

# **DRAFT**

## **Conceptual Wildland Fire Evacuation Plan for the Rancho Guejito Wine Tasting and Event Venue**

*Prepared for:*

**County of San Diego  
Planning and Development Services**  
5510 Overland Avenue, Suite 310  
San Diego, California 92123

*On behalf of Applicant:*

**RANCHO GUEJITO**  
**17224 San Pasqual Valley Road**

*Prepared by:*

**DUDEK**  
605 Third Street  
Encinitas, California 92024

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## 1 QUICK REFERENCE – CONCEPTUAL WILDLAND FIRE EVACUATION PLAN

**NOTE:** Pages 1 through 11 are the focus of the staff and visitor educational outreach efforts. These pages will be provided to all staff/employees and available on the Rancho Guejito Wine Tasting and Event Venue Website, provided to guests with other reservation paperwork, and available for review in a prominent location by each visitor on site. The remainder of this evacuation plan provides more detailed analysis and background information intended for review by emergency management agencies, including this plan's consistency with San Diego County Fire Authority (SDCFA) Evacuation Plans and standard San Diego County Office of Emergency Services evacuation planning.

As detailed within this CWFEP, the facility will be closed to events when there is a Red Flag Warning in effect and will provide a qualified fire watch on-site for events that occur during a Red Flag Watch.

Figure 1 illustrates the emergency evacuation routes potentially available to the Rancho Guejito Wine Tasting and Event Venue (Project). Figure 2 displays the Project's vicinity location and Figure 3 is the Project's site plan.

The Project's evacuation routes, potential wildfire exposure, and contingency refuge areas along evacuation routes for staff and guests are detailed below and in Figure 1. *Visitors should know available routes, stay informed, and follow directions provided by law enforcement or fire agencies, news media, and other credible sources. Do not rely on navigation apps that may inadvertently lead persons toward the approaching wildfire.*

### 1. Egress to the west via State Route 78

- a. State Route 78 (SR-78 -also known as San Pasqual Valley Road) is the primary Project access (ingress and egress) road and the primary evacuation route. Traveling west on SR-78 approximately 6.5 miles arrives within urban portions of Escondido while 7.9 miles west of the Project is Interstate 15. SR-78 west intersects with San Pasqual Road, which connects to Bear Valley Parkway and then to Interstate 15 (I-15) which allows travel north or south on I-15.

**Wildland Fire Exposure Rating: Moderate.** Exposure along SR 78 west is limited to primarily flashy fuels/grass, some agricultural fields, and maintained landscape.

- b. **Potential Temporary Roadside Refuge(s):** San Diego Zoo Safari Park -Parking Lot Area, located approximately 3 miles west of the Project on SR-78 west at Safari Park Driveway.

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### 2. Egress to the west via State Route 78 to Old Pasqual Road.

- a. Old Pasqual Road offers a potentially available SR-78 alternative. Traveling west on SR-78 approximately 2 miles intersects with Old Pasqual Road. From there, it is 1.8 miles west to San Pasqual Road. Traveling south on San Pasqual Road connects with Bear Valley Parkway after approximately 3 miles (south and west).

**Wildland Fire Exposure Rating: Low to Moderate.** Exposure along SR 78 east includes moderately dense vegetation, flashy fuels/grass, some agricultural fields, and maintained landscape. Exposure along Old Pasqual Road and San Pasqual Road is predominantly low, with agricultural, landscape, and rural residential properties. Potential exposure to wildfire is low to moderate.

- c. **Potential Temporary Roadside Refuge:** Agricultural Fields provide large areas of converted fuels to low-ignition potential and would provide some capability for temporary refuge in vehicle alongside road.

### 3. Egress to the east via State Route 78 (Do Not Travel East Unless Directed by Law Enforcement or Fire Officials)

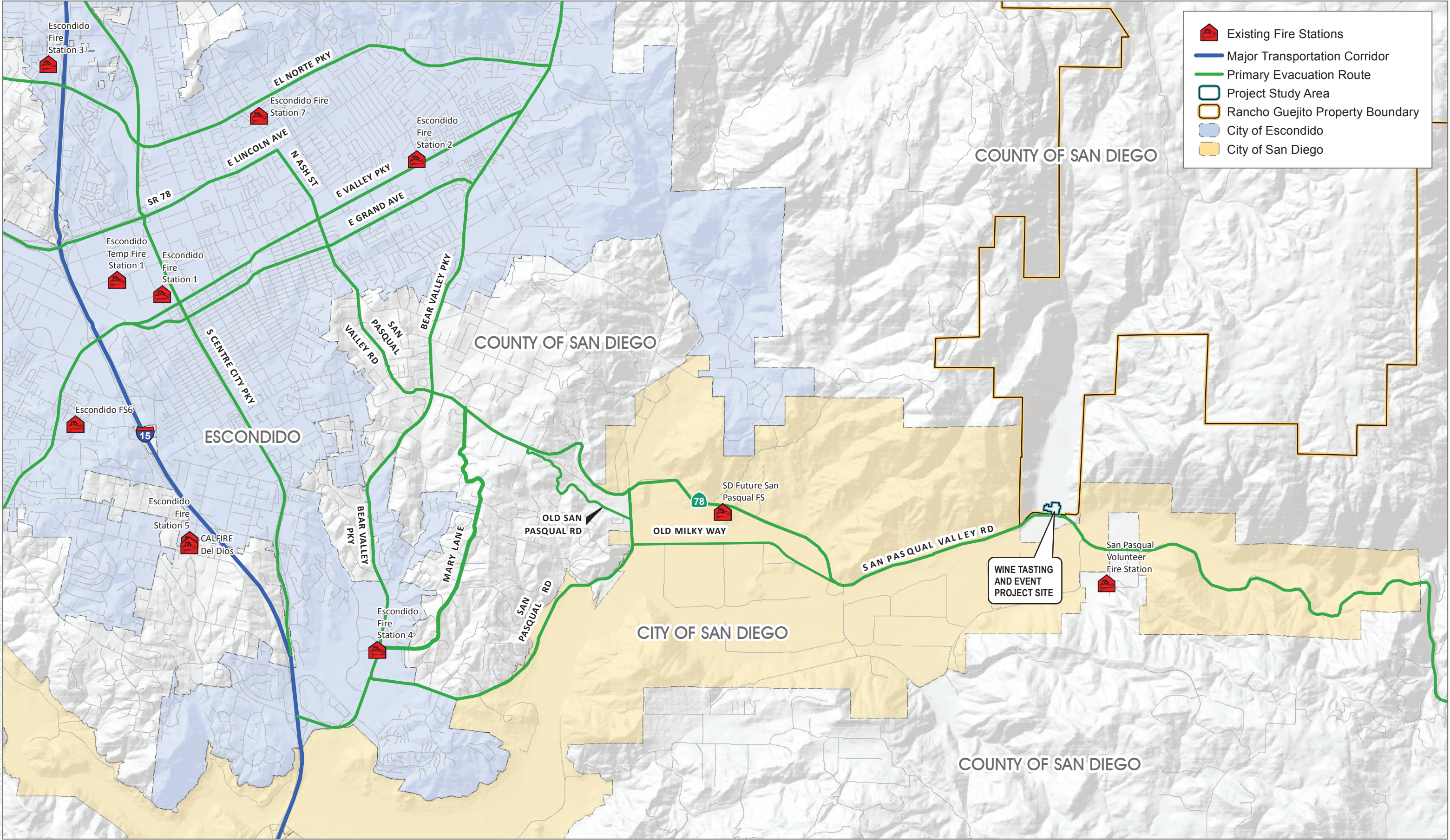
- b. State Route 78 (SR-78 -also known as San Pasqual Valley Road) to the east of the Project would not typically be advised during a wildfire emergency. Traveling east on SR-78 approximately 8.4 miles intersects with State Route 67 (SR-67) in the town of Ramona. SR 67 south allows travel to the east end of the City of Poway, or continuing south on SR 67 leads to the Town of Lakeside and City of Santee. SR 67 also connects SR 52 and Interstate 8 east and west in the El Cajon area.

**Wildland Fire Exposure Rating: Moderate.** Exposure along SR 78 east includes moderately dense vegetation, flashy fuels/grass, some agricultural fields, and maintained landscape. Potential exposure to wildfire is moderate to high.

- d. **Potential Temporary Roadside Refuge:** San Pasqual Academy School located approximately 1 mile east of the Project, located at SR-78 east and San Pasqual Academy Road.

One or more of these evacuation routes may be available to the Project's staff and guests during a wildfire evacuation. Short notice events, where a fire ignites close to the area may affect evacuation route availability. Each potentially available evacuation route includes varying degrees of potential exposure to wildland fire and therefore, varying likelihood that it may or may not be available in a short-notice evacuation, as noted above. In the event that one or more roads are not considered safe for evacuation, contingency options, including temporary refuge options, will be available to the Project.





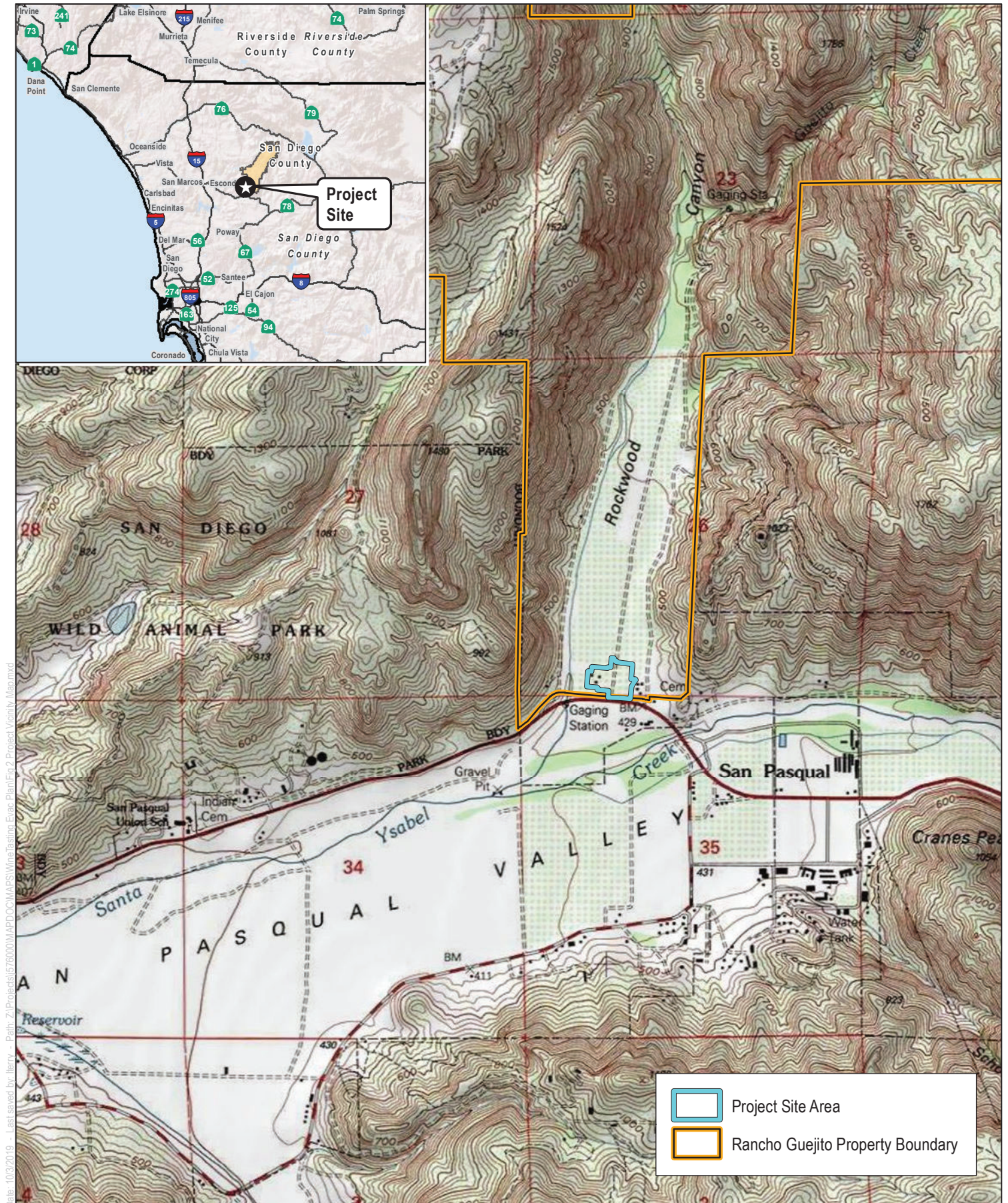
SOURCE: BASEMAP-SANGIS, 2019

**FIGURE 1**  
Rancho Guejito Wine Tasting and Event Venue Community Fire Evacuation Map  
Wildland Fire Evacuation Plan for the Rancho Guejito Wine Tasting and Event Venue



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SOURCE: USGS 7.5 MINUTE SERIES, SAN PASQUAL QUADRANGLE

**DUDEK**

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Wildland Fire Evacuation Plan for the Rancho Guejito Wine Tasting and Event Venue

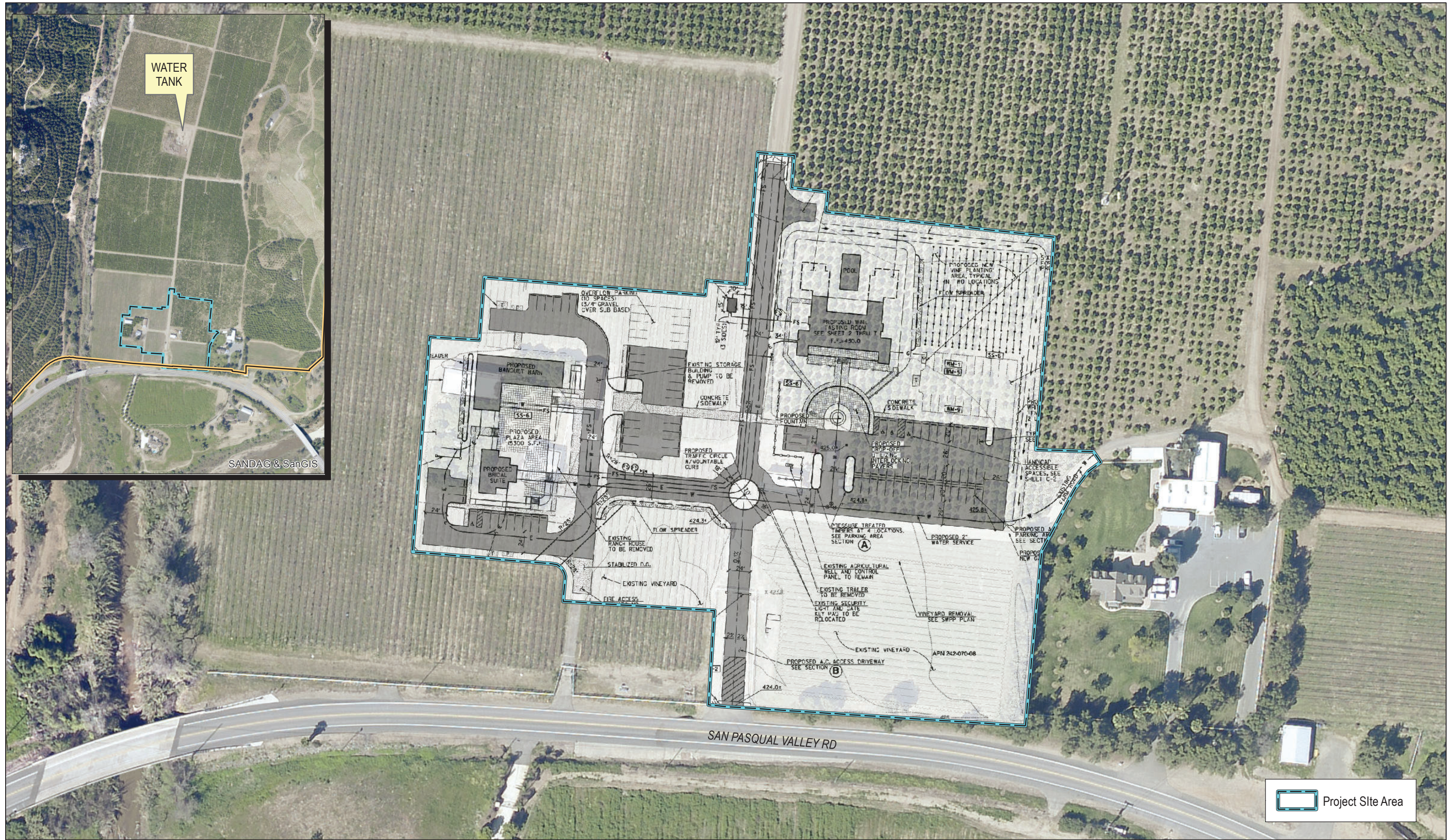


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SOURCE: AERIAL - SANGIS IMAGERY 2017

**FIGURE 3**  
Project Site Plan



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It must be recognized that wildfire and other emergencies are often fluid events and that the need for evacuations are typically determined by on-scene first responders or by a collaboration between first responders and designated emergency response teams, including Office of Emergency Services and the Incident Command established for larger emergency events. As such, and consistent with all emergency evacuation plans, this CWFEP is to be considered a tool that supports existing pre-plans and provides for citizens who are familiar with the evacuation protocol, but is subservient to emergency event-specific directives provided by agencies managing the event.

## **1.1 Nearest Medical Facilities**

### **Palomar Hospital (13 miles) (Palomar is a Level-1 Trauma Center)**

2185 Citracado Parkway  
Escondido, California 92029

#### ***Directions:***

- Drive west on SR-78 (also known as San Pasqual Valley Road)
- Turn Left on Old Milky Way Road
- Turn Left on San Pasqual Road
- Turn Left on Bear Valley Parkway/ Via Rancho Parkway
- Take the ramp onto I-15 North (7.1 miles)
- Take SR 78 west (1.1 miles)
- Take Nordahl Road exit
- Turn Left on Nordahl Road/Auto Park Way
- Continue onto Auto Park Way
- Turn Right onto Citracado Parkway
- Hospital located on Right

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## **Palomar –Pomerado Medical Center, Poway (13.2 miles)**

15615 Pomerado Road  
Poway, California 92064

### ***Directions:***

- Drive west on SR-78 (also known as San Pasqual Valley Road)
- Turn Left on Old Milky Way Road
- Turn Left on San Pasqual Road
- Turn Left on Bear Valley Parkway/ Via Rancho Parkway
- Take the ramp onto I-15 South (3.1 miles)
- Take Rancho Bernardo Road exit
- Turn Left on Rancho Bernardo Road
- Turn Right on Pomerado Road
- Turn Left in Hospital area
- Hospital is located straight ahead

### **See also Local Urgent Care facilities, including:**

Concentra Urgent Care (8.7 miles)  
860 West Valley Parkway, Suite 150  
Escondido, California 92025

Graybill Urgent Care  
225 E. 2nd Ave  
Escondido, California 92025

## **1.2 Register to Receive Emergency Alerts**

The County of San Diego utilizes a Reverse 911 system known as AlertSanDiego for its Emergency Notification System. AlertSanDiego is a countywide standard system that is managed as a regional asset by the County of San Diego Office of Emergency Services. In the event of a wildfire within the Project's proximity, the Incident Commander (IC) will contact the San Diego Sheriff Department (SDCSD) and other law enforcement agencies that may be needed to support an emergency situation (including San Diego County Sheriff's Department (SDCSD) and California Highway Patrol. The

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SDCSD's communications center has the responsibility to request activation of the AlertSanDiego system and release an emergency notification to the affected population. Therefore, the Project's staff are strongly advised to register their landlines, mobile phone numbers and email addresses with the Reverse 911, AlertSanDiego system (<http://www.readysandiego.org /AlertSanDiego/>) in order to receive emergency evacuation instructions.

