



C I S P R

center for international
security policy research

Town of Hudson Emergency Planning

Kent Smiley, PMP, CBCP



C I S P R

center for international
security policy research

Agenda

- Introductions
- Importance of Planning
- Review of Emergency Operations Plan
- Review of Crisis Action Guide
- Town of Hudson Priorities
- Local Business Priorities
- Information Sharing
- Business Continuity
- Wrap Up, Q&A



C I S P R

center for international
security policy research

Introductions

- Towns of Hudson, Kersey, and Keenesburg
- Schools
- Business
- Community
- Presenter(s)



C I S P R

center for international
security policy research

Importance of Planning

- Understand the realistic threats
- Know what the consequences could be
- Be ready to respond and recover
- Move from state of shock to action
- Know when to request help
- Know what will 're-boot' community
- Maintain community confidence
- Psychological impacts



C I S P R

center for international
security policy research

Scope of Presentation

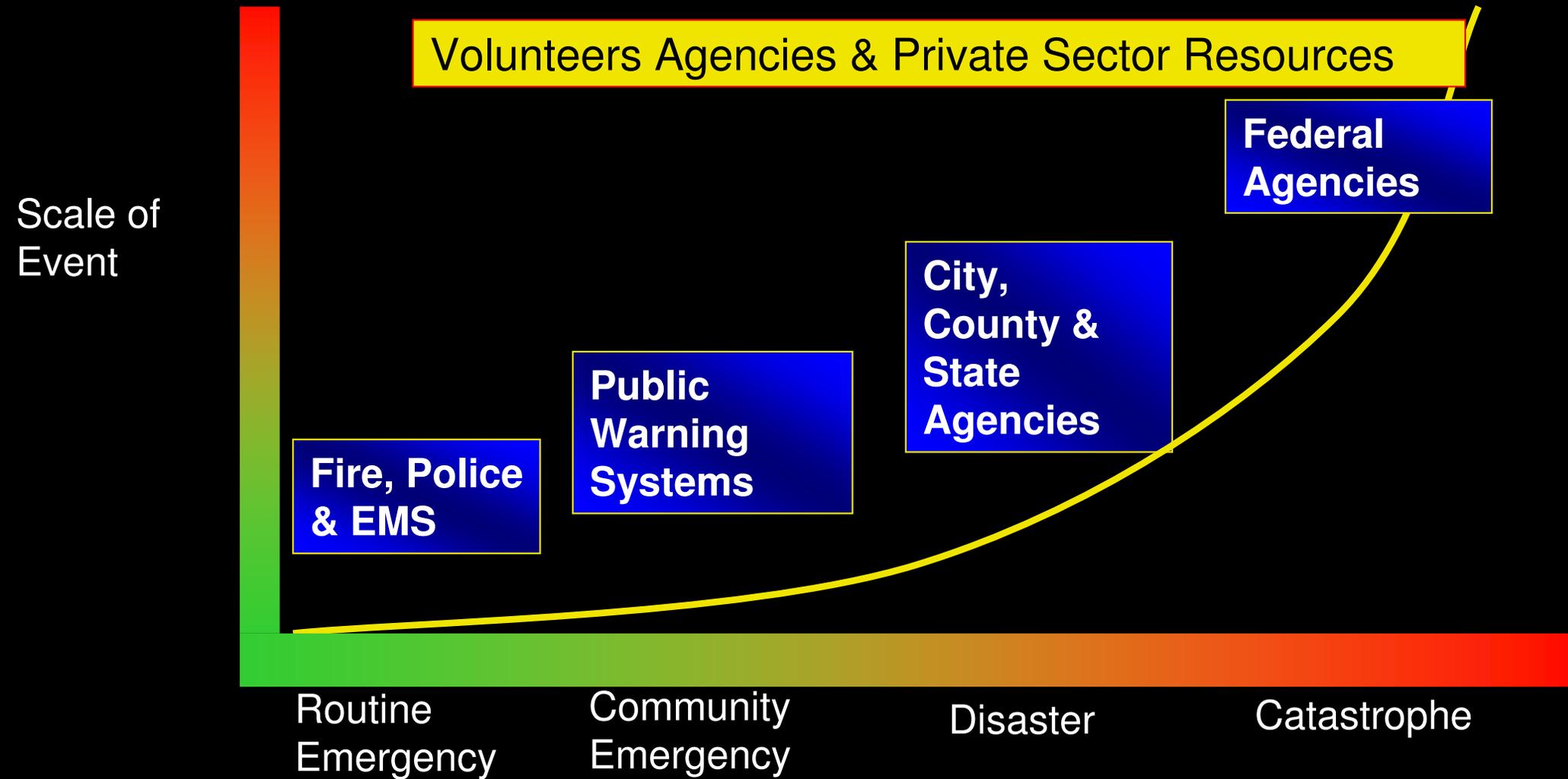
- Disasters Vs. Emergencies
 - Emergencies happen everyday
 - Disasters do not
 - You do need to scale up the response



C I S P R

center for international
security policy research

Emergencies, Disasters and Catastrophes





C I S P R

center for international
security policy research

Emergencies, Disasters and Catastrophes

Characteristics of Events

Routine, short-term events managed by 1st responders

Routine Emergency

Events that pose an immediate threat and require protective action:
•Evacuate
•Take Shelter

Community Emergency

Broad impact on the community, government services, & the private sector
•Long duration
•Numerous consequences
•Disaster Declaration
•Request County, State & Federal Assistance

Disaster

A disaster event that temporarily disrupts the capacity of 1st Response or the function of government

