

Prairie Women Prepared for Disaster

**An emergency planning guide
for women's community
organizations**

Elaine Enarson, PhD

Developed by Prairie Women's Health Centre of Excellence, with support from the Public Health Agency of Canada, Manitoba and Saskatchewan Region.

May, 2009.

PRAIRIE WOMEN'S HEALTH
CENTRE OF EXCELLENCE
RESEARCH ■ POLICY ■ COMMUNITY

Prairie Women Prepared for Disaster

Elaine Enarson

Prairie Women's Health Centre of Excellence (PWHCE) is one of the Centres of Excellence for Women's Health, funded by the Women's Health Contribution Program, Bureau of Women's Health and Gender Analysis, Health Canada. PWHCE supports new knowledge and research on women's health issues; and provides policy advice, analysis and information to governments, health organizations and non-governmental organizations. The views expressed herein do not necessarily represent the official policy of PWHCE or Health Canada.

We can be reached at:

The Prairie Women's Health Centre of Excellence
56 The Promenade
Winnipeg, Manitoba R3B 3H9
Telephone (204) 982-6630 Fax (204) 982-6637
pwhce@uwinnipeg.ca

This report is also available on our website:

www.pwhce.ca

This is project #186 of the Prairie Women's Health Centre of Excellence
ISBN 978-1-897250-22-8

Contents

Acknowledgements	v
Notes To Users	vii
Critical Steps.....	xi
1 Women And Disaster: Why Emergency Planning Is Needed.....	1
1.1 Introduction.....	3
1.2 Women in disasters	7
2 Four Steps To Resilience	11
2.1 Build an emergency planning team.....	13
2.1.1 Assess your readiness.....	17
2.1.2 Set planning goals and objectives.....	19
2.1.3 Identify critical services.....	21
2.1.4 Write a policy statement.....	23
2.2 Assess your organization’s risk	25
2.2.1 Identify local hazards.....	29
2.2.2 Know your vulnerabilities.....	31
2.2.3 Recognize your capacities	35
2.2.4 Identify external resources	39
2.3 Write your emergency plan: The core planning challenge	41
2.3.1 Business and service continuity.....	43
2.3.2 Personal Preparedness	45
2.3.3 Stockpiling.....	49
2.3.4 Business Logistics.....	51
2.3.5 Crisis response and operations	55
2.3.6 Crisis decision-making team	57
2.3.7 Crisis operations.....	61
2.3.8 Responding to immediate needs.....	65
2.3.9 Cross-hazard planning	69
2.3.10 Recovery and mitigation	73
2.3.11 Assessing impacts	75
2.3.12 Identifying post-event needs	77
2.3.13 Accessing resources	81
2.3.14 Mitigation: build back better	83
2.4 Keep the plan alive	87
2.4.1 Training, practicing and updating	91
2.4.2 Networking and outreach	95
3 Women’s Global Work.....	99
4 Additional Resources	103
5 Evaluation.....	107
Appendix: Additional Readings on Women, Gender and Disaster	

LIST OF PLANNING TEMPLATES

1. Organizing your resilience planning team	2-A
2. Core activities of the resilience planning team	2-B
3. Contact information for the resilience planning team	2-C
4. How ready are we? Organizational self-assessment checklist	2.1.1-A
5. Benchmarks of emergency preparedness	2.1.1-B
6. Key areas of concern for emergency planning	2.1.1-C
7. Goals and objectives for our emergency plan	2.1.2-A
8. Service continuity priorities	2.1.3-A
9. Business impact analysis	2.1.3-B
10. Sample disaster resilience policy	2.1.4-A
11. Identifying and assessing natural hazards	2.2.1-A
12. Organizational vulnerabilities	2.2.2-A
13. Identifying the needs of women and families	2.2.2-B
14. Organizational capacities	2.2.3-A
15. Learning from the past	2.2.3-B
16. Sample Memorandum of Understanding	2.2.4-A
17. External emergency management resources	2.2.4-B
18. Making a household plan	2.3.1-A
19. Building and equipment shut off	2.3.4-A
20. Fire detection and alarm checklist	2.3.4-B
21. Emergency assistance contact sheet	2.3.4-C
22. Evacuation requirements	2.3.4-D
23. Employee emergency contact sheet	2.3.4-E
24. Document preservation	2.3.4-F
25. Suppliers and vendors	2.3.4-G
26. Key contacts	2.3.4-H
27. Critical business functions	2.3.4-I
28. Recovery location	2.3.4-J
29. Alternate Meeting Place	2.3.4-K
30. Vital records	2.3.4-L
31. Critical telephone numbers	2.3.4-M
32. Supplies	2.3.4-N
33. Equipment, machinery and vehicles	2.3.4-O
34. Computer equipment and software	2.3.4-P
35. Voice/data communications	2.3.4-Q
36. Miscellaneous resources	2.3.4-R
37. Disaster response checklist	2.3.4-S
38. Crisis decision making	2.3.6-A
39. Crisis roles and responsibilities	2.3.6-B
40. Staffing policies in emergencies	2.3.6-C

41. Sample crisis plan	2.3.7-A
42. Documenting damages and costs	2.3.11-A
43. Insurance discussion form	2.3.11-B
44. Orientation packet contents	2.4.1-A
45. Schedule for staff emergency plan training	2.4.1-B
46. Testing the plan	2.4.1-C
47. Community outreach plan	2.4.2-A
48. Working with the media after disasters	2.4.2-B

Acknowledgements

We acknowledge with pleasure the support of the Public Health Agency of Canada and their efforts to increase resilience to hazards and disasters across the nation. With regional Director Larry Bredeson and others across the region, we share the vision of women and men working together to build disaster-resilient families, workplaces and communities. It begins at the grassroots, where women historically have organized for stronger, safer and more just communities. We dedicate this manual to the women whose everyday lives are the key to a safer future.

The Guide is intended for national use, with users tailoring it to their specific context and concerns. It was first trailed and evaluated in Winnipeg on February 25, 2009 with the participation of Lucille Bruce (Native Women's Transition Centre), Eliyana Angelova (North End Women's Centre) and Sharon Taylor (Wolseley Family Place). We are deeply indebted to them for their time and energies. Sincere thanks, too, to the staff of the Prairie Women's Centre of Excellence on Women's Health and especially to Lisa Murdock.

With thanks in advance for your input into the Guide and great respect for everything you do for women,

Elaine Enarson, consultant
Lyons, Colorado

Margaret Haworth-Brockman, Executive Director
Prairie Women's Centre of Health
Winnipeg

Credits:

Photo credits: Unless otherwise indicated, all photos are from the US Federal Emergency Management Agency files. First-person quotations: Unless otherwise indicated, all quotations are from respondents interviewed by the author. For more information: enarson@gmail.com. Unless otherwise indicated, the materials are original but draw on the expertise and knowledge of professionals in the field who have made their work freely available for the public good.

Notes to users

Many emergency preparedness guides are complex, detailed and complexly written. Our aim is different: keep it short, simple and to the point, highlighting just the core tasks and providing planning tools for these. You can always build on a strong foundation.

We also take a ‘whole organization’ approach, offering tips and resources for increasing the resilience of everyone--certainly your staff but also others-- who makes your group or organization what it is.

What’s here?

The Guide has four major sections. Taken as a whole, it will explain why planning ahead is so important for women’s organizations, move you through the vital preliminary planning steps, introduce you to tools and resources for writing your tailor-made emergency plan through the entire disaster cycle.

It then moves you on to the all-important issue of keeping an emergency plan alive through regular updating, practice, outreach to emergency managers, and networking for neighborhood preparedness. The Guide ends with a brief introduction to the global movement of women for social change to reduce avoidable harm. It may not be obvious yet, but emergency planning is part of this and by doing this work you are part of it, too.

Each section begins with an overview that answers three critical questions.

What? What should be done to address these concerns?

Why? Why is it important?

How? What considerations are most important? What resources will help?

Tailoring the manual -- download regional and local materials

The core tasks of preparing for emergencies and disasters are the same, no matter where your office is located or which hazards are or most concern--natural, technological, or deliberately induced attacks.

But, you will certainly want to take special notice of the characteristics of your physical and social environment. The first step in using this manual should be

to collect all the information you can about what might jeopardize your continued function and how to minimize this. You can start by visiting the Public Safety Canada website: <http://www.publicsafety.gc.ca/prg/em/ges-emerg-eng.aspx>

Follow the links to provincial emergency management offices for materials that will tailor the manual to your circumstances. Starting a Local Emergency Preparedness Information folder (an electronic folder and one for hard copies) is the first step to take.

The planning tools

We provide the forms you'll need to complete the essential tasks of each section. These are either based on existing templates widely used in Canada and/or the US or copies of these.

These tools are yours to trial, revise, re-do altogether, pass along or otherwise put to work. They are in English only in this version of the manual, but we can advise you about their availability in other formats and/or in other languages.

You'll also see lots of empty white space to prompt some "do soon" note taking of your own as a follow-up in each section.

Background materials

Like any new subject, information overload can be discouraging. But, you'll also want to benefit from some of the excellent resources designed to help organizations plan ahead for continuity in the event of an emergency, disaster or catastrophe. No matter what the causes of these events are, or in what social or environmental context they occur, the planning tasks are the same.

Many other emergency preparedness planning guides are now available at no cost on the Internet--look for a list of these in Appendix A, Additional Resources. Is the terminology confusing? You'll also find a Glossary there.

How long does it take?

The short answer is one working day. ... but the real answer, is "forever." That's because emergency preparedness is a process, not an outcome. Like other planning activities, you'll want to revisit your goals, needs, capabilities and resources regularly. A lot of information in emergency plans also needs regular

updating or you'll be trying to call staff, banks, vendors, or computer whizzes with last year's number!

Remember that the time invested now is time saved in succession planning down the road. New staff will need and appreciate the information you gather now, whether to learn the ropes or to respond to an emergency that could occur on their very first day on the job--or never.

What do I need to get started?

Nothing. But you may be revising some of your protocols or policies, so having copies of these handy is a help. Ditto with your insurance papers, equipment and supply lists with warranty information, staff contact sheets, banking numbers, etc. Make a pile and think of it as tax time—but with this important difference: It's a lot easier than tax preparation and really only has to happen once. The rest is updating.

First things first?

It makes sense to work through the Guide in order, but jumping around from easier to harder bits works too. The only essential thing to begin with is the planning team. Otherwise, you'll be doing everything yourself--and no one person can or should take this on singlehandedly. Women's organizations value inclusion, active participation, consensual decision making and community networking—put these values to work in emergency planning.

Where do we keep the Guide?

If the Guide sits high on a shelf or is buried in the bottom file drawer, it's not much help in an emergency. Every member of the Resilience Planning Team (often called the emergency planning group) should get an updated version every year and be asked to keep a copy at home. You might want to send a copy to your major funder, too. They'll appreciate your demonstrated commitment to service and business continuity, and may be inspired to do their own planning.

Isn't this all on line?

Because power shortages and transportation barriers are so common in disasters, we can't count on the technologies we've come to depend on, including the Internet. That's why this Guide is intended to be 'off the shelf' and in your hands if you have to leave quickly, can't get on line or all somebody

who can, but still need information. But you'll find plenty of on-line resources in the Appendix.

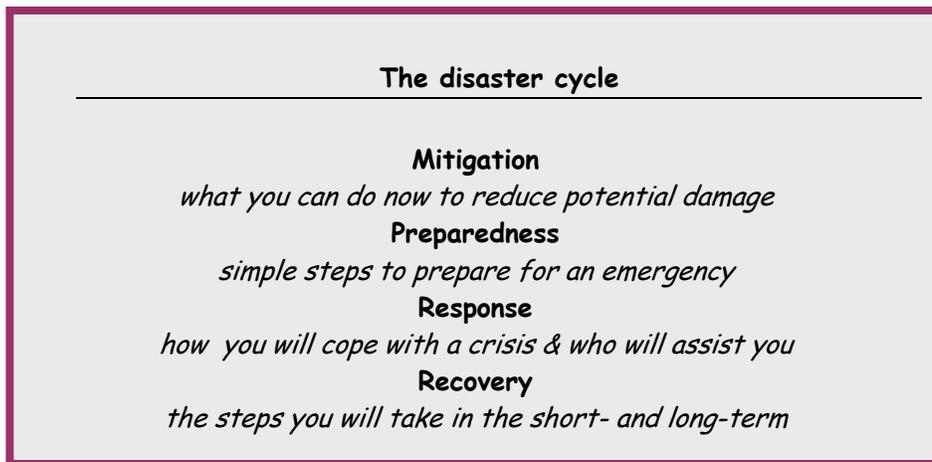
Emergency planning manuals come in all sizes, shapes and forms. You can download forms from Public Safety Canada and other sources, or purchase planning templates for business continuity from private enterprises.

This guide is for you. We hope this is a 'user friendly' model that supports women's grassroots organizations in particular. Please let us know by completing and returning the evaluation form.

Critical steps

Everyone is too busy for emergency preparedness--but we miss it when a tornado is reported, or a new report of "bird flu" passing from poultry to humans. As with any planning area, some tasks are desirable and others essential.

It is tempting to focus only on immediate response (Where will we go? Who does what?) but risk assessment, preparedness and recovery planning are just as important.