### **1.2.1 Notification Messaging**

Effective initial communication to the public enhances the efficiency of the overall evacuation and reduces the associated evacuee mental and physical strains. The initial public notification provides basic information to residents including:

- Whether residents should evacuate or shelter-in-place
- The areas that need to be evacuated, with reference to known geographic features
- Why and when residents should evacuate
- The time required for evacuation efforts
- Where residents should evacuate to
- The designated transportation and evacuation points and evacuation routes
- Available transportation options
- Belongings residents should take with them from their homes
- How long the evacuation is expected to last (if known)
- How pets will be accommodated
- Security plans that are in place to protect residential property
- When informational updates will be made available, including where information updates can be found
- Other information deemed appropriate and required before residents evacuate, including information critical for individuals with disabilities and others with access and functional needs
- For people that will be relying on transportation assistance, it is important that they are informed about when transportation services will begin and end, transportation point collection locations, frequency of pick-ups, travel destinations (evacuation points), and what to bring with them.

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The Project is part of the greater San Diego media market, and the media outlets will also be a good source of information via television and radio. Emergency situations are covered by media outlets and information is disseminated guiding appropriate response. In addition, the San Diego Emergency Alert System (EAS) is county -wide and broadcasts emergency information via two radio stations: KOGO AM 600 and KLSD AM 1360. The County of San Diego also provides visitors with wildfire and evacuation information by subscribing to the County e-alerts and Facebook and twitter pages (<http://www.sandiegocountyemergency.com>). Additional news outlets include:

- Channel 10 News: 10news.com
- Channel 8 News: cbs8.com
- Channel 19 – Cox Communications
- Channel 24 – Time Warner Cable
- Channel 99 – AT&T

### **1.3 Get Involved in Readiness**

The Project's staff and management will actively require staff to be familiar with the facility's evacuation procedures through the use of handouts and announcements during events. Similarly, guests will be required to review evacuation procedures which will provide a brief overview of emergency evacuation procedures and the importance that all guests follow provided direction.

This evacuation plan is prepared specifically for the Rancho Guejito Wine Tasting and Event Venue and focuses on wildland fire evacuations, although many of the concepts and protocols will be applicable to other emergency situations. Ultimately, this plan will be used by the Project to educate visitors as to their evacuation approach during wildfires and other similar emergencies. It is important for the Project's management, staff and visitors to understand the importance of being prepared, so if/when the time comes where evacuation is necessary, they will be able to systematically implement their evacuation plan. Some actions the staff and visitors can complete in advance include:

- Follow the “Ready, Set, Go!” model developed for wildfire evacuations.
  - Designate on-site staff as Fire Safety and Evacuation Coordinators
  - Familiarize themselves with the escape plan from the event structures, as well as familiarity with evacuation routes out of the area.
  - Monitor weather conditions on a daily basis, including during events

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Sample emergency preparedness resources available to the Project's staff and visitors are provided in Appendix A ("Ready, Set, Go!" Wildland Fire Action Guide) and Appendices B through B4 (FEMA Business Disaster Planning Toolkits). In addition, Project management and staff are encouraged to become familiar with the concepts detailed at the following Websites:

1. Emergency Information for San Pasqual: <http://www.sandiego.gov>
2. FEMA Business Emergency Planning Toolkits: <https://www.fema.gov/media-library/resources-documents/collections/357>
3. "Ready, Set, Go!" Wildland Fire Action Guide: <https://www.sandiego.gov/sites/default/files/rsg-english.pdf>
4. Red Cross Emergency Planning:  
<http://www.redcross.org/get-help/how-to-prepare-for-emergencies/make-a-plan>
5. San Diego County Emergency Site: [sdcountyemergency.com](http://sdcountyemergency.com)

### **1.4 Evacuation Plan Purpose and Limitations**

Wildfire and other emergencies are often fluid events and the need for evacuations are typically determined by on-scene first responders or by a collaboration between first responders and designated emergency response teams, including Office of Emergency Services and the Incident Command (IC) established for larger emergency events. As such, and consistent with all emergency evacuation plans, this Emergency Evacuation Plan is to be considered a tool that supports existing pre-plans and provides for citizens who are familiar with the evacuation protocol, but is subservient to emergency event-specific directives provided by agencies managing the event.

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## **2 BACKGROUND**

This Conceptual Wildland Fire Evacuation Plan (CWFE) has been prepared based on the County of San Diego Emergency Operations Procedures, which closely follow the Unified San Diego County Emergency Services Organization and County of San Diego Operational Area Emergency Operations Plan (EOP), including its Evacuation Annex. This CWFE also provides Project specific evacuation planning, operations restrictions, and monitoring requirements.

To establish a framework for implementing well-coordinated evacuations, the County of San Diego Office of Emergency Services (OES) developed an Evacuation Annex Q as part of the Area EOP (San Diego County 2014). Large-scale evacuations are complex, multi-jurisdictional efforts that require coordination between many agencies and organizations. Emergency services and other public safety organizations play key roles in ensuring that an evacuation is effective, efficient, and safe. San Diego County OES is charged with emergency management and is responsible for maintaining situational awareness of threats that may necessitate a citizen evacuation. OES coordinates with cities during emergency events.

Evacuation is a process by which people are moved from a place where there is immediate or anticipated danger, to a safer place, and offered temporary shelter facilities. When the threat passes, evacuees are able to return to their normal activities, or to make suitable alternative arrangements.

Evacuation during a wildfire is not necessarily directed by the fire agency, except in specific areas where fire personnel may enact evacuations on scene. The San Diego County Sheriff Department, California Highway Patrol (CHP), and other cooperating law enforcement agencies have primary responsibility for evacuations. These agencies work closely within the Unified Incident Command System, with the County Office of Emergency Services, and responding fire department personnel who assess fire behavior and spread, which should ultimately guide evacuation decisions. To that end, SDCSD, San Diego Fire Rescue Department (SDFRD), San Diego County Fire Authority (SDCFA), San Diego County Public Works, Planning, Emergency Services Departments, and California Department of Transportation (Caltrans), amongst others, have worked as a part of a County Pre- Fire Mitigation Task Force to address wildland fire evacuation planning for San Diego County.

Every evacuation scenario will include some level of unique challenges, constraints, and fluid conditions that require interpretation, fast decision making, and alternatives. For example, one roadway incident that results in blockage of evacuating vehicles may require short-term or long-term changes to the evacuation process. Risk is considered highest when occurring during a short-notice evacuation and fire encroachment is imminent. This hypothetical scenario highlights the importance of continuing to train responding agencies, model various scenarios, educate the public, and take a very conservative approach to evacuation decision timelines while providing contingency plans.

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Equally important, the evacuation procedures should be regularly updated with lessons learned from actual evacuation events, as they were following the 2003, 2007, 2014, 2016, and 2017 San Diego County fires. The authors of this CWFEP recommend that occasional updates are provided, especially following lessons learned from actual incidents; as new technologies become available that would aid in the evacuation process; and as changing landscapes and development patterns occur within and adjacent to the Project Area that may impact how evacuation is accomplished. At the time of this plan's preparation, there is no encompassing emergency evacuation plan available for the Project area. An evacuation plan at the nearby San Diego Zoo Safari Park provides planned actions for guests and for the facility's animals. This CWFEP is consistent with the County's and City's evacuation planning standards and can be integrated into a regional evacuation plan and other pre-plans when and if the area officials and stakeholders (SDFRD/SDCFA, SDCSD, Cal Fire, OES, and others) complete one.

As demonstrated during large and localized evacuations occurring throughout San Diego County over the last 15 years, an important component to successful evacuation is early assessment of the situation and early notification via managed evacuation declarations. San Diego County utilizes early warning and informational programs to help meet these important factors. Among the methods available to citizens for emergency information are: radio, television, social media/internet, neighborhood patrol car public address notifications, and Reverse 9-1-1 or AlertSanDiego.



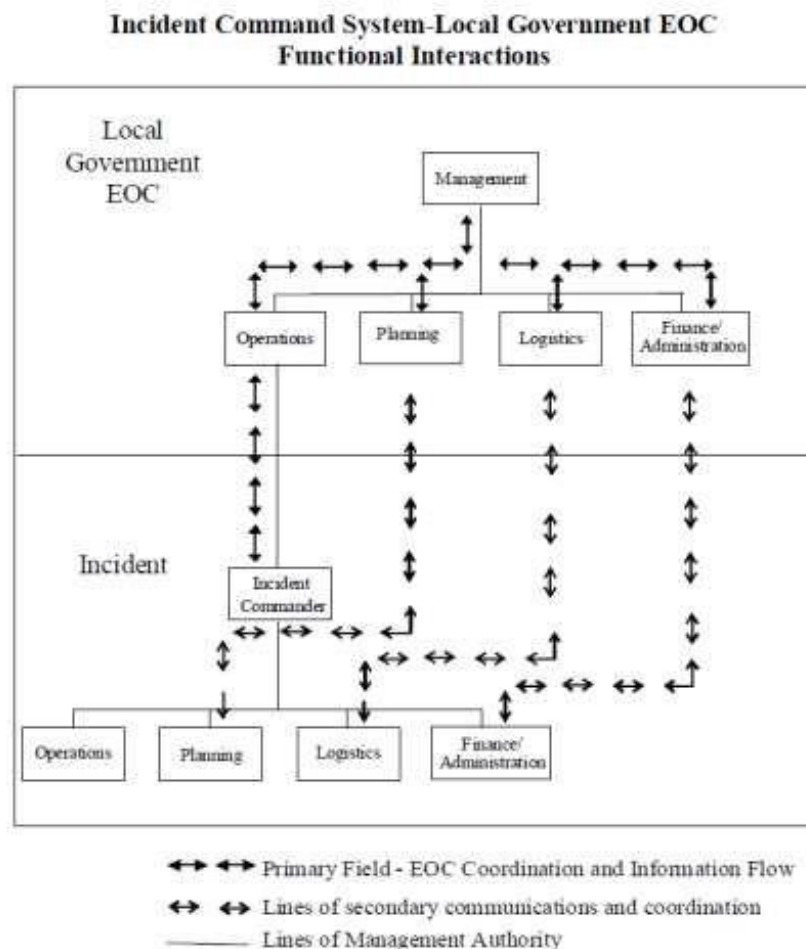
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## 3 SAN DIEGO COUNTY EVACUATION PLANNING SUMMARY

This CWFEP incorporates concepts and protocols practiced throughout San Diego County. The San Diego County Evacuation Annex Q (2018) follows basic protocols set forth in the County's Operation Area Emergency Operations Plan and the California Master Mutual Aid Agreement, which dictate who is responsible for an evacuation effort and how regional resources will be requested and coordinated.

First responders are responsible for determining initial protective actions before EOCs and emergency management personnel have an opportunity to convene and gain situational awareness. Initial protective actions are shared/communicated to local EOCs and necessary support agencies as soon as possible to ensure an effective, coordinated evacuation. Figure 4 summarizes the functional interactions of local government EOC under the Incident Command System.

**Figure 4 Incident Command System-Local Government EOC Functional Interactions**



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During an evacuation effort, the designated County Evacuation Coordinator is the SDCSD, who is also the Law Enforcement Coordinator. The Evacuation Coordinator will be assisted by other law enforcement and support agencies. Law enforcement agencies, highway/road/street departments, and public and private transportation providers will conduct evacuation operations. Procurement, regulation, and allocation of resources will be accomplished by those designated. Evacuation operations will be conducted by the following agencies:

- County of San Diego Sheriff's Department
- San Diego Fire Rescue Department
- San Diego County Fire Authority
- Escondido Fire Department (sphere of influence)
- California Department of Forestry and Fire Protection (CAL FIRE)
- American Red Cross
- County Health and Human Services Agency
- San Diego Humane Society
- County Department of Animal Services,
- County Planning and Development Services
- County Department of Environmental Health
- County Department of General Services
- County Department of Public Works
- County Department of Agriculture, Weights, and Measures
- County Department of Parks and Recreation
- Other City, County, and state agencies, as needed

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The following general information has been largely taken verbatim from the San Diego County Evacuation Annex:

### **3.1 Evacuation Objectives**

The overall objectives of emergency evacuation operations and notifications are to:

- Expedite the movement of persons from hazardous areas;
- Institute access control measures to prevent unauthorized persons from entering vacated, or partially vacated areas;
- Provide for evacuation to appropriate transportation points, evacuation points, and shelters;
- Provide adequate means of transportation for persons with disabilities, the elderly, other persons with access and functional needs, and persons without vehicles;
- Provide for the procurement, allocation, and use of necessary transportation and law enforcement resources by means of mutual aid or other agreements;
- Control evacuation traffic;
- Account for the needs of individuals with household pets and service animals prior to, during, and following a major disaster or emergency;
- Provide initial notification, ongoing, and re-entry communications to the public through the Joint Information Center (JIC); and
- Assure the safe re-entry of the evacuated persons.

The SDCSD is the lead agency for evacuations of areas within the County, including the Project. The SDCSD, as part of a Unified Command, assesses and evaluates the need for evacuations, and orders evacuations according to established procedures. Additionally, as part of the Unified Command, the SDCSD identifies available and appropriate evacuation routes and coordinates evacuation traffic management with the California Department of Transportation (Caltrans), the CHP, the SDCSD, other supporting agencies, and jurisdictions.

The decision to evacuate an area is not made lightly and there is a significant impact to public safety and the economy. The following process describes how emergency evacuation decisions are coordinated, allowing emergency managers and other supporting response organizations to make collaborative decisions.

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## 3.2 Evacuation Coordination Process

1. If the emergency only impacts the San Pasqual area, the decision to evacuate may be made by a local jurisdiction (Escondido Fire, SDFRD, and SDCFA) with regional collaboration considerations.
  - a. Based on the information gathered, emergency managers will generally make the determination on whether to evacuate communities as the need arises, on a case-by-case basis.
  - b. The decision to evacuate will depend entirely upon the nature, scope, and severity of the emergency; the number of people affected; and what actions are necessary to protect the public.
  - c. Local jurisdictions may activate their Emergency Operations Center (EOC) and conduct evacuations according to procedures outline in their Emergency Operations Plan (EOP) or in this case, the County's EOC may be activated.
  - d. The EOC may make recommendations on whether a jurisdiction should evacuate and may help coordinate the evacuation effort.
  - e. The Evacuation Annex is automatically activated when an incident occurs requiring an evacuation effort that impacts two or more jurisdictions.
  - f. The EOC will coordinate with fire, law enforcement, public health, and other relevant support agencies to obtain recommendations on protective actions.
  - g. The EOC will coordinate with jurisdictional emergency management personnel and other public safety personnel. The Policy Group within the EOC will coordinate with other officials from jurisdictions within the OA to identify command decisions, including:
    - i. Gaining regional situational awareness
    - ii. Determining response status
    - iii. Reviewing status of initial protective actions
    - iv. Considering additional protective actions
    - v. Evaluating public information needs
    - vi. Determining next steps
    - vii. Establishing a regular time to share updates
  - h. The EOC will coordinate emergency public information to citizens in accordance with established procedures.

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- i. The EOC may support coordinating the evacuation response according to the EOP, including:
  - i. Providing transportation for those who need assistance
  - ii. Provide support for people with disabilities and other access and functional needs
  - iii. Coordinate and communicate with the private sector, community groups, and faith based organizations to utilize their services and resources available to support the response
  - iv. Providing shelter for evacuees

### **3.3 Evacuation Response Operations**

An evacuation of any area requires significant coordination among numerous public, private, and community/non-profit organizations. Wildfire evacuations will typically allow time for responders to conduct evacuation notification in advance of an immediate threat to life safety; giving staff and visitors time to gather belongings and make arrangements for evacuation. On the other hand, other threats, including wildfires igniting nearby, may occur with little or no notice and certain evacuation response operations will not be feasible (for example, establishing contra flow requires between 24 to 72 hours to be implemented; a no-notice event will not allow for contra flow to be established). Evacuation assistance of specific segments of the population may also not be feasible.

#### **3.3.1 Evacuation Points and Shelters**

When the SDCSD or IC implements an evacuation order, they coordinate with the responding fire agency (e.g., SDFRD/EFD/SDCFA/Cal Fire), the EOC, and others to decide on a location to use as a Temporary Evacuation Point (TEP). The Sheriff's Department Communication Division will utilize the AlertSanDiego system and will notify local television and radio stations; and the County will use their social media pages and in the field direction of evacuees to the established TEPs or shelters. These evacuation points are often schools or Red Cross facilities, and serve as temporary safe zones for evacuees. Evacuation points will provide basic needs such as food, water, and restrooms. In addition to designated shelters, other points of temporary refuge should include large, well known sites such as shopping centers and libraries. Possible shelters and assembly areas for the Project that could (subject to SDCSD) provide at least short-term refuge include:

- On-site within the protected structures
- San Pasqual Academy - SR 78 and San Pasqual Academy Road, San Pasqual
- San Diego Zoo Safari Park - 15500 San Pasqual Valley Road (SR-78) in San Pasqual
- Escondido Christian School – 923 Idaho Avenue in Escondido

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Other refuge sites are available within urbanized areas of Escondido, San Marcos, Vista, Poway, San Diego and developed communities primarily to the west, north and south of the Project. Potential evacuation shelters and assembly areas<sup>1</sup> that could provide a longer stay for refuge, if designated as such, are:

- East Valley Center at 2245 E. Valley Parkway in Escondido
- Mission Hills High School at 1 Mission Ct. in San Marcos
- Palomar College at 1140 West Mission Road in San Marcos
- Escondido High School at 1535 N. Broadway
- Orange Glen High School at 2200 Glenridge Road

If there are visitors unable to evacuate and need transportation assistance to get to a TEP or shelter, the SDCSD or IC may establish transportation points to collect and transport people without transportation resources to evacuation points. These points should be large, well-known sites such as shopping centers, libraries, and schools. Transportation should be accessible to all populations, including people with disabilities and other access and functional needs.

### **3.3.2 Animal Evacuations**

The Pets Evacuation and Transportation Standards Act of 2006 amends the Stafford Act, and requires evacuation plans to take into account the needs of individuals with household pets and service animals prior to, during, and following a major disaster or emergency.

The San Diego County Department of Animal Services (DAS) has plans in place to transport and shelter pets in a disaster under Annex O of the OA EOP, including the Animal Control Mutual Aid Agreement. Animal Control Officers, the San Diego Humane Society, and private animal care shelters will assist in the rescue, transport, and sheltering of small and large animals. In addition, potential volunteer resources and private groups should be identified and tracked in WebEOC. Only non-emergency resources and personnel, such as public and private animal services agencies, will be used to rescue and transport animals during an evacuation effort.

In most cases, DAS and the OA EOC will coordinate and attempt to co-locate animal shelters with people shelters. The Project site does not include animals, other than potential guest service animals. Additional Project-specific animal evacuation information is provided in Section 6.4.2.

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<sup>1</sup> These evacuation centers were activated during the 2017 Lilac Fire (County of San Diego 2018).