Catastrophe

So

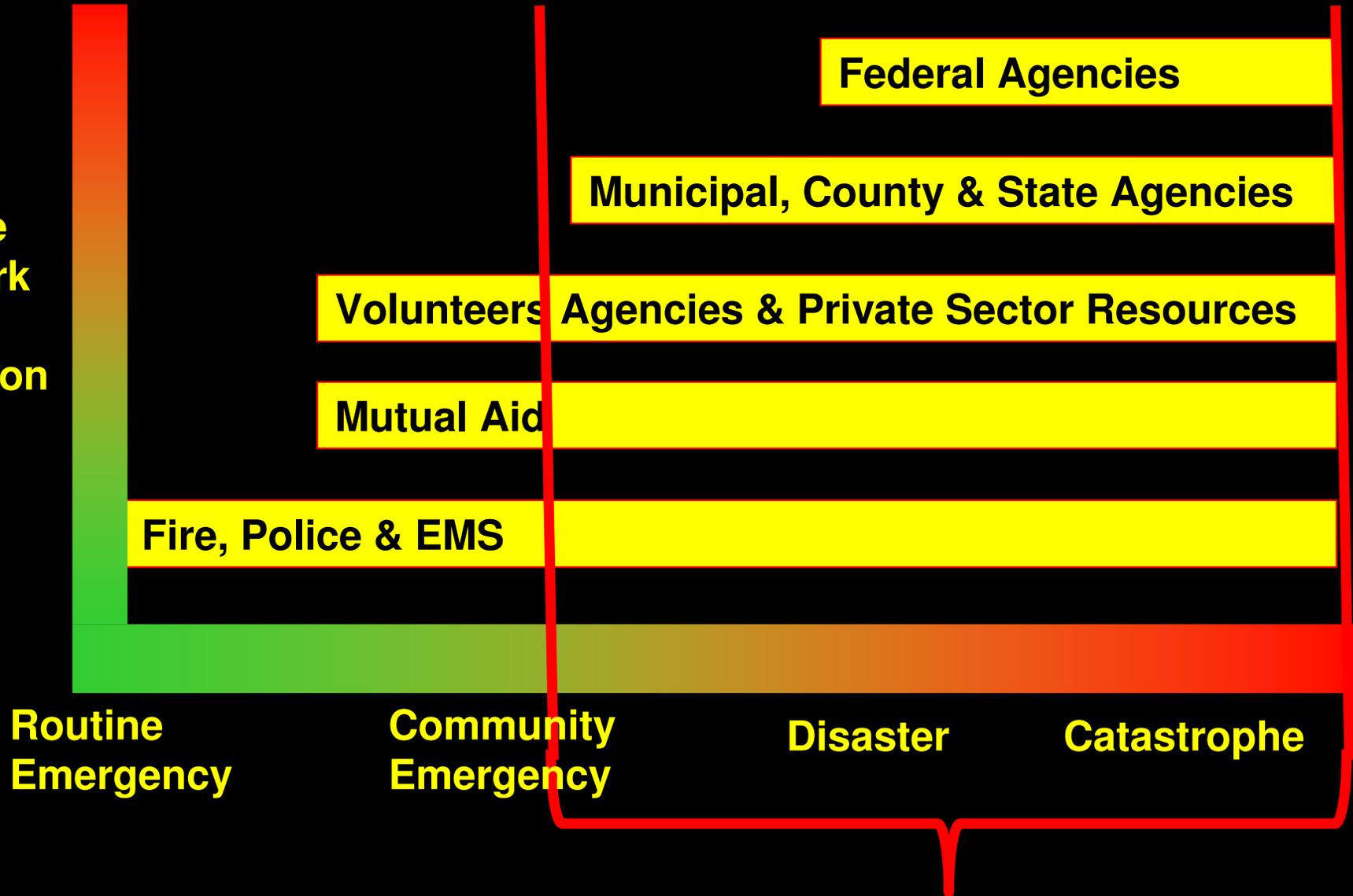


C I S P R

center for international
security policy research

Scope of the Emergency Operations Planning

**National
Response
Framework
Level of
Mobilization**



**Routine
Emergency**

**Community
Emergency**

Disaster

Catastrophe

Scope of Emergency Operations Plan



C I S P R

center for international
security policy research

Assumptions

- Shared Responsibility
- All disasters begin and end at local level
- Cooperation at the Local Level
- Natural and man-made disasters
- Small towns have limited resources
- Incident Command System
- Perform non-routine tasks
- Training and exercises will prepare you



C I S P R

center for international
security policy research

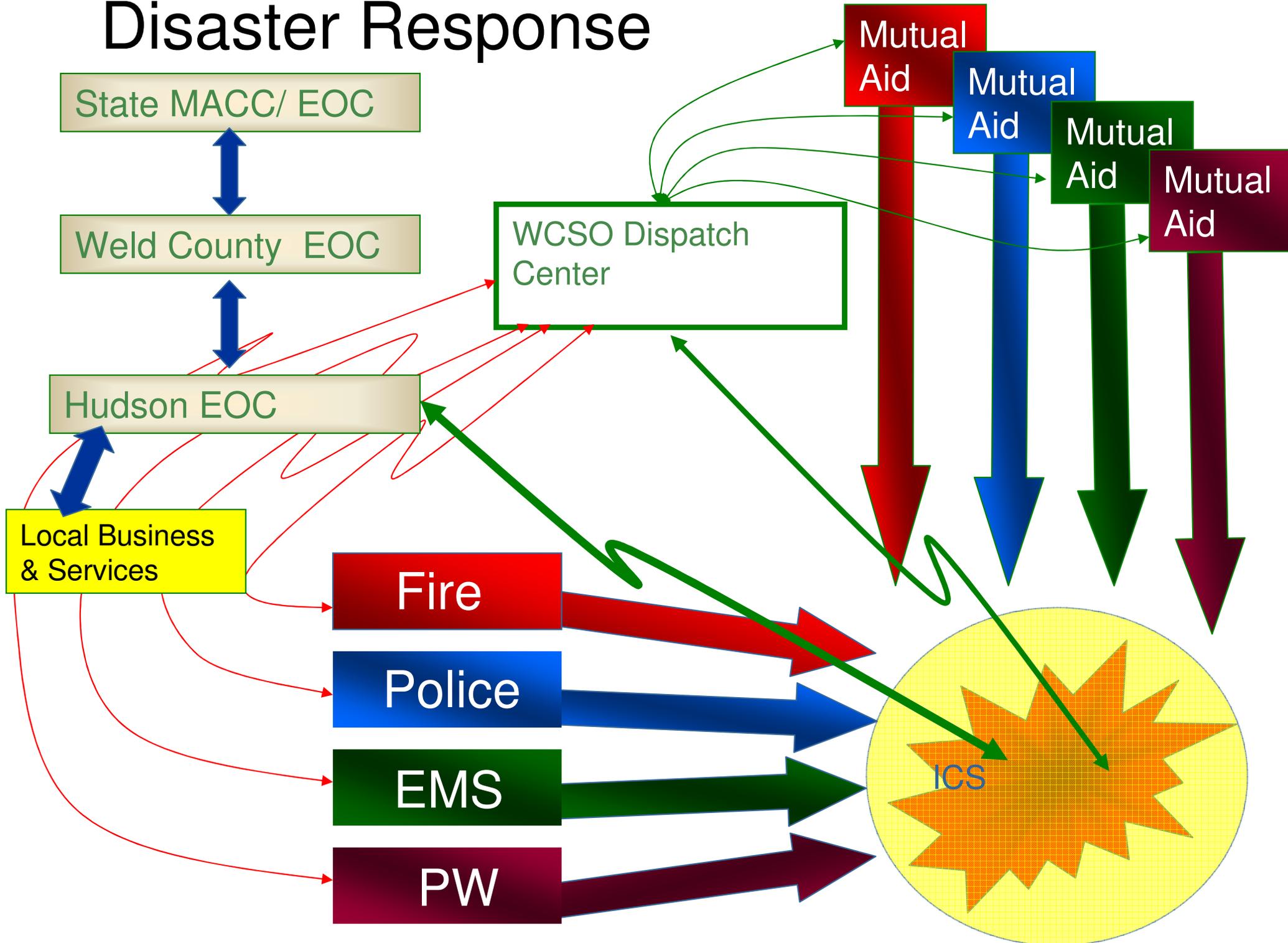
Primary All-Hazards Disaster Consequences

- Warning
- Endangered & injured people
- Endangered property,
- Endangered, injured animals,
- Public safety & order
- *Loss of Services*
- *Displaced or dead people*
- *Displaced or dead animals*
- *Damaged/destroyed property*
- *Economic Losses*
- *Psychological Damage*
- *Debris*
- *Environmental Damage*
- *Possible Cascading Effects*
- *Unplanned fiscal impacts*
- *Litigation*
- *Loss of Confidence in Public and Private Institutions*
- *An expectation of coordinated, effective response and recovery*
- *Mitigation*

Red = 1st Responder Responsibility

Green = Emergency Management Responsibility

Disaster Response





C I S P R

center for international
security policy research

Summary of Hazards

- Risk is the overlap between hazards and vulnerabilities.
- Hudson is subject to a wide range of natural and man-made hazards
- Impacts to lives, property and infrastructure
- Non-notice vs. some notice or expected



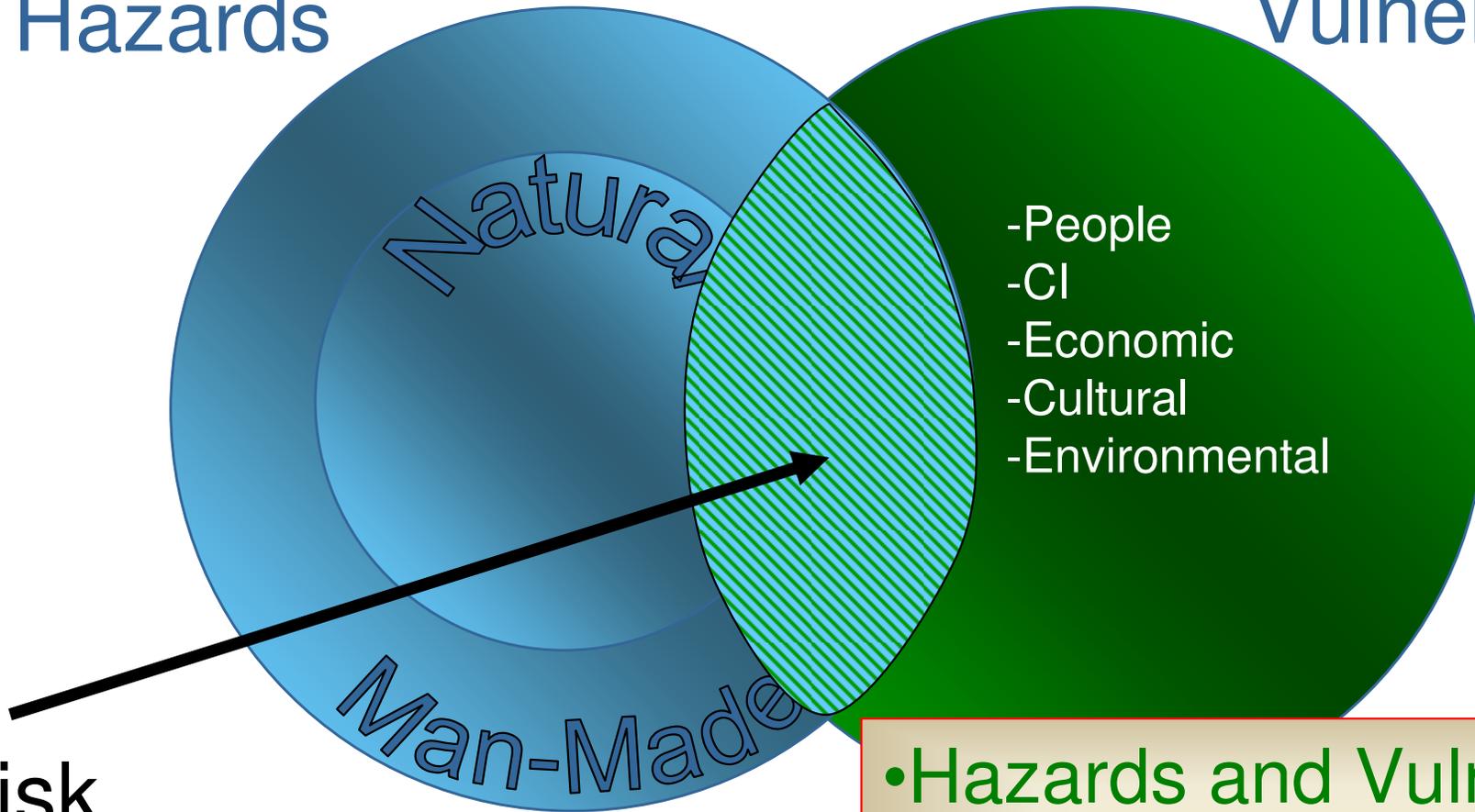
C I S P R

center for international
security policy research

Risk/Complexity

Hazards

Vulnerabilities



- Hazards and Vulnerabilities are Increasing
- Risk and Complexity are Increasing



C I S P R

center for international
security policy research

Consequences

Rule #1: All disasters cause similar consequences - so manage them instead!

Displaced People

Injured/Sick People

Fatalities

Damaged or Destroyed Property

Loss of emergency or essential services (infrastructure)

Environmental Damage/Debris

Financial damage/Litigation

Psychological damage to community/workers



C I S P R

center for international
security policy research

ESF's

Emergency Support Functions

- 15 Areas
- Compressed in small towns
- Many hats worn by a few!



C I S P R

center for international
security policy research

ESF's

- Lead Roles
- Supporting Roles
- Unified Roles
- Refer to matrix in EOP

Emergency Support Functions Lead/Support or Unified

	ESF 1a-Transportation-People	ESF 1b-Transportation-Material	ESF 2 - Communications	ESF 3- Public Works & Engr	ESF 4 - Firefighting	ESF 5 –Emergency Mgmt.	ESF 6 – Mass Care/Assistance	ESF 7 – Logistics & Resources	ESF 8a-Public Health & Env.	ESF 8b-EMS & Hospitals	ESF 8c-Mental Health/Pastoral Care	ESF 8d-Fatalities Management	ESF 9 – Search & Rescue	ESF 10-Hazardous Materials	ESF 11-Animal Welfare	ESF 12-Utilities and Commerce	ESF 13a-Law Enforcement	ESF 13b-Evacuation	ESF 14a-Damage Assessment	ESF 14b-Mitigation	ESF 15a-Public Information	ESF 15bPolicy Coordination
City Council						S	S	S								S			S		S	
Mayor						S		L								U			S		S	S
City Manager	L					L	U	S											S	S		U
City Clerk	S	S				S		S								S			S		S	
Police Dept.			S		S				S			S	S	S	S		L	L	S		S	U
Fire Dept.			S	S	L		S		S	U		S	U	L		S		S	S	S	S	U
Public Works	L	S	L	S			S						S			S			S	S		
Attorney						S			S										S	S		
Planning & Zoning																			L	L		
Business & Utilities		S	S					S								U			S			S
School District	S							S	S									S	S		S	
Churches	S										S											
County/Mutual Aid	S	S	L	S	S	S	U	S	L	U	L	L	S	S	L	S	S	S	S	S	S	S

EXAMPLE ESF MATRIX



C I S P R

center for international
security policy research

Concept of Operations

For Hudson....

- Protect Life, Property and Economy

Done through...

- Pre disaster
 - Planning, training, awareness and mitigation
- Response and Recovery
 - Sizing up the situation
 - Communicate with the community
 - Recognize when overwhelmed



C I S P R

center for international
security policy research

Disaster Response

- Each disaster requires a unique, scalable, flexible response
- Coordination is key – Communicate!
- Situation Awareness - gather and share facts
- Be proactive – early actions can mitigate
- Easier to stand down from small events vs. ramp up to larger ones you let get away!



C I S P R

center for international
security policy research

Tiered Response

- EOC's, ICS and ESF's are Flexible
 - Use only what you need
- No Activation
 - Routine emergency
- Partial Activation
 - Limited EOC and ESF stand up
- Full Activation
 - EOC, ESF's, ICS Structure, mutual aid



C I S P R

center for international
security policy research

Evacuation Orders

- Colorado does have Evacuation Orders
- Enacted by:
 - Sheriffs, district attorneys, and county and municipal officials
 - Disobeying can result in obstruction charges



C I S P R

center for international
security policy research

Evacuation Orders

- This should be a last resort
- Shelter In Place is safest situation
 - Home
 - School
 - Shelter
 - Workplace



C I S P R

center for international
security policy research

Donations Management

In Advance!!!

- Determine needs and way to collect, receive, record, store, distribute and dispose of donated goods
- Encourage monetary donations vs. goods
- Be ready for an onslaught of garage sale hand-me-downs



C I S P R

center for international
security policy research

Volunteer Management

In Advance!!!!

- Determine Needs and Roles
- Spontaneous volunteers will come
- Better to get community volunteers involved now than during incident.
- Citizen Core is a good model to follow



C I S P R

center for international
security policy research

Special Needs

In Advance!!!

- Identify people and their needs
- Anyone who cannot independently evacuate or respond to instructions
- Identify locations to 1st responders
- Guidance for caregivers and facilities
- Recognize the level of dependency they have on power, water, food, supplies and care givers.



C I S P R

center for international
security policy research

Animals & Pets

- Big issue during evacuations
- Companion & Service Animals
 - Shelter Ready = Pet Cage
 - Don't believe Spot or Fluffy is too cute for a cage!
 - Are there exotic or wild animals here?
- Plan and allocate space for large animals
 - Hoofed animals are generally large.



C I S P R

center for international
security policy research

Personal Shelters

- Tornado Shelters in TX, OK, KS, NE,
- EOC should identify locations
- Allows 1st responders to find people after a tornado



C I S P R

center for international
security policy research

Utilities

- Utility companies can legally disconnect power, water and gas
- Essentially makes house uninhabitable



C I S P R

center for international
security policy research

Debris Management

- Why is debris a big deal?
 - Punctures tires
 - Inhibits travel, and emergency response
 - Creates unsafe situations
 - Need a way to collect it
 - Need a way to transport it
 - Need a place to store it



C I S P R

center for international
security policy research

Information Sharing

➤ City government to:

- Public
- County
- State (CDEM, CSP, CDOT)
- Feds

➤ Private Sector:

- Customers
- Suppliers
- Employees

➤ Utilities

➤ Power

➤ Communication s

➤ Gas



C I S P R

center for international
security policy research

Communications

- Current – Landline, Cellular, Email
- Future – Social Networking
 - Used by many State EM Agencies
 - Is where people are at



C I S P R

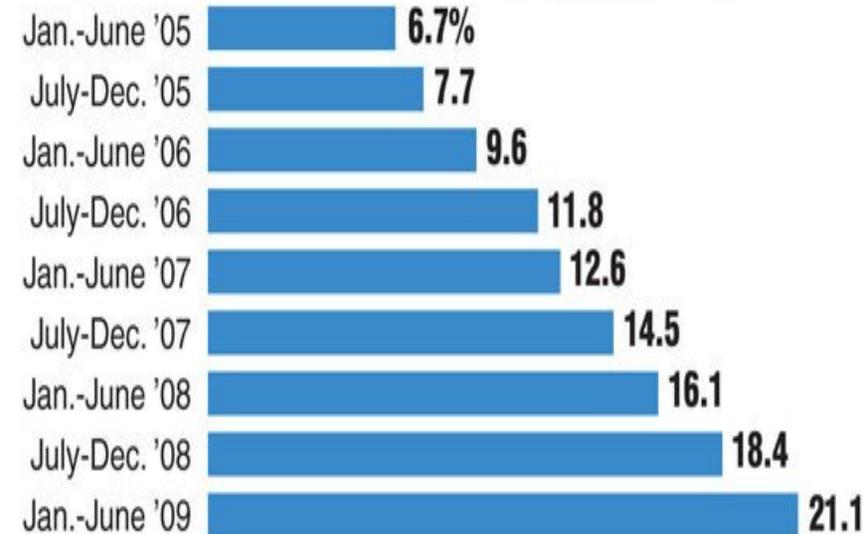
center for international
security policy research

Social Networking

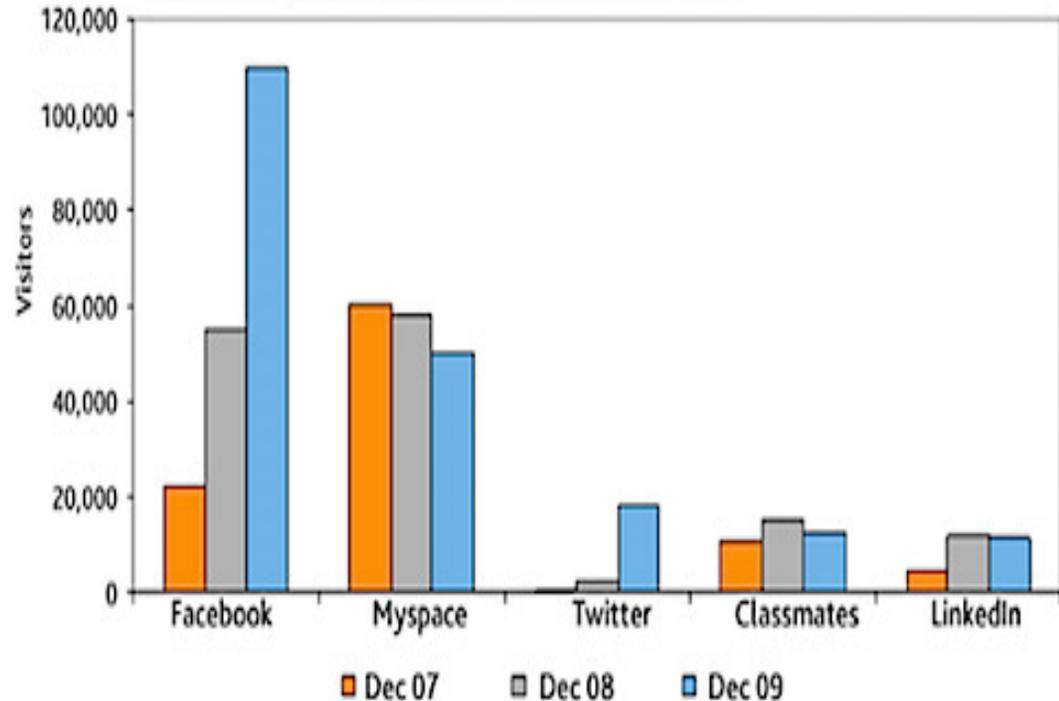
Cell phone usage

More Americans are dumping landlines in favor of wireless cell phones.

Percent distribution of wireless-only households



Top U.S. Social Media Sites: December 2009

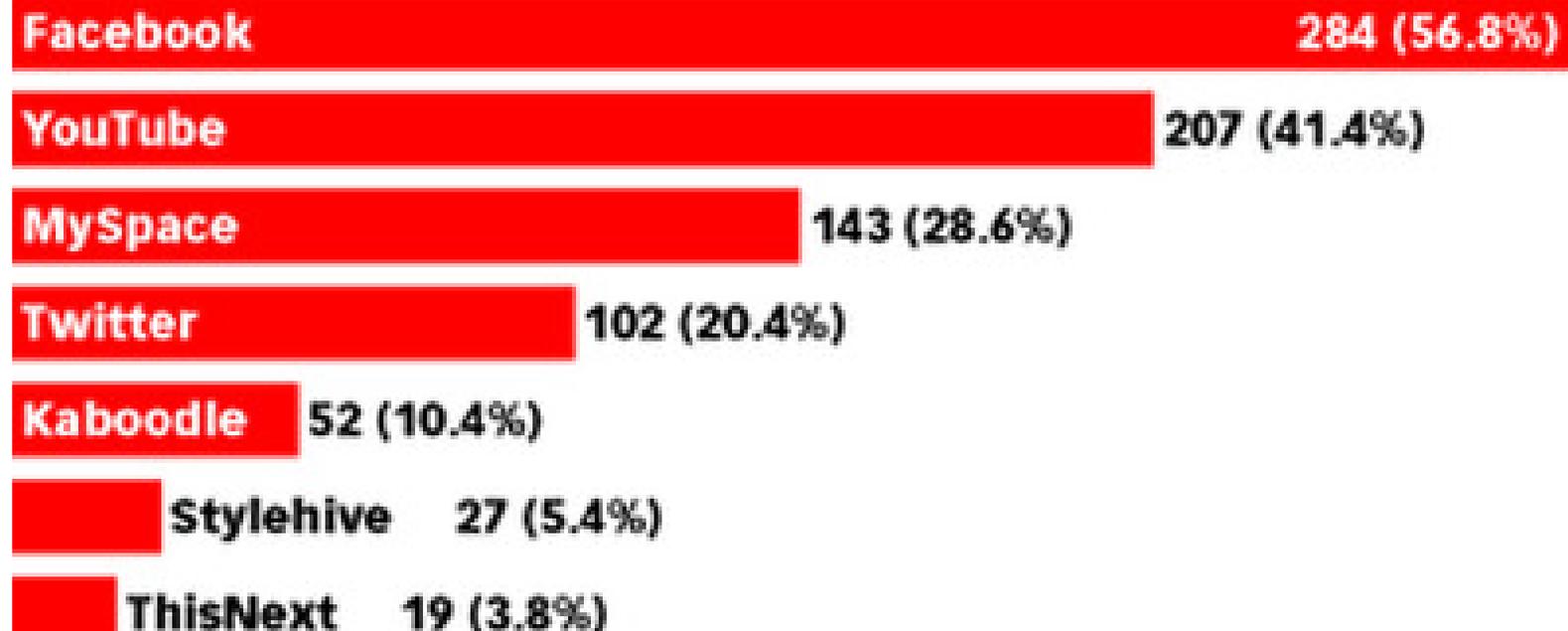


Source: The Nielsen Company



Social Networking

Social Networking Sites on Which US Online Retailers Maintain a Presence, April 2009 (% of total*)



Note: *among 500 largest retail Websites ranked by annual sales
Source: Internet Retailer, "Top 500 Guide," May 2009; eMarketer calculations, September 2009



C I S P R

center for international
security policy research

Maintain the Plan

- More often the better
- Change in Capability
- Change in Hazards
- Change in Risk
- Change in People
- Look for training opportunities
- Look for exercise opportunities



C I S P R

center for international
security policy research

Exercise

- Fire drills are an example of an Exercise
- Need to ramp up
 - Shelter in Place vs. Evacuate building
 - Involve 1st Responders, Government, Business and Volunteers
 - Make it realistic
 - Do it slowly though.....



C I S P R

center for international
security policy research

Who pays for all this?

- You do (one way or the other)
 - Insurance
 - Public assistance
 - Small Business Loans
 - Documentation is key
 - Make a person responsible for this
 - Time spent in response – check in, check out
 - Damage assessment – Property value records



C I S P R

center for international
security policy research

Activity !

- Town of Hudson
 - What are the consequences of a Tornado?
 - What is your role/capability/authority/responsibility
 - What do you need from other Government agencies?
 - What do you need from local business?
 - What do you need from the community?
- Hudson Business owner,
 - What are your priorities after a Tornado
 - What do you need town Government to do
 - What can you offer Town Government



C I S P R

center for international
security policy research

Town Priorities (Before)

- Situation Awareness & Warning
- Personal/public safety



C I S P R

center for international
security policy research

Town Priorities (Response)

- Coordinated community response
- Situation Assessment
- Communications



C I S P R

center for international
security policy research

Town Priorities (Recovery)

- Restoration of power and communications
- Restoration of Grocery store, the Gas station and the Bank/ATM
- Everything else will come together quickly after these are back in place



C I S P R

center for international
security policy research

Local Business Priorities

- Personnel
- Communications
- Finance
- Information
- Facilities
- Equipment
- Fuel
- Inventory/supplies



C I S P R

center for international
security policy research

Review of the Crisis Action Guide

- The Crisis Action Guide is a quick reference list of what to do in an emergency.
- So what are the steps?



C I S P R

center for international
security policy research

How to Activate

From the CAG Table of Contents:

- 1-Personal Safety and Public Warning
- 2-Public warning
- 3-Senior Staff Activation
- 4-Initial coordination, communication and assessment
- 5&6-EOC Activation & Location
- 7&8-EOC Staff Recall and Staffing Assignments
- 9-Transition to sustained operations
- 10-EOC Logistics and Sustainment
- 11-Assess Consequences and ESF Activation



C I S P R

center for international
security policy research

1: Personal Safety and Public Warning

- Rule #1, don't become a victim
- Evacuate vs. Shelter in Place
- If there is warning, take shelter



C I S P R

center for international
security policy research

2: Assess Public Warning Options

Alert others if possible

- Know your alerting options
 - 911, Fire Dept, Weld Co. Dispatch
- Address High Density/Vulnerable populations
- Clear, concise, actionable communication



C I S P R

center for international
security policy research

3:Senior Staff Activation

- All Municipal staff should be prepared for a leadership role!
- Have an established hierarchy
- Post contact numbers clearly and often
 - Meeting places, wallet cards, home, work
 - Work, home, cell, family, friends



C I S P R

center for international
security policy research

4:Initial Coordination, Communication and Assessment

- Establish Situational Awareness
 - Use as many sources as possible
 - Fire, Public Works, EM, Sheriff, outliers
- Goals are to determine:
 - Availability of Response personnel / facilities
 - Injury/fatality status
 - Property damage
 - Road/Highway accessibility



C I S P R

center for international
security policy research

5:EOC Activation

Based on initial Assessment:-

- What level of EOC Activation is required?
- Fill in checklist

Don't delay EOC Activation !

- Pro-active early response is will lead to improved response / recovery



C I S P R

center for international
security policy research

6:EOC Location

- Incidents can and will impact facilities
- Don't use substandard/unsafe facilities
 - You may be there for a while!
- Don't use one site for all locations
 - EOC, JIC and ICP should be spread out



C I S P R

center for international
security policy research

7: Staff Activation/Recall

When EOC is Activated:

- Initiate Staff and Board recall
- Utilize Call Tree
- Be clear and concise and move to next
- Direct contact, not voicemail or email!
- Log who and when contacted and result



C I S P R

center for international
security policy research

8:EOC Staffing and Assignments

- Assign staff to positions as they arrive
- Fill important positions first
- Re-assign as more appropriate arrive
- Keep a log of who is where
- Give them a role



C I S P R

center for international
security policy research

9: Transition to Sustained Operations

At the right time, EOC Manager will:

- Hold Situation Assessment Briefing
- Assess where in CAG
- Check actions completed
- Check actions to be done next
- Develop staffing plan if prolonged event
 - Ensure staff, and EOC manager, get rest!



C I S P R

center for international
security policy research

10:EOC Logistics and Sustainment

Assess state of EOC Operations

- Is the location ok for sustained operations?
- Do you have the supplies you need?
- Do you have the staff you need?
- Do you have the skills you need?
- Are you activating/staffing to ESF's

Calling for mutual aid is not a failure!



C I S P R

center for international
security policy research

11: Assess Consequences and ESF Activation

If Hudson is going to keep EOC Role:

- Assess the consequences
- Staff up appropriate ESF's
- Look for mutual aid
- Use Task Guides in CAG



C I S P R

center for international
security policy research

Mid-Session Sum-Up

Emergency Operations Plan
Crisis Action Guide

Questions before a break?



C I S P R

center for international
security policy research

Break!

Please come back in 10 minutes

Business Continuity is next !



C I S P R

center for international
security policy research

Business Continuity

- What it is
- Why its important
- What is important to you
- What you should do
- Where to get templates and advice



C I S P R

center for international
security policy research

What is Business Continuity Pt1

Business Continuity Planning is a holistic approach to ensuring that an organizations critical functions are maintained or restored in a timely fashion that support the processes that generate revenue, maintain reputation and retain or grow the customer base



C I S P R

center for international
security policy research

What is Business Continuity Pt2

While Business Continuity Planning cannot prevent incidents from occurring, it provides a framework to identify threats to the organizations functions, builds resilience, and develops a response through the planned ability to perform these functions manually while simultaneously performing a rapid return to business as usual operations.



C I S P R

center for international
security policy research

Goal of Continuity Planning

To ensure that critical business functions, facilities and processes are recoverable within the required business defined time frame. This is achieved through rapid restoration of day-to-day systems or through workaround procedures that are performed until those day-to-day systems is available again.



C I S P R

center for international
security policy research

Basic elements

- 1. Risk and Business Impact Analysis**
- 2. Essential Functions**
3. Orders of Succession
4. Delegations of Authority
5. Alternate Facilities
- 6. Alternate Communications**
- 7. Vital Records**
- 8. Human Capital**
- 9. Test, Training and Exercise (TT&E)**
- 10. Reconstitution**



C I S P R

center for international
security policy research

Why its Important

- Businesses that have no plan often do not return to operation after a prolonged disruption
- You have a responsibility to the community and your employees
- You spend years getting customers and can lose them in a day.



C I S P R

center for international
security policy research

What is it that you do?

What you do that generates revenue,
maintains your reputation and retains
customers

- What functions do you do?
- What do customers know you for?
- Why do customers come to you?
 - Location, Service, Skill, Knowledge, Ability?
- Payroll, without it, recovery is lonely!



C I S P R

center for international
security policy research

What are your Threats?

- Has a bearing on what and how you plan
- Floods
- Tornados
- Chemical Spills
- Wildfire



C I S P R

center for international
security policy research

What Records are Important to your Business?

- In general, for all small business
 - Business Records, Tax Statements, Contracts, HR Data, Computer Data, Banking Information
 - Electronic and paper records and data
 - Specialized equipment
 - Trained, skilled, knowledgeable staff



C I S P R

center for international
security policy research

Backup your data!

Backup your Data

- How much can you afford to lose?
- How much can you re-create?
- This determines how often you backup
- Take it off-site – Safety Deposit?
- Make sure you can restore it!



C I S P R

center for international
security policy research

Flexible Staff Arrangements

Cross train your staff

- Flexible staffing assignments
- Have them fill multiple roles
- Prepare Occupant Emergency Plans
- Exercise both:
 - Evacuation Plans
 - Shelter in Place plans



C I S P R

center for international
security policy research

Asset Security

Safeguard your assets

- Insurance is a good safeguard
- Follow basic security practices
- Fire codes are there for a reason
- Minimize hazardous materials



C I S P R

center for international
security policy research

Computer Security

Following basic actions and the bad guys will pass you by for an easier target.

- Change default passwords
- Change passwords on an irregular basis
- Don't use Admin Accounts for day-to-day use
- Install firewalls and virus protection
- Computers turned off don't get hacked!
- Careful use of wireless devices
 - Change passwords, utilize security settings



C I S P R

center for international
security policy research

Staff Communications

Communicate with your staff

- Keep them informed
- Keep alternate methods on hand
- Personal Cell phones
- Personal Emails
- Family, Friends
- Social Networking



C I S P R

center for international
security policy research

Explore Solutions

- Alternate methods of working
 - Pen and Paper isn't a bad option
- Contracts with fuel, power, water
 - Necessary during a shortage
- Flexible working arrangements
 - Shift work, child care, telework, etc



C I S P R

center for international
security policy research

Staff Preparedness

- Staff who are not prepared at home will not be prepared to work for you!
 - Basic supplies for 3 days or more
 - Accepting of child care arrangements
 - Can staff work from home?



C I S P R

center for international
security policy research

Develop a Go Kit

- Just the essentials
 - Data Backups
 - Contact Lists
 - Important documents
 - Supplier/Vendor contacts
 - Real Estate contacts
 - Phone, keys, Safety Deposit keys
- Store it at home, trunk, i.e. not at work!*



C I S P R

center for international
security policy research

Get back to Business as Usual

- Plan to reconstitute
 - A new Location?
 - The current Location?
 - Alternate equipment sources
 - Communications, Data and Phone
 - Re-stocking/Re-Supplies
 - Restoration of records
 - Commitment to staff, community
 - Communicate with Staff often!



C I S P R

center for international
security policy research

What Does it Look Like

This is called a:

Business Continuity Plan - Private

Continuity of Operations Plan – Public

Templates can be complex or simple

- Ready Business guide from FEMA
- www.ready.gov/business/mentor/index.htm



C I S P R

center for international
security policy research

Formats

- Spreadsheets
 - Good for importing data from other systems
 - Personnel or supplier info
 - Can see where the gaps are!
- Word Processed
 - Good for textual plans,
 - Strategies, To do lists, instructions
- Combination of both is ok too!

 Languages

Tagalog Tagalog

Vietnamese Tiếng Việt

Subscribe to e-mail updates:

Enter e-mail address 



<p> Ready America</p>	<p>1  GET A KIT.</p>
<p> Ready Business</p>	<p>2  MAKE A PLAN.</p>
<p> Ready Kids</p>	<p>3  BE INFORMED.</p>

<p>Looking For Disaster Response Information?</p>	<p>Interested In Getting Involved?</p>	<p>  Plan Now  Minor League Baseball and Ready Teaming Up for Emergency Preparedness</p> <p>01 02 03 04 +</p>
---	--	---

http://www.ready.gov/business/plan/index.html

Most Visited Getting Started Latest Headlines Personal News Work PE Associates Level 3 Google eBay MSN.com

Norton Norton Safe Search Search Cards & Log-ins

dp Home - The Denver Post Ready.gov: Plan to stay in business MSN.com

Ready Business

Prepare. Plan. Stay Informed.

Ready America | Ready Business | Ready Kids | En Español

Search:



Home

1 Plan To Stay In Business

2 Talk To Your People

3 Protect Your Investment

Plan To Stay In Business

- Downloading and Ordering All Ready Business Publications

- Overview
- Be Informed
- Continuity Planning
- Emergency Planning
- Emergency Supplies
- Deciding to Stay or Go
- Fire Safety
- Medical Emergencies
- Influenza Pandemic

Here's Something To Think About...

Use newsletters, intranets, staff meetings and other internal communications tools to communicate emergency plans and procedures.

Plan To Stay In Business



Business continuity planning must account for all hazards (both man-made and natural disasters). You should **plan in advance** to manage any emergency situation. Assess the situation, use common sense and available resources to take care of yourself, your co-workers and your business's recovery.

[Email to a Friend.](#)

- Be Informed**
 Know what kinds of emergencies might affect your company.
- Continuity Planning**
 Carefully assess how your company functions, both internally and externally.
- Emergency Planning**
 Your employees and co-workers are your business's most important and valuable asset.
- Emergency Supplies**
 Think first about the basics of survival: fresh water, food, clean air and warmth.
- Deciding to Stay or Go**
 Shelter-in-place or evacuate, plan for both possibilities.
- Fire Safety**
 Fire is the most common of all business disasters.
- Medical Emergencies**
 Take steps that give you the upper hand in responding to medical emergencies.
- Influenza Pandemic**
 The federal government, states, communities and industry are taking steps to



C I S P R

center for international
security policy research

Questions and Answers

- Your turn to ask questions, provide comments and get some answers.

Contact Information:

Kent Smiley

303 489 9675 (Cell)

ksmiley@peassociatesus.com