First things first: Recommended and essential action steps

Four primary action areas are identified in this manual, each with substeps, and writing the plan is the most essential:

- A. Developing a planning team
- B. Assessing your agency's risk
- C. **WRITING AN EMERGENCY PLAN**
- D. Keeping the plan alive

Before you write the Emergency Plan, consider this:

- ▶ Develop a planning team: Do you have a core planning team already? Are you the 'team'? Skip this section.

- ▶ Assess the risk of your agency and clients: Is it obvious what hazards are most likely to disrupt your work? Are you well-aware of the strengths and gaps in your agency and how those you work with will be affected? Skip this section.

After you write the Emergency Plan, consider this:

- ▶ Networking and outreach: Are you already well connected with emergency planners? Do you already share resources with sister agencies or work with community groups on disaster resilience? Skip this section.

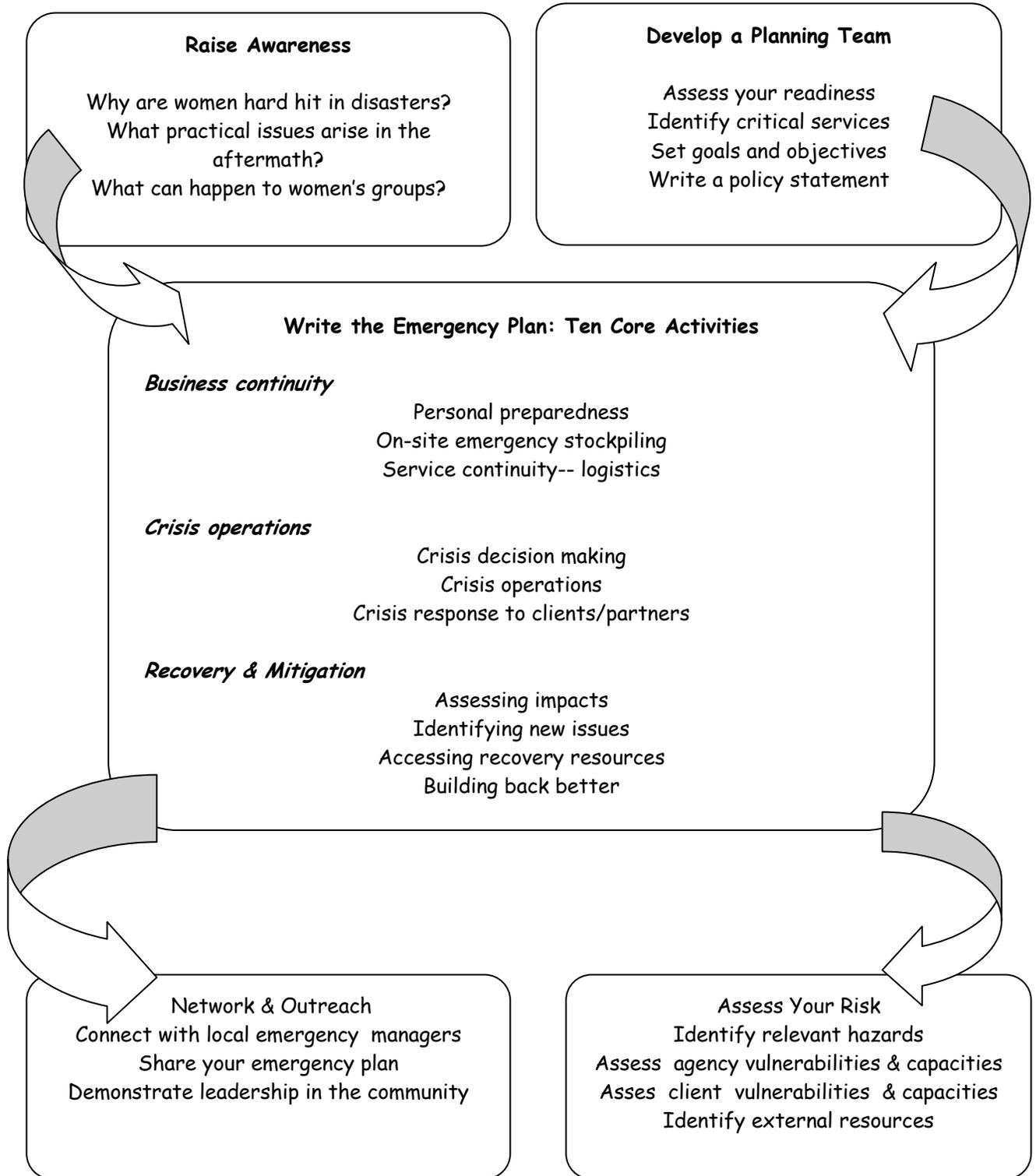
Ten Essential Steps For Writing Your Emergency Plan

- ▶ Prepare now for business/service continuity, including
 1. Personal preparedness (p. xx)
 2. On-site emergency stockpiling (p. xx)
 3. Service continuity-- logistics (p. xx)

- ▶ Prepare now for crisis operations for the duration of an emergency or disaster, including
 4. Crisis decision making (p. xx)
 5. Crisis operations (p. xx)
 6. Crisis response to clients/partners (p. xx)

- ▶ Prepare now for how you will recover from this event, including
 7. Post-event impact assessment (p. xx)
 8. Anticipating post-disaster issues (p. xx)
 9. Accessing external recovery resources (p. xx)
 10. Building back better to reduce future risk (p. xx)

Emergency Planning at a Glance: Essential Steps



Section One

OVERVIEW

Introduction
Women in disasters



1.1

Introduction

Why plan for the unexpected?

Thankfully, disasters are very rare. Who has time or energy to worry about the unexpected when meeting the here-and-now demands of your life and workplace are enough to drive you crazy? And won't government step in to help if need be?

If this is how you feel about emergency preparedness, you're in good company—**not** planning for the unexpected is the norm. You know how to respond to a fire, test your fire alarms and keep first aid supplies ready—what else?

Everyday challenges

Small women's organizations are already taxed. More people ask for your help all the time but there is never enough money or time, and sometimes not the staff, volunteers, public awareness or political support that you enjoyed in the past. The "daily disasters" facing so many of the women you work with are very real, and can be life-threatening, too, though the violence, poverty, and marginalization of women and girls in your community is less visible than flood or tornado. Keeping up with today's emergencies as you try to help is enough of a challenge.

What you know

These are realities for women's grassroots services and your community partners. But there are other realities, too. Your staff has well-honed crisis management skills and you excel at stretching resources. Your facility may have extra beds, water and food supplies, and maybe play areas for children, too.

Over the years you've demonstrated how good you are at what you do, and women and their families trust you. Because no one works alone in community

development and crisis work, you're well connected with local groups, foundations, networks and area funders. They know you and respect your work or you wouldn't be here. Because yours is a labour of love as much as it is a profession or job, you have an extraordinarily dedicated staff and board, and well-trained volunteers who put your clients first.

Who knows more than you about the living conditions, family responsibilities, health needs, communication barriers and stress in the everyday lives of the women and girls you work with and for? Who knows more about their incredible strengths – and what keeps them going, at the end of the day?

Preparing for what?

Yes, you have enough to worry about already. But because what you do is so important and because you care about the women you know and their families, an ounce of prevention is needed. With a small investment of time and some important decisions about who does what, you'll take a major step toward the safety of your clients—and your own.

If you're ever caught up in a flood or toxic spill or ice storm, or forced to deal with a health epidemic like the global influenza that may come our way, you'll know you did what you could to prepare. If it's humanely possible, you'll be there to help your clients get through the crisis—they'll turn to you in a pinch, and may need even more help in the aftermath.

What's a disaster? What's an emergency or a crisis, in this context? The Glossary in the Appendix explains these and other terms you'll be using in this Guide. But here's the short answer:

We live in a world of risk are surrounded by hazards, whether these are natural/environmental, or technological, or deliberately induced (explosions, attacks). Usually we cope with hazard events such as floods or power outages. But when these transcend the ability of people and systems to cope without external assistance—it's a **disaster**.

Emergencies, by contrast, can be pretty serious events but of a scale that emergency responders and agencies can do their job. On the other extreme are **catastrophes**—disasters that are so widespread in their scope and of such a large scale that surrounding areas are also affected and emergency management systems and resources are overwhelmed and unable to cope without external aid.

The focus here is on disasters. But the plans you make now will help greatly in the more likely event of an emergency making roads impassable, causing evacuation, flooding your facility and offices, or disrupting telecommunications.

Planning now is a big ask, but not planning exposes everything and everyone you have worked hard for to unnecessary risk.

So, thanks for picking up this manual. It takes you step-by-step through the essential tasks of emergency preparedness—not with bells and whistles, but with vital tools and knowledge. The unthinkable really does happen—be prepared for it by turning the page.

"Traumatized. Most have no idea what they are going to do for the next few days and weeks, let alone if they are going to eventually return. Gradually, a few staff report back. Some, despite total loss of personal property and emotional devastation, want to work. 'We need to find the victims that need our support, we need to reconnect with our sense of purpose,' they replied. You understand in a new and unprecedented way what it means to need support. You cling to the notion of reconnecting - of reconnecting to anything stable. Purpose is no longer a line in a mission statement, it is going to be your lifeline, your co-workers', your clients', and the community'."

Bethany Brown. 2009. "Organizational response and recovery of domestic violence shelters in the aftermath of disaster." Ph.D. dissertation, Department of Sociology and Criminal Justice, University of Delaware, Newark, DE.

"Not having women at all these emergency planning tables will only be a set up for not responding well to women and their specific needs. Women's service providers need to be at the planning tables. I am glad we are here finally, after all these years, moving one step closer to being prepared and to developing the critical relationship with the Emergency Planning Community".

Tracey Porteous, 1998, Women In Disasters: Exploring the Issues, conference presentation, Vancouver BC.

1.2

Women in disasters

Why women? Whose disaster?

You work in women's organizations--with, and for, a great many different women. You know more than most the strength so many women carry within, there for the looking, but easily missed.

Women's strong networks, sustained care, close attention, keen observation and long tradition of community work stand them in good stead in disasters. In fact, women are now recognized internationally as critical, if informal, leaders at the household level, down the block, in nursing homes and preschools and agencies like yours.

Across Canada and in other nations like ours, emergency management is no longer 'for men only,' though it has a very masculine and male-dominated history. More and more women are entering emergency management professions and taking on emergency planning roles in hospitals, cities, health agencies, and schools.

But women are still less likely than men to be formal leaders in disasters or to have the resources they need to take the actions they would like to take in a crisis—money, time, good health, transportation, authority.

Just as importantly, both women and men are increasingly aware of both the resources and the vulnerabilities of different groups of people in disaster contexts. It's not only people living in poverty, or those who have hearing or cognitive barriers, or barriers due to culture or sexuality. Some might surprise you—middle-aged men with post-secondary education were found to be least aware of what scientists now know about climate change, for example, and these were Manitoba farmers in small communities. The very wealthy often 'buy risk' when they purchase homes on eroding beaches or in affluent suburbs exposed to wild fire.

All people live with risk—and all people live with conditions that expose them to a greater or lesser degree to factors that increase their risk in the event of a disaster.

Once considered “special populations” or “vulnerable populations,” women are among those who should be seen as living at “high risk.” Much more important than a label is a better understanding—in your neighborhood, reserve, city and province:

- What puts them there?
- What are some of the common issues that arise for women in disasters?
- What are the strengths that women bring to disasters?
- What women’s organizations are active in disasters?

The resources in this section help answer that question. We also offer a sampling of the voices of Canadian women and men who have lived through what emergency managers consider “disasters.” Some may be too close to home, if you’ve lived through an ice storm or bridge failure, a firestorm or landslide. Some may be “unimaginable.”

“For a single mother - how is she going to get the groceries in if she is the only adult in the household? If you're going to be at home and you needed supplies to deal with children or the elderly, who's going to make sure you have those supplies?”

Tracey O'Sullivan and Carol Amaratunga. 2009. Supporting women and men on the front lines of biological disaster in Canada. Forthcoming in Enarson and Chakrabarti (eds.) *Women, Gender and Disaster: Global Issues and Initiatives*

“You look into the faces of the other two staff people who are there with you. Shell-shocked, these women are. Are you are too. But you see traces of determination, lines that seems to say, 'We came back because we are survivors and we believe in survivors. We came back to reclaim our work and our lives.' You hug. You breathe life and encouragement into one another. You are determined to bring life back into the building, into the abyss of desolation.”

Bethany Brown. 2009. "Organizational response and recovery of domestic violence shelters in the aftermath of disaster." Ph.D. dissertation, Department of Sociology and Criminal Justice, University of Delaware, Newark, DE.

You may want to share these vignettes with your staff over lunch one day or arrange a meeting with your Board of Directors to talk about taking on emergency planning. Asking your clients and staff to share their past experiences in an emergency or disaster and recording these for others to hear later on is a great first step.

As a grassroots women's organization, you have a lot to contribute--and a lot to do in the event of a disaster. Plan now to be there when you must.

ADDITIONAL RESOURCES (in Section Four)

Gender issues for boys and men in disasters

Practical issues facing women after disasters

Post-disaster housing and relocation issues: Women living with violence and disaster

Women's services in disaster contexts: direct and indirect impacts

FOR MORE ON WOMEN, GENDER AND DISASTER, SEE APPENDIX

Section Two

FOUR STEPS TO RESILIENCE

Build a planning team
Assess your risk
Write your emergency plan
Keep your plan alive



2.1

Build a Resilience Planning Team

With a solid commitment to a well-thought out planning process, everything is possible. Begin by developing the kind of planning team you think works best for your organization.

What?

In this section, you'll find a guide to putting together a planning team – we call it the Resilience Planning Team here.

This is a small group of people tasked with developing a framework for how your organization will anticipate and meet the challenges of a disaster. They will meet regularly until the emergency plan is in place, and may continue to meet in a monitoring role.

Core Planning Tasks:

- Assess your readiness
- Identify critical services
- Set goals and objectives
- Write a policy statement

Planning is always a process, and not an outcome. This is especially true in emergency planning though sometimes the powers of a plan are “supersized.”

The power really resides in people--especially people who are well versed about the hazards they face, potential dangers or challenges arising in an emergency or disaster, and their own capabilities and resources to cope with these. They won't get there on their own.

Why?

If emergency preparedness is valued by your organization, demonstrate its value by developing a planning team.

The best planning is invisible—who needs to consult “the plan” when you know by heart what to do? It takes everyone to respond effectively to a disaster or emergency, but not all at once or in the same way. You need a planning team to do the heavy lifting and produce the basic emergency plan.

Your goal is to develop or strengthen the resilience of your organization to hazards and disasters. In disaster preparedness, this means attending to the “4 R’s”:

- **Robustness:** How well would you withstand a physical shock--resistant is your building to an earthquake, or how fire-proofed, for example?
- **Readiness:** How well prepared are you? How quickly can you be back on your feet again?
- **Resourcefulness:** How well equipped are you to withstand the forces or shocks of a disaster and to resume services and business?
- **Redundancy:** How well can you work around a communication or transportation barrier? What substitutions, alternate systems or other “work arounds” are in place?

The Resilience Planning Teams promotes these goals by producing an emergency plan--the most important outcome of their work. But there’s a lot of prep work to do. Working through the guidebook, the RPT will do the background research and follow up activities needed.

This guide is designed for national use. However, the social and environmental context matters. Do check your provincial emergency management association for additional resources, and your municipality, too. Add these to the Background Materials to tailor this guide and take advantage of local planning resources.

How?

It is important to distinguish between those who lead the planning process, for example by working through this Guide and keeping it updated, and the particular responsibilities and roles of different people in your organization before, during and after the event.

An effective emergency planning process rests on team work. Choose people for your Resilience Planning Team who have the temperament for collaborative work as well as the practical knowledge needed. For example, you don't want "rescuers" who assume unwarranted responsibility for the welfare of others, and may not want to include the person with the longest tenure but who may only know (very well) one aspect of your work.

You may have staff members with emergency responder credentials or experience as disaster responders, for example in psychosocial roles. While they could be called into action in a crisis, their insights as planners are very valuable—and so are the staff and volunteers you know with the best crisis management skills.

If feasible, include representatives of everyone who is part of your work, including cleaners or facility managers, volunteers, contracted fundraisers or media specialists, board members. Last but not at all least, try to include users of your services, too.

The Resilience Planning Team may, or may not, include the ED or other organizational leaders. But it needs support:

- Integrate this role into job descriptions and evaluation systems
- Acknowledge their efforts of all members, informally and formally
- Invite their feedback and maintain regular communication
- Provide appropriate working conditions, and the time needed
- Adjust work tasks as needed
- Encourage full exchange of information
- Provide the data requested
- Most importantly, support their efforts by following through on recommended changes

TOOLS TO HELP YOU PLAN (found in this section)

Organizing your resilience planning team
Core activities of the resilience planning team
Contact information for the team

ADDITIONAL PLANNING RESOURCES (in Section Four)

Provincial emergency management organizations

OBSERVATIONS FROM WOMEN'S SERVICES IN VICTORIA

What plans were in place with the mainstream services? What about our services, the need for preparing for increased need while things would be in a state of disarray? Our building was located in a brick building, built in 1910, not seismically sound I doubted.

What about funding? At that time we had an approximately \$600,000 budget, 30% of which came from charitable dollars—and in the event of a major disaster, all those donation would probably go to disaster relief funds. So we needed to set up some advance agreement, I thought, with Government for increased funding in the event...and also with other women's services in Victoria and up island for possible help with staffing.

What about the staff? It would be likely that our building would be demolished--where would we work from? What about their safety? How would we be able to continue to pay salaries if our bookkeeper was injured or unable to get to our computers?

What about evacuation of clients and staff if it happened during office hours? What about women whose first language is not English--are the planners doing anything about reaching out to all communities?

What about insurance and any preventive measures we could take, and education of the staff and readiness training? What about outreach education and what is our role on city committees dealing with these issues? Do the Police and Crown know that this is something we all need to be ready for?

What about women's transition houses? Would they still be standing, or would those women be expected to be housed at the same relief centres that their abusive husbands went to? For that matter, what about all women in general, and considering the high percentage that have experienced violence, would they feel safe being housed at mainstream relief centres?

What about our crisis line, a critical link between women and services. What can be done if anything to get that link up and running as soon as possible?

Source: Presentation by Tracy Porteous, Director, BC Association of Specialized Victim Assistance and Counseling Programmes, Women and Disaster: Exploring the Issues conference, Vancouver BC, 1998

2.1.1

Assess your readiness

Nonprofits are often under-resourced, but few fail to have such essentials as smoke alarms and fire extinguishers in place. You may also make a practice of regular fire drills and store extra water, food or other supplies for use by clients. For some, this adds up to ‘disaster ready’—but read on.

What?

Make a detailed assessment of your readiness to cope with unexpected conditions relying only on your own resources. You’ll want to look at obvious issues such as internal communications (keeping track of where your clients are, or reaching displaced staff) or data protection (where will that half-completed grant proposal on your desktop be?) but a lot more, too.

Why?

Assessing the status quo will flag gaps in your current capacity to prepare for, respond to and recover from a disaster. This in turn helps you determine the goals and objectives of your emergency plan. A detailed and thorough self-assessment leads logically to your priorities for action. It’s not about who should have done what in the past, or how up-to-date your first aid kits are.

How?

The RPT (or some of its members) should undertake the review as one of their very first activities. Complete your internal assessment in as much detail as possible and don’t put it aside until you are done. You’ll find that much of the information is available but perhaps not all. How would you reach your clients if they were evacuated? Where would you go to meet your accountant if both of you were displaced? How would you learn how to turn on a flooded printer or fax machine? What would you tell clients about how to help their teenagers cope?

This first step—just taking stock of the status quo—is essential and will raise awareness among the staff as the RPT carries out this activity.

You can begin to think about your priorities for action now, and whose leadership is needed to make substantive change.

TOOLS TO HELP YOU PLAN (found in this section)

How disaster ready are we? A self-assessment tool for women's services
Benchmarks of emergency preparedness
Key areas of concern in an emergency

"Imagine four months after the storm, celebrating the return of electricity. Light! Several more staff have returned, ready to return [to the] rebuilding effort. Your phones are still dead and your cell phones unreliable. Your employees maneuver their way throughout the city, identifying places where victims are showing up and resources where available. You know without a doubt that you need to go out and find the survivors - they will not know where to find you. Your vision is slowly taking shape. You are flexible and spontaneous. You need to be."

Bethany Brown. 2009. "Organizational response and recovery of domestic violence shelters in the aftermath of disaster." Ph.D. dissertation, Department of Sociology and Criminal Justice, University of Delaware, Newark, DE.

"Everything actually came to a standstill. The police services were overworked and stretched. There were no phones, no electricity, no water. All the energy was spent fending off the most immediate problems and responding to essential needs. It required great flexibility on the part of the staff."

Elaine Enarson, 1999. Violence against women in disasters: A study of domestic violence programs in the US and Canada. *Violence Against Women* 5 (7): 742-768.

2.1.2

Set planning goals & objectives

What are your expectations of the planning process? How will you know when you have met these? For example:

- Is it equally important for you to plan to protect confidential data you may have stored on your hard drive—and to provide uninterrupted heating or cooling to your offices?
- Are you mainly concerned with increasing your general preparedness—or just as concerned about long-term recovery?
- Do you want to increase the resilience of your entire organization—or one or more facilities in particular locations?
- Do you expect that all members of your organization be included—or core staff and critically needed persons?
- Business continuity or service continuity—or both?

The last decision is essential. Is planning for business continuity your goal, for example meeting payroll or delivery deadlines, or preserving internal records? Or is planning for continued service to clients, to other community-based groups or networks you're a part of, or to those in your immediate neighborhood? There's much overlap, but the two planning goals are different.

What?

The Resilience Planning Team begins its work by determining the goals and objectives of their work. This involves two key tasks: 1) Evaluating the existing state of readiness or resilience; and 2) Identifying critical services.

The outcome of the conversation and research should be a written statement. It should be included in the Emergency Plan.

Why?

Knowing what you are doing and why makes it possible to set reasonable targets, develop meaningful indicators, determine a timeline, and establish a division of labour for accomplishing core tasks. You will come to understand your own priorities. There may be cost implications for budgeting, too.

Determining what your emergency planning goals and objectives are also lets your staff and funders know something very important about who you are and what you value.

How?

Planning goals and objectives can certainly be set by the director or board but a stronger planning approach is to include this mandate as the foundational work of the RPT.

They should begin by reaching consensus about the most critical activities and services of the organization, and about the capacity of the organization to continue to meet these in the event of an emergency or disaster.

- What are critical services? These must be known in order to write an emergency plan that protects them
- What is the current state of emergency preparedness? This must be known to identify gaps—and to avoid unnecessary duplication and work.

It's a good idea to build a review of these goals and objectives into your overall planning framework, and to become aware of the implications they have for all the other work you do.

TOOLS TO HELP YOU PLAN (found in this section)

Goals and objectives for our emergency plan

2.1.3

Identify your critical services

The third activity that gets you started is examining the services you actually provide, or strive to. Which are the most essential in a disaster context? You should complete this step before determining the specific goals and objectives of your specific emergency planning process.

What?

This work, like the last task, is less about information than about dialogue and judgment. It results in an agreed statement about the services you are most concerned about providing, even in an emergency or disaster, to the women and families you work with.

Don't forget to consider other kinds of services, for example MOU's in place with sister organizations, or service agreements with transportation companies.

You'll also need to think ahead to who might be knocking at your door and why. Disasters can greatly expand service demand on nonprofits, sometimes bringing in new groups of people altogether. What services will you strive to provide?

Why?

This activity also helps the RPT set realistic priorities and integrate these into the agreed emergency planning goals and objectives statement. The best emergency plan is one that is used—and yours will only be used if it is useful, meaning that it meets the ends you feel are most important.

How?

The RPT should organize an in-house discussion on service continuity that engages as many as possible. You may find significant differences when different people sit around the table and imagine a world without you and your

organization. You may find that your clients have a different idea of what the most important service is. You may also find that what you intend (e.g. in your mission statement) is not what you actually do provide at this point in time— you may be doing a lot more, or perhaps less in some areas.

Who decides what the essential services are? It will take some time to reach consensus if your organization is not already clear about this or if there are strong differences.

TOOLS TO HELP YOU PLAN (found in this section)

Service continuity priorities
Business impact analysis



2.1.4

Write a policy statement

Even the best policy statement promoting preparedness isn't much help in the event of a real emergency or disaster. But it's just as true that a strong statement of support for developing and strengthening organizational resilience is a strong foundation for resilience.

What?

Ask the RPT to draft a proposed Preparedness Policy statement for review by the Board and executive officers.

Why?

Like any policy statement, this one has great symbolic value. It tells your funders, emergency managers, your agency partners, and your staff and clients, too, that you value preventive action.

How?

The critical first step is to review existing policy with a new lens, asking "how does this relate to disaster?" How—or how well—does this policy support organizational resilience? You'll also want to take a close look at your routine practices, protocols and other well-worn procedures and approaches as you work through this Guide.

Then adapt the sample policy statement or write your own if this makes more sense. When the RPT has a good draft it can be presented to the Board or other authorities for consideration, revision and (hopefully) approval.

You've done your homework, so a supportive policy framework should not be difficult to secure. If it is, here are some ideas:

- be sure you understand the opposition
- invite the skeptics to join the Resilience Planning Team
- share some of the general materials about women in disasters from the Appendix
- go back to the drawing board and draft a simpler policy statement

TOOLS TO HELP YOU PLAN (found in this section)

Sample disaster resilience policy

"We lost three weeks of preparation for this event. It was an \$11,300 gross—and I had no doubt that had we not lost that it would have been between \$15,000 and \$20,000, because we had people directly working on that who were front-line fighting the flood, who could have lost their homes."

Elaine Enarson, 1999. Violence against women in disasters: A study of domestic violence programs in the US and Canada. *Violence Against Women* 5 (7): 742-768.

"They paid us while we were out which was really nice. Lots of people didn't get paid and had to file for disaster unemployment - which I know a lot about because before I worked here I worked at the Katrina one so we had all the people coming in with wet social security cards form wading through the water. I worked in that [unemployment] building but for something else but I helped because there were lines out the door. Fortunately we didn't have to do that - they paid us for two weeks and that was really nice."

Bethany Brown. 2009. "Organizational response and recovery of domestic violence shelters in the aftermath of disaster." Ph.D. dissertation, Department of Sociology and Criminal Justice, University of Delaware, Newark, DE.