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### **3.3.3 Shelter-in-Place**

Sheltering-in-place is the practice of going or remaining indoors during or following an emergency event. This procedure is recommended if there is little time for the public to react to an incident and it is safer for the public to stay indoors for a short time rather than travel outdoors. Sheltering-in-place also has many advantages because it can be implemented immediately, allowing people to remain in their familiar surroundings and providing individuals with everyday necessities such as telephone, radio, television, food, and clothing. However, the amount of time people can stay sheltered-in-place is dependent upon availability of food, water, medical care, utilities, and access to accurate and reliable information.

The decision on whether to evacuate or shelter-in-place is carefully considered with the timing and nature of the incident (San Diego County 2014). Sheltering-in-place is the preferred method of protection for people that are not directly impacted or in the direct path of a hazard. This will reduce congestion and transportation demand on the major transportation routes for those that have been directed to evacuate by police or fire personnel. Most new structures incorporate ignition resistant construction, fuel modification zones, and provide defensibility throughout, such as those planned for the Project allow responding fire and law enforcement personnel the ability to direct visitors to temporarily refuge on site.

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### **4 THE RANCHO GUEJITO WINE TASTING AND EVENT VENUE EVACUATION ROAD NETWORK AND EVACUATION TIME ESTIMATES**

Wildfire emergencies that would be most likely to include an evacuation of the Project would be large wildfires occurring during extreme weather conditions and approaching from the north/northeast, or east along the Santa Ysabel Creek/San Dieguito River Basin. These fires are wind driven and occur during declared Red Flag Warning periods where low humidity and high winds facilitate fire ignition and rapid spread. If a wildfire ignites to the north/east/south and is fanned by fire weather conditions, evacuation of the Project site may occur as many as several or more hours prior to actual threatening conditions at the site. Conversely, fires occurring on typical weather days have been very successfully controlled at small sizes due to the slower fire spread and fast response and would not typically trigger a need to evacuate the project. Fires burning in the open space fuels to the north, south or east of the Project, on a typical day (on-shore flow) would be much lower threat to the Project and typically result in a reduced potential that evacuation would be necessary.

If a wildfire ignited closer to the Project during weather that facilitates rapid fire spread, significantly less time may be available and an alternative evacuation approach would need to be considered. Because it is preferred to evacuate long before a wildfire is near, and in fact, history indicates that most human fatalities from wildfires are due to late evacuations when evacuees are overtaken on roads, it is prudent to consider a contingency option. For example, if a wildfire is anticipated to encroach upon the Project area in a timeframe that is shorter than would be required to evacuate all staff and visitors, then options available to responding fire and law enforcement personnel should include the potential to temporarily refuge staff and visitors on-site, in the protected structures. In this scenario, visitors are instructed to remain in the protected event facilities while firefighters perform their structure protection function.

The Project is located within an area that is subject to occasional wildfires, but based on the agricultural uses on the west, south, and north and developed areas to the east, the wildfire potential within the Project structures' direct sphere of influence is considered reduced and direct exposure to unmaintained fuels does not occur. Similarly, fire intensity would be expected to be low to moderate in areas outside of the San Dieguito River Basin's and natural hillside unmaintained fuels. This reduced fire behavior would be expected to facilitate evacuations as well as potential on-site sheltering, if considered safer than a short-notice evacuation.

This approach is consistent with San Diego County's (2014) Evacuation approach which states "Due to the nature of the threats requiring an evacuation, there may be insufficient time to perform an early evacuation of the area and shelter-in-place instructions may need to be

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provided.” Although not a designated shelter-in-place facility, the structures in the Project would include the same level of ignition resistance and landscape maintenance, are defensible against the short duration wildfire exposure anticipated, and are designed to require minimal resources for protection, which enables these contingency options that may not be available to other vicinity communities.

The Project’s roads and parking areas will be consistent with code requirements and will be capable of effectively supporting average daily trips generated by the project. However, as evidenced by mass evacuations in San Diego County and elsewhere, even with roadways that are designed to the code requirements, it may not be possible, or necessary to move large numbers of persons at the same time. Road infrastructure throughout the United States, and including San Diego County, is not designed to accommodate a short-notice, mass evacuation (FEMA 2008). The need for evacuation plans, pre-planning, and tiered or targeted and staggered evacuations becomes very important for improving evacuation effectiveness.

Among the most important factors for successful evacuations at the Project site is control of intersections downstream of the evacuation area. If intersections are controlled by law enforcement, barricades, signal control, firefighters or other means, potential backups and slowed evacuations can be minimized. Another important aspect of successful evacuation is a managed and phased evacuation declaration. Evacuating in phases, based on vulnerability, location, or other factors, enables the subsequent traffic surges on major roadway to be smoothed over a longer time frame and can be planned to result in traffic levels that flow better than when mass evacuations include large evacuation areas at the same time. This plan defers to Law Enforcement and OES to appropriately phase evacuations and to consider the vulnerability of communities when making decisions. For example, newer development in the area, including the Project’s protected structures, will offer its visitors a high level of fire safety on site (refer to the Rancho Guejito Wine Tasting and Event Venue Fire Protection Plan (prepared by Dudek, October 2019), along with open-air options for firefighter safety zones and temporary on-site refuge as a contingency, as discussed further in this plan.

Consistent with the County of San Diego evacuation planning annex (2018), major ground transportation corridors in the area will be used as primary evacuation routes during an evacuation effort. The road systems were evaluated to determine the best routes for fire response equipment and “probable” evacuation routes for relocating people to designated safety areas. The primary roadways that would be used for evacuation from the Project are:

- San Pasqual Valley Road/SR-78
- Old Pasqual Road

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- San Pasqual Road,
- Bear Valley Parkway
- and several intersecting roads within urban Escondido.

These roads provide access to urbanized areas and major traffic corridors including indirectly to I-15.

During a Project emergency evacuation,, the primary and secondary roadways may be providing citizen egress while responding emergency vehicles are inbound. Because the required fire access roads are designed to meet or exceed County of San Diego Consolidated Fire Code, , including 24 foot-wide, unobstructed travel lanes, adequate parking, turning radius, grade maximums, and roadside fuel modification zones, potential conflicts that could reduce the roadway efficiency are minimized, allowing for smoother evacuations.

The Project's primary evacuation routes are accessed from an internal roadway, which connects with the primary ingress/egress road (San Pasqual Valley Road/SR-78 ) that in turn intersects with primary evacuation routes. There are three primary Project ingress/egress routes:

### **Primary Ingress/Egress Routes:**

1. Westbound Primary Route: SR-78 west to Escondido.
2. Westbound Secondary Route: SR-78 to Old Pasqual Road to Bear Valley Parkway to I-15.
3. Eastern Primary Route (NOTE: this route would not typically be the evacuation route for the Project due to the direction of travel, which may be toward an approaching wildfire. Only utilize this route if directed by official sources): SR-78 to Highway 67 east to Ramona and south to Scripps Valley Parkway or continued south into Santee.

Depending on the nature of the emergency requiring evacuation, it is anticipated that the majority of the Project's traffic would exit the project via San Pasqual Valley Road/SR-78 and be directed westbound toward Escondido. Depending on the traffic level, fire location and spread rates, and other factors, evacuation traffic may be directed onto various road options within urban Escondido, then to the I-15 either north or south. These are the most direct routes out of the Project Area.

Evacuation movement will be determined primarily by the fire's location, its spread rate and direction, and time available before it could threaten evacuation routes, traffic levels, and others. If less time is available, or one or more potential routes are considered unsafe, fire and law enforcement officials may direct all traffic in one direction and may consider directing some area communities or the Project site's staff and visitors, to temporarily refuge in protected structures.

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## Fire Access Road Maintenance

Maintenance is an important component for the long term reliability of all Project roadways, including interior roads, gates, and parking areas. Project maintenance obligations will be as follows:

- Maintenance of onsite access roads and brush and driveway entry points
- Maintenance of all gates serving the Project
- Financial reserve for repair of access road and gate
- Ongoing brush management/Fuel Modification

## 4.1 Roadway Capacities and Evacuation Time Estimates

Roadway capacity represents the calculated number of vehicles that can reasonably be accommodated on a road. Roadway capacity is typically measured in vehicles per hour and can fluctuate based on the number of available lanes, demand surges, number of traffic signals, construction activity, accidents, and obstructions as well as positively by traffic control measures. The estimated capacities for existing and planned roads are provided in Table 1. These response time estimates consider the incorporation of gates at Project fire access roads.

Each roadway classification has a different capacity based on level of service, with freeways and highways having the highest capacities. Based on various similar project studies using traffic engineer estimates, and using industry standard lane capacity information with a conservative approach as the baseline, and a conservative discounting of capacity, roads that would be the most likely available to the Project's visitors and their hourly capacities are presented in Table 1.

**Table 1**  
**The Existing Rancho Guejito Wine Tasting and Event Venue Roadway**  
**Estimated Vehicle Capacities**

Roadway	Segment	Estimated Roadway and Freeway Capacity*				
		East	West	North	South	Total for calculation
Interstate I-15	All Segments			10,000	10,000	20,000
SR-78	Project Site to Bear Valley Parkway	1,340	1,340			1,340
SR-78	Bear Valley Parkway to urban areas of Escondido	1,340	1,340			1,500
Bear Valley Parkway	SR-78 to Old Spanish Trail			1,260	1,260	1,260

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**Table 1**  
**The Existing Rancho Guejito Wine Tasting and Event Venue Roadway**  
**Estimated Vehicle Capacities**

Roadway	Segment	Estimated Roadway and Freeway Capacity*				
		East	West	North	South	Total for calculation
Bear Valley Parkway	Old Spanish Trail to I-15			2,520	2,520	2,520
Old Pasqual Road	SR-78 to San Pasqual Road	1,190	1,190			1,190
San Pasqual Road	Old Pasqual Road to Bear Valley Parkway	1,260	1,260			1,260
On-site Access Roads	Parking areas to SR-78			1,000	1,000	1,000

**Note:** The vehicle capacity estimates utilized for this evacuation plan are based on available information and are discounted for various assumed traffic related slowing during a mass evacuation. This evacuation plan assumes that law enforcement personnel are controlling downstream intersections to maintain traffic flow out of the area. If traffic flow is not maintained, then the estimated evacuation times may increase, potentially substantially, as is the case in any urban area.

Using these averages, the length of time it will take for an area to evacuate can be estimated by dividing the population by the average vehicle occupancy and then dividing by the roadway capacity (Figure 5). Table 2 provides a summary of the calculated on-site staff and maximum and average visitor populations. Table 3 summarizes existing populations in the Project's vicinity.

**Table 2**  
**Rancho Guejito Wine Tasting and Event Center Events and On-Site Population.**

	Project Number
Number of On-Site Events	75
Calculated Max Occupancy	475
Vehicles Potentially Evacuating per Event	121*

\* There are 96 total parking spaces at the proposed Project site. Including 25 vehicles for staff results in 121 potential vehicles.

As depicted in Table 2, the Project would include as many as 450 visitors/guests along with 25 staff members. Events would be spread out over the course of a typical year and would occur between the hours of 9:00 am and 11:00 pm.

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**Figure 5** Evacuation Travel Time Formula.

$$\text{Evacuation Time} = \frac{\left( \frac{\text{Evacuation Population}}{\text{Average Vehicle Occupancy}} \right)}{\text{Roadway Capacity}}$$

### 4.1.1 Rancho Guejito Evacuation Travel Time

For purposes of determining an appropriate discount on the travel time vehicle capacity estimate, it is important to know the potential worst-case evacuation population (number of vehicles) that could occur. Discounting the maximum vehicle capacity essentially slows down the calculated travel times, imitating congested roadways and/or bottleneck intersections. Based on the Project's estimated potential 121 vehicles for the largest events, and conservatively using that estimate for all events held at the site, and utilizing the vehicle capacity of 1,000 vehicles per hour, it is estimated that the last vehicle can be off the Project site and onto the SR-78 in just over 7 minutes of wheels rolling and onto SR-78 (121 vehicles/1,000 vehicles per hour). From the Project's intersection with the SR-78, it is approximately 6.2 miles to Bear Valley Parkway. Traveling at 8 mph (assuming all other populations to the west along SR-78) are simultaneously evacuating) would require approximately 46.5 minutes.

### 4.1.2 Mass Evacuation Vehicle Traffic

The population to the east of the Project site is sparse until the SR-78 intersects Ramona approximately 8 miles to the east, with only the San Pasqual Academy representing a potential evacuating population. A total of approximately 200 students and teachers reside at the school. Evacuations of this population would include buses and passenger vehicles with a total of up to 2 buses and an estimated 25 vehicles. This vehicle volume would not be expected to materially impact evacuation of the proposed Project.

During a large wildfire moving from east to west or northeast to southwest, it is most likely, as it was in 2003 and in 2007, the majority of Ramona would likely be evacuated via SR 67, with some portions of Ramona being sent to the west on SR-78, depending on the fire location and movement. This analysis does not specifically include vehicles from Ramona routed along the SR-78. However, the discounted travel speeds (1,340 vehicles per hour) includes capability to absorb additional vehicles from Ramona or elsewhere. This analysis assumes that all existing populations west of the Project to Cloverdale Road are evacuating simultaneously.

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### **4.1.3 Potential for Project Evacuation Impact on Existing Condition**

The potential occurrence of a large evacuation event including evacuation of existing populations to the west of the Project is possible. In this case, the existing populations would be associated with the San Diego Safari Park's visitors, Rancho San Pasqual, Vista Monte and the San Pasqual Union Elementary School and total a worst case 3,487 vehicles, possibly more if parents disregard emergency evacuation protocols at the elementary school and attempt to pick up their children, as follows:

- San Diego Safari Park – 4,100 visitors per day average, estimated 1,142 vehicles
- Rancho San Pasqual – 580 units x 2.2 vehicles/unit = 1,276 vehicles
- Vista Monte – 80 units x 2.2 vehicles/unit = 176 vehicles
- San Pasqual Union Elementary School – 560 students and staff = up to 10 busses and 25 staff vehicles (200 vehicles estimated for parents who disregard protocols and who are not associated with Rancho San Pasqual or Vista Monte)

Estimated total worst case evacuating vehicles: 2,794.

The existing condition worst case assumes that a wildfire occurs when all families are home, school is in session, and a large crowd with 1,142 vehicles is at the Safari Park. This is overly conservative because school is in session for a specified period each morning until early afternoon, the Safari Park is not open overnight, and families are not typically at home during the day, when at least one parent is off-site working. However, even if a less conservative approach is utilized, the total number of existing vehicles that may be evacuating would still approach 3,000.

Adding 121 vehicles from the proposed Project to an existing total of less than 3,000 vehicles is an addition of approximately 4 percent. Evacuation travel times from existing population areas are estimated to be roughly 15 minutes (from Cloverdale/SR-78 intersection) to 52 minutes (from San Pasqual Academy) to reach Bear Valley Parkway assuming 1,340 vehicles per hour can be accommodated on SR-78. This assumes a vehicular travel speed average of 8 mph (1,340 vehicles per hour), a realistic speed during a large evacuation, particularly achievable with law enforcement control of downstream intersections. The addition of 121 vehicles could add up to approximately 2 minutes to the evacuation travel times and therefore, would not be expected to materially impact the travel speed of 8 mph or the overall time for existing residents to reach urban areas of Escondido.

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**Table 3**  
**Rancho Guejito Wine Tasting and Event Venue Fire and Evacuation Details**

Attribute	Post Expansion Condition
Gross property acreage	78
Building types	Enhanced, ignition-resistive construction; sprinklered
Number of structures	3
Square Footage	9,500
Water supply/Fire Flow	30,000 gallon water tank Pump house with backup power 8-inch main from buildings to tank and 6 inch line from pump house to hydrants and FDCs 2 Fire Department Connections 2 new fire hydrants Private Well Portable Pumpkin Tank available for helicopter buckets or siphoning
Staff	25 full and part time
Visitation	Population limit of 475 persons (including staff) on-site and any one time Venue closed to general public visitation and special events on Red Flag Warning days as declared by the National Weather Service for east San Diego County.
FMZs / maintenance	Minimum 100- modified areas with two distinct zones (irrigated and thinned), enhanced fuel modification provided by irrigated and maintained vineyards and citrus groves, inspected and maintained annually; roadside fuel modification along all internal roads
Access	Improved site roads per County code enabling greater fire department access, fire department turnarounds in parking lot and at end of site roads,
Parking	96 stalls

As mentioned, this analysis caps the evacuation route traffic capacity at 1,000 vehicles per hour on the site's roads and 1,340 vehicles per hour on the SR-78. This capacity is lower than each travel lane could support under ideal conditions, but is utilized as a method to reflect evacuation conditions, where there may be a traffic surge that slows vehicle speeds. Understanding the speed vehicles would travel to support 1,000 or 1,340 vehicles per hour provides additional supporting context. If the average vehicle is approximately 16 feet long, and allowing approximately 10 feet between vehicles (26 total feet per vehicle) for 1,000 vehicles per hour and 15 feet between vehicles (31 total feet per vehicle) for 1,340 vehicles per hour, an average travel speed of



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approximately 5 or 8 mph would enable 1,000 or 1,500 vehicles to pass a given point every hour, respectively. This is calculated by the following:

- 1,00 vehicles per hour = 16.6 vehicles per minute = 1 vehicle every 3.6 seconds
- 5 mph = 7.35 feet per second (1 mph = 1.47 feet per second)

Therefore, at 7.35 feet/second x 3.6 seconds = 26.5 feet. Each vehicle (16 feet + 10 feet = 26 feet) is allotted 3.6 seconds to pass a given point. In order for 1, 000 vehicles to pass that given point, a speed of 5 mph is necessary. The average human walking speed is around 3 mph. For 1,340 vehicles per minute, the travel speed is calculated at 8 mph.

Therefore, the following travel time and evacuation estimates are not reliant on unrealistic vehicle speeds in order to achieve the use of 1,000 and up to 1,340 vehicles per hour capacity and are representative of congested roadways that can occur during evacuations, especially the initial phase where traffic surges are common. It is likely that more than 1,340 vehicles per hour would be possible on SR-78 with law enforcement traffic control. A commonly used capacity is 1,900 vehicles per lane, but this study evaluates the estimated travel time in a conservative manner.

### **4.2 Evacuation Route Determination**

Typically, fire and law enforcement officials will identify evacuation points before evacuation routes are announced to the public. Evacuation routes are determined based on the location and extent of the incident and its spread rate and direction and include as many pre-designated transportation routes as possible. However, field conditions and shifting fire behavior may result in real-time changes to predetermined routes. Having additional evacuation route options is considered critical in these conditions. Under extreme fire weather events, it is unlikely that evacuation would occur to the east and this analysis assumes all traffic, existing and proposed Project related would be sent west on SR-78.

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### **5 EMERGENCY PLANNING AND EVENT RESTRICTIONS**

The following emergency planning policies and procedures will be implemented at the Proposed Project:

- Administrative staff will actively participate in Emergency Preparedness planning.
- Prepare a staff training manual to supplement this Evacuation Plan which includes provisions for:
  - Staff Training
  - Lead Emergency Contact (LEC) Staff Training for Weekends, Year-Round
  - Building and Facility Protection
  - Grounds Protection
  - Collection Information and Property Protection
  - Fire Prevention during High Fire Danger and Extreme High Fire Danger periods
  - Emergency Supplies
  - Telephones/Communications
  - Media Communications
  - Emergency Response Team (Post-Event)
  - Command List
  - Emergency Response Notebook
  - Annual Review and Update
  - Notification of Emergency
  - Emergency Evacuation Plan
  - Advisement of Potential Fire Danger
  - Property Evacuation Plan
  - Visitor Education on Fire Awareness and Prevention
- To support quick evacuation in the event of a wildland fire, when guests arrive via bus, bus(es) shall be required to stay on premises for the entirety of the event.

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Actively monitor San Diego County Red Flag Warning Fire Alert Program and improve overall effectiveness by:

- Close the SBBG to general public visitation and special events during Red Flag Warning periods as declared by the National Weather Service and on Fire Weather Watch days unless an approved Fire Watch is provided on-site
- Maintaining a manually activated, facility-wide emergency notification system
- Establish all hard lines and employee mobile telephone numbers with San Diego County Emergency Notification System
  - The Proposed Project's management shall conduct at least annual evacuation drill/fire drill exercises to ensure proper safety measures have been implemented.
  - Staff shall receive annual training to coincide with the fire evacuation drill.

### **5.1 On-Site Temporary Refuge**

Wildfire scenarios that would not allow enough time to safely evacuate the site, such as fires igniting nearby or along SR-78, and driven by wind and rapid spread rates, may require an alternative to off-site evacuation. Once a fire is reported and Proposed Project management is notified, the pre-planned emergency response would be initiated. Evacuation procedures will be implemented immediately. However, should fire and law enforcement personnel determine that a higher risk to people exists during off site evacuation than if people were to temporarily seek protection in the protected site structures, the on-site temporary refuge plan will be initiated by Proposed Project administration in communication with local fire authorities (when possible). Visitors cannot be mandated to follow on-site refuge directions, but visitor education and training information will be provided to raise awareness of the potential danger and potential options during a wildfire emergency.

As detailed in this Conceptual Wildland Fire Evacuation Plan, the combined system, including site-specific FMZs, enhanced, ignition-resistive construction, interior sprinklers, and exterior sprinklers (on designated structures), and infrastructural improvements, is designed to provide protected area during a wildfire.

The proposed structures would all be considered as on-site refuge locations. The buildings offer interior space and additional amenities to maintain communication and situation awareness for those utilizing the on-site protected area, which would include:

- Large-panel television monitors on multiple walls for tracking newscasts during a wildfire event,

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- Several computer stations available for tracking fire incident status and for communicating via e-mail
- Fire scanner radio or other such device that allows monitoring of emergency radio frequencies
- Back-up power – battery banks that are “float” maintained and/or supported by solar panels
- Second utility source such as back-up batteries or U.L.-rated diesel generator with fuel stored in an above ground ConVault tank or a below ground storage tank.
- Emergency preparedness kits to make brief temporary refuge stay as comfortable as possible and including medical related equipment (i.e., pain relievers, inhalers, etc.).

If a wildfire occurs during a declared Red Flag Warning day and there is no option for safely evacuating on-site staff (there would not be guests/visitors on site during Red Flag Warning weather), they would be relocated to the on-site protected areas into the designated structures. Staff would presumably be located throughout the site and, therefore, would be notified by 1) site wide intercom/warning system, 2) handheld radios, 3) structural intercom systems and 4) cell phone/text message. All staff would be current on appropriate emergency response procedures during a wildfire event. Staff and visitors would be tallied once in the structure(s) to ensure that all on-duty staff members were accounted for. Staff would stay in communication with law enforcement and fire agencies for authorization to relocate from the site, after the fire threat has been controlled or the fire has passed.

Whenever the National Weather Service issues a “Fire Weather Watch” -- which means that critical fire weather conditions are possible -- the Project shall not open to visitors, or if already open shall immediately close. However, the Project may open, or remain open during a “Fire Weather Watch,” if it provides an on-premises Fire Watch of at least one person, who is qualified as both a California State Certified Firefighter 1 and a National Wildfire Coordinating Group Field Observer, or equivalent qualifications as determined by SDCFA, and who is in direct communication by radio or telephone with the facility’s Lead Emergency Contact, so that the Fire Watch can observe and report critical fire weather conditions to the Lead Emergency Contact. Plan Requirements and Timing: The Project shall check the NOAA website three times each day and maintain a daily log identifying days and times in which a Fire Weather Watch has been declared and any programs or activities affected as a result. If a Fire Watch officer is retained to remain open, this shall be included in the daily log. This log shall be submitted to SDCFA annually. Monitoring: P&D shall review the annual reports to ensure compliance and respond to complaints.

Should a wildfire threaten the project site on a non-Red Flag Watch day, when visitors may be on the site and there is no option for safely evacuating, visitors would be directed along with personnel

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to the protected structures via communication systems mentioned above and supplemented by well-trained staff who are proficient at sweeping the facilities and site. Staff and the number of guests would be tallied so that all are accounted for. Staff would stay in communication with law enforcement and fire agencies for authorization to relocate from the site, after the fire threat has been controlled or the fire has passed. As noted by the office of the state Fire Marshal, a building will be exposed to the main flame front of a wildfire for a relatively short period of time, 5 to 10 minutes at the most (Cal Fire 2007). This exposure time will be shorter and less intense if proper FMZs are in place, which would be the case at this site. Buildings are subject to pre- and post-fire for a longer period of time, which may include wind, flying embers and spot fires. Temporary refuge in any of the newly constructed buildings will be preferable to remaining outdoors, and exposed to the wildfire should off-site evacuation/relocation be infeasible. Buildings will be “linked” via intercom, radios or other communication systems such that staff can contact each other from any building to stay apprised of the situation.

The Proposed Project owner’s administrative staff shall be responsible for determining when red flag warnings conditions have been declared by the National Weather Service for the area. This shall be accomplished by monitoring the NOAA website at least three times each day (8am, 12pm, and 4pm, as well as during events) and maintaining a daily log identifying days and times in which red flag warning conditions have been declared and any programs or activities affected as a result.

### **5.2 Evacuation Triggers**

As identified in this evacuation plan, in case of wildfire, the preferred plan is early evacuation following the principles of “Ready, Set, Go”. The Project and its structures will be designed and constructed to withstand significant wildfire. Nevertheless, a conservative approach to evacuations off site and out of the area are planned. As indicated in the 2003, 2007, 2014, 2016, and 2017 fires in San Diego County, along with numerous other large wildfires in southern California over the last decade, early notification and evacuation of visitors is an effective means of limiting loss of life. Evacuation planning for wildfires in the Project area is incident based, but uses Reverse 911 evacuation zones, incident pre-plans, and is executed by law enforcement and emergency operations agencies. Evacuations of specific areas are based on situational awareness, including fire behavior (spread rates), area vulnerability, and road conditions.

The status of evacuation decision-making, i.e., trigger thresholds, methods, and management has been fine-tuned over the last decade from real-world implementation and evaluation of successes and failures. It is reasonable to assume, based on past examples, that the wildfire evacuation triggers in San Diego County are conservative in nature and would typically enable evacuation of threatened areas well before a fire encroaches. However, this evacuation plan provides a

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contingency plan for the rare event that there is not enough time for an off-site evacuation. This contingency plan is discussed in greater detail in the following sections.

### 5.2.1 Evacuation Trigger Thresholds

Based on Dudek's review of fire behavior, fire spread rates, fire progression and spotting occurrence during the 2007 Witch Fire (Figure 4) and confirmed by available fire behavior modeling; and given that some scenarios may require over 40 minutes travel time to evacuate the area; the recommended trigger for evacuation is:

1. **Red Flag Warning Period** (low humidity and high wind): whenever there is an "active wildfire" burning to the north, east, or south of the Project, inside the "GREEN" threshold perimeter on Figure 5, or when ordered to evacuate by fire or law officials, whichever occurs first, the Project should be considered for evacuation by Incident managers. If fire burns into the area bounded by the "RED" threshold perimeter on Figure 5, evacuations should be re-evaluated and may include a decision to cease evacuations if already occurring in favor of temporary sheltering in site structures. *NOTE: The outer green trigger threshold limits are estimated to enable up to three or more hours until fire arrival at the Project.*
2. **Non-Red Flag Warning Period** (higher humidity and typical winds): whenever there is an active wildfire burning within the "GREEN" threshold perimeter on Figure 6, or when ordered to evacuate by fire or law enforcement officials, the Project should be considered for evacuation by Incident managers. If fire burns into the area bounded by the "RED" threshold perimeter on Figure 6, evacuations should be re-evaluated and may include a decision to cease evacuations if already occurring in favor of temporary sheltering in site structures. *NOTE: The outer green trigger threshold limits are estimated to enable up to three or more hours until fire arrival at the Project.*

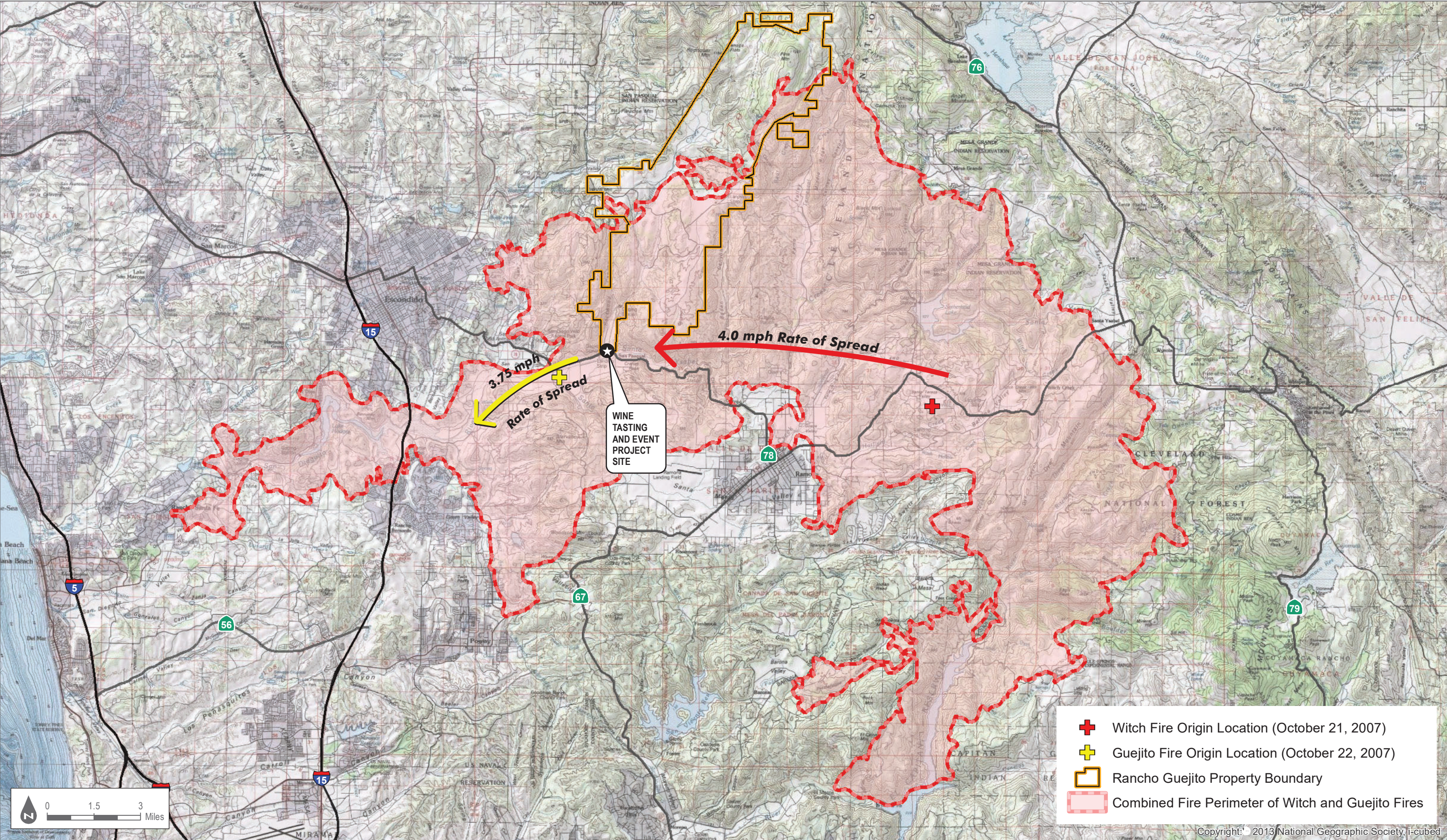
Winds associated with extreme weather can carry airborne embers miles ahead of the active fire front, igniting new fires that exponentially accelerate the fire spread rate and proportionally reduce the available time for evacuation. Conversely, fires occurring during the low fire season, when fuel moisture is higher and it is less likely to experience Santa Ana conditions are less frequent and typically burn fewer acres (CAL FIRE 2013). The trigger thresholds provided are based on fire progression of the 2007 Witch Fire

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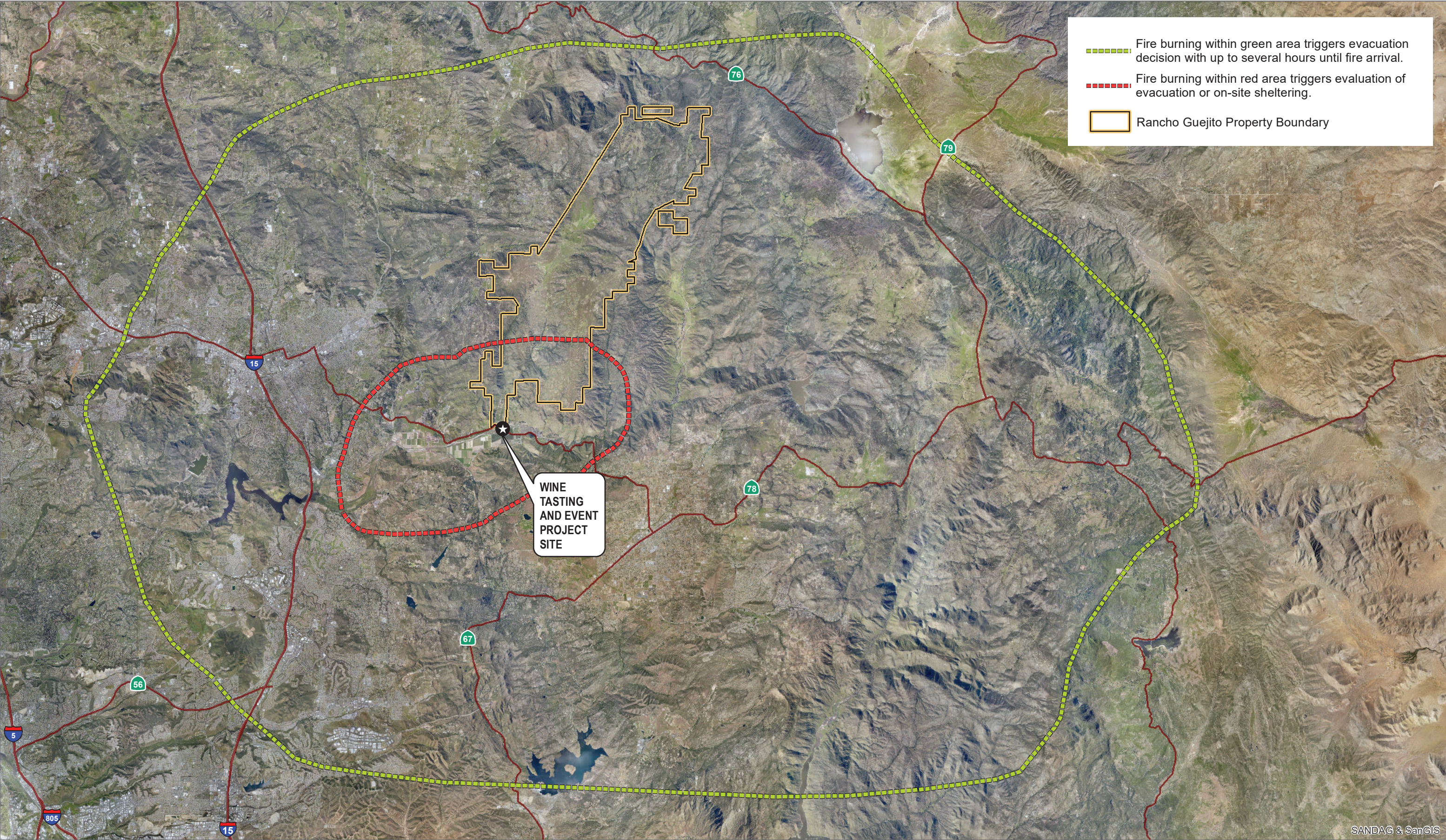


SOURCE: CALFIRE 2016; SANGIS 2016



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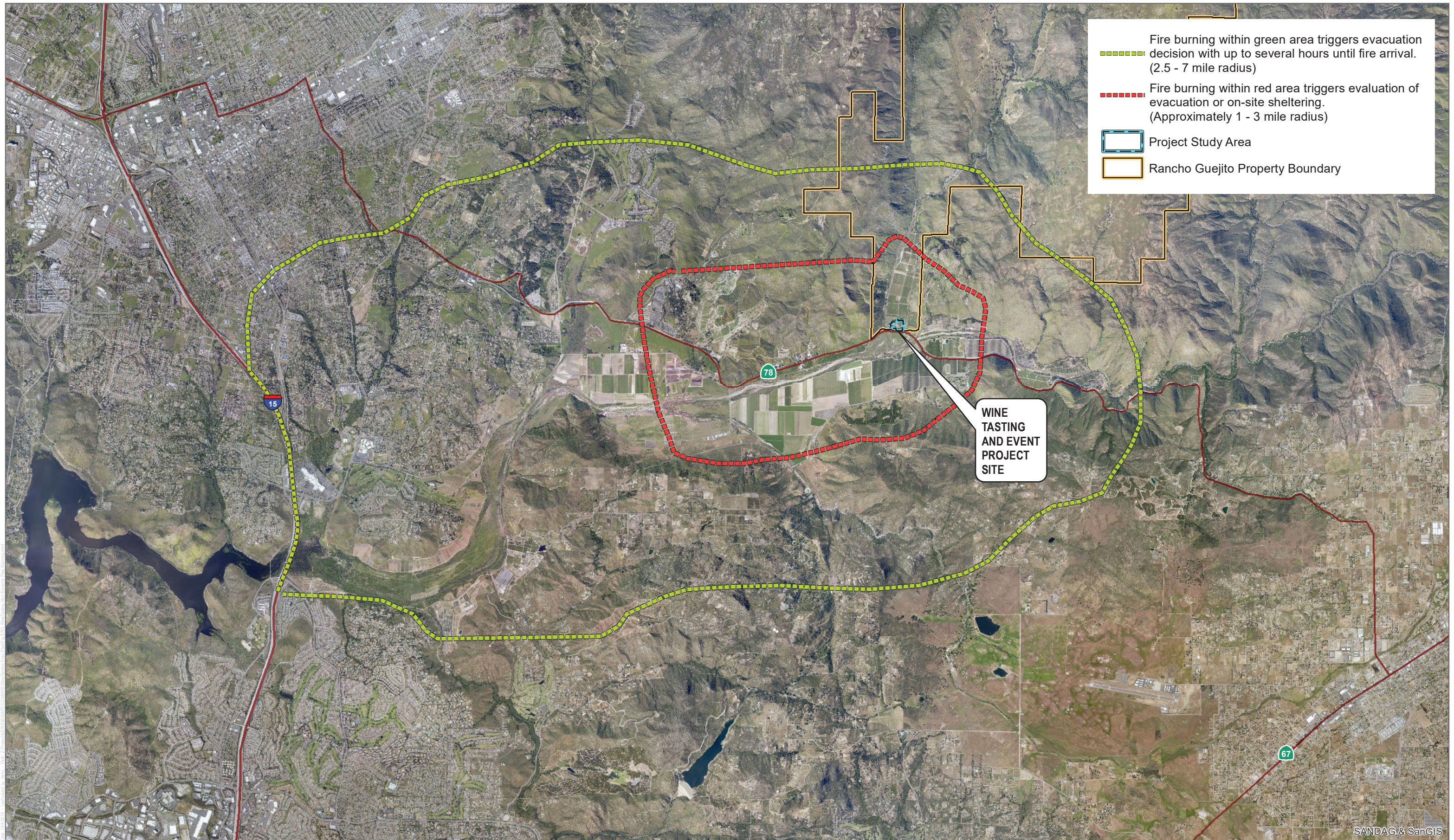
SOURCE: AERIAL-SANDAG IMAGERY 2014

**FIGURE 7**  
Extreme Fire Weather Potential Evacuation Decision Trigger Threshold  
Wildland Fire Evacuation Plan for the Rancho Guejito Wine Tasting and Event Venue



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SOURCE: AERIAL-SANDAG IMAGERY 2014

**FIGURE 8**

**Non-Extreme Fire Weather Potential Evacuation Decision Trigger Threshold**

Wildland Fire Evacuation Plan for the Rancho Guejito Wine Tasting and Event Venue



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### 6 RANCHO GUEJITO WINE TASTING AND EVENT VENUE RESIDENT FIRE/ EVACUATION AWARENESS

The Project's administrative staff will be active in its outreach to visitors regarding fire safety and general evacuation procedures. There are aspects of fire safety and evacuation that require a significant level of awareness by the visitors and emergency services in order to reduce and/or avoid problems with an effective evacuation. Mitigating potential impediments to successful evacuations requires focused and repeated information through a strong educational outreach program. The Project's administrators will engage visitors and SDFRD/SDCFA through a variety of methods.

This emergency evacuation plan will be available to each visitor as well as being accessible on the Website. Annual review and updates to the safety information on the website will be available for visitors to review the plan and be familiar with evacuation protocols. The Project's staff will coordinate with SDCFA/SDFRD to update annual fire safety and evacuation preparedness information as needed. Representatives of SDCFA/SDFRD will be invited to visit the Project review important fire safety and evacuation information. The focus of these meetings will be on the importance of ensuring onsite staff are properly prepared and familiar with the concept of the "Ready, Set, Go!" evacuation plan. The "Ready, Set, Go!" program is defined at: <https://www.sandiego.gov/sites/default/files/rsg-english.pdf> and information about preparing an individual Action Plan is provided in Appendix A.

The focus of the "Ready, Set, Go!" program is on public awareness and preparedness, especially for those residing in the wildland-urban interface (WUI) areas. The program is designed to incorporate the local fire protection agency as part of the training and education process in order to insure that evacuation preparedness information is disseminated to those subject to the potential impact from a wildfire. There are three components to the program:

**"READY"** – Preparing for the Fire Threat: Take personal responsibility and prepare long before the threat of a wildfire so you and your home are ready when a wildfire occurs. Create defensible space by clearing brush away from your home as detailed in the Rancho Guejito Wine Tasting and Event Venue FPP (Dudek 2019). Use only fire-resistant landscaping and maintain the ignition resistance of all buildings at the Wine Venue. Assemble emergency supplies and belongings in a safe spot for use by both visitors and staff. Confirm you are registered for Reverse 9-1-1 and AlertSanDiego alert system. Make sure all visitors at the Project have access to view the plan on the website and understand the plan, procedures and escape routes.

**"SET"** – Situational Awareness When a Fire Starts: If a wildfire occurs and there is potential for it to threaten the Project, guests will be provided instructions regarding existing the site.

## **Draft Conceptual Wildland Fire Evacuation Plan for the Rancho Guejito Wine Tasting and Event Venue**

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Management and site/staff will stay aware of the latest news from local media, County of San Diego (<http://www.sdcountyemergency.com/updates/>) and SDFRD/SDCFA for updated information on the fire and will direct visitors to the appropriate action.

**“GO!”** – Leave Early! Following the Action Plan provides knowledge of the situation and how to approach evacuation. Leaving early, well before a wildfire is threatening the area provides the least delay and results in a situation where, if a majority of downstream residences and visitors also leave early, firefighters are now able to better maneuver, protect and defend structures, evacuate other visitors who couldn’t leave early, and focus on citizen safety.

**“READY! SET! GO!”** is predicated on the fact that being unprepared and attempting to flee an impending fire late (such as when the fire is physically close to your location or evacuation route) is dangerous and exacerbates an already confusing situation. This Project’s evacuation plan provides key information that can be integrated into evacuation planning, including the best available routes for them to use in the event of an emergency evacuation.

Situation awareness requires a reliable information source. One of the most effective public notification methods is Reverse 9-1-1. The San Diego OES operates the reverse 9-1-1 notification system that provides a recorded message over landline telephone systems relating to evacuation notices. In addition, the (OES) operates a program known as “AlertSanDiego” that has the capability to send emergency notifications over both landlines as well as to cell phones and via text messages. It is up to individual visitors to register their cell phones for “AlertSanDiego”. The registration of cell phones can be done on line at [www.ReadySanDiego.com](http://www.ReadySanDiego.com). All site landlines and staff mobile numbers will be registered.

As part of the Project’s visitor fire awareness and evacuation readiness program, information will be delivered in a variety of methods. The Rancho Guejito Staff will be responsible to ensure the venue website provides a viewable PDF copy of the project’s Fire Protection Plan and this CWFEPP, including materials from the READY! SET! GO! Program. The Project’s staff are also responsible for insuring the website is kept updated with copies of the aforementioned materials to those individuals or visitors who wish to review this fire safety information online. Rancho Guejito Management Staff will be responsible for the dissemination of the Evacuation Plan information to their employees.

As part of the approval of this project, it is important for Management Staff of Project Owner to actively participate as a partner with the SDFRD/SDCFA to assist with the coordination and distribution of fire safety information they develop.



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## **7 RANCHO GUEJITO WINE TASTING AND EVENT VENUE EVACUATION PROCEDURES**

### **7.1 Relocation/Evacuation**

Wolshon and Marchive (2007) simulated traffic flow conditions in the wildland urban interface (WUI) under a range of evacuation notice lead times and housing densities. To safely evacuate more people, they recommended that emergency managers (1) provide more lead-time to evacuees and (2) control traffic levels during evacuations so that fewer vehicles are trying to exit at the same time. In some emergencies, more lead-time will be possible while in others, it will not. Traffic controls may be possible with longer lead times, but may be limited to controlling some intersections during short notice events.

Wildfire emergency response procedures will vary depending on the type of wildfire and the available time in which decision makers (IC, SDFRD/SDCFA, SDCSD, and/or County Office of Emergency Management) can assess the situation and determine the best course of action. Based on the , its road network, and the related fire environment, the primary type of evacuation envisioned is an orderly, pre-planned evacuation process where people are evacuated from the Project to urban areas further from an encroaching wildfire (likely to urban areas west) well before fire threatens. This type of evacuation must include a conservative approach to evacuating, i.e., when ignitions occur and weather is such that fires may spread rapidly, evacuations should be triggered on a conservative threshold. This threshold must include time allowances for unforeseen, but possible, events that could slow the evacuation process.

Evacuation is considered by many to offer the highest level of life protection to the public, but it can result in evacuees being placed in harm's way if the time available for evacuation is insufficient (Cova et al. 2011). An example of this type of evacuation, which is highly undesirable from a public safety perspective, is an evacuation that occurs when fire ignites close to vulnerable communities. This type of situation is inherently dangerous because there is generally a higher threat to persons who are in a vehicle on a road when fire is burning in the immediate area. Conditions may become so poor, that the vehicle drives off the road or crashes into another vehicle, and flames and heat overcome the occupants. This scenario occurred in San Diego County during the 2003 Cedar Fire and in the 2017 northern California wildfires. This type of evacuation must be considered a very undesirable situation by law and fire officials in all but the rarest situations where late evacuation may be safer than seeking temporary refuge in a structure (such as when there are no nearby structures, the structure(s) is/are already on fire, or when there is no other form of refuge).

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The third potential type of evacuation is a hybrid of the first two. In cases where evacuation is in process and changing conditions result in a situation that is considered unsafe to continue evacuation, it may be advisable to direct evacuees to pre-planned temporary refuge locations, including the onsite buildings if they are ignition resistant and defensible, such as those at the Project. As with the second type of evacuation discussed above, this situation is considered highly undesirable, but the evacuation pre-planning must consider these potential scenarios and prepare decision makers at the IC level and at the field level for enacting a contingency to evacuation when conditions dictate.

Indications from past fires and related evacuations in San Diego County and throughout Southern California, which have experienced large wildfires, are that evacuations are largely successful, even with a generally unprepared populace. It then stands to reason that an informed and prepared populace would minimize the potential evacuation issues and related risk to levels considered acceptable from a perspective.

Evacuation orders or notifications are often triggered based on established and pre-determined buffers. These buffers are often hard or soft lines on a map and are based on topography, fuel, moisture content of the fuels, and wind direction. Evacuations are initiated when a wildfire reaches or crosses one of these pre-determined buffers. Evacuations can also be very fluid. The IC, law enforcement, and County OES would jointly enact evacuations based on fire behavior.

### **7.2 Rancho Guejito Wine Tasting And Event Venue Evacuation Baseline**

For purposes of this CWFEP, the first and most logical choice for all of the visitors and guests within the Project's boundaries is to adhere to the principals and practices of the "READY! SET! GO!" Program previously mentioned in this document. As part of this program, it is imperative that Project Staff develop a plan that is clearly understood by Staff and made available at the Office onsite for staff reference and review by any visitor or fire department staff requesting to see the plan. The Evacuation plan should also be made available on the Rancho Guejito website and updated as needed. In addition, it is imperative that the "READY! SET! GO!" information be reviewed on a routine basis along with the accompanying maps illustrating evacuation routes, temporary evacuation points and pre-identified safety zones. It must be kept in mind that conditions may arise that will dictate a different evacuation route than the roads used on a daily basis.

Visitors are urged to follow the directions of emergency notices and personnel and to evacuate as soon as they are notified to do so or earlier, if they feel uncomfortable. Directions on evacuation routes will be provided in most cases, but when not provided, Project visitors will proceed according to known available routes away from the encroaching fire as detailed in Section 1 of

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this plan. Visitors are cautioned not to rely on navigation apps which may inadvertently lead them toward an oncoming fire.

**Note:** This evacuation plan should be updated periodically (suggested every 5 years) to review changing conditions in the area and to refine evacuation options, routes, and contingencies as the landscape and road system develops over time.

### **7.3 Civilian and Firefighter Evacuation Contingency**

As of this document's preparation, no one in California has been directed to shelter in place during a wildland fire. Even the communities in Rancho Santa Fe, California which are designed and touted as shelter-in-place communities, were evacuated during the 2007 Witch Creek Fire. This is not to say that people have not successfully sheltered in place during wildfire; there are numerous examples of people sheltering in their homes, in hardened structures, in buildings, in swimming pools, and in cleared or ignition resistant landscape open air areas. The preference for the Project will always be early evacuation following the "Ready, Set, Go!" model, but there exists the potential for unforeseen civilian evacuation issues, and having a contingency plan will provide direction in these situations that may result in saved lives.

Potential problems during wildfire evacuation from the Project include:

- Fires that prevent safe passage along planned evacuation routes (particularly for San Pasqual Valley Road/SR-78)
- Inadequate time to safely evacuate
- Fire evacuations during peak traffic conditions or when large events are occurring
- Blocked traffic due to accidents or fallen tree(s) or power pole(s)
- The need to move individuals who are unable to evacuate

It is recommended that SDCSD and SDCFA/SDFRD conduct concerted pre-planning efforts focusing on evacuation contingency planning for civilian populations when it is considered safer to temporarily seek a safer refuge than evacuation.

#### **7.3.1 Safety Zones**

The International Fire Service Training Association (IFTSA; Fundamentals of Wildland Fire Fighting, 3rd Edition) defines Safety Zones as areas mostly devoid of fuel, and which are large enough to assure that flames and/or dangerous levels of radiant heat will not reach the personnel occupying them. Areas of bare ground, burned over areas, paved areas, and bodies of

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water can all be used as safety zones. The size of the area needed for a safety zone is determined by fuel types, its location on slopes and its relation to topographic features (chutes and saddles) as well as observed fire behavior. Safety zones should never be located in topographic saddles, chutes or gullies. High winds, steep slopes or heavy fuel loads may increase the area needed for a Safety Zone.

The National Wildland Fire Coordinating Groups (NWFCG), Glossary of Wildland Fire Terminology provides the following definitions for Safety Zone and Escape routes:

*Safety Zone.* An area cleared of flammable materials used for escape in the event the line is outflanked or in case a spot fire causes fuels outside the control line to render the line unsafe. In firing operations, crews progress so as to maintain a safety zone close at hand allowing the fuels inside the control line to be consumed before going ahead. Safety zones may also be constructed as integral parts of fuelbreaks; they are greatly enlarged areas which can be used with relative safety by firefighters and their equipment in the event of blowup in the vicinity.

According to NWFCG, Safety Zone(s):

- Must be survivable without a fire shelter
- Can include moving back into a clean burn
- May take advantage of natural features (rock areas, water, meadows)
- Can include Constructed sites (clear-cuts, roads, helispots)
- Are scouted for size and hazards
- Consider the topographic location (larger if upslope)
- Should be larger if downwind
- Should not include heavy fuels
- May need to be adjusted based on site specific fire behavior

The definition for a safety zone includes provisions for separation distance between the firefighter and the flames of at least four times the maximum continuous flame height. Distance separation is the radius from the center of the safety zone to the nearest fuels. For example, considering potential 50-foot-tall flame lengths in untreated fuels adjacent a site, then a 200-foot separation would be required, and potentially more if there were site-specific features that would result in more aggressive fire behavior. The fuels adjacent the Proposed Project are maintained

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groves and vineyards and the desired setbacks would be achieved on the interior roads within the Proposed Project's developed areas.

If one considers the ignition resistant and maintained landscaping within the Project vicinity's agricultural fields, along with the adjacent 100 feet wide fuel modification zones, agricultural areas, and Chapter 7A of California Building Code compliant structures. The Project would provide Safety Zones available to responding firefighters. The Project's structures as Safety Zones can be part of SDFRD/SDCFA and County's pre-planning efforts, although during a fire, the identified safety zones may not be feasible due to distance, location, fire behavior, etc.

Identification of potential safety zones will require additional focused study by SDFRD/SDCFA and other fire and law enforcement agencies.

### **7.3.2 Temporary Firefighter Refuge Areas**

Firescope California (Firefighting Resources of Southern California Organized for Potential Emergencies) was formed by legislative action to form a partnership between all facets of local, rural, and metropolitan fire departments, California Department of Forestry and Fire Protection (CAL FIRE), and federal fire agencies. Firescope defines a contingency plan when it is not possible to retreat to a safety zone. This contingency includes establishment of firefighter Temporary Refuge Areas (TRA), which are defined as:

A preplanned area where firefighters can immediately take refuge for temporary shelter and short-term relief without using a fire shelter (fire resistant tent) in the event that emergency egress to an established Safety Zone is compromised.

Examples of a TRA may include the lee side of a structure, inside of a structure, large lawn or parking areas, or cab of fire engine, amongst others. Differences between a TRA and a Safety Zone is that TRA's are closer to the immediate firefighting area, are considered a contingency to being able to get to a Safety Zone, do not include a requirement for a large area set back four times the flame lengths of adjacent fuels, and cannot be feasibly pre-planned until firefighters arrive on scene and size up the situation.

Firescope appropriately notes that although Safety Zones and viable Escape Routes shall always be identified in the WUI environment, they may not be immediately available should the fire behavior increase unexpectedly. Often a TRA is more accessible in the WUI environment. A TRA will provide temporary shelter and short-term relief from an approaching fire without the use of a fire shelter and allow the responders to develop an alternate plan to safely survive the increase in fire behavior.

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TRAs are pre-planned areas (planned shortly after firefighters arrive on scene) where firefighters may take refuge and temporary shelter for short-term thermal relief, without using a fire shelter in the event that escape routes to an established safety zone are compromised. The major difference between a TRA and a safety zone is that a TRA requires another planned tactical action, i.e., TRAs cannot be considered the final action, but must include self-defense and a move out of the area when the fire threat subsides. A TRA should be available and identified on site at a defended structure. TRAs are NOT a substitute for a Safety Zone. TRA pre-planning is difficult, at best because they are very site and fire behavior specific. For the Project, TRAs would likely include navigating into the Project site where up to 100-foot-wide fuel modification zones and managed groves and vineyards provide wide defensible space areas and maintained landscapes, along with ignition resistant structures that offer numerous potential opportunities for TRA.

The developed portions of the Project site, but especially the interior areas of the site's structures are considered TRAs. This is an important concept because it offers last-resort, temporary refuge of firefighters, and in a worst-case condition, visitors. This approach would be consistent with Firescope California (2013) which indicates that firefighters must determine if a safe evacuation is appropriate and if not, to identify safe refuge for those who cannot be evacuated, including civilians.

Each of the site's structures can be considered for TRA include the following features:

- Ignition Resistant Construction
- Minimum of 100-foot wide Fuel Modification Zone around perimeter of project
- Wide roadways with fire hydrants
- Maintained landscapes and roadside fuel modification
- Ember resistant vents
- Interior fire sprinklers

Because there is the possibility that evacuation of the project may be less safe than temporarily refuting on site; such as during a fast-moving, wind or slope driven fire that ignites off of San Pasqual Valley Road/SR-78 or in the Santa Ysabel Creek/San Dieguito River basin, Rockwood Canyon or Sloping hills north, south and east of the site; including temporary refuge within structures or elsewhere on site is considered a contingency plan for the Proposed Project. This concept is considered a component of the "Ready, Set, Go!" model as it provides a broader level of "readiness" should the ability to execute an early evacuation be negated by fire, road congestion, or other unforeseen issues. This approach would be considered a last-resort contingency during

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wildfire with the primary focus being on early evacuation. The decision for evacuation or temporarily refueling on site will be made by responding law enforcement and/or fire personnel.

### **7.4 Social Aspects of Wildfire Evacuation**

Orderly movement of people is the result of planning, training, education, and awareness, all of which are promoted in San Diego County and by SDFRD/SDCFA. Evacuation has been the standard term used for emergency movement of people and implies imminent or threatening danger. The term in this CWFEP, and under the “Ready, Set, Go!” concept, indicates that there is a perceived threat to persons and movement out of the area is necessary, but will occur according to a pre-planned and practiced protocol, reducing the potential for panic.

Citizen reactions may vary during an evacuation event, although several studies indicate that orderly movement during wildfire and other emergencies is not typically unmanageable. Evacuation can be made even less problematic through diligent public education and emergency personnel training and familiarity. Social science research literature indicates that reactions to warnings follow certain behavior patterns that are defined by people’s perceptions (Aguirre 1994, Drabek 1991, Fitzpatrick and Mileti 1994, Gordon 2006, Collins 2004) and are not unpredictable. In summary, warnings received from credible sources by people who are aware (or have been made aware) of the potential risk, have the effect of an orderly decision process that typically results in successful evacuation. This success is heightened when evacuations are not foreign to visitors (Quarantelli and Dynes 1977; Lindell and Perry 2004) as will occur within the Project. Further, in all but the rarest circumstances, evacuees will be receiving information from credible sources during an evacuation. Further, it would be anticipated that law enforcement and/or fire personnel would be on site to help direct traffic and would be viewed by evacuees as knowledgeable and credible. The importance of training these personnel cannot be understated and annual education and training regarding fire safety and evacuation events will be essential for successful future evacuations.

#### **7.4.1 Evacuation of Special Populations**

Vogt (1990 and 1991) defines special populations as those groups of people who, because of their special situations or needs, require different planning strategies from those of the general population. Special needs populations include those in institutions or special facilities, those with disabilities in homes, those who need care, children, and others who cannot provide for their own evacuation if necessitated. The special needs population is concentrated in facilities, but is also widespread in terms of facility locations and those who live in residences. Special needs populations may include the hearing or visually impaired, foreign speaking, visitors passing

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through the area, temporary visitors such as day workers, and the non- ambulatory confined to wheelchairs either temporarily or permanently.

Tourists and temporary visitors may not have knowledge of the area's fire hazard, they may not know how to react in a fire emergency, and they may not understand what they are being told to do. Conversely, this segment of the population would typically be easier to evacuate quickly as they have no possession or pets that they would need to prepare. They can get in their cars and be directed out of the area.

The reasons why special needs populations may fail to respond to warnings to take protective actions is that they may require special transportation while others require different types of warnings or technologies to receive a warning. Some groups must rely on caregivers to hear the warning and respond.

### **Rancho Guejito Wine Tasting and Event Venue Approach:**

The Project Administrative staff will provide information to visitors regarding notifying SDFRD/SDCFA, County OES and Health and Human Services of special needs visitors so that accommodations for their notification (Accessible AlertSanDiego, CERT programs, or other), transportation or other special requirements can be provided during an emergency evacuation. Visitors and guests to the Project site will be advised of their options during an emergency by law enforcement or fire officials, onsite staff or management representatives, as appropriate.

### **7.4.2 Animal Evacuations**

Animal evacuations present a host of challenges that may affect the overall successful movement of people and their possessions out of harm's way. For example, livestock owners do not always have the means to load and trailer their livestock out of the area. Further, most wildfire evacuation relief shelters or commercial lodging facilities do not allow people to bring in pets or other animals. Sorensen and Vogt (2006) indicate that an issue receiving increasing attention is what evacuees do with pets or other animals such as livestock when they leave their homes and whether having pets or animals impacts their decision to evacuate.

The Project site does not and would not include any livestock or other animal facilities onsite. Visitors with service animals or Household pets may be a common occurrence.

NOTE: There is the opportunity to shelter firefighters within some of the site's buildings if it is determined to be necessary during a large wildfire.



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### **The Rancho Guejito Wine Tasting and Event Venue Approach**

- Develop a strong outreach program for pet owners so they understand their responsibilities and that they will not likely be allowed re-entry once evacuated.

#### **7.4.3 Re-Entry Procedures**

An important component of evacuations is the citizen re-entry process. Guidance and procedures to ensure a coordinated, safe, and orderly re-entry into impacted communities following an incident is provided in the County of San Diego Re-Entry Protocol.

Re-entry will be initiated by the Incident Commander/Unified Command of the Incident Management Team, with the support of the Director of Emergency Services, the OA EOC Director, and the Operations Section Chief at the OA EOC. In most cases, the OA EOC will remain activated until full re-entry is complete. In the event that the OA EOC has been deactivated, the Incident Commander or the Liaison Officer of the Incident Management Team will initiate re-entry procedures.

The Incident Commander will designate a Re-Entry Coordinator and the Operations Section Chief of the OA EOC will coordinate with and support the re-entry coordinator. The Re-Entry Coordinator is responsible for coordinating the re-entry procedures with all involved agencies and ensuring effective communication. Priorities for re-entry include:

The impacted areas must be thoroughly investigated to ensure it is safe for visitors to return and normal operations have been restored. This assessment will include verification that:

- The public will be notified of the re-entry status through the notification measures previously mentioned in this annex, including [www.SDCountyEmergency.com](http://www.SDCountyEmergency.com), SDEmergency App for smart phones, emergency broadcast radio, television, press releases, informational phone-lines such as 2-1-1, briefings, and informational updates at shelters.

Re-entry of the Proposed Project site would be limited to management and staff.

Once evacuees are permitted to return, it is important that procedures are established to properly identify visitors and critical support personnel, as well as ensure the legitimacy of contractors, insurance adjusters, and other personnel. Re-entry points should be staffed by law enforcement personnel.

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## 8 LIMITATIONS

This CWFEP has been developed based on wildfire and evacuation standards and the San Diego County Evacuation Annex Q (San Diego County 2014) and is specifically intended as a guide for evacuations for the Rancho Guejito Wine Tasting and Event Venue. This plan provides basic evacuation information that will familiarize Project visitors with the evacuation route options that may be available to them during an emergency. However, because emergencies requiring evacuation have many variables and must be evaluated on a case-by-case basis, this plan shall be subservient to real-time law enforcement and fire personnel/agencies' decision-making and direction during an emergency requiring evacuation.

This CWFEP promotes the “Ready, Set, Go!” model, adopted by San Diego Fire Rescue Department, San Diego County Fire Authority, CAL FIRE, and many fire agencies statewide. The goal is to raise agency and citizen awareness of potential evacuation issues and get a majority of the public “Ready” by taking a proactive stance on preparedness, training drills, visitor education, and evacuation planning efforts. The Project’s management and on-site staff will be “Set” by closely monitoring the situation whenever fire weather occurs and/or when wildland fire occurs, and elevating pre-planned protocol activities and situation awareness. Lastly, officials will implement the plan and mandate that populations “Go” by executing pre-planned evacuation procedures, considering proposed evacuation trigger thresholds, in a conservative manner, i.e., evacuation will occur based on conservative decision points, as proposed in this evacuation plan or when directed by fire and law enforcement personnel, whichever is more conservative. The preferred alternative will always be early evacuation. However, there may be instances when evacuation is not possible, is not considered safe, or is not an option based on changing conditions. For example, should a fire occur with short notice and make evacuation from the project ill advised, a contingency plan for visitors is available. This contingency would include moving people to pre-designated temporary refuge areas, including possibly within the Project’s structures, until it is safe to evacuate or the threat has been mitigated. Note that during the weather periods where fire ignition and spread is most likely, events will not be allowed at the site.

Ultimately, it is the intent of this Plan to guide the implementation of evacuation procedure recommendations such that the process of evacuating people from the Project is facilitated in an efficient manner and according to a pre-defined evacuation protocol; as well as providing a contingency option of temporarily refuging, if evacuation is considered less safe.

The Project’s visitors will be aware of and familiar with this evacuation plan as venue staff will post it on its Website and provide information to visitors upon request and on an annual basis. This educational outreach will result in a populace that understands the potential for evacuations and the routes and options that may be presented to them.

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During extreme fire weather conditions, there are no guarantees that a given structure will not burn or that evacuations will be successful all of the time. Wildfires may occur in the area that could damage property or harm persons. However, successful implementation of the recommendations outlined in this CWFEP will provide for an informed staff. The Project landscape and structures are designed specifically to be resistant to wildfire ignition and perform as a fire adapted project, offering fire and law officials with additional options for guest safety.

This CWFEP does not provide a guarantee that all persons will be safe at all times because of the recommendations proposed. There are many variables that may influence overall safety. This Plan provides a summary for implementation of standard evacuation protocols, suggested roadway enhancements, and public outreach, which should result in reduced wildfire related risk and hazard. Even then, fire can compromise the procedures through various, unpredictable ways. The goal is to reduce the likelihood that the system is compromised through implementation of the elements of this Plan and regular occurring program maintenance and updates.

It is recommended that the evacuation process is carried out with a conservative approach to fire safety. This approach must include maintaining the Project's fuel modification landscape, infrastructural, and ignition resistant construction components according to the appropriate standards, training all staff on fire safety and evacuation procedures and embracing a "Ready, Set, Go!" stance on evacuation. Accordingly, evacuation of the wildfire areas should occur according to pre-established evacuation decision points, or as soon as they receive notice to evacuate, which may vary depending on many environmental and other factors. Fire is a dynamic and somewhat unpredictable occurrence, and it is important for anyone living at the wildland-urban interface to educate themselves on practices that will improve safety.

# Draft Conceptual Wildland Fire Evacuation Plan for the Rancho Guejito Wine Tasting and Event Venue

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## **Draft Conceptual Wildland Fire Evacuation Plan for the Rancho Guejito Wine Tasting and Event Venue**

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# **APPENDIX A**

*“Ready, Set, Go!”*

*Personal Wildland Fire Action Guide*





# READY, SET, GO!

YOUR PERSONAL WILDLAND FIRE ACTION GUIDE



# READY, SET, GO!

## Wildland Fire Action Guide

Saving Lives and Property  
through Advance Planning



**F**ire is a constant threat in San Diego County, and drought, high temperatures in the summer and fall, combined with seasonal Santa Ana winds can lead to explosive fire growth.

In San Diego County, first responders are busy year-round fighting fires. When large fires threaten our community, local, state, federal, tribal, military and other agencies work together to save lives, protect property, and help those impacted by the disaster.

First responders can't do it alone though. Residents, especially those in the Wildland Urban Interface, play a critical role in being prepared for wildfires before, during, and after the next one strikes.

This guide has been modeled off of the Ready, Set, Go! program that is used locally, throughout California, and across the nation. This version is customized for San Diego County, with important local tips and information.

Use this guide to get "Ready" by making your home hardened against wildfire by using defensible space and smart fire resistant building and design choices. Create and practice a family disaster plan that includes storing essentials like food and water supplies, knowing how you'll meet up or communicate with each other, where you can safely evacuate to, and other important information.

Visit [ReadySanDiego.org](http://ReadySanDiego.org) to register with AlertSanDiego to receive emergency alerts via email, text, cell and landline phones, and download the SD Emergency App to get the latest emergency updates delivered to your Android/iOS devices.



Be "Set" and prepared to leave when in danger by monitoring local media, viewing disaster updates on [SDCountyEmergency.com](http://SDCountyEmergency.com), talking with 2-1-1 San Diego, and taking important steps to harden your home even further when you decide to evacuate.

Finally, be able to "Go" and go early, both to keep you and your family safe, and to make it easier for first responders to get into your community.

This guide is a great place to start as you take action to protect your family home, and community.

Tony Mecham, County Fire Chief

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Photos courtesy of CAL FIRE, FEMA and ©Kevin Pack/K.E. Photography

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# Living in the Wildland Urban Interface and the Ember Zone

Ready, Set, Go! begins with a house that firefighters can defend

## Defensible Space Works!

If you live next to a naturally vegetated area, often called the Wildland Urban Interface, provide firefighters with 100 feet of defensible space to protect your home. The buffer zone you create by removing weeds, brush and thinning vegetation helps keep the fire away from your home and reduces the risk from flying embers. Firewise Communities and your local fire department's brush management guidelines provide valuable guidance on property enhancements.



A home within one mile of a natural area is in the Ember Zone. Wind-driven embers can attack your home. You and your home must be prepared well before a fire occurs. Ember fires can destroy homes or neighborhoods far from the actual flame front of the wildland fire.



# What is Defensible Space?



Defensible space is the required space between a structure and the wildland area that, under normal conditions, creates a sufficient buffer to slow or halt the spread of wildland fire to a structure. It protects the home from igniting due to direct flame or radiant heat. Defensible space is essential for structure survivability during wildland fire conditions. For more information about defensible space zones and preparedness techniques within each, visit [ReadySanDiego.org/wildland-fire](https://ReadySanDiego.org/wildland-fire)

## ZONE ONE

Zone One extends 50 feet from your home.

- Must be permanently irrigated to maintain green and healthy plants.
- Is primarily low-growing plant material, with the exception of trees. Plants shall be low-fuel and fire-resistive.
- Trim tree canopies regularly to remove dead wood and keep branches a minimum of 10 feet from structures, chimney outlets and other trees.
- Remove leaf litter (dry leaves/pine needles) from yard, roof and rain gutters.
- Relocate woodpiles and other combustible materials into Zone Two.
- Remove combustible material and vegetation from around and under decks.
- Remove or prune vegetation near windows.
- Remove "ladder fuels" (low-level vegetation that would allow the fire to spread from the ground to the tree canopy). Create a separation between low-level vegetation and tree branches by reducing the height of the vegetation and/or trimming low branches.

## ZONE TWO

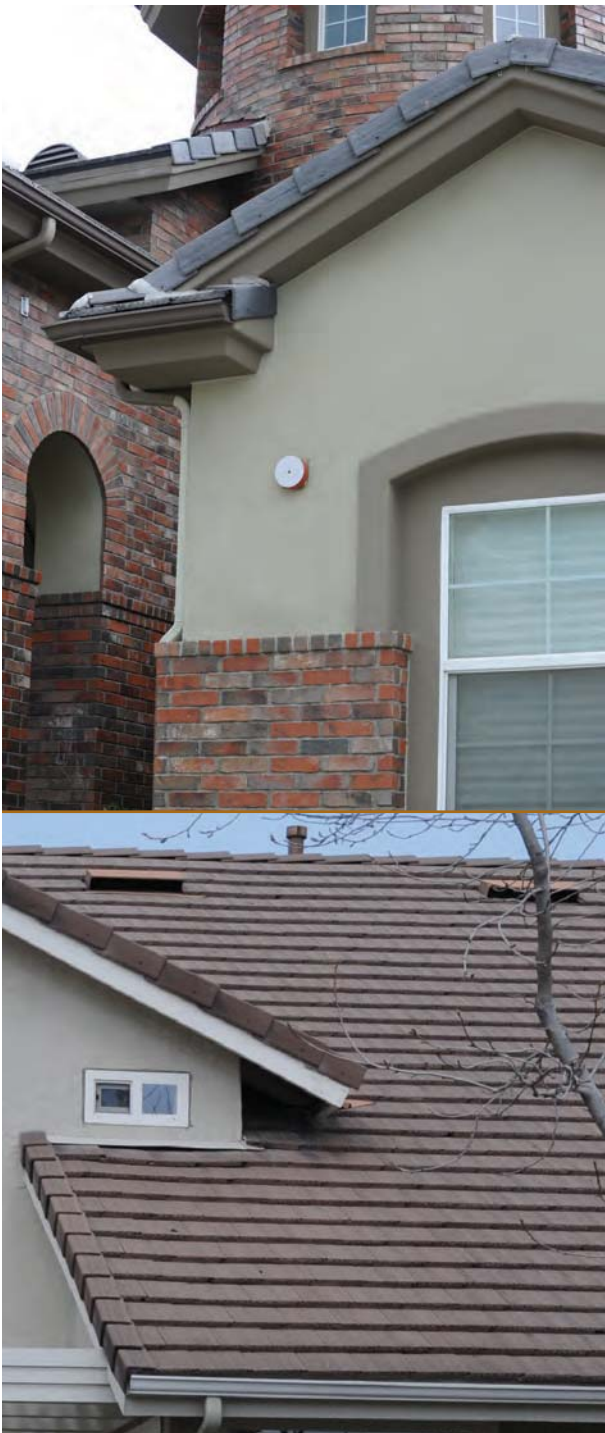
Zone Two extends 50 to 100 feet from your home.

- Minimize the chance of fire jumping from plant to plant by removing dead material and removing or thinning vegetation seasonally. The minimum spacing between vegetation is three times the dimension of the plant.
- There should be no permanent irrigation in Zone Two.
- Remove "ladder fuels."
- Cut or mow annual grass down to a maximum height of 4 inches.
- Trim tree canopies regularly to keep branches a minimum of 10 feet from other trees.



# What is a Hardened Home?

Construction materials and the quality of the defensible space surrounding a home are what gives it the best chance to survive a wildland fire. Embers from a wildland fire can find the weak link in your home's fire protection scheme and gain the upper hand because of a small, overlooked or seemingly inconsequential factor. However, there are measures you can take to safeguard your home from wildland fire. While you may not be able to accomplish all the measures listed below, each will increase your home's, and possibly your family's, safety and survival during a wildland fire.



## ROOFS

Roofs are the most vulnerable surface where embers land because they can lodge and start a fire. Roof valleys, open ends of barrel tiles and rain gutters are all points of entry.

## EAVES

Embers can gather under open eaves and ignite exposed wood or other combustible material.

## VENTS

Embers can enter the attic or other concealed spaces through vents and ignite combustible materials. Vents in eaves and cornices are particularly vulnerable, as are any unscreened vents.

## WALLS

Combustible siding or other combustible or overlapping materials provide surfaces or crevices for embers to nestle and ignite.

## WINDOWS and DOORS

Embers can enter through open windows and gaps in doors, including garage doors. Plants or combustible storage near windows can ignite from embers and generate heat that can break windows and/or melt combustible frames.

## BALCONIES and DECKS

Embers can collect in or on combustible surfaces or the undersides of decks and balconies, ignite the material and enter the home through walls or windows.

To harden your home further, consider protecting your home with a residential fire sprinkler system. In addition to extinguishing a fire started by an ember that enters your home, it also protects you and your family year-round from any fire that may start in your home.

# Tour a Wildland Fire Prepared Home

**Home Site and Yard:** Ensure you have at least a 100-foot radius of defensible space (thinned vegetation) around your home. Note that even more clearance may be needed for homes in severe hazard areas. This means looking beyond what you own to determine the impact a common slope or neighbors' yard will have on your property during a wildland fire.

Cut and remove dry weeds and grass before noon when temperatures are cooler to reduce the chance of sparking a fire.

Landscape with fire-resistant plants that have a high moisture content and are low-growing.

Keep woodpiles, propane tanks and combustible materials away from your home and other structures such as garages, barns and sheds.

Ensure that trees are far away from power lines.

**Inside:** Keep working fire extinguishers on hand. Install smoke alarms and carbon monoxide detectors on each level of your home and near bedrooms. Test them monthly and change the batteries twice a year.

**Address:** Make sure your address is clearly visible from the road.

**Roof:** Your roof is the most vulnerable part of your home because it can easily catch fire from wind-blown embers. Homes with wood-shake or shingle roofs are at high risk of being destroyed during a wildland fire.

Build your roof or re-roof with fire-resistant materials such as composition, metal or tile. Block any spaces between roof decking and covering to prevent ember intrusion.

Clear pine needles, leaves and other debris from your roof and gutters.

Cut any tree branches within ten feet of your roof.

**Vents:** Vents on homes are particularly vulnerable to flying embers.

All vent openings should be covered with  $\frac{1}{8}$  inch metal mesh. Do not use fiberglass or plastic mesh because they can melt and burn.

Attic vents in eaves or cornices should be baffled or otherwise protected to prevent ember intrusion (mesh is not enough).

**Windows:** Heat from a wildland fire can cause windows to break even before the home ignites. This allows burning embers to enter and start internal fires. Single-paned and large windows are particularly vulnerable.

Install dual-paned windows with the exterior pane of tempered glass to reduce the chance of breakage in a fire.


Limit the size and number of windows in your home that face large areas of vegetation.

**Walls:** Wood products, such as boards, panels or shingles, are common siding materials. However, they are combustible and not good choices for fire-prone areas.

Build or remodel with fire-resistant building materials, such as brick, cement-fiber board, masonry or stucco.

Be sure to extend materials from foundation to roof.





**Garage:** Have a fire extinguisher and tools such as a shovel, rake, bucket and hoe available for fire emergencies.

Install a solid door with self-closing hinges between living areas and the garage. Install weather stripping around and under door to prevent ember intrusion.

Store all combustibles and flammable liquids away from ignition sources.

**Driveways and Access Roads:** Driveways should be designed to allow fire and emergency vehicles and equipment to reach your house.

Access roads should have a minimum 10-foot clearance on either side of the traveled section of the roadway and should allow for two-way traffic.

Ensure that all gates open inward and are wide enough to accommodate emergency equipment.

Trim trees and shrubs overhanging the road to a minimum of 13½ feet to allow emergency vehicles to pass.

**Non-Combustible Fencing:** Make sure to use non-combustible fencing to protect your home during a wildland fire.

**Non-Combustible Boxed In Eaves:** Box in eaves with non-combustible materials to prevent accumulation of embers.

**Raingutters:** Screen or enclose rain gutters to prevent accumulation of plant debris.

**Water Supply:** Have multiple garden hoses that are long enough to reach any area of your home and other structures on your property.  
If you have a pool or well, consider a pump.

**Chimney:** Cover your chimney and stovepipe outlets with a non-flammable screen of ½ inch wire mesh or smaller to prevent embers from escaping and igniting a fire.

Make sure that your chimney is at least 10 feet away from any tree branches.

**Decks and Balconies:** Decks, balconies, and other floor projections and attachments must be of one – or a combination – of the following:

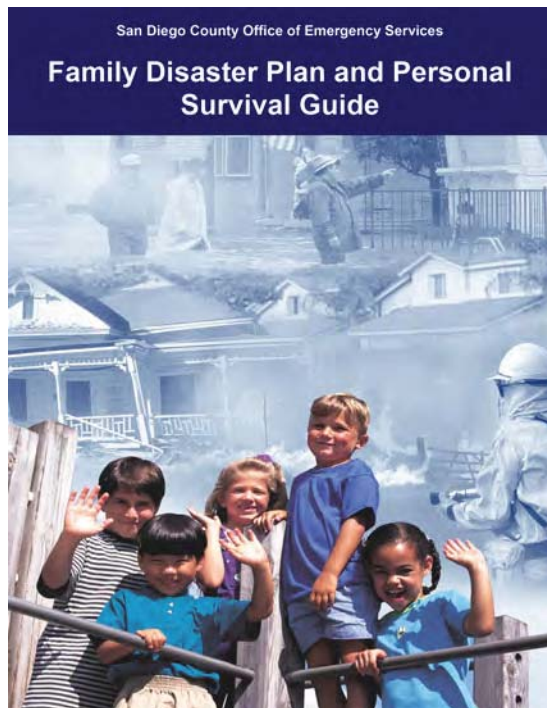
- non-combustible construction (e.g., concrete, metal)
- protected by one-hour fire-resistive material (e.g., stucco, cement-fiber board, ceramic tile, deck surface listed by approved evaluation service as one-hour-rated or Class A roof covering)
- approved fire-retardant treated materials (factory-applied fire retardant, pressure-treated lumber, listed for exterior use, installed per listing)
- heavy timber construction (minimum 4x8 joists, 4x10 or 6x8 beams, 3x ledgers, and 6x6 columns/posts)
- alternative decking materials per County Building Code 92.1.709A.1.4

# READY, SET, GO!

## Create Your Own Action Guide

Now that you've done everything you can to protect your house, it's time to prepare your family. Your **Wildland Fire Action Guide** must be prepared well in advance of a fire. Include *all* members of your household. Use these checklists to help you gain a situational awareness of the threat and to prepare your Wildland Fire Action Guide. For more information on property and home preparedness before a fire threat, review the preparedness checklist on the Firewise Communities website, [www.firewise.org](http://www.firewise.org)

## Ready – Preparing for the Fire Threat



For a more extensive survival guide, please visit: [ReadySanDiego.org/make-a-plan](http://ReadySanDiego.org/make-a-plan)

- ☐ Create an in-depth family disaster plan at [ReadySanDiego.org](http://ReadySanDiego.org)
- ☐ Register to receive emergency notifications on phone, cell, text, and email for your area. Sign up at [AlertSanDiego.org](http://AlertSanDiego.org)
- ☐ Have fire extinguishers on hand
- ☐ Ensure that your family knows the location of your utility shut-off controls
- ☐ Plan and practice several different evacuation routes
- ☐ Designate an emergency meeting location
- ☐ Assemble an emergency supply kit (water, food, medicine)
- ☐ Maintain a list of emergency contact numbers
- ☐ Have a portable radio



All the information in your hands when you need it! Get the SD Emergency App for Android and iOS!



Find out how to volunteer, and get the most up-to-date disaster information! Call 2-1-1



Visit [ReadySanDiego.org](http://ReadySanDiego.org) for all your preparedness needs! Get a plan, get the app, get informed!



# Set – Situational Awareness when a Fire Starts

- ☐ Alert family and neighbors
- ☐ Ensure that you have your emergency supply kit
- ☐ Stay tuned to media, visit: [SDCountyEmergency.com](http://SDCountyEmergency.com)
- ☐ Close all windows and doors, leaving them unlocked
- ☐ Remove flammable window shades and curtains
- ☐ Move furniture to the center of the room
- ☐ Turn off pilot lights and air conditioning
- ☐ Leave inside and outside lights on so firefighters can see your house through smoke
- ☐ Bring patio furniture, children's toys, etc. inside
- ☐ Turn off propane tanks and other gas at the meter
- ☐ Don't leave sprinklers on or water running
- ☐ Back your car into the driveway to facilitate a quick departure

- ☐ Cover attic and ground vents with pre-cut plywood or commercial covers
- ☐ Call 2-1-1 for all non-emergency inquiries or visit: [211SanDiego.org](http://211SanDiego.org)

## IF YOU ARE TRAPPED: SURVIVAL TIPS

- ☐ Call 9-1-1
- ☐ Remain inside your home until the fire passes
- ☐ Shelter away from outside walls
- ☐ Bring garden hoses inside the house so embers don't destroy them
- ☐ Patrol inside your home for spot fires and extinguish any you find
- ☐ Wear long sleeves and long pants made of natural fibers such as cotton
- ☐ Stay hydrated
- ☐ Ensure you can exit the home if it catches fire (remember if it is hot inside the house, it is four to five times hotter outside)
- ☐ Fill sinks and tubs for an emergency water supply
- ☐ Place wet towels under doors to keep smoke and embers out
- ☐ After the fire has passed, check your home and roof. Extinguish any fires, sparks or embers
- ☐ Check inside the attic for hidden embers
- ☐ If there are fires that you cannot extinguish with a small amount of water or in a short period of time, call 9-1-1



# Go – Leave Early

By leaving early, you give your family the best chance of surviving a wildland fire. You also help firefighters by keeping roads clear of congestion.

## WHEN TO LEAVE

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Do not wait to be advised to leave if there is a possible threat to your home or evacuation route. Leave early enough to avoid being caught in fire, smoke or road congestion. If you are advised to leave by local authorities, do not hesitate!

## MEETING LOCATION

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Travel to a predetermined location. It should be a low-risk area, such as a well-prepared neighbor or relative's house, a shelter or motel, etc.

## HOW TO GET THERE

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Know several travel routes out of your community in case one route is blocked by the fire or by emergency vehicles.

## WHAT TO TAKE

---

Take your emergency supply kit containing your prepared family and pet's necessary items.



The County of San Diego Office of Emergency Services has a free, printable, All Hazards Family Disaster Plan and Survival Guide at: [ReadySanDiego.org/make-a-plan](http://ReadySanDiego.org/make-a-plan)

Here is a brief checklist to get your emergency supply kit started.

- ☐ Three-day supply of water (one gallon per person per day)
- ☐ Non-perishable food for all family members and pets (three-day supply)
- ☐ First aid kit
- ☐ Flashlight, battery-powered radio, and extra batteries
- ☐ An extra set of car keys, credit cards and cash or traveler's checks
- ☐ Sanitation supplies
- ☐ Extra eyeglasses or contact lenses
- ☐ Important family documents and contact numbers
- ☐ Map marked with evacuation routes
- ☐ Prescriptions or special medications
- ☐ Family photos, valuable and other irreplaceable items that are easy to carry
- ☐ Personal computers, hard drives, disks and flash drives
- ☐ Chargers for electronic communication devices

Note: Keep a pair of old shoes and a flashlight handy in case of a sudden evacuation at night.

## Why can't I immediately return home?

Although a fire has been contained or extinguished there are post-hazard concerns that must be addressed before re-entry into the impacted area(s) may be permitted. Priorities for re-entry include:

1. Safety
2. Security
3. Damage Assessment
4. Restoration of Services
5. Communication of Information

The impacted areas must be thoroughly investigated to ensure it is safe for residents to return and that services have been restored. You will be notified of the re-entry status through: *emergency broadcast radio, television, internet [www.SDCountyEmergency.com](http://www.SDCountyEmergency.com), 2-1-1, community briefings, and informational updates at shelters.*

# Returning Home

After a disaster, **DO NOT attempt to return to your home or cross any barriers or caution tape without permission from law enforcement officials.** When returning home, be cautious in your neighborhood and watch out for:

- Emergency personnel still operating in the area.
- Power lines lying on the ground.
- Small fires that may flare up without warning.
- Ash pits, which are holes filled with hot ash created by burned trees.
- Damaged buildings or debris (including glass, nails, etc.)
- Charred power poles and trees that may be unstable and fall.

**Take the following precautions when attempting to enter your house:**

<b>POWER:</b> <i>If a person or piece of equipment comes in contact with an electric line, or if a line is down or broken.</i> <ul style="list-style-type: none"><li><input type="checkbox"/> <b>Call 9-1-1.</b></li><li><input type="checkbox"/> If you see an electrical fire, fight it with a dry CO(2) extinguisher.</li><li><input type="checkbox"/> If possible, shut off the power.</li><li><input type="checkbox"/> <b>Don't touch the person or any equipment involved.</b> The line may still be energized and dangerous.</li><li><input type="checkbox"/> Freeing someone from energized power lines or equipment should only be attempted by a qualified SDG&amp;E employee or a trained rescuer such as a fire fighter.</li><li><input type="checkbox"/> Always assume that power lines are energized.</li><li><input type="checkbox"/> Do not smoke or attempt to light anything. Use a <b>flashlight instead.</b></li></ul>	<b>GAS:</b> <ul style="list-style-type: none"><li><input type="checkbox"/> Check to see if your gas utility is working properly. If you smell gas, leave your home immediately, and call (24/7) SDG&amp;E at 1-800-411-7343.</li><li><input type="checkbox"/> <b>DO NOT</b> light a match, candle, or cigarette.</li><li><input type="checkbox"/> <b>DO NOT</b> turn electrical devices on or off, including light switches.</li><li><input type="checkbox"/> <b>DO NOT</b> start an engine or use any device, including a telephone, which could cause a spark.</li><li><input type="checkbox"/> <b>DO NOT</b> attempt to control the leak or repair the damaged pipe or meter. Do not use or turn off any equipment that could cause a spark.</li></ul>
<input type="checkbox"/> Check for burning embers on roofs, gutters, porches, attic, crawlspace, and throughout your property for several days after a wildfire.	<input type="checkbox"/> Check for any structural damage before entering your home. If you are uncertain, have your home professionally inspected before returning.
<input type="checkbox"/> Do not smoke or attempt to light anything as there could be flammables or leaking gases. Use a flashlight instead.	<input type="checkbox"/> Open windows and doors to allow airflow, which will help dry out of any water damage areas.

San Diego Gas & Electric can be reached at 1-800-411-7343 or [SDGE.com/customer-service/contact-us](http://SDGE.com/customer-service/contact-us)  
For more information on damage assessment visit the County's Recovery page at [SDCountyRecovery.com](http://SDCountyRecovery.com).

# Fire Action Guide

Out of Area Contact: \_\_\_\_\_ Phone #: \_\_\_\_\_

Work: \_\_\_\_\_ School: \_\_\_\_\_ Other: \_\_\_\_\_

Evacuation Routes: \_\_\_\_\_

Meeting Location: \_\_\_\_\_ Location of Supply Kit: \_\_\_\_\_

Information: [SDCountyEmergency.com](http://SDCountyEmergency.com) [211SanDiego.org](http://211SanDiego.org) SD Emergency App

You can create a more in-depth plan for free at: [ReadySanDiego.org/make-a-plan](http://ReadySanDiego.org/make-a-plan)



## READY, SET, GO!

### Safety Checklist

#### Tips To Improve Family and Property Survival During A Wildland Fire

##### Home

1. Does your home have a metal, composition, tile or other non-combustible roof with capped ends and covered fascia?
2. Are the rain gutters and roof free of leaves, needles and branches?
3. Are all vent openings screened with  $\frac{1}{8}$  inch non-combustible, corrosion-resistant metal mesh?
4. Are approved spark arrestors on chimneys?
5. Does the house have non-combustible siding material?
6. Are the eaves "boxed in" and the decks enclosed?
7. Are the windows dual-paned or tempered glass?
8. Are decks, porches and similar areas made of non-combustible material and are they free of easily combustible material?
9. Is all firewood at least 30 feet from the house?

Yes

No

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##### Defensible Space

1. Has dead vegetation been removed from the defensible space zones around your home? (Consider adding distance due to slope of property.)
2. Is the required separation between shrubs maintained?
3. Have ladder fuels been removed?
4. Is there a clean and green area extending at least 50 feet from the house?
5. Is there a non-combustible area within five feet of the house?
6. Is the required separation between trees and crowns maintained?

Yes

No

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<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

##### Emergency Access

1. Is the home address plainly legible and visible from the street?
2. Are trees and shrubs overhanging the street trimmed to 15½ feet?
3. If your home has a long driveway, does it have a suitable turnaround area?

Yes

No

<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>



**APPENDICES**  
**B THROUGH B-4**  
*Business Disaster Plans and  
Personal Survival Guides*







# Ready Business Mentoring Guide

**Working With Small Businesses  
to Prepare for Emergencies**


*USER EDITION*



**Homeland  
Security**

[www.ready.gov](http://www.ready.gov)



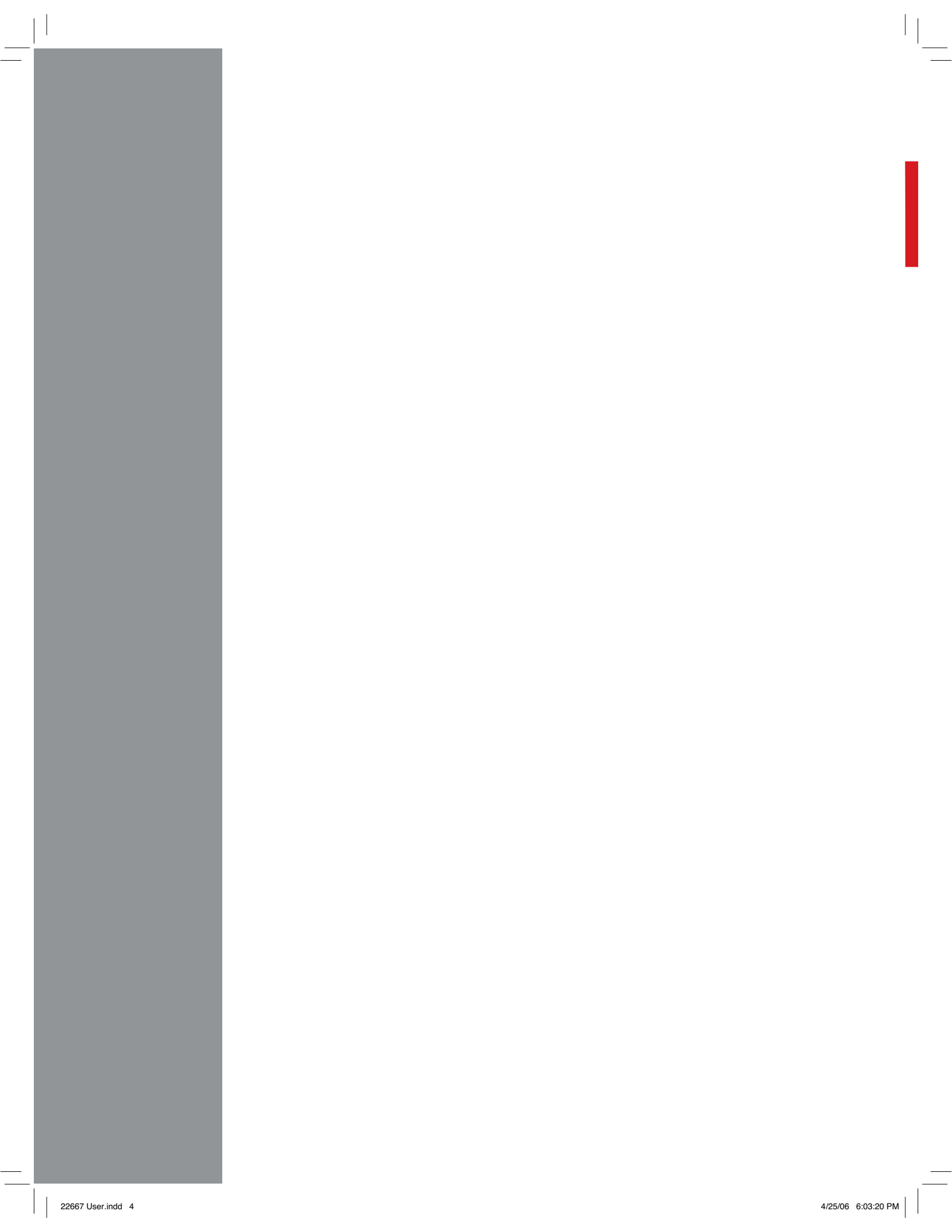


**Ready Business**, an extension of the U.S. Department of Homeland Security's **Ready** campaign, helps owners and managers of small to medium-sized businesses prepare their employees, operations and assets in the event of an emergency. Launched September 2004, **Ready Business** is funded by Homeland Security's Office of Infrastructure Protection. This **Ready Business Mentoring Guide** was made possible with support from the Federal Emergency Management Agency (FEMA). For more information on individual and business preparedness visit [www.ready.gov](http://www.ready.gov).

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# READY BUSINESS MENTORING GUIDE — USER EDITION

## Working With Small Businesses to Prepare for Emergencies

### Introduction

Scenes of disaster replay on televisions across the country with numbing regularity: A hurricane blasts through Florida... fire sweeps through a small-town manufacturing plant... floods destroy a local business district... a winter storm causes widespread power failure in the Northeast.

Every year emergencies take their toll on business and industry in terms of lives and dollars. But something can be done. Businesses of all sizes can limit injury and damage and return more quickly to normal operations if they plan ahead. Preparedness works.



The **Ready Business Mentoring Guide: User Edition** is designed to help small business owners and managers take action to reduce the impact of natural or man-made disasters. The **Ready Business** content reflects the Emergency Preparedness and Business Continuity Standard (NFPA 1600) developed by the National Fire Protection Association and endorsed by the American National Standards Institute, the 9/11 Commission and the U.S. Department of Homeland Security.

Thank you for your part in preparing the business community for disasters and emergencies. Your participation in this important effort will contribute to the safety of your friends and colleagues, as well as protect the local business community.

### Why Develop an Emergency Plan?

Business owners invest a tremendous amount of time, money and resources to make their ventures successful, so it would seem natural for owners to take steps to protect those investments.

While the importance of emergency planning may seem self-evident, the urgency of the task is often blunted by the immediate demands of the workplace. Also, owners and managers may have only a nominal idea of the risks their business faces, or possess only a limited understanding of steps they can take to reduce the potential impacts of disasters.

Last but not least, the business person is prone to the all-too-human tendency to believe that "it won't happen to me." In the meantime, businesses will continue to suffer setbacks that often could have been reduced or prevented altogether had someone taken the time to plan.



We all recognize that disaster can strike anywhere, at any time.

Consider the following:

- An estimated 25 percent of businesses do not reopen following a major disaster, according to the Institute for Business and Home Safety.
- The number of declared major disasters more than doubled in the 1990s.
- A business can be hurt indirectly when disaster strikes customers or another business, such as a supplier or distributor.
- OSHA requires that most businesses with 10 or more employees have a written emergency plan.
- The realities of a post-9/11 world and an increasing dependency on computer technology call for additional protection of business operations.
- The 9/11 Commission emphasized the critical importance of preparedness in protecting business assets and safeguarding employees' lives.

“Private sector preparedness is not a luxury; it is a cost of doing business in the post 9/11 world. It is ignored at a tremendous potential cost in lives, money, and national security.”

— 9/11 Commission Final Report, Chapter 12

### **It Pays to be Prepared**

Sometimes, when convincing people of the need for emergency preparedness, too much emphasis is placed on dramatic, worst-case scenarios — as if these were the only possible disasters that might occur.

At the same time, the more positive aspects of everyday preparedness are overlooked. Consider these practical benefits that can strengthen a business regardless of where it is located or what level of risk it may face:

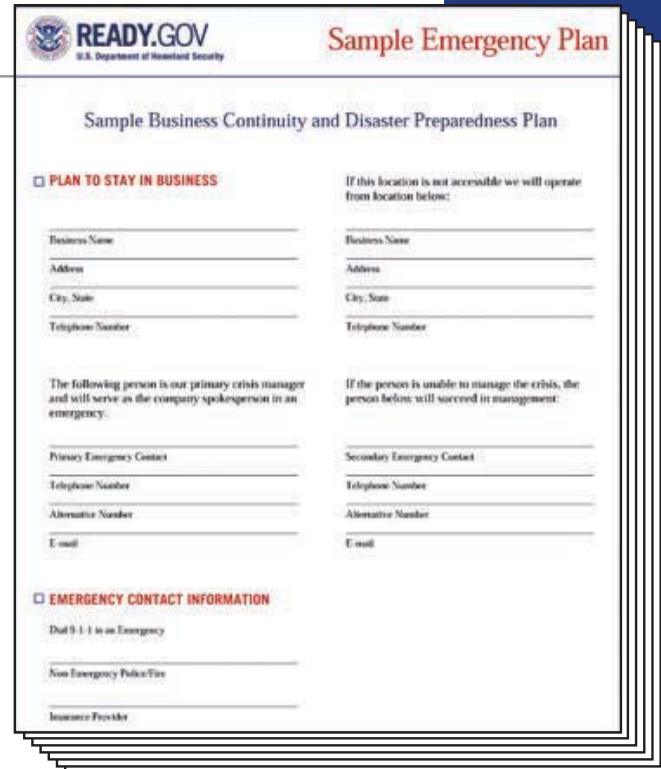
- Preparedness enhances a company's ability to recover from financial losses, loss of market share, damages to equipment or products, and business interruption.
- Preparedness facilitates compliance with regulatory safety requirements of federal, state and local agencies.
- Preparedness helps companies fulfill their responsibility to protect employees, the community and the environment.
- Preparedness bolsters a company's security and enhances its credibility with employees, customers, suppliers and the community.
- Preparedness steps taken by business owners and operators may help reduce insurance costs.

## How to Use This Guide

The *Ready Business Mentoring Guide: User Edition* is designed to serve as a companion to the *Ready Business Mentoring Guide*. The *User Edition* contains all supplemental materials — worksheets, checklists, testimonials and information pages — that are found in the *Ready Business Mentoring Guide*. Both are based upon the U.S. Department of Homeland Security's *Ready Business* Web site ([www.ready.gov](http://www.ready.gov)).

Although the *User Edition* is designed as a workbook to be used as part of a formal, interpersonal business mentoring session, the *User Edition* may also serve as a self-study guide, using the information contained in the *Ready Business* Web site as a reference.

You will find a **Sample Emergency Plan** included in the appendix to this guide. As you work to complete the **Sample Emergency Plan**, use the worksheets and supplemental materials provided to assist you in this process.



The image shows a sample emergency plan form titled "Sample Business Continuity and Disaster Preparedness Plan" from Ready.gov. The form is divided into two main sections: "PLAN TO STAY IN BUSINESS" and "EMERGENCY CONTACT INFORMATION".

**PLAN TO STAY IN BUSINESS**

☐ If this location is not accessible we will operate from location below:

Business Name: \_\_\_\_\_  
Address: \_\_\_\_\_  
City, State: \_\_\_\_\_  
Telephone Number: \_\_\_\_\_

The following person is our primary crisis manager and will serve as the company spokesperson in an emergency:

Primary Emergency Contact: \_\_\_\_\_  
Telephone Number: \_\_\_\_\_  
Alternative Number: \_\_\_\_\_  
E-mail: \_\_\_\_\_

If the person is unable to manage the crisis, the person below will succeed in management:

Secondary Emergency Contact: \_\_\_\_\_  
Telephone Number: \_\_\_\_\_  
Alternative Number: \_\_\_\_\_  
E-mail: \_\_\_\_\_

**EMERGENCY CONTACT INFORMATION**

☐ Dual 9-1-1 is an Emergency

Non Emergency Police/Fire: \_\_\_\_\_

Insurance Provider: \_\_\_\_\_

- Helpful "talking points" (💬) will summarize the main message for each topic.
- "Yes or No?" questions drawn from the "Every Business Should Have a Plan" brochure, a DHS publication available on the *Ready Business* Web site, will direct you to key elements of the plan. The brochure may be downloaded from *Ready Business* at [www.ready.gov](http://www.ready.gov)
- Where applicable, worksheets will follow each topic. Use the worksheets to help you take the all-important step of applying pencil to paper to create your plan.
- Supplemental hand-outs and a list of resources will provide direction for future activity. Add your own materials to the resources cited at the end of this mentoring guide, if applicable.
- The guide concludes with a final section, "Protect Your Investment," which offers additional steps for you to take in support and furtherance of your emergency plan.

## Getting Started

### Objectives

- Obtain a basic overview of the steps necessary to prepare your business for emergencies.
- Begin developing a plan, using the **Sample Emergency Plan** provided in the [appendix](#) of this guide.
- Consider suggested activities, planning resources and informational materials that will help you take future action.

### Talking Points

- 💬 How quickly you can get back to business after a terrorist attack or tornado, a fire or flood, depends on emergency planning done today.
- 💬 Although each situation is unique, any organization can be better prepared if it plans carefully, puts emergency procedures in place, and reviews and practices for all kinds of emergencies.
- 💬 Business preparedness can be complex, depending on the particular industry, size and scope of operations. But putting a plan in motion will improve the likelihood that your company will survive and recover.
- 💬 Companies that already have their emergency plans in place can continue to help create a safer, stronger community and business environment by encouraging their employees to prepare at home and by mentoring other businesses in their supply chain.

It is estimated that more than 85 percent of the nation's critical infrastructure is owned and operated by the private sector.





**Worksheet: What are the Costs?**

- Use this list as a quick gauge of your current level of preparedness. As you run down the list, ask how many commonsense precautions your business has already implemented.
- Remember that some recommendations can be followed at little or no cost. Other steps may require an investment.
- Many of these same items will be included in your emergency plan.

**Free**

- Meet with your insurance provider to review current coverage.
- Create procedures to quickly evacuate and shelter-in-place. Practice the plans.
- Talk to your people about the company's disaster plans. Two-way communication is central before, during and after a disaster.
- Create an emergency contact list including employee emergency contact information.
- Create a list of critical business contractors and others whom you will use in an emergency.
- Know what kinds of emergencies might affect your company both internally and externally.
- Decide in advance what you will do if your building is unusable.
- Create a list of inventory and equipment, including computer hardware, software and peripherals, for insurance purposes.
- Talk to utility service providers about potential alternatives and identify back-up options.
- Promote family and individual preparedness among your co-workers. Include emergency preparedness information during staff meetings, in newsletters, on company intranet, in periodic employee e-mails and through other internal communications tools.

**Less than \$500**

- Buy a fire extinguisher and smoke alarm.
- Decide which emergency supplies the company can feasibly provide, if any, and talk to your co-workers about what supplies individuals might want to consider keeping in a personal and portable supply kit.
- Set up a telephone call tree, password-protected page on the company Web site, e-mail alert or call-in voice recording to communicate with employees in an emergency.
- Provide first aid and CPR training to key co-workers.
- Use and keep up-to-date computer anti-virus software and firewalls.
- Attach equipment and cabinets to walls or other stable equipment. Place heavy or breakable objects on low shelves.
- Elevate valuable inventory and electric machinery off the floor in case of flooding.
- If applicable, make sure your building's HVAC system is working properly and is well-maintained.
- Backup your records and critical data. Keep a copy off-site.

*continued on next page*

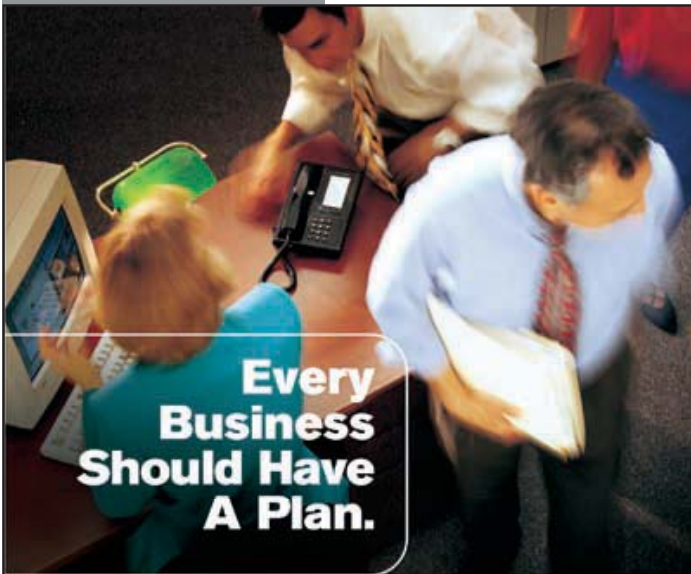
## GETTING STARTED

### Worksheet continued



#### More than \$500

- Consider additional insurance such as business interruption, flood or earthquake.
- Purchase, install and pre-wire a generator to the building's essential electrical circuits. Provide for other utility alternatives and back-up options.
- Install automatic sprinkler systems, fire hoses and fire-resistant doors and walls.
- Make sure your building meets standards and codes. Consider using a professional engineer to evaluate the wind, fire or seismic resistance of your building.
- Consider using a security professional to evaluate and/or create your disaster preparedness and business continuity plan.
- Upgrade your building's HVAC system to secure outdoor air intakes and increase filter efficiency.
- Send safety and key emergency response employees to trainings or conferences.
- Provide a large group of employees with first aid and CPR training.



Homeland  
Security

[www.ready.gov](http://www.ready.gov)

### Take Away

"Every Business Should Have a Plan" brochure is available for download from the **Ready Business** Web site.

- This brochure outlines the information contained on the **Ready Business** Web site.
- **Ready Business** presents a three-step plan for business emergency planners: "Plan to Stay in Business," Talk to Your People" and "Protect Your Investment."
- The brochure may be downloaded from **Ready Business** at [www.ready.gov](http://www.ready.gov)

## Sample Business Continuity and Disaster Preparedness Plan

Supplemental material for this section:

### Sample Emergency Plan

Available for download at [www.ready.gov](http://www.ready.gov)

- Try to keep the plan as simple as possible so that it can be remembered and followed in an emergency.
- The goal is to fill in as much of the plan as possible. It is okay to “pencil in” answers. What is important is to start thinking about preparedness and move forward in the process of developing a plan.
  - Parts of the plan will likely be easy to fill in on the spot, since the information requested is data that would be “top of mind” for a business owner.

*Example:* Designating a primary crisis manager and a back-up manager.
  - Other parts may be partially answered, requiring follow-up in order to complete.

*Example:* Compiling a list of suppliers and back-up contractors.
  - Others may require more deliberate planning that would take place over a period of time.

*Example:* Developing and implementing a shelter-in-place plan.
- The **Sample Emergency Plan** is a template. It provides a basic framework that may require tailoring and customizing to fit your business’s specific needs.
  - Your company’s actual plan may require that entries made today be expanded afterwards.

*Example:* Your company’s communication plan, once it is developed, may require more than the two lines provided in the **Sample Emergency Plan**.
- Approach the **Sample Emergency Plan** step-by-step. Each boldface item in the plan relates to a topic that is addressed in greater detail on the **Ready Business** Web site.

*Example:* While the **Sample Emergency Plan** provides three lines for cyber security planning, cyber security is more fully discussed on the Web site, and includes links to other cyber-security sites.

## Sample Emergency Plan

Page 1 — Plan to Stay in Business  
 Page 2 — Our Critical Operations  
 Page 3 — Suppliers and Contractors  
 Page 6 — Records Backup

Supplemental material for this section:

**Worksheet:** Continuity of Operations Planning

**Information Sheet:** Prepare for Utility Disruptions

Page 1

**READY.GOV**  
U.S. Department of Homeland Security

**Sample Emergency Plan**

Sample Business Continuity and Disaster Preparedness Plan

☐ **PLAN TO STAY IN BUSINESS** ←

Write down how you will operate. Be realistic but firm.

Business Name: \_\_\_\_\_ Business Name: \_\_\_\_\_  
 Address: \_\_\_\_\_ Address: \_\_\_\_\_  
 City/State: \_\_\_\_\_ City/State: \_\_\_\_\_  
 Employee Number: \_\_\_\_\_ Telephone Number: \_\_\_\_\_

The following person is our primary crisis manager and will serve as the company spokesperson in an emergency.  
 Primary Emergency Contact: \_\_\_\_\_  
 Telephone Number: \_\_\_\_\_  
 Alternative Number: \_\_\_\_\_  
 E-mail: \_\_\_\_\_

If the person is unable to manage the crisis, the person below will take over management.  
 Secondary Emergency Contact: \_\_\_\_\_  
 Telephone Number: \_\_\_\_\_  
 Alternative Number: \_\_\_\_\_  
 E-mail: \_\_\_\_\_

☐ **EMERGENCY CONTACT INFORMATION**

Out of State Emergency: \_\_\_\_\_  
 Non-Emergency Follow-Up: \_\_\_\_\_  
 Business Decision: \_\_\_\_\_

Plan to Stay  
in Business

Page 2

**READY.GOV**  
U.S. Department of Homeland Security

**Sample Emergency Plan**

Sample Business Continuity and Disaster Preparedness Plan (cont'd)

☐ **BE INFORMED**  
The following natural and man-made disasters could impact our business:  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

☐ **EMERGENCY PLANNING TEAM**  
The following people will participate in emergency planning and crisis management:  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

☐ **WE PLAN TO COORDINATE WITH OTHERS**  
The following people from neighboring businesses and our building management will participate in our emergency planning team:  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

☐ **OUR CRITICAL OPERATIONS**  
The following is a prioritized list of our critical operations, staff and procedures we need to recover from a disaster:

Operation	Staff to Charge	Action Plan
_____	_____	_____
_____	_____	_____
_____	_____	_____

Our Critical  
Operations

Page 3

**READY.GOV**  
U.S. Department of Homeland Security

**Sample Emergency Plan**

Sample Business Continuity and Disaster Preparedness Plan (cont'd)

☐ **SUPPLIERS AND CONTRACTORS** ←

Company Name: \_\_\_\_\_  
 Street Address: \_\_\_\_\_  
 City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_  
 Phone: \_\_\_\_\_ Fax: \_\_\_\_\_ E-Mail: \_\_\_\_\_  
 Contact Name: \_\_\_\_\_ Account Number: \_\_\_\_\_  
 Website/Service Provided: \_\_\_\_\_

If this company requires a disaster, we will obtain supplies/materials from the following:  
 Company Name: \_\_\_\_\_  
 Street Address: \_\_\_\_\_  
 City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_  
 Phone: \_\_\_\_\_ Fax: \_\_\_\_\_ E-Mail: \_\_\_\_\_  
 Contact Name: \_\_\_\_\_ Account Number: \_\_\_\_\_  
 Website/Service Provided: \_\_\_\_\_

If this company requires a disaster, we will obtain supplies/materials from the following:  
 Company Name: \_\_\_\_\_  
 Street Address: \_\_\_\_\_  
 City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_  
 Phone: \_\_\_\_\_ Fax: \_\_\_\_\_ E-Mail: \_\_\_\_\_  
 Contact Name: \_\_\_\_\_ Account Number: \_\_\_\_\_  
 Website/Service Provided: \_\_\_\_\_

Suppliers and  
Contractors

Page 6

**READY.GOV**  
U.S. Department of Homeland Security

**Sample Emergency Plan**

Sample Business Continuity and Disaster Preparedness Plan (cont'd)

☐ **COMMUNICATIONS**  
We will communicate our emergency plan with co-workers in the following way:  
 \_\_\_\_\_  
In the event of a disaster we will communicate with employees in the following way:  
 \_\_\_\_\_

☐ **CYBER SECURITY**  
To protect our computer hardware, we will:  
 \_\_\_\_\_  
To protect our computer software, we will:  
 \_\_\_\_\_  
If our computers are destroyed, we will use back-up computers at the following location:  
 \_\_\_\_\_

☐ **RECORDS BACK-UP** ←  
\_\_\_\_\_ is responsible for backing up our critical records including payroll and accounting systems.  
Back-up records including a copy of this plan, site maps, insurance policies, bank account records, and computer back-ups are stored under:  
 \_\_\_\_\_  
Another set of back-up records is stored at the following off-site location:  
 \_\_\_\_\_  
If our accounting and payroll records are destroyed, we will provide for continuity in the following ways:  
 \_\_\_\_\_

Records Backup

- ☞ Continuity of operations planning (sometimes referred to as “COOP”) involves looking at your business from inside and out to determine the people, resources and procedures that are absolutely essential to keep your operation running.
- ☞ You should explore “what-if” scenarios, such as what to do if your place of business is not accessible, if a major supplier is shut down, if emergency financial decisions must be made, or if another person in the line of succession must assume management of the company. At the same time, taking a broad, commonsense approach will help manage emergencies that cannot be anticipated.
- ☞ Four parts of the **Sample Emergency Plan** ask for information that corresponds to the **Ready Business** Web site’s discussion of business continuity.
- ☞ Additional information is available in the “Protect Your Investment” section at the end of the guide in support and furtherance of your emergency plan.

### Yes or No?

**Y N**

- ☐ ☐ Have you identified the employee procedures that are absolutely necessary to keep operating?
- ☐ ☐ Do you have back-up plans for those operations?
- ☐ ☐ Do you know what you will do if your building is not accessible?
- ☐ ☐ Have you arranged for another firm to serve your customers or clients if you cannot?
- ☐ ☐ Do you know what to do if your suppliers are affected by a disaster?
- ☐ ☐ Do you back up your data in case computers or storage facilities are destroyed?

Go to the **Sample Emergency Plan** and fill in the following sections. Use the worksