



EMERGENCY PREPAREDNESS STANDARDS AND IMPLEMENTATION GUIDELINES

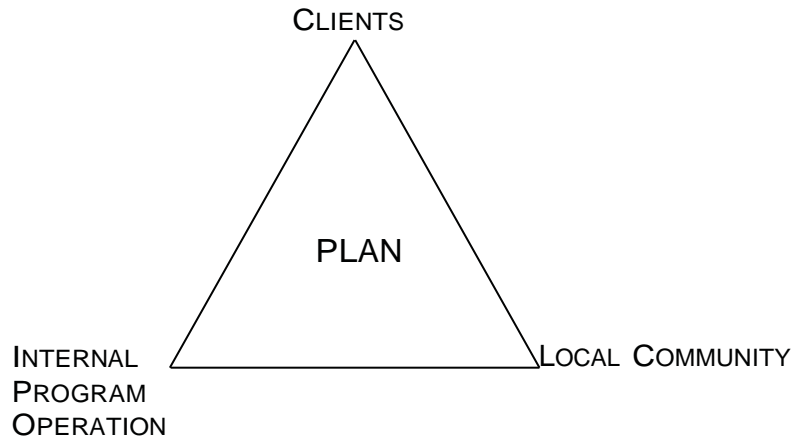
February 2015

MEALS ON WHEELS AMERICA
EMERGENCY PREPAREDNESS STANDARDS AND IMPLEMENTATION
GUIDELINES

PURPOSE: Meals on Wheels America emergency preparedness (EP) Standards establish the minimum requirements for an emergency operations plan (EOP) prepared by a Meals On Wheels (MOW) program.

SCOPE: Emergency operations plans used by MOW programs must spell out in writing how the program ensures that home-delivered meal services continue to be provided safely and effectively to clients when emergencies occur.

For the purpose of plan development, the terms emergency and disaster refer to events that disrupt the service of providing home-delivered meals to MOW clients. MOW clients are individuals currently receiving home-delivered meals. A written plan prepared by a Meals On Wheels program must touch on the topic areas illustrated by the plan- design diagram to comply with the Standards.



STANDARDS: At minimum, an Emergency Operations Plan prepared by a Meals On Wheels program must:

1. Be written.
One durable, tear-resistant, waterproof copy of the written plan must be accessible on-site and off-site.
2. Identify which clients get priority under what circumstances.
The plan must describe what steps the program will take to protect the safety and well-being of high-risk clients when an emergency occurs.
3. Identify how to manage internal program operations.
The plan must describe communications with staff and volunteers, external communications (including first responders), changes in operating procedures when an emergency occurs, and how recovery operations will be managed.
4. Show evidence of joint planning with members of the local community responsible for emergency response (e.g., first responders, local volunteer fire departments, etc.)
5. Describe how and when to test and evaluate the plan.
At minimum, the plan must be tested and evaluated once a year.

IMPLEMENTATION GUIDELINES

RECOMMENDED ELEMENTS: Regardless of program size, a Meals On Wheels emergency operations plan must give clear direction about how to proceed in the event of an emergency or disaster. Meals On Wheels programs are encouraged to use the following elements to prepare an emergency operations plan:

Element 1: At minimum, create an easy-to-read functional matrix (chart or roster) that plots out key emergency functions and responsible parties. Use a simple three-column format with headers identifying Action, Assignment and Contact Information to make a basic functional matrix (Appendix A). Having this type of easy-to-read, easy-to-use matrix on-hand allows for the quick clarification of assignments when emergencies happen.

Element 2: Spell out actions on the matrix that apply to events and hazards most likely to occur in your program's service area (e.g., natural and human-made events like weather emergencies, chemical spills, major power outages, disease outbreaks, etc.)

Element 3: Specify conditions for adapting the plan as needed to meet unforeseen circumstances (e.g., plan for the unpredictable).

Whether outlined on a simple functional matrix, or described in a more detailed guidance document, an emergency operations plan needs to describe how to continue operating safely and effectively during and after an emergency, including:

- What must get done (well defined action steps);
- Who does what (action assignments);
- How assignments are checked (action checklists);
- How instructions and information are communicated; and
- How the plan is tested, evaluated, and updated (drills, exercises, and updates).

The exact format for providing this information is less important than making sure that it has been documented and distributed to everyone who needs to be aware of it, including but not limited to program employees, volunteers, local first responders, emergency response organizations, and affiliated agencies (e.g., the Area Agency on Aging).

PLAN DEVELOPMENT: Putting a good emergency operations plan together is an on-going process, one that cycles through the basic stages of defining, creating, executing/testing and revising the plan. An emergency operations plan becomes more functional every time it is used, whether during a tabletop drill, practice exercise, or actual event. Providing key home-delivered meal services safely and effectively during and after an emergency is possible when service providers:

- 1) Know who they are committed to serve (the population – MOW clients);
- 2) Understand the impact(s) of an emergency on clients at highest risk;
- 3) Know which program resources are at greatest risk (power sources, kitchens, food supplies, potable water, fuel supplies); and
- 4) Understand resource dependencies (who they need to work and communicate with when emergencies occur).

Having a clear grasp of these points is essential for plan development. Reviewing them helps to determine actions and resources needed to react and respond safely in an emergency. Use them to develop a register of program necessities (Appendix B). Once the register is established, make sure that essential items listed in the register are incorporated into or clearly referenced in the emergency operations plan.

PLAN COORDINATION: An effective plan is made of three parts: people, processes, and paper. Although task-assignments need to be program specific, at some level, every emergency operations plan needs to define:

For People:

- Who is authorized to issue directions.
- Who can authorize a deviation from the plan if warranted by the emergency.
- Who serves as an official point-of-contact with the local Emergency Operations Center (EOC) or equivalent emergency management center in the community.
- Who acts as a spokesperson for the media.
- Who the MOW program has formally agreed to work with during and after emergencies (e.g., government agencies, Red Cross, Salvation Army, etc.)

For Processes

- How resources and logistics are managed (personnel, supplies, transportation, procurement).
- How to keep financial records, track resources and compensate service providers (reimbursement).
- How to reassign employees, solicit additional volunteer help and resources, and interact with local first responders.
- How to manage program recovery (emergency funds, insurance, etc.)

For Paper

- Documentation (records) of actions taken during emergency and recovery operations.
- Documents describing how community awareness and education is managed, including descriptions of how emergency alerts and notifications are managed.
- References to memorandums of understanding or similar agreements made with other agencies (e.g., government agencies, Red Cross, etc.)
- References to legal documents (e.g., documents defining program liability).

Once created, the emergency operations plan needs to be tested, evaluated and updated on a regularly scheduled basis to ensure that it remains functional, effective and accurate. Through testing and evaluation, a MOW program is better able to refine mission critical action steps, assignments, and communication techniques to meet specific program needs.

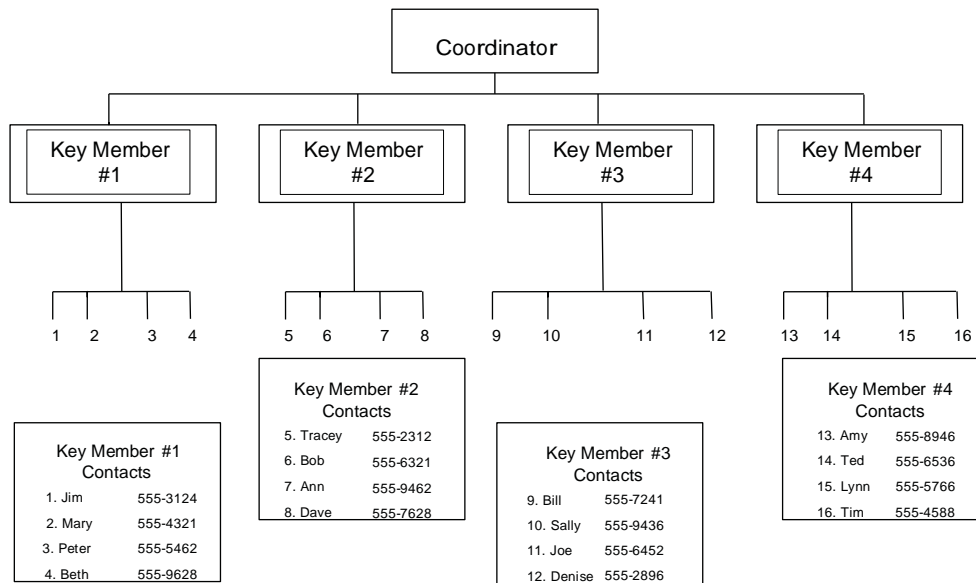
MOW programs are encouraged to use the resource links provided in Appendix C and the Sample Business Continuity and Emergency Operations Plan provided in Appendix D to support the development of an emergency operations plan tailored to meet program needs.

APPENDIX A EMERGENCY
OPERATION PLAN –
SAMPLE EMPLOYEE FORMS &
TEMPLATES
MEALS ON WHEELS AMERICA EMERGENCY PREPAREDNESS STANDARD -
FORMS & TEMPLATES

Sample Functional
Matrix

Action		Assignment	Contact Info.			
			Work #	Home#	Cell#	Pager/Other
Examples						
1)	Issue Emergency Alert	Ann				
2)	Go to Assembly Area	Everyone in Office				
3)	Account for Everyone Present	Ted				
4)	Check Key Office Utilities	Janet				
5)	Distribute Contact Lists	Max				
6)	Activate Phone Tree	Sam				

Sample Phone
Tree



APPENDIX B EMERGENCY
OPERATION PLAN – SAMPLE
PROGRAM NECESSITIES

Emergency Operation Plan – Program Necessities

Essentials

- Emergency Roster
- Responder Checklists
- Phone Lists (including important contacts outside effected area)
- Inventory Lists
- Employee and Volunteer Lists
- Locations for Preparing Food
- Shelf Stable Meals
- Disaster Pack – including but not limited to:
 - Contingency Plan (durable, waterproof lists of Caterers, Suppliers, Vendors, Phone #s)
 - Phones, Walkie-talkies (alternate means of communication)
 - Lists of HAM Radio and Citizen Band (CB) Radio Operators
 - Paperwork (including copies of existing agreements)
 - Job Descriptions
 - Client Lists (current and past)
 - Flashlights, Duct tape, Batteries, Personal Protective Equipment (gloves, masks, etc.)

Recommended Additions

- Crisis Communication Plan
 - Roster or guide listing action steps for establishing internal and external contacts
- Disaster Management Team
 - Roster or chart of emergency job assignments
- Community Resources Database
 - Database, roster, or list of identified partnerships
- First Responders/Office(s) of Emergency Management (OEM) Contact
 - Identified assignment (s) for interacting with local emergency responders
- Staff Preparedness Plan
 - Desk guide or job aide
- Volunteer Preparedness Plan
 - Desk guide or job aide
- Training and Exercises
 - Practice Drills
- Back-up media
 - paperwork, insurance policy information, IT, etc.
- Waste Management
 - Disposal methods
- Documented reference to other Plans
 - Master plans for community response

APPENDIX C
MEALS ON WHEELS AMERICA RECOMMENDED
RESOURCE LINKS

General Readiness

<http://www.ready.gov/>

FEMA Information

<http://www.fema.gov/areyouready/>

<http://www.fema.gov/plan/index.shtm>

<http://www.fema.gov/plan/prepare/plan.shtm>

<http://www.fema.gov/plan/ehp/response.shtm>

<http://www.fema.gov/plan/prevent/howto/index.shtm#1>

<http://www.fema.gov/plan/prepare/specialplans.shtm>

<http://www.fema.gov/oer/reference/>

Administration on Aging:

http://www.aoa.gov/prof/preparedness/Other_Resources.aspx#families

American Red Cross

http://www.redcross.org/services/prepare/0,1082,0_239_,00.html

http://www.redcross.org/services/prepare/0,1082,0_79_,00.html

http://www.redcross.org/preparedness/cdc_english/home.asp

National Organization on Disability

<http://www.nod.org/index.cfm?fuseaction=Page.viewPage&pageId=1564>

Senior Preparedness

<http://www.ready.gov/america/getakit/seniors.html>

Family Preparedness

<http://www.ready.gov/america/makeaplan/index.html>

Organizational Preparedness

<http://www.ready.gov/business/talk/crisisplan.html>

<http://www.ready.gov/business/plan/emergencyplanning.html>

<http://www.ready.gov/business/talk/practice.html>

Special Needs

<http://www.ready.gov/america/getakit/disabled.html>

APPENDIX D
SAMPLE BUSINESS CONTINUITY AND EMERGENCY PREPAREDNESS
PLAN

Parts or all of the document that follows can be used to develop an emergency operation plan or planning checklist(s) for your Meals on Wheels Program.