2.2

Assess Your Organization's Risk

You have already learned a lot about what to plan for and why. Now, it's important to learn more about the risk you're exposed to even if (or especially if) you do not realize it.

Organizations at risk

"Risky"—we all bring different things to mind when we hear this term. But emergency managers think of exposure to hazard (and the likelihood and severity of this hazard event occurring) and vulnerability to its effects, relative to external assistance and to internal coping resources. This sounds complicated, but isn't: We take these into consideration every time we cross a street or take a drug.

Emergency managers generally assess disaster risk at the level of the community or neighborhood, but we are interested in the organization.

Your organizational risk is not a function of a hazard alone (a nearby nuclear power plant, a city prone to heat extremes, a region prone to drought) but relates back to how vulnerable your organization is to the effects of a hazard event (a major flood, an extended heat wave and black-out).

Core Planning Tasks

- Identify local hazards
- Know your vulnerabilities
- Recognize your capacities
- Identify external resources

- ▶ Who in your organization would be most affected and least able to cope?
- ▶ What capabilities does your organization have that would help you get through a short or long term evacuation or, if your neighborhood remained uninhabitable, through a lengthy relocation or rebuilding process?
- ▶ What steps have you already taken to help mitigate or reduce the effects of a hazardous condition, or respond to a crisis should one occur?
- ▶ Finally, in addition to your own resources, what external resources exist in your area to support you through a crisis--if any?

What?

Completing the work in this section results in an organizational risk profile. Think of this as the foundational building block for any future emergency plan. Everything in the emergency plan relates back to this.

The profile is based on a compilation of information gathered to assess local hazards, your own organizational vulnerabilities and capacities, and the external resources available in your locale.

This shows at a glance where your attention is needed and resources should be directed.

Why?

You identified your planning goals, but how urgently should you work to realize these? It's an odd question unless you're located on a flood plain, above a leaking pipeline, in a fire-prone area or in a town whose only road in or out is frequently blocked by landslides.

Who can you count on in an emergency and where to you go to find out? If you are counting on first responders or emergency managers or others to rescue you and your clients, do you know their capacities and priorities? Do they know yours?

Assessing your risk leads to priority setting. If you conclude that your vulnerabilities are small and your capabilities and resources quite extensive, you have less work to do—unless your facility is located below a dam or near a hazardous materials site. If you conclude from this review that you are more exposed than you want to be hazards and don't expect to be able to cope single-handedly, more work lies ahead.

How?

This, too, is the work of the Resilience Planning Team though external authorities and resources will also be consulted. Complete the sections of your risk profile with the information gained through these three steps:

- Identify hazards – natural, technological, deliberate—and your exposure to them
- Identify your organizational vulnerabilities and capacities through the readiness assessment guide
- Identify external resources available to you—governmental and nongovernmental

TIP: In the Resource Section, we provide links to information about what to do when faced with particular hazard events. Your RPT may want to download and include details for those most likely in your area



2.2.1

Identify local hazards

Are you in a floodplain, on an earthquake fault, across from a major train track or in an area exposed to gas leaks? How exposed would your staff or clients be to pandemic flu? And how would you know?

What?

Complete the hazard assessment form by gathering information from as many sources as possible. This is the first task for the Resilience Planning Team as it begins to draw up the organizational risk profile.

You'll be collecting information about hazards in the local area and also asked to assess how severe the impact would likely be on your particular organization. This is one of the reasons why no "one size fits all" emergency plan is possible. The template provided helps you distinguish between hazards on the basis of their probability but also on the basis of their likely impact on your organization.

Why?

You need as much insight as possible hazards that might threaten the functionality of your organization in a moment's notice. By focusing on 'out of sight, out of mind' hazards or events so rare that they seem impossible, you know what you're up against and can make changes to increase your resilience.

How?

Consult the experts--all kinds of experts. Look in your organizational records—was the building hit by a tornado in the past, or nearly so? Consider oral history—what do seniors in your community remember about past hazardous events or disasters? What about past leaders of your organization?

What do environmental scientists tell us about natural hazards in your area? You can also consult the Canadian Disaster Database, among other sources, and search by hazard, region and time period. Visit them at:

<http://www.publicsafety.gc.ca/res/em/cdd/index-eng.aspx>

TOOLS TO HELP YOU PLAN (found in this section)

Identifying and assessing natural hazards

ADDITIONAL RESOURCES (in Section Four)

Window poster
Power outages

"So we had automatic deposit. The bank let me move my money and we met payroll all during the aftermath. So even though my staff didn't know where I was, when they went to their ATM they knew they were still getting paid. Which I really think had a big impact on their loyalty."

Bethany Brown. 2009. "Organizational response and recovery of domestic violence shelters in the aftermath of disaster." Ph.D. dissertation, Department of Sociology and Criminal Justice, University of Delaware, Newark, DE.

"Imagine sitting in your lone salvageable building, the closed shelter. Your windows are blown out, your floors are damaged, and a tremendous stench from the rotten food fills your lungs. No electricity, no phones, no color, no noise."

Bethany Brown. 2009. "Organizational response and recovery of domestic violence shelters in the aftermath of disaster." Ph.D. dissertation, Department of Sociology and Criminal Justice, University of Delaware, Newark, DE.

2.2.2

Know your vulnerabilities

What?

Develop a clear understanding of how unexpected but dramatic events would affect your everyday operations—and the particular characteristics of your place, work and clients that make your situation unique. You will also want to think about factors that may vary—for example, different kinds of hazards, or different times of the day.

Why?

Emergency planning asks you to imagine the worst. Thinking through potentially damaging scenarios can:

- Raise awareness among your staff and clients of what conditions they may face
- Identify areas of greatest concern
- Identify new post-disaster concerns
- Help you assess your overall degree of readiness
- Help your set priorities for action

How?

Have the RPT brainstorm all the ways they think the agency would be affected by different kinds of hazards—from extreme cold or heat to a global influenza pandemic or explosion. Now do this again thinking about:

- different kinds of hazards.
- different staff members
- different kinds of clients
- different times of year
- different times of the day
- different days of the week

What are the most vulnerable parts of your organization? Walk through a “typical” day or week or month and consider the particular characteristics of:

- your facility
- your location
- your clients
- your work cycle
- your community
- your neighborhood
- your transportation system
- your communication system

In each case, ask what would happen if you were unable to work from your site for a month, or had to evacuate in 15 minutes, or lost power for 3 days--or other scenarios you can imagine.

How well can you meet your own expectations? Refer back to the EP Policy or to your Planning Goals and Objectives to review the main areas of concern.

Now ask how well equipped you are today to meet your own goals and objectives. For example, identify the critical services you are determined to continuing providing, if at all possible. For each of these consider what it takes to accomplish this:

- human resources
- material resources
- financial resources
- external resources
- other resources that enable your work

Do your resources match your goals or intentions in an emergency? If your primary concern is staff safety, for example, do you have an emergency plan that makes this a priority? Have you trained your staff in personal preparedness? Do they understand how to respond in a crisis? Is your facility structurally safe and equipped with emergency supplies for at least 72 hours? If some members of your staff use wheel chairs or have hearing limitations, are their needs reflected in the emergency response plan? What more is needed to meet your goal?

Don't forget to factor in change.

In the "new normal" after a disaster, your agency will face difficult new conditions--increased workload among them. Your funders may decrease assistance, and some of your staff and volunteers may not return. What about new clients who did not seek you out earlier but do now? What post-disaster services will you be asked to provide, such as increased child care or community referrals or assistance with disaster relief applications?

Assess the safety of your surroundings.

Don't overlook the obvious: What is the condition of your building? How reliable are the electrical and water systems? What backup systems are in place, for example back-up generators or alternate heating/cooling systems?

Look outside and inside, top to bottom. How could heavy furniture, mirrors, bookcases or other potentially dangerous furnishings be secured for safety in the event of a tornado, for example? What can be done now and by whom to make your working space safer?



TOOLS TO HELP YOU PLAN (in this section)

Organizational vulnerabilities

Identifying the needs of women and families in disaster

2.2.3

Recognize your capacities

What?

It is easy to focus on the gaps—but don't forget the many resources, capacities, skills, assets and capabilities of your agency. You'll find a balance of some kind between organizational vulnerabilities and capacities—both are essential to understand in advance.

Why?

You can count on being on your own in the event of an emergency or disaster. A 9-1-1 call just won't bring instant help—it's that simple. You may or may not be able to leave your own building or neighborhood, or be able to return to it if evacuated. Again, planning ahead helps you, your staff, volunteers, board members, clients know what they can do to help themselves—and your family and neighbors, too.

Women's groups especially have a lot to offer others in a crisis. Your experience as crisis managers and extensive knowledge of your neighborhood and community will never be so valuable.

How?

Brainstorm a "worst case scenario" that frightens you or makes you uneasy—maybe not being able to get through to your family, not knowing if you have enough water for people to drink if they can't leave the building, or losing your financial records.

Imagine the worst and then the best outcome. How to get from one to the other? Begin by listing the resources of your organizations. You might start with the obvious such as on-site water coolers or extra foodstuffs from the child care program, and of course your fire extinguishers and other emergency supplies.

But don't overlook the assets of your staff, volunteers, and clients, and the reputation you have built over the years.

Who in your agency can do what in an emergency?

- caregiving experience
- community networks
- extended family networks
- diverse work histories and job skills
- peer counseling/team building experience
- language skills (don't forget sign language)
- accounting and computing skills
- experience managing crisis situations
- personal mobile phones
- personal cars, bikes, motorcycles
- close working relationships with sister agencies
- close relationships with neighbors/nearby agencies
- good relationships with local media
- good relationships with funding agencies
- high degree of public awareness of your work
- personal relationships with paramedics or fire fighters
- personal relationships with secondary responders such as counselors or community health care workers

As in the last section, you'll want to consider the "lessons learned" about your capacity to cope with the unexpected from your organizational history. What can you learn by taking the founder of your agency to lunch one day to talk about the fire that swept through this part of town 20 years ago? How about inviting the elders among your clients in for lunch to talk about how they managed when water was scarce or roads were impassable?

TOOLS TO HELP YOU PLAN (found in this section)

Organizational capacities

Learning from the past: Institutional memory of disasters

FRIENDLY REMINDERS TO YOURSELF

2.2.4

Identify external resources

What?

You're not alone—though it may feel that way when the roads are blocked and the phones dead. We all wish there were more resources for emergency help, but the fact is that we're on our own, especially in the first critical 72 hours.

But there is a system in place, and resources to tap into before, during and after an emergency. Know ahead of time who does what in the emergency management system of your area and where you fit in.

Why?

Knowing what to ask for, when and how, is half the trick. What kind of outside help can you realistically expect? Which agencies do what, when, for how long, and how? How do you access them? Get the answers now so that everyone can answer these questions for themselves—they may need to.

Identifying external resources is also a way to help your staff and clients prepare at home. They'll know what they can expect, too.

How?

We'll see later that building networks with local and provincial emergency management authorities can help you prepare. For now, focus on learning the basics in your area.

Begin by answering these questions:

- How does the City assist organizations and individuals to prepare?
- What do they do during a crisis? What levels of authority do they have over agencies like yours?
- What does the City do after a disaster or emergency to help out?

- How about provincial and federal agencies?
- What non-governmental agencies help out and how?
- What other private resources can we tap?
- What other public resources?

You'll also want to think now about the kinds of help you're likely to need, depending on the work your agency does, with whom, and where. On any given day, do you have many children might be on site, or women with disabilities or seniors with serious health conditions or women who do not readily communicate in English?

Just for fun, you might bring in a popular disaster movie and play it over lunch with staff. Now that they know more about what's likely to happen in their area and who would respond, what myths do they see in the DVD?

How about asking for more information? You might contact your local chapter of the Red Cross to meet with your staff one day, or arrange a presentation by the City's emergency preparedness coordinator for a network of social service agencies in town.

TOOLS TO HELP YOU PLAN (found in this section)

Sample memorandum of understanding
External emergency management resources and contact sheet

"I was really torn between here and then I was helping out at the TV station, and then I was helping them at their house, and then I was housing everybody and their dog at my house out in the country. . . Then I was the one that was carrying the pager and the phone, after, when we finally got the crisis line back up. And it was—you're torn between 'I want to be doing this,' at the same time, I had a lot of my own personal things that were lost in my parent's basement, so we're pulling things out and then I'm going to the TV station and answering phones of people who are just calling and crying and it's just—Where do you go? Who do you? what the priority? "

Elaine Enarson. 2001. What women do: gendered labor in the Red River Valley flood. *Environmental Hazards* 3/1: 1-18.

2.3

Write Your Emergency Plan

You have an emergency planning team. You have an up-close-and-personal risk profile for your organization. Now it's time for the emergency plan itself.

What should the plan cover? Your plan should be tailored to your own circumstances and, of course, reflect the organizational risk profile you developed earlier.

You'll want to plan ahead to help your staff and clients rebuild or move on in ways that leave them stronger, and not weaker or dependent. You'll see how important it is to assess the structural integrity of your own building and make improvements if you can, as well as plan for sustainable recovery that leaves people more prepared and less vulnerable to future disasters or emergencies.

Be sure that the plan is not too narrow. It should not focus overly much on:

- one particular hazard
- one particular area of need or weakness
- one phase of the disaster cycle
- one part of your organization
- one group of clients

Core Planning Tasks

Business continuity
Crisis operations
Recovery & mitigation

Traditionally, emergency plans focus on the immediate crisis---and this is essential for safety and security. Small businesses and nonprofits can be very hard hit in disasters and must cope with limited resources. Recovering from a

disaster can be a larger challenge by far than coping with the immediate threat or emergency. Plan now--an effective and sustainable recovery won't happen by accident.

In the next sections, you'll find simple tips and highlights for each part of the planning cycle. There are many emergency planning templates available, and this Guide includes or adapts many of these for your purposes.



2.3.1

Business continuity

The heart of your emergency plan is continued functioning, or rapid restoration of key functions if disruption or closures cannot be avoided.

Plan now to be “open for business” when you are needed most. Consider the dependencies and interdependencies that shape your work today—personal and interpersonal networks with colleagues, supply chains for receiving or shipping products, shared space or equipment, service agreements with sister agencies. If you’re like most women’s groups, it’s a long list.

These are key resources for you in an emergency.

But it’s vital to plan ahead now for when you can’t be there for others and they can’t be there for you. Act now to minimize avoidable disruptions that can be physically damaging, stressful and even debilitating.

Three core planning areas

In the next sections, you’ll find planning tips and resources that cover the basics for keeping your own doors open. It’s not just about business and business issues.

Your work now to maintain business and service continuity will support your everyday activities, too.

Core Planning Tasks

Personal preparedness
Emergency stockpiling
Business logistics

2.3.2

Personal preparedness

What?

Like using the oxygen mask first so you can help others in an airline emergency, personal preparedness is something you should do for yourself and your agency.

Review, assess and change the Personal Preparedness Guides that are available to you here or through local, provincial and federal emergency management agencies. Personalize these and make them your own. Now ask every staff member, board member, volunteer and client to do the same. This is a task for the RPT ,or the ED can take the lead—or both.

Order some pizza for lunch during Emergency Preparedness Week and have everybody meet with their Personal Emergency Plan in hand to review and revise these.

Why?

Do you have that ‘go bag’ packed, children who know where they would go if they can’t be with you, and a 3-month supply of birth control or other medicines on hand? If so, then you have:

- Helped protect your safety and well-being and that of your family
- Demonstrated to your staff that this is important for them, too
- Made it much more likely that you can help your agency as well as your family—and in women’s services, you will want to be there for others
- Increased the likelihood that your staff and volunteers will be able to help out or return promptly because they know their families have planned ahead for just such a crisis

- Positioned your agency as more likely to be able to help partner agencies as well as your own clients
- Shifted disaster planning from ‘nice but later’ to ‘just do it’

How?

A great number of preparedness guides are available electronically. We’ve provided some here along with contact information to review or use others.

Like any guide, these need fine-tuning. You may find that a traditional family or household is assumed, and an urban neighborhood, nearby schools, and other amenities. Are there implicit assumptions about ethnicity or language? How about cognitive ability or economic resources?

Most of all, preparedness guides assume you have storage space for recommended supplies and the money it takes to purchase these. Not many personal preparedness guides help low-income women, women in wheelchairs or using oxygen, personal assistants, hearing devices, service animals or other resources in their everyday lives.

These are not “special” needs but everyday realities.

Take a hard look at the personal preparedness guide here (or others you may prefer): Does it reflect your living conditions and social relationships? Are there assumptions about you that aren’t accurate? Don’t throw the baby out with the bathwater, just make the changes.

What about the cost?

- Write a grant if funds are not available or build emergency preparedness into your project budgets
- Consider purchasing emergency first aid kits or other helpful resources for all staff, volunteers or clients
- Consider purchasing kits in bulk through other community-based networks that you work with.

TIP: The life skills you strive to develop or strengthen among women may already include crisis management and healthy coping strategies. An influenza pandemic, tornado or heat wave can be just as challenging as a family, economic or health crisis. Build emergency preparedness skills into existing initiatives and services to clients.

TOOLS TO HELP YOU PLAN (found in this section)

Make a household emergency plan

ADDITIONAL RESOURCES (in Section Four)

Individual preparedness guide

Disaster or emergency preparedness plan for women

Emergency planning tips if you're pregnant or have young children,

Your pets and emergency preparedness

2.3.3

Stockpiling

What?

You know by now that everything you take for granted will come to a grinding halt—no water, no food, no heat, no light, no telephone....and no music!

You have already assessed your existing resources and supplies, which may well include extra batteries for flashlights and radios (and don't overlook hand-crank radios), nonperishable foods for people with different food needs, sufficient water to keep everyone going on an 'average' day with average numbers of people in your office or building.

Why?

The building block of preparedness is self-sufficiency for *at least* 72 hours. If the people in your agency are hungry, cold or thirsty, you cannot rely on the Red Cross or law enforcement to help out, and certainly not your local emergency managers who will be busy managing the overall emergency.

Just as at home, everything begins with food and water so focus on these.

How?

Think through different scenarios to estimate your emergency supply needs.

How would your needs for the basics change?

- The time of day—after hours or first thing?
- The season—dark outside or light?
- February snow or August heat?
- The clients—busy day or slow?
- With young children or elders or alone?
- Able to travel independently to their homes or not?
- Safe space to return to or not?
- The event—loss of power (heat wave) or loss of staff (pandemic)
- Who would be there—full office or quiet day? Only your staff or a drop in day?

Now, plan for the worst case. Who would need what? In what numbers? For how long? What substitutes are possible?

Only you know when the worst possible time to lose power for a week would be, for instance, or when you would dearly need diapers or infant formula, food for service animals, or extra canisters of oxygen. Only you know the cultural norms around various foods—norms that would be hard for your clients or staff to violate even in a crisis.

Compare your need with the recommended resources in the lists provided of recommended supplies and equipment. You've done half the work already when you assessed your Organizational Capacities.

Now find the gaps—and fill them.

Preparing for pandemic flu is an obvious next step, and you may find you have most of what you can expect to need already on hand. Prioritize your needs and start stockpiling accordingly following both checklists.

What about funds and storage space?

There's no quick fix. Women's organizations rarely have "extra" space or funds so seeking external support from your funders makes sense. So does sharing resources. Check with others in your building or next door and consider planning for mutual assistance and resource sharing.

You may have space for extra children's toys or warm winter clothes because you provide these regularly, and others in your building or right next door may have extra health care supplies because that's your business.

Tip: Your goal is self-sufficiency. Be slow to make Mutual Aid Agreements to share emergency supplies and storage space for these if doing so increases your dependence. You may not be able to leave your immediate space.

2.3.4

Business logistics

What?

What keeps your agency going on a daily basis—money moving in and out, mail coming and going, people talking to one another, deliveries and shipments? These are the nuts and bolts that keep most organizations going-- and can bring them to a grinding halt.

You'll want to plan ahead to minimize damage or disruption to all the "systems" and vital resources underlying your work:

- Communication (internal and external, business and personal)
- Data protection (electronic and hard copy, office and home)
- Reciprocal obligations/contractual responsibilities
- Reporting / service records/client records
- Funding/grant requirements and timelines
- Supply chains (water deliveries? deliveries to clients? machine maintenance? publications on order?)

Why?

Unlike many business organizations (you are one), you provide direct services, too. Build resilience into your emergency plan to increase the probability that you can continue to provide these services.

Excellent personal preparedness and plenty of stored emergency supplies are great, but won't help you pay your staff if they can still get to work, or help your clients get post-disaster assistance if you have no transportation. Your files may be "a mess" now but if they are water-logged or literally blown away,

you'll miss them. Knowing how your equipment works—or may not work after a flood—will help a lot when you are starting up again. And then there's that half completed guide you were making for the media or grant application. How easily could the records you used to write it be replaced?

How?

Have the RPT complete the checklists and forms, and then bring everybody in your organization together to add their ideas. You may find that only your administrative manager knows your bank account passwords but that many in your office know where the keys to the storage room are.

Again imagining the worst case scenario, brainstorm the building blocks of your daily functioning and then make a list in order of importance. Consider:

- Is this something you could do without?
- Is there a work around or substitution? What else would work?
- How long could you do without this?
- Who could help you make do?
- What data or records are perishable? How could they be replaced or where are copies located?
- Who would be most affected by this loss?

This mind exercise will let you know what is most essential to you and your clients. Make a list of priority concerns and concentrate on these.

Review this information annually and whenever there are significant changes:

- In your staff (e.g. new phone numbers)
- In your financial status (e.g. new bank or funder or creditor)
- In your MOUs (e.g. new contact information and records)
- In your programming (e.g. new off-site functions or service agreements or client base)

- In your facility (e.g. new computers or office equipment)
- In your functions (e.g. new media productions or community role)

Set aside time in your planning cycle for reviewing every detail of the Business Logistics section of your Emergency Plan. It won't help you if it's not up to date.

TOOLS TO HELP YOU PLAN

Building utility and equipment shut offs
Fire detection and alarm checklist
Emergency assistance contact sheet
Evacuation requirements form
Employee emergency contact sheet
Document preservation
Key suppliers and vendors
Key contacts
Critical business functions
Recovery location
Alternate meeting place
Vital records
Critical telephone numbers
Supplies
Equipment/machinery/vehicles
Computer equipment and software
Voice/data communications
Miscellaneous resources
Disaster response checklist

ADDITIONAL RESOURCES (in Section Four)

Guide for evacuation of mobility impaired persons
Additional business continuity guides
Additional emergency planning resources
Additional practical resources

2.3.5

Crisis response & operations

You've thought about how to prepare yourself, the agency and your clients and made provisions for maintaining operations in a crisis.

But what will you actually DO?

How will you respond to immediately affected people around you? How will you respond to dramatically changed working conditions? How will you respond until the emergency has passed? As important as planning to be prepared, and thinking ahead about recovery and mitigation are, your Emergency Plan must include guidelines for immediate response, too.

Knowing the home phones of your staff and having essential data backed up is all well and good, but consider these "what if's":

- What if your offices are destroyed?
- What if you don't know where anybody is?
- What if you are told to shelter in place?
- What if you are told to evacuate?
- What if you are ill or injured? Or members of your family?
- What if a tornado hits us, or hazardous materials spill nearby?

Knowing how you want your organization to respond in a crisis is easier if you imagine the worst—and then make some important decisions.

What could happen? How would you respond? How would you feel?

Consider how your agency will respond internally and with respect to others on site. Who will do what, from where and for how long?

- Make decisions
- Evacuate
- Regroup in an alternate work site
- Communicate (get information, share information)
- Provide emergency aid, on and off-site, e.g. to women and their families, staff, volunteers, passers-by, neighboring agencies, community members, colleagues
- Collaborate with emergency managers, agencies and other community partners

There are no single answers to these questions but just one person or a small crisis response team should be answering them. Making decisions now can keep an extremely difficult situation from *becoming* a crisis. Make the hard decisions now and write them down.

In the next sections, you'll find planning tips and resources that help.

Core Planning Tasks

Crisis decision making
Crisis operations
Crisis response to clients and
organizational partners
Cross hazard plans for
influenza

2.3.6

Crisis decision-making team

“The rubber hits the road” when the lights go out, the phones don’t work, half the office can’t get to work (think flu or explosion) and the sirens are blaring. But what do those sirens mean?

Is it time to activate the crisis response plan—or not? What to do and where to go? Most importantly, who decides?

What?

Prepare now for your absence and the absence of all key organizational leaders (some may not be on site, for example, a recently retired leader or board member or a well-known client). At a minimum, assume that the ED is temporarily absent or unable to quickly reach the site where people are to reassemble (we’ll get to that soon).

Develop an alternate leadership structure—write it down, and highlight this emergency leadership in your staff trainings on emergency preparedness. Think of a chain-of-command or a temporary emergency leadership team or a decision-making tree.

Are the women in key roles in your agency aware of your expectations of them in an emergency? Do they accept them? How do they relate to family roles or other responsibilities they may have? Achieving consensus is important now to avoid uncertainty or conflict down the road. Remember that leadership in a crisis can be shared, as it may be in your organization now.

Why?

Women’s organizations often have very strong leaders—that’s how they’ve survived. But over-dependence on one leader or one small group puts everyone at increased risk unless a back-up plan is in place.

There may not be time for discussion—in fact, discussion may be impossible without communication lines. Clear lines of authority are essential in an emergency.

Assume you cannot access your own facility, that persons are injured on site, that your ED or her family are incapacitated or cannot travel to the site and that life and safety are at risk.

How?

You want input from others on this critical decision. Ask for assistance from the RPT or core staff members, members of your Board or others with insight into your daily operations. Brainstorm as long a list as possible of the decisions that you are likely to face in the middle of a crisis. Then ask:

- 1) who makes these decisions now?
- 2) who could make these decisions if that person cannot?
- 3) who should make them--make this decision now and write it down

The chief executive or administrative officers of your agency may want to write this part of the plan. Or the RPT can do this or be asked for concrete recommendations. You may also decide to revise formal job descriptions to reflect expectations in the (unlikely) event of an emergency situation.

The resources provided in this guide will increase awareness about conditions you might face. Knowing what could happen reduces the stressful uncertainties that are so common in disasters.

Refer back to your emergency planning objectives:

- ▶ Will this crisis response plan help you achieve these? For example, do you plan to suspend normal operations or strive to continue?
- ▶ Do you prioritize continued service to your own clients, or is supporting your sister agencies or the emergency needs of others in your neighborhood your priority?

The decision-making tree diagram and contact information form, if current and agreed, will be worth its weight in gold.

TOOLS TO HELP YOU PLAN

Crisis decision making
Crisis roles and responsibilities
Staffing policies in an emergency

ADDITIONAL RESOURCES

Your emergency coordination centre



2.3.7

Crisis operations

What?

If your planning goals include continued service, and if conditions permit, how will you continue operating during the immediate crisis period? Think about operating the hot line, for example, if you have one, or client counseling or emergency shelter. Bear in mind the sense of urgency and degree of disruption can last for hours, days or even weeks.

The time to determine work-arounds or alternatives to normal routines is now, not when you are dispersed and may be pre-occupied or unable to find one another. Staff also need to know what is expected of them, and you may want to communicate with clients, too.

The emergency response part of your plan must provide clear guidelines for work during displacement—write these down now. Also make decisions about communication, expectations for displaced staff, flexible working policies and other employment issues that will be in place during the emergency--and decide when these arrangements begin and end.

Why?

Designating an alternate work site is critical. Choose one that is as accessible as possible (e.g. on a bus line, in a very nearby town) and also one that is less exposed to obvious hazards (e.g. further from the river if flooding is a main hazard in your area).

Determine where you will meet up if your own facility isn't functional or can't be reached, and make arrangements with whoever controls that space. This may be a landlord, another agency you know, a warehouse, perhaps a room in a public library or mall in a nearby town, or the basement of a staff member's home, for example.

Negotiate arrangements in advance bearing in mind that the primary goal of planning is not to seal the deal, but to open the dialogue about 'planning for the unexpected.'

Utilize the space now, if possible. Can some of your critical records be stored there? Back up data tapes or files? If possible, try to stockpile the same kinds of supplies as in your main office.

Advance planning also enables stockpiling of additional work equipment (telephones, computers, desks, lights, chairs) and supplies (paper, print cartridges, postage, paper products, nonperishable food, water). What about transportation? Is there an old truck in the backyard, a bus line nearby, or an alternate road back into town?

This part of your emergency planning will help focus your attention on the bottom line: What do you actually need--how much? how long? What is essential in order to meet your most important goals and provide your most important services?

Consider the essential components of the jobs the women around you do—what could be reduced during this crisis period? What is still essential?

Concentrate on communication. . In today's world, most of us rely on mobile and land lines and on email communications so these are especially important to plan for while displaced. Credible information is a scarce resource in disasters but without it poor decisions, or no decisions, are made.

Communicating clearly with staff about what is expected of them is also an important part of emergency operations. We all want to be responsible to our families first but also to our family at work—what comes first?

Disasters force the issue for women.

Plan now for the kinds of provisions you want in place as you all struggle with these competing demands. For example, consider:

- Crisis job descriptions (revisions)
- Flex place policies
- Flex time policies
- Absenteeism
- Leave with pay, leave without pay

- Secondments
- Shorter shifts
- Alternate shifts

How?

The ED can be built into the crisis operations plan but may not be present or in communication so should work closely with other designated emergency decision makers while writing these guidelines. These are the people who will step in as ad-hoc leaders to make remaining decisions, and you support them now by planning ahead.

Complete the suggested forms, consulting widely with your key agency staff and volunteers, and make arrangements in advance as feasible.

TIP: Safe space cannot be guaranteed and even the best laid plans can fail. But thinking ahead will help you “think on your feet” in a crisis and help you be as flexible, creative, and responsive to rapidly changing conditions as you must be. This is the hallmark of effective disaster response—not rigid compliance with “the plan.”

TOOLS TO HELP YOU PLAN (found in this section)

Sample crisis response plan

ADDITIONAL RESOURCES (in Section Four)

A guide for evacuation of mobility-impaired persons



2.3.8

Responding to immediate needs

What?

You have already determined your overall goals and objectives for emergency planning, including the kinds and extent of assistance you would like to be able to provide to your staff and clients.

These crisis protocols for on-site emergency assistance should be a part of any MOUs you develop with other agencies.

Why?

Knowing what others expect of you, and what you expect of yourselves will guide your emergency responses in the midst of an unfolding crisis. You've prepared as much as possible for this day—now, can you meet your own expectations? How? How well?

Think of all the ways you currently assist clients—different groups of clients at different times—as well as staff and volunteers, and perhaps members of the public who use your facility occasionally. What would they need in a crisis? How could you help?

You have already prepared to be self-sufficient for a period of time and have stockpiled the recommended supplies. You've also identified the skills of the women around you, from signing or native language competency to EMT certification or counseling training.

Now your task is to determine how to use these skills and resources—and when to seek external assistance instead. These are decisions you may revisit, but having considered them ahead of time reduces stress and saves time in a crisis.

Among other considerations, think about your capacity to respond with:

- first aid, emergency transportation
- search and rescue (e.g. if a wall collapses or a second storey)
- support for those in emotional distress
- evacuation
- emergency on-site child care or other care for dependents
- assistance with family reunification
- transportation (e.g. of clients to their homes, or a shelter)
- support (e.g. accompanying women and their families to emergency shelters or reception sites)
- assistance securing relief goods, financial compensation, etc.

Obviously these are overlapping concerns—you may need transportation to take an injured client or volunteer to hospital. If you were incapacitated, could someone get you there? Where would you go? Do you know what assistance your clients could expect from government? From nonprofits? Where is the closest health care facility and should you take people there? Knowing this in advance can save time and reduce stress, and knowing where to look for current and credible information does, too.

The resources provided will help you plan ahead—but remember, this part of the Emergency Plan can quickly be out-dated so these must be reviewed regularly.

How?

Crisis response protocols with partners are recommended. Coordinate your expectations and seek opportunities for resource sharing. Remember—information may be the most critical resource in the moment of crisis.

Women’s organizations are forced by circumstance and inclined by temperament to grassroots collaboration—a real asset in emergencies. You are

also likely to have existing protocols for mutual assistance in or sharing equipment or space.

But be very clear about boundaries: let your partners know what you expect to be able to do in an emergency and also what you do not intend to strive to provide.

The RPT can take the lead by reviewing existing protocols in place with other community organizations or sister agencies. Before making decisions, the team (or ED) should consult with these partners about their intentions, capabilities or desires. Review and revise existing MOUs as needed, and consult with your partner agencies about reviewing these regularly. Also review with all staff your agreed level of assistance to everyone on site.

Ask the RPT to take the lead or make this an agency-wide discussion. Lowering expectations may be in order—or, you may find that the women around you have more knowledge and resources than you realized.

TIP: Be sure there is consensus on the key points, or at least that everyone understands why the plan is written the way it is. The leaders of your organization will take responsibility for good, indifferent, or poor crisis response planning—they should have the authority for their actions.



2.3.9

Cross-hazard planning

What?

Review the Emergency Response Plan you have completed and “walk through” how it might be challenged by particular hazards. Would it make a difference if the problems facing you were caused by fire, for example, or flu? Using the resources provided and your past research on the most likely hazards in your area, review and revise your Emergency Response Plan so you can face any hazard.

Why?

Crisis response related most vividly to physically destructive events such as explosions or toxic gas release, airplane accidents, ice storms or tornadoes. It’s easy to imagine how roads could be blocked, the air filled with smoke or power lines down.

But the key to success is writing generic or cross-hazard plans applicable to biological, technological, human-induced/deliberate or natural hazards. These will stand you in good stead.

It’s very possible that the impacts of these hazards will interact and deepen the crisis. For example, you may find water contaminated by flooding that then creates a public health crisis, or an earthquake may set off extensive fires. So plan now for all contingencies and their inter-related impacts.

Pandemic influenza

Pandemic flu is a global hazard that is predicted to return to the developed and developing worlds alike sometime in the coming decades—it comes around again and again though always somewhat differently. Fatalities could be in the tens of thousands in Canada and one-third or more of your staff could be absent, perhaps under quarantine.

You’ll find your emergency planning applies to “flu” too but with these differences. A pandemic influenza event:

- is not a hazard you can mitigate against except through basic public health measures such as hand washing
- will escalate in severity very rapidly, but not without warning
- may seriously reduce staffing levels
- may seriously impact business logistics due to disruptions in supply chains
- will affect family and community life for an extended period
- may take decisions out of your hands, e.g. quarantine

This is not a pandemic flu planning guide.

However, as the effects on our agency can be quite sudden and dramatic, we discuss pandemic planning here. Guides to pandemic planning are available from Public Safety Canada and your provincial emergency management office, as well as the Public Health Agency of Canada:

<http://www.phac-aspc.gc.ca/influenza/avian-eng.php>. You can also visit the the “flu wiki”: [Past events like SARS demonstrated that women, especially, are hard-hit by biological hazards due to their concentration in health care roles, their care giving roles in their extended families \(however these ‘families’ may be defined\) and due to concerns raised by pregnancy or possible pregnancy.](http://www.fluwiki.com/pmwiki.php?n=About>About</p></div><div data-bbox=)

In addition to their exposure at home as they nurse the ill, women will be at increased risk in the workplace in their roles as:

- emergency health care workers in hospitals
- home health care workers, personal attendants
- child care workers, school teachers and others working with in close proximity to large numbers of people
- women of child bearing age or women who are pregnant

Your agency may work closely with women in these groups, or may simply be affected because many of your female staff members and clients will be absent. *High absenteeism is the most likely direct effect on your staff* and expect to see fewer clients, volunteers, and colleagues at work.

Other small businesses and nonprofits, government agencies and other partners will be working at a reduced level. It may also be difficult to purchase needed office supplies. Plan now how you will conduct business under these changed circumstances.

At a minimum, your plan should address:

- level of tolerance for symptomatic staff, clients or volunteers
- absenteeism policies, e.g. for quarantined staff
- staffing requirements and replacements (who does what? what substitutions are possible and for how long?)
- special needs of pregnant staff, volunteers and clients
- how to support your staff as they help their families cope
- alternate working models, e.g. flexplace, conference calls, job sharing

ADDITIONAL RESOURCES (in Section Four)

Key facts on pandemic influenza

2.3.10

Recovery and mitigation

The conditions that create a disaster or social crisis develop slowly over time, and recovery can be just as slow. People often ask when life gets “back to normal” but this is a concept that doesn’t apply: like life after a baby, the reality is a “new normal,” not a return to previous conditions.

Physical damage of course, is readily observed and women play their part in all the tedious, exhausting, and stressful tasks of debris removal, clean up, reconstructing, refurnishing, relocating...the list goes on. But women are also the shock absorbers of emotional as well as financial crisis, and especially so in disasters when old gender rules often come back in force.

The emotion work attached to short and long term recovery (in the immediate crisis and in the months and years that follow) is very largely women’s--and it shows. Researchers consistently report higher post-disaster stress in women than men. Part of this is overload, and part is lack of recognition in our existing response and recovery systems that women’s intimate relationships with everyone touched by the event take a very large toll. These are realities that will touch every aspect of your organization’s recovery, too.

But crisis situations come to an end, sometimes with lasting effects, both positive and negative, or no lasting effects at all. .

The time you spend now will put you on the path to recovery much faster. Thinking now about organizational change—even about ‘making lemonade from lemons’—will help you grow from this experience.

Core Planning Tasks

Assessing impacts
Identifying new issues
Accessing resources
Building back better

2.3.11

Assessing impacts

What?

What happened? Damage assessment is a critical first step to recovery. But there are many places to look and many angles of vision.

Why?

Material and psychosocial effects are both likely, and either can last a short or a very long time.

It's easy to focus on immediate physical damages—windows broken, meeting rooms flooded, vans destroyed—but other losses may materialize too: environmental damages such as heat or water can cause air quality to deteriorate and mold can damage office furnishings, for example. It is important to work closely with your insurance company to fully document all losses.

It's also easy to lose sight of what's not so visible. Did you have a major fundraiser planned the week after the tornado hit, or perhaps a business loan out for renovating or expanding your work space? How about the documents stored in the back room and the computer that was being used at home by your accountant? Is there structural damage to the foundation of your building or a damaged electrical system?

How are the teenagers, parents and partners of your clients coping with this wave of influenza, or this heat wave? Family will come first. But where does this leave the 'family' at work and your continuing obligations? You may find this more challenging in the aftermath than during the crisis itself.

You and your staff, as well as your clients and volunteers may feel overwhelmed—with good reason. Case studies show that women's work at home (cooking, cleaning, clothing, nurturing, health care) greatly increases in disasters -- just when the conditions of this work deteriorate. Think cooking outdoors for family and kin for two weeks, or bringing an infant home to a half-repaired apartment.

You will also take on new chores such as working with insurance companies, standing in line (again and again!) to get emergency food or clothing or to file claims for assistance, or “mucking out” the yard or a storage unit. The people you love will look to you for more. Many women find their “emotion work” especially intense in disasters, and relationships with partners can be very tense.

Sometimes this leads to increased domestic violence (verbal and/or physical) where living with violence or the threat of violence was “normal.” Women whose residences are destroyed have reported feeling forced to return to violent partners they have left if, for example, his apartment suffered less damage and the children can’t sleep well where you are. Disasters can also be the occasion for the first incidence of abuse, as well as sexual assault, as the protective networks women utilize to protect themselves and their daughters are disrupted or destroyed and the constraining effects of law enforcement and the judiciary especially low at this time.

How?

Documenting physical effects of disasters is simple, but time consuming and, if it is your office, home or neighborhood, distressing. Government agencies and insurance agencies will ask for comprehensive information and documentation .

Start by planning ahead -- know what to look for and why. Know what records to keep and why and set up record keeping systems in advance. You may have to support your request for additional funding, for example, with data from service users linking new needs and new post-disaster conditions.

TOOLS TO HELP YOU PLAN (found in this section)

Documenting damages and costs
Insurance discussion form

2.3.12

Identifying post-event needs

What?

Knowing what was lost, went wrong or is missing is the first step toward identifying what is needed to replace the gap. Sometimes this is self-evident but not always.

Disaster-affected women typically report higher symptoms of stress tied to trauma, and these are some of the reasons. In addition, you may see signs of stress in your co-workers or clients due to such stressors as:

- Injury or illness to self or family members
- Damage to housing and deteriorating living conditions
- Displacement/evacuation and inability to return
- Overcrowding in shelters or temporary accommodations (e.g. moving in with or taking in relatives)
- Loss of income and/or change of employment status
- Increased interpersonal conflict, domestic violence
- Reliving memories of past trauma, abuse
- Increased levels of community conflict
- Lack of community solidarity (empty blocks)
- Environmental changes (loss of green space, gardens, trees)
- Pets and livestock losses
- Changed world view (loss of confidence, questioning faith, self doubt)

Why?

Identifying who has what resources (personal, community, institutional) is just as important as identifying who needs help: in a women's organization, women helping women is a time-honoured survival strategy.

Problems at home don't stay at home, especially in disasters which by definition overwhelm our coping mechanisms. Be prepared for stressors at home to stretch the tolerance for conflict or change or challenge in the workplace. Job assignments and expectations may have to change.

Your immediate neighborhood may change significantly, for example if a pipe line explosion demolishes the main business and small businesses dependent on those workers are also closed. Assessing damages external to your own facility is important for your recovery.

Ironically, your agency may be overwhelmed by external aid agencies and volunteers who arrive unexpectedly to assist you—but don't know how. Will you? Managing the influx or convergence of volunteers (and the many donated goods that may be dropped at your front door) is yet another challenge.

Don't overlook your interdependencies with other organizations and the community around you. If the main transportation system isn't working, or child care centres can't operate, your staff and clients won't come to you. You may depend more than you realize on regular interaction with:

- Other agencies like yours
- Suppliers of materials or supplies you use frequently
- Internet and telephone services
- Government offices
- Banking services
- Trucking lines
- Health care facilities

How?

Managing the “post-disaster disaster” can be the hardest thing of all.

Recovery is a process—not an outcome. But not being able to predict the exact effects of a hypothetical event does not mean you cannot plan ahead for recovery.

Find out now what government and nongovernment resources are available. Who provides these and how do you access them? What record keeping requirements should you know about? How will you contact your insurance agent? What resources are available to meet your immediate financial needs—for example, to meet payroll.

Think ahead to how the executive team of your agency can help staff, volunteers and clients through recovery. How can you adjust your staff policies for the aftermath and help people ease back in? What material support can you afford, for example paid time off or bus or child care vouchers, low or no-cost counseling services or health care, job fairs or other employment resources.

You may know a lot more than your clients about community services available to them in recovery—or not. Now is the time to educate yourself so you can share this information. You’ll find in the Resources section a sample Table of Contents for a possible “Helping Handbook” that you could develop now. Think about doing it in collaboration with your sister agencies or other community groups.

Working with the media after disasters is easier, too, if materials are readily available to let the public know of the impacts on your agency, staff and clients, and how people can help. Framing the story your way is hard to do after the fact but easily done before, as part of your recovery plan.

The bright side

It’s important to remember that even the worst crisis is also a learning experience and can, in the long run, be a positive growth experience. Teenagers may feel valued and reconnected with the family, and elders may welcome the chance to care for evacuated children and grandchildren. First responders, social workers, city officials and organizations like yours that planned ahead to be there for those most in need will feel rewarded for their efforts.

You may find new opportunities in the unexpected:

- New opportunities for collaboration with sister agencies
- New relationships with others in your building/neighborhood
- New clients, new client needs, new relationships with clients
- New opportunities for funding
- New volunteers
- New public awareness of your work
- New mandates

Recovery planning is an opportunity to think about what is – and was—and might be. Use this planning process to think about what “recovery” means to you in your agency. More of the same? Something different? Improved or different facilities or focus?

A disaster can be a transformative event. It can be a strong push in a direction your agency was headed and speed you along that path. It can be a turning point away from past goals and toward new ones. But the “window of opportunity” for change doesn’t stay open long, especially in the absence of recovery planning and gender-responsive post-disaster programming.

The resources provided in this section will help you know where to look when answering the question “What happened? How were we affected? What next?” In the next section, you’ll see how planning ahead can help you “build back better” and reduce your exposure to future hazards and disasters.

ADDITIONAL RESOURCES (in Section Four)

Helping Handbook for disaster recovery

2.3.13

Accessing resources

What?

Investigate the range of post-disaster resources that are generally available, considering governmental and nongovernmental sources. You may be surprised to learn how much external assistance is also available.

Why?

If your operations or facility --or spirit-- were severely affected, you'll want to find whatever help is available as soon as possible. Planning ahead makes this much easier.

As a women's organization, you will want to assist other community organizations, and the family and friends of the women you know best, too, if at all possible. Educate yourself now so that you can be a reliable source of accurate information to others as well as getting a jump start on the hard work ahead of applying for assistance.

How?

After identifying the likely sources of assistance, make copies of all the forms you will be required to complete. Don't forget to ask your landlord or insurance agent, too. Plan ahead to be sure your records will provide the data requested.

The MOUs on file with agencies around the corner come into play here. Take time to review these frequently and revise as needed. When the day comes that you need help, you need to know they will be there--and vice versa.

Researchers studying post-disaster stress and volunteerism often find the obvious--we help ourselves by helping others. Know that just as people in need will turn to you, people wanting to help out will, too. But beware, volunteers and "helpers" of all stripes converge on disaster sites. Managing donations and

volunteers can be a full-time job that you just don't want in the aftermath. The Red Cross has experience managing both, so why not ask them one afternoon to share their expertise

ADDITIONAL RESOURCES (in Section Four)

EMO Disaster Financial Assistance information sheet



2.3.14

Mitigation: build back better

What?

Risk is an unavoidable fact of life. It may be, too, that a certain degree of “risky business” gives life flavour. But what is acceptable risk—and who decides?

Determining how much risk you are willing to accept is also part of emergency planning, and everyday life. We make trade-offs all the time. Small businesses and nonprofits such as women’s agencies are typically strapped for cash, time, energy and other resources and may chose to live with increased risk:

- Higher deductibles—but lower premiums
- Less safe space—but lower rent (e.g. in an older building near a flood plain or nuclear plant)
- Fewer emergency supplies—but lower bills
- Less emergency training—more time for other trainings

Build back better

Consider how you can “build back better.” This can mean reconstructing physically in ways that reduce your exposure to hazards, or building back to meet new needs (e.g. a new play space for children, a women’s space in a community center), purchasing energy-efficient appliances and lighting or relocating to a building that was built to more modern codes.

However, it may be possible (and is certainly advisable) to find support through funding agencies for more sustainable and secure ways of operating. When it comes to women and women’s services, more and more people are seeing the positive and critical role you play.

Helping you stay in business, or get back on your feet quickly, is an investment in a more resilient community. This is especially true after a disaster when the work you do will be more needed than ever.

How?

Recovery planning is relatively new to emergency planning as the traditional approach is to prepare for and manage the crisis period...and let recovery take its course. We have learned from recent disasters, though, that it is too easy to rebuild vulnerability--in short, to recreate the conditions that caused unnecessary harm and human suffering in the first place.

One thing you can do is integrate hazard-reduction mitigation measures into your programming and budget cycle. But you can also think ahead to your 'wish list' should you be in a position of relocating or rebuilding or substantially remodeling.

Talk with funders now about:

- Protocols in place for sustainable recovery, e.g. energy conservation during rebuilding
- Support for emergency training and stockpiling of supplies
- Increasing insurance coverage for staff, equipment, supplies

Talk with your landlord now about:

- Touring your building to identify any hazardous conditions
- Addressing these in a timely manner
- Planning ahead for sustainable rebuilding if necessary
- Increased insurance for tenants

Just as importantly, disasters can be a real "window of opportunity" for women's personal growth and for women collectively to contribute toward rebuilding stronger community life.

When women speak out after disasters, they vividly recount the problems they faced and the outstanding needs which can last for years. But they will also tell you about the "silver lining."

How can you support women and their families in the aftermath?

Top-down approaches built around technical expertise, new “experts” who often come into disaster-stricken communities, or well-funded external recovery programmes are a dead end.

The women you know need first of all to be heard. Their ideas and values--their vision of the future--must then be reflected in all the disaster-related decisions to come, and there are a great many. Consider the “six principles” of relief in the Resources section that was developed in response to global crises. Integrate these into your own recovery planning now and be an advocate for women’s grassroots leadership in the broader community. What you have learned about surviving “normal” crisis situations is invaluable when “the big one” strikes.

Remember, your goal is not just “building back” but “building back better.” Women’s vision of the future is important. Women and women’s organizations can and should exercise leadership in this process based on their knowledge and practical expertise at the community level.

2.4

Keep The Plan Alive

Emergency planning is about imagining the unimaginable, making some decisions and choices, and getting back to work. It's not "rocket science" as you've seen in this Guide.

Planning head for something very likely *never to happen*, or at least not on your watch is a stretch for anyone. For women's organizations it may well be at the very bottom of your very long 'to do' list.

Fear does not motivate good emergency planning—but forward thinking does. Congratulations! By this time, you have an excellent and comprehensive plan.

Now what?

Keep the emergency plan relevant
keep it visible.

One of the biggest losses to a disaster can be, quite literally, the loss of numbers. You recorded the most critical numbers (phones, bank accounts, passwords, insurance xx) but time passes and numbers change. But how current are these?

Core Planning Tasks
Training, practicing & updating Networking & outreach

You got to know the city emergency planners and some of the Red Cross and health authority experts in this area. But have they moved on or left town? Who would know you on the other end of the phone today?

Updating the emergency plan should be an ongoing responsibility, integrated into the work process—monthly? Semiannually? At least once a year, task someone on staff to update and follow up with copies for all.

Change and challenges

Other changes may be needed due to changes in your agency and your environment such as:

- New hazards, e.g. outbreak of flu, construction of a new dam or chemical storage facility; or more intense hazards, e.g. increasingly severe extreme weather events (cold and heat events), deliberate/terrorist explosion or armed attack
- New vulnerabilities (e.g. adding a program for women with disabilities, or working with a new group of senior volunteers, a new untested communication system, or new site)
- New capacities (e.g. better staff/client ratio, new MOUs with sister agencies, funding from government to stockpile emergency supplies)
- New external resources (e.g. new heat alert system in your town, surge in community first aid trainings through the Red Cross, an additional emergency preparedness coordinator in your city or province)

Keeping the planning process alive is difficult--to say the least.

“It’s in the plan” can be a frustrating conclusion when nobody knows where the plan is or what it means or conditions have change that undermine its effectiveness.

But the plan is never “dead” if the planning process is live. This is because your agency now:

- Sees avoidance of necessary disruption and suffering as an achievable planning goal
- Is aware of surrounding natural, technological and deliberate/induced hazards

- Collaborates with others to share resources in an emergency and afterwards
- Provides to staff, volunteers and clients a workplace culture of prevention

It won't happen by accident. Whose responsibility is it to promote organizational resilience?

Whose job is it ? Who will demonstrate leadership?

- keep the plan up-to-date
- review new tasks, job assignments, projects, and budgets from the perspective of emergency planning?
- ensure that everyone understands it (and their place in it)
- integrate and continue emergency planning as core planning activity?
- adapt the plan as needed?
- change the Resilience Planning Team as needed?
- participate in community wide disaster resilience networks?
- speak out in public forums on the need for emergency preparedness in our homes and workplaces?
- advocate for advocate for emergency planning other women's organizations
- help sister agencies and community based organizations develop and practice their own plans?

2.4.1

Training, practising & updating

What?

Build a committed and sustained programme of disaster risk reduction into your organization by keeping your emergency plans current and the planning process open and meaningful.

The forms provided here are useful planning tools to help keep the plan and the process alive. This can be a Resilience Planning Team responsibility or the responsibility of the ED or someone in an administrative role tasked with scheduling and internal communications. Materials for your information packet are provided in other sections of this Guide or download others using the Additional Resources guide in the Appendix.

To highlight the importance you assign to “planning for the unexpected,” integrate emergency preparedness knowledge and capacity into job evaluation and promotion procedures. Integrate the tasks below into your work plan, too. Make a schedule for:

- ▶ Tasking the RPT with offering on-site Emergency Plan trainings based on your own Emergency Plan and ensure that the trainings are delivered
- ▶ Updating different sections of the Emergency Plan, starting with the sections you consider most essential
- ▶ Preparing information/orientation packets for new staff, volunteers and board members and, as feasible, for new clients.
- ▶ Conducting an annual or semi-annual exercise of the Emergency Plan and evaluating the results, revising the plan accordingly. This takes time and can take money, too, so advance planning is essential.

Why?

Disaster resilience is built one person at a time. Filing the Emergency Plan in “the circular file” along with other unused materials is counter productive.

Where is that plan? Where would it be if you saw flames in the distance or heard about the second wave of bird flu headed your way. Every resource in this Guide prompts you to revisit, revise, and practice.

Emergency plans are just. . .plans. All potential users should know what the planning goals and objectives are and how these are to be met by the organization. It is especially important that everyone who may be on-site in an emergency is included.

How?

“Table top” exercises are easy if you keep it simple---you can do it over pizza at lunch. Be sure everyone knows their roles and enjoy some role playing, noting every gap or missed cue or failure to communicate along the way. Pay close attention, too, to what went right.

When you check your fire extinguishers (“just in case”), test your plan (“just in case”) and it will soon become routine—and confidence building for everyone who makes your work possible.

Staff transition is inevitable, and you may also move locations within one town or even one region or move into a different but related service community? These are challenges for sustained emergency planning.

Who in your office was here when this Guide was first used-or used last? Who knows why you began your emergency planning and who was involved?

New employees certainly need copies of their own of the Emergency Plan (stored at home or off site). They should know on their first day at work who would take control and why were an emergency or disaster to occur. They should also know that:

- emergency preparedness is part of their on-the-job training
- release time is possible to take advantage of more focused emergency training offered in the community

- they are invited to volunteer for the Resilience Planning Team
- an information packet is available, e.g. with personal preparedness checklists
- you look to them as preparedness partners not future 'victims' to protect
- their ideas are needed about updating and using the emergency plan
- they have a role in every test exercise of the emergency plan

Women's organizations know very well the value working *with* instead of *for*, and knowledge exchange instead of knowledge "transfer." These are core values underlying successful emergency preparedness, too.

The Resilience Planning Team can be a plum assignment rotated with pleasure or a burdensome "add on" resented by all, depending on the value it is accorded in your reward system, formal and informal. When people learn how basic the basics are, and how huge the pay-offs from a modest investment of time can be, it's likely to be well-accepted. Women who work for or are otherwise connected with a grassroots women's organization will appreciate the commitment you've made to their safety and security. For a lot of us, that's pretty rare.

It is not feasible to include cleaners, maintenance workers, contract workers on an irregular schedule and others whose presence cannot be regularly predicted or whose work routines are not determined by your agency.

At a minimum, try to:

- anticipate in the emergency plan what skills and capacities these persons would bring in a crisis
- anticipate in the emergency plan what vulnerabilities they may also bring
- consult with them about mitigating physical hazards in the building and surroundings, e.g. cleaning chemicals, old water heaters
- communicate through their employers and/or trade unions so they become aware of your emergency plan and how it would affect them
- include them in the annual Emergency Plan Test Day if at all possible

Tip: Your emergency plans should be visible not “hidden in plain view” on a bulletin board. When you go into the community, don’t plan another meeting but let people in the community know what you are doing through use local media, youth groups, local community events, or community education sessions you already offer on a regular basis.

TOOLS TO HELP YOU PLAN (found in this section)

Orientation packet
Schedule for staff emergency preparedness training
Testing the plan: Timetable

ADDITIONAL RESOURCES (in Section Four)

Training Opportunities: Public Health Agency of Canada (Office of Emergency Preparedness)
Canadian Emergency Management College: Emergency Management Training Program
Emergency Social Services online training course

2.4.2

Networking & outreach

What?

Carry through. There is no better way to keep your information and contacts current and useful than to get out of the office. Let others know what you are doing to reduce avoidable harm and suffering in the event of a disaster.

You know the roles and responsibilities of governmental and nongovernmental emergency authorities—and you have current contact information for them on file in your emergency plan. You may have corresponded with them to access information about local hazards and the external assistance you can expect.

Now get to know them and let them know and appreciate the work you do and the passions, talents, life experiences and capabilities of the women and men you know best—along with their vulnerabilities.

Why?

Emergency plans can't be written alone or kept current and meaningful alone. Disaster resilience by definition is a collective effort, sustained over time through willing hands.

This is certainly true at the community level where cooperation is essential and emergency plans build on sharing of knowledge, skills, resources, and life experience.

You already have MOUs in place with key agencies, but what other partnerships for preparedness are possible? If you look, you'll find opportunities for sharing ideas and resources, and maybe for collaborative initiatives to support innovative approaches to community resilience.

Women's groups are not often seen as "stakeholders" in emergency management, even in "community-based" initiatives. This needs to change.

Why reinvent the wheel?

Community collaboratives have formed in some regions of Canada and the US to bring diverse and high risk populations to the same table, capitalizing on their local expertise about both the vulnerabilities and the capacities of seniors, aboriginal women and men, adolescents on the street, persons living with chronic health conditions or disabilities, caregivers, health care providers, environmental activists and community development workers.

When you look for it, you'll find lots of common ground. Like you, these agencies and groups struggle with the idea of "disaster" as the unexpected—like you, they work with people confronted by "daily disasters." Working together, more can be done.

Reach Out: Help Others Prepare

- ▶ community crisis centers with hot lines
- ▶ weather-related watch and warn systems
- ▶ environmental organizations monitoring toxics, etc.
- ▶ locations where the women and families you know best are likely to be, e.g. laundromats, drop in day care, cultural centres, ESL language classes, community clinics, community centres, faith-based institutions, preschools, etc.
- ▶ people and organizations with similar concerns and constraints in your immediate blocks or area of town
- ▶ people and organizations with similar concerns and past disaster experience in different locations
- ▶ women's organizations (at all levels) actively promoting breast feeding, girls' education, culturally sensitive/antiracist education, environmental youth education, volunteerism, women's health awareness, and other issues highly relevant in disasters

Disaster movies don't tell the whole story (surprise!). The emergency management community today is diverse in every way-. Government at all levels is included along with health authorities, individuals whose job responsibilities include emergency preparedness and response (for example, in hospitals or schools), "first responder" like nurses and firefighters, along with utility managers and others responsible for making "critical infrastructure" more resilient.

They work behind the scenes for the most part, occasionally sponsoring community-wide emergency trainings or hypothetical exercises to test their plans. You probably know little about them—and it's a safe bet they don't know much about you, either. Take the initiative to build bridges for two-way communication and resource sharing.

MAKE EMERGENCY PLANNING ROUTINE

- Seek out expert guidance from local emergency management authorities at the city level and in the province
- Seek out expert guidance from those charged with responding to localized disasters on reserves—in Manitoba Association of Native Fire Fighters play this role
- Take them a copy (by hand) of your emergency plan when it is complete, and send them the revised copy each year after updating
- Invite them to conduct on-site trainings with your staff, volunteers and/or volunteers
- Ask to be included on their mailing lists—and put your local emergency manager on yours
- Keep a file of media stories on local emergencies and disasters
- Visit emergency management websites frequently and request copies of new brochures, guides and other tools and resources
- Ask to be included in table top exercises and community exercises; ask for the opportunity to evaluate these
- Volunteer to assist with community based risk assessments and mapping projects and let them know the data you have available
- Volunteer on community awareness days or at specific events, representing our agency in a very powerful and positive ways
- Suggest themes for the annual provincial emergency management conference
- Suggest panel topics and speakers on specific topics, e.g. concerns of pregnant women in reception centres and shelters, concerns of homeless women in extreme weather alerts, concerns of women with disabilities not connected with independent living associations. . . and so on. You are the experts here.

TOOLS TO HELP YOU PLAN (found in this section)

Community outreach plan
Working with the media after disasters

"The question is, then, who's manning the fort? . . . [I]t ends up putting other staff members in crisis, and especially when you're talking shelter programs. It's fine to say 'you need to do what you need to do,' but you also then need to have the backup on the hotlines. . . . It's really important to plan for that."

Elaine Enarson. 2001. What women do: gendered labor in the Red River Valley flood. *Environmental Hazards* 3/1: 1-18.

"Imagine four months after the storm, celebrating the return of electricity. Light! Several more staff have returned, ready to return [to the] rebuilding effort. Your phones are still dead and your cell phones unreliable. Your employees maneuver their way throughout the city, identifying places where victims are showing up and resources where available. You know without a doubt that you need to go out and find the survivors - they will not know where to find you. Your vision is slowly taking shape. You are flexible and spontaneous. You need to be."

Bethany Brown. 2009. "Organizational response and recovery of domestic violence shelters in the aftermath of disaster." Ph.D. dissertation, Department of Sociology and Criminal Justice, University of Delaware, Newark, DE.

Section Three

WOMEN'S GLOBAL WORK



A new international movement of women

Are you the only one staying awake at night wondering what to do when or if pandemic flu comes to town, or another ice storm brings life to a grinding halt? Are you the only one on your block with an emergency kit at home, or the only one in your family who actually knows where it is and what it means?

If so, you're not alone. Women around the world are organizing to change the meaning of "acceptable risk."

Hazards such as quakes or landslides are simply part of the earth around us, and technological hazards like oil tankers or interdependent electrical systems a part of the world we have built. Human-induced emergencies or disasters following from deliberate attacks or explosions are apparently part of 21st century life for some time to come. But all these hazards can be reduced, avoided, or their effects minimized.

Preventing disasters is not "women's work" but part of women's international efforts to build sustainability and equity into all aspects of life.

We can reduce risk as well by reducing people's exposure and susceptibility to these hazards. You know who in your family or in your neighborhood would be most hard hit in a disaster--those with few resources and many barriers and constraints in their everyday lives. We also know that flood warnings or public school emergency drills, safe building codes and public awareness about self sufficiency all make a difference. People can live or die when this equation shifts.

Some women and men are certain that fate, deities, Mother Nature or some combination of these forces makes emergency planning irrelevant. But most of no longer accept other hazards of daily life that were also ignored or accepted as inevitable in the past. Think of the movement for seat belts or bike helmets, safe food or environmental protection of water. Think of women' historic struggle for control over reproduction.

Women have organized to raise awareness of the impacts of global warming on their families, the ground beneath their feet, their livelihoods, their health, the animals and vegetation they depend upon, and their community.

Canadian women are leaders in this movement, and have promoted gender-responsive values into the nation's response to international disasters, too.

Canadian women are now beginning to organize collectively to identify hazards and vulnerabilities, tap into our strengths and external resources, and ensure that women are at the policy table when decisions are taken that affect risk and resilience. You can visit the website of the new GDNC to learn more. Canadian women in the North speak out about the effects of global warming on their lives and livelihoods, and are active in the new global women's networks emerging around climate change.

A number of workshops and conferences on gender and disaster have been held in Canada (see On-Line Resources on Women and Disaster). Internationally, women do the same, coming together around women's rights, environmental protection, the role of science and technology in reducing risk, the need for sustainable development and land use planning, the rights of indigenous people, community development, poverty reduction, fair housing, children's rights, health promotions. . . the list is long, and you know it well, because all these strongly affect women' health and well-being, their safety and their human rights. So do disasters.

You can read more on-line through the UN's International Strategy for Disaster Risk Reduction and the global Gender and Disaster Network. Visit their websites to access Good Practice reports on risk reduction, and read more about what researchers have found in case studies of disaster-affected women and men. You'll find growing interest in gender issues that arise for boys and men in disaster, too, and learn that men across the globe actively support and contribute to this new women's movement to reduce avoidable harm.

If you have read this far. . . you, too, are part of the movement.

Section Four

Additional Resources



Additional Resources

TABLE OF CONTENTS

- Gender issues for boys and men in disasters
- Practical issues facing women after disasters
- Post-disaster housing and relocation issues: women living with violence and disaster
- Women's services in disaster contexts: direct and indirect impacts
- Addressing violence in disaster contexts
- Violence against women in disasters
- Provincial emergency management organizations
- Window sign for display in a disaster
- Power outages: What to do?
- Individual preparedness guide
- Disaster or emergency preparedness plan for women
- Emergency Preparedness Checklist
- Evacuation Disaster Kit
- Emergency planning tips if you're pregnant or have young children
- A guide for the evacuation of mobility-impaired persons
- Additional business continuity guides
- Additional emergency planning resources
- Additional practical resources
- Your emergency coordination centre
- Key facts on pandemic influenza
- Helping handbook for disaster recovery
- Training opportunities: Public Health Agency of Canada, Office of Emergency Preparedness
- Canadian Emergency Management College: Emergency Management Training Program
- Emergency Social Services on-line training course
- Glossary
- Six principles for gender-sensitive relief and reconstruction
- Frequency and Severity worksheet
- Natural hazards
- Nonstructural Mitigation Instructions
- What to expect in an emergency
- What to do after an emergency
- Resources for children and preparedness, Canadian Red Cross
- Your Pets and Emergency Preparedness

Section Five

EVALUATION



Your feedback is essential--please let us know what you think. Naturally, no names are necessary.

1. Taken as a whole, I found this manual to be:

2. Please comment in the following areas—or others

A. Organization

B. Length

C. Resource materials

D. Activities

3. When revising this manual I suggest these specific changes:

4. Please note if there were particular resources or activities that you found
Especially useful:

Not at all useful:

Your ideas are very welcome. Please be in touch if you can:
eenarson@gmail.com