THE PUBLIC OFFICIAL'S GUIDE TO DISASTERS

THE PUBLIC OFFICIAL'S GUIDE TO DISASTERS is a tool to help you prepare for, respond to, and recover from emergencies of all kinds that might threaten to overwhelm your community. The goal of the Guide is to help you understand and effectively execute your role as an elected official during such a disaster. From the moment you are notified of an emergency to the first call from the media, you will know what to do and how to reassure the citizens of your community. You will know which steps to take first and how to address legal and political considerations. When offers for assistance begin to flood your phone lines, you will have a plan in place for managing volunteers and donations.

Your role as the elected official of your community is to lead the way in disaster planning so that when an emergency occurs or a disaster strikes, responsibilities have already been clearly defined and relationships of trust established. The emergency management community has a saying, "During the disaster is not the time to exchange business cards."

Using the Guide to facilitate your planning and preparation phases will ensure that your response and recovery phases are more efficient and successful. Your disaster management team and the community members you serve will feel more confident that the community can survive and prosper following a disaster of any kind.

The **Be Ready Utah** campaign is a community preparedness initiative of the Utah Citizen Corps, led by the Utah Commission on Volunteers, the Utah Department of Public Safety and the Utah Emergency Management Association. For more information on how to use **Be Ready Utah** to help prepare your communities, visit the website at www.BeReadyUtah.org.

35 Action Steps to Reduce Your Risk

Getting organized
1. Participate in monthly emergency management meetings.
2. Schedule presentations for elected and senior management officials.
3. Appoint representatives of other organizations to create a Local Emergency Planning Committee.
4. Hold local National Incident Management System (NIMS) workshop.
5. Assign an individual to be your Emergency Management Coordinator to work with the County Emergency Planning Manager.
6. Provide line item budgets for emergency management activities.

Planning
7. Conduct/participate in community-wide planning and exercises.
8. Conduct/participate in area-wide (multi-jurisdictional) planning.
9. Conduct facility/plant planning.
10. Conduct hazards analysis/capability assessment.
11. Involve media, volunteer, and other private resources in planning.
12. Annually evaluate and upgrade emergency management plans.
13. Designate a lead agency for each type of disaster.
14. Become National Incident Management System (NIMS) compliant

Training
15. Conduct/participate in community-wide training.
16. Conduct/participate in area-wide (multi-jurisdictional) training.
17. Conduct facility/plant training.
18. Involve media, volunteers, and other private resources in training.
19. Conduct frequent table-top exercises every six months.
20. Conduct all agency, area-wide exercises at least annually.
21. Conduct Incident Command System (ICS) training.

Preparedness
22. Develop warning system for all segments of population.
23. Improve mutual aid programs.
24. Give customized "Checklist" to all elected/senior management officials.
25. Review legal responsibilities and authorities.
26. Develop off-the-shelf emergency policies and procedures (predesignated authorities, curfew, rationing, and other emergency powers).

Capability Development
27. Improve prevention/mitigation measures for all type of disasters.
28. Develop detailed hazard-specific plans.
29. Develop/maintain disaster resource lists.
30. Review liability/risk exposure.

Public Information
31. Conduct presentation on NIMS for elected/senior management officials.
32. Hold one-on-one meetings with elected/senior management officials.
33. Conduct public/employee education in evacuation/disaster response.
34. Improve relations with media, volunteer, and private sector.
35. Conduct seasonal public education campaigns on specific hazards.

Notification of an Emergency

Because there is always the chance that at any moment you could be cut off from the official alerting you to the incident, we have designed the checklist reminders to get at the most critical information first. You can help yourself while helping the reporting official, if you make it perfectly clear that you want the official notifying you of any disaster or potential disaster to report the facts in this order.

Notified by _____
For legal reasons it is important to document who first called you about the incident and from what location.

Time _____
Be sure to note exactly when you were first notified of the incident. Liability judgments may well rest upon how you respond based on information you are given in this first call.

Type of Emergency _____

Location _____
Get the best description of the location and extent of the incident.

☐ Activation of Emergency Operations Center (EOC)
Determine if EOC has already been activated. If not, contact Emergency Management/Services Director to proceed with EOC activation. Upon EOC activation, proceed to EOC as quickly as possible to take charge of the Policy Group.

☐ Available communication
Confirm the availability of primary and back-up communication channels and frequencies available to you (mobile radio, mobile phone, private line in the EOC, secure communications links, or others).

Incident Size-up
The need to know what your community is up against so you can decide your immediate course of action requires that you know the nature and the extent of the emergency. The following checklist will help you get a quick overview of the type and size of incident.

☐ Type
Type of disaster—This may be obvious or complicated; i.e., whether it is a hazardous materials spill, toxic release, or both.

☐ Magnitude
Try to pin down the reported size and scope of the incident— what areas have been affected and how severely— and obtain estimates of whether it is going to increase or decrease, and how rapidly.

☐ Casualties and Property Damage
Early estimates of the scope and severity of the incident are often unreliable in the initial reports so try to document the following information. This information may prove crucial in how soon any local, state, or Federal disaster declaration is made.
- Location and size of the area impacted by the incident
- Estimates of the number of fatalities and injuries
- Areas evacuated and shelters opened
- Property damage

☐ Other impacts
You are looking for other consequences, both social and economic factors, that may have a bearing on whether you declare an emergency and seek external assistance. These factors include the extent of damage to:
- Emergency Response, Medical Care, and Public Utility facilities
- Public Infrastructure, including public buildings, roads, etc.
- The environment, both immediate and long-term impact

Resources
You need to know the following information as part of your size-up to get an immediate sense of the resources committed, the resources available but not committed, and the possibility of the need for and availability of outside resources. Quite often, interjurisdictional mutual-aid agreements require the public official or a designee to formally request mutual aid.

☐ National Incident Management System command status
If your community is current with sound emergency practices, a NIMS command system will have been put into effect. One of the key aspects of successful emergency management is knowing who is in overall command at the incident and at the EOC.

☐ Interior/Exterior resources required
Ascertain if there already is or there is about to be a shortage of either internal or external (to the jurisdiction) resources. Such a shortage may require you to take some immediate action (such as phoning the mayor in a nearby community to request police assistance) prior to departing for your reporting point.

☐ Interior/Exterior resources committed
At this point you will find out what local response agencies are involved and their degree of commitment (partially or fully). Similarly, you will probably want to know if outside agencies have responded, and if so, what they are doing.

☐ EOC status and location
The Emergency Operations Center (EOC) may require your authorization to be activated. On the other hand, an alternate EOC may need to be designated.

☐ Other authorities notified
What other officials, media, etc., in your jurisdiction know of this incident? What officials in other jurisdictions at the state level, or public, private industry officials have been notified? It may be that you want the jurisdiction's legal advisor notified, your counterpart(s) in another jurisdiction, or certain state or Federal officials notified.

Immediate Actions

☐ Begin personal log
Keep a log of all key information, factors weighted, and decisions reached from the time you are notified of a disaster. The log should include all information and orders given since notification of an emergency, and should be used continuously throughout the management of the disaster. This log will document the amount of information the public official had when making decisions and will protect him/her if liability issues are raised during the recovery phase. It will also be essential in the preparation of an after-action report.

☐ Establish contact with Office of Emergency Management
As the situation permits and if you have not already done so, contact the Emergency Program Coordinator, and if the occasion warrants it, the County Emergency Program Manager.

☐ Direct staff to assess and report on problems, resources, shortfalls, policy needs, and options
Direct the Emergency Program Coordinator, under the National Incident Management System (NIMS), to compile an initial assessment. The assessment should be in the form of a situation report and should give the status of field resources, coordination efforts, and appropriate measures of the problems, resources, shortfalls, and options for the initial response.

☐ Chair Policy Group assessment meeting
If officials are conforming to local procedures and the procedures are sound, this initial briefing should begin to answer the following questions: Who is in charge? Where? Of what? Has there been proper vesting of authority? Is the continuity of government assured? What is the status of intergovernmental coordination? Availability of support from utilities, state agencies, private organizations? What options are open to you to deal with shortfalls? What financial issues are surfacing? What conditions/parameters should be followed in contacting outside public officials? Is there a need to place other personnel on alert? What is the status of an EOC: should one be opened/closed/relocated?

☐ Issue emergency declarations as needed
Decide if a declaration of emergency should be issued or remain in force. Issue emergency declarations as deemed appropriate and be sure official documentation is initiated and continued throughout the emergency—this is again important if liability issues arise, and necessary if state and federal aid is sought after the disaster.

☐ Set reporting procedures
It is important to establish a regular schedule for bringing your top staff together to hear from those planning the next set of action steps in response to the emergency. Other matters that need regular review include: when incident command transfers from one official to another, when the objectives of the response need to be changed, and when critical policy decisions need to be made.

☐ Remind staff to keep complete logs of actions and financial records
Just as it is important for you to keep logs, each key official should maintain a log that records actions taken, information received, and <u>any deviation from policy, together with the rationale for that decision</u>. Hours worked by volunteers must be recorded in order to qualify for FEMA aid if necessary.

☐ Begin liaison with other officials
Once begun, maintaining liaison with other officials will continue to foster cooperation.

Personal

Take the time to consider your own and your family's needs. Experience has shown that public officials function better if they have made adequate provisions for the security of their families. Take time now, before an emergency, to prepare all the necessary items below and have them ready to go in a "grab and go" kit.

☐ Tell family your destination and how to contact you
Alert your family concerning the disaster. Make sure they know how to respond if they are in any danger and that they know how to contact you. Make sure their "grab and go" kits are prepared in advance.

☐ Take medications, toiletries, and clothes
Take any necessary personal articles—glasses, medications, toilet articles, energy-sustaining snacks (dried fruit, low-sugar snack bars) that may be needed for an extended stay away from home.

☐ Take a list of peers to contact for advice
Take the time in advance to make out a list of peers and/or experts whom you might wish to confide in or seek the advice of during an emergency.

☐ Remember that your role is policy-making, not operational
It is natural for public officials to want to "take charge" and be "in the thick of things". But operations matters need to be left to your response commanders. This will free you to work with other policy makers in establishing the broad policies to assure the community functions effectively.

☐ Take personal tape recorder
Carry a tape recorder (with spare batteries). It can be used as your personal log since time for writing will be severely limited and conditions may make writing difficult to impossible.

☐ Jot down other personal reminders in the space provided below.

☐ Personal and Family Contacts

Legal

☐ **Contact legal advisors**

Verify location of legal advisors and set up communication links with them. When this actually takes place will obviously vary from incident to incident. Generally, the earlier the notification, the better.

☐ **Review legal responsibilities and authorities:**
- Emergency declarations
- Chain of succession
- Intergovernmental aid
- Curfews
- Price controls
- Other restrictions

In an initial interview with your legal advisors, consider community liability, public disclosure, and protecting the population within appropriate legal safeguards. Review legal delegations and/or legally binding authorities for declaring an emergency, establishing curfews, and securing intergovernmental assistance.

☐ **Monitor equity of service based on needs and risks**
> **Maintain balance between public welfare and citizens' rights.**

Defend against charges of favoritism by establishing and following criteria to treat all sectors of the community equitably. This means keeping the public informed of what is being done to restore the community's essential services and monitoring service restoration to see that, within reason, all neighborhoods receive equal treatment.

☐ **Have status of contracts reviewed**

Have your community's legal advisors review any current contract with suppliers of emergency goods or services as necessary.

Political

☐ **Recognize accountability**

Ultimately, the public will hold elected officials responsible for perceived failures in the response to and recovery from a disaster. Therefore, each act must be carefully weighed. This has to be done without interfering with incident operations. Recognize that accountability is a constant issue. Keep colleagues and those at higher governmental levels (governor, legislators) updated on the situation.

☐ **Establish and evaluate policy decisions throughout incident**

Identify and consider political aspects of declaring an emergency and other policy decisions.

☐ **Confer with selected officials when problems arise**

Get advice in anticipation of or as problems arise. A good rule of thumb here is that when things start to fall apart, this is the time to seek counsel from city council members or their equivalent. Consider also contacting any peers or advisors who have handled a similar disaster for their advice and guidance.

☐ **Use elected officials to request assistance from public and private organizations**

Often, a key to cutting through red tape and obtaining quick response from other public and private resources is for the public official and/or other elected officials to directly contact the authority that controls the needed resource. This is an appropriate role for these officials if 'normal channels' are not responsive enough. Political connections can often expedite a special request.

Public Information

The impact of the media on a disaster is sometimes referred to as the "disaster after the disaster". The greatest challenge in a disaster is often that of managing the media to correctly inform the public. To succeed, the public official must be prepared to deal with both the local and national media. A public official experiencing the national media for the first time is seldom prepared for the effort. For this reason, special reminders are included on this checklist for managing the demands of the media. First and foremost is to designate a single point-of-contact for the media, also known as the Public Information Officer or PIO. This job is so demanding that few public officials will want to take on this responsibility in addition to the primary responsibility for the community's overall response.

☐ **Check plans to inform the public through the media**

- **Designate single Public Information Officer**
  Appoint one PIO who represents your office to avoid conflicts in official statements that could result in confusion, panic, or misdirected public outcry about the handling of the incident. This should be a senior official able to speak for the public official and all other community agencies involved in the disaster response. This individual should be experienced in dealing with the media and familiar with the community's emergency response plans and the incident command system. At least two back-ups should also have these skills in case your primary spokesperson is unavailable.

- **Evaluate media capabilities and monitor media coverage**
  Check status to ensure the capabilities of major outlets of the local media to reach the public are not adversely affected. Also, identify alternate sources of public information. Throughout the incident, monitor media activities and messages to ensure correct information is being disseminated to the public. Mistakes in media stories that could impact public health and safety should be corrected quickly.

- **Establish Joint Information Center (JIC)**
  The JIC is a physical location where spokespersons from agencies participating in response and recovery efforts can work together to coordinate information and ensure the public receives clear, accurate, and coordinated messages. Ideally, the JIC will be located at or near the location of the incident or your community's Emergency Operations Center (EOC).

  News releases should be channeled through the JIC in order to ensure that information remains consistent for all affected agencies. Establish an approval process for press releases so that as press releases are formulated, they are routed through the public official and coordinated with affected agencies. Particular care must be taken with evacuation and return announcements.

- **Establish media policies for updates and access**
  It may be necessary to designate a pool of a few reporters and camera crews to report from the scene rather than granting blanket access to all who hold press cards. Do not avoid the media just because there is not a significant amount of information you can release. Even if information about the ongoing incident is limited, you can always address the response and recovery efforts being handled by your agency. If needed, schedule regular news conferences to disseminate important information to the media and public. Making the media wait without any comment from you or your office can give the appearance that you're incompetent or trying to hide something.

Five Steps for Communication Success

1. Execute a solid communication plan.
As a leader, you need to know that the public judges the success of your operation, in great part, by the success of your communication.

2. Be the first source of information.
There are two important reasons to strive to be the first source of information. First, the public uses the speed of information flow in a crisis as a marker for your preparedness. Living in the information age means being expected to not only save lives, but to also be able to tell people, while it's happening that you are saving lives.

The second reason is a psychological reality. When a person is seeking information about something they do not know, the first message they receive carries more weight. The tendency is for people to typically accept the information, and then if they hear a second message that conflicts with the first, they start to weigh them against each other. This is especially dangerous if the first message is incorrect but it sounds logical.

3. Express empathy early.
A sincere expression of empathy is as essential to your ability to lead the public in a crisis as the right key is to opening a lock. The public won't be open to you until you express empathy. So what's empathy? Empathy is the ability to understand what another human being is feeling. In its best form, empathy is talking from the heart and relating to fellow human beings as fellow human beings, not victims, not casualties, not evacuees or refugees or the public, but as people who, in a crisis, are hurting physically, perhaps, but especially emotionally.

Research has shown that an expression of empathy should be given in the first 30 seconds of starting your message. A sincere expression of empathy early in your communication will allow people to settle down the noise in their minds and actually hear what you have to say.

4. Show competence and expertise.
If you have a title and are part of the official response to a crisis, the public will assume you are competent until you prove otherwise. It's not necessary to recite your entire resume or Curriculum Vitae at the start of a crisis response. According to the research, most people believe that a person holds a professional position because they are experienced and competent.

5. Remain open and honest.
In all cases, treat people as you would like to be treated yourself. The danger comes from assuming you are protecting people or avoiding a bigger problem by keeping information away from the public. The motives may be noble, but the outcome could be the opposite. **There is absolute consensus among professionals that the faster you share bad news, the better.** Holding back implies guilt and arrogance. Any information is empowering; uncertainty is difficult to deal with. People are prepared to go to multiple sources for information.

Use the STARCC Principle

Your public message in crisis must be:
Simple — Frightened people don't want to hear big words
Timely — Frightened people want information NOW.
Accurate — Frightened people won't get nuances so give it straight.
Relevant — Answer questions and give action steps.
Credible — Empathy and openness are keys to credibility.
Consistent — The slightest change in the message could be upsetting.

Ready Your Business

Every year emergencies take their toll on business and industry. These unplanned events can cause deaths or significant injuries to employees, customers, or the public. Utah's businesses can reduce the impact from major interruptions that could disrupt normal operations. These interruptions could cause physical or environmental damage, or threaten the facility's financial standing or public image.

READY YOUR BUSINESS is a series of no-cost workshops, which assists companies to begin developing a Business Continuity Plan. **READY YOUR BUSINESS** can be used by small or large organizations, from any type of industry, and is intended for the planner who may not have in-depth knowledge of emergency management or continuity planning.

Topics include:
- Organizing a planning team
- External and Internal Resources
- Identifying Risks and Vulnerabilities
- Training Employees – Workplace Evacuation
- Workplace Emergency Supplies
- Safeguarding Vital Records and Data
  ... and more

For further information on how to prepare for natural or man-made emergency events, or to arrange for a speaker to make a presentation to your employees and association members on business and individual preparedness, contact:

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Utah Division of Homeland Security
Office of Emergency Services
READY YOUR BUSINESS
1110 State Office Building
Salt Lake City, UT 84114
(801) 538-3400
www.des.utah.gov

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Citizen Corps

Citizens are the ultimate stakeholders in the homeland security mission and must be an integral component of both national and community preparedness. Citizen Corps asks everyone to embrace the personal responsibility to be prepared, to get training in first aid and emergency skills, and to volunteer to support local emergency response, disaster relief, and community safety. The Department of Homeland Security has identified community preparedness as a major goal for towns, cities, and counties. Citizen participation through year-round volunteer service leads to enhanced levels of community readiness for disaster response and recovery.

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Citizens must have:

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- A clear understanding of national and community preparedness.
- Regular outreach education and communication regarding national and community preparedness.
- Effective alerts, warnings, and crisis communication.
- Opportunities to be involved in prevention, protection/preparedness, response, and recovery.

<u>**These goals can be achieved through:**</u>

1. **Planning and Evaluation**
   - Bringing together the appropriate leadership to form and sustain a Citizen Corps Council.
   - Developing and implementing a plan or amending existing plans to achieve widespread citizen preparedness and participation.
   - Implementing efforts to include public communication and citizen participation in local jurisdiction (city & county) plans, such as local Emergency Management and Operations Plans, Pre-Disaster Mitigation Plans, and Post-Disaster Recovery Plans, and to have citizen advocates sit on existing advisory councils and planning task forces.
   - Conducting evaluations of programs and activities, including conducting or participating in community assessments of vulnerabilities, resource needs, and determining citizen involvement to meet the needs identified.
   - Utilizing the Citizen Corps as a tool to encourage cooperation and collaboration among community leaders when developing plans and implementation strategies.
   - Evaluating the impact of Citizen Corps Councils and Citizen Corps programs on the community, including effectiveness in engaging citizens and the impact on community safety and quality of life, including cost/benefit analysis.

2. **Public Education and Emergency Communication**
   - Ensure clear emergency communications with the public.
   - Conduct public education and outreach, including community disaster preparedness presentations to schools, communities of faith, and civic, professional, and volunteer organizations.

3. **Training**
   - Develop training programs for the public, including the Community Emergency Response Team, Volunteers in Police Service, Fire Corps, Medical Reserve Corps, Neighborhood Watch, and other programs.

4. **Exercises**
   - Facilitate citizen participation in exercises, especially including the Community Emergency Response Team and the Medical Reserve Corps programs.
   - Provide opportunities for citizens to train and exercise with emergency responders to test plans, operations, and to participate in "lessons learned".

5. **Volunteer Programs and Activities to Support Emergency Responders**
   - Implement volunteer programs and activities to support emergency responders, especially, but not limited, to the Community Emergency Response Team, Volunteers in Police Service, Fire Corps, Medical Reserve Corps, Neighborhood Watch, and other programs.

6. **Surge Capacity Roles and Responsibilities**
   - Involve citizens in developing surge capacity roles and responsibilities, and coordinating with local hospitals, resident care facilities and Regional and local health departments.
   - Work with emergency management structures to design surge strategies using citizen volunteers, including local Community Emergency Response Teams and Medical Reserve Corps members.

7. **Providing Proper Equipment to Citizen Volunteers**
   - 72-Hour Family & Individual Preparedness Kits through community preparedness awareness education presentations to schools, civic organizations, and communities of faith.
   - Program equipment used within the Community Emergency Response Team, Volunteers in Police Service, Fire Corps, Medical Reserve Corps, Neighborhood Watch, and other community emergency and disaster preparedness programs.

8. **Volunteer and Donations Management**

- Develop and coordinate organizational structures, procedures, training, and exercises for the Volunteer Coordination Center and the Donations Management function. Collaborate with existing regional and local Volunteer Centers and programs, and coordinate this initiative with regional and local Citizen Corps Councils, Community Organizations Active in Disaster (COAD), and State and National Voluntary Organizations Active in Disaster (VOAD).

9. **Evacuation and/or Sheltering in Place**
- Conduct Public Information and Awareness campaigns to inform citizens of situations in which evacuation may be initiated, how to determine if such information is valid and authentic during an emergency or disaster, and how to determine the safest and most appropriate evacuation route from their area.
- Conduct Public Information and Awareness campaigns to inform citizens about Sheltering in Place, when and how it may be initiated, and the steps and procedures to implement it within their own homes and places of business. Form alliances for this purpose with Home Owners Associations, the Association of Contingency Planners, community, civic and business organizations, and communities of faith.

For more information on establishing or joining a local Citizen Corps Council, visit www.citizencorps.gov or www.citizencorps.utah.gov or www.BeReadyUtah.org.

Managing Volunteers

Utah Voluntary Organizations Active in Disaster (UVOAD)

UVOAD is an umbrella organization of existing voluntary agencies, which provide assistance to people in times of emergencies or disasters. Each member organization maintains its own identity and independence, yet works closely with other agencies to coordinate services and eliminate unnecessary duplication of these services. This effort is accomplished through program coordination and effective information management.

Utah's Volunteer and Donations Management Plan is a system for receiving and managing unsolicited goods and unaffiliated spontaneous volunteers, which make their way to the disaster area. Private relief organizations are experienced in managing donations and have existing capabilities to receive, process, and distribute goods and services to disaster victims. The State will look to those organizations to provide a collaborative team structure to help administer the Volunteer and Donations Management Plan. The State will provide support services in collaboration with the UVOAD to coordinate needs and requests from impacted counties and tribal governments, as the need is determined.

Volunteers represent a potential resource to a community affected by a disaster, whether of natural or man-made origin. However, volunteers who respond spontaneously and without appropriate training and qualifications can easily overwhelm the capabilities of local government and other agencies. With a system in place for receiving and referring spontaneous volunteers, local government agencies and relief organizations can capture this valuable resource and thus provide more efficient and cost-effective service to the community.

Partnerships among governmental agencies and non-governmental organizations are important for effective community-wide volunteer and donations coordination. Developing systems for volunteer and donations management prior to a disaster is critical for effective coordination. VOAD members define capabilities and responsibilities and establish necessary agreements before a disaster.

For more information, visit www.uvoad.org.

211 Info Bank

There are two types of volunteers that show up to help during a disaster:
1. Affiliated Volunteers – Individuals and groups that are already trained and supervised by an organization (i.e. Red Cross volunteers or Lutheran Social Service volunteers).
2. Unaffiliated Volunteers – Individuals and groups that feel compelled to help, may have some training and expertise, but are not currently being supervised by any organization.

During a disaster **both** types of volunteers can be valuable. Ideally, affiliated volunteers will be easier to direct and manage, but unaffiliated volunteers can be just as useful in accomplishing tasks if they are properly trained and supervised.

Keep in mind the following tips when working with volunteers during a disaster:
- **There are 22 Volunteer Centers in Utah.** Each one can help you affiliate the unaffiliated volunteers. They can serve as a clearinghouse for information on volunteer opportunities and offer tips on managing volunteers. To find a local Volunteer Center, simply dial 2-1-1 or view a list online at www.volunteers.utah.gov.
- **Even if you don't want or need volunteers to help in a disaster, they will still come.** Individuals will feel compelled to help, especially if the disaster is widely publicized. Have a plan to educate, receive, or re-focus the volunteers as they begin to offer help. The second disaster occurs when you fail to acknowledge the volunteers and their offers to help.
- **Volunteers bring stuff with them!** Volunteers are great at collecting coats, food, furniture, clothing, water, etc. Start early on educating the public as to what you need, then have a plan to receive it, organize it, store it, and then distribute it. Many non-profit programs are already experts in the management of donated supplies. Be sure to harness their skills and not "re-invent the wheel."
- **Volunteers are valuable.** Document the hours of volunteers as FEMA sometimes calculates their reimbursement based on the number of hours donated by volunteers. Don't forget to always say thank you. These volunteers can often become long-term solutions to your community problems if they have a good experience.

Resources

Utah Resources

Be Ready Utah: www.BeReadyUtah.org

Department of Public Safety—Emergency Services and Homeland Security: www.des.utah.gov

Utah Citizen Corps: www.citizencorps.utah.gov

Utah Commission on Volunteers: www.volunteers.utah.gov

Utah Emergency Management Association: www.uema.net

Utah Voluntary Organizations Active in Disaster: www.uvoad.org

Utah Department of Public Safety: http://publicsafety.utah.gov

211 Information and Referral: www.informationandreferral.org

Citizen Corps Resources
National Citizen Corps: www.citizencorps.gov
Medical Reserve Corps: www.medicalreservecorps.gov
Community Emergency Response Teams (CERT): www.citizencorps.gov/cert
Fire Corps: www.firecorps.org
Neighborhood Watch: www.usaonwatch.org
Volunteers in Police Service:www.policevolunteers.org

Nonprofit and Professional Associations
American Red Cross: www.redcrossutah.org
Institute for Business & Home Safety: http://www.ibhs.org
National Emergency Management Association: http://www.nemaweb.org
National Fire Protection Association: http://firewise.org
Public Entity Risk Institute: http://www.riskinstitute.org
U.S. Chamber of commerce: http://www.uschamber.com

Government Resources
Federal Emergency Management Agency (FEMA): http://www.fema.gov
U.S. Department of Homeland Security: http://www.ready.gov
U.S. Small Business Administration: http://www.sba.gov
National Voluntary Organizations Active in Disaster: www.nvoad.org
Environmental Protection Agency: www.epa.gov

Business Continuity Planning: Organizations and Publications
Association of Contingency Planners- Utah Chapter: www.acputah.org
Disaster Recovery Institute International: http://ww.drii.org
Global Partnership for Preparedness: http://www.globalpreparedness.org
The Business Continuity Institute: http://www.thebci.org
Contingency Planning & Management: http://www.contingencyplanning.com
Disaster Recovery Journal: http://www.drj.com
Disaster Resource Guide: http://www.disaster-resource.com
Disaster Recovery Yellow Pages: http://www.theDRYP.com

Cyber Security Sites
Department of Homeland Security National Cyber Alert System: www.us-cert.gov
National Cyber Security Partnership: Small Business Cyber Security Guidebook:
        http://www.cyberpartnership.org/CommonSenseGuideBus.pdf
National Cyber Security Alliance: Stay Safe Online: http://www.staysafeonline.info/

Special Needs Resources
Center for Disability and Special Needs Populations: www.disabilitypreparedness.org
Disaster Preparedness for People with Mobility Impairments: www.nobodyleftbehind2.org
American Humane Association: www.americanhumane.org

Local Points of Contact/Phone Numbers

Local Emergency Management/ Services Coordinator _____

_____

Local Police Chief _____

Local Fire Chief _____

Local Health Department _____

Local Public Works _____

Local Citizen Corps Council Chair_____

Local CERT Coordinator_____

Local Medical Reserve Corps Coordinator _____

Volunteer Coordination Center Director _____

UVOAD/COAD Chair _____

Local American Red Cross Chapter_____

Other _____

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*Call 211 for help in managing spontaneous volunteers.