

Georgia Cooperative Extension County Operations Disaster Management Plan



December, 2007



Extension County Operations Disaster Plan

Purpose

The purpose of this document is to provide planning guidance for Extension County Operations during a large disaster. The keyword is “guidance.” Many of the circumstances surrounding each disaster will be different, as will the makeup of Extension at the time. The end result of this plan is to provide a methodical means of responding during disaster, ensure that all functions are covered, and reduce the confusion.

Planning Phases

This plan is presented in three phases:

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| 1. Pre-event Actions (72-24 hours before event impact) | Begins on PAGE 3 |
| 2. Initial Event Response (immediately following impact) | Begins on PAGE 7 |
| 3. Post Event Response | Begins on PAGE 9 |

Requests for Extension Resources during Disaster

In addition to Extension’s internal response to emergency, the Georgia Emergency Management Agency (GEMA) may request assistance from Extension in its capacity as a State resource. In ideal circumstances, notifications of events or resource requests from GEMA to Extension will flow from GEMA to the University System Board of Regents, to the UGA Office of Security Preparedness, to Extension. However, in practice GEMA may contact Extension directly based on its knowledge of the organization at the time. If this occurs, Extension should immediately notify the UGA Office of Security Preparedness. Contact information:

Voice: 706-542-5845
Fax: 706-542-4664
Email: osep@uga.edu

Information to relay to Office of Security Preparedness may include:

- ◆ GEMA point of contact and contact information
- ◆ Specific request
- ◆ Extension’s estimation of ability to comply with the request
- ◆ Discussion of allowable reimbursement costs and procedures

Depending on the situation, Extension may be asked to fill roles that may or may not be part of its normal mission. Extension’s response to these roles will be based upon its capabilities at the time. Consideration for the impact to Extension beforehand will assure that the response is as effective as possible, and minimize negative consequences to the organization. Possible local roles for Extension could include:

- Local Emergency Support Function (ESF) 11 primary; i.e. county agent may occupy the ESF 11 desk at the local EOC, or may report to the EOC routinely on ESF 11 issues.
- Conducting emergency agricultural needs assessment (not the FSA damage assessment)
- Coordinating Point of Distribution (PoD) for emergency agricultural supplies
- Managing a local animal shelter
- Managing volunteers
- Requesting and/or managing donations from the public
- Providing communications to the public

County extension coordinators are encouraged to routinely discuss and make plans with the local Emergency Management Director for emergency roles.

PHASE 1: Pre-Event Actions (24-72 hours prior)

Note: Meetings may be by conference call, video conference, or face-to-face.

Trigger: Any report that indicates potential threat. Examples include weather reports, notifications from the University or other agency.

Response:

- ◆ Associate Dean locates Administrative staff through District Directors level.
- ◆ Associate Dean confers with Dean and Director County Operations, Assistant Deans State 4-H Leader, and other as appropriate to determine if an Administrative Pre-Impact Planning Conference with District Directors &/or Program Development Coordinators is warranted.

Trigger: Emergency notification or resource request from GEMA &/or University administration; or decision of Dean and Assoc. Dean based on situational judgment that a multi-county emergency is imminent.

Response:

- ◆ Assoc. Dean calls Administrative **Pre-Impact Planning Conference** (See PAGE 4). Participants may include, but not be limited to: Dean; Associate Dean Extension; Associate Dean FACS; Director County Operations; Assistant Deans; State 4-H Leader; District Directors; Program Development Coordinators; Office of Communications; Business Office; Office of Information Technology; CAES Homeland Security Coordinator; UGA Office Of Security Preparedness
- ◆ Business Office establishes working contact with UGA Office of Security Preparedness for reimbursement issues.
- ◆ After Administrative Pre-Impact Planning Conference, Director of County Operations calls **District Pre-Impact Planning Conference** of District Directors and Program Development Coordinators.

Trigger: Local Emergency Operations Center(s) (EOC) activated including Emergency Support Function (ESF) 11.

Response:

- ◆ District Director(s) prepare County Coordinator to communicate with local Emergency Operations Center
- OR-
- ◆ County Coordinator(s) notify District Director(s) of Extension's local ESF 11 role.

Note: For local Emergency Management Area information, go to:

<http://www.gema.state.ga.us>, and follow the links to "Field Programs," then "Local EMA Info." Or call 1-800-879-4362.

Administrative Pre-Impact Planning Conference

Participants: Dean (if possible); Associate Dean Extension; Associate Dean FACS; Director County Operations; Assistant Deans; State 4-H Leader; District Directors; Program Development Coordinators; Office of Communications Director; Business Office Director; OIT Director; CAES Homeland Security Coordinator, UGA Office of Security Preparedness representative; others as appropriate

Purpose: The purpose of this conference is to review the current situation, review/modify relevant plans, confirm/designate emergency roles, and estimate resource needs and gaps.

Assumptions:

- ◆ This meeting is called by the Associate Dean for Extension or designee.
- ◆ Positions identified are responsible for agenda items, but may designate others to fulfill.
- ◆ At this early point in the process, items may be unknown or are best guesses based on limited information.
- ◆ The agenda items in this conference may be combined with initial daily operations planning if there is no warning of the event.

Agenda

- ◆ Associate Dean for Extension:
 - General situation report
 - Identify current declaration level, and expected declarations
 - Identify areas, personnel, and clientele affected or expected to be affected
 - Designate District Directors &/or State 4H Leader to begin identifying potential temporary housing for extension employees, employee replacements, and contingency plans.
 - Designate District Directors to being planning sources of employee replacements at least two 7-day rotations deep.
 - Designate OIT Director to begin assessing status of data backup in potentially affected counties.
 - Define demobilization criteria. Example:
 - Employees are safe and relatively normal life has resumed
 - County offices are functional (electricity, plumbing, communications)
 - Additional personnel from other counties are no longer needed.
 - Identify expected planning activities and individual(s) to coordinate/perform them (such as the Homeland Security Coordinator).
 - Notify administration to return to their office ASAP (leave conferences, vacations, etc. immediately).
- ◆ State 4-H Leader
 - Report 4-H facilities situation—State 4-H Leader
- ◆ District Directors, Office of Communications
 - Estimate resources needed and those on hand (for gap analysis after meeting)
 - Identify expected logistical activities and individual(s) to coordinate them (such as Agriculture Program Development Coordinators).
- ◆ CAES Homeland Security Coordinator
 - Review/develop event planning cycle (Initial Event Response and Post-Event Response sections of this plan)
- ◆ Associate Dean FACS
 - Confirm Family & Consumer Sciences availability to assist employees with personal reimbursement issues (assistance with FEMA forms, etc.)

- ◆ Finance/Administration—Business Office Director
 - Review and develop questions as specifically as possible for Business Office Director to take to UGA/GEMA/FEMA related to reimbursement costs and procedures based on expected resource expenditures. Examples:
 - Who will provide reimbursement (FEMA, Governor, etc.)?
 - Who can advise on reimbursable costs during the event?
 - Are there strategies for maximizing reimbursement (such as being activated through the local Emergency Operations Center (EOC) rather than as a state agency/resource)?
- ◆ Communications—Office of Communications
 - Estimate resources needed and those on hand (for gap analysis after meeting)
 - Review/activate CAES Crisis Communication Plan
 - Distribute updated emergency telephone numbers
 - Review/confirm plan to remind potentially affected employees (victims) to report their status to Extension supervisors immediately following event, and supervisors to report employees' status immediately to their supervisors using normal chain of command. If supervisors are unavailable, Associate Dean's office for further instructions at (706) 542-3824.
 - Review/confirm plan to identify and stage materials for clientele distribution.

District Pre-Impact Planning Conference
(Follows Administrative Pre-Impact Planning Conference)

Participants: Director of County Operations; District Directors; Program Development Coordinators; others as appropriate

Purpose: The purpose of this conference is to follow up on details from the Administrative Pre-Impact Conference and plan for appropriate actions at the District level.

Assumptions:

- ◆ This meeting is called and led by the Director of County Operations or designee.
- ◆ At this early point in the process, items may be unknown or are best guesses based on limited information.
- ◆ The agenda items in this conference may be combined with initial daily operations planning if there is no warning of the event.

Agenda

- ◆ Planning/Logistics
 - Confirm role of Program Development Coordinator in directly-affected District to coordinate logistics between District Offices and County Offices. Tasks should be determined as appropriate, and may include:
 - Assemble daily report of resources needed (human and material), and provide to District Director.
 - Coordinate evacuation of essential records and materials from affected County Offices.
 - Coordinate agent replacement (including on-incident housing and demobilization) logistics with other PDCs.
 - Prepare to notify affected offices to pack essential materials for transport:
 - Financial records
 - Computer backups
 - Other essential records
 - Determine whether to send assistance to affected offices to assist with essential records transport.
 - Identify counties and personnel for at least two 7-day replacement rotations.
 - Stage materials for clientele distribution from Office of Communications.
- ◆ Finance/Administration
 - If additional financial procedures were identified at Administrative Pre-Impact Conference, prepare implementation plans.
- ◆ Communications
 - Implement Crisis Communications Plan actions as determined in Administrative Pre-Impact Planning Conference
 - Develop message to distribute to County Offices.

PHASE 2: Initial-Event Response (immediately following primary event)

Purpose: The purpose of this phase is to determine the extent of the event impact in terms of personnel welfare and organizational damage, status of declarations, establish immediate responses and financial procedures, and establish a routine planning cycle

Assumptions:

- ◆ Personnel safety and welfare is the top priority.
- ◆ The following actions are presented with suggested times to allow for data to be collected and actions taken in sequence.

Actions:

- ◆ **0700-1000 Administrative Actions**—Associate Dean for Extension
 - Determine status of District Office in affected area. If the District Office personnel are incapacitated, determine who will cover those duties; consider using District personnel from last District in personnel replacement rotation scheme.
 - Contact the University Office of Security Preparedness at 706-542-5845 to ensure that Extension is included in relevant administrative meetings and situation reports, and to establish a channel for requesting resources beyond its capabilities.
 - Have Office of Communications person on-hand to advise on media relations (see Crisis Communications plan)
 - Send reminder notification of 1000 Administrative Situational Meeting to Dean (if available); Associate Dean; Director of County Operations, Assistant Deans; District Directors; Business Office Director or designee; Office of Communications Crisis Communications Team liaison
- ◆ **0700-0900 District Actions**—District Directors and Program Development Coordinators
 - Affected District Director and Program Development Coordinator contacts or attempts to contact all affected county personnel and determine the following:
 - Personal status of health and housing.
 - Initial assessment of damage to County Office (if known).
 - Resources needed personally and organizationally (if known).
 - Supporting District Directors and Program Development Coordinators determine availability of specific employees to relieve affected employees, and best estimate of availability of resources.
- ◆ **0900-0945 District Situational Meeting**
 - Participants: District Directors, Program Development Coordinators
 - Agenda:
 - Program Development Coordinators' reports
 - employees' personal status
 - effects to organization (as known); i.e. structural damage; expected employee absences; local clientele needs
 - resources needed
 - availability of specific employees to relieve affected employees
- ◆ **1000-1045 Administrative Situational Meeting**
 - Participants: Dean (if available); Associate Dean Ext.; State 4-H Leader; Assoc. Dean FACS; Director of County Operations, Assistant Deans; District Directors; Business Office Director or designee; Office of Communications Crisis Communications Team liaison
 - Agenda:

- District Directors' report:
 - employees' personal status
 - effects to organization (as known); i.e. structural damage; expected employee absences; local clientele needs
 - resources needed
 - availability of specific employees to relieve affected employees
 - State 4-H Director report:
 - Status of 4-H facilities
 - Associate Dean Ext. report:
 - Status of authoritative declarations
 - Requests to Extension for assistance, if any
 - Availability of temporary housing for affected employees and their families, and for replacement personnel.
 - Crisis Communications Team liaison report:
 - Review Crisis Communications Plan
 - OIT Director report:
 - Status of data backups
- ♦ 1100-1200 **Administrative Planning Meeting**
 - Participants: Dean (if available); Associate Dean; Director of County Operations; Assistant Deans; Business Office Director or designee
 - Agenda:
 - Review/determine Extension's roles in event
 - Review resource needs
 - Determine which resources can be procured internally and what needs to be requested through GEMA
- ♦ 1100-1230 **District meeting to determine personnel rotations and housing logistics**
 - Participants: District Directors and Program Development Coordinators
- ♦ 1300-1400 **General Planning Conference Call**
 - Participants: Dean (if available); Associate Dean; Director of County Operations; Assistant Deans; District Directors; Program Development Coordinators, Business Office Director or designee;
 - Agenda:
 - Resource provision plan
 - Review of record-keeping procedures for financial reimbursement

Phase 3: Post-Event Response (routine planning cycle)

- ◆ **Establish connection with Joint Information Center:**
 - Dispatch Crisis Communications Team liaison to Joint Information Center if appropriate (administrative decision to be made in concert with UGA Office Of Security Preparedness and GEMA)
 - Crisis Communication Team Liaison will provide daily information to the Joint Information Center for the Sitrep, and daily distribute Situation Reports (Sitreps) to Associate Dean, Assistant Deans, District Directors, PDCs, Business Office Director, and others as appropriate.

Daily Planning Cycle (adjust as appropriate)

- ◆ 0800-1000 Participants are performing operations, collecting resource data, and carrying out duties as assigned/necessary.
- ◆ 1000-1045 Daily District Planning Meeting
 - Participants: District Directors and Program Development Coordinators
 - Agenda
 - Determine resource needs
 - Review/plan personnel replacement rotation
- ◆ 1100-1200 Daily Administrative Conference Call
 - Participants: Dean (if available); Associate Dean; Director County Ops.; Assistant Deans; District Directors; PDCs, Business Office Director or designee; Office of Communications Director or designee
 - Agenda:
 - Organizational and General Situational status—Associate Dean
 - Declaration status
 - General messages
 - Extension roles in event
 - Local Situational status, plan for the day, resources needed, personnel rotation plan—District Director(s)
 - Communications status—Crisis Communications Team liaison to Joint Information Center
 - Messages to employees
 - Messages to media
 - Crosstalk with Joint Information Center
- ◆ 1300-1345 Daily Administrative Planning Meeting
 - Participants: Dean (if available); Associate Dean; Director County Ops.; Assistant Deans; Business Office Director or designee
 - Agenda:
 - Review resource needs
 - Determine what can be procured internally and what needs to be requested through GEMA
 - Review demobilization criteria
- ◆ 1400-1445 Daily General Planning Conference Call
 - Participants: Dean (if available); Associate Dean; Director County Ops.; Assistant Deans; District Directors; Program Development Coordinators, Business Office Director or designee;
 - Agenda:
 - Resource provision plan
 - Review of record-keeping procedures

- ◆ 1500-1700
 - Affected Districts collect resource needs of counties
 - Program Development Coordinators coordinate logistics of resource provision and personnel rotation
 - Administration supports Program Development Coordinators in resource procurement and transport

Post Demobilization

- ◆ Conduct After-Action Review
 - Participants: Participants: Dean (if available); Associate Dean; Assistant Deans; District Directors; PDCs, Business Office Director or designee; Office of Communications Director or designee; affected agents.
 - Conduct as round-robin one response per participant until issues are exhausted.
 - Agenda:
 - What went right
 - What went wrong
 - What would be done different next time
 - Improvement plans: specific preparedness actions to be taken
- ◆ Produce After-Action Report