

5-2014

# Disaster Preparedness Scholarly Project

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## Recommended Citation

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<https://knowledge.e.southern.edu/dnp/9>

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DEVELOPMENT OF A COMPREHENSIVE SAFETY AND  
PREPAREDNESS PLAN FOR PREGNANCY SHELTER CENTER

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NRSG-715; NRSG-720; NRSG-725

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July 3, 2013- May1, 2014

## Disaster Preparedness Scholarly Project

### Chapter 1

#### Introduction

Within the context of the society in which we live, in particular since September 11, 2001, the need for individuals, families, communities, states, and the nation to be prepared in times of disaster is not only prudent – it is necessary. The National Response Framework provides the structure under which all disasters are managed domestically (Veenema, 2013). It provides a scalable and flexible framework that will accommodate any disaster, from the smallest incident to a disaster of national proportions (<http://emilms.fema.gov/IS700aNEW/index.htm>; <http://emilms.fema.gov/IS800B/index.htm>). It is within this framework that disaster preparedness teams practiced using the Boston Marathon as an exercise to assess local disaster preparedness ([emilms.fema.gov/IS200HCA/Indes.htm](http://emilms.fema.gov/IS200HCA/Indes.htm)). As the nation watched the bombings that took place in Boston April 15, 2013 – it witnessed first hand how disaster preparedness saves lives.

New Hope Pregnancy Care Center (NHPCC) in Cleveland Tennessee interfaces almost daily with individuals in crisis. Should a disaster strike the agency, or the community in which the agency resides, service to their clients will be disrupted. The extent of disruption will depend upon the organization's disaster preparedness. Preparedness determines the degree of service disruption – regardless of whether the disaster is natural or man-made. The goal of preparedness within the agency is to expect the unexpected, prepare beforehand, and integrate this preparedness within the context of the community disaster preparedness plan. Only when this is accomplished will losses be mitigated.



Within the last two years Cleveland has been struck by natural disaster with widespread damage and disruption of service. Although the community experienced widespread damage, the agency was spared a direct hit. Based on statistics from these tornadoes (specifically the April 27<sup>th</sup> Alabama tornadoes), the Relative Risk (RR) for women demonstrated they were 40% more likely to suffer a tornado-related-death than males (Chiu, 2013). This event was the largest national tornado related disaster in our nation's history. The Center for Disease Control (CDC) confirmed that women comprised 58% of the fatalities from the tornadoes that spanned 5 states during this 3day period (MMWR, 2012). Baring in mind these statistics - the Federal Government views populations dealing with women and children as *high-risk, high-vulnerability* (Veneema, 2013). Under ordinary circumstances in a disaster, the special needs of pregnant women and infants need to be addressed in order to minimize excess neonatal and maternal mortality (Veneema, 2013). Compounding the problems intrinsic to NHPCC's group is the crisis of pregnancy itself – with its social, emotional, and physiologic components.

8.201 Based on a community-wide assessment, vulnerabilities of NHPCC were identified. Vulnerabilities include severe weather (storms, tornados, flooding), earthquake, radiation, property crimes (include bombings, arson, criminal trespass, destruction of property, criminal damage, vandalism, robbery, larceny, and related crimes), murder/manslaughter, fire/explosion, bioterrorism, railroad events, natural gas pipeline events, and I-75 events (Appendix A). It is from this perspective that disaster preparedness is addressed for NHPCC. Much like the primary objective of this agency, the goal of disaster preparedness is to save lives. Beyond this, the goals are to protect property and the environment, and meet basic human needs

(<http://emilms.fema.gov/IS700aNEW/index.htm>; <http://emilms.fema.gov/IS800B/indes.htm>; Veenema, 2013).

According to Veenema (2013), *high-risk, high-vulnerability populations* refer to people that have both a higher probability of being exposed to disaster and face challenges to anticipate, cope with, resist, and recover from a disastrous event. Included among those most at risk to adverse impacts and disaster are women and children (Veenema, 2013). NHPCC, as an agency, deals with women who are already in crisis – adding a disaster on top of a pre-existing crisis leaves them even more vulnerable. “At risk” people generally have reduced access to vital economic and social resources, limited autonomy and power, and have low levels of social capital (Barnshaw & Triantor, 2007; Morrow, 1999).

On April 27, 2011 Cleveland Tennessee was struck by deadly tornadoes that ravaged the community and left nine people dead ([http://www.srh.noaa.gov/mrx/?=td\\_bradley\\_tn](http://www.srh.noaa.gov/mrx/?=td_bradley_tn)). NHPCC did not suffer a direct blow from those tornados; however, as a not-for-profit organization within the community serving an “at risk” population – the question of how their clients will be taken care of in the event of a disaster is a pressing issue (T. Shellhouse, personal communication, May 8, 2013 – Appendix B of Appendix A). Joplin Missouri was devastated by a tornado in early May of that same year. Their crisis pregnancy center was spared a direct hit; however, the economic impact to the organization was predicted to be “astronomical” as resources within the community were redirected toward those in the direct path of the disaster

<http://www.lifenew.com/2011/05/24/pregnancy-center-in-joplin-missouri-still-stands-helps-others/>). Joplin incorporated a component of disaster preparedness addressed in Veenema (2013) as well as the FEMA courses on disaster preparedness

<http://emilms.fema.gov/IS700aNEW/index.htm>; <http://emilms.fema.gov/IS800B/index.htm>).

They became a resource for the community – handing out baby supplies (clothing, diapers, food, and wipes). They asked the agencies throughout the nation to send resources they could disperse

to the community while at the same time asking the nation to remember them financially as they continued to serve this vulnerable population.

Currently, NHPCC does not have a disaster plan – no preparedness has taken place (T. Shellhouse, May 8, 2013 – Appendix B of Appendix A). The agency does not know the status of their fire alarm system, there is no weather radio, or any way of communicating a crisis within the agency, or to the outside other than 911. There are no supportive plans in place and no studies and/or reports have been conducted by the organization. Based on this fact, the purpose of this scholarly project is to develop an all-hazards disaster preparedness plan for this agency and it's satellite site that fits within the community, region, and state preparedness plan. The goals are multifaceted and include development of the primary agency plan, testing of the template through tabletop drills conducted by the Emergency Management Agency (EMA), and then testing the template on the satellite facility. Plans also include a proposal to present disaster preparedness at the two annual national conventions, development of media for the purpose of staff education, and incorporation of the agency into the community/region disaster preparedness drills. It is the desire of NHPCC that the template developed is presented for customizing disaster preparedness plans for the 23,000 to 25,000 agencies nation wide.

### **Theoretical Framework**

Vulnerability of people and places is a complex phenomenon (Luers, 2005). Managing vulnerability effectively in an environment that is constantly changing and often unpredictable requires analytical methods for systematically assessing vulnerability – which may be critical for directing current and future management needs and policy decisions. Vulnerability can be defined as the inner conditions of a society that make it liable to experience harm and damage (Birkmann, 2005). The ability to measure vulnerability is an essential component of risk

reduction and the promotion of a culture of disaster resilience – it is within this context that NHPCC addresses disaster preparedness as it interfaces with an already defined *high-risk, high-vulnerability* population (Birkmann, 2005).

Disaster can be defined as the complex interaction that exists between a potentially damaging physical event (such as a tornado, flood, earthquake, etc.) and the vulnerability of a society – its infrastructure, economy, and environment that are determined by human behavior (Birkmann, 2005). According to the United Nations (2005), the starting place for preparedness lies in the knowledge of hazards and the physical, social, environmental, and economic vulnerabilities to disaster that most societies face. An important component of vulnerability proposed by Cardona (2004, p 37-51) is the political aspect. With regard to NHPCC this component of vulnerability is essential to the holistic approach of disaster preparedness because it is impossible to eliminate potential risk of political nature to this organization. Therefore, recognition of the risk associated with a political “hotbed” organization is essential to risk reduction and mitigation.

Vulnerability, then as illustrated by Birkmann (2005), is a widening concept, multi-faceted in nature encompassing physical, social, economic, environmental, and institutional features. From this perspective vulnerability takes on a progression from a largely physical structure analysis to integrate global drivers that have an impact on vulnerability – climate change and globalization.

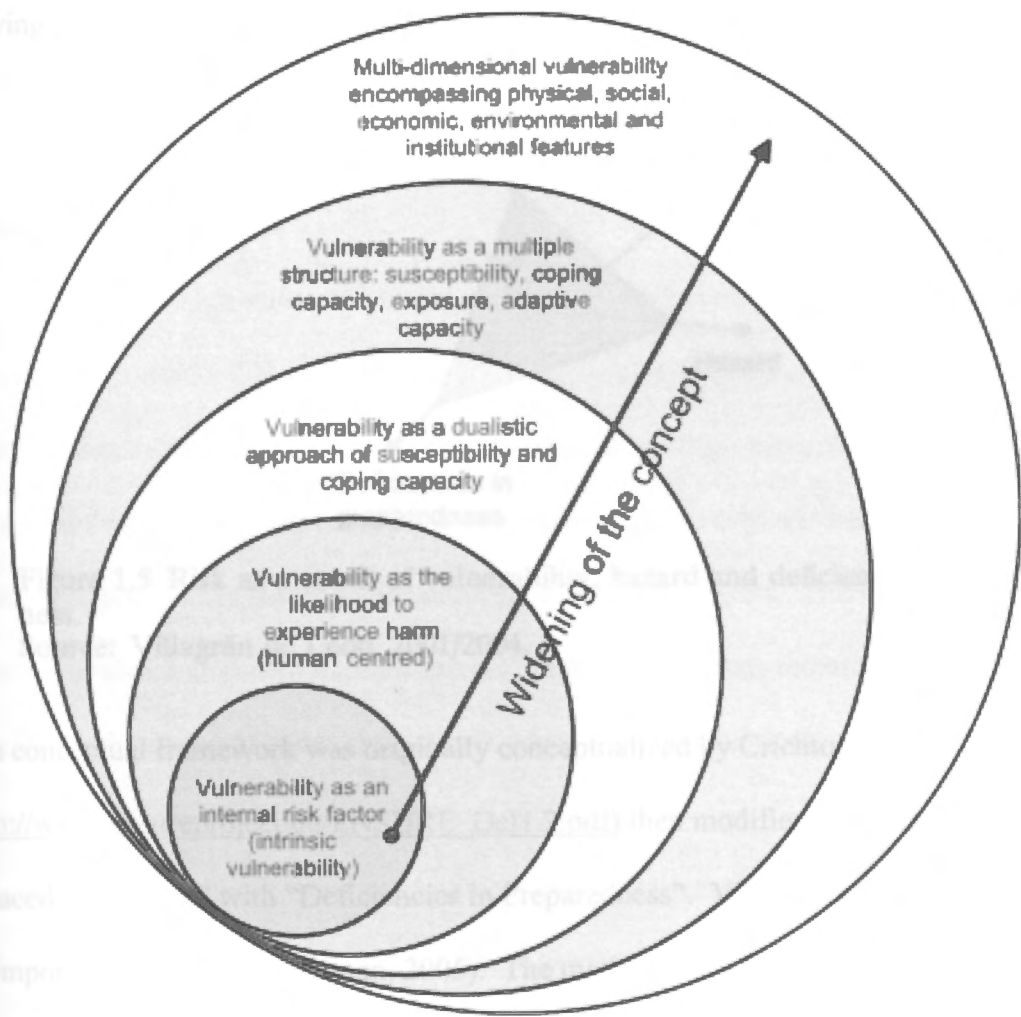


Figure 1.1 Key spheres of the concept of vulnerability.  
Source: Birkmann 2005.

Villagran de Leon (2001, 2004), places vulnerability within a “risk triangle” framework, thereby viewing risk as a relationship between vulnerability, hazard, and disaster preparedness.



**Figure 1.5 Risk as a result of vulnerability, hazard and deficiencies in preparedness.**

Source: Villagrán de León, 2001/2004.

This conceptual framework was originally conceptualized by Crichton in 1999

([http://www.ensureproject.eu/ENSURE\\_De11.2.pdf](http://www.ensureproject.eu/ENSURE_De11.2.pdf)) then modified by Villagran de Leon who replaced “Exposure” with “Deficiencies in Preparedness”. Villagran de Leon views exposure as a component of hazard (Birkmann, 2005). The mathematical formulation of the risk triangle by Villagran de Leon is:

$$\text{Risk} = \text{Hazard} \times \text{Deficiencies in Preparedness} \times \text{Vulnerability}$$

In developing an all-hazards disaster preparedness plan for NHPCC, the concept of “risk” is being addressed by conducting a vulnerability assessment, identifying hazards and prioritizing their relative risk, while at the same time interfacing with the local and state disaster preparedness community in the development and implementation of an all-hazards disaster plan with the goals of saving lives, protecting property and the environment, and meeting basic human needs (Veenema, 2013). It is through this process of identifying vulnerabilities, prioritizing hazards, and addressing deficiencies in preparedness that “risk” can be mitigated,

response can be appropriate, and recovery can occur (Veenema, 2013;

<http://emilms.fema.gov/IS700aNEW/index.htm>; <http://emilms.fema.gov/IS800B/index.htm>).

## Chapter 2

### Review of the Literature

High-risk, high-vulnerability populations are addressed by the United Nation's (UN's)

Millennium Goals for 2015 advocating that healthy lives depend on food security, poverty

reduction depends on jobs and equitable growth, and good governance is critical everywhere

(Dye & McNutt, 2013). Subcomponents of eradicating poverty are integral to building resiliency

because the poor suffer disproportionately from natural disasters. There are societal factors that

govern how at risk populations view the cost in natural disaster; therefore, risk mitigation should

be informed by social sciences that involve a blend of epidemiology and welfare-economics

(<http://www.sciencemag.org/content/340/6140/1499.full>).

Based on statistics from the April 27, 2011 Alabama tornadoes (Chiu, 2013), Relative

Risk (RR) for women showed they were 40% more likely to suffer a tornado-related-death than

males (RR = 1.39, CI = 1.08 -1.80). The majority of deaths in the April 27 tornado occurred at

the scene – emphasizing that investment in preparedness is critical in preventing disaster related

deaths. Addressing “at risk” populations in the disaster preparedness plan is an essential

component of saving lives. An element that is critical is warnings – with peer warnings being a

recommendation from the findings in Alabama. Data from the CDC confirmed that women

comprised approximately 58% of the fatalities from the tornadoes that spanned 5 states during

that 3day period (MMWR, 2012). The United Nations International Strategy on Disaster

Reduction (<http://www.unisdr.org>) states that in both developing and developed nations women



and children are fourteen times more likely to die than men during a disaster (Veenema, 2013, p. 82).

Community resilience is a key component of national preparedness (Plough et al., 2013). Resilience as defined within public health emergency preparedness is the ability to mitigate and rebound quickly. Plough et al. (2013) note that following hurricane Katrina in 2005, the H<sub>1</sub>N<sub>1</sub> pandemic of 2009, and most recently hurricane Sandy, that the absence of sustainable engagement with community-based organizations, faith-based organizations, and other neighborhood-level organizations creates significant disparities in population health outcomes following disasters. Nuwayhid et al. (2006) identified resilience before, during, and after an adverse event as attributed to collective identity, prior experience, and social support networks. Community resilience literature strongly advocates a sustained commitment to improving connectedness (both social and informational linkages) between individuals, organizations, and formal governmental agencies (Nuwayhid et al., 2006; Bava et al., 2010; & Landau, 2010).

According to Uddin et al. (2011), coordination is a central component to the National Response Framework's goal of saving lives. Based on research findings – a lack of coordination preparedness for an extreme event results in greater loss of life and economic impact regardless of whether the disaster is naturally occurring or man-made (Uddin et al., 2011). An emergency disaster preparedness plan is considered a necessary precondition for appropriate response. The research findings indicate that networking among organizations provides opportunities to share information across organizational boundaries and these relationships play into how emergency preparedness plans are rehearsed. Therefore, establishing relationships with the emergency disaster community (“*tie strength*”) allows an organization to rehearse emergency protocols more regularly and more accurately, thereby increasing success in real-life situations.

McCormick et al. (2013), through a random digit-dialed-survey following the Behavioral Risk Factor Surveillance System protocols of 2010 concluded that future disaster preparedness campaigns should monitor and evaluate efforts in reaching populations at risk of adverse health outcomes following a disaster – the unmarried, and those with household incomes less than \$25,000 per year. This research concluded that vulnerable populations were no more prepared for disaster (demonstrated by having a disaster preparedness kit) than the general population. An important finding in the analysis of data for this study was that the only significant variable in determining whether someone had a complete disaster preparedness kit was marital status with an OR = 1.626 (CI 1.61-2.490) – when income and marriage were included in the logistic regression, income became insignificant.

Women give birth during times of natural disaster; therefore, it is a necessity that disaster preparedness address the special needs associated with pregnancy, delivery, and childbirth in an effort to reduce excess neonatal and maternal morbidity (Veenema, 2013). Support is essential for the pregnant woman who is experiencing disaster. Evidence based research surrounding childbirth demonstrates that support for the mother by an untrained individual who is dedicated to be emotionally and physically present through the delivery can improve the birth experience and reduce medical interventions (Pascali-Bonaro et al., 2004). Rosen (2004) found that support by untrained laywomen starting in early labor and continuing into the post-partum period provided the most beneficial effect on birth outcome. The importance of establishing community shelters and providing the public with information regarding shelter locations is an essential component of preparedness (Chiu, 2013). Components of newborn care that reduce infant mortality during disaster consist of providing a friendly environment for childbirth, availability

of clean conditions for childbirth, promotion of mother-infant bonding, promotion of breastfeeding shortly after birth, and thermal control of the newborn (Davanzo, 2004).

The Federal Emergency Management Agency (FEMA) and The Department of Homeland Security mandates that every state have a disaster preparedness plan – and essential within that mandate is a plan within each state team specific to the health of women and infants, and that hospitals that provide obstetrical and gynecological services coordinate such care (Committee on Obstetrics, Number 555, 2013). The National Guard or Department of Homeland Security may take over those facilities in times of disaster; therefore, facilities must prepare ahead for this possibility. Potential complications of pregnancy during disaster include untoward outcomes from infectious disease and/or trauma with associated physiologic and anatomic considerations. Floods and man-made disasters increase the rate of spontaneous miscarriages, preterm births, and low birth rate infants. It is essential that representatives from obstetrics and maternity nursing and pediatrics be involved in emergency planning.

True et al. (2013) hypothesized in their research that vulnerable populations should be better prepared for disaster. They conducted a prospective cross-sectional survey over a one-year period of patients seeking care in a public university hospital emergency department. Their research demonstrated that only a minority of any group is actually prepared for disaster; therefore, future research should focus on ways to implement disaster preparedness education – specifically targeting vulnerable populations. Investigators concluded their hypothesis was wrong - vulnerable populations are no more prepared than the general population for disasters.

The Civilian Assessment of Readiness for Disaster (CARD) Survey was developed to assess vulnerable populations – specifically families with special health care needs and single parents (both risk factors present in NHPCC population) and their disaster preparedness as they

interface with the emergency department (True et al., 2013). The Federal Emergency Management Association began a readiness campaign in 2003 in an attempt to create a culture of personal disaster preparedness (True et al., 2013); however, despite the Ready campaign and recent disasters such as 9/11, hurricanes Katrina and Sandy, tornadoes in Alabama, Tennessee, Oklahoma, and Missouri (to name a few), and wild fires in Arizona and Colorado – most Americans remain unprepared for disaster

[http://safezonellc.com/documents/Survey\\_Report.pdf](http://safezonellc.com/documents/Survey_Report.pdf),

[http://citizencorps.gov/downloads/pdf/ready/pri\\_report.pdf](http://citizencorps.gov/downloads/pdf/ready/pri_report.pdf),

[http://www.citizencorps.gov/downloads/pdf/ready/2009\\_Citizen\\_Corps\\_National\\_Survey\\_Findings.pdf](http://www.citizencorps.gov/downloads/pdf/ready/2009_Citizen_Corps_National_Survey_Findings.pdf)).

A study conducted by Runkle et al. (2013) assesses the effect of an environmental public health disaster (EPHD) on health system performance post disaster. Disruptions in access to care may be long-term during the recovery phase and may thus create a new vulnerable population. Key points in this study note that public health and medical systems may not adequately meet the medical needs of vulnerable populations during recovery. Because disasters are unpredictable and dynamic public health events, the affected health system(s) are often overwhelmed. Few disaster preparedness plans fully anticipate and prepare for the secondary surge in medical care needs during the recovery phase (Runkel et al., 2013). Vulnerable subgroups have health needs that may be aggravated, created, or overlooked during response and recovery efforts resulting in a separate public health emergency.

Losses in medical infrastructure results in drastic reductions in hospital beds post disaster. Historically, disaster exacerbates existing social, political, historical, and economic circumstances that marginalize populations – those often unaccounted for in disaster

preparedness and mitigation efforts (Runkle et al., 2013). Disparities in healthcare system access during the recovery phase may contribute to inequities in health outcomes in those populations affected by disaster, which further marginalize vulnerable subgroups. Findings from this study demonstrate that excess patient demand on the healthcare system promotes lack of continuity and disruptions in access to primary care – leading to alterations in health services delivery for vulnerable subgroups during recovery (Manley et al., 2006; Gursky, 2004; Schur, 2004).

Furbee et al. (2006) conducted research on disaster preparedness in rural emergency medicine. The focus of this research was to ascertain what rural emergency medical service (EMS) organizations were training for when compared to what had happened over the previous two years, what scale and type of events are rural systems prepared to cope with, and what areas have been prioritized for training and preparedness. It is vital that community-wide response to natural and man-made disaster be planned for in order to mitigate long-term effects of disasters on the healthcare delivery system (Furbee et al., 2006). Rural communities face unique needs when faced with disaster preparedness – small public health departments; fewer healthcare professionals including mental health, burn, and infectious disease specialists; less surge capability; downsizing or hospital closures; and increased distance from needed resources.

Mass casualty events stress EMS organizations with seventy percent of rural EMS reporting that five or fewer patients would overwhelm the system and twenty-two percent reporting less than ten patients would put them at maximum response (Furbee, 2006). The need to focus on an all-hazards approach to disaster recognition, containment, and response is essential in the rural setting. The need to improve inter-agency communication and capabilities along with increasing involvement in regional planning alongside other local, state, and federal agencies is imperative. A means for assessing current levels of preparedness and the ability to

identify areas of improvement are essential components in development of a viable disaster preparedness plan. Furbee et al. (2006) maintains that all-hazard preparedness requires the focus to shift away from individual organizations and movement toward community-wide and regional preparedness plans.

Disasters may be caused by a variety of man-made or natural events; however, it is not the type or magnitude of the event, but its impact on human populations that makes an event a disaster (Veenema, 2013). Disasters are not measured by hurricane category, seismic intensity, or bioterror agent category, but by the constellation of actual harm sustained by individuals and community. Empowerment systems for human services in disaster are designed to promote stabilization and viability on the community as well as self-sufficiency and human security at the individual and family level. Both psychological and economic recovery for the community are hastened and made more comprehensive by strategic human service response – planning and operations. It is necessary that nurses predict potential human services issues and develop and implement (when needed) the community’s emergency management plan related to human services. For NHPCC this requires a comprehensive assessment of potential human services issues for the agency’s clients and development of an emergency disaster preparedness plan equipped to meet those needs.

### **Chapter 3**

#### **Project Description**

It was determined through joint assessment with NHPCC that there was no disaster preparedness plan for this agency. Based on the national conventions survey, by hand, approximately three centers out of 25,000 national crisis pregnancy centers have addressed disaster preparedness in some fashion; however, the degree to which this national security issue

has been addressed by these few agencies is unknown. Therefore, based on the needs at the local level, this project was undertaken to establish a disaster preparedness plan that encompasses all-hazards and places the agency within the National Response Framework as established by the Department of Homeland Security. The objectives of this project include:

1. Development of a disaster preparedness plan for NHPCC based on the Community Vulnerability Assessment found in Appendix A.
2. From this disaster preparedness plan to develop a template that can be utilized across the nation by the 25,000 national organizations to develop their own disaster preparedness plan (Appendix B).
3. To produce tools essential to the education of staff working in crisis pregnancy centers regarding disaster preparedness (website)
4. To develop a website that will house all templates, written teaching materials, and videos necessary to promote success of disaster preparedness implementation (website).
5. To submit proposals for presentation to the national organizations - meeting set for spring and fall 2014 as part of the objective to educate primarily CEOs of crisis pregnancy centers regarding the need, method, and tools for establishing disaster preparedness plans (Appendix H).

Following is the methodology used to mitigate risk, promote appropriate response, and maximize recovery should a disaster take place within the community where an agency resides or should disaster directly impact the agency itself. Based on the concept of vulnerability established by Birkmann (2005), the spheres of vulnerability that have specifically been addressed through the development of this template emphasize intrinsic vulnerability while



widening the concept to minimize susceptibility, increase coping capacity, decrease exposure, and increase adaptive capacity. This multi-dimensional approach to vulnerability allows for encompassing physical, social, economic, environmental, and agency features in this plan. To maintain consistency, the conceptual framework established by Villagran de Leon (2001, 2004) maintains that risk can be minimized when vulnerabilities, hazards, and deficiencies are addressed. The over-arching purpose of this scholarly project is to address deficiencies in preparedness and decrease vulnerabilities within the crisis pregnancy agencies in Cleveland Tennessee & to promote disaster preparedness for the 25,000 national organizations that serve this vulnerable population.

### **Methodology**

Upon establishment of the deficiency in disaster preparedness, a Community Based Vulnerability Assessment was conducted in accordance with guidelines set forth by the Emergency Preparedness Demonstration Project (*Community Based Vulnerability Assessment: A guide to Engaging Communities in Understanding Social and Physical Vulnerability to Disasters*, March 2009). Once the assessment was complete, contact was made with the local Emergency Management Agency Director Tom Spence and his staff to discuss development of the template and the need for NHPCC and its satellite to fit within the Bradley County EMA's Disaster Preparedness Plan (all meeting notes are contained in Appendix C). At this meeting an Emergency Disaster Preparedness Plan that the local EMA had developed for a shopping mall was made available. It was from this plan that development of NHPCC's plan began – providing the basis for the national template.

An essential component in assessing the agency's internal vulnerability was the adequacy of their liability insurance coverage. Therefore, upon request the CEO granted permission for

their agent to provide a copy of their policy. Meetings with their agent occurred periodically throughout this project to ascertain the level of their protection in mitigating damages and maximizing recovery from a disastrous event. As part of the mitigation process, the Fire Inspector Gill Frederick was brought in to assess vulnerabilities in the agency's fire plan (all meeting notes are contained in Appendix C) and recommendations were presented to the agency CEO in written format. EMA also made a site visit and conducted an assessment of the facility in accordance with Occupational Safety and Health Administration (OSHA) standards – all meeting notes were provided in writing to the CEO. A master list of all necessary internal adjustments needed was provided (Appendix C).

Communication remains an essential part of the agency's integrity and in August of 2013 a cloud Internet phone system was installed increasing the capability of communicating within the agency, between the primary agency and satellite, and with clients serviced by the agency in a disaster. Upon request EMA established criteria regarding the agency in the 911 system. Should a call come from the agency EMA would be apprised of the agency's purpose and the most likely emergency scenarios that first responders would encounter upon receiving a call. The agency staff established their personal email emergency notifications through the Nixle system per EMA's recommendation. Contact was made to the Ham Radio Operator Bob Gault and it was established that during disaster the operators are housed in the 911-center to help man the Command Center (personal communication, October 15, 2013). Utilization of personal networking provides that Bob Gault is the husband of the Client Services Coordinator at NHPCC; therefore, in the event of an emergency should communication through a Ham radio operator become necessary, there is a personal point of contact. In addition to the above, the agency hosts both an intranet website as well as a website for the public where important notices

and information can be disseminated. The staff has established mass email capability so that rapid communication of necessary information can take place. Finally, with regard to communication, it is now possible for the CEO observe what is going on everywhere in the agency as well as at the satellite site via the cloud intranet system.

Redundancy of records is an essential component of any all-hazards disaster plan involving a business – be it for profit or a not-for-profit entity (<http://www.fritzinstitute.org/pdfs/whitepaper/disasterpreparedness-concepts.pdf>): therefore, an essential component of the NHPCC plan was to ascertain the implementation and thoroughness of this portion of preparedness. On September 14, 2013, Mr. Shellhouse discussed the status of redundancy of records with regard to the agency (meeting notes, Appendix C). The computer system within the agency operates on a three-year lifecycle and the agency has a written information technology plan. The computers operate on a Windows 7 professional program with full office suite utilizing all new computers as of 2012. The on-site server maintains an active directory on local domain that is dedicated to each employee with incremental and after-hours backup to a hard-drive with hard-drive mirror image. Access control is maintained and secure. Client records are maintained with capacity to recover to a new hard-drive within 10-minutes. The hard-drive can be accessed through an off-site hard-drive allowing for complete restoration of data – word processing documents and quick books (with security access only). Paper files are digitalized then held for seven years.

Exploration of options for development of teaching materials began in September of 2013. Several excellent resources for active shooter and improvised explosive devices were found on-line (electronic communication Gill Frederick, August 7, 2013). Leif Ramsey at Southern Adventist University was contacted and provided these links as a guide for the

development of media for the national program; however, based on his assessment cost would be approximately \$25,000 per production. On October 1, 2013 contact was made with the Mayor's office of Houston Texas and permission was granted in writing for the use of the above-mentioned videos (Appendix D). Development of the national website began in early October with Dian Marcum (digital media expert) overseeing construction. The completed website will house information resources, teaching videos, vulnerability assessment tool, and templates for a disaster plan and the mutual aide memorandum. Access to the website will be password protected to assure appropriate utilization.

**Jan:** Development of Safety Policies encompassing all-hazards preparedness were individualized for the agency from templates provided through the City of Cleveland and Bradley County Emergency Management Agency. NHPCC was provided copies (Appendix E) with instructions to place them under each phone within the agency for quick reference in a disaster. The policies address the following scenarios: active shooter/armed subject; bioterrorist incident/attack; bomb threat/attack with checklist; fire/explosion; and severe weather/winter weather.

**How:** Recommendations from the meeting with Bradley County EMA (meeting notes July 24, 2013 Appendix C) for the establishment of signed contracts between the agency, and those the agency would depend on in crisis lead to the development of the template – Mutual Aid Agreement (Appendix F). This agreement establishes the relationship that the organizations and agencies will enter into when a disaster strikes the community where the agency is housed or destroys the ability of the physical structure to house the services NHPCC provides to the community. Establishment of Mutual Aid Agreements facilitates coordinated response activities

and entails the sharing of personnel, equipment, and facilities, which can occur when resources are inadequate (<http://www.fritzinstitute.org/pdfs/whitepaper/disasterpreparedness-concepts.pdf>)

In preparation for testing of the template by EMA, Craig Foote with the Cleveland City Fire Department conducted fire extinguisher training (never before done) on January 9, 2014. EMA conducted tabletop exercises at the agency on January 14, 2014 with agency staff from both the main agency and satellite present (electronic communication, January 17, 2014 – Appendix G). Exercises consumed approximately two hours and consisted of testing of the all-hazards disaster template developed for the agency. Evaluation was received in writing on January 17 per the form submitted to the state (Appendix G). A written evaluation based on personal communication, written communication, and self-evaluation will follow.

In keeping with the goal established by the Department of Homeland Security [file://localhost/\(http://www.dhs.gov/news/2011/10/07/dhs-announces-first-national-preparedness-goal\)](http://www.dhs.gov/news/2011/10/07/dhs-announces-first-national-preparedness-goal), building a more prepared nation, which encompasses both the public and private sectors – the two national organizations that provide education to crisis pregnancy centers have received submission for presentation in spring 2014 and fall 2014. The spring 2014 deadline was missed; however, late submission was attempted but the presentation was not selected for conference (Appendix H). Submission for fall 2014 occurred on January 22, 2014 – response pending (electronic communication, January 22, 2014, Proposal file can be found in Appendix H).

### **Evaluation**

EMA conducted tabletop exercises on January 14, 2014. The all-hazard exercise was utilized to assess adequacy of NHPCC's disaster plan and the effectiveness of the template. The formal state evaluation along with Cleveland, Bradley County EMA's evaluation are contained

in Appendix G. Veenema (2013) writes that tabletop drills provide an academic exercise in determining if a plan is complete and effective.

In addition to the tabletop exercise conducted by EMA, the tested template will now be assessed for adequacy as it is used to develop the disaster plan for the satellite crisis pregnancy center (NHPCCCE). By testing the template in this fashion, weaknesses can be identified in adaptability of the template to specific agencies; thereby, allowing for adjustment in the template before it goes onto the national website (Appendix I).

## Chapter 4

### Evaluation

Utilizing the Community Vulnerability Assessment of Cleveland Tennessee an all-hazards disaster preparedness plan was developed for NHPCC. This disaster plan was tested for efficacy by Bradley County EMA with written evaluation providing that no change in the plan was required. NHPCC's plan was then used as a template to develop the disaster preparedness plan for the satellite. The template provided a framework that was easily adjusted to develop the disaster preparedness plan for NHPCCCE. Therefore, based on successful evaluation of the template, preparedness efforts will now focus on the national level.

Development of the Crisis Pregnancy Disaster Preparedness website allows for rapid dissemination of necessary information to make templates and educational tools available to the national organizations. The goal of the website is to provide all necessary tools essential for any crisis pregnancy center to develop a disaster preparedness plan that allows them to fit within the National Response Framework. In keeping with the goal of disaster preparedness for all crisis pregnancy centers nationally, submission for presentation at the national level has been accomplished (as previously mentioned).

Change occurs slowly within the crisis pregnancy community (Tracey Shellhouse, personal communication, November, 21, 2013); therefore, expectation of presenting at the national level may take time. As national disasters continue to impose difficulties nationwide and as disaster becomes a visual image (i.e. the Boston Marathon bombings), the pressing need for preparedness will become increasingly evident. Addressing preparedness in a vulnerable population can only be positive – if one agency is prepared, or one group of agencies within a community is prepared, or perhaps one target group within a region – then lives will be saved. Change, no matter how gradual, will have an impact on one vulnerable population!

## **Discussion**

### **Site Recommendations**

Disaster preparedness is not a stagnant position. It requires the constant ability to adapt and change as situations evolve. One of the most important components of disaster preparedness is not necessarily that a disaster plan is followed in detail should its use be called into play – but that the plan provided the framework from which appropriate preparation and response evolved (Jerry Johnson EMA, personal communication, January 14, 2014). NHPCC has a plan that now provides the framework for preparedness. As the agency moves forward, policies and procedures will be written to incorporate disaster preparedness into the agency's organizational operations (Tracey Shellhouse, personal communication, January 14, 2014). As the strategic plan for the agency and the budget are assessed annually, disaster preparedness issues will be incorporated, thereby assessing the agency's disaster preparedness state and providing funding for such items as safety glass (to go between the reception area and the receptionist) and NOAA weather radios.



Annual disaster preparedness drills will become standard as will education of agency staff via the national website. As the disaster preparedness community now embraces NHPCC the possibility exists that the agency will become involved in the larger disaster preparedness community by taking part in local and regional disaster drills.

### **Final Thoughts**

Disaster preparedness within the National Response Framework seeks the “whole community” approach shifting focus from the federal government lead approach to one that utilizes capabilities of the federal, state, local, private sector, faith-based, nongovernment organizations, community-based, and the American public (Veneema, 2013). It is the desire that this project, though just one small segment of a population within a community, will provide a catalyst for realization that it is the responsibility of society at large to meet the needs of the *vulnerable* among us. The only way that this can occur is for the people that interface with these *high-risk, high-vulnerable* groups to take seriously their position of preparing for disaster – so that the goals of saving lives, protecting property and the environment, and meeting basic human needs can be met should a disaster strike (Veneema, 2013).

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Appendix A



*Agency Assessment/NHPCC*

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*June 28, 2013*

## Agency Assessment/NHPCC

### Introduction

Within the context of the society in which we live, in particular since 9/11, the need for individuals, families, communities, states, and our nation to be prepared in times of disaster is not only prudent – it is necessary. The National Response Framework provides the structure under which all disasters are managed domestically (Veenema, 2013). It provides a scalable and flexible framework that will accommodate any disaster, from the smallest incident to a disaster of national proportion. It is within this framework that disaster preparedness teams practiced using the Boston Marathon as an exercise to assess local disaster preparedness ([emilms.fema.gov/IS200HCA/Indes.htm](http://emilms.fema.gov/IS200HCA/Indes.htm)). As the nation watched in horror these bombings that took place several months ago, it witnessed first hand how disaster preparedness saves lives.

New Hope Pregnancy Care Center (NHPCC) interfaces almost daily with individuals in crisis. What will happen to those individuals should a disaster strike this agency? What disaster, whether natural or man-made, might disrupt the services this organization provides and what would be the response? How does this agency fit within the disaster plan of this community and how will the agency's needs be communicated?

Within the last two years we have seen Cleveland TN struck by natural disasters with widespread damage and disruption of service. How would NHPCC have functioned had the agency taken a direct hit? Within the scope of the agency building – how would the agency and its personnel respond to a terrorist threat (biohazard received in the mail) or a gunman? What would the plan of action be should the gas station next door blow up? What if the Walk for Life became a terrorist target much like the one in Boston?

It is from this perspective that disaster preparedness is addressed for NHPCC. Much like the primary objective of this agency, the goal of disaster preparedness is to save lives. Beyond this, the goals are to protect property and the environment, and meet basic human needs.

### **Step 1 Vulnerable Population**

According to Veenema (2013), *high-risk, high-vulnerability populations* refer to people that have both a higher probability of being exposed to disaster and face challenges to anticipate, cope with, resist, and recover from a disastrous event. Included among those most at risk to adverse impacts of disaster are women and children (Veenema, 2013). NHPCC, as an agency, deals with women who are already in crisis – adding a disaster on top of a pre-existing crisis leaves them even more vulnerable. “At risk” people generally have reduced access to vital economic and social resources, limited autonomy and power, and have low levels of social capital (Barnshaw & Triantor, 2007; Morrow, 1999).

In 2011, Cleveland, TN was struck by deadly tornados that ravaged the community. NHPCC was not directly affected by those tornados; however, as a not-for-profit organization within the community that serves an “at risk” population the question of how their clients will be taken care of in the event of a disaster is a pressing issue (T.Shellhouse, personal communication, May 8, 2013). Joplin, Missouri was devastated by a tornado in early May of the same year. Their crisis pregnancy center was spared a direct hit; however, the economic impact to the organization was predicted to be “astronomical” as resources within the community were redirected toward those in the direct path of the disaster (<http://www.lifenew.com/2011/05/24/pregnancy-center-in-joplin-missouri-still-stands-helps-others/>). Joplin incorporated a component of disaster preparedness talked about in Veenema (2013) as well as the FEMA courses on disaster preparedness

(<http://emilms.fema.gov/IS700aNEW/index.htm>; <http://emilms.fema.gov/IS800B/index.htm>).

They became a resource for the community – handing out baby supplies (clothes, diapers, food, and wipes). They asked the agencies throughout the nation to send resources they could disperse to the community while at the same time asking the nation to remember them financially as they continued to serve this vulnerable population.

Currently, NHPCC does not have any disaster plan – no disaster preparedness has taken place (T. Shellhouse, May 8, 2013). The agency does not have a fire alarm, weather radio, or any way of communicating a crisis within the agency, or to the outside other than 911. There are no supportive plans in place and no studies and/or reports have been conducted by the organization. Contact has been made with M. Taylor (personal communication, May 11 & May 17, 2013) Director Emergency Response Team for the main hospital. Contact with T. Spencer, head of the Emergency Preparedness Agency for Cleveland was also made. Communication was made with his office on May 17 and again on May 24, 2013. He currently is also interim Fire Chief and has not been available. Specifically the objective is to determine how Cleveland and Bradley County handle “at risk” populations in the (<http://emilms.fema.gov/IS800B/index.htm>, [file://localhost/%3B http://www.clevelanchamber.com/economic/dev/demographics.htm](file://localhost/%3B%20http://www.clevelanchamber.com/economic/dev/demographics.htm)) community disaster plan.

According to the Bradley County Chamber of Commerce ([clevelanchamber.com/economic/dev/demographics.htm](http://clevelanchamber.com/economic/dev/demographics.htm)), Cleveland’s population as of 2010 was 41,285 with a non-white population of 11.49%. There is one hospital that serves the community. Female persons percent for 2010 was 52.4% (<http://quickfacts.census.gov/qfd/states/47000.html>) with whites comprising 83.9% of the total population and roughly 83% of the population with at least a high school diploma. Median

annual income is \$37,502; however, a breakdown for single parent homes with women as the primary wage earner could not be located.

## Step 2 Prioritized List of All-Hazards

Due to the nature of the agency and the political environment in which it exists, the all-hazards list for this organization contains acts of terrorism (<http://www.sba-list.org/suzy-blog/putting-pro-life-“violence”-perspective>). The difficulty lies in determining priority of the potential hazards this agency faces due to the multi-faceted nature of disaster preparedness planning. Following is a list – mind you, that the priority is fluid as the political nature of society changes.

- Storms – Thunderstorms, wind, and heavy rain are a common occurrence (<http://www.redcross.org/prepare/disaster/thunderstorm>; <http://www.nws.noaa.gov/om/severeweather/>).
- Tornado – Cleveland-area tornado activity is above the state average and 83% greater than the overall United States average (<http://www.city-data.com/city/Cleveland-Tennessee.html>).
- Floods – based on the FloodSmart.gov website ([http://www.floodsmart.gov/floodsmart/pages/flood\\_facts.jsp](http://www.floodsmart.gov/floodsmart/pages/flood_facts.jsp)) all are at risk because everywhere is a “flood zone”. Cleveland does participate in the National Flood Insurance Program (<http://www.fema.gov/national-flood-insurance-program/national-flood-insurance-program-community-status-book>). Floods are the number 1 natural disaster in the United States ([http://www.floodsmart.gov/floodsmart/pages/flood\\_facts.jsp](http://www.floodsmart.gov/floodsmart/pages/flood_facts.jsp)). The Federal Emergency Management flood map could not be located for Cleveland

<https://msc.fema.gov/webapp/wcs/stores/servlet/CategoryDisplay?storeId=10001&catalogId=10001&langId=-1&categoryId=1200>).

- Earthquake – Cleveland-area historical earthquake activity is above the state average, but is 56% smaller than the overall United States Average (<http://www.city-data.com/city/Cleveland-Tennessee.html>). Earthquake activity within 100 miles of Cleveland in the past year includes 20 seismic events with a 2.5 magnitude earthquake in Cleveland 9 months ago (<http://earthquaketrack.com/p/united-states/tennessee/recent>).
- Radiation – Sequoyah Nuclear Power Plant in Soddy Daisy, TN lists Bradley County within its “Risk Jurisdictions” according to the Nuclear Regulatory Commission (<http://www.nrc.gov/about-nrc/emerg-preparedness/related-information/fema-after-action-reports.html>). Oak Ridge National Laboratory is a nuclear test facility and home to the X-10 reactor – the world’s oldest nuclear reactor (<http://www.roadsideamerica.com/story/35759>). TVA has entered into a contract to build a small new nuclear reactor with the commercial unit demonstrated by 2022 (<http://www.timesfreepress.com/news/2013/feb/20/tva-agress-pursue-plans-new-nuclear-reactor-oak-ri/>). These nuclear power plants are vulnerable to earthquake risk ([www.city-data.com/forum/Tennessee/1289021-concern-over-nuclear-power-plants-near.html](http://www.city-data.com/forum/Tennessee/1289021-concern-over-nuclear-power-plants-near.html); <http://www.world-nuclear.org/Info/Safety-and-Security/Safety-of-Plants/Nuclear-Power-Plants-and-Earthquakes/#.Uc9fqng9KSM>).
- Property crimes to include bombings, arson, criminal trespass, destruction of property, criminal damage, vandalism, robbery, larceny, and related crimes (<http://www.prochoiceviolence.com/statistics>) - Based on the statistics from this website there have been 893 acts of violence against property since *Roe verses Wade*

- Murder/Manslaughter – 70 acts of murder/manslaughter have occurred against pro-life proponents since *Roe verses Wade* (<http://www.prochoiceviolence.com/statistics>). Based on a separate website the statistics are significantly higher with the numbers at 300 murders and 152 attempted murders since *Roe verses Wade* – this website is updated monthly whereas the previous sited source was last updated in 2011 (<http://www.sba-list.org/suzy-b-blog/putting-pro-life-“violence”-perspective>).
- Fire/Explosion – NHPCC sits within feet of a busy gas station. An estimated 5,020 fires occurred at gas stations between 2004-2008 causing an estimated 20 million dollars in property damage ([http://www.nfpa.org/safety information/for consumers/vehicles/service station safety.aspx](http://www.nfpa.org/safety%20information/for%20consumers/vehicles/service%20station%20safety.aspx)). That translates into one in every 13 stations experienced a fire.
- Bioterrorism – Ricin and anthrax are both bioterrorism agents used to cause injury/death. When used as a weapon, these agents can be directed at their intended target via the postal service (<http://www.bt.cdc.gov/agent/anthrax/needtoknow.asp>; <http://www.fbi.gov/news/pressrel/press-releases/fbi-response-to-reports-of-suspicious-letters-received-at-mail-facilities>).
- Railroad – added after EMA meeting July 24, 2013 (Tom Spence, Director).
- Natural Gas Pipeline – added after EMA meeting July 24, 2013.
- I-75 - added after EMA meeting July 24, 2013.

### Step 3 Map Risk

NHPCC is within feet of a busy gas station as noted earlier. The main road (Mouse Creek) leading to the center is a major route of egress and ingress for residents in this northwest sector of Cleveland. There is one accessible side street that would provide an escape route when accessed through the gas station parking lot – Mohawk Drive NW (see Appendix A).

The facility itself has multiple points to enter and leave the building; however, on any day only the main entrance at the front of the building is accessible to the general public. The front lobby is secured from the remainder of the building by way of a secured doorway; however, an open interior window between the reception area and the receptionist allows for access by an intruder.

The current communication system does not allow for open communication within the building, thus providing a point of vulnerability should an intruder enter through the front forcibly (see Appendix B Journal Christina Leadership, Journal Entry 3 for an example of this vulnerability). Communication to an outside source of help in an emergency does not exist – there is no connection with the 911 center (J. Gault, Personal Communication May 22, 2013).

The facility does not have alarms systems for fire and carbon monoxide and there are no exit signs in the building (J. Gault, Personal Communication May 13, 2013). Based on this communication, there is one fire extinguisher in the building (location was not known). Currently there are no protocols in place to handle a disaster related event such as fire, toxic fumes, gunman, bioterrorism, etc. (T. Shellhouse, Personal Communication May 8, 2013).

NHPCC hosts four large public gatherings annually, the largest at Cleveland High School, two at The Church at Grace Point, and one at First Baptist Church of Cleveland. Due to the political environment, any one of these gatherings pose a threat for mass casualty (<https://maps.google.com/maps?q=850+Raider+Dr+Cleveland,+TN>; <https://www.google.com/search?q=google+maps+cleveland+tn+the+church+at+grace+point&oq=google+maps+cleveland+tn+the+church+at+grace+point&aqs=chrome.0.57j64.18108j0&sourceid=chrome&ie=UTF-8>; <https://plus.google.com/113142170624238118441/about?hl=en>).



#### **Step 4 Physical Vulnerabilities & Critical Facilities Available for Support**

By nature of their purpose, NHPCC interfaces on a daily basis with women in crisis – the crisis of an unplanned and perhaps unwanted pregnancy. Based on Veenema (2013), populations dealing with women and children are characterized as high-risk, high-vulnerability by the federal government. Under ordinary circumstances in a disaster, the special needs of pregnant women and infants need to be addressed in order to minimize excess neonatal and maternal mortality (Veenema, 2013). Compounding the problems intrinsic to this group is the crisis of the pregnancy itself – with all of the social, emotional, and physiological components.

“Planning at the local, state, and federal government level should accommodate the delivery services to women and infants during emergencies and disasters” (Veenema, 2013), and nurses are a valuable resource in the care of women and children during disaster. A priority throughout the disaster event is the provision of obstetrical services to the pregnant women in a clean, safe environment with access to clean water.

Cleveland has one major hospital – SkyRidge Medical Center is an acute care facility providing emergency services (<http://www.city-data.com/city/Cleveland-Tennessee.html>). A map of the city of Cleveland is found at this web site as well. There are five fire stations in Cleveland with 98 firefighter and 18 vehicles (<http://clevelandchamber.com/information/index.htm>). The city has 83 uniformed police officers, 10 ancillary personnel (detectives, etc.), and 117 vehicles. There are 4 assisted living, and 3 nursing home facilities. There is one city utility service for the city proper. There is one airport that serves the community and a heliport at SkyRidge Medical Center (<http://www.city-data.com/city/Cleveland-Tennessee.html>). As cited earlier, Sequoya 1 and 2 in Soddy Daisy TN

are 19 miles from Cleveland (amend to within 10 miles of city limit on the southwest corner per Tom Spence, EMA Director, July 24, 2013).

Cleveland is home to two colleges and universities (<http://www.city-data.com/city/Cleveland-Tennessee.html>). There is one city and two county high schools and within the city there are five elementary and two middle schools. Cleveland is home to several private schools as well. There are approximately ten day care centers in the city – most are Christian based.

### **Step 5 Inventory and Map Social Vulnerabilities, Property at Risk, and Critical Facilities**

Pregnancy carries with it risks – those risk are carried forward into disaster.

Complications associated with pregnancy that complicate care during a disaster include: preterm labor, pregnancy-induced hypertension (PIH), infections, and diabetes (Veenema, 2013). The unique health concerns of pregnant women and infants must be addressed in disaster preparedness planning. Disruptions in the availability of clean water, inadequate access to food, exposure to environmental toxins, interruptions in regular health care access, and over-crowding in shelters are some of the post disaster challenges for this group (Callaghan, et al., 2007).

NHPCC serves an “at risk” population (T. Shellhouse, June 5, 2013). The majority of their clients are English speaking; however, the need to address language barriers in disaster preparedness was discussed. Locating shelter sites for their clients and the use of social media to communicate with clients in a disaster is an area in need of development.

The primary social resources available for support in a disaster include five faith-based organizations that have proven with work and financial support that they stand alongside NHPCC in the fight for life (C. Zipperir, June 5, 2013). Those organizations include:

- First Baptist Church of Cleveland

- Candies Creek Baptist Church
- The Church at Grace Point
- North Cleveland Church of God
- Joy Christian Fellowship

There are two private donors that are resources for assistance in a disaster:

- K. B.
- R. M.

Disaster preparedness advocates the establishment of relationships with outside communities in the disaster preparedness planning phase – these established relationships prove valuable in an all-hazards event (Veenema, 2013, (<http://emilms.fema.gov/IS700aNEW/index.htm>; <http://emilms.fema.gov/IS800B/index.htm>). Working with Knox County and Hamilton County in the planning phase is essential to the success of the disaster preparedness plan for NHPCC (T. Shellhouse, personal communication, June 5, 2013). The Care Net Community (crisis pregnancy community) has established itself as a vital resource in disaster (<http://www.lifenew.com/2011/05/24/pregnancy-center-in-joplin-missouri-still-stands-helps-others/>; T. Shellhouse, personal communication, June 5, 2013).

### **Step 6 Identify Employment Centers/Industry Vulnerable to Natural Disaster**

“Individuals and communities can be vulnerable to financial distress (e.g., loss of income or tax base) if major employer’s facilities become damaged or destroyed by a disaster.” ([file://localhost/\(http://www.mdcinc.org/sites/default/files/resources/Community Based Vulnerability Assessment.pdf\)](file://localhost/(http://www.mdcinc.org/sites/default/files/resources/Community%20Based%20Vulnerability%20Assessment.pdf))). As the crisis pregnancy in Joplin Missouri documented, in disaster. funds are redirected to the primary needs leaving non-profit donor organizations

vulnerable to collapse due to lack of funding (<http://www.lifenew.com/2011/05/24/pregnancy-center-in-joplin-missouri-still-stands-helps-others/>).

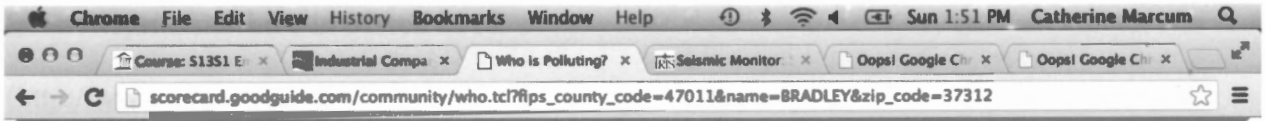
Based on the Cleveland Chamber of Commerce website there is a prioritized list of the top 20 manufacturers ([http://clevelandchamber.com/economic\\_dev/top\\_20.htm](http://clevelandchamber.com/economic_dev/top_20.htm)). The industries pertinent to the area can be found at the chamber's link (<http://www.clevelandchamber.com/images/stories/pdf/inddir2012.pdf>).

Vulnerability assessment for these employment facilities should be included in the city's disaster preparedness plan (M. Taylor, personal communication June, 17, 2013).

#### **Step 6 Identify Employment Centers/Industry Vulnerable to Natural Disaster**

Based on the website

[http://scorecard.goodguide.com/community/who.tcl?fips\\_county\\_code=47011&name=BRADLEY&zip\\_code=37312](http://scorecard.goodguide.com/community/who.tcl?fips_county_code=47011&name=BRADLEY&zip_code=37312), the following facilities are the top pollutants in Bradley County:



**Investigate Pollution Topics**

**TOXICS**

- ▶ Toxic Chemical Releases
- ▶ Lead Hazards
- ▶ Superfund

**AIR**

- ▶ Smog and Particulates
- ▶ Hazardous Air Pollutants

**WATER**

- ▶ Clean Water Act
- ▶ Watershed Indicators

**AGRICULTURE**

- ▶ Animal Waste

**ENVIRONMENTAL JUSTICE**

- ▶ Community Center
- ▶ En Español

**HEALTH HAZARDS**

- ▶ Chemical Profiles
- ▶ Health Effects
- ▶ Regulations

**ZIP TO YOUR COMMUNITY**

 GO ▶

**SEARCH SCORECARD**

**POLLUTION LOCATOR | Scorecard Community Center**

Your Zip Code: **37312**  
 Your Community: **BRADLEY County**

Who Is Polluting Your Community?			
Reported Environmental Releases from TRI Sources in 2002			
Rank	Facility	City	Pounds
1	HONEYWELL BENDIX	CLEVELAND	113,963
2	ARCH CHEMICALS INC.	CHARLESTON	90,739
3	HARDWOOD FRAMES OF AMERICA	CLEVELAND	39,005
4	MANUFACTURER'S CHEMICAL L.P.	CLEVELAND	23,852
5	QLIN CORP.	CHARLESTON	15,649
6	SUN CHEMICAL	CLEVELAND	4,640
7	DURACELL INC.	CLEVELAND	3,040
8	CORMETECH INC.	CLEVELAND	8
9	MAYTAG P #3 CLEVELAND COOKING PRODS.	CLEVELAND	5
10	MAYTAG P#1 CLEVELAND COOKING PRODS.	CLEVELAND	5



Facilities releasing TRI chemicals in Bradley County:

**Facilities Releasing TRI Chemicals to Land**

Ranked by (select your ranking criteria)

In

from  
  (explain)

Rank	Facility	Pounds
1.	QLIN CORP., 1186 LOWER RIVER RD., CHARLESTON	993
2.	DURACELL INC., 501 MOUSE CREEK RD., CLEVELAND	25
3.	CORMETECH INC., 3300 OLD TASSO RD. N.E., CLEVELAND	4

[http://scorecard.goodguide.com/ranking/rank-facilities-in-county.tcl?how\\_many=100&drop\\_down\\_name=Land+releases&fips\\_state\\_code=47&fips\\_county\\_code=47011&sic\\_2=All+reporting+sectors](http://scorecard.goodguide.com/ranking/rank-facilities-in-county.tcl?how_many=100&drop_down_name=Land+releases&fips_state_code=47&fips_county_code=47011&sic_2=All+reporting+sectors). Bower paper mill in Calhoun, TN shut down its

last newsprint machine in March 2013

(<http://www.timesfreepress.com/news/2013/mar/13/calhoun-plant-idles-newsprint-machine/>).

The City of Cleveland Emergency Agency should have maps of storm surge and floodplains that can damage and destroy access to employers (M. Taylor, personal communication, June 17, 2013).

Based on the Environmental Protection Agency Watershed Assessment

([file://localhost/\(http://iaspub.epa.gov:waters10:attains\\_watershed.control%3Fp\\_state=TN&p\\_huc=06010201&p\\_cycle=2010&p\\_report\\_type=\)](file://localhost/(http://iaspub.epa.gov:waters10:attains_watershed.control%3Fp_state=TN&p_huc=06010201&p_cycle=2010&p_report_type=))), the findings for the area are:

<a href="#">Watts Bar Reservoir</a>	TN06010201001_1000	Watts Bar Reservoir On The Tennessee River. (Lower Section Up To Sweetwater Creek) Ecoregion 67f & 67i Roane County Meigs County	<a href="#">Waterbody Map</a>	Freshwater Reservoir	34,075.0	Acres	Impaired	TMDL needed
<a href="#">Watts Bar Reservoir</a>	TN06010201001_2000	Upper Watts Bar Reservoir From Sweetwater Creek To Fort Loudoun Dam. Ecoregion 67f Loudoun County	<a href="#">Waterbody Map</a>	Freshwater Reservoir	1,971.0	Acres	Impaired	TMDL needed
<a href="#">Watts Bar Reservoir Misc Tribes</a>	TN06010201001T_0999	Misc. Tribes To Watts Bar Reservoir. Ecoregion 67f & 67i Roane County Rhea County	<a href="#">Waterbody Map</a>	River	153.1	Miles	Not_Assessed	

<a href="#">Hiwassee River</a>	TN06020002008_3000	Hiwassee River From Oostanuala Creek To Conasauga Creek. Ecoregion 67f McMinn County Bradley County	<a href="#">Waterbody Map</a>	River	21.9	Miles	Good	TMDL needed
<a href="#">Hiwassee River</a>	TN06020002018_1000	Hiwassee River From Conasauga Creek To Gee Creek. Ecoregion 67f Polk County	<a href="#">Waterbody Map</a>	River	5.3	Miles	Good	
<a href="#">Hiwassee River</a>	TN06020002018_2000	Hiwassee River From Gee Creek To Smith Creek (Appalachia Powerhouse). Ecoregion 66g & 66e Polk County	<a href="#">Waterbody Map</a>	River	10.9	Miles	Impaired	TMDL needed
<a href="#">Hiwassee River</a>	TN06020002018_3000	Hiwassee River From Smith Creek (Appalachia Powerhouse) To Confluence Of Turtletown Creek. Ecoregion 66g Polk County	<a href="#">Waterbody Map</a>	River	5.9	Miles	Impaired	
<a href="#">Hiwassee River</a>	TN06020002018_4000	Hiwassee River From Turtletown Creek To North Carolina Stateline. Ecoregion 66g Polk County	<a href="#">Waterbody Map</a>	River	5.5	Miles	Impaired	
<a href="#">Hiwassee River Embayment Of Chickamauga Reservoir</a>	TN06020002001_1000	Mainstem Hiwassee River Embayment From Chickamauga Reservoir To Highway 58. Ecoregion 67f Meigs County Bradley County	<a href="#">Waterbody Map</a>	Freshwater Reservoir	3,853.0	Acres	Good	
<a href="#">Hiwassee River Embayment Of Chickamauga Reservoir</a>	TN06020002001_2000	Mainstem Hiwassee River Embayment From Highway 58 To Rogers Creek. Ecoregion 67f Meigs County McMinn County Bradley County Bradley County	<a href="#">Waterbody Map</a>	Freshwater Reservoir	3,130.0	Acres	Impaired	TMDL needed
<a href="#">Hiwassee River Embayment Of Chickamauga Reservoir</a>	TN06020002008_2000	Hiwassee River Embayment From South Mouse Creek To Oostanuala Creek. Ecoregion 67g & 67f Bradley County McMinn County	<a href="#">Waterbody Map</a>	Freshwater Reservoir	505.0	Acres	Impaired	TMDL needed

Based on these assessments there are areas of vulnerability in Bradley County’s water supply, which may be greatly impacted in a disaster.

## Step 7 Discuss Local Environmental Threats – Areas Vulnerable to Natural/Man-made Disaster

Using the Environmental Protection Agency's (EPA) Enviromapper the following data

was obtained:



There are three facilities on the EPA site close to the agency address for waste. The same facilities show up on the EPA site for land. These are within miles of the agency address – Home Depot is one mile from the address and reports to the EPA

(<http://www.epa.gov/emefdata/em4ef.html?ve=15,35.2136917114258,->

[84.8547515869141&pText=4526 Mouse Creek Rd NW, Cleveland, TN 37312](http://www.epa.gov/emefdata/em4ef.html?ve=15,35.2136917114258,-84.8547515869141&pText=4526%20Mouse%20Creek%20Rd%20NW,%20Cleveland,%20TN%2037312)).

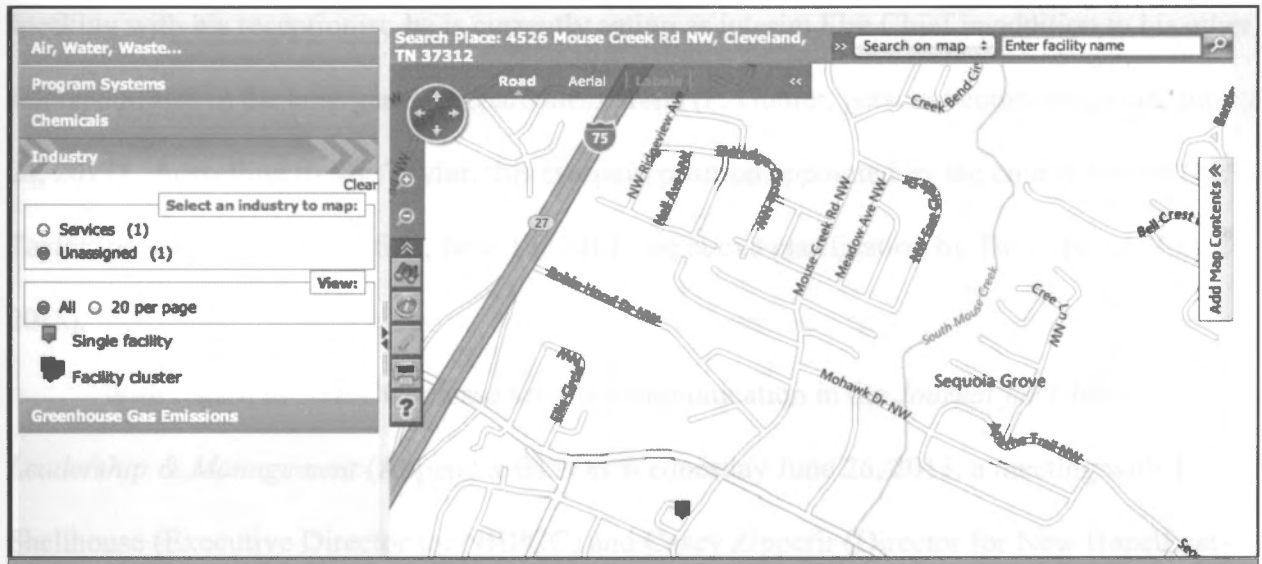


Based on the EPA EnviroMapper the following map appeared when “industry” was selected:



The following was an industry labeled “unassigned”:





Based on the **enviromapper** site - <http://www.epa.gov/enviro/emef/>, there are no chemical facilities in the immediate area and the two facilities sited on all maps appear to be the same two facilities affecting industrial exposure and air, water, and waste. Tier 1 and Tier 2 emergency and hazardous chemical inventory forms could not be located online; however, that information should be retrievable through the Emergency Management Agency (M. Taylor, personal communication, June 17, 2013).

### Step 8 Ground-truthing Meeting Notes

Several phone conversations have taken place with Mike Taylor who is the EMRT Coordinator for SkyRidge Medical Center (M. Taylor, personal communication, June 11 and June 17, 2013). According to Mr. Taylor, the city of Cleveland is advanced in their disaster preparedness with the “base map” and layering of maps established

([file://localhost/\(http://www.mdcinc.org/sites/default/files/resources/Community Based](file://localhost/(http://www.mdcinc.org/sites/default/files/resources/Community%20Based%20Vulnerability%20Assessment.pdf))

[Vulnerability Assessment.pdf](file://localhost/(http://www.mdcinc.org/sites/default/files/resources/Community%20Based%20Vulnerability%20Assessment.pdf))). Mr. Spence, head of the Emergency Management Agency for Bradley County, is paid by the county with the city contributing 20% of the salary (M. Taylor, personal communication, June 17, 2013; further clarified by Tom Spence, July 24, 2013). When

speaking with his receptionist, he is currently acting as interim Fire Chief in addition to his other responsibilities in the emergency preparedness arena (P. Gunter, personal communication, June 24, 2013). According to Mr. Taylor, this is a paid position appointed by the county Mayor (M. Taylor, personal communication, June 17, 2013; see above clarification by Tom Spence, July 24, 2013).

With regard to NHPCC, please see the communication in the *Journal for Christian Leadership & Management* (Appendix B). On Wednesday June 26, 2013, a meeting with T. Shellhouse (Executive Director for NHPCC) and Casey Zipperir (Director for New Hope East – the satellite) was conducted. Discussion regarding development of the agency’s disaster preparedness plan took place. Topics covered included mitigating risk, use of social media, development of interactive media for disaster in-service purposes, and development of a proposal to present disaster preparedness at the national convention next spring. Recommendation to develop relationships with the Executive Directors of the crisis pregnancy centers in Knoxville and Chattanooga was discussed. The use of amateur radio operators specifically for the agency in disaster was a topic covered. Use of interactive media in educating staff on disaster preparedness was recommended based on the fact that the majority of staff is voluntary and fluid in nature. Development of the template for the national organization was covered – the development of the template using the primary agency (NHPCC) and testing it on the disaster plan development of the satellite for evaluation purposes was well received. Ms. Shellhouse asked if a personal presentation to the Board of Directors would be a possibility.

### **Step 9 Putting It All Together**

NHPCC is a not-for-profit organization that deals with pregnant women in crisis. Based on Veenema (2013), it is mandated that phases of disaster preparedness meet the needs of the

“vulnerable” in society – high-risk, high-vulnerability are intrinsic within the population NHPCC serves; therefore, it is essential that the community disaster plan address their needs. The agency currently has no disaster plan. FEMA recommends disaster preparedness planning for everyone, whether an individual, family, business, non-profit, faith-based, private business, industry, community, region, state, and nation. The vulnerable, with a crisis superimposed, become even more at risk. In meeting the needs of their clients, it is valuable, prudent, and recommended that a disaster preparedness plan be developed for this agency. This endeavor is multifaceted requiring assessment, identification of risk and resources, integration into the larger community disaster preparedness plan, and ultimately the development of a plan that can be tested and when necessary implemented to save lives, protect property and the environment, and meet basic human needs.

Interfacing with the larger disaster community to assess how the needs of “at risk” groups are met is essential. In developing the agency plan as a template, the opportunity arises to test the template on the agency’s satellite within the city of Cleveland. The desire of the agency is that this template be taken to the national level to impact disaster preparedness in the 23,000-25,000 agencies nation wide. Development of interactive media to train agency personnel is a key component because of the volunteer nature of staff. Executive Directors nation wide for crisis pregnancy centers, remain in their position on average three years (T. Shellhouse, personal communication, June 26, 2013).

Within the Cleveland/ Bradley County disaster preparedness community, the potential exists for expansion of the template into the community preparedness planning as the community is faced with the question of how “at risk” groups are addressed in disaster planning (M. Baksh-Griffin, personal communication, June 6, 2013). Presenting breakout workshops at the two

national conventions has the potential for impacting 23,00-25,000 organizations – and the need to continue into the future is vital because of the Executive Director turnover (T. Shellhouse, personal communication, June 5 and June 26, 2013). Within the agency itself, preparedness will begin from the basic level – communication system, redundancy of records, alarm system, security needs, safety, etc. The objective is to develop a preparedness tool that will meet every component of preparedness – agency analysis, disaster preparedness plan, response, recovery, and mitigation (<http://emilms.fema.gov/IS700aNEW/index.htm>; <http://emilms.fema.gov/IS800B/index.htm>).

### **Summary of Learning**

Disaster preparedness is a humbling undertaking. The multifaceted nature of preparedness requires the need to interface with an entire community in preparation for a “maybe” event. The knowledge needed is overwhelming; however, the resources available are numerous. Learning from those who have gone before is vital and the process is dynamic and evolving as our society changes. From the basics of individual preparedness – to meeting the needs of pregnant women and infants in crisis, the task is daunting. At the ground level, understanding the risks within this population and preparing shelters with the basics: delivery kits, clean water, and nutrients to sustain life is vital (Veenema, 2013). Beyond this is preparing to meet the basic needs of an already at risk population in the unthinkable, unimaginable, and life-altering event of an all-hazards disaster.

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Appendix A



Sketch by Apex IV Windows™

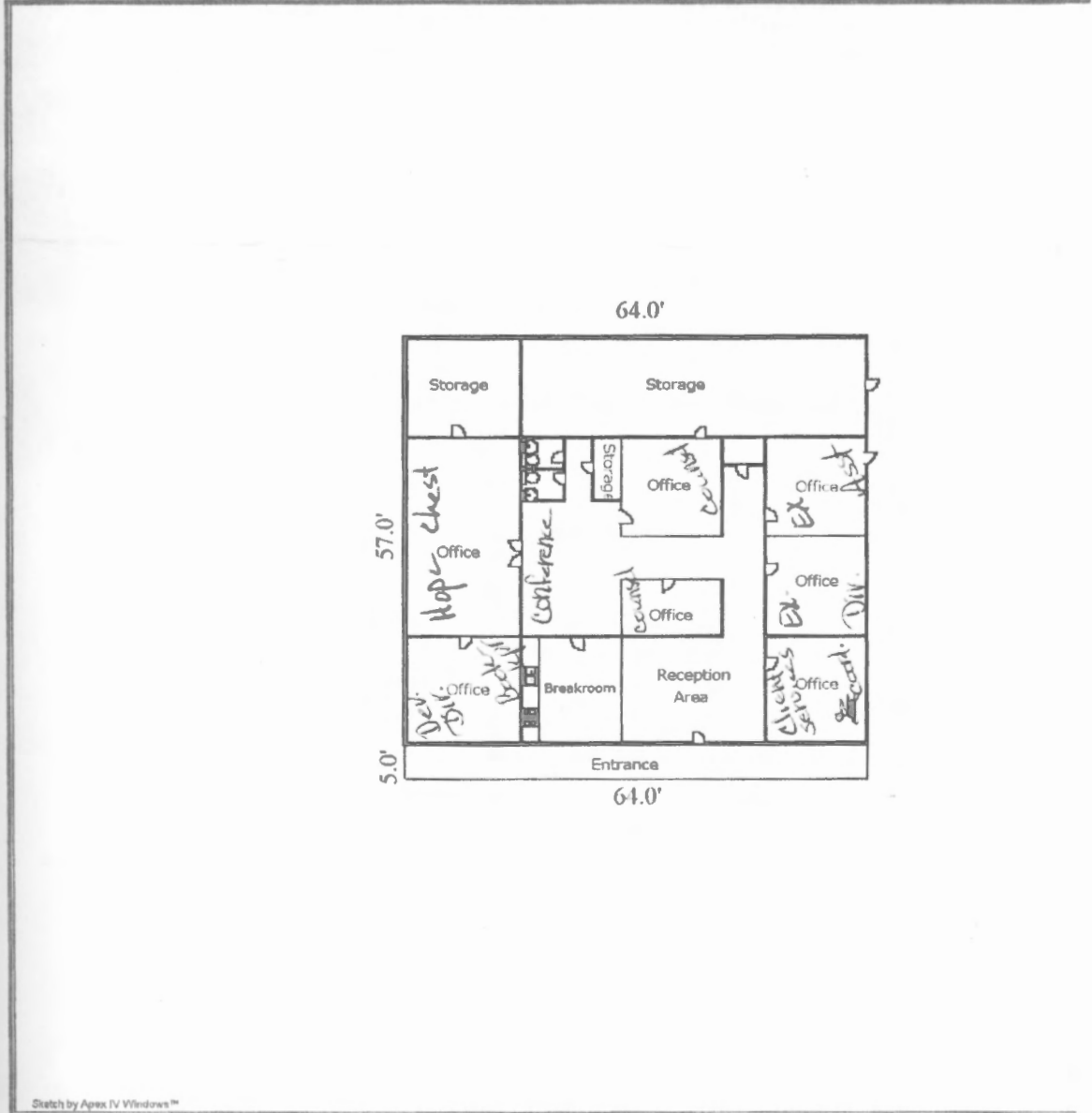
Comments:

AREA CALCULATIONS SUMMARY			
Area	Name of Area	Size	Totals
GBA1	First Floor	3648.00	3648.00
P/P	Entrance	320.00	320.00
TOTAL BUILDING (rounded)			3648

BUILDING AREA BREAKDOWN		
Breakdown	Subtotals	
First Floor	3648.00	
57.0 x 64.0		
1 Area Total (rounded)	3648	

### Building Sketch

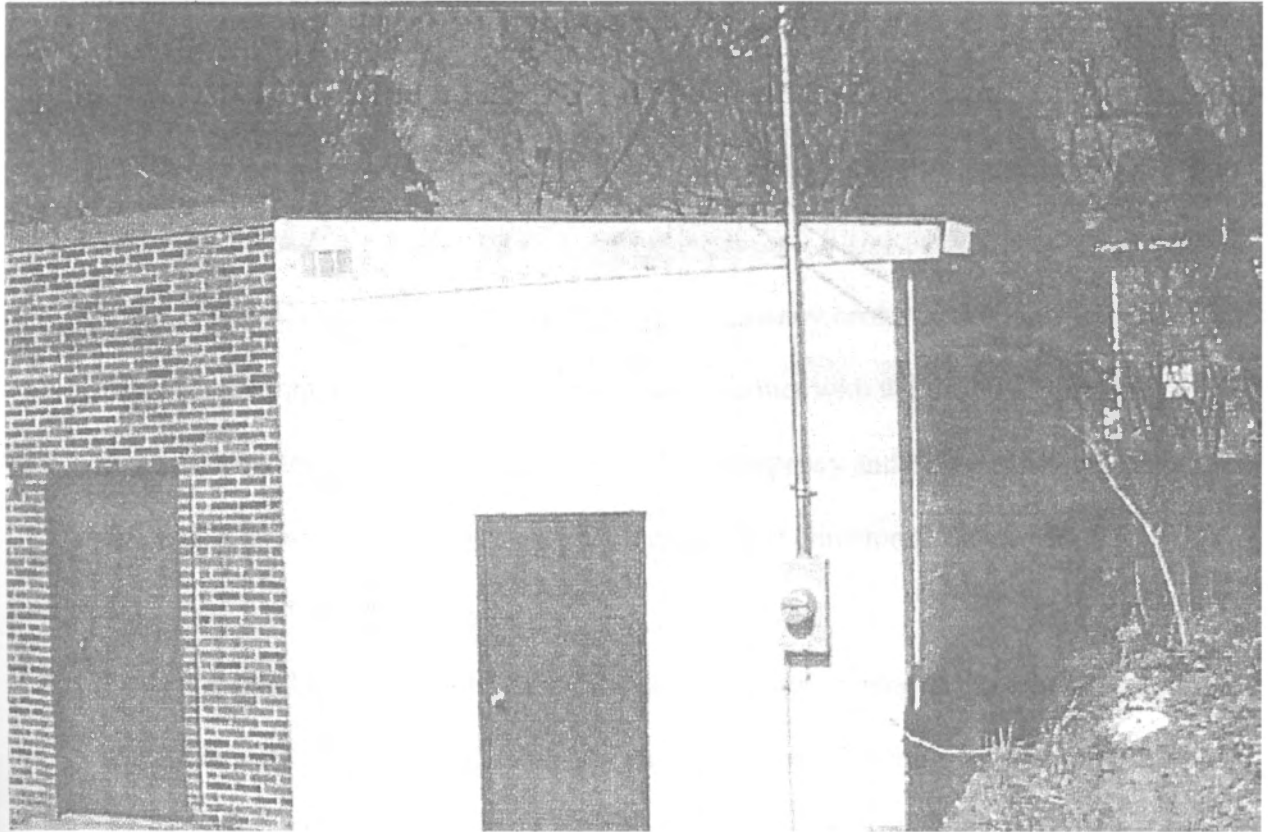
Client	New Hope Pregnancy Care Center		
Address	4526 Mouse Creek Road, NW		
City	Cleveland	County	Bradley
State	TN	Zip	CA
Bank	Southern Heritage Bank		



Sketch by Apex IV Windows™

Comments:





## Appendix B

## JOURNAL FOR CHRISTIAN LEADERSHIP &amp; MANAGEMENT

***JOURNAL ENTRY # 1***

I had previously made contact with the crisis pregnancy center in our local community regarding volunteering over the course of this summer with the desire to meet course requirements for NRSG-623 and NRSG-680 (Emergency and Disaster Management). Following is my first face-to-face encounter with the Director of the center.

**Situation:**

I met with the Director of the center, on accident, after arriving at the center to pick up my volunteer form. The discussion that ensued was with regard to my purpose at the center in the upcoming months. At the time it appeared that no other staff were there; however, the conversation took place through an interior window that kept us separated by a locked door. There were several young women in the waiting area at the time and I presumed them to be clients of the center. I discussed with her the need to be involved in a leadership capacity with a project and she proceeded to tell me that she was busy writing the business plan necessary for the center to convert from a non-medical to a medical facility (initiating the use of ultrasound in client intervention). This is something I would be most interested in and so I discussed the possibility of working with her in this regard to which she replied that she was converting plans she had written in Texas to accommodate her needs here. During the course of the conversation she mentioned that she was very busy with her responsibilities overseeing the center that she would not have much time to interface with me.

In light of the situation, I asked if the center had a disaster preparedness plan to which she responded they did not. When asked if this was something she believed to be of value her response was yes but again she did not have time. She did mention that a board meeting was coming up in the near future and she would be willing to address the board regarding the development of a disaster plan and commented that perhaps there might be several board members that would be interested in working with me on this project. I told her that I would return the volunteer form when I returned the following Monday to begin working with the agency.

### **My Emotional Reaction**

I was disappointed when the director stated she was very busy and would have minimal time to interact with me. It concerned me that I perceived a lack of interest on her part for my being willing to give of my time to perform a service activity on their behalf. I was disappointed that she specifically stated that she did not want any help with developing the business plan for the conversion since I was particularly interested in this project. I was frustrated that time was an issue of concern from her perspective and wondered if she had any consideration for my time. I was glad that developing a disaster plan was a possibility, as this would allow me to meet objectives for both courses.

Overall, I was dismayed by her lack of interest & felt her reception was not what I had experienced in the past (she is a new director & I have worked with this organization for 20 years).

### **Relevant Course Content:**

In chapter one of Yukl (p. 7), he states “ Leadership is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of



facilitating individual and collective efforts to accomplish shared objectives.” I believe this to be relevant for where I am at with this organization. In my desire to honestly meet the course requirements for this class I desire to be involved in a project that is of value to this organization. My initial desire would be to be involved with the development of the business plan that encompasses the conversion of the organization from non-medical to medical; however, in light of the lack of enthusiasm on the director’s part for this, I questioned if the organization had a disaster plan. The director acknowledged the lack of such a plan and expressed the potential for exploring the issue of developing a plan with the Board of Directors.

Yukl (p. 9) discussed the effects of a leader. He states that it can be viewed as a causal chain of variables and that these mediating variables explain the effects of the preceding one and the next one. What has transpired within the context of my interaction is that an organizational need has been identified – as recommended by the federal government every entity from family to small business, not-for-profit, city, state, and federal agencies all should have a disaster plan. The need has been communicated to the director of the agency and now my position is to implement the leadership “skills” I am learning this semester to attempt to bring about change.

Yukl (p. 10) states that the three variables that impact leadership effectiveness are the characteristics of the leader, characteristics of the followers, and those of the situation. As I assess this situation currently, much of what will happen with the adoption of this project will depend upon the value the director places on having a disaster plan and how she approaches the board about the need or lack thereof for its development. On page 17 in Yukl, he states “The survival and prosperity of an organization depends on adaptation

to the environment and the acquisition of necessary resources.” As we live in an increasing hostile environment and with the increasing frequency and magnitude of natural disasters, development of a disaster plan has become a “hot topic”. I see the development of a disaster plan as acquisition of a necessary resource; however, this is not a decision I can make. Behavioral theories of leadership (Yukl, p. 17) seek to explain why some members are more influential than others. In this situation as a volunteer asking to participate in a project to meet requirements for this course, I essentially have no power as it relates to this group.

### **Learning and Leadership**

Based upon the conversation referenced, the balance (or lack there of) between task-oriented and relationship-oriented leadership categories is at play. The Director specifically stated that she did not have much time because she was in the process of writing the business plan to convert from non-medical to medical. I wondered how she interfaces with staff principally because the majority of staff there are volunteer. In this conversation there appeared to be no attempt on her part to foster a relationship with me; however, she had agreed ahead of time to allow me to volunteer at the agency in light of this courses objectives. Yukl in chapter 3 speaks of the dynamics of these leadership characteristics and as we discussed in this class – are they inter-related. Obviously, if I am going to be able to accomplish the objectives for this course and Emergency and Disaster Management, with the goal being to develop an emergency disaster plan for this agency, a great deal of my time initially will have to be spent on being relationship-oriented. I will have to be purposeful in that if I am to succeed in working in this organization. It will be interesting to see how this director interfaces with the staff

because, in my thinking, it would be highly unlikely that volunteer staff would stay under a completely task-oriented leader (unless the cause was more important to them than their comfort).

The agency had given prior approval to my volunteering for the purpose of this class and they had foreknowledge of when I would be coming by to pick up the volunteer form; however, Yukl's comments on p. 24 regarding the reactive nature of managers came to mind. I'm not sure if the fact that there were clients in the waiting area had any impact on her response to me but it was clear that she was reacting to me as the one who initiated the conversation. Another component of chapter two in Yukl that was at play (as she clearly stated) was time management. She was explicit in her lack of time and because of this it will be necessary to demonstrate that her time commitment will be minimal and at no cost to the agency. Cost, because her management of resources will be another major factor in whether this project is adopted – this will come into the political arena as she answers to the Board of Directors regarding whether or not objectives and budgets are met.

### **Learning about Myself**

The conversation bothered me. I have spent years interacting with this agency and I was taken back by her response to the conversation. My goal is to meet the course objectives for these two classes; however, beyond that I hope to provide the agency a vital tool that will allow them to respond appropriately and continue to meet the needs of their clients – who are themselves in crisis. I realize that I must put my emotions aside and forge on in humility, selflessly with the goal of helping.

Perhaps I had preconceived notions that since you (the director) agreed to my volunteering at the agency for the purpose of a Christian Leadership course that I would be well received. Adjusting my thinking to the difficulties they face and trying to place myself in her shoes, I have to ask myself would I have responded differently? I would hope so!

### **Learning about Service**

Serving within this organization thus far has not met my expectations. My attempts at doing them a service will require that I serve with humility and a teachable spirit. Perhaps service in this capacity will prove harder than employment because when one is employed there is explicit description of what is required. In this service capacity, I have no clue what will be required. One lesson that this may teach me is that the harder things in life might indeed have the most to teach me. Hopefully through perseverance I will find that objectives hard fought deliver the greatest reward.

### ***JOURNAL ENTRY #2***

#### **Situation:**

On Monday May 13<sup>th</sup> I met with the Director of Client Services (Judy Gault) at the Crisis Pregnancy Center. The purpose of our conversation was to clarify the time I would be spending in service to the organization. It was for information gathering on my part, as well as the agency's. Ms. Gault and I sat in her office to discuss what the director and I had discussed the week before – the development of an emergency preparedness plan for the agency. My goal was to determine if this project had any feasibility at all. She specifically wanted to know how much time I would be spending with the organization

and what requirements I needed to fulfill for this course. She is new to her position with this being her first full week after completing her two-week notice at a prior place of employment. We discussed disaster preparedness in general and she expressed concerns for safety with regard to a gunman and also the fact that there aren't exit signs in the building. I discussed the tornados of several years ago as well as acts of terrorism and their exposure at The Walk for Life (a public gathering for individuals to raise money and walk in support of "life").

She requested that I prepare a proposal to take before the board. The director had mentioned this the week before, so I requested the date of the board meeting. She left the office to speak to the director about the date. I did not see the director this time. I told her that I would need commitment from some of the board members to work with me on this project (based on conversation with the director the week before stating that there might be board members who would want to be involved). The response I received was to put questions for the board in the proposal. I explained to Ms. Gault that my service to the organization was a large time commitment on my part and that for this project to be successful there needed to be a vested interest by the stakeholders – that simply having them correspond answers was not sufficient and that there would need to be time commitment on their part. I also informed Ms. Gault that if this was simply an act to appease me and help me meet course requirements that I would not be interested, but that my purpose is to provide something of value for the agency. The conversation ended with me informing her that I would have the proposal to her by noon on Monday May 21<sup>st</sup>.

Late Entry: I offered to bring the proposal to the board and Ms. Gault said that the director had a busy agenda and there would not be time. Also during the course of the conversation, I expressed the urgency of an answer noting the brevity of this course.

### **My Emotional Reaction:**

I was angry about the reception I received. I felt frustrated that the project was not important enough (nor was my time) for the director to simply acknowledge my presence.

I was frustrated at the prospect that they appeared to have no vested interest in the project, that they were simply trying to help me meet obligations for this class. I was offended by the lack of respect for the time the project would take.

I was afraid that the proposal would not be well presented and perhaps added on as an after thought. I was frustrated that time was slipping away and I wanted desperately to honestly meet the course requirements for this class.

### **Relevant Course Content – Change Theory:**

Kurt Lewin, in his force-field model of change describes the process of change as divided into three phases: unfreezing, changing, and refreezing (Yukl, p. 78). With regard to this project specifically, I see my “job” as a change agent having identified a need I now need to go through the process of change with this organization. With regard to Lewin’s theory, I am in the process of attempting to offset the balance between the driving-forces and restraining forces to favor change behavior (Yukl, p. 79).

If I am to be successful in this process of upsetting the balance in favor of change, I must articulate and communicate a clear vision (Yukl, p. 85) of what this change will do to achieve the shared objective of developing a disaster plan for this organization. It will be essential that I articulate well in my proposal to the board the values held in common in

order to gain commitment for the change. Based on Yukl, p. 89, a vision should be simple and idealistic – it presents an attainable future, yet grounded in the present reality. *(Please see the attached proposal).*

### **Learning about Leadership:**

Based on Yukl, p. 84, change requires a host of leadership behaviors some of which are political and administrative while others require motivating, supporting, and guiding people. This situation requires political and administrative support for this project to move forward. In an effort to garner support I must clearly state the nature of the problem and the objective of my being there (Yukl, p. 82). Without support from the Board of Directors along with the top administrator, this change will not occur. As can be seen from the proposal, I attempted to create a sense of urgency about why this change is necessary (citing recent tornados, terrorist attacks, and a client base that is already in crisis) (Yukl, p. 84).

### **Learning about Myself:**

This situation was very difficult for me to process – actually I left the agency that day somewhat offended by the conversation. My first inclination was to interface with board members I knew in the hopes of gaining their support; however, I determined that the best approach was to formulate the proposal and allow the situation to move forward as the LORD leads. I realized that this organization has been through major transition in staff over the last months and that they had a responsibility to evaluate my motives and intentions (unlike walking into this organization a year ago where I already had moral authority). I learned to value the process without unduly trying to influence the outcome.

**Learning about Service:**

I learned that service could be hard! It requires humility, thick skin, and setting aside one's own agenda to embrace community. Community is more than what is visible – values, beliefs, hopes, and ideals – and you may not be seeing the whole picture (Romans 12:3 Do not think more highly of yourself than you ought).

***JOURNAL ENTRY #3*****Situation:**

On May 22, 2013 I was notified by the agency that the Board of Directors gave approval for me to proceed with development of an agency disaster preparedness plan. On May 23<sup>rd</sup> I met with the Director of Client Services, Judy Galt, to discuss how to proceed with this project. I was warmly received by she and a volunteer who proceeded to describe to me how they had experienced a situation just that morning that left them feeling vulnerable. Ms. Galt had a hammer in her hand and described to me how they had heard something suspicious and did not know what it might be – so she and the volunteer, with hammer in hand, stepped out of the agency to try to locate the source of the suspicious sound. She described to me how there was another person at work in the agency and how they did not have a way to communicate with this person that there was a potential problem. It was found to be some men working on the roof; however, she described (now laughing) how vulnerable they had felt.

She and I then sat in her office to discuss in more detail how this might proceed. During the course of the conversation she reminded me that the agency has a satellite office and would I be addressing this in the disaster plan? Would I be training the staff? Could I



develop a brochure for them to give the host organizations that hold their mass gatherings? Ms. Gault shared with me that the director mentioned that at conference every year (where the executive directors meet), the directors are asked how many of the agencies have disaster preparedness plans – only 2 or 3 respond by raising their hands. I assured Ms. Gault that I would fulfill my responsibility to the agency by meeting their needs with regard to training. The possibility of print materials and presenting at convention were left as food for thought.

We discussed whether or not there were fire alarms, fire extinguishers at the site and she did not know. I told her that I would be bringing people from the community agencies in to assist me with assessing their vulnerabilities and providing expert opinion with regard to preparing their plan. She mentioned that one concern had been their liability with having people in and not knowing if they were in compliance with requirements. I assured her that the people coming in would be coming to assist the agency with regard to disaster preparedness and to help meet their needs should a disaster (all-hazards approach) occur. I informed her that I would have a busy month of June and would coordinate with them who and when we would be coming to the agency. It was left that I would have their disaster plan by July 1<sup>st</sup>.

**Emotional Response:**

I was delighted that the board approved the project and I was optimistic that I would be received in a more positive light on this visit. I was overjoyed to be greeted with such an enthusiastic response and glad to see that they had bought in to the project. I was satisfied that the project would be successful.

**Relevant Course Content:**

According to Yukl p. 51, change-oriented behavior is primarily concerned about understanding the environment, finding innovative ways to adapt, and implementing major change. One research question looked at identifying leader behaviors critical to successful change management citing that 70% of change efforts fail due to lack of effective leader change behaviors ([http://www.slideshare.net/salik\\_MBA/change-oriented-leadership-behaviors](http://www.slideshare.net/salik_MBA/change-oriented-leadership-behaviors)). Change behaviors included visioning, risk taking, innovating, and scanning all of which are included (although phrased differently) in Yukl's table 3-3 on p. 52. This website notes in the results of this research the behaviors that most contribute to effective change implementation are envisioning change, leading by example, developing, consulting, and innovative thinking.

With regard to this project and specifically this meeting, my objectives were to envision for the agency that a disaster plan is possible, to assess and understand the internal and external environment, and to be innovative in adapting and implementing change. There is risk involved personally and corporately. I will need to consult with many outside agencies as well as individuals within this agency and I will need to display innovative thinking in the development of this plan.

**Learning about Leadership:**

According to Yukl p. 99, "Major change will be more acceptable and less disruptive if people develop pride and confidence in their capacity to adapt and learn. Confident people are more likely to view change as an exciting challenge rather than an unpleasant burden." As this agency embarks on this major change, it is interesting to watch as they develop confidence in their capacity to adapt and learn. It appears from the direction of

the meetings that they are out of the unfreezing stage of Lewin's theory and moving into the change stage. The balance has been upset in favor of change.

Did I cause this unbalance to occur? Perhaps simply by making the proposition – posing the question was enough to upset the balance. Did I perform any great leadership behavior? I don't know the answer to that. An innovative thought perhaps? We do not see as the LORD sees and His timing is perfect. Maybe I was simply at the right place and at the right time to be used by Him.

### **Learning about Myself:**

I learned that things are not always as they appear and that leadership requires self-restraint and is contemplative. Patience is a virtue! Clearly defined roles and tasks are essential – ambiguity leads to confusion and perhaps failure. I have learned that leadership is a privilege not to be taken for granted – perhaps an honor where one walks with fear and trepidation so as not to think oneself worthy.

### **Learning about Service:**

Matthew 22:14 “Many are called but few are chosen” - for some reason this scripture came to mind regarding service. Service to community is a higher calling that requires one to look outside oneself to a greater good. Perhaps opportunity to serve is a gift that we too easily dismiss as unworthy of our time!

From this specific experience to date I have learned, I am a tool and whether or not I chose to be used is within my right; however, only with the choosing did I see God transform my heart to embrace the agencies position and begin to understand their heart.

***JOURNAL ENTRY # 4*****Situation:**

On June 5<sup>th</sup> I met with Judy Galt and Tracy Shellhouse (Executive Director) on Thursday to discuss how to move forward after Intensive (I will attach the agenda from our meeting). The meeting opened with me asking the director if there were any items of concern she would like to discuss first before we got into the agenda. She brought up the satellite office and said that she definitely wanted that office included in the disaster plan. I concurred with her stating that since the satellite fell under the umbrella of the agency it would be important to include it in the disaster plan. She said that she had great concerns for that particular site because there was only one way in and one way out. She gave the example of a gunman coming in. We discussed that I would finish the clinical/community system analysis by July 1<sup>st</sup>. As we covered the agenda we discussed preparedness which entails individual preparedness and I explained to them that I would go as deep with the staff as they desire; however, that research has demonstrated that if the individuals who work at the agency are not prepared at home, they will not be there to help the agency in a disaster. We discussed training and I assured them that I would fulfill my obligation to the organization by making sure that training needs were met (knowing that from the literature on disaster that training is essential to preparedness). With regard to the recovery area of disaster preparedness, I addressed the need to assess whom in the community they could rely on for assistance in a disaster. We talked about communication and discussed the new phone system going into both sites – and my interest in working with the company to assure that communication needs are met. The new system will be a cloud Internet system that will allow the two agencies to connect

and the potential for connection with the emergency preparedness center will be addressed. We discussed demographics of their clients and meeting the language needs of those they serve. We addressed determining health care needs and shelter sites for their clients in case of disaster. I discussed that the federal government has addressed that disaster preparedness must include the needs of the high-risk, high-vulnerability groups of which their agency specifically deals with (women and children).

With regard to recovery and mitigation, we discussed redundancy of medical records, alarm systems (of which they have none other than entry), redundancy of internal and external communication, and insurance. The director stated they have one fire extinguisher and no carbon monoxide or fire, etc. alarms. We talked about insurance and she gave me permission to meet with their insurance agent and to have the policy to go through. The director informed me that IBM is whom I will be working with for redundancy of records.

I informed them that I could not give them an exact date as to when the disaster plan would be done; however, I could tell them it would be done this year. We discussed my proposing to present disaster preparedness breakout sessions at the two annual conventions. The director asked if I would be willing to develop a template that the 23,000-25,000 agencies nation wide could obtain and customize to form their own disaster plan. I agreed to this end. Finally, we discussed the potential for their mass gatherings to be used for disaster drills and we discussed my developing print materials (brochures) for the hosts of the mass gatherings to cover potential risks and how to deal with them. I offered to send an update for her to include for the Board of Directors on a monthly basis.

*Late Note:* I forgot to mention that the director had hoped to introduce me to the satellite liaison; however, she had stepped out to lunch when our meeting ended. We made plans for me to meet her and visit the other site, as it will have its own set of special needs.

**Emotional Response:**

I was glad to see the director take ownership and become so interested in the project. It delighted me to be received with a warm welcome. I left feeling very optimistic that this project has great value for the agency and that they are totally committed to providing me with resources needed to do the job well.

**Relevant Course Content:**

According to Yukl p. 99, “Major change is more acceptable and less disruptive if people develop pride and confidence in their capacity to adapt and learn. Confident people are more likely to view change as an exciting challenge rather than a disruptive burden”. It was interesting to me to watch the change in the director’s response to me from the first visit to this visit. I could sense that all of the sudden my presence was more than a disruption. I could sense her excitement about this challenge. Her desire to for the agency to lead into uncharted territory – it appeared she has great pride and confidence in the ability to adapt and learn.

When I access this project and how it has progressed, the question arises (from Yukl and others) what constitutes an effective leader? I do not know the answer to this; however, perhaps one thing that has shifted the tide in this project is “personal integrity”. On p. 143 of Yukl, he discusses personal integrity as behavior that is consistent with espoused values – honesty, ethical, trustworthy. He goes on to say that “Integrity is a primary determinant of interpersonal trust” and that expert and referent power is based on

perception by others of trustworthiness. He finishes this section by saying that “Integrity is an important aspect of ethical, authentic, and spiritual leadership”. Perhaps having heard about me from board members and people in the community and having interacted with me shortly, this director and client services liaison believe me to have personal integrity.

### **Learning about Leadership:**

Bring something of value to the table. As Yukl points out on p. 92, TABLE 4-2 Guidelines for Formulating a Vision, involve identify shared values and ideals. As you will see from the proposal taken to the board (attached), I tried to appeal to their desire to save lives from the disaster perspective. According to Yukl p. 92, a shared “mental-model” is important in the development of a credible vision. Because this is a volunteer organization there are common shared values, hopes, and aspirations. In light of the Oklahoma disaster on the Monday before the board meeting – the relevance of a disaster plan was in the forefront ( Yukl, p. 93).

In Yukl, he discusses the need to refine mental models and looking at key variables that affect performance as well as the need to coordinate different aspects of change (p. 88). He points out that one way of doing this is to hold frequent progress meetings with key people – as was done in this meeting. He speaks to the need for people to know that the change program is progressing successfully. Not specifically knowing this aspect of leadership per say, but out of respect for the organization I had offered to update the board monthly regarding the progress of the project. In the last paragraph on p. 88, Yukl makes the point that the primary proponent and sponsor of the change must continue to signal commitment to see it through to the end.

**Learning about Myself:**

Patience is a virtue, but where have we heard that before? After the first two meetings I was not of the best frame of mind but chose to proceed and see where this would go. Had I not given it time, I would have missed out on a great opportunity to apply current, relevant classroom learning to a real life organization. The ability to work with this agency and develop a disaster preparedness plan is opening opportunity for me to create and develop programs that can potentially impact thousands of agencies like this one. What appeared to me to be simply an attempt to meet course requirements for two of my summer classes has turned out to be a multifaceted, dynamic project that is leading me down a new path for my scholarly project. What some might call a fluke is perhaps a divine appointment!

**Learning about Service:**

Service can be difficult! It requires time and commitment beyond what we are many times willing to offer. Service can impact not simply an organization, but a community, and perhaps a nation with the seed of a very simple vision. How many service organizations are simply waiting for someone to come and volunteer their time to a worthy cause?

***JOURNAL ENTRY # 5*****Situation:**

I met with Maureen Bakas-Griffin, faculty for Disaster & Emergency Preparedness to discuss this project and gain her insight into how to proceed. We met on Tuesday June 4<sup>th</sup> for 1 hour. My questions for her were 1) How do I interface with the community plan,



2) Who are the vital people to meet with and, 3) Are there state/regional people that I need to meet with? During the course of the conversation we discussed therapeutic hypothermia (TH) (which was my proposed scholarly project), the purpose of which was to gain insight into her thoughts on my ability to complete within the timeline for graduation – more as a transition point into the possibility of utilizing this project as my scholarly project. It took me a few minutes to redirect her out of TH and back to this project from which she proceeded to go down a path of wanting to show me clips of a disaster drill she had conducted at Cleveland State. There again, it took me a few minutes to direct her to this project. Once I began sharing how this project had blossomed from me simply (not literally) creating a disaster preparedness plan for this organization into this multifaceted project involving the satellite agency, training, print materials, and templates with the potential to impact the 25,000 agencies nationally & presenting disaster preparedness at their national conventions – I now had her full attention. As she stated with regard to this as my scholarly project – this is the community you live in and you now have the capacity to influence your community and perhaps thousands of others – this is it, we can put TH away.

She discussed with me the need to contact the Cleveland Emergency Management People along with the Bradley County Emergency Management People. In discussing with her the approach to this high-risk, high-vulnerability group, she recommended approaching them from the standpoint of asking how they map out their high-risk, high-vulnerability groups. Ms. Bakas-Griffin, warned me not to be surprised if this opens up an entirely new dialogue and the potential for developing a template for the Bradley County EMS. The FEMA-Strategic Foresight Initiative -2030 was discussed with its identifying

“drivers of change” to include demographics, technology, and economy. She warned that this might grow into a statewide initiative with the need to divide the state into thirds (middle, east, & west Tennessee).

We discussed the importance of this project with regard to research – looking both at best practice and outcomes research. Frameworks applicable (as voiced by Ms. Bakas-Griffin) are methodology to enhance resiliency and preparedness models. She recommended looking at vulnerability assessment tools and their respective validities. Thoughts of phenomenological research with regard to my interfacing with Joplin and Oklahoma were superficially addressed. She provided me with a forwarded email pertaining to a scholarly writing retreat in November that Leadership National League for Nursing is conducting in Atlanta. The conversation concluded with her endorsement and reference to the far-reaching capabilities of this project and her willingness to be of assistance as I move forward.

**Emotional Response:**

I was overjoyed at her enthusiasm regarding the project. I was excited about the possibilities of this project before I met with her; however, her endorsement of the value of this project brought delight to my heart. I am optimistic that this project can move forward and bring something of great value to the table.

**Relevant Course Content:**

In Yukl on p. 95, in the chapter on *Leading Change and Innovation*, he speaks to the need for external acquisition of new knowledge. The importance leadership function of acquiring new knowledge and getting advice from consultants who have relevant expertise is discussed. The process of examining best practices, improving upon them,

and inventing new approaches is discussed. For organizations to succeed in turbulent time, p. 94, Yukl states there must be people at every level oriented toward learning – this involves acquiring and using new knowledge.

Actual expertise (Yukl p. 191) is gained continually through the process of education and practical experience. The most convincing way to demonstrate expertise is by “solving important problems, making good decisions, providing sound advice, and successfully completing challenging but highly visible projects”. This is a learning process for me personally – one that has the capacity to develop me into an expert in this field of disaster preparedness – with the LORD’s help!

### **Learning about Leadership:**

I’m not sure if this is exactly where I need to go; however, I feel it is something I need to say. Leadership takes you places you never set out to go – but only if you are willing to go there. This objective to find a project to meet the objectives of this course has blossomed into a major multifaceted project. Am I prepared? Most definitely not! Am I willing? Yes. Can this be done? With a lot of time and energy, help from others, and the LORD’s blessing.

Perhaps a component of leadership (other than the situational variables Yukl discusses throughout his book) is simply being available to lead. I don’t know – just food for thought!

### **Learning about Myself:**

I have spent 30 years in critical care nursing. My scholarly project was developed around a critical care nursing intervention. If you had asked me if I would ever do anything in public health the answer would be a resounding no. So how is it that this public health,

timely, relevant project has ignited my heart? I don't know, but perhaps there is more to me than I ever knew before Christian Leadership!

**What about Service:**

A small project to fulfill a simple objective – worthy in itself because it involves meeting a need of a non-profit in this community – has grown exponentially with the potential to impact far more than I could have imagined. My community transformed would be enough. Others with greater visions than mine, having the ability to harness hope for a better tomorrow and turn it into reality – all the while without me even knowing what was happening to me.

***JOURNAL ENTRY # 6***

**Situation:**

On Tuesday, June 11<sup>th</sup> I met with Dr. Liedke, my research advisor, to discuss this project's potential for becoming my scholarly project (attached copy of email sent to him the week prior). Dr. Gadd had already endorsed me changing my scholarly project to focus on this disaster preparedness project; however, I had not discussed the details with Dr. Liedke. My primary objective for this meeting was to clarify the faculty's expectations with regard to fitting this into the framework of the scholarly project; however, I had some specific questions with regard to the development of this project and meeting the agency's needs. Those will be discussed specifically as they pertain to this project.

As we discussed the project, and the agency's need for me to develop the disaster preparedness plan for the satellite as well, I had pondered whether it would be wise to

work on both plans at the same time – being that the satellite has its own set of risks and vulnerabilities. I had decided that perhaps the best way to approach this would be for me to develop the disaster plan for the agency first – devoting my time fully to that part of the project until complete, before tackling the satellite’s plan. In our discussion, Dr. Liedke pointed out that part of the scholarly project requirements would be that outcomes are measurable; therefore, with that in mind (and the agency’s desire for me to develop a template for the 25,000 organization members) it was decided that the first disaster plan for the primary site would be where my focus is used to develop the template. Once the template is finished, then I can apply it to the satellite to test how well it works and make the necessary adjustments. As he pointed out, trying to develop both plans simultaneously might be difficult – almost like trying to fit a circle into a square box or vice versa.

The second point of discussion, which deals specifically with this project – my interviewing the Executive Directors of the centers in Joplin and Oklahoma to determine if they had disaster preparedness plans and if so how well did they work?

The purpose of my interviews is to gain insight from their experience in order to produce a plan (for this agency) that can be tested for its efficacy. My question to Dr. Liedke – should I try to incorporate these interviews into some phenomenological research for my scholarly project? His response was a definitive “no”. Dr. Liedke pointed out that this is a project that is huge in scope and adding to the already momentous task would not be wise. We discussed the value of the project not only for the agency, also for its far-reaching effects, noting the timeliness and value in the world we live in today.

**My Emotional Reaction:**

I was glad that Dr. Liedke found merit in the project as it pertained to my scholarly work. I was apprehensive that he would not easily relinquish my original project simply because we are both acute care practitioners and this project is based in public health. He reinforced my satisfaction that this is a valuable project, worthy of my time – and that the faculty is excited for the uniqueness of this project. I had asked the agency to be in prayer for me as I shared with them that the project they wanted me to take ownership of was outside the scope of this and my Emergency & Disaster Preparedness class; therefore, I was considering making this my scholarly project. I was delighted that I now could report to the agency that I would be able to undertake all components of this project and optimistically knowing that I could produce all components requested by the agency in time to meet my target graduation May 2014.

**Relevant Course Content:**

As I have read through chapter 12 of Yukl this week – looking at charisma and transformational leadership – I ask myself an important question, “What makes me think I can actually complete this project successfully”. On p. 321 in Yukl, he states that transforming leadership appeals to moral values of followers, raising consciousness about ethical issues in order to mobilize energy and resources to reform. With regard to this project, transformational behavior is necessary. The need for *idealized influence* is discussed on p. 322 – “behavior that increases follower identification with the leader”. With regard to the agency and the educational institution, I am demonstrating that I am dedicated and making self-sacrifice to benefit the follower (perhaps the follower in this situation is both the agency and the institution of learning). The transformational

behavior of intellectual stimulation – “influencing followers to view the problem from a new perspective, looking for more creative solutions” is being used in this project. Yukl on p. 323 discusses that “transformational leadership is highly correlated with trust in the leader. For reasons fully beyond my understanding, both the agency and learning institution trust that the vision that has been developed are worthy of their trust in me to see it to completion. Finally, on p. 324 Yukl points out those change-oriented components of transformation leadership tend to increase in importance when the environment is dynamic and unstable. With terrorist attacks, natural disasters, political discourse, and all that could possibly cause a disaster – this project is timely and perhaps because it is timely this has instilled a sense of trust in me empowering me to be flexible and innovative in the development of this disaster preparedness plan.

### **Learning about Leadership:**

Leadership is an enigma. What makes a leader a leader? As we have studied this term we have learned that leadership has the characteristic of being illusive – sometimes not corresponding to acknowledged facts or criteria ([www.thefreedictionary.com/illusive](http://www.thefreedictionary.com/illusive)). What makes a great leader and in what situations do great leaders emerge? What I can say is that from a Christian perspective the answers to leadership become clearer – God grants opportunity for leadership and He alone empowers one to lead!

### **Learning about Myself:**

Leadership is not always planned. God works His plan and works His people into His plan. Perhaps leadership is more about being available to lead than possessing any “great” characteristic.

From this project I have specifically learned that sometimes seemingly difficult situations can turn into wonderful learning and leadership opportunities. Leadership is perhaps more a state of mind than a host of traits that make one prepared to lead?

**Learning about Service:**

The ability to serve is a gift. It is a rare and precious gift to be allowed to serve others in the name of Christ. Perhaps I do not look often enough for those opportunities! May I begin to be more open to be used of God in service to others. God grant me the grace to endure this project and see it through to His glory!



Appendix B

Introduction  
Fire  
Earthquake  
Weather  
Utility  
Earthquake  
Hazardous  
Evacuation  
Client In  
Armed  
Un-Armed  
Armed  
Bomb  
Bomb  
Suspicious  
Civil  
Vehicle  
Maps  
Building  
Property  
Fire  
Fire  
Fire  
Shelter  
Electrical  
Natural  
HVAC

**Emergency Plan**  
**For**  
**NHPCC**

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# Introduction

The information presented in this plan is an attempt to provide guidance and a basis for operations during the occurrence of an event that poses a threat to the safety and welfare of the employees of New Hope Pregnancy Care Center, the clients that NHPCC serves, and/or visitors.

This plan is general in nature and should not be construed to be all encompassing. While an effort has been made to address potential threats that the agency may face, it should be understood that emergency events might not fit squarely into the categories listed herein. Common sense should be used to determine the best course of action to take during an event.

The Director should aggressively pursue the development, training, and implementation of this emergency plan. These plans should take into account this document, which covers the building and grounds, for which the staff of NHPCC is responsible.

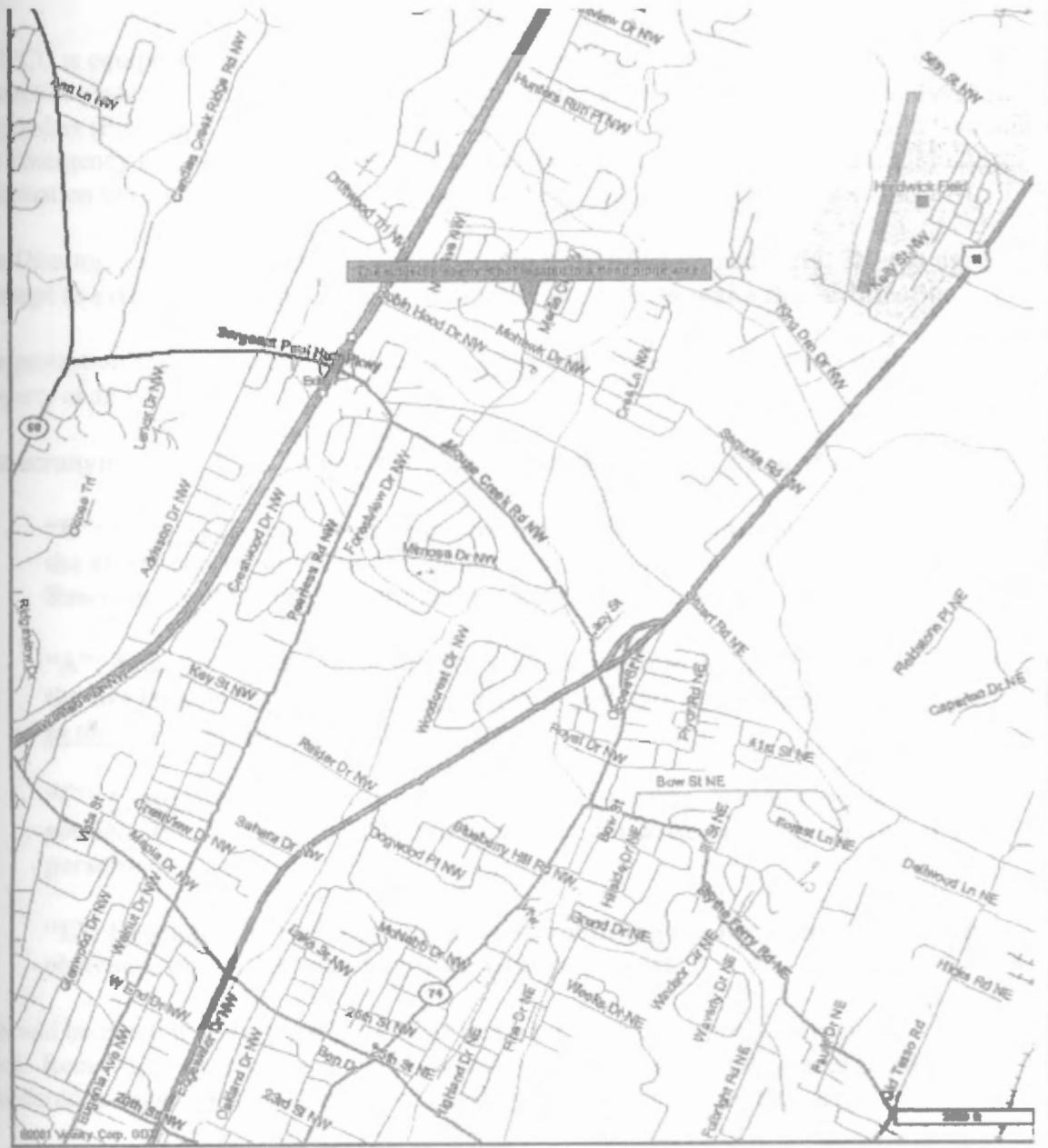
**Insert Building Map**

**Building Sketch**

Agency/Client <b>New Hope Pregnancy Care Center</b>			
Property Address <b>4526 Mouse Creek Road, NW</b>			
City <b>Cleveland</b>	County <b>Bradley</b>	State <b>TN</b>	Zip Co
Lender <b>Southern Heritage Bank</b>			



**Insert Property Map**



Property MAP

## Fire

NHPCC is equipped with a fire detection (alarm) system. Notification is made through this protective system to the local Emergency Communication Center (911 Center) and emergency responders (Fire, Law Enforcement, and EMS). Additionally, a phone call should be made to the Emergency Communication Center (911 Center), by dialing 911, to provide additional information to responding personnel.

The Director, staff, volunteers, and clients should be notified immediately. **Do not delay in the attempt to extinguish the fire and / or evacuate the area to make this notification.**

The protection and preservation of life takes precedence over the protection and preservation of property at all times.

The acronym “R. A. C. E.” should be followed in the event of a fire of any magnitude.

**“R”:** Report / Rescue: Report the fire immediately to those in the general area so the alarm can be sounded and phone contact should be made by dialing “911”.  
Rescue or remove those in immediate area of the fire.

**“A”:** Attempt to extinguish the fire with an appropriate portable fire extinguisher if the fire is minor in nature. *This action should only be performed by personnel trained in the use of portable fire extinguishers.*

**“C”:** Confine the fire to the area of origin by closing, *and leaving unlocked if possible*, the doors to the affected area after the area has been cleared of all personnel.

**“E”:** Evacuate the entire area that is surrounding the fire taking care not to obstruct responding emergency services personnel.

It should be noted that the possibility exist that a minor fire can progress rapidly to a major event. Removal or evacuation of clients and staff from the surrounding area should be considered as conditions dictate or as ordered by the director and/or emergency personnel.

A fire drill shall be conducted at least once annually as directed by the Director.

Annual fire safety shall incorporate proper use of fire extinguishers & shall be conducted by the local fire department.

**False Alarms:**

Activation of the fire alarm system can occur for a variety of reasons other than an actual fire. These conditions include power fluctuations, lightning, dust movement in the air, and accidental interruption in the alarm circuit.

The following procedures are to be followed in the event of fire alarm activation:

- Personnel should investigate the cause of the activation to determine whether the alarm is false in nature by physically inspecting the zone in which the alarm occurred.
- If the alarm activation is false in nature contact the Emergency Communications Center by dialing 911 and inform them that the alarm is false and that no fire department response is needed.
- Alarm should be reset in accordance with the manufactures guidelines.

**Minor Fire:**

A minor fire is defined as one that affects a small area and can be controlled or extinguished with a commercially available fire extinguisher such as a fire in a waste container or one involving a small amount of combustible material or an electrical fire that involves a wall receptacle, light switch, or a single lighting fixture were a fire extinguisher would not necessarily be employed and the threat of the fire spreading rapidly is minimal.

The following actions should be taken in the event of a **minor fire**:

- **R. A. C. E.**
- The Director or building manager shall immediately notify the agency staff of a fire of any magnitude, even if the alarm system does not activate.
- No general evacuation of the entire complex should be conducted for a minor fire unless deemed necessary by Director or building manager.
- Director or building manager should ensure that the responding fire department personnel are directed to the correct location by means of the closest entrance.
- The Director or building manager should ensure that there is no re-entry to the affected areas during fire department operations. Once the fire department concludes operations, the affected areas shall be turned over to the Director or building manger.
- The incident should be reported and documented per the agency guidelines.



**Major Fire:**

A major fire is defined as one that affects a large area and can not be controlled or extinguished with a commercially available fire extinguisher or involves multiple parts of the electrical system or the power distribution system (breaker / fuse box or transformer). The presence of smoke or flames in the ventilation system also constitutes a major fire, since flames can spread rapidly in such locations.

The following actions should be taken in the event of a **major fire**:

- **R. A. C. E.**
- The Director or building manager should immediately notify agency staff of a fire of any magnitude, even if the alarm does not activate.
- **Evacuate the building.** The Director or building manager should ensure that there is no re-entry to the affected areas during fire department operations. Once the fire department **has concluded** operations, the affected areas shall be turned over to the Director.

Fire Alarm Zone Map

Pregnancy Care Center		
House Creek Road, NW		
County Bradley	State TN	Zip Code 37312
Space Bank		

Fire Alarm Sensors (\*)

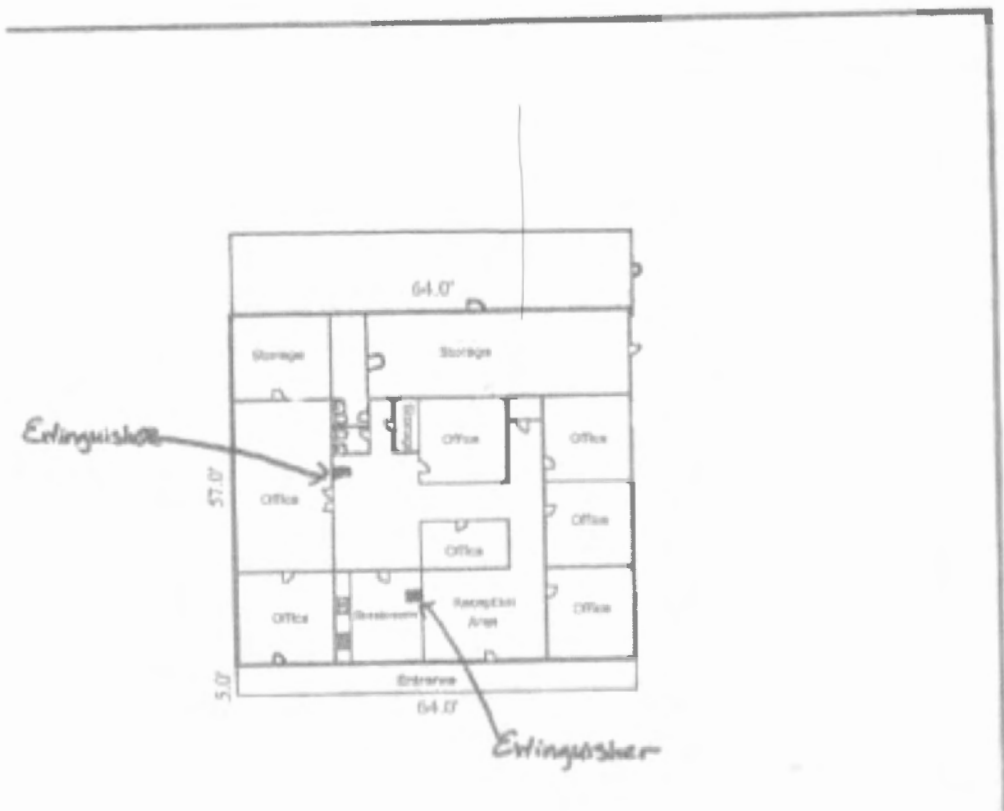


**Insert Fire Extinguisher Map**

**Building Sketch**

New Hope Pregnancy Care Center		
26 Mouse Creek Road, NW		
Cassidy Bradley	State TN	Zip Code 37312
Heritage Bank		

Fire Extinguisher map (1)



Insert Fire Hydrant Map

File No. 2124000 P

**Fire Hydrant MAP**      **Site Map**

---

Client: New Hope Pregnancy Care Center

---

Property Address: 4526 Mouse Creek Road, NW

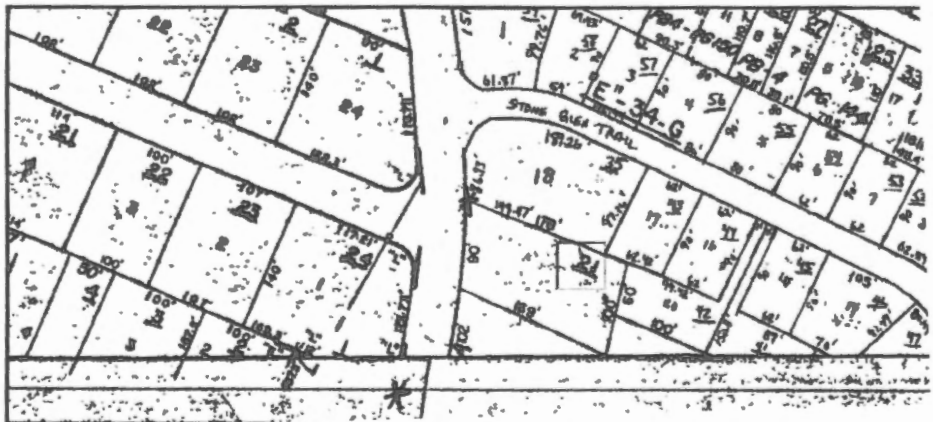
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City: Cleveland      County: Bradley      State: TN      Zip Code: 37312

---

Lender: Southern Heritage Bank

Fire Hydrant Map:  
North side property boundary @ Mouse Creek  
Corner Mouse Creek & Wedgewood Dr. – South of access



## Severe Weather

Severe weather events are common in the Cleveland / Bradley County area. In most cases a warning or watch is issued by the National Weather Service office in Morristown, TN in plenty of time to allow preparations to be made. Whereas Hurricanes, Tropical Storms, and Tropical Depressions do not occur frequently in this area, procedures for these events are covered under thunderstorms and flooding.

Close attention should be paid in advance to weather conditions during scheduled outdoor events and activities.

The following procedures are to be followed for **all severe weather events**:

- The Director or building manager shall be assigned to monitor the weather alerts to allow for the prompt notification of staff, volunteers, and clients in the event of a severe weather watch or warning.
- The Director shall make the decision for agency closure in the face of an imminent threat from severe weather. If closure is ordered, notification should be made immediately to staff, volunteers, and clients (mass email notification)

## **Severe Weather Watch**

A severe weather watch is issued by the National Weather Service and is declared when, "...the risk of a hazardous weather or hydrologic event has increased significantly, but its occurrence, location, and/or timing is still uncertain. It is intended to provide enough lead time so that those who need to set their plans in motion can do so." The most common watches for this region are for flooding, thunderstorms, tornados, and winter storms. The Cleveland / Bradley County area is placed under a "watch" status many times each year.

The following actions should be taken in the event that a **severe weather watch** is issued by the National Weather Service:

### **Flood Watch:**

- No action necessary.
- **No** general announcement concerning the watch conditions are to be made.

### **Thunderstorm Watch:**

- **No** general announcement concerning the watch conditions are to be made.
- The Director or building manager shall inspect the exterior of the building and parking areas to ensure that unsecured material are properly secured in such a manner that they do not become a hazard during increased wind conditions.

### **Tornado Watch:**

- **No** general announcement concerning the watch conditions is to be made.
- The Director or building manager shall inspect the exterior of the building and parking areas to ensure that unsecured material (signs, waste debris) are properly secured in such a manner that they do not become a hazard during increased wind conditions.

### **Winter Storm Watch:**

- **No** general announcement concerning the watch conditions are to be made.
- The Director or building manager should make provisions for snow and ice removal from all agency exits, including all emergency exits and agency roadways.
- The Director or building manager shall also monitor the roof area for signs of overload and / or failure.

## **Severe Weather Warning**

A severe weather warning is issued by the National Weather Service and is declared, "...When a hazardous weather or hydrologic event is occurring, is imminent, or has a very high probability of occurring. A warning is used for conditions posing a threat to life or property." The most common warnings for this region are for flooding, thunderstorms, tornados, and winter storms. The Cleveland / Bradley County area is placed under a "warning" status many times each year.

The following actions should be taken in the event that a **severe weather warning** is issued by the National Weather Service:

### **Flood Warning:**

- **No** general announcement concerning the warning conditions are to be made.
- Monitor local news and weather services and / or weather radio for updates on conditions.
- The Director or building manager should inspect the exterior of facility including parking area and roof drains (if no lightning is present) to ensure that there is no obstruction that will prevent the drains proper operation.
- As conditions dictate, the Director shall make the determination as to whether or not to suspend agency operations during the warning time frame.

### **Thunderstorm Warning (including Hurricane, Tropical Storm, and Tropical Depression):**

- **No** general announcement concerning the warning conditions are to be made.
- Monitor local news and weather services and / or weather radio for updates on conditions.
- As conditions dictate, the Director shall make the determination as to whether or not to suspend agency operations during the warning time frame.
- *If not completed during the watch period*, the Director or building manager shall inspect the exterior of the building and parking areas to ensure that unsecured material are properly secured in such a manner that they do not become a hazard during increased wind conditions

### **Tornado Warning:**

- A general announcement should be made concerning the warning conditions:

**The National Weather Service has issued a Tornado Warning for the local area. In an effort to provide for your safety, all staff, volunteers, & clients are asked to move into the enclosed corridors and shelter areas at this time. Thank you.**

- The Director or building manager should shelter clients and staff in an area away from doors, glass, and skylights, preferably an interior load bearing wall.
- Clients and staff should be encouraged to take shelter in these safe areas, however if they refuse, they **cannot** be forced to remain in the agency.
- At the end of the warning timeframe the following announcement should be made:

**Attention, the Tornado Warning for our area has been lifted. Thank you for your patience and understanding during this event.**

**Winter Storm Warning:**

- No general announcement concerning warning conditions are to be made.
- The Director or building manager should monitor local news and weather services and/or weather radio for updates on conditions.
- As conditions dictate, the Director or building manager shall make the determination as to whether or not to suspend agency operations during the warning time frame.
- The Director and/or designated person or persons should begin snow and ice removal from all agency exits and agency roadways as conditions dictate. The Director or designated person shall monitor the roof area for signs of overload and/or failure.

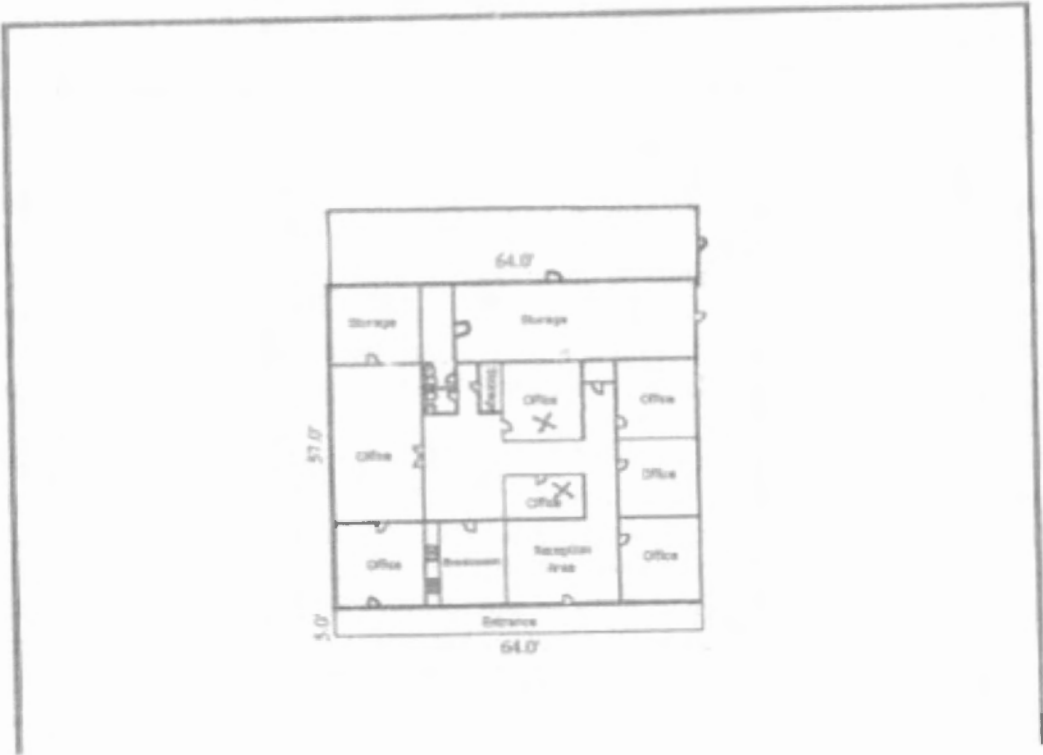
In the event that the agency has incurred damage from a severe weather incident, damaged area(s) should be evacuated and secured to prevent further entry until the affected area is deemed safe by the proper authorities. **The Director shall make the determination of when and who may re-enter the affected area after consultation with emergency personnel.**



Insert Shelter Area Map

New Hope Pregnancy Care Center			
Physical Address: 4526 Mouse Creek Road, NW			
City: Cleveland	County: Bradley	State: TN	Zip Code: 37312
Lease: Southern Heritage Bank			

Shelter In Place (X)



## Utility Outages / Incidents

Utility outages and incidents can cause a major interruption in agency services and can present a hazard to clients and staff alike. Failure of the electric power system disrupts alarm and anti-theft systems, presenting a security risk and a safety risk with the failure of normal agency lighting. An incident (leak) or failure in the natural gas delivery system presents a safety concern due to the possibility of the creation of a hazardous / explosive atmosphere. Failure in the telephone system could possibly result in the failure of the alarm system to notify the proper authorities in the event of activation.

Facility staff should take the following actions in the event of a **power failure**:

- The Director or building manager should contact Cleveland Utilities at 472-4521 to determine the cause of service interruption.
- Sensitive electronic equipment should be unplugged until power is restored to prevent surge damage.
- Once power is restored, system checks should be completed on the alarm and computer systems.
- If the outage is going to be extended in nature, the Director or building manager should consider closure of the agency until service can be fully restored.

The following procedures should be followed in the event of a **natural gas leak** or smell of natural gas:

- Contact should be made to the Emergency Communications Center by dialing 911. Contact should then be made to the service provider at 1-800-427-5463.
- If the source is found to be a broken line or a leak at a fitting outside the agency, the immediate area should be evacuated immediately.

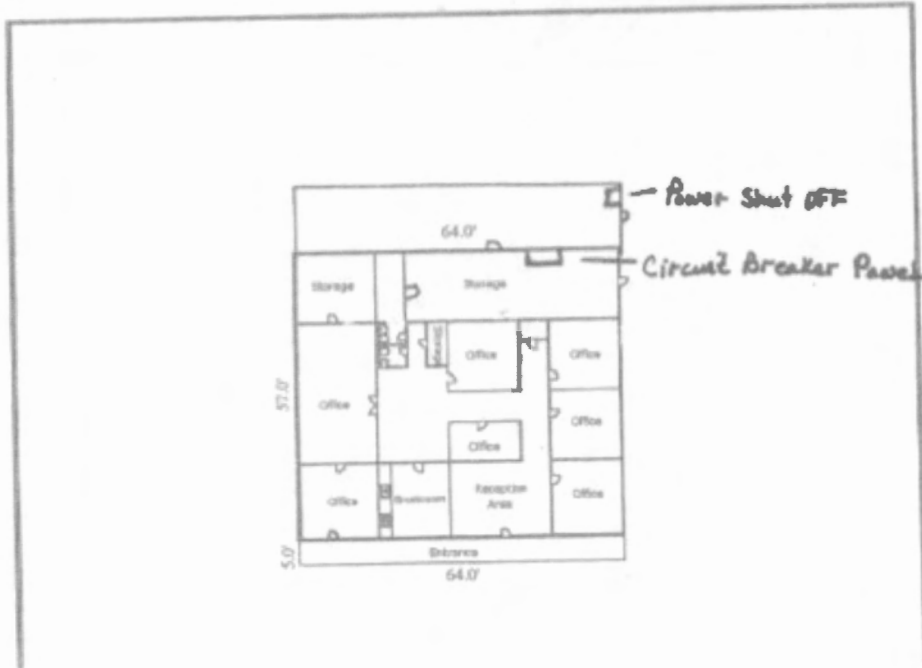
The following procedures should be followed in the event of failure of the **telephone system**:

- Contact should be made to the telephone service provider via cell phone to advise them of the outage.
- The Director and/or building manager should perform "Fire Watch" patrols since failure in the fire alarm system is possible when communication servers are interrupted.

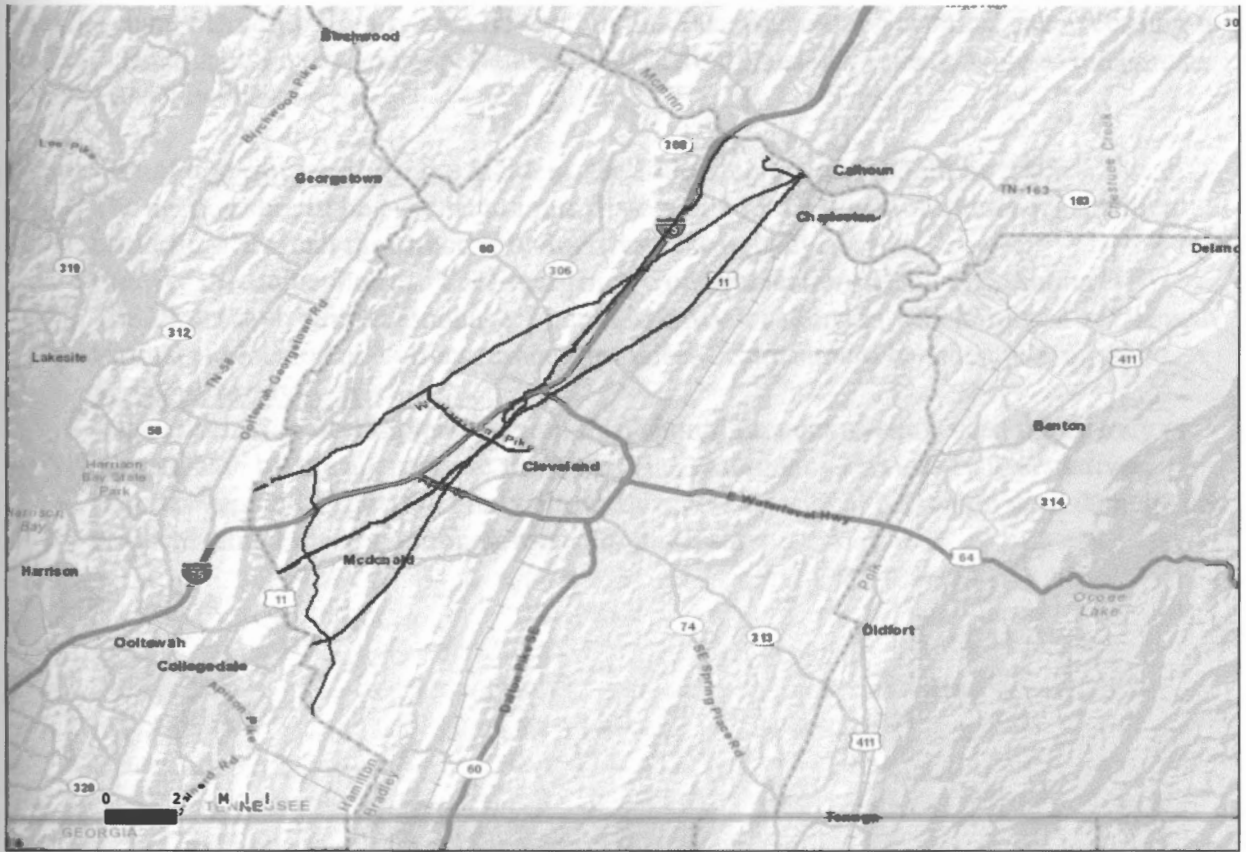
Insert Electrical Room Map

Building Sketch			
Client: New Hope Pregnancy Care Center			
Project Address: 4526 House Creek Road, NW			
City: Cleveland	County: Bradley	State: TN	Zip Code: 37312
Lead: Southern Heritage Bank			

Electrical MAP



**Gas Main Map**



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**Blue is gas transmission pipeline**

**Red is hazardous liquid pipeline**

# Earthquake

The Cleveland / Bradley County area lies within the East Tennessee Seismic Zone according to the U.S. Geological Survey and experiences minor activity, usually undetectable to the human senses, every few years.

In the event of a **major earthquake** incident, the following actions should be taken:

- The agency should be evacuated immediately due to the threat of aftershocks, which could further affect the structural integrity of the agency.
- Contact should be made to the Emergency Communications Center by dialing 911.
- The Director or building manager should identify locations in which injured or trapped victims are located and effect rescue if possible. Care should be taken to provide for **personal safety first**.
- Once evacuation is complete, agency staff should prevent re-entry until the agency is deemed safe by the appropriate personnel (i.e. emergency services representatives, structural engineer) and then only allowing access to critical personnel until damage can be documented for mitigation & recovery purposes.

## Hazardous Materials Incident

Hazardous materials incidents can occur inside, outside, and near site to the agency and will most likely result in the evacuation of the agency upon orders of the local emergency services. The most anticipated incident is a transportation accident occurring near site to the agency.

The following procedures are to be followed in the event of a near site hazardous materials incident:

- Immediately follow the advice of emergency response personnel whether to shelter clients and staff in place or evacuate the agency.
- If shelter in place is ordered, close all doors and windows and shut down the HVAC system throughout the entire agency. While clients and staff cannot be detained, they should be strongly encouraged to follow the orders of the emergency response agencies.
- If evacuation is ordered the following announcement should be made:

**“Attention all NHPCC clients & staff, on the advice of the emergency services NHPCC is now closed due to a hazardous condition that has occurred away from the agency. Please exit the building at this time. NHPCC will reopen when deemed appropriate by emergency personnel.”**

- The Director or building manager shall ensure that all areas of the agency are searched and evacuated prior to departing and securing the agency.

The following procedures are to be followed in the event of an on-site hazardous materials incident occurring outside of the building:

- Contact should be made immediately to the Emergency Communications Center by dialing 911.
- The immediate area should be evacuated and re-entry barred until deemed safe by responding emergency personnel.
- An attempt should be made to identify the released material only if it can be done from a safe distance. Under no circumstances should untrained personnel expose themselves to the material or its vapors.
- Shutdown of the entire HVAC system should be completed as soon as possible for the entire facility.
- If vapors are causing irritation to clients and staff, the entire facility should be evacuated out exits away from the incident and down wind if possible.
- If evacuation is warranted or ordered by emergency responders, the following announcement should be made:
- **“Attention all NHPCC clients and staff, due to a hazardous condition that has occurred on the property, NHPCC will be closing at this time. Please proceed to the exits at (which ever exits are away from the incident site) at this time. The Director of building manager will make sure the agency is evacuated and secured. NHPCC will reopen when deemed appropriate by emergency personnel.”**
- Once evacuation is complete agency staff should prevent re-entry until the agency is deemed safe by the appropriate personnel (i.e. emergency services representatives,

structural engineer) and then only allowing access to critical personnel until damage can be documented for mitigation & recovery purposes.

The following procedures are to be followed in the event of an **on-site hazardous materials incident occurring inside of the building**:

- Contact should be made immediately to the Emergency Communications Center by dialing 911.
- The immediate area should be evacuated and re-entry barred until deemed safe by responding emergency personnel.
- Shutdown of the entire HVAC system should be completed as soon as possible for the entire facility.
- An attempt should be made to identify the released material only if it can be done from a safe distance. Under no circumstances should untrained personnel expose themselves to the material or its vapors.
- If vapors are causing irritation to clients and staff, the agency should be evacuated out exits away from the incident and down wind if possible.
- If evacuation is warranted or ordered by emergency responders, the following announcement should be made:
  - **“Attention all NHPCC clients and staff, due to a hazardous condition that has occurred on the property, NHPCC will be closing at this time. Please proceed to the exits at (which ever exits are away from the incident site) at this time. The Director of building manager will make sure the agency is evacuated and secured. NHPCC will reopen when deemed appropriate by emergency personnel.”**
- Once evacuation is complete agency staff should prevent re-entry until the agency is deemed safe by the appropriate personnel (i.e. emergency services representatives, structural engineer) and then only allowing access to critical personnel until damage can be documented for mitigation & recovery purposes.

Insert HVAC Zone Map

Name: New Hope Pregnancy Care Center			
Mailing Address: 4520 House Creek Road, NW			
City: Cleveland	County: Bradley	State: TN	Zip Code: 37312
Lender: Southern Heritage Bank			

HVAC Zone Map





## **Evacuation and Facility Re-entry**

**\*\*Basis for evacuation is listed in each section of this plan along with the corresponding hazard\*\***

### **Evacuation:**

Agency staff, upon completion of their assigned duties should muster at one of the two following locations for accountability purposes and further assignment:

Site #1 – Out back of building to East

Site #2 – Out south side of building behind Mr. Zip

### **Re-entry:**

In the event that evacuation of the agency has been ordered by the Director or building manager, under the guidance of the sections of this plan, or by emergency personnel, the Director should provide for the safe and secure re-entry of clients and staff.

Once the agency is deemed safe for re-entry by emergency personnel and/or the Director, entry to the agency will be accomplished through one entrance location that will be designated by emergency personnel or the Director. Staff & volunteers will be permitted entry until the agency is re-opened to clients.

## Client Injury or Death

Due to the agency being open to the general public, a person may suffer illness, injury, or death on agency property.

In the event that a person suffers a condition on the property the following actions should be taken:

- Immediately contact the Emergency Communications Center by dialing 911.
- Clear the area of bystanders and onlookers. Witnesses should be collected in one location for interview by emergency responders.
- Render first aid and life-saving measures (i.e. CPR) only to the level to which trained or certified. Permission to treat an individual must be obtained if the person is conscious and competent. Attempting to provide care outside or above these limits can result in liability on the individual providing care.
- Ensure that the individual leaves the facility either under the care of emergency responders or family members. If the person refused medical care, agency staff should obtain a signed statement from the person and an unbiased witness stating such.
- After the victim is stabilized by either agency staff or emergency responders, attempt to gather the victim's name, address, date of birth, and phone number. Also gather information about the accident, injury or illness from bystanders in the form of written statements, complete with contact information.
- **DO NOT**, under any circumstances, take pictures of the injured person. Pictures should be taken of the accident site after the person has departed.
- If the person is deceased, do not touch the body or allow anyone else to do so. The surrounding area should be cordoned off to facilitate the law enforcement investigation.
- Responding members from the staff should, at the conclusion of the incident, write a detailed report of all actions taken and what was seen.

## Armed Individual with a Hostage

A hostage situation is defined as the holding of another person against their will until certain conditions are met. Examples of reasons that might lead to a hostage situation are unsuccessful robbery, disgruntled employee, or domestic dispute – to name a few. This emergency crisis involves the risk of personal injury to clients and staff. The atmosphere which is most conducive to resolution of the problem without injury is one of calm emotions and authoritative control over the physical surroundings and persons involved.

### Procedure

The following actions should be taken in the event of an Armed Individual with a Hostage:

1. Once a hostage situation has been identified, Client Services Representative or staff will immediately notify the Director or building manager.
2. The most senior person present will notify the Emergency Communications Center by dialing 911 and provide the following information at a minimum:
  - a. What is the situation
  - b. How did it occur (if known)
  - c. What type of weapon is being used
  - d. Location of situation
  - e. How many perpetrators and how they are dressed
  - f. How many hostages
3. Run, Hide, Fight
  - a. Run – if there is a clear exit out away from the threat – take it. Take others with you – leave personal belongings and do not waste time getting out.
  - b. If you cannot run, “shelter in place”. This location should be as far away from the threat as possible. An attempt should be made to keep clients from exiting the agency since the possibility exist that other perpetrators may be on the grounds outside of the agency and in parking lots. This will also give law enforcement a location to look for people if they need to enter the building.
  - c. Clients and staff should remain in this position until told that it is safe to exit the agency by the Director or law enforcement personnel.
3. In the building where a hostage has been taken:
  - a. Staff will move all clients to safe locations but not to the same location. By moving everyone to the same location you have just created a bigger hostage situation.
4. No action is to be taken by agency personnel against the perpetrator, unless physically threatened. This is the responsibility of law enforcement personnel.

5. All questions and news media are to be directed to the Director or other designated spokesperson of the agency.
6. Once law enforcement personnel have been notified and arrive:
  - a. Director and staff will stand by to assist officers in any manner needed.
  - b. Keep clients and bystanders out of the affected area.
  - c. Do not disturb or touch anything in the affected area.
  - d. Notify all the staff not on site.
  - e. A member of the agency staff should keep a detailed log of events for future reference.
7. Once the situation is resolved, the Director will notify all staff that the situation has been concluded and, based on the advice of law enforcement personnel, whether the agency is to resume normal operations or should be closed.
8. If evacuation is ordered, the Director will determine that evacuation is complete and will rely on law enforcement for information about when the agency may reopen.

**Note: This is a law enforcement event and a crime scene.**

**The personal safety of the public and all agency staff must be considered during an event of this type. Good communications, complete descriptions and professional conduct can help law enforcement personnel, even if the suspect leaves the scene prior to their arrival.**

# Unarmed Individual with a Hostage

The following procedures will apply to an Unarmed Individual with a Hostage.

1. Once a hostage situation has been identified, staff will notify the Director or building manager that a hostage situation has arisen.
2. The most senior person present will notify the Emergency Communications Center by dialing 911 and provide the following information at a minimum:
  - a. What is the situation
  - b. How did the situation occur (if known)
  - c. That there is no weapon visible
  - d. Location of situation
  - e. How many perpetrators and how they are dressed
  - f. How many hostages
3. The Director or building manager should notify all staff of the situation and follow the below procedures:
  - a. The Director shall evacuate clients and staff from the agency immediately, moving away from the scene of the incident. This should be accomplished without bringing attention to themselves from the hostage taker if possible.
  - b. If a hostage situation arises at the agency, the Director will attempt to prevent entry into the agency by non-law enforcement individuals.
4. No action is to be taken by agency staff against the perpetrator, unless physically threatened. This is the responsibility of law enforcement personnel.
5. All questions and news media are to be directed to the Director or other designated spokesperson.
6. Once law enforcement personnel have been notified and arrive:
  7.
    - a. Keep clients and staff out of the affected area.
    - b. Do not disturb or touch anything in the affected area.
    - c. Notify all agency staff not on site.
    - d. A member of the agency staff should keep a detailed log of events for future reference.
8. Once the situation is resolved, the Director will notify all staff that the situation has been concluded and, based on the advice of law enforcement personnel, whether the agency is to resume normal operations or should be closed and evacuated.

- 9. If evacuation is ordered, the Director or building manager is responsible for assuring evacuation is complete. The Director will rely on law enforcement in determining when to resume agency activity.

**Note: This is a law enforcement event and a crime scene.**

**The personal safety of the public and all agency staff must be considered during an event of this type. Good communications, complete descriptions and professional conduct can help law enforcement personnel, even if the suspect leaves the scene prior to their arrival.**

# Armed Shooter

## Procedure

The following procedures will apply to an Armed Shooter.

1. Once an armed shooter situation has been identified, staff will immediately notify the Director or building manager.
2. The most senior person present will notify the Emergency Communications Center by dialing 911 and provide the following information at a minimum:
  - a. What is the situation
  - b. How did it occur (if known)
  - c. What type of weapon is being used
  - d. Location of situation
  - e. How many perpetrators and how their dressed
  - f. Are there hostages and how many
3. The Director or building manager shall notify all staff and clients that an armed shooter situation is taking place.
4. Staff shall be advised to:
  - a. Lock down their area.
  - b. If there is a clear escape –take it, leaving all personal belongs, and taking other staff/clients with you.
  - c. Clients and employees should be “sheltered in place”. This is anywhere away from the shooter. An attempt should be made to keep clients from exiting the agency since the possibility exist that other perpetrators may be on the grounds outside of the agency and in parking lots. This will also give law enforcement a location to look for people if they need to enter the building
  - d. Clients and staff should remain in this position until told that it is safe to exit by the Director, building manager, or law enforcement personnel.
  - e. Should the shooter attempt to enter area of shelter, prepare to fight as a team and do whatever is necessary to take the shooter down.
5. **The most important action is to get all clients and employees out of harms way. This action alone is self-explanatory. If the shooter or shooters cannot see you, they cannot shoot you.**
6. No action is to be taken by agency personnel against the perpetrator, unless physically threatened. This is the responsibility of law enforcement personnel.
7. All questions and news media are to be directed to the Director or other designated spokesperson of the agency.

8. Once law enforcement personnel have been notified and arrive:
  - a. Keep clients and bystanders out of the affected area.
  - b. Do not disturb or touch anything in the affected area.
  - c. Notify all agency staff not on site.
  - d. A member of the agency staff should keep a detailed log of events for future reference.
9. Once the situation is resolved, the Director will notify all staff that the situation has been concluded and, based on the advice of law enforcement personnel, whether the agency is to resume normal operations or be evacuated.
10. If evacuation is ordered, the Director or building manager is responsible for assuring evacuation is complete. The Director will rely on law enforcement in determining when to resume agency activity.

**Note: This is a law enforcement event and a crime scene.**

**The personal safety of the public and all agency staff must be considered during an event of this type. Good communications, complete descriptions and professional conduct can help law enforcement personnel, even if the suspect leaves the scene prior to their arrival.**



## Bomb Threat

Upon learning of a bomb threat, agency staff should do the following. The responsibility here is the safety of clients and employees of the agency.

1. The person within the agency receiving the threat should fill out the Bomb Threat Checklist. This information is crucial in order to assess what needs to be done next. Then immediately call the Emergency Communications Center by dialing 911.
2. Agency staff shall be informed: **No radio or cell phone activity is permitted. The reason for this is that there are explosive devices that are rigged to detonate upon transmission of certain radio frequencies. The same applies to cell phones.**
3. Have the individual that took the call and the person that placed the call to 911 available to speak with law enforcement personnel when they arrive at the agency.
4. Once law enforcement personnel arrive on scene, they will make the determination on whether or not to evacuate the agency or to continue normal operations.
5. Agency personnel should remain available to law enforcement personnel if needed to assist in conducting a building search.
6. **A building search should only be done in conjunction with law enforcement efforts. Do not begin a search on your own.**
7. If evacuation is ordered by law enforcement, the following announcement should be made:

**“Attention all NHPCC staff and clients, due to a hazardous condition that has occurred on the property, the agency will be closing at this time. Please exit at this time. The Director or building manager will ensure that evacuation is complete. NHPCC will reopen when deemed appropriate by emergency personnel.”**

**The Director or building manager will facilitate building re-entry once law enforcement deems safe.**
8. Agency management should be aware of any crowds that gather. Take pictures of the crowd if possible. Most callers will be nearby to watch the reaction of emergency personnel or just to watch the show.

### Note: This is a law enforcement event and a crime scene.

The personal safety of the public and all agency staff must be considered during an event of this type. Good communications, complete descriptions and professional conduct can help law enforcement personnel, even if the suspect leaves the scene prior to their arrival.

## BOMB THREAT CHECKLIST

**INSTRUCTIONS:** When a bomb threat comes into your work area by telephone fill out this form.

### Step One: CALL COMES IN

Date
Exact Time
Length of Call

### Step Two: QUESTIONS TO ASK

1. When is the bomb to explode?
2. Where is the bomb located?
3. What does it look like?
4. What kind of bomb is it?
5. What will cause it to explode?
6. Did you place the bomb?
7. Why?
8. Where are you calling from?
9. What is your address?
10. What is your name?

### Step Three: DESCRIPTION OF CALLER

Sex of caller
Male   Female
Race
Age

#### Description of caller's voice

<input type="checkbox"/> Calm	<input type="checkbox"/> Slow	<input type="checkbox"/> Crying	<input type="checkbox"/> Slurred	<input type="checkbox"/> Stutter	<input type="checkbox"/> Deep	<input type="checkbox"/> Loud	<input type="checkbox"/> Broken	<input type="checkbox"/> Giggling	<input type="checkbox"/> Accented
<input type="checkbox"/> Rapid	<input type="checkbox"/> Stressed	<input type="checkbox"/> Nasal	<input type="checkbox"/> Lisp	<input type="checkbox"/> Excited	<input type="checkbox"/> Disguised	<input type="checkbox"/> Sincere	<input type="checkbox"/> Squeaky	<input type="checkbox"/> Normal	<input type="checkbox"/> Angry

#### Description of Threat Language

<input type="checkbox"/> Well Spoken	<input type="checkbox"/> Taped Recorded	<input type="checkbox"/> Message read by caller	<input type="checkbox"/> Incoherent
<input type="checkbox"/> Foul / Irrational	If voice is familiar, whom did it sound like?		

### Step Four: BACKGROUND NOISES

<input type="checkbox"/> Street noise	<input type="checkbox"/> Crockery	<input type="checkbox"/> Voices	<input type="checkbox"/> PA System	<input type="checkbox"/> Music	<input type="checkbox"/> House Noises
<input type="checkbox"/> Long Distance	<input type="checkbox"/> Motors (car/bike)	<input type="checkbox"/> Office Machinery	<input type="checkbox"/> Factory Machinery		
<input type="checkbox"/> Animal Noises	<input type="checkbox"/> Clear/No Noise	<input type="checkbox"/> Static	<input type="checkbox"/> Local		

Any other background noises?

### Step Five: YOUR INFORMATION

Your Name \_\_\_\_\_  
 Your Position \_\_\_\_\_  
 Telephone number call was received \_\_\_\_\_  
 Building/office call was received \_\_\_\_\_  
 Cell Number \_\_\_\_\_

• Call 911

**KEEP THIS FORM AND GIVE TO THE RESPONDING POLICE OFFICER!**

Write down any other important information about the call on the reverse side of this sheet.

## Suspicious Object / Package

The following guidelines shall be used in the event that a suspicious object or package is detected:

1. Immediately notify the Emergency Communications Center by dialing 911 and provide the following information at a minimum:
  - a. What is the situation
  - b. Where the location of the object / package
  - c. Whether a threat has been made against the agency
2. Evacuate and isolate the area that the object or package is in. **DO NOT ATTEMPT TO MOVE THE OBJECT OR PACKAGE! Do not smoke in the area. Do not operate radios or cell phones within 900 feet.**
3. At a minimum, evacuate a distance of at least 900 feet in all directions this includes evacuating floors above the object and below the object. However a greater distance is always better when possible.

Vehicle Bomb Evacuation Distance:

Compact Sedan	1500 Feet
Full Size Sedan	1750 Feet
Passenger Van	2750 Feet
Cargo/Small Box Van	7000 Feet (14 Foot Box)
Water/Fuel Truck Semi Trailer	7000 Feet

**Always remember a greater distance is desired, if possible.**

4. If safe to do so, open doors and windows of enclosed areas as you evacuate to minimize potential damage from the blast. The shock wave will do more damage in an enclosed area than in an open area.
5. Take cover behind buildings if possible. If you can't stay behind a building, use other available cover.
6. Be alert for secondary devices.
7. Remember there are many different ways to activate a bomb. **DO NOT** touch anything; leave this to the Bomb Experts.
8. The safety of life is always the first priority, which will always be over the preservation of property and business.

**Note: This is a law enforcement event and a crime scene.**

**The personal safety of the public and all agency staff must be considered during an event of this type. Good communications, complete descriptions and professional conduct can help law enforcement personnel, even if the suspect leaves the scene prior to their arrival.**

## **Civil Disturbance or Riot**

1. Immediately notify the Emergency Communications Center by dialing 911 and report the following:
  - a. What is the situation
  - b. Where is the location of the disturbance
  - c. An estimate of the number of people involved
  - d. Are the individuals peaceful or violent
  - e. Are any weapons present
2. If it is a peaceful demonstration or picketing, the Director or building manager should attempt to locate the leader and **politely inform them of the agency's policy for loitering and ask them to leave.** If they refuse, continue to ask them to leave the premises and inform them that continuation of the demonstration constitutes criminal trespass under Tennessee Code 39-14-405 and that law enforcement will be called.
3. If it is a **violent or non-peaceful demonstration** direct clients, visitors, and staff toward areas away from the activity in an effort to avoid the demonstrators. Secure entrances to the agency on the side of the building where the activity is occurring. Do not attempt to remove or deter the demonstrators yourself.
4. Once law enforcement personnel arrive on scene, they will direct the agency's actions in regards to evacuation or the sheltering in place of clients, visitors, and agency staff.
5. After the demonstrators leave or law enforcement restores order, photos should be taken of any damage the demonstrators may have caused and reports should be made to law enforcement of any thefts or looting of inventory, damage to the agency, and any vandalism.
6. A detailed written report including the number of demonstrators, purpose, actions taken, items damaged, and persons injured should be prepared.

**Note: This is a law enforcement event and a crime scene.**

**The personal safety of the public and all agency staff must be considered during an event of this type. Good communications, complete descriptions and professional conduct can help law enforcement personnel, even if the suspect leaves the scene prior to their arrival.**

## **Vehicle Accident on the Property**

1. Immediately notify the Emergency Communications Center by dialing 911 and report the following:
  - a. Location of the accident
  - b. Number of vehicles
  - c. Number of injuries and severity
2. Assist any injured persons using basic first aid if trained to do so.
3. Vehicles should not be moved until authorized by law enforcement personnel.
4. A member of the agency staff shall remain on the scene until the conclusion of the incident investigation by law enforcement.
5. Obtain a copy of all other reports (i.e. police report, etc.) if possible.
6. Establish a file on the incident and keep with agency records.

## Appendix C

## Meeting Notes

## DISASTER MEETING June 6, 2013

- 1) Agency / Community System Analysis
- 2) Disaster Preparedness Plan
  - i) Personal
  - ii) Organizational Planning – Continuity of Operations Plan (COOP)
  - iii) Training Exercises
- 3) Response
  - i) Collaboration
  - ii) Notification & Communication
  - iii) Temporary Health Care & Shelter Sites
- 4) Recovery
- 5) Mitigation (issues pertaining to high risk, high vulnerable populations @ initial planning)
  - i) Records – redundancy in system
  - ii) Alarm Systems
  - iii) Redundancies in internal & external communications
  - iv) Insurance
  - v) Staff Education

June 24, 2013

## Disaster Preparedness Progress

Initial disaster preparedness assessment for primary center will be complete by July 1<sup>st</sup>

The process of integrating the center with the disaster preparedness community is beginning as contact has been made with the office of the city's head of Emergency Management – Troy Spencer. Phone discussion has taken place with the Emergency Response Team for the hospital – Mike Taylor. Contact has been made with Voiceopia regarding a meeting with them to address integration into the disaster preparedness plan – assuring that those needs would be incorporated on the front end of the new system. Jim Suiter has been contacted for a copy of the insurance policy to be utilized in the mitigation portion of disaster preparedness. I will be working with the center on redundancy of records – an essential part of the disaster plan.

I am currently surveying the community & social resources available for support in the event of an all-hazards disaster. A prioritized list of the natural & man-made hazards that threaten the primary center is being developed (both will be included in the initial assessment and added to throughout this process).

Meeting with Tracie & Judy took place on June 5<sup>th</sup> outlining the areas that would be addressed in the disaster preparedness plan. A copy of this agenda is attached.

The goal is to have the primary center's plan finished sometime in the fall with the training that needs to accompany disaster preparedness following.

The primary center's disaster preparedness plan will function as the template for the development of the satellite center's plan – to test its efficacy, evaluate, and adjust as necessary. The plan for the satellite will be completed by mid-spring.



Notes from July 24<sup>th</sup>, 2013 meeting with EMA

Present: Catherine Marcum, Jeff Johnson, Tom Spence EMD

1. Fire – Gill Frederick Fire Inspector – informed of plan to meet him at NHPCC to access risk. Alarm may be provided through the city or county & installed by same.
2. Maps – Community flood maps are on EMA website (flood maps – layered maps, etc.). According to Tom Spence & Jeff Johnson high water (flooding) will be a risk based on the flood maps – high priority.
3. Maps for facility - fire alarm zone map, fire extinguisher map, sprinkler map, fire hydrant map, electrical room map, gas main map (NHPCC gas or electric?).
4. Shelter in place plan – develop
5. Evacuation plan – develop (establishment of 2 off-site meeting places)
6. Property Manager – someone who is always on site who makes the decision to evacuate.
7. Community shelters not announced until needed; however, primary shelter are Ocoee Middle School & St. Therese Catholic Church – no need for emergency delivery kits per Tom Spence as they say they will get pregnant women sheltered to hospital for delivery?? (What if hospital does not exist any longer?). Shelters run by American Red Cross.
8. Signed contracts in place with support networks – those who will assist in disaster.
9. Utility outages – System checks after power outage include phone, computer, and alarms. (Do they warrant an emergency generator??)
10. No adjustment to new phone plan – major emphasis on 911 access ASAP & placement within the CAD system at EMA. Redundancy – cloud, landline, cells, & amateur radio
11. Vehicle accident on property?
12. Mitigation
13. Redundancy of Records
14. Alerts – NOAA weather radio and apps for alerts
15. Jeff Gunter – over nuclear facilities
16. Emergency inside the building – need policy & procedure
17. Critical functions in disaster – who does what in a disaster (example – who shuts off HVAC system, water)
18. Security - #1 protection is locked door
19. EMA will do table top drills & ID short falls
20. Gunman – lock the door; pepper spray
21. Bomb- Bomb threat checklist – internet use, no cell phones, take picture of crowds of people
22. Added hazards – gas pipeline, railroads, I-75

## Meeting August 7, 2013 with Gill Frederick Fire Inspector

Active Shooter Link – Gill will provide

ADS alarm company – Gill found the fire alarms & ADS was contacted to ascertain central monitoring for fire. The alarms do go into the central system – 911 is accessed through the alarm company. Recommendation is for an evaluation of placement of alarm placement from the alarm company. Multiple alarms were ID – one in hallway outside Director's office, one in kitchen; mechanical room

Fire Extinguishers ID – placement needs to be at eye level on a visible wall (sign over the extinguisher by copier will suffice; kitchen extinguisher needs to be moved to free wall as walk into the kitchen at eye level. Battery operated alarm over kitchen door needs to be removed or batteries placed in.

Extinguishers should be checked monthly by an assigned staff member & initialed on the card placed on the extinguisher.

Facility inspection took place in July

Extinguisher inspection took place in July

Recommendation is for in-service time to be established for fire department to come out and conduct training on proper use of extinguisher (they will actually let the staff practice and use the like extinguishers)

Extinguishers are ample poundage with 10 lb. ABC extinguisher at copier; 5 lb. ABC in kitchen

Designated smoking area for staff

Trash outside south side doorway of addition is a fire hazard due to construction of addition – recommended to keep combustible items away from building.

Exit pathways free of clutter – pathways must be clear

Mark secondary exits with signs - don't have to be fancy – can print off computer

Covers on light plug – by fuse box, copier and directly across from copier (place, tighten, or replace as needed)

Ceiling tiles – replace ASAP as fire hazard due to heat rising and traveling through attic space igniting the entire structure

No extension cords

Policy for space heaters - 3 feet clearance on all sides, must plug directly into wall, UL listed, tip-over protection (no power strips).

Address is clearly posted out front! Done

Meeting Notes from August 9, 2013  
EMA

Present: Catherine A. Marcum; Tracie Shellhouse, Director NHPCC; Jeff Gunter, EMA; Jerry Johnson, EMA

**Recommendations from site visit:**

- Glass between receptionist & waiting area
- Keep door locked **always** from waiting room into office area
- Spring load exit doors from building with exception of front door to cause doors to lock behind ingress/egress
- Locate main water cut off
- Record of people in facility @ all times (for accounting in evacuation order)
- Property Manager who can order evacuation of building (police & EMA cannot order evacuation) & give "all Clear" for resumption of service
- Move everything away from electrical panel – clearance mandated by OSHA is 36 inches
- Sign up for Nixle – Emergency notification services @ [www.nixle.com/mobile/nixlecom/index.html](http://www.nixle.com/mobile/nixlecom/index.html)
- Land Manager: allows for instant message on every screen
- Utility light pole in parking lot – get # of pole & call utility company to come check (already being charged for use)
- Clearly mark exit doors – doesn't have to be fancy (can be computer generated sign)
- Make sure Flood lights/motion lights are always in working order

Meeting September 14, 2013  
Redundancy of Records  
Mr. Shellhouse

**Redundancy:**

When Mr. Shellhouse began working with NHPCC on redundancy of records the computer system at the agency was a "mixed environment". Upon taking over an IT plan was developed to migrate to new computers. Utilization of point systems at Best Buy and the like has allowed for the purchase of new computers. The system operates @ present on Windows 7 professional with a full office suite. An onsite server was added 2012 with an active directory on local domain. Each computer is dedicated to an employee with incremental backup after hours to a hard-drive (duplicated twice on-site). The hard-drive has mirror image backup. Access control is secure with multiple passwords – administrative rights to the server and domain to protect confidentiality. There is polar redirection that pulls from duplicated copy if computer fails – a new hard-drive can be installed and within 10minutes information can be retrieved. Off-site backup in process BPN – self or online backup through scheduled task opens connection to off-site hard-drive.

Complete restoration of data can be achieved with critical areas – Word Processing document forms & QuickBooks with secured access

Paper files are converted to digitalized files & maintained for 7 years.

**Website:**

External website is controlled through Word Press platforms & can be updated immediately with content management tools either through text or email.

Intranet Site is controlled through Word Press with content management.

## Appendix D

## Permission for Use of Disaster Links

Catherine,

We appreciate your interest in the Run Hide Fight video. The City allows you to use the video with acknowledgement to the City of Houston Mayor's Office of Public Safety and Homeland Security.

The video is a Department of Homeland Security Grant Funded Project, produced by the City of Houston's Mayor's Office of Public Safety and Homeland Security. The City grants permission to use the video in the format provided for its intended purpose only, information and awareness training for the general population. In addition, you cannot profit from the use of the video or edit the content in any way.

If you would like, I will be happy to mail you a copy of the DVD if you provide a full mailing address. In the meantime, it can be downloaded from the direct links to the videos on the [www.readyhouston.tx.gov](http://www.readyhouston.tx.gov) website. If you have problems downloading it, we have added instructions on how to download it on the site.

Please let me know if you have any further questions or need additional assistance.

Thank you,

Jackie Miller

Mayor's Office of Public Safety & Homeland Security P. O. Box 1562

Houston, Texas 77251

832.393.0922 Office

713.859.4232 Cell

832.393.0926 Fax

[jackie.miller@houstontx.gov](mailto:jackie.miller@houstontx.gov)

Appendix E

# Safety Policies

**ACTIVE SHOOTER/ARMED SUBJECT (p. 2)**

**BIOTERRORIST INCIDENT/ATTACK (p. 3)**

**BOMB THREAT/ATTACK (p. 5)**

**FIRE/EXPLOSION (p. 8)**

**SEVERE WEATHER/WINTER WEATHER (p. 10)**

**THESE POLICES SHOULD BE MAINTAINED AT YOUR DESK FOR QUICK  
REFERENCE**

**TO BE USED IF ONE OF THE AFORMENTIONED EVENTS SHOULD  
OCCUR**

## ACTIVE SHOOTER/ARMED SUBJECT

- ✓ When dealing with a possible Active Shooter/Armed *Subject* inside the building it should be remembered that the health and safety of the employees and clients is paramount. Second priority would be property/contents of the building.
- ✓ It should be emphasized that this is a crime scene, and immediate law enforcement response is required. Below are some guidelines to be followed when dealing with such cases:

### Employee:

- **Seek Safety or Shelter First.**
- **Immediately notify 911.**

1. All employees shall shelter in place or evacuate which ever provides the most protection/distance from the threat.
2. All employees should take direction from the on scene law enforcement officer
3. Maintain contact with 911 if it can be safely done without giving away your position.
4. Provide detailed description of shooter(s) if possible. (Height, weight, skin color, clothing, type of gun pistol or rifle etc.).
5. Provide detailed description of shooter(s) whereabouts inside the building and the fastest/easiest access to their location.
6. The Building Manager may initiate a full lockdown if possible to provide the most protection.

### Emergency Response Agencies Duties and Actions:

1. It should be emphasized that this is a crime scene, and immediate law enforcement response is required.
2. If there is an active shooter incident, there should be an assumption that there could be injured and/or dead persons. Law Enforcement will move quickly through the building to engage the shooter(s).
3. Coordinate response and resources with first responders.
4. **Once all evidence has been collected, crime scene processed, and cleanup conducted, the County appointed EMA safety team along with the jurisdictional law enforcement agency will deem the building cleared for re-entry.**

## BIOTERRORIST INCIDENT/ATTACK

- ✓ When dealing with a possible bio-terrorist attack such as Anthrax or other biological agents inside the building it should be remembered that the health and safety of the employees and clients is paramount. Second priority would be property/contents of the building.
- ✓ It should be emphasized that this is a crime scene, and immediate law enforcement response is required. Below are some guidelines to be followed when dealing with such cases:

### Anthrax/Powder:

#### 1. Employee:

- a. Do not panic, dial 911 to report the incident and follow these instructions.
- b. Contain/secure any potentially exposed persons to another room away from contaminate. (Evacuation is not recommended or necessary unless other serious threats exist. Once Law Enforcement arrives then it can be determined if an evacuation is necessary.)
- c. Cover contaminate with garbage can, box, or other container.
- d. Keep everyone out of the area where suspected material is, and control other occupants of the building.
- e. DO NOT ALLOW anyone to leave the premises or enter the hot zone.
- f. Turn off HVAC units inside the building.



## **2. Emergency Response Agency Duties and Actions:**

- a. Jurisdictional Law enforcement response will be immediately requested along with FBI.
- b. Unified Command structure will be utilized, with Law Enforcement being the lead agency.
- c. Fire-HazMat & EMS will be requested to stage in the area away from the scene.
- d. When possible, FBI or trained personnel should collect evidence samples using chain of custody procedures to be sent to the lab for testing.
- e. Notify Health Dept. of the possibility of biological agent exposure.
- f. Treat **Known** injuries sustained or medical conditions presented. **Exposure is not an injury, and does not warrant automatic transport to a medical facility.**
- g. **(Remember-if no signs or symptoms of exposure exist people will not be classified a patient.)**
- h. **Please Note: According to the Center for Disease Control, hand washing is sufficient for those who have touched the envelope and letter. Generally, medical prophylaxis and decontamination have not been warranted or indicated except for washing hands with soap and warm water.**
- i. If no hazardous materials appear to be present, response continues as a law enforcement investigation.
- j. **Once all evidence has been collected, crime scene processed, and cleanup conducted, the County appointed EMA safety team along with jurisdictional law enforcement will deem the building cleared for re-entry.**

## **BOMB THREAT/ATTACK**

- ✓ When dealing with a possible Bomb or Bomb Threat inside a building it should be remembered that the health and safety of the employees and clients is paramount. Second priority would be property/contents of the building.
- ✓ It should be emphasized that this is a crime scene, and immediate law enforcement response is required. Below are some guidelines to be followed when dealing with such cases:

### **Employee:**

#### • **Bomb Threat/Suspicious Package**

- **Telephone threat (see bomb threat phone call form attached):**
  - Record every word spoken by the caller, or try to make note of as much as possible.
  - Keep the caller on the line as long as possible.
  - Have someone else in the office call 911 (From a land line phone) while you talk to the caller.
  - Ask where the bomb is located.
  - Ask when the bomb will detonate.
  - Note if caller is male or female.
  - Note the age of the caller.
  - Note accents or patterns of speech.
  - Note background noises (music, road noise, motors)
- **Mail Threat:**
  - Avoid touching or moving the letter or package.
  - Have everyone near the letter or package move out of the area until Law Enforcement can check/clear the package.
  - Save all materials (envelopes, packaging, labels).
  - Note if the letter or package is lopsided.
  - Note if the letter or package is bulky.
  - Note whom the letter or package is addressed to and is it handwritten.
  - Note if the letter or package is making noise.
- **Email threat:**
  - Email threats will be saved and given to Jurisdictional Law Enforcement and the EMA Safety Coordinator will be notified.

**Decision to evacuate is up to the Incident Commander who will work with the Building Manager to safely evacuate and have accountability for all occupants considering the following:**

- Two-way radios and cell phones will not be used; therefore, "runners" designated by the Incident Commander must be used to communicate within the building.

- Do not touch or pick up any suspicious or out of place items. Report these to the Responding Law Enforcement agency as soon as possible.
- **General/vague threats may not warrant an immediate evacuation.**
- Current situations with employees at the building that might make a bomb threat more likely to be valid (political unrest, staff tension, fired employee on the premises, upset family member or significant other).
- The current history/experience in the local community relative to bomb threats - how many have occurred, what has been the response from local law enforcement, etc.
- Determine if the bomb threat is valid with assistance from local law enforcement.
- Determine if the building will be evacuated.
- Effectively communicate the emergency evacuation message.
- Building Manager should ensure that all building occupants reach the assembly area.
- **Once the building has been checked and the device and or threat has been neutralized, the Incident Commander (Jurisdictional Law Enforcement) and Bomb Team along with the County appointed EMA safety team will deem the building cleared for re-entry.**

## BOMB THREAT CHECKLIST

**INSTRUCTIONS:** When a bomb threat comes into your work area by telephone fill out this form.

### Step One: CALL COMES IN

Date
Exact Time
Length of Call

### Step Two: QUESTIONS TO ASK

1. When is the bomb to explode?
2. Where is the bomb located?
3. What does it look like?
4. What kind of bomb is it?
5. What will cause it to explode?
6. Did you place the bomb?
7. Why?
8. Where are you calling from?
9. What is your address?
10. What is your name?

### Step Three: DESCRIPTION OF CALLER

Sex of caller
Male   Female
Race
Age

#### Description of caller's voice

<input type="checkbox"/> Calm	<input type="checkbox"/> Slow	<input type="checkbox"/> Crying	<input type="checkbox"/> Slurred	<input type="checkbox"/> Stutter	<input type="checkbox"/> Deep	<input type="checkbox"/> Loud	<input type="checkbox"/> Broken	<input type="checkbox"/> Giggling	<input type="checkbox"/> Accented
<input type="checkbox"/> Rapid	<input type="checkbox"/> Stressed	<input type="checkbox"/> Nasal	<input type="checkbox"/> Lisp	<input type="checkbox"/> Excited	<input type="checkbox"/> Disguised	<input type="checkbox"/> Sincere	<input type="checkbox"/> Squeaky	<input type="checkbox"/> Normal	<input type="checkbox"/> Angry

#### Description of Threat Language

<input type="checkbox"/> Well Spoken	<input type="checkbox"/> Taped Recorded	<input type="checkbox"/> Message read by caller	<input type="checkbox"/> Incoherent
<input type="checkbox"/> Foul / Irrational	If voice is familiar, whom did it sound like?		

### Step Four: BACKGROUND NOISES

<input type="checkbox"/> Street noise	<input type="checkbox"/> Crockery	<input type="checkbox"/> Voices	<input type="checkbox"/> PA System	<input type="checkbox"/> Music	<input type="checkbox"/> House Noises
<input type="checkbox"/> Long Distance	<input type="checkbox"/> Motors (car/bike)	<input type="checkbox"/> Office Machinery	<input type="checkbox"/> Factory Machinery		
<input type="checkbox"/> Animal Noises	<input type="checkbox"/> Clear/No Noise	<input type="checkbox"/> Static	<input type="checkbox"/> Local		

Any other background noises?

### Step Five: YOUR INFORMATION

Your Name \_\_\_\_\_

Your Position \_\_\_\_\_

Telephone number call was received \_\_\_\_\_

Building/office call was received \_\_\_\_\_

Cell Number \_\_\_\_\_

• Call 911

**KEEP THIS FORM AND GIVE TO THE RESPONDING POLICE OFFICER!**

Write down any other important information about the call on the reverse side of this sheet.

Continued

## FIRE/EXPLOSION

- ✓ When dealing with a possible fire or explosions inside the building it should be remembered that the health and safety of the employees and clients is paramount. Second priority would be property/contents of the building.
- ✓ You should know that this is a Fire Department scene, and immediate Fire response is required. Below are some guidelines to be followed when dealing with such cases;

### Employee:

#### **1. ALWAYS CALL 911 TO REPORT ANY FIRE.**

#### **2. Evacuate the building following the required evacuation diagram to orderly evacuate the building**

- a. No one should put themselves at risk of injury but Agency staff should make an effort to control/extinguish a small or minor fire occurring in the Agency.
- b. A minor fire is classified as one occurring in a trash receptacle, stove fire, or electrical fire involving a single receptacle, power strip, or piece of electronic equipment.
- c. A major fire is defined as any fire that exceeds the guideline for a minor fire. The following steps should be taken in the event of any type of fire by following the acronym "R.A.C.E.":
  - ➔ "R": Report/Rescue: Report the fire immediately to those in the general area and sound the alarm, contact 911 for Fire Dept. response. Rescue or remove anyone in the immediate area of the fire.
  - ➔ "A": Attempt to extinguish the fire with an appropriate portable fire extinguisher if the fire is minor in nature only. *This action should only be performed by personnel trained in the use of portable fire extinguisher.*
  - ➔ "C": Confine the fire to the area of origin by closing unlocked doors to the affected area after the area has been cleared of all personnel.
  - ➔ "E": Evacuate the entire building and go to pre-determined rally point outside and a head count should be taken by the building manager;

Continued on Next Page

- Stay clear of the building and out of the way of emergency responders during their response and operational functions.
- **Once the fire is out and cleanup conducted, the County appointed EMA safety team along with jurisdictional Fire Department and jurisdictional Building Inspector will perform an investigation to determine the cause of the fire and do a formal report of findings, and will deem the building cleared for re-entry.**

SEVEN

1. T
2. S
3. Y
4. D
5. R
6. "B
7. "B

## SEVERE WEATHER/WINTER WEATHER

DESIGNATED BUILDING:

### New Hope Pregnancy Care Center

- ✓ When dealing with the possibility of Severe Weather while working inside the building it should be remembered that the health and safety of the employees and clients doing business is paramount.
- ✓ Some basic safety guidelines should be followed. Sheltering in place is the preferred tactic of building occupant safety when confronted with severe weather conditions. Below are some guidelines to be followed when dealing with these events;

### SEVERE WEATHER:

1. **TORNADO WATCH/SEVERE THUNDERSTORM WATCH** - Issued by the National Weather Service; when severe weather conditions and tornados could occur in the area. Under a Tornado Watch condition, occupants will stay in the building at their workstations and continue their duties, along with monitoring the weather conditions.
2. **SEVERE THUNDERSTORM WARNING** - Issued by the National Weather Service; when severe weather conditions and the possibility of tornados exist in the area. Under a Severe Thunderstorm Warning condition, occupants will stay in the building at their workstations and continue their duties, along with monitoring the weather conditions.
3. **TORNADO WARNING** - Issued when a tornado has been sighted or indicated by weather radar. If a tornado warning is issued, "Building Manager" (Designated Person) will ensure occupants are moved to the designated sheltering areas. Consider holding employee's at dismissal time, if warranted.
4. Designate severe weather shelters ahead of time: shelters for this facilities are located in the following designated areas:
  - a. **Hallways:** (Designated by EMA and County Engineering Dept. or Building Inspections)
  - b. **Interior restrooms:** (Designated by EMA and County Engineering Dept. or Building Inspections)
  - c. **Areas protected from flying glass and debris:** (Designated by EMA and County Engineering Dept.)
5. Rooms with large span roofs will not be used.
6. "Building Manager" (Designated Person) ensures that the emergency announcement to shelter-in-place is made.
7. "Building Manager" (Designated Person) ensures that all Employees & Clients reach the shelter areas.

8. "Building Manager" (*Designated Person*) account for all Employees & Clients.
  9. Universal sheltering procedures will be placed in all offices.
  10. Sheltering areas will be identified and marked.
- Once the warning has expired, the Director or Building Manager will give the all clear to return to work.

### **WINTER WEATHER:**

1. Monitor storm progress via National Weather Service, local media, weather radio, EMA Notifications, or Mayor's Office.
2. Prepare for early closing if the decision is made by the Jurisdictional Mayor's Office/City Manager's office.
3. "Building Manager" (*Designated Person*) ensures that the announcement to close is made to all employees.
4. "Building Manager" (*Designated Person*) ensures that all Employees & Clients safely leave the building.
5. If employees must be sheltered in the building and the building loses heat and/or power, try to move employees to another location.
6. Coordinate actions of employees with first responders and external responders, if needed.



## Appendix F

## NHPCC

**Mutual Aid Memorandum of Understanding**  
(month, day, year)**I. Introduction and Background**

As in other parts of the nation, the city of Cleveland, Bradley County, TN is susceptible to disasters – both natural and man-made. These events could exceed the resources of the individual crisis pregnancy centers; therefore, it is essential to have in place contracts with supporting agencies so that the services of this agency can continue to be available during disasters.

**II. Purpose of the Mutual Aid Memorandum of Understanding**

The mutual aid support concept is well established in the national disaster framework and is considered “standard of care” in most emergency response disciplines. The purpose of this mutual aid support agreement is to aid NHPCC in their emergency management by establishing relationships that will allow clients to continue to receive necessary services whether or not the physical facility is intact.

This Mutual Aid Memorandum of Understanding (MOU) is a voluntary agreement among the following crisis pregnancy centers (list) for the purpose of providing mutual aid at the time of a disaster that interrupts service. For purposes of this MOU, a **disaster** is defined as an overwhelming incident that **exceeds the effective response capability** of the impacted agency. An incident of this magnitude will almost always involve the Cleveland, Bradley County Emergency Management Agency (EMA) and the Cleveland Department of Public Health. The disaster may be an “external” or “internal” event and assumes that each affected agency’s emergency management plans have been fully implemented.

This document addresses the relationships between agencies and churches and is intended to augment, not replace, each facility’s disaster plan. The MOU also provides the framework for agencies to coordinate as a single community in actions with Cleveland, Bradley County EMA, Cleveland Department of Public Health, and emergency medical services during planning and response. This document does not replace but rather supplements the rules and procedures governing interaction with other organizations during disaster (e.g. law enforcement agencies, the local emergency medical services, local public health, fire departments, American Red Cross, etc.).

By signing this MOU each agency or church is evidencing its intent to abide by the terms of the MOU in the event a disaster strikes NHPCC. The terms of this MOU are to be incorporated into the agency’s emergency management plan.

### III. Definition of Terms

<b>Command Post</b>	An area set up by the EMA that is the primary source of administrative authority and decision-making.
<b>Impacted Agency</b>	The agency where the disaster has occurred. Referred to as the recipient agency when supplies and equipment are requested, or as the transferring agency when evacuation of clients to another facility is necessary to meet their needs.
<b>CPC-MAS</b>	Crisis Pregnancy Center Mutual Aid System
<b>Partner (“Buddy”)</b>	The designated facility that the agency communicates with, the agency’s “first call for help” during a disaster (developed through an optional partnering agreement).
<b>Client-Receiving Agency</b>	The agency that receives transferred clients from an agency responding to a disaster. When clients are transferred, the receiving facility is referred to as the client-receiving agency. When personnel or materials are involved, the providing agency is referred to as the donor agency.
<b>Client-Transferring Agency</b>	An impacted agency. The agency that transfers clients to a client-receiving agency in response to a disaster. Also referred to as the recipient agency when personnel and materials are moved to the agency.
<b>Participating Agencies</b>	Agencies that have fully committed to Crisis Pregnancy Center-Mutual Aid System
<b>Recipient Agency</b>	The impacted facility. The agency where disaster clients are being taken care of and has requested personnel or materials from another facility. Also referred to as the client-transferring agency when transferring clients from the facility directly impacted by a disaster.

### IV. General Principles of Understanding

1. **Participating Agencies:** Each agency designates a representative to attend NHPCC CPC-MAS meetings and to coordinate the mutual aid initiatives with the individual agency’s emergency management plans.
2. **Partner Agency Concept:** Each agency has the option of linking to a designated partner or “buddy” agency as the “first call for help” during a disaster. The agencies comprising each partner-network should develop, prior to any disaster, methods of coordinating communication between themselves, responding to the

media, and identifying the locations to enter their buddy agency's security perimeter.

3. **Implementation of Mutual Aid MOU:** a crisis pregnancy center becomes a participating center when an authorized administrator signs the MOU. During an emergency, only the authorized administrator (or designee) or command center has the authority to request or offer assistance through the CPC-MAS. Communication between the agencies formally requesting and volunteering assistance should therefore occur among the senior administrators (or designee) or respective command center.
4. **Command Center:** The impacted agency is responsible for informing the command center of its situation and defining needs that cannot be accommodated by the agency staff itself or any existing partner agency. The senior administrator (or designee) is responsible for requesting personnel, supplies, equipment, or authorizing transfer of clients.
5. **Documentation:** During a disaster, the recipient agency will accept and honor the donor agency's standard requisition forms. Documentation should detail the items involved in the transaction, condition of the material prior to the loan (if applicable), and the party responsible for the material.
6. **Authorization:** The recipient facility will have supervisory direction over the donor agency's staff, borrowed equipment, etc., once they are received by the recipient agency.
7. **Financial and Legal Liability:** The recipient agency will assume legal responsibility for the personnel and equipment from the donor agency during the time the personnel, equipment, and supplies are at the recipient agency. The recipient agency will reimburse the donor agency, to the extent permitted by law for all donor agency's costs determined by the donor agency's regular rate. Costs include all use, breakage, damage, replacement, and return costs of borrowed materials, for personnel injuries that result in disability, loss of salary, and reasonable expenses, and for reasonable costs of defending any liability claims, except where the donor agency has not provided preventive maintenance or proper repair of loaned equipment which resulted in client injury. Reimbursement will be made within 90 days following receipt of the invoice.
8. **Communication:** Agencies will maintain dedicated and reliable communication during the disaster in order to better meet the needs of the client-transferring agency. Communication will be maintained through cell phone, Internet, or when necessary directed to the Command Post for delivery through Ham Radio Operators.
9. **Public Relations:** The agencies are responsible for developing and coordinating with other agencies, relevant organizations (churches, SETHRA, etc.) Agencies are encouraged to develop and coordinate the outline of their response prior to any disaster. The partner agencies should be familiar with each other's mechanisms of addressing media. The response should include reference to the fact that the situation is being addressed in a manner agreed upon by a previously established mutual aid protocol.
10. **Emergency Management Committee Chairperson:** Each agency's Emergency Management Chairperson is responsible for disseminating the information

regarding the MOU to relevant agencies, coordinating and evaluating the agency's participation in exercises of the mutual aid system, and incorporating the MOU concepts into the agency's emergency management plan.

11. **Hold Harmless Condition:** The recipient agency should hold harmless the donor agency for acts of negligence or omissions on the part of the donor agency in their good faith response for assistance during a disaster. The donor agency, however, is responsible for appropriate training of personnel and for the safety and integrity of the equipment and supplies provided for use at the recipient agency.

#### **IV. General Principles Governing Agency Operations, the Transfer of Supplies or Equipment, or the Transfer of Clients**

1. **Partner Agency Concept:** Each agency has the option of designating a partner or "buddy" agency that serves as the agency of "first call for help". During a disaster, the requesting agency may first call its pre-arranged partner agency for personnel or material assistance or to request the transfer of clients to the partner agency. The donor agency will inform the requesting agency of the degree and time frame in which it can meet the request.
2. **Initiation of transfer of personnel, material resources, or clients:** Only the senior agency administrator or designee at each agency has the authority to initiate the transfer or receipt of personnel, material resources, or clients. The senior administrator (or designee) will make a determination as to whether personnel from another facility will be required at the impacted agency to assist in client services. Personnel offered by donor agencies should be limited to fully trained staff. No in-training persons should be volunteered.

#### **V. Specific Principles of Understanding**

##### **A) Loaning Personnel**

- (a) **Communication of Request:** The request for the transfer of personnel initially can be made verbally. The request, however, must be followed up with written documentation. This ideally should occur prior to the arrival of personnel at the recipient agency. The recipient agency will identify to the donor agency – the type and number of requested personnel; an estimate of how quickly the request is needed; the location where they are to report; and an estimate of how long personnel will be needed.
- (b) **Verification** of arriving donated personnel is essential – confirming donated personnel are on the list provided by the donor agency and requiring photo identification as additional verification.
- (c) **Supervision:** The recipient agency's senior administrator or designee identifies where and to whom the donated personnel are to report, and the staff of the recipient agency supervise the donated personnel.
- (d) **Legal and Financial Liability:** Liability claims, attorney's fees, and other incurred costs are the responsibility of the recipient agency. An extension of liability coverage will be provided by the recipient facility, to the extent permitted by federal law, insofar as the donated personnel are operating within

their scope of practice. The recipient agency will reimburse the donor agency for the salaries of the donated personnel at the donated personnel's rate as established by the donor agency if the personnel are employees being paid by the donor agency. The reimbursement will be made within 90 days following receipt of the invoice.

- (e) **Demobilization Procedures:** The recipient agency will provide and coordinate any necessary demobilization procedure.

## B) Transfer of Supplies or Equipment

- (a) **Communication of Request:** The request for the transfer of supplies, space, and/or equipment initially can be made verbally. The request, however, must be followed up with a written communication. This ideally should occur prior to the receipt of any material resources at the recipient agency. The recipient agency will identify to the donor agency: the quantity and exact type of requested items; an estimate of how quickly the request is needed; time period for which the supplies will be needed; and the location to which the supplies should be delivered. The donor agency will identify how long it will take them to fulfill the request. Since response time is a central component during a disaster response, decision and implementation should occur quickly.
- (b) **Documentation:** The recipient agency will honor the donor agency's standard order requisition form as documentation of the request and receipt of materials. The recipient agency's designee will confirm the receipt of the material resources. The documentation will detail: the items involved (whether material or space); the condition of the equipment or space prior to loan (if applicable); the responsible parties for the borrowed material. The donor agency is responsible for tracking the borrowed inventory through their standard requisition forms. Upon the return of the equipment, space, etc. the original invoice will be co-signed by the senior administrator or designee of the recipient agency recording the condition of the borrowed equipment.
- (c) **Transporting of Supplies and Equipment:** The recipient agency is responsible for coordinating the transportation of materials both to and from the donor agency. The coordination may involve government and/or private organizations, and the donor agency may also offer transport. Upon request, the receiving agency must return and pay the transportation fees for returning or replacing all borrowed material.
- (d) **Supervision:** The recipient agency is responsible for appropriate use and maintenance of all borrowed supplies, space, and/or equipment.
- (e) **Financial and Legal Liability:** The recipient agency, to the extent permitted by federal law, is responsible for all costs arising from the use, damage, or loss of borrowed supplies, space, and/or equipment – and for liability claims arising from the use of borrowed supplies, space, and/or equipment, except where the donor agency has not provided preventive maintenance or proper repair of loaned equipment which resulted in client injury.
- (f) **Demobilization Procedures:** The recipient agency is responsible for the rehabilitation and prompt return of the borrowed supplies, space, and/or equipment to the donor agency.

### C) Transfer of Clients

- (a) **Communication of request:** The request for the transfer of clients initially can be made verbally. The request, however, must be followed up with written communication prior to the actual transferring of any clients. The client-transferring agency will identify to the client-accepting agency: the number of clients needing to be transferred, the general nature of the agency relationship with the client, and any specialized services required.
- (b) **Documentation:** The client-transferring agency is responsible for providing the client-receiving agency with the client's complete records and other client information necessary for the care of the transferred client. The client-transferring agency is responsible for tracking the destination of all clients transferred out.
- (c) **Transporting Clients:** The client-transferring agency is responsible for coordinating and financing the transportation of clients to the client-receiving agency. The point of entry will be designated by the client-receiving agency's senior administrator or designee. Once received, the client becomes the client-receiving agency's client and under the care of the client-receiving agency's policies.
- (d) **Supervision:** The client-receiving agency will designate the client's services needed.
- (e) **Financial and Legal Liability:** Upon receipt, the client-receiving agency is responsible for liability claims originating from the time the client is received into service. Reimbursement for care should be negotiated per agency policy among the cooperating CPS-MAS.

In the event that NHPCC's physical address is destroyed the agency will enter into a mutually agreed upon contract with one of the following faith entities that is structurally sound and the most physically accessible based on damage within the community. The following institutions have entered into a mutually agreed upon contract with NHPCC to house the agency per the agreed upon conditions of the contract until the agency's losses can be mitigated and recovery has taken place:

- (a) First Baptist Church of Cleveland
- (b) North Cleveland Church of God
- (c) The Church at Grace Point
- (d) Candies Creek Baptist Church

The contract entered into with the faith-based institutions should address liability (based on the church's liability coverage and the agency's liability coverage); rent if required; utilities; use of resources (i.e. copier, fax, etc.), and any other terms of compensation that must take place to satisfy the entities entering into contract.

Appendix G

Table Top Evaluation by EMA

**From:** Jerry Johnson <jjohnson@clevelandin911.com>   
**Subject:** RE: Table Top Exercises  
**Date:** January 17, 2014 2:22:09 PM EST  
**To:** ramproperties@bellsouth.net

---

1 Attachment, 131 KB

Attached is a copy of the drill report we fill out for state reporting.

In doing our review there were no real deficiencies noted. Just the couple of additions that were discussed during the exercise need to be made, and the plan should work well for its design.

1. accountability during evacuation, if using 2 rendezvous points how will the communicate.
2. shelter in place (if extended time period how do we accommodate patrons needs)
3. move fire extinguisher from behind copier

-----Original Message-----

**From:** Catherine Marcum [mailto:ramproperties@bellsouth.net]  
**Sent:** Thursday, January 16, 2014 3:46 PM  
**To:** Jerry Johnson  
**Subject:** Table Top Exercises

Mr. Johnson,  
Thank you for your time & commitment to the NHPCC Emergency Plan. I look forward to your written evaluation.  
Sincerely,  
Catherine A. Marcum

Sent from my iPhone



01\_14\_2014...d1 (131 KB)



## Tennessee Emergency Management Agency Comprehensive Exercise Program EXERCISE REPORT FORM

1. **Exercising Jurisdiction or Agency:** Cleveland/Bradley County EMA
2. **Funded Program:**  Yes  No
3. **TEMA Region:**  West  East  Middle  TEMA HQ  Statewide
4. **Exercise Type of Event:**  Table Top  Functional  Full Scale  
 Drill  Simulation  Workshop  Seminar
5. **Dates of event:** Begin 01 / 14 / 2014 End 01 / 14 / 2014

6. **Hazard Scenario:** Please enter only one P for Primary threat / hazard and one or more S for Secondary threats or hazards

**Exercise Threat**

- |  |   |
|--|---|
| <input type="checkbox"/> Dam or Levee Failure                  | <input type="checkbox"/> Civil Disturbance                                |
| <input type="checkbox"/> Drought                               | <input type="checkbox"/> Biological (Human)                               |
| <input type="checkbox"/> Earthquake                            | <input type="checkbox"/> Biological (Animal)                              |
| <input type="checkbox"/> Flood                                 | <input type="checkbox"/> Cyber / Computer Network                         |
| <input type="checkbox"/> Hazardous Materials                   | <input type="checkbox"/> Terrorism  |
| <input type="checkbox"/> Severe Weather                        | <input type="checkbox"/> Communications Failure                           |
| <input type="checkbox"/> Tornado Out-Break (multiple Tornados) | <input type="checkbox"/> Winter Storm                                     |
| <input checked="" type="checkbox"/> Tornado (single Tornado)   | <input checked="" type="checkbox"/> Energy Failure                        |
| <input type="checkbox"/> Wild Fire                             | <input checked="" type="checkbox"/> Other (list) <u>All Hazard Review</u> |

**Technological or Man-made Hazards**

- Hazardous Materials:  Fixed  Transportation
- Transportation Accident:  Air  Rail  Highway  Water  Pipeline
- Structural Fires  SAR  Other (Specify)

**Short Summary on Scenario:**

~~This Tornado Drill/Plan Review was conducted for the states yearly required mass causality drill. There were 10 personnel that participated in this drill which tested New Hope Pregnancy Care Center personnel and their emergency plans. No improvements needed at this time.~~

7. **Is exercise documented in EMPG program?**  YES  NO  
 If No, will it be?  
 Yes it will be noted on our EMPG report.

This form is reproducible.

Dated 9/26/2011

Tennessee Emergency Management Agency  
Comprehensive Exercise Program  
EXERCISE REPORT FORM

8. Participants: Agencies/Departments/Organizations, ETC.

CC	Local Government
	Private Organization

**add pages as needed \*\* Document all EMPG Participants \*\***

9. COMMENTS & IMPROVEMENT ACTIONS

A. Comments:

B. Improvement Actions:

Identify areas for improvement; ESF(s), Planning documents, etc. Indicate the program area(s) requiring improvement or sustainment and briefly describe actions to be taken to correct the problem(s):

C. List ESFs Exercised. \_\_\_\_\_  
\_\_\_\_\_

D. Additional Information Attached:  Yes  No

Prepared by (Signature): \_\_\_\_\_

Title: \_\_\_\_\_ Date: \_\_\_\_\_

TEMA Regional Review

Date \_\_\_\_\_ By \_\_\_\_\_

Forward to TEMA Exercise Coordinator.

This form is reproducible.

Notes from EMA Table Top Exercise  
January 14, 2014

Recommendations from Exercise per my observation/EMA observation:

- Move fire extinguisher in conference – table had been added with cords for phones that now impede access
- NOAA weather radio – portable to take into shelter-in-place areas for monitoring status of disaster/potential disaster; when text alerts might be missed, alarm on radio will alert to watches/warnings
- Safety glass @ reception desk window as per EMA visit Summer 2013
- Flashlights for emergency lighting
- Communication for accounting of staff/clients/volunteers during ordered evacuations to 2 exterior meeting sites (establish procedure)
- Develop procedure for building evacuation to encompass “Hope Chest”
- Develop procedure for monitoring “Hope Chest” for unusual items that might contain a bomb
- Establish an organizational flow diagram that delineates hierarchy of command
- Place surveillance camera “dummy” out back of building as identified as most likely target area for bomb placement. Post signs that state 24 hour surveillance is maintained of area
- Place Safety Policies under each telephone for quick access in emergency (recommend laminate)
- Contact utility company to service street light in parking area (# on pole) as per EMA recommendations from Summer 2013
- Conduct annual fire drill
- Conduct annual disaster drill
- Investigate “right to carry” impact on insurance, training
- Formalize written Mutual Aid Agreements from verbal contracts

Conclusion: The all-hazards drill was conducted by Cleveland, Bradley County EMA (see attached report & email)

## Appendix H

### Proposals for Presentation at National Conventions



## 2014 Annual Conference Workshop Submission

Thank you for submitting a proposal for presenting at the 2014 Heartbeat International Annual Conference in Charleston, South Carolina next March. Our experienced presenters are the key to helping our conference attendees become stronger ministers and build stronger ministries.

All proposals will be evaluated in light of the course description, learning objectives, presenter's credentials, experience, and the overall needs of the conference. Submitting a proposal does not guarantee selection as a presenter. Presenters selected for the conference will be notified directly using the contact information provided.

Workshops will be selected/determined during the month of October, at which time you will receive our decision regarding your submission. If selected, you will receive additional information about registration procedures. Workshop presenters are provided a projector and screen for their presentation. If you choose to show a power point presentation, you must provide your own laptop. Workshop presenters generally cover their own conference expenses.

### Key Dates:

September 15, 2013- Deadline for submitting proposals  
October 2013- Proposal status updates mailed to submitters.  
November 2013- Confirmation of presenter/presentation received.  
March 24-27- Heartbeat International Conference

Thank you again for your submission. We encourage you to invite other qualified presenters to submit as well.

Please print this page for your records.

Done



INVITATION TO SUBMIT A WORKSHOP PRESENTATION!  
 CARE NET NATIONAL PREGNANCY CENTER CONFERENCE  
 DALLAS, TEXAS – SEPTEMBER 3-6, 2014

Care Net's 2014 National Pregnancy Center Conference is designed to train, equip and encourage those in pro-life, Christian pregnancy center ministry with the most relevant and practical information. We know there are many tried and true leadership and management techniques in this field. If you have an area of expertise, we invite you to submit a workshop proposal for the upcoming Care Net Conference.

Please read through the requirements and procedures completely before submitting a conference workshop proposal. Not all proposals for a workshop presentation will be accepted. You will be notified as to whether your proposal has been accepted or declined.

#### REQUIREMENTS

- You must fill out all forms completely.
- Send your biography and professional background.
- Please include at least two (2) referral names and contact information of people who have heard you speak.
- Provide either a signed copy of Care Net's Statement of Faith or a statement (no more than 50 words) describing your relationship with our Lord Jesus Christ.
- Provide a signed copy of Care Net's Presenter Commitment to Care Net Standards
- Provide a statement (no more than 50 words) describing your view on abortion.
- Proposal should contain: 1) Title, 2) Course description, 3) Learning objectives, and 4) Level of training provided (fundamental or advanced).
- Material should pertain directly to the work of pregnancy centers.
- Give permission for Care Net to record and distribute/sell your recorded workshop(s).
- Please submit no more than two (2) workshop proposals.
- Presenters cover their expenses for travel, hotel and handouts.
- Presentations must not be infomercials for a specific program or service, but instead practical and complete information.
- Upon acceptance, agree with Care Net's Speaker Terms and Conditions.

#### KEY DATES

February 20 – Deadline for submitting workshop proposals  
 March 10 – Notification of approval/denial  
 April 9 – Deadline for completed W-9 forms and all required information (if selected)  
 September 3-6 – Conference dates

#### LOCATION OF CONFERENCE

Sheraton Downtown Dallas Hotel  
 Ask for the Care Net hotel room rate  
 Reservations: 888-627-8191 (Opens early January 2014)

Application does not guarantee acceptance as a workshop speaker. It is the responsibility of the applicant to ensure that the application is complete and timely received by Care Net. Failure to abide by the requirements may result in disqualification of the application. This form may be reproduced and is available in PDF format at [www.care-net.org](http://www.care-net.org) - **Deadline: February 20, 2014** - Email completed form to: [pbennett@care-net.org](mailto:pbennett@care-net.org) For questions contact Polly Bennett at 205-979-7909 or [pbennett@care-net.org](mailto:pbennett@care-net.org) – Please save a copy for your records – Page 1 of 3

WORKSHOP APPLICATION

If submitting two proposals for workshops, please complete this sheet for each presentation.  
Please fill out completely (all fields required):

**Catherine A. Marcum**

NAME \_\_\_\_\_

TITLE/POSITION \_\_\_\_\_ ORGANIZATION \_\_\_\_\_

MAILING ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ ST \_\_\_\_\_ ZIP \_\_\_\_\_

PHONE \_\_\_\_\_ MOBILE \_\_\_\_\_

EMAIL \_\_\_\_\_

ARE YOU ASSOCIATED WITH A PREGNANCY CENTER? (if yes, include name, location and affiliations.)

HAVE YOU PRESENTED AT OTHER PREGNANCY CENTER CONFERENCES?  NO  YES DATE \_\_\_\_\_

CONFERENCE NAME \_\_\_\_\_

REFERRALS (two people who have heard you speak):

1. NAME \_\_\_\_\_ PHONE \_\_\_\_\_ EMAIL \_\_\_\_\_

2. NAME \_\_\_\_\_ PHONE \_\_\_\_\_ EMAIL \_\_\_\_\_

edu

WORKSHOP INFORMATION

Select category for presentation: (check all that apply):  
Each workshop should be 75 minutes, including time for questions.

- |   |   |  |
|---|---|--|
| <input type="checkbox"/> Abstinence                   | <input type="checkbox"/> Counseling                                       | <input type="checkbox"/> Leadership              |
| <input checked="" type="checkbox"/> Center Essentials | <input type="checkbox"/> Development (for small and large budget centers) | <input type="checkbox"/> Medical                 |
| <input type="checkbox"/> Church Involvement           | <input type="checkbox"/> Fatherhood                                       | <input type="checkbox"/> Post Abortion           |
| <input type="checkbox"/> Client Marketing             | <input type="checkbox"/> Men and Family Outreach                          | <input type="checkbox"/> Spiritual Encouragement |

TITLE OF THE WORKSHOP \_\_\_\_\_

Short description of the workshop material and objectives (may attach separate document)

Course material is (mark only one):  Fundamental  Advanced

Please list name(s) if there is more than one presenter.

\_\_\_\_\_

CARE NET PROVIDES

- Screen, LCD projector, sound system, and workshop host during your workshop
- Printed and website information regarding your workshop
- \$100 discount for main conference registration
- \$125 stipend for each workshop taught. There will be one stipend per workshop
- Follow up with workshop evaluations and feedback

STATEMENTS

I give permission for Care Net to record and distribute/sell my workshop(s)  Check box

My view on Abortion:

I believe that each life begins @ conception & that every life is created in the image of God. Based on my belief in the Bible is the inerrant Word of God, I am a biblical absolutist - knowing that God will always provide viable third alternatives that do not transgress His character. Therefore, I believe that abortion does not fall within the will of God & other viable alternatives should be explored.

PERSONAL STATEMENT OF FAITH AND COMMITMENT TO LIFE

Your commitment to Christ and the objectives of Care Net is an important part of your qualifications and requirements for presenting a workshop at the 2014 Care Net National Pregnancy Center Conference. Please sign and date the statement below or submit a statement (no more than 50 words) describing your relationship with Jesus Christ.

STATEMENT OF FAITH

1. I believe the Bible to be the inspired, the only infallible, authoritative Word of God.
2. I believe that there is one God, eternally existent in three persons; Father, Son and Holy Spirit.
3. I believe in the deity of our Lord Jesus Christ, in His virgin birth, in His sinless life, in His miracles, in His vicarious and atoning death through His shed blood, in His bodily resurrection, in His ascension to the right hand of the Father, and in His personal return in power and glory.
4. I believe that for the salvation of lost and sinful man, regeneration by the Holy Spirit is absolutely essential, and that this salvation is received through faith in Jesus Christ as Savior and Lord and not as a result of good works.
5. I believe in the present ministry of the Holy Spirit by whose indwelling the Christian is enabled to live a godly life and to perform good works.
6. I believe in the resurrection of both the saved and the lost; they that are saved unto the resurrection of life and they that are lost unto the resurrection of damnation.
7. I believe in the spiritual unity of believers in our Lord Jesus Christ.

*Catherine A. Marcum*

Signature

Date

Application does not guarantee acceptance as a workshop speaker. It is the responsibility of the applicant to ensure that the application is complete and timely received by Care Net. Failure to abide by the requirements may result in disqualification of the application. This form may be reproduced and is available in PDF format at [www.care-net.org](http://www.care-net.org) - **Deadline: February 20, 2014** - Email completed form to: [pbennett@care-net.org](mailto:pbennett@care-net.org) For questions contact Polly Bennett at 205-979-7909 or [pbennett@care-net.org](mailto:pbennett@care-net.org) - Please save a copy for your records - Page 3 of 3





CONFERENCE PRESENTER  
 COMMITMENT TO CARE NET PREGNANCY CENTER STANDARDS

When teaching, leading, or facilitating a workshop or panel discussion at the Care Net National Pregnancy Center Conference, all presenters must be committed to Care Net Pregnancy Center Standards as outlined below:

1. All pregnancy centers offering medical services shall:
  - a. Function under the authority and direction of a licensed physician who is in good standing with the physician's state licensing board.
  - b. Only utilize trained and licensed medical professionals to perform medical procedures, including ultrasounds.
  - c. Carry sufficient medical liability coverage for the center and all medical personnel (unless they have their own coverage).
2. The pregnancy center does not perform or refer for abortion and provides a written disclaimer to this effect to clients requesting services.
3. The pregnancy center offers services free-of-charge at all times.
4. The pregnancy center does not recommend, provide, or refer single women for contraceptives. (Married women seeking contraceptive information should be urged to seek counsel, along with their husbands, from their pastor and/or physician.)
5. All client materials containing medical content are approved by a physician prior to use by the center.
6. The pregnancy center adopts policies and procedures to ensure that all abortion education is presented in a caring and compassionate manner with due respect for the emotional sensibilities and desires of each client. The use of explicit abortion images is generally discouraged; however, center personnel will always give specific content warnings and obtain written client permission prior to showing any graphic depictions of abortion or its results. No client will ever be pressured or coerced to view abortion education materials.
7. The pregnancy center recognizes the validity of adoption as an alternative to abortion, but is not biased toward adoption when compared to the other life-saving alternatives. Pregnancy centers interacting with independent adoption agencies shall assure that referrals are made in a manner that fully protects the interests of clients and avoids any conflicts of interest. Adoption agencies may only be established under the auspices of centers if they meet strict standards to assure that pregnancy clients shall be served without any conflicts of interest.
8. Will not encourage use of advertising tactics on behalf of the center that are misleading, inaccurate or deceptive.
9. We comply with applicable legal and regulatory requirements regarding employment, fundraising, financial management, taxation, and public disclosure, including the filing of all applicable government reports in a timely manner.
10. Medical services are provided in accordance with all applicable laws, and in accordance with pertinent medical standards, under the supervision and direction of a licensed physician.

As a presenter at the Care Net National Pregnancy Center Conference, I agree to adhere to Care Net Pregnancy Center Standards when teaching, leading, or facilitating a workshop or panel discussion and will not present material that is contrary to these standards.

Catherine A. Marcum

Name

*Catherine A. Marcum*

January 23, 2014

Signature

Date

Appendix I

**Emergency Plan**  
**For**  
**NHPCC East**

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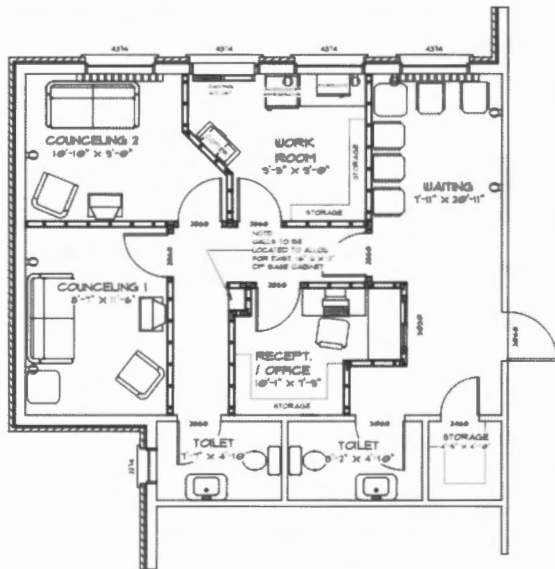
## Introduction

The information presented in this plan is an attempt to provide guidance and a basis for operations during the occurrence of an event that poses a threat to the safety and welfare of the employees of New Hope Pregnancy Care Center East, the clients that NHPCCE serves, and/or visitors.

This plan is general in nature and should not be construed to be all encompassing. While an effort has been made to address potential threats that the agency may face, it should be understood that emergency events might not fit squarely into the categories listed herein. Common sense should be used to determine the best course of action to take during an event.

The Director should aggressively pursue the development, training, and implementation of this emergency plan. These plans should take into account this document, which covers the building and grounds, for which the staff of NHPCC is responsible.

Insert Building Map



**LEGEND**

- EXISTING EXTERIOR WALLS TO REMAIN
- EXISTING INTERIOR WALLS TO REMAIN
- NEW STUD PARTITION FLOOR TO CLG.

**FLOOR PLAN**

SCALE 1/4" = 1'-0"

NEW OFFICE LAYOUT FOR:  
**NEW HOPE PREGNANCY CARE CENTER**

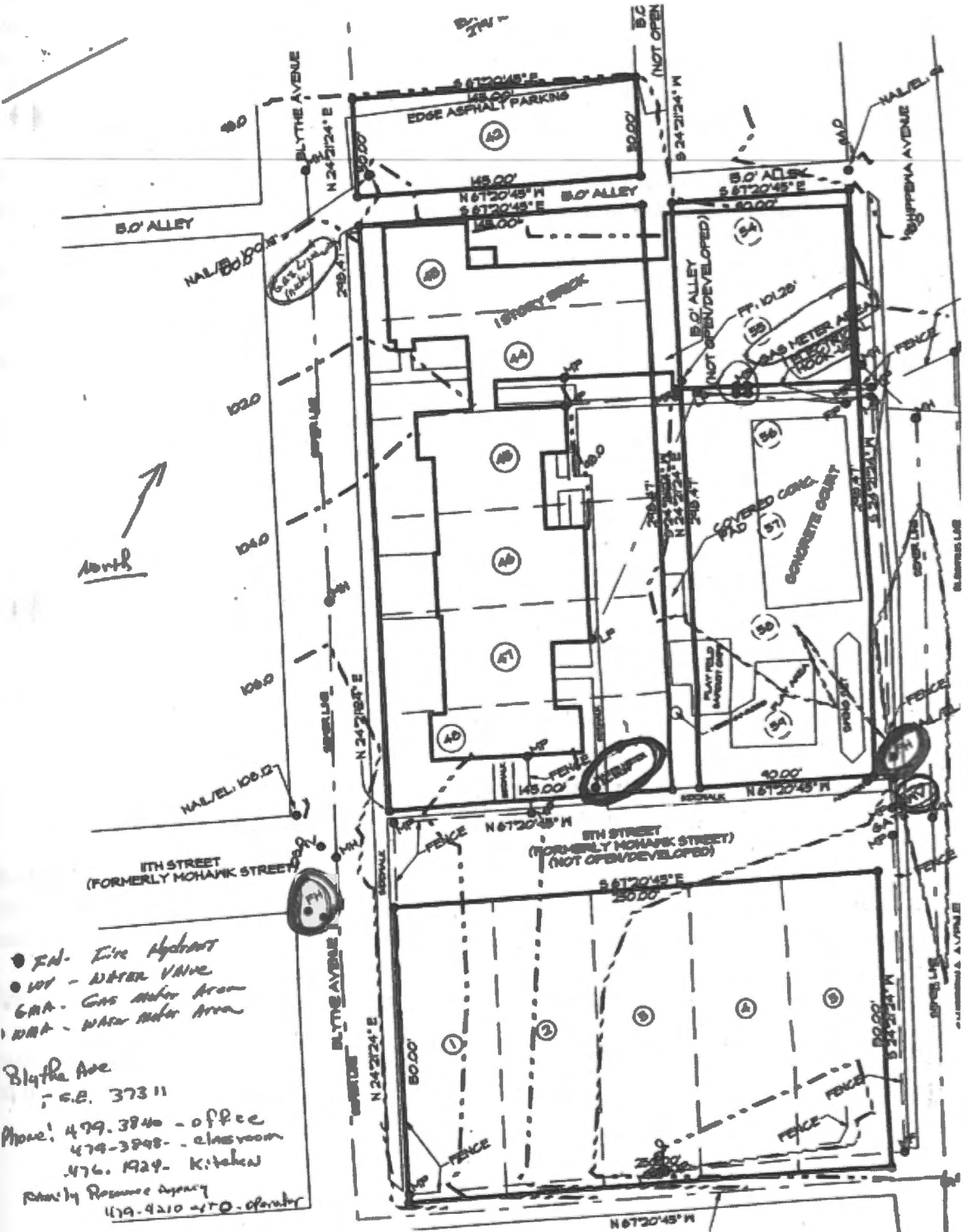
109 BLYTHE AVE CLEVELAND, OH

**CUSTOM HOME DESIGNS**  
 BY  
**BILL RASMUSSEN**

1000 ALDRICH BOONE DRIVE  
 CLEVELAND, OH 44122-1970  
 BILL@RASMUSSENDESIGNS.COM

SHEET NO  
**A-1**

Insert Property Map



● FN - Fire Hydrant  
 ● WV - WATER VALVE  
 ● GMA - Gas Meter Area  
 ● WMA - Water Meter Area  
  
 Blythe Ave  
 - C.B. 373 11  
  
 Phone: 479-3846 - office  
 479-3848 - classroom  
 476-1929 - kitchen  
 Priority Resource Agency  
 479-9210 - operator

## Fire

NHPCCCE is equipped with a fire detection (alarm) system. Notification is made through this protective system to the local Emergency Communication Center (911 Center) and emergency responders (Fire, Law Enforcement, and EMS). Additionally, a phone call should be made to the Emergency Communication Center (911 Center), by dialing 911, to provide additional information to responding personnel.

The Director, staff, volunteers, and clients should be notified immediately. **Do not delay in the attempt to extinguish the fire and / or evacuate the area to make this notification.**

The protection and preservation of life takes precedence over the protection and preservation of property at all times.

The acronym “R. A. C. E.” should be followed in the event of a fire of any magnitude.

**“R”:** Report / Rescue: Report the fire immediately to those in the general area so the alarm can be sounded and phone contact should be made by dialing “911”.  
Rescue or remove those in immediate area of the fire.

**“A”:** Attempt to extinguish the fire with an appropriate portable fire extinguisher if the fire is minor in nature. This action should only be performed by personnel trained in the use of portable fire extinguishers.

**“C”:** Confine the fire to the area of origin by closing, *and leaving unlocked if possible*, the doors to the affected area after the area has been cleared of all personnel.

**“E”:** Evacuate the entire area that is surrounding the fire taking care to not to obstruct responding emergency services personnel.

It should be noted that the possibility exist that a minor fire can progress rapidly to a major event. Removal or evacuation of clients and staff from the surrounding area should be considered as conditions dictate or as ordered by the director and/or emergency personnel.

A fire drill shall be conducted at least once annually as directed by the Director.

Annual fire safety shall incorporate proper use of fire extinguishers & shall be conducted by the local fire department.

**False Alarms:**

Activation of the fire alarm system can occur for a variety of reasons other than an actual fire. These conditions include power fluctuations, lightning, dust movement in the air, and accidental interruption in the alarm circuit.

The following procedures are to be followed in the event of fire alarm activation:

- Personnel should investigate the cause of the activation to determine whether the alarm is false in nature by physically inspecting the zone in which the alarm occurred.
- If the alarm activation is false in nature contact the Emergency Communications Center by dialing 911 and inform them that the alarm is false and that no fire department response is needed.
- Alarm should be reset in accordance with Head Start's (Lessor) established policy & procedure per lessor personnel.



**Minor Fire:**

A minor fire is defined as one that affects a small area and can be controlled or extinguished with a commercially available fire extinguisher such as a fire in a waste container or one involving a small amount of combustible material or an electrical fire that involves a wall receptacle, light switch, or a single lighting fixture were a fire extinguisher would not necessarily be employed and the threat of the fire spreading rapidly is minimal.

The following actions should be taken in the event of a **minor fire**:

- **R. A. C. E.**
- The Director or building manager shall immediately notify the facility staff of a fire of any magnitude, even if the alarm system does not activate.
- No general evacuation of the entire complex should be conducted for a minor fire unless deemed necessary by Director or building manager.
- Director or building manager should ensure that the responding fire department personnel are directed to the correct location by means of the closest entrance
- The Director or building manager should ensure that there is no re-entry to the affected areas during fire department operations. Once the fire department concludes operations, the affected areas shall be turned over to the Director or building manger.
- The incident should be reported and documented per the agency guidelines.

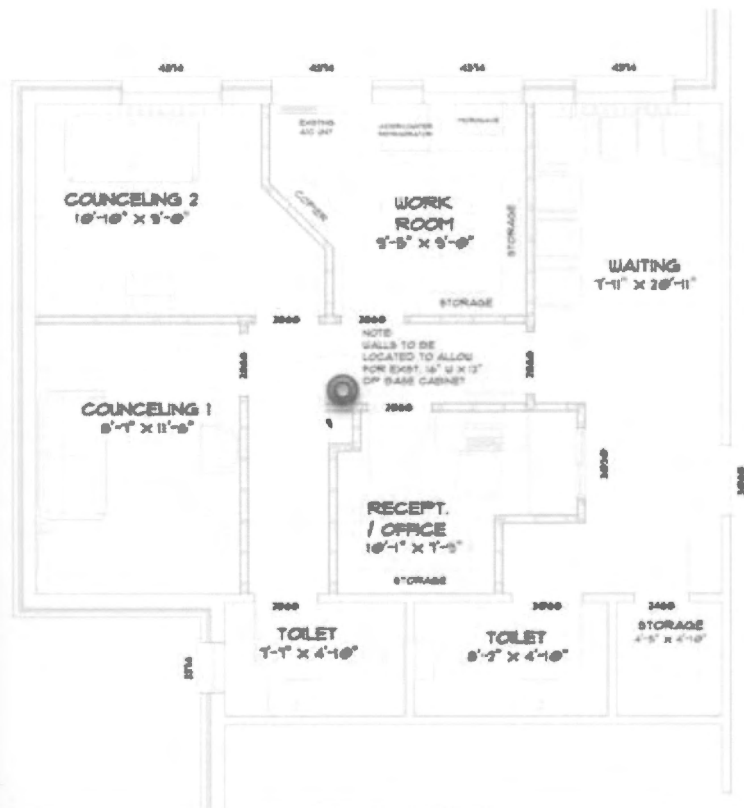
## **Major Fire:**

A major fire is defined as one that affects a large area and can not be controlled or extinguished with a commercially available fire extinguisher or involves multiple parts of the electrical system or the power distribution system (breaker / fuse box or transformer). The presence of smoke or flames in the ventilation system also constitutes a major fire, since flames can spread rapidly in such locations.

The following actions should be taken in the event of a **major fire**:

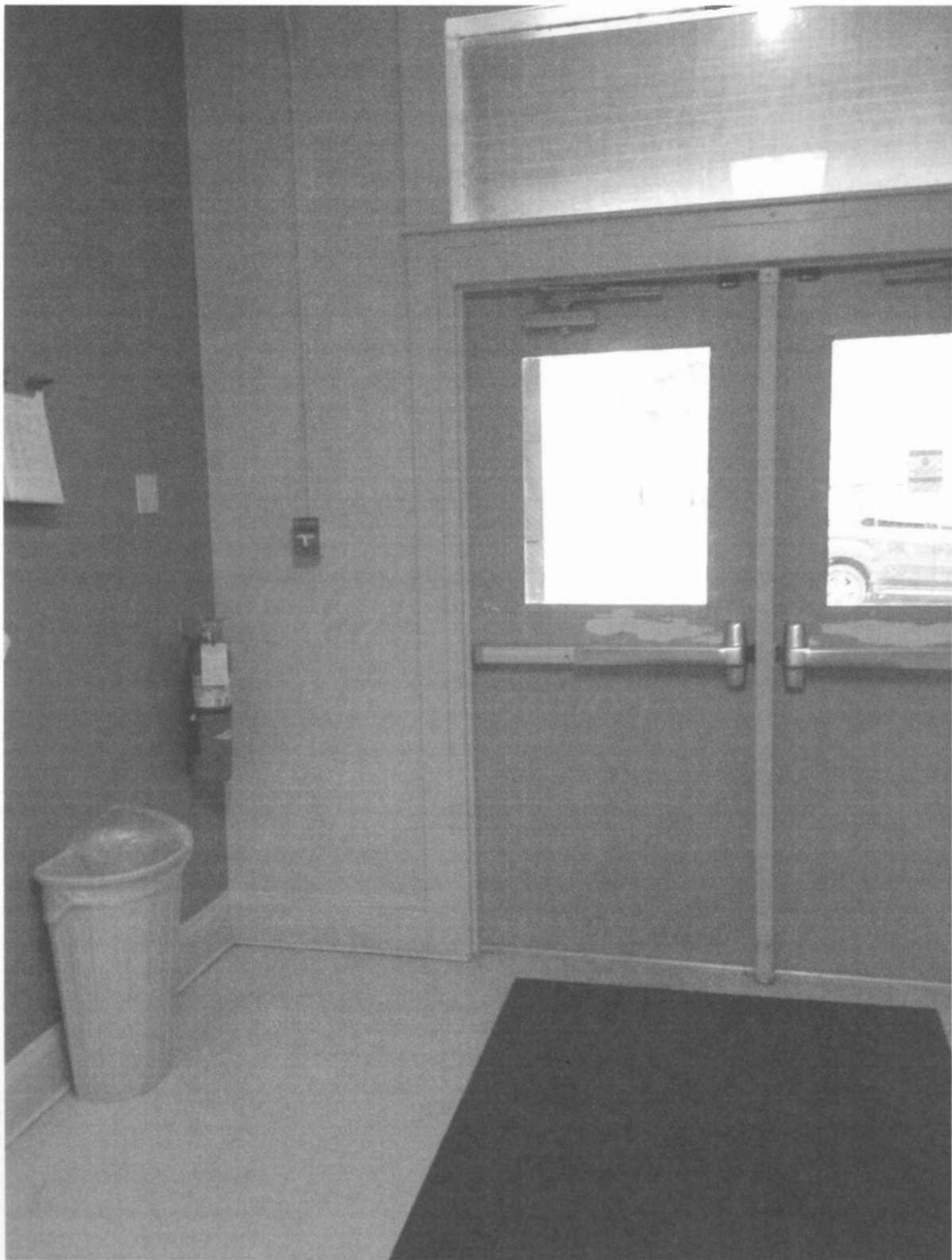
- **R. A. C. E.**
- The Director or building manager should immediately notify facility staff of a fire of any magnitude, even if the alarm does not activate.
- **Evacuate the building.** The Director of building manager should ensure that there is no re-entry to the affected areas during fire department operations. Once the fire department concludes operations, the affected areas shall be turned over to the Director.

**Insert Fire Extinguisher Map**





**Fire Extinguisher Outside NHPCC – behind plant**



**Extinguisher @ Front Entrance**



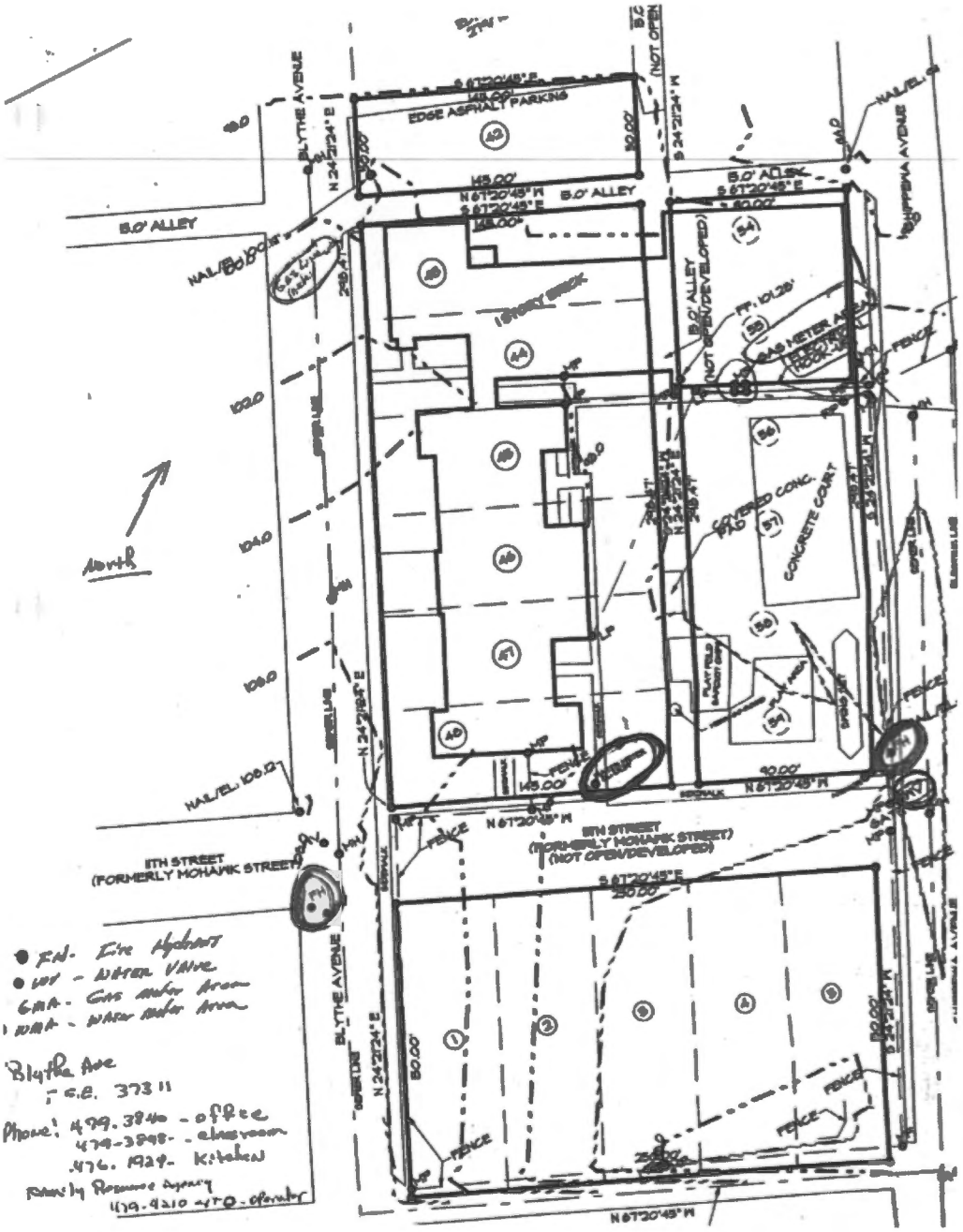
**Fire Extinguisher @ Opposite End – West Doors**



---

**Fire Extinguisher @ East End through double doors**

Insert Fire Hydrant Map







**North of Building @ West End**



South of Building – Out Gate

## Severe Weather

Severe weather events are common in the Cleveland / Bradley County area. In most cases a warning or watch is issued by the National Weather Service office in Morristown, TN in plenty of time to allow preparations to be made. Whereas Hurricanes, Tropical Storms, and Tropical Depressions do not occur frequently in this area, procedures for these events are covered under thunderstorms and flooding.

Close attention should be paid in advance to weather conditions during scheduled outdoor events and activities.

The following procedures are to be followed for **all severe weather events**:

- The Director or building manager shall be assigned to monitor the weather alerts to allow for the prompt notification of staff, volunteers, and clients in the event of a severe weather watch or warning.
- The Director shall make the decision for agency closure in the face of an imminent threat from severe weather. If closure is ordered, notification should be made immediately to staff, volunteers, and clients.

## **Severe Weather Watch**

A severe weather watch is issued by the National Weather Service and is declared when, "...the risk of a hazardous weather or hydrologic event has increased significantly, but its occurrence, location, and/or timing is still uncertain. It is intended to provide enough lead time so that those who need to set their plans in motion can do so." The most common watches for this region are for flooding, thunderstorms, tornados, and winter storms. The Cleveland / Bradley County area is placed under a "watch" status many times each year.

The following actions should be taken in the event that a **severe weather watch** is issued by the National Weather Service:

**NHPCC staff should monitor watches/warnings via NIXLE alerts & NOAA weather radio.**

## **Severe Weather Warning**

A severe weather warning is issued by the National Weather Service and is declared, "...When a hazardous weather or hydrologic event is occurring, is imminent, or has a very high probability of occurring. A warning is used for conditions posing a threat to life or property." The most common watches for this region are for flooding, thunderstorms, tornados, and winter storms. The Cleveland / Bradley County area is placed under a "warning" status many times each year.

The following actions should be taken in the event that a **severe weather warning** is issued by the National Weather Service:

### **Flood Warning:**

- **No** general announcement concerning the warning conditions are to be made.
- Monitor local news and weather services and / or weather radio for updates on conditions.
- As conditions dictate, the NHPCC CEO shall make the determination as to whether or not to suspend agency operations during the warning time frame.

### **Thunderstorm Warning (including Hurricane, Tropical Storm, and Tropical Depression):**

- **No** general announcement concerning the warning conditions are to be made.
- Monitor local news and weather services and / or weather radio for updates on conditions.
- As conditions dictate, the NHPCC CEO shall make the determination as to whether or not to suspend agency operations during the warning time frame.

### **Tornado Warning:**

- A general announcement should be made concerning the warning conditions:

**The National Weather Service has issued a Tornado Warning for the local area. In an effort to provide for your safety, all staff, volunteers, & clients are asked to move into the enclosed corridors and shelter areas at this time. Thank you.**

- The Director or building manager should shelter clients and staff in an area away from doors, glass, and skylights, preferably an interior load bearing wall.
- Clients and staff should be encouraged to take shelter in these safe areas, however if they refuse, they **cannot** be forced to remain in the agency.
- At the end of the warning timeframe the following announcement should be made:

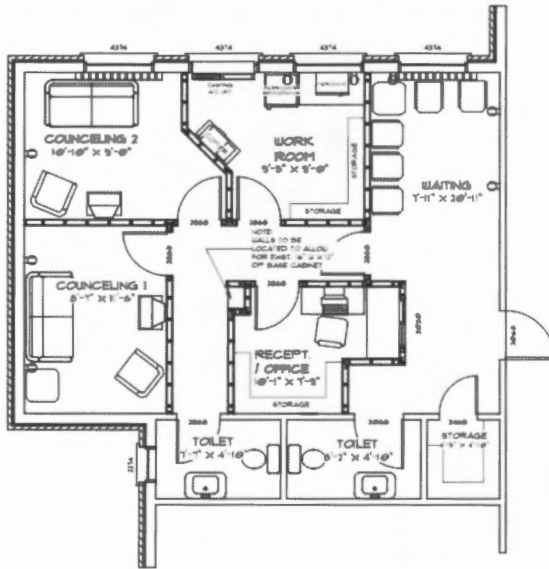
**Attention, the Tornado Warning for our area has been lifted. Thank you for your patience and understanding during this event.**

### **Winter Storm Warning:**

- No general announcement concerning warning conditions are to be made.
- The NHPCC CEO should monitor local news and weather services and/or weather radio for updates on conditions.
- As conditions dictate, NHPCC CEO shall make the determination as to whether or not to suspend agency operations during the warning time frame.

In the event that the agency has incurred damage from a severe weather incident, damaged area(s) should be evacuated and secured to prevent further entry until the affected area is deemed safe by the proper authorities. **The Director (FRA) shall make the determination of when and who may re-enter the affected area after consultation with emergency personnel.**

Insert Shelter Area Map



**LEGEND**

- EXISTING EXTERIOR WALLS TO REMAIN
- EXISTING INTERIOR WALLS TO REMAIN
- NEW STUD PARTITIONS FLOOR TO CLG.

**FLOOR PLAN**

SCALE 1/4" = 1'-0"

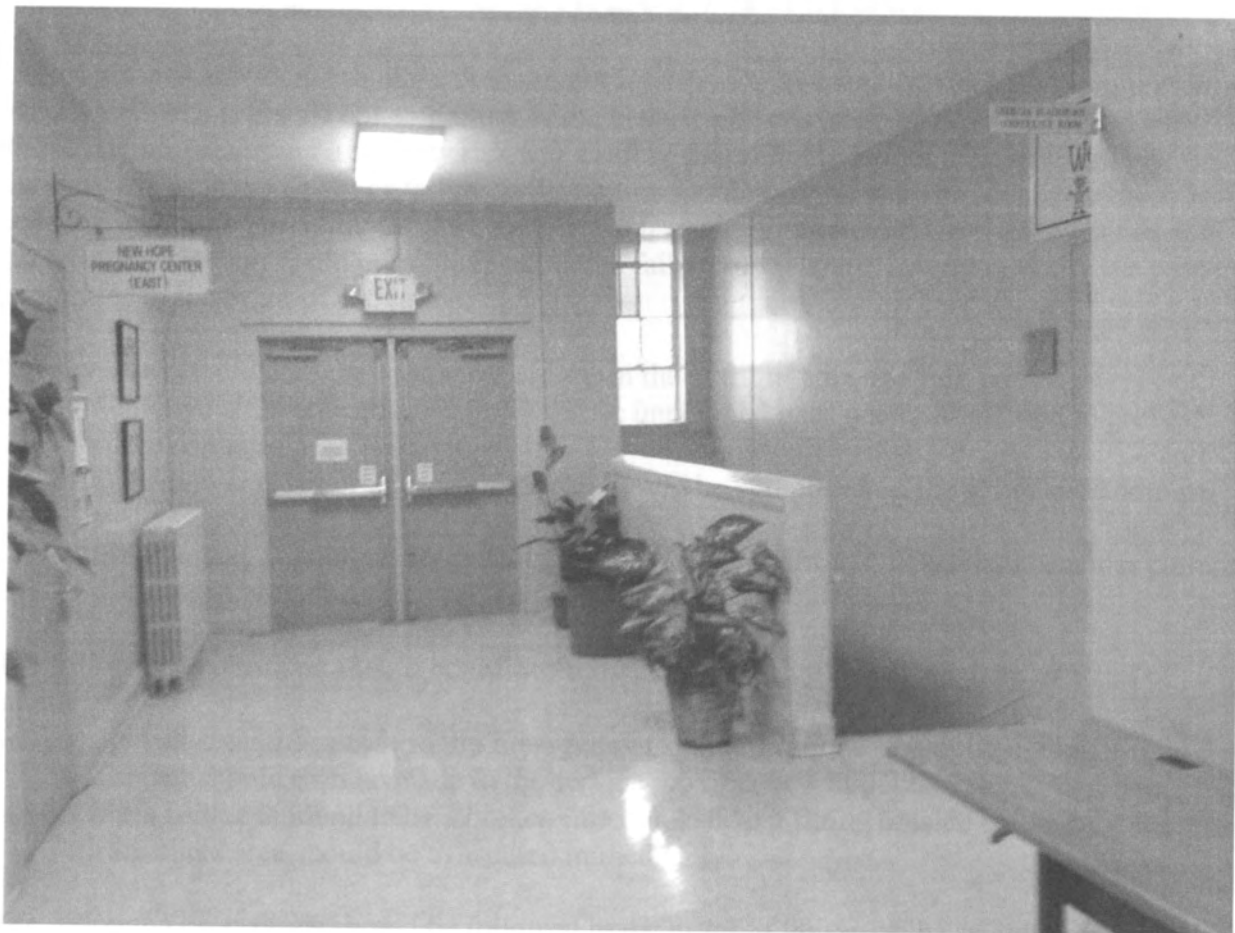
Lock Down inside NHEPCC Space

NEW OFFICE LAYOUT FOR:  
**NEW HOPE PREGNANCY CARE CENTER**  
 1875 SULTIS AVE CLEVELAND, TN

**CUSTOM HOME DESIGNS**  
**BILL RASTHUSSEN**  
 3805 AUTUMN RIDGE DRIVE  
 CLEVELAND, TN 37323

SHEET NO.

**A-1**



**Shelter in Basement – Staircase Down Across from NHEPCC Entrance**



## Utility Outages / Incidents

Utility outages and incidents can cause a major interruption in agency services and can present a hazard to clients and staff alike. Failure of the electric power system disrupts alarm and anti-theft systems, presenting a security risk and a safety risk with the failure of normal agency lighting. An incident (leak) or failure in the natural gas delivery system presents a safety concern due to the possibility of the creation of a hazardous / explosive atmosphere. Failure in the telephone system could possibly result in the failure of the alarm system to notify the proper authorities in the event of activation.

Agency staff should take the following actions in the event of a **power failure**:

- Sensitive electronic equipment should be unplugged until power is restored to prevent surge damage.
- Once power is restored, system checks should be completed on the alarm and computer systems.
- If the outage is going to be extended in nature, the NHPCC CEO should consider closure of the agency until service can be fully restored.

The following procedures should be followed in the event of a **natural gas leak** or smell of natural gas:

- Contact should be made to the Emergency Communications Center by dialing 911. Contact should then be made to the service provider at 1-800-427-5463.
- If the source is found to be a broken line or a leak at a fitting outside the agency, the immediate area should be evacuated immediately.

The following procedures should be followed in the event of failure of the **telephone system**:

- Contact should be made to the telephone service provider via cell phone to advise them of the outage.
- The Director and/or building manager should perform "Fire Watch" patrols since failure in the fire alarm system is possible when communication servers are interrupted.

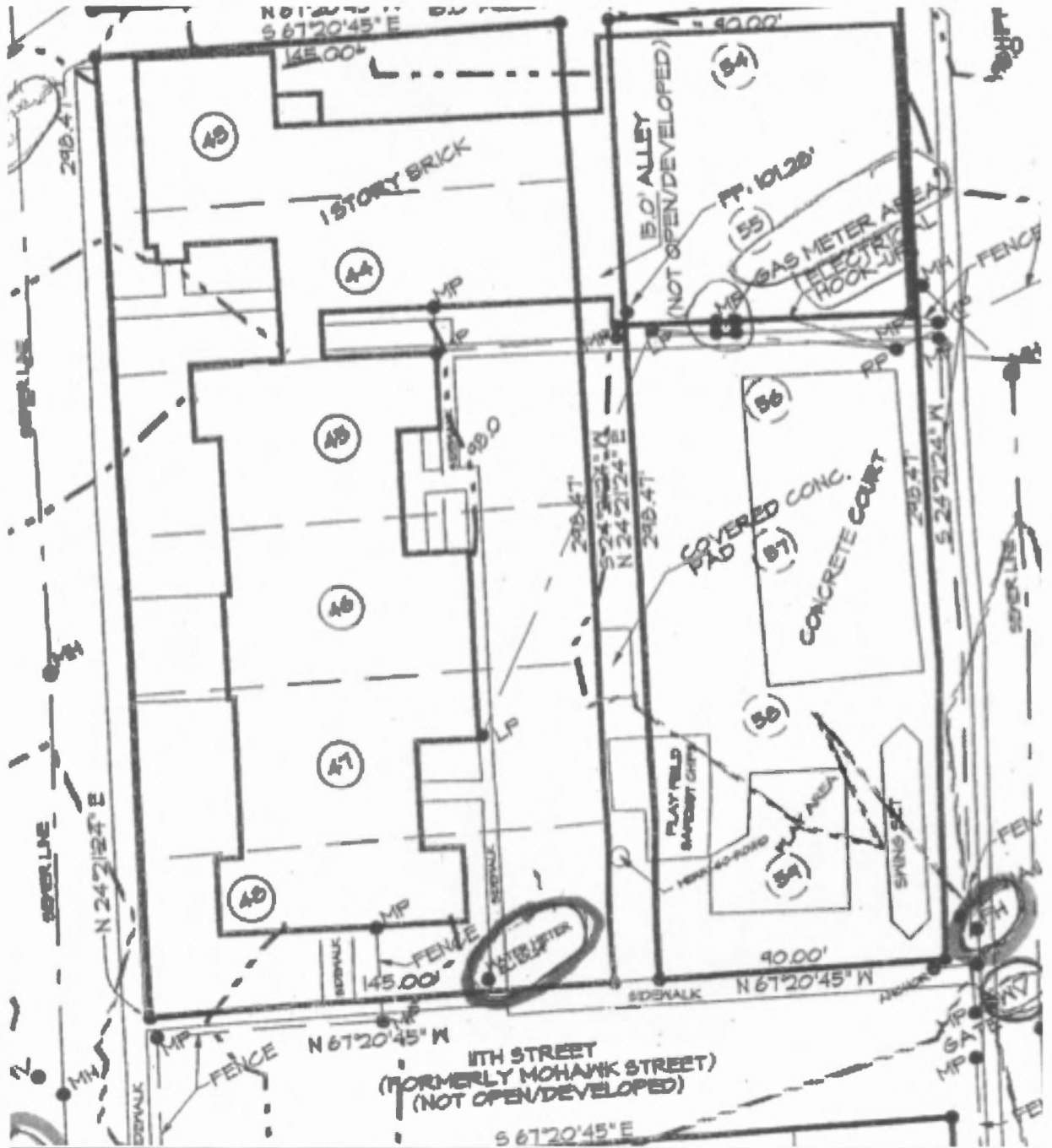


**Insert Electrical Room Map-Suite 12 inside Main Entrance**



Breaker Boxes inside Suite 12 Left-hand Closet

Insert Gas Main Map





**South Side of Building**

## Earthquake

The Cleveland / Bradley County area lies within the East Tennessee Seismic Zone according to the U.S. Geological Survey and experiences minor activity, usually undetectable to the human senses, every few years.

In the event of a **major earthquake** incident, the following actions should be taken:

- The agency should be evacuated immediately due to the threat of aftershocks, which could further affect the structural integrity of the building.
- Contact should be made to the Emergency Communications Center by dialing 911.
- Once evacuation is complete, agency staff should prevent re-entry into the agency area until the agency is deemed safe by the appropriate personnel (i.e. emergency services representatives, structural engineer) and then only allowing access to critical personnel until damage can be documented for mitigation & recovery purposes.

## Hazardous Materials Incident

Hazardous materials incidents can occur inside, outside, and near site to the agency and will most likely result in the evacuation of the agency upon orders of the local emergency services. The most anticipated incident is a transportation accident occurring near site to the agency.

The following procedures are to be followed in the event of a **near site hazardous materials incident**:

- Immediately follow the advice of emergency response personnel whether it to shelter clients and staff in place or evacuate of the agency.
- If shelter in place is ordered, close all doors and windows and shut down the HVAC system throughout the entire agency. While clients and staff cannot be detained, they should be strongly encouraged to follow the orders of the emergency response agencies.
- If evacuation is ordered the following announcement should be made:

**“Attention all NHPCCCE clients & staff, on the advice of the emergency services NHPCCCE is now closed due to a hazardous condition that has occurred away from the agency. Please exit the building at this time. NHPCCCE will reopen when deemed appropriate by emergency personnel.”**

- The NHPCC staff shall ensure that all areas of the agency are searched and evacuated prior to departing and securing the agency.

The following procedures are to be followed in the event of an **on-site hazardous materials incident occurring outside of the building**:

- Contact should be made immediately to the Emergency Communications Center by dialing 911.
- The immediate area should be evacuated and re-entry barred until deemed safe by responding emergency personnel.
- An attempt should be made to identify the released material only if it can be done from a safe distance. Under no circumstances should untrained personnel expose themselves to the material or its vapors.
- Shutdown of the entire HVAC system should be completed as soon as possible for the entire facility.
- If vapors are causing irritation to clients and staff, the entire facility should be evacuated out exits away from the incident and down wind if possible.
- If evacuation is warranted or ordered by emergency responders, the following announcement should be made:
- **“Attention all NHPCCCE clients and staff, due to a hazardous condition that has occurred on the property, NHPCCCE will be closing at this time. Please proceed to the exits at (which ever exits are away from the incident site) at this time. The NHPCC staff will make sure the agency is evacuated and secured. NHPCCCE will reopen when deemed appropriate by emergency personnel.”**
- Once evacuation is complete agency staff should prevent re-entry until the agency is deemed safe by the appropriate personnel (i.e. emergency services representatives,

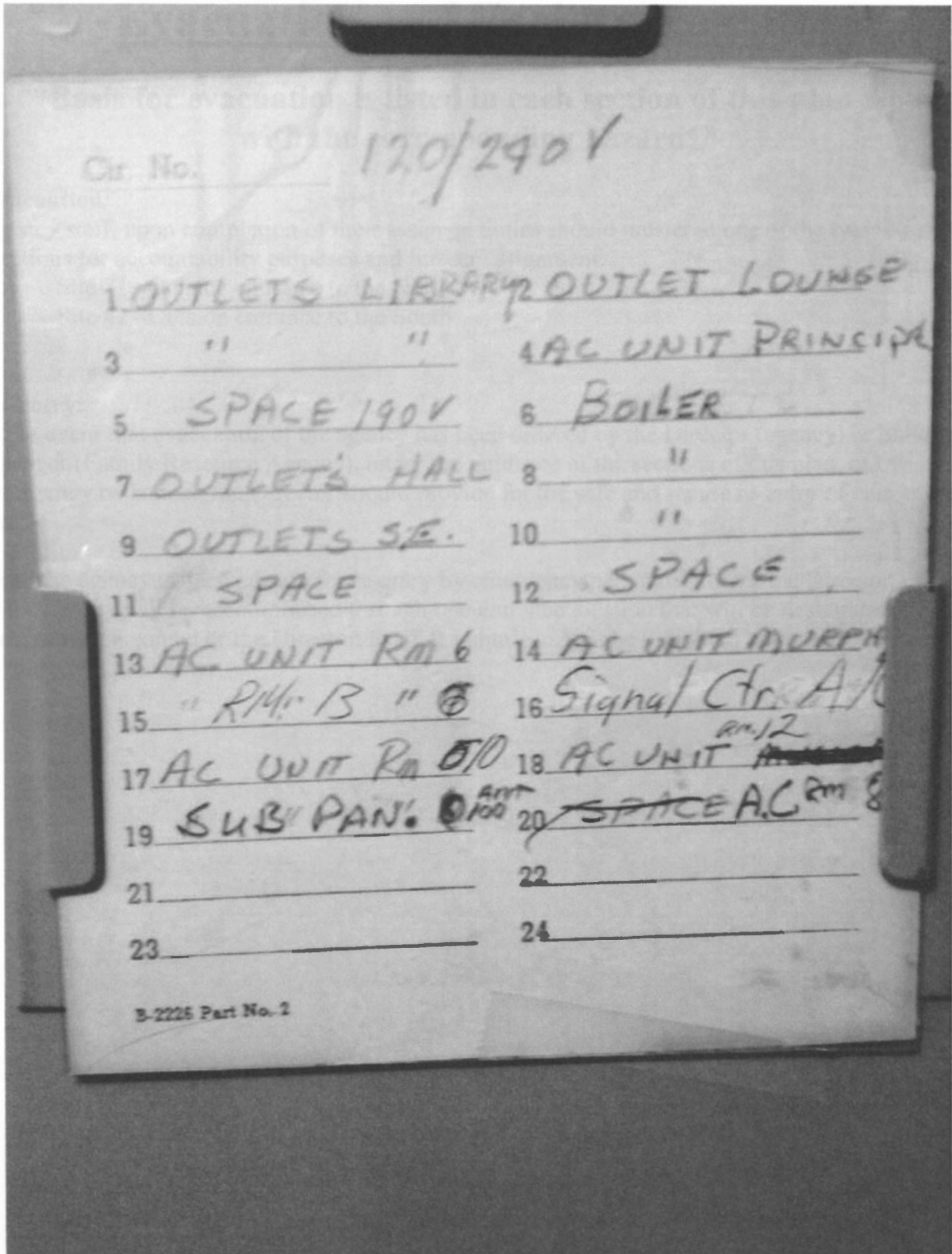


structural engineer) and then only allowing access to critical personnel until damage can be documented for mitigation & recovery purposes.

The following procedures are to be followed in the event of an **on-site hazardous materials incident occurring inside of the building**:

- Contact should be made immediately to the Emergency Communications Center by dialing 911.
- The immediate area should be evacuated and re-entry barred until deemed safe by responding emergency personnel.
- Shutdown of the entire HVAC system should be completed as soon as possible for the entire facility.
- An attempt should be made to identify the released material only if it can be done from a safe distance. Under no circumstances should untrained personnel expose themselves to the material or its vapors.
- If vapors are causing irritation to clients and staff, the agency should be evacuated out exits away from the incident and down wind if possible.
- If evacuation is warranted or ordered by emergency responders, the following announcement should be made:
  - **“Attention all NHPCC clients and staff, due to a hazardous condition that has occurred on the property, NHPCC will be closing at this time. Please proceed to the exits at (which ever exits are away from the incident site) at this time. The NHPCC staff will make sure the agency is evacuated and secured. NHPCC will reopen when deemed appropriate by emergency personnel.”**
- Once evacuation is complete agency staff should prevent re-entry until the agency is deemed safe by the appropriate personnel (i.e. emergency services representatives, structural engineer) and then only allowing access to critical personnel until damage can be documented for mitigation & recovery purposes.





**Insert HVAC Zone Map-Inside Electrical Closet, Left-hand Breaker Box**

Also Cut OFF AC control panel within NHPCCCE rented space

## Evacuation and Facility Re-entry

**\*\*Basis for evacuation is listed in each section of this plan along with the corresponding hazard\*\***

### **Evacuation:**

Agency staff, upon completion of their assigned duties should muster at one of the two following locations for accountability purposes and further assignment:

Site #1 –Outside entrance to the North

Site #2 –Outside entrance to the South

### **Re-entry:**

In the event that evacuation of the agency has been ordered by the Director (agency) or building manager (Family Resource Agency), under the guidance of the sections of this plan, or by emergency personnel, the Director should provide for the safe and secure re-entry of clients and staff.

Once the agency is deemed safe for re-entry by emergency personnel and/or the Director, entry to the agency will be accomplished through one entrance location that will be designated by emergency personnel or the Director. Staff & volunteers will be permitted entry until the agency is re-opened to clients.



**Emergency Exits immediately to the East of NHEPCC Space thru double doors**



**Evacuation to the North Side with NHPCC in picture on right**

## Injury or Death

Due to the agency being open to the general public, a person may suffer illness, injury, or death on agency property.

In the event that a person suffers a condition on the property the following actions should be taken:

- Immediately contact the Emergency Communications Center by dialing 911.
- Clear the area of bystanders and onlookers. Witnesses should be collected in one location for interview by emergency responders.
- Render first aid and life-saving measures (i.e. CPR) only to the level to which trained or certified. Permission to treat an individual must be obtained if the person is conscious and competent. Attempting to provide care outside or above of these limits can result in liability on the individual providing care.
- Ensure that the individual leaves the facility either under the care of emergency responders or family members. If the person refused medical care, agency staff should obtain a signed statement from the person and an un-bias witness stating such.
- After the victim is stabilized by either agency staff or emergency responders, attempt to gather the victims name, address, date of birth, and phone number. Also gather information about the accident, injury or illness from bystanders in the form of written statements, complete with contact information.
- **DO NOT**, under any circumstances, take pictures of the injured person. Pictures should be taken of the accident site after the person has departed.
- If the person is deceased, do not touch the body or allow anyone else to do so. The surrounding area should be cordoned off to facilitate the law enforcement investigation.
- Responding members from the staff should, at the conclusion of the incident, write a detailed report of all actions taken and what was seen.

## **Armed Individual with a Hostage**

A hostage situation is defined as the holding of another person against their will until certain conditions are met. Examples of reasons that might lead to a hostage situation are unsuccessful robbery, disgruntled employee, or domestic dispute – to name a few. This emergency crisis involves the risk of personal injury to clients and staff. The atmosphere which is most conducive to resolution of the problem without injury is one of calm emotions and authoritative control over the physical surroundings and persons involved.

### **Procedure**

The following actions should be taken in the event of an **Armed Individual with a Hostage**:

1. Once a hostage situation has been identified, Client Services Representative or staff will immediately notify the Director (agency) or building manager (Family Resource Agency).
2. The most senior person present will notify the Emergency Communications Center by dialing 911 and provide the following information at a minimum:
  - a. What is the situation?
  - b. How did it occur (if known)?
  - c. What type of weapon is being used?
  - d. Location of situation
  - e. How many perpetrators and how they are dressed?
  - f. How many hostages?
3. Run, Hide, Fight
  - a. Run – if there is a clear exit out away from the threat – take it. Take others with you – leave personal belongings and do not waste time getting out.
  - b. If you cannot run, “shelter in place”. This location should be as far away from the threat as possible. An attempt should be made to keep clients from exiting the agency since the possibility exist that other perpetrators may be on the grounds outside of the agency and in parking lots. This will also give law enforcement a location to look for people if they need to enter the building.
  - c. Clients and staff should remain in this position until told that it is safe to exit by the agency by the Director (agency), building manager (FRA), or law enforcement personnel.
4. In the building where a hostage has been taken:
  - a. Staff will move all clients to safe locations but not to the same location. By moving everyone to the same location you have just created a bigger hostage situation.

5. No action is to be taken by agency personnel against the perpetrator, unless physically threatened. This is the responsibility of law enforcement personnel.
6. All questions and news media are to be directed to the Director, building manager (FRA), or other designated spokesperson of the agency.
7. Once law enforcement personnel have been notified and arrive:
  - a. Director and staff will stand by to assist officers in any manner needed.
  - b. Keep clients and bystanders out of the affected area.
  - c. Do not disturb or touch anything in the affected area.
  - d. Notify all the staff not on site.
  - e. A member of the agency staff should keep a detailed log of events for future reference.
8. Once the situation is resolved, the Director will notify all staff that the situation has been concluded and, based on the advice of law enforcement personnel, whether the agency is to resume normal operations or should be closed.
9. If evacuation is ordered, the Director will determine that evacuation is complete and will rely on law enforcement for information about when the agency may reopen.

**Note: This is a law enforcement event and a crime scene.**

**The personal safety of the public and all agency staff must be considered during an event of this type. Good communications, complete descriptions and professional conduct can help law enforcement personnel, even if the suspect leaves the scene prior to their arrival.**

## Unarmed Individual with a Hostage

The following procedures will apply to an Unarmed Individual with a Hostage.

1. Once a hostage situation has been identified, staff will notify the NHPCCCE Director or building manager (FRA) that a hostage situation has arisen.
2. The most senior person present will notify the Emergency Communications Center by dialing 911 and provide the following information at a minimum:
  - a. What is the situation?
  - b. How did the situation occur (if known)?
  - c. That there is no weapon visible.
  - d. Location of situation?
  - e. How many perpetrators and how they are dressed?
  - f. How many hostages?
3. The Director should notify all staff of the situation and follow the below procedures:
  - a. The NHPCCCE Executive Director shall evacuate clients and staff from the agency immediately, moving away from the scene of the incident. This should be accomplished without bringing attention to themselves from the hostage taker if possible.
  - b. If a hostage situation arises at the agency, the NHPCCCE Executive Director will attempt to prevent entry into the agency by non-law enforcement individuals.
4. No action is to be taken by agency staff against the perpetrator, unless physically threatened. This is the responsibility of law enforcement personnel.
5. All questions and news media are to be directed to the Director or other designated spokesperson.
6. Once law enforcement personnel have been notified and arrive:
  - a. Keep clients and staff out of the affected area.
  - b. Do not disturb or touch anything in the affected area.
  - c. Notify all agency staff not on site.
  - d. A member of the agency staff should keep a detailed log of events for future reference.
7. Once the situation is resolved, the NHPCC CEO will notify all staff that the situation has been concluded and, based on the advice of law enforcement personnel, whether the agency is to resume normal operations or should be closed and evacuated.



8. If evacuation is ordered, the NHPCC Executive Director is responsible for assuring evacuation is complete. The NHPCC CEO will rely on law enforcement in determining when to resume agency activity.

**Note: This is a law enforcement event and a crime scene.**

**The personal safety of the public and all agency staff must be considered during an event of this type. Good communications, complete descriptions and professional conduct can help law enforcement personnel, even if the suspect leaves the scene prior to their arrival.**

# Armed Shooter

## Procedure

The following procedures will apply to an Armed Shooter.

11. Once an armed shooter situation has been identified, staff will immediately notify the Director (agency) or building manager (FRA).
12. The most senior person present will notify the Emergency Communications Center by dialing 911 and provide the following information at a minimum:
  - a. What is the situation?
  - b. How did it occur (if known)?
  - c. What type of weapon is being used?
  - d. Location of situation.
  - e. How many perpetrators and how they dressed?
  - f. Are there hostages and how many?
13. The Director or building manager shall notify the all staff and clients that an armed shooter situation is taking place.
14. Staff shall be advised to:
  - a. Lock down their area.
  - b. If there is a clear escape –take it, leaving all personal belongs, and taking other staff/clients with you.
  - c. Clients and employees should be “sheltered in place”. This is anywhere away from the shooter. An attempt should be made to keep clients from exiting the store and / or facility since the possibility exist that other perpetrators may be on the grounds outside of the agency and in parking lots. This will also give law enforcement a location to look for people if they need to enter the building
  - d. Clients and staff should remain in this position until told that it is safe to exit by the Director, building manager, or law enforcement personnel.
  - e. Should the shooter attempt to enter area of shelter, prepare to fight as a team and do whatever is necessary to take the shooter down.
15. **The most important action is to get all clients and employees out of harms way. This action alone is self-explanatory. If the shooter or shooters cannot see you, they cannot shoot you.**
16. No action is to be taken by agency personnel against the perpetrator, unless physically threatened. This is the responsibility of law enforcement personnel.
17. All questions and news media are to be directed to the Director or other designated spokesperson of the agency.

18. Once law enforcement personnel have been notified and arrive:
  - a. Keep clients and bystanders out of the affected area.
  - b. Do not disturb or touch anything in the affected area.
  - c. Notify all agency staff not on site.
  - d. A member of the agency staff should keep a detailed log of events for future reference.
  
19. Once the situation is resolved, the CEO will notify all staff that the situation has been concluded and, based on the advice of law enforcement personnel, whether the agency is to resume normal operations or evacuated.
  
20. If evacuation is ordered, the Director (agency) or building manager (FRA) is responsible for assuring evacuation is complete. The CEO will rely on law enforcement in determining when it is resume agency activity.

**Note: This is a law enforcement event and a crime scene.**

**The personal safety of the public and all agency staff must be considered during an event of this type. Good communications, complete descriptions and professional conduct can help law enforcement personnel, even if the suspect leaves the scene prior to their arrival.**

## **Bomb Threat**

Upon learning of a bomb threat, agency staff should do the following. The responsibility here is the safety of clients and employees of the agency.

1. The person within the agency receiving the threat should fill out the Bomb Threat Checklist. This information is crucial in order to assess what needs to be done next. Then immediately call the Emergency Communications Center by dialing 911.
2. Agency staff shall be informed: **No radio or cell phone activity is permitted. The reason for this is that there are explosive devices that are rigged to detonate upon transmission of certain radio frequencies. The same applies to cell phones.**
3. Have the individual that took the call and the person that placed the call to 911 available to speak with law enforcement personnel when they arrive at the agency.
4. Once law enforcement personnel arrive on scene, they will make the determination on whether or not to evacuate the agency or to continue normal operations.
5. Agency personnel should remain available to law enforcement personnel if needed to assist in conducting a agency search.
6. **An agency search should only be done in conjunction with law enforcement efforts. Do not begin a search on your own.**
7. If evacuation is ordered by law enforcement, the following announcement should be made:

**“Attention all NHPCC staff and clients, due to a hazardous condition that has occurred on the property, the agency will be closing at this time. Please exit at this time. The Director (agency) or building manager (FRA) will ensure that evacuation is complete. NHPCC will reopen when deemed appropriate by emergency personnel.”**  
**The Director (agency) or building manager (FRA) will facilitate building re-entry once law enforcement deems safe.**
8. Agency management should be aware of any crowds that gather. Take pictures of the crowd if possible. Most callers will be nearby to watch the reaction of emergency personnel or just to watch the show.

**Note: This is a law enforcement event and a crime scene.**

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## **BOMB THREAT CHECKLIST**

**INSTRUCTIONS:** When a bomb threat comes into your work area by telephone fill out this form.

### **Step One: CALL COMES IN**

Date
Exact Time
Length of Call

### **Step Two: QUESTIONS TO ASK**

1. When is the bomb to explode?
2. Where is the bomb located?
3. What does it look like?
4. What kind of bomb is it?
5. What will cause it to explode?
6. Did you place the bomb?
7. Why?
8. Where are you calling from?
9. What is your address?
10. What is your name?

### **Step Three: DESCRIPTION OF CALLER**

Sex of caller
Male   Female
Race
Age

#### **Description of caller's voice**

- |                                |                                   |                                 |                                  |                                  |                                    |                                  |                                  |                                   |                                   |
|--------------------------------|-----------------------------------|---------------------------------|----------------------------------|----------------------------------|------------------------------------|----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <input type="checkbox"/> Calm  | <input type="checkbox"/> Slow     | <input type="checkbox"/> Crying | <input type="checkbox"/> Slurred | <input type="checkbox"/> Stutter | <input type="checkbox"/> Deep      | <input type="checkbox"/> Loud    | <input type="checkbox"/> Broken  | <input type="checkbox"/> Giggling | <input type="checkbox"/> Accented |
| <input type="checkbox"/> Rapid | <input type="checkbox"/> Stressed | <input type="checkbox"/> Nasal  | <input type="checkbox"/> Lisp    | <input type="checkbox"/> Excited | <input type="checkbox"/> Disguised | <input type="checkbox"/> Sincere | <input type="checkbox"/> Squeaky | <input type="checkbox"/> Normal   | <input type="checkbox"/> Angry    |

#### **Description of Threat Language**

- |  |   |   |                                     |
|--|---|---|-------------------------------------|
| <input type="checkbox"/> Well Spoken       | <input type="checkbox"/> Taped Recorded       | <input type="checkbox"/> Message read by caller | <input type="checkbox"/> Incoherent |
| <input type="checkbox"/> Foul / Irrational | If voice is familiar, whom did it sound like? |   |                                     |

### **Step Four: BACKGROUND NOISES**

- |  |  |   |  |                                |                                       |
|--|--|---|--|--------------------------------|---------------------------------------|
| <input type="checkbox"/> Street noise  | <input type="checkbox"/> Crockery          | <input type="checkbox"/> Voices           | <input type="checkbox"/> PA System         | <input type="checkbox"/> Music | <input type="checkbox"/> House Noises |
| <input type="checkbox"/> Long Distance | <input type="checkbox"/> Motors (car/bike) | <input type="checkbox"/> Office Machinery | <input type="checkbox"/> Factory Machinery |                                |                                       |
| <input type="checkbox"/> Animal Noises | <input type="checkbox"/> Clear/No Noise    | <input type="checkbox"/> Static           | <input type="checkbox"/> Local             |                                |                                       |
- Any other background noises?

### **Step Five: YOUR INFORMATION**

Your Name  
 Your Position  
 Telephone number call was received  
 Building/office call was received  
 Cell Number

• Call 911

**KEEP THIS FORM AND GIVE TO THE RESPONDING POLICE OFFICER!**

Write down any other important information about the call on the reverse side of this sheet.

## Suspicious Object / Package

The following guidelines shall be used in the event that a suspicious object of package:

1. Immediately notify the Emergency Communications Center by dialing 911 and provide the following information at a minimum:
  - a. What is the situation?
  - b. Where the location of the object / package?
  - c. Whether a threat has been made against the agency.
2. Evacuate and isolate the area that the object or package is in. **DO NOT ATTEMPT TO MOVE THE OBJECT OR PACKAGE! Do not smoke in the area. Do not operate radios or cell phones within 900 feet.**
3. At a minimum, evacuate a distance of at least 900 feet in all directions this includes evacuating floors above the object and below the object. However a greater distance is always better when possible.
  - a. Vehicle Bomb Evacuation Distance:
  - b. Compact Sedan 1500 Feet
  - c. Full Size Sedan 1750 Feet
  - d. Passenger Van 2750 Feet
  - e. Cargo/Small Box Van 7000 Feet (14 Foot Box)
  - f. Water/Fuel Truck Semi Trailer 7000 Feet
  - g. **Always remember a greater distance is desired, if possible.**
4. If safe to do so, open doors and windows of enclosed areas as you evacuate to minimize potential damage from the blast. The shock wave will do more damage in an enclosed area than in an open area.
5. Take cover behind buildings if possible. If you can't stay behind a building,
  - a. use other available cover.
6. Be alert for secondary devices.
7. Remember there are many different ways to activate a bomb. DO NOT touch anything; leave this to the Bomb Experts.
8. The safety of life is always the first priority, which will always be over the preservation of property and business.

**Note: This is a law enforcement event and a crime scene.**

**The personal safety of the public and all agency staff must be considered during an event of this type. Good communications, complete descriptions and professional conduct can help law enforcement personnel, even if the suspect leaves the scene prior to their arrival.**

## Civil Disturbance or Riot

1. Immediately notify the Emergency Communications Center by dialing 911 and report the following:
  - a. What is the situation?
  - b. Where is the location of the disturbance?
  - c. An estimate of the number of people involved.
  - d. Are the individuals peaceful or violent?
  - e. Are any weapons present?
2. If it is a peaceful demonstration or picketing, the Director (agency) or building manager (FRA) should attempt to locate the leader and **politely inform them of the agency's policy for loitering and ask them to leave.** If they refuse, continue to ask them to leave the premises and inform them that continuation of the demonstration constitutes criminal trespass under Tennessee Code 39-14-405 and that law enforcement will be called.
3. If it is a **violent or non-peaceful demonstration** direct clients, visitors, and staff toward areas away from the activity in an effort to avoid the demonstrators. Secure entrances to the agency. Do not attempt to remove or deter the demonstrators yourself.
4. Once law enforcement personnel arrive on scene, they will direct the agency's actions in regards to evacuation or the sheltering in place of clients, visitors, and agency staff.
5. After the demonstrators leave or law enforcement restores order, photos should be taken of any damage the demonstrators may have caused and reports should be made to law enforcement of any thefts or looting of inventory, damage to the agency, and any vandalism.
6. A detailed written report including the number of demonstrators, purpose, actions taken, items damaged, and persons injured should be prepared.

**Note: This is a law enforcement event and a crime scene.**

**The personal safety of the public and all agency staff must be considered during an event of this type. Good communications, complete descriptions and professional conduct can help law enforcement personnel, even if the suspect leaves the scene prior to their arrival.**