared to handle the situation. Holding quarterly team training drills also will build staff confidence in the plan and help staff to reassure residents about the sudden preparations and changes happening due to an emergency.

An ideal staffing plan should enlist the head of each department to ensure each department can be self-sufficient for at least two weeks, whether evacuating or sheltering-in-place. Below are details concerning what your staffing plan should cover in terms of different staff departments.

Administration

Duties of the administration staff include deciding the process for activating the disaster plan; developing guidelines for assessing whether to shelter-in-place or evacuate in compliance with state and local laws and regulations; ensuring contracts for residents, employees, buses, and vendors/suppliers have the appropriate language (consulting legal counsel if needed); notifying authorities and residents' families; gathering medical records and any signed treatment authorization consent forms; developing key lists of phone numbers for emergency contacts; and managing oversight of plan coordination and departments.

Medical/Supply

Responsibilities of the medical/supply staff include ensuring adequate supplies are available for up to one week for needed pharmaceuticals, over-the-counter medications, medical equipment such as oxygen tanks, clinical supplies, and non-clinical resident supplies such as incontinence products and personal care items.

Human Resources

The human resources team must maintain updated lists to call in extra staff and temporary employees from national or regional firms, notify residents' families of the situation, hold training drills, develop related policies and procedures, survey staff ahead of time for willingness to help in an emergency, and train volunteers, if possible.

Food and Beverage

Duties of the food and beverage team include ensuring adequate stock is available for one week, is up-to-date, is protected from potential flood damage by being stored on the second floor, if possible, and is mobile and ready to go in an evacuation. These staff members must also make sure vendors are able to access and deliver supplies to the community from geo-

graphic areas unaffected by disaster or deliver them to alternate locations in the event of evacuation.

Maintenance

Maintenance staff must develop a plan for providing extra electrical generation and fuel required to run backup generation for heating and cooling systems, ensure all building and security systems are working, be sure one week of supplies are in stock, and ensure the infrastructure is protected.

Remote Disaster Support Teams

No matter what emergency situation you may be faced with, it's important to establish in advance a person or persons from areas unlikely to be affected who can help facilitate delivery of additional supplies to your location, whether you have evacuated to an alternate site or are sheltering-in-place, and who can facilitate other needs such as temporary staffing and calling residents' families. This is important in the event that communication is difficult and/or that a wide region of your area is affected by a hurricane, for example. Often your vendors and suppliers may be able to help in this situation.

Be sure to alert this remote disaster support team in advance of an emergency, if possible, to your potential needs for help, and share your plan with them in advance, including important phone numbers. Be sure to provide this team vendor and supplier information to obtain shipments of water, food, fuel, medicines, and other supplies for residents, as well as phone numbers to reach residents' families.



Ensure adequate supplies are available for up to one week for needed pharmaceuticals, over-the-counter medications, and medical equipment.



Advance Evacuation Planning

There are numerous decisions that must be made in advance of a potential disaster; these decisions must be made whether you are considering sheltering-in-place or evacuating. These decisions are particularly important for those residents with special needs and who are non-ambulatory. The best preparation for either situation begins months before you are faced with the decision. Preparedness must be an ongoing process with a plan tailored to your particular community. The plan should be updated and tested with actual resident and staff participation in drills along with vendor involvement at least twice a year.

Staffing

Determine staffing availability. During an evacuation, you will need at least your regular number of staff employed per resident to manage evacuation. Having additional staff is ideal in providing relief for other workers. Here are some important action items to consider in advance as you design your plan:

- Administer an employee survey of emergency availability. Determine the number of staff available to help for at least 72 hours during a disaster.
- Determine the number of relief staff required and their availability.
- Train and drill staff and residents on evacuation procedures from buildings and buses.

- Cross-train staff on performing other duties that may be required in an emergency, such as dementia care and communication, operation of oxygen tanks and other medical equipment, and protocol for providing bathing and dressing assistance to residents.
- Compile a staffing plan with a guide and a checklist for each department head listing duties for which each staff member is responsible, in preparing for and during an emergency.
- Determine how you will notify staff and call in your “staff readiness team” in the event of an emergency. Consider using a telephone tree, e-mail, Web postings, and local radio station announcements to reach staff and any trained volunteers who can help.
- Print, share, and update 24-hour emergency contact information with disaster staff home numbers, cell phones, e-mail addresses, and/or pagers. Also include emergency numbers to reach local fire, police, ambulance, and emergency management authorities around the clock. Remember to list critical vendors and suppliers such as pharmaceutical companies, medical equipment distributors, food and water providers, gas and electric companies, etc.
- Contract with a national or out-of-state

temporary staffing agency or sister community that can provide trained, licensed, and certified personnel to the relocation areas to relieve tired, overworked staff. Consider contacting ALFA and the state affiliates to ascertain whether any communities would be willing to assist at any alternate locations you select.

- Decide who is in charge when you are gone and who will notify local police and fire if you evacuate.
- Hire a security service to protect the community during and after the evacuation.

Residents

Determine the responsibility for resident care in a disaster situation and be sure to involve residents and families in the planning process.

- Determine the number of residents who will be picked up by their families. Determine the number of residents who will need to be evacuated.
- Check with authorities at alternate location sites to gather any legal forms that could be required during a temporary move by the community to a new jurisdiction or state. For example, you may need a new signed treatment authorization form to obtain medical care for a resident in the event a family member cannot be contacted.
- Become familiar with different state-assisted living regulations before or in anticipation of relocating residents across state lines. Each state has its own regulations that must be followed when a resident relocates across state lines. For example, some states may require a new assessment and a new physician's evaluation for residents moving in to the state. However, during emergency situations some states may waive some of these regulations. Contact ALFA and the ALFA state affiliates or chapters to find out if any exceptions are being made due to unusual circumstances.
- Provide bags for residents who are evacuating so they can bring a few changes of clothes, toiletries, and any special item or memento that may give them support and comfort.

Schedule a "town hall" meeting with residents and family members, but first consult your

state regulations and legal counsel before addressing the following information:

- Determine which families would be willing to take their loved one home with them, including pets if applicable.
- Review evacuation protocol with families, determine the impact on daily rates, gather work, home, and cell phone numbers of family members, explain possible selected relocation sites and whether they may be out-of-state, determine responsibility for residents' belongings, evaluate whether residents will be responsible for any costs incurred for temporary relocation, and decide how you will communicate information about residents or how family members can access that information if online.
- Ask whether any family members plan to go on the evacuation so you can include them in your personnel counts.
- Determine how to communicate an evacuation to residents' family members.
- Consider using a computer call center vendor to activate notifications with just one phone call to free up staff time during evacuation planning and caring for residents.
- The call center can also notify families when the community re-opens.

Transportation

It's important to contract with a private charter or school bus company ahead of time. For example, contact a regional or national firm whose buses are equipped with bathrooms and/or wheelchair access.

- Contact the United Motorcoach Association for information on bus availability and how to select the right bus for your community at www.uma.org.
- Also consider contacting a bus manufacturer or get local school or church buses as alternatives even though they may not have bathrooms.

Address the following in your transportation planning:

- Agree on a delivery time—how long it will take to receive fueled and inspected vehicles from first notification.
- Ensure the bus contract requires only inspected vehicles in accordance with



Become familiar with different state-assisted living regulations before or in anticipation of relocating residents across state lines.

- applicable federal and state regulations.
- Ensure the contract specifies that drivers are experienced driving contracted vehicles and that drivers hold valid U.S. driver's licenses for the vehicles operated (www.uma.org).
- If needed, secure a group of volunteer drivers who are experienced, have valid U.S. driver's licenses for the vehicles and have good driving records.
- Make sure you can access an adequate supply of gas or diesel fuel. Consider bringing empty fuel containers that can be filled in case you run out of fuel while stuck in backed-up traffic and need to get more fuel. Consider bringing a filled fuel can that can be stored separately on the outside bed of a pickup for emergencies as well. Never place fuel containers inside a vehicle. Assign a "bus captain" who is responsible for monitoring all activity and responding to any problems. This person should not be providing resident care while on the bus.
- Use walkie-talkies to communicate between buses and other nearby sites if cell phones or satellite phones are down.
- Bring copies of maps with evacuation routes highlighted. Ensure your drivers have already driven evacuation routes and are very familiar with them. Drivers may need a place to stay when you get to evacuation locations.

Communications

When a crisis occurs, there are often communications breakdowns. While no single form of communication is 100 percent effective, you can still plan ahead for the best communications in your region by assessing the pros and cons of those networks and technologies that are available to you and determining which are most reliable.

- **Satellite phones:** The most reliable satellite phones are those that link to multiple satellites and geographic regions, not just one satellite in one geographic area. Be sure to check that your satellite phones use multiple satellites in more than one geographic region.

- **Cell phones:** Ensure your cell phone provider is very reliable in your geographic area with the many cell phone towers available and/or with multiple radio frequencies. Take into account that during significant wind events (hurricanes and tornadoes) towers will likely be destroyed, rendering cell phones useless in the affected area.
- **Walkie-talkies:** In the event cell phone coverage is down, these devices are good for communication between staff or community assets (assuming advanced planning and equipment check for compatibility before a disaster occurs).

Alternate Locations

To provide adequate temporary shelter, it's critical to identify and contract with several alternate locations that are capable of handling and housing the residents in your community with their particular special needs for at least two weeks.

For the alternate sites, consider the following:

- One site should be within walking distance to escape an internal emergency at the community.
- One site should be within 2-5 miles (across town) in case of a local evacuation. Consider selecting an alternate site at a distance great enough that it may not be affected by the disaster. Determining the "right" distance for an alternate location is a judgment call, but an analysis of your area's potential disasters will help determine your choices.

Although you might be comfortable in your alternate site, you should plan for the possibility of being evacuated a second time before you can return home.

Hospital Stops

During an evacuation, it's helpful to stop at local hospitals along the evacuation route when residents need a rest or need to be assessed, or when extra supplies are needed.

- Bring a copy of your state hospital association's guide, available at www.hospitalconnectsearch.com, with the list and phone numbers of all hospitals along evacuation routes for emergency stops.

- Decide ahead of time which hospitals along the evacuation routes are most easily accessed and fit the needs of your resident population.
- Get a phone number to reach the hospital's administrator-on-call, nursing supervisor, or emergency department anytime day or night.
- Ensure each bus and manager has enough cash on hand and has use of prepaid phone cards if necessary.

Electronic Data

- Use redundant disaster management computer systems and servers (use systems that provide separate backup servers and multiple levels of access based on the user). Medical records, information, and forms may be filled out and tracked by staff and families anywhere on a special "readiness" Web site using a different server.
- Consider using a flash drive to download medical records quickly. Consider having several NOAA weather radios, batteries, and backup batteries on hand.

Mobile Supplies for Residents and Employees

To ease the amount of work that must be done when faced with possible evacuation, assign department heads to pack mobile boxes of needed supplies months ahead of time, and check on a routine basis to ensure they contain adequate and up-to-date products.

- Stock enough food and water to feed the residents and staff on the road and at the alternate location for at least one week.
- Adequate water is required for each resident. Remember to include staff and any family in your counts as well. Although the requirement is one gallon of water per person per day, temper that specific amount of water on the disaster you are facing.
- Ensure managers have necessary cash, credit cards, and prepaid phone cards.

Supply Lists

- Food and water checklist
- Medical/clinical supplies
- General supplies

Personal care kits

- Incontinence products
- Toiletry kits for residents and staff (comb, brush, shampoo, soap, toothpaste, toothbrush, tissues)
- Denture holders/cleaners
- Towels
- Blankets, sheets, pillows
- Resident identity bracelets and name badges
- Games, cards or other recreation for the residents

Medical Records

Plan to evacuate with resident records, including any special legal forms such as signed treatment authorization forms, do not resuscitate orders, and advance directives; prescription medications and dosages; resident contract agreements; and sharpie pens, ball point pens, pencils, tape, scissors, stapler, and other related accessories.

Resident Medications

Pack a one-week supply of resident medications or the amount needed until your supplier can send additional medication to an alternate location. Bring the physician order sheet for medication for each resident.

Protecting Infrastructure

Have a local operations team available to protect your community and its contents in case of flooding and wind damage.


If possible, move or store medical equipment, medicines, food and water, beds, desks, and chairs to a safe location to ensure protection against possible flooding.

Contract with a security firm to guard the community while you are gone.

Finances

Work with your local financial institution for emergency situations.

- Be prepared; banks may limit the amount of cash you can withdraw at one time.
- Keep enough cash on hand and available credit on credit cards for use in emergencies.
- Have a plan in place for handling payroll.



Evacuating

When deciding whether to evacuate, the risks and benefits must be weighed carefully, especially when you are not under a mandatory order to evacuate. In making your decision, here are some issues to consider; most of these topics are covered in the Advance Evacuation Planning section beginning on page 10.

Voluntary or Mandatory Evacuation

Determine if the evacuation is voluntary or mandatory. Depending on the severity of the situation predicted, the community may or may not be subject to a mandatory, government-required evacuation.

Consult your state and local laws and regulations to determine how your community would be impacted by a mandatory evacuation in your area. Check your state regulations at www.ALFA.org.

Residents' Health Status

Assess the health status of your residents.

- Can they withstand extreme heat or cold?
- Can they endure a long journey by bus and a possible vehicle breakdown?
- How many are ambulatory versus non-ambulatory?
- What are their medical needs?

Transportation

The transportation section included in your community's Advance Evacuation Plan contains the steps needed during this phase.

Staffing

The staffing section included in your community's Advance Evacuation Plan contains the steps needed during this phase.

Alternate Locations

Confirm that your primary and secondary choices for alternate locations selected from your plan are available and prepared to accommodate your residents.

Supplies

Verify you have the requisite amount of all supplies needed to be self-reliant for up to two weeks while operating at an alternate site.

Medical

Do you have the capability to bring and/or access remotely all residents' medical records, including a list of their medications and dosages and any special medical consent forms signed by family members? This is important, especially should you enter another state, and need to seek treatment for a resident and cannot locate the next of kin to sign that state's required forms.

Communications

Test your communications equipment and back-up communications plans.

Hospital Stops

Are the hospitals you selected for rest breaks prepared to assist you if residents need a break and you want to stop there?



Re-Opening the Community

When the disaster is over and the community is ready to re-open, it's important to ensure the following.

Building

- Ensure the community is fully operational, and safe, and that necessary repairs are completed.
- Ensure the community is safe again and that all emergency exits, fire extinguishers, carbon monoxide detectors, smoke alarms, and other critical systems are working.
- Ensure backup generation and air conditioning are available.
- Ensure the designated community/disaster site manager is there to open the community.

Staff

- Have adequate refreshed staff and/or trained temporary staff to meet the

community's needs around the clock.

- Ensure counselors are available to help residents and staff readjust after evacuation and relocation.

Supplies

- Ensure enough medical, clinical, personal care, food and water, and building supplies have been delivered and are available.

Notification/Communications

- Notify residents' families.
- Notify local police and fire.
- Check to see if other services in the community are up and running, such as the local hospital and pharmacy.



Sheltering-in-Place: Ensuring Self-Reliance

There may be situations when it's best to stay where you are to avoid any uncertainty outside. There are other circumstances, such as during a hurricane, tornado, or chemical incident, when how and where you take shelter is a matter of survival. You could also face a situation in which you are ordered to stay and shelter-in-place by local, emergency management, or state or federal authorities.

Planning To Shelter-In-Place

There are numerous decisions that must be made when considering whether to shelter-in-place in advance of a potential disaster, particularly if you have residents with special needs or who are non-ambulatory. The best preparation for sheltering-in-place begins months before it happens and must be an ongoing process that is updated and tested with residents, staff, and vendors twice each year.

When faced with the possibility of sheltering-in-place, it's important to consider and check the following:

- Determine if it's OK to remain and shelter-in-place. If your community is not subject to a mandatory evacuation, then prepare to shelter-in-place. Depending on the severity of the disaster predicted, the community may be subject to a mandatory, government-required evacuation. However, some states exempt senior living communities from mandatory evacuations so you must consult your local and state regulations to determine your community's responsibility in an emergency.
- Have standby vehicles with prefilled fuel tanks stationed in a safe place nearby so if needed later, they can be used to get supplies and ferry staff to and from work.
- Ensure there are enough trained "staff readiness teams" who can remain at the community for at least 72 hours, especially to manage non-ambulatory residents or others with special needs.
- Set up your "remote disaster support team" at a predetermined distant unaf-

ected location to communicate with you, and your vendors and to assist in getting any additional supplies on your behalf.

- Ensure your community can be self-reliant for up to one week with all supplies, including food and water, backup power generation for heating and cooling, and medical equipment.

Staffing

Determine staffing availability. When sheltering, you will need at least your regular complement of staff per resident to manage. Additional staff is ideal to provide relief for the workers. Here are some important action items to complete in advance as you design your plan for sheltering:

- Administer an employee survey of emergency availability. Determine the number of staff available to help for at least 72 hours in a disaster.
- Determine the number of relief staff.
- Train and drill staff and residents on sheltering procedures.
- Cross-train staff on performing other duties that may be required in an emergency, such as dementia care, communication, operation of oxygen tanks and other medical equipment, and protocol for providing bathing and dressing assistance to residents.
- Compile a staffing plan with a guide and a checklist for each department manager listing duties they are responsible for in preparing for and during an emergency.
- Determine how you will notify staff and call in your “staff readiness team” in the event of an emergency. Consider using a telephone tree, e-mail, Web postings, and local radio station announcements to reach staff and any trained volunteers who can help.
- Print, share, and update 24-hour emergency contact information with disaster staff home numbers, cell phone numbers, e-mail addresses, and/or pagers. Also include emergency numbers to reach local fire, police, ambulance, and emergency management authorities around the clock.

- Remember to list critical vendors and suppliers such as pharmaceutical companies, medical equipment distributors, food and water providers, gas and electric companies, etc.
- Contract with a national or out-of-state temporary staffing agency or sister community that can provide trained, licensed, and certified personnel to relieve tired, overworked staff.
- Consider contacting ALFA or the state assisted living affiliates to ascertain whether any communities would be willing to assist your community.
- Hire a security service to protect the community during the emergency.

Residents

Determine responsibility for resident care in a disaster situation and be sure to involve residents and families in the planning process for sheltering.

- Determine the number of residents who will be taken by their families.
- Determine the number of residents who will remain at the community. To notify and involve residents’ families about the sheltering process, consider scheduling a “town hall” meeting with residents and family members, but first consult your state regulations and legal counsel before addressing the following information:
 - Determine which families would be willing to take their loved one and pets home with them if applicable.
 - Review sheltering protocol with families, and gather work, home, and cell phone numbers and e-mail addresses of family members.
 - Identify the main family contact and explain how you will communicate information about residents or how family members can access that information online.
 - Ask whether any family members plan to stay and shelter-in-place with their loved one so you can include them in your personnel counts.
 - Determine how to communicate a de-



Determine responsibility for resident care in a disaster situation and be sure to involve residents and families in the planning process for sheltering.

cision to shelter-in-place to residents' family members.

- Consider using a computer call center vendor to activate notifications with just one phone call to free up staff time during planning and caring for residents.
- The call center can also notify families when the community re-opens.

Supply Needs

During an emergency, there's no way to determine how long you will be without basic supplies for restocking. The general rule is to stockpile enough supplies of all kinds to be a self-reliant community for up to one week.

Here's a list of critical supplies you will need to provide if you are faced with the need to shelter-in-place:

- Water (one gallon per day per person)
- Ice
- Backup generators
- Diesel fuel to supply generators for power and for cooling systems (air conditioning)
- Backup supply of gasoline so staff can get to and from work
- Food (including for staff and families)
- Medications
- Medical supplies
- Medical equipment (oxygen tanks)
- Community supplies

- Flashlights and battery-operated lights
- Backup batteries
- Residents' personal care needs
- Staff personal care needs
- Plywood to board up large windows, but leave space to see outside to know what is happening
- Hammers
- Nails
- Masking tape to tape over windows and prevent windows from shattering
- Plastic sheeting to tape closed broken windows
- Duct tape

Finances

Work with your local financial institution for emergency situations.

- Be prepared; banks may limit the amount of cash you can withdraw.
- Keep enough cash on hand and available credit on credit cards for use in emergencies.
- Have a plan in place for handling payroll.



Managing Special Needs Residents

Disaster situations are stressful on everyone involved, especially those with special needs, such as residents who are non-ambulatory and/or who have Alzheimer's or related diseases. To reduce some of this stress and its effect on residents, conducting some advance planning for this population will go a long way toward ensuring a smooth evacuation if necessary.

It's important to ensure you have the medical records and available prescriptions for each resident along with the relevant medical supplies, medical equipment, and backup power if needed. These residents also need special assurances to allay any fears they may have about where they are being taken.

In a disaster situation, it's likely that staff will be busy preparing for the evacuation itself. Consider using extra staff or trained volunteers with whom residents are familiar to help escort them through open, uncluttered hallways to board buses. Extra staff and volunteers can help residents pack a small personal bag and encourage them to bring some familiar items with them, such as a treasured photo or other item or memento that will help them feel more comfortable during the journey and temporary relocation.

Here are some other important tips related to special needs residents:

- Medication – Ensure you have a list of the prescriptions and medical records of special needs residents, and ensure those residents can be identified through an ID bracelet or nametag.
- Slow Response – Communicate slowly and clearly as some residents may show a delayed response to a crisis and may not comprehend the magnitude of the situation or possible dangers.
- Dementia Residents – Shut off bright lights and minimize sirens if possible. Announce and identify yourself and briefly state why you are there. It's important to talk slowly and use appropriate voice tones. Asking yes or no questions will be most helpful, as will repeating any questions if necessary. Be sure to maintain eye contact.
- Relocation Trauma – Moving senior residents from their home under any circumstance can be upsetting and cause a noticeable change in behavior or cognition. Be clear that the move from the home is temporary.
- Sensory Capabilities – Assess the ability of special needs residents to hear, see, feel, and adapt to rescue techniques that may be necessary.
- Hearing Impairment – Determine whether a person who may appear disoriented and confused uses a hearing aid, and has it available and working, or if an interpreter is needed to help communicate.
- Vision Impairment – Be sure to announce and introduce yourself and explain why you are there. Remember to remain calm and be reassuring. If possible, take residents' eyeglasses with you when evacuating. Allow residents to hold on to your upper arm during the evacuation process.
- Assistance Required – Adapt your rescue techniques to the disability (sight, hearing, using a wheelchair, or Alzheimer's). Allow the individual to tell you how he/she should be assisted as much as possible.
- Specially trained companion animals should be evacuated with the disabled persons who use them.



Managing Stress

Being asked to shelter-in-place and not go outside for days is challenging for both residents and staff.

Managing Stressed Residents

During these times, it's important to remember the following tips for helping ease the fears and anxiety of residents.

- **Communicate** – Speak slowly and clearly as some residents may show a delayed response to a crisis and may not comprehend the magnitude of the situation or possible dangers.
- **Reassure** – Let residents know this is a temporary situation until the emergency is over and it's safe again for residents to return to the community or go outside.
- **Calm** – Maintain a calm environment; let residents show and share emotion if need be, but contain negative outbursts.
- **Mementos** – Residents should be encouraged to bring a favorite photo, picture, or item that makes them feel comfortable and/or reminds them of family.
- **Dementia** – Turn off bright lights and minimize sirens when possible. Announce and identify yourself and briefly state why you are there. It's important to talk slowly and use the appropriate tone of voice. Asking yes or no questions will be most helpful. Politely repeat any questions if necessary. Be sure to maintain eye contact.

Managing Stressed Staff

Working in a changing situation, whether evacuating or sheltering-in-place, can be a highly emotional time for employees. While they may have volunteered to be part of the emergency staff, it's still a difficult task for them and may become increasingly stressful as time goes on. Their minds may be on loved ones they left behind or cannot contact, and they may be wondering about their own welfare after the emergency passes.

To keep employees on course, managers should convey a calm and confident leadership style and try to compartmentalize their own personal fears and feelings. Managers should acknowledge staff concerns and anxiety, but provide reassurance about the ability of the community to come together and handle the situation, especially in light of prior preparations and training.

Keeping the lines of communication open with frequent updates will also help allay employee concerns. Accept the knowledge that it will be hard for employees and that they may let their emotions show, which is a normal reaction. However, it's important to contain any emotional reactions that could negatively affect residents or other staff.



Appendix: Tool Kit Resources

Appendix 1 : Employee Survey for Emergency Help

Date: _____

Name: _____

Phone: _____

Address: _____

E-mail: _____

Would you be willing to work and shelter-in-place for up to 72 hours in an emergency situation?

Would you be willing to evacuate and work at an alternate location for up to 72 hours in an emergency situation?

If you answered yes to any of the above, please answer the following questions.

Do you realize you may not be able to call or reach family and loved ones due to potential communications problems during those 72 hours?

Do you have any special dietary or medical needs we need to be aware of to ensure your needs are taken care of?

Who is your emergency contact?

Name: _____

Home phone: _____

Mobile phone: _____

Appendix 2: Evacuation Policies and Procedures

Community Name: _____

Address: _____

Phone Number: _____

Evacuation Policies and Procedures

If the national authority or local community calls for a mandatory evacuation, all residents must leave the community. No one will be allowed to return until the Director/Administrator deems it is safe and the appropriate inspections have been completed. A list of telephone numbers for key administrative/staff contacts will be provided to each resident and his or her family members/legal guardians for use during the evacuation period.

In order for our staff to plan appropriately for an evacuation in terms of transportation, housing, food, and staffing needs, we require that all residents and family members review our evacuation process and procedures and make a decision as to which party will be primarily responsible for evacuation of the resident if necessary—a family member/guardian/friend, or the community staff.

The attached “Evacuation Agreement” must be signed and returned to the Administrator by [DATE]. All residents must have a signed “Evacuation Agreement” on file. Failure to comply with these procedures and the signed agreement will be cause for termination of your resident contract.

If a family member/guardian or friend will be responsible for evacuating the resident, it is crucial that they be available to pick up the resident within 24 hours of being contacted by a staff member. We do not want any unnecessary delays on the day of evacuation. Our goal is for the evacuation to proceed in an orderly and timely fashion without undue stress on the residents, family members, and staff.

Medication/Supplies – Requirements for Residents Evacuating With Community Staff:

1. For residents who have chosen to evacuate with the community staff, each must have an ample supply of clothing and personal supplies packed in a labeled suitcase. Each resident is encouraged to create a preparedness kit for his or her personal use during evacuations or other disasters. The community staff can assist in putting a kit together.
2. Resident/responsible party must have a 30-day supply of all medications available within 24 hours of being contacted by a staff member.
3. Resident/responsible party must sign an “Authorization to Disclose Health Information Form” to be used in the event that the resident requires medical treatment/hospitalization during the evacuation period. This form is necessary to ensure that administrative staff may communicate with health care providers regarding the resident's treatment, condition, etc., in the event that a family member/responsible party cannot be reached during the time of the medical emergency.

Fees, Payment, and Refund Policies:

1. All residents that choose to evacuate with the community will be required to pay a fee in the amount of \$_____ in addition to their regular scheduled monthly payment. These funds will be held in an Escrow account to cover expenses incurred by Management in caring for the resident in the event of a hurricane evacuation, including but not limited to expenses for transportation, lodging, food, caretakers, and activities.

2. All residents that evacuate with the community that are currently on a level of care service will continue to be charged only per day for these services.
3. If payment of the evacuation Escrow amount is not received by [DATE], the resident's contract will be terminated, and the resident must find other placement within 30 days.
4. All residents that evacuate with other parties will be given _____ discount off the daily rate for all days the community is closed. Credits will begin on the first full day of community closing.
5. All residents that evacuate with other family members or other parties will be given credit for their current level of care for all days the community is closed. Credits will begin on the first full day of community closing.
6. No meal credits will be given to any resident.
7. If the evacuation lasts for more than 30 days, an additional \$_____ fee will be due on the 31st consecutive day of each additional month.
8. If evacuation exceeds 30 days but is less than 45 days, a refund will be issued for [AMOUNT] of the second-month's additional fee. (This same rule will apply for each additional month of evacuation if necessary.)
9. Upon move-out or termination of the resident agreement, any funds remaining in the resident's evacuation Escrow account will be refunded by check and mailed to the resident's forwarding address.

In the event of excessive flooding, extensive power outages, tornadoes, and/or significant structural damage to our community, an evacuation may be ordered by our Administrator. In that event, family members may be contacted to pick up residents, and/or we will make the necessary arrangements to have all residents moved to other facilities.

Please note that _____ is not responsible for any contents in residents' apartments. If you wish to purchase “renter's insurance,” please contact your personal insurance agent.

The safety of our residents and team members is our primary goal with respect to our evacuation policies and procedures. Thank you for your understanding and cooperation.

Please sign below to indicate your review and understanding of our community's evacuation policy and procedures.

Signature (Resident) Date

Signature (Responsible Party) Date

Witnessed by:

Name/Title Date

Name/Title Date

Appendix 3: Evacuation Agreement

NOTE: Please check with state regulators or attorney before adopting this form or policy.

Evacuation Agreement

Community Name: _____

Name of Resident: _____

Responsible Party: _____

Address: _____

Phone: _____ Cell: _____

Work: _____ E-mail: _____

Please check one of the two evacuation options detailed below:

_____ In the event of an emergency evacuation, I agree to pick up my family member/friend (stated resident, above) within 24 hours of being contacted by a staff member. I understand that the community will not re-open until the Administrator deems it safe and the appropriate inspections have been completed. I understand that failure to comply with the terms of this agreement will be cause for termination of the resident's contract with [COMMUNITY NAME], and the resident will need to find other placement within 30 days of termination.

_____ I authorize [COMMUNITY NAME] to assume responsibility for evacuating the resident listed above in the event of an emergency evacuation. I agree to provide a one-month supply of medications and other personal supplies within 24 hours of being contacted by a staff member that an evacuation will be implemented. I understand that a fee in the amount of \$_____ must be paid in addition to the regular scheduled monthly payment, and that this fee is due by [DATE]. If the evacuation lasts for more than 30 days, I agree to pay an additional \$_____ fee on the 31st consecutive day of each additional month. I understand that failure to comply with the terms of this agreement and payment of the fees stated herein will result in the termination of the resident's contract with [COMMUNITY NAME], and the resident will need to find other placement within 30 days of termination.

Signature (Resident) Date

Signature (Responsible Party) Date

Witnessed by:

Name/Title Date

Name/Title Date

Appendix 4: Authorization to Disclose Health Information

NOTE: Please check with state regulators or attorney before adopting this form or policy.

Authorization to Disclose Health Information

Name of Resident: _____ Date of Birth: _____

Address: _____

SSN: _____

If the resident/individual listed above requires emergency medical treatment and a family member/responsible party cannot be reached, I authorize the disclosure of the above-named individual's health information as described below:

- Medical condition/status
- Treatment being provided or to be provided
- Diagnostic/surgical procedures performed or to be performed
- Other information as needed to assess condition of individual to return to the assisted living community

This information may be disclosed to and used by the following individual(s) or organization:

Staff from COMMUNITY NAME - list specific names/titles

I understand that authorizing the disclosure of this health information is voluntary. I can refuse to sign this authorization. I need not sign this form in order to assure treatment. I understand I may inspect or copy the information to be used or disclosed. I understand any disclosure of information carries with it the potential for an unauthorized disclosure and that the information may not be protected by federal confidentiality rules.

I acknowledge receipt of a signed copy of this authorization _____ (initials)

Signature of Resident or Legal Representative Date

If Signed by Legal Representative

Signature of Witness _____
Date

Relationship to Resident _____

A photocopy of this authorization will be considered as an original.

Appendix 5: Emergency Preparedness Checklist for Senior Living Communities

Emergency Preparedness Checklist for Senior Living Communities

Community Information Assessment Information

Community Name: _____

Address: _____

Phone: _____

Date: _____

Completed by: _____

Title: _____

Signature: _____

Preparedness Criteria

Community

1. Does the community have a plan to shelter-in-place?
 Yes No In progress. Status: _____
2. Is the building secure before and after visiting hours?
 Yes No In progress. Status: _____
3. Can the community obtain extra medicines from its pharmacy provider in an emergency (overnight and on weekends)?
 Yes No In progress. Status: _____
- 4a. Does the community maintain a three- to five-day supply of food and water (one gallon per person per day)?
 Yes No In progress. Status: _____
- 4b. Who is the contractor for food and water?
Name: _____
Address: _____
Phone: _____
- 5a. Does the community have emergency outlets in all residents' rooms and critical common areas?
 Yes No In progress. Status: _____
- 5b. If not, how does the community plan to provide illumination in those rooms? _____
- 6a. Does the community have an emergency generator?
 Yes No In progress. Status: _____
- 6b. If so, what fuel does the generator use? _____
- 6c. What systems will the generator power? _____
- 6d. How long will the fuel last until it must be replenished?
Amount of days: _____
- 6e. Who is the fuel contractor?
Name: _____
Address: _____
Phone: _____

- 7a. Does the community have oxygen tanks on the premises?
 Yes No In progress. Status: _____
- 7b. If so, of what type and how many?
Type: _____
Number: _____
- 7c. Who is the oxygen contractor?
Name: _____
Address: _____
Phone: _____
8. Does the community have a NOAA weather radio?
 Yes No In progress. Status: _____

Supplies

9. Has the community identified and kept in working condition necessary tools and equipment (flashlights, batteries, tarps, radios, cell phones, and fans)?
 Yes No In progress. Status: _____
10. Does the community provide alternative means for hand washing?
 Yes No In progress. Status: _____
11. Does the community maintain a reserve supply of linen?
 Yes No In progress. Status: _____
12. How does the community handle trash, soiled linen, and other waste material? _____

Training

13. Has the community provided training or information on emergency preparedness to its staff?
 Yes No In progress. Status: _____
14. Has the community provided training or information on emergency preparedness to the residents' families?
 Yes No In progress. Status: _____

15. Does every shift have a staff member trained to turn off the ventilation system?

Yes No In progress. Status: _____

Community Outreach

16. Has the community considered reaching out to its neighbors as a source of assistance during a widespread emergency?

Yes No In progress. Status: _____

17. Has the community encouraged collaboration with its neighbors by providing emergency preparedness training?

Yes No In progress. Status: _____

Emergency Contact Information

After-hours contact information for the county's confidential database:

Community's Executive Director: _____

Work: _____

Cell: _____

Home: _____

E-mail: _____

Community's Maintenance Supervisor: _____

Work: _____

Cell: _____

Home: _____

E-mail: _____

Field Notes


Completed by: _____

Title: _____

Signature: _____

Notes:

Notes:



R. Alan McCurry, President and CEO of the McCurry Group, LLC, served as the key resource and integrator of the Emergency Preparedness Tool Kit. Mr. McCurry's background and experience in disaster planning and recovery make him an invaluable asset to the ALFA disaster planning document. Starting with his career as a nuclear submariner, Mr. McCurry fully understands the importance of planning and practice to ensure a good plan leads to life-saving actions. His work on the threat and response to terrorism as a staff member in the U.S. Senate gave him an in-depth understanding of the impact of various potential threats facing our country. And, finally, his work as the COO and Executive Vice President of Chapter and International Operations of the American Red Cross gave him hands-on experience in dealing with the effects of natural disasters as well as the aftermath of terrorism. Mr. McCurry is available to help individual communities assess their threats and develop or refine their emergency planning documents and training. He can be contacted through the ALFA home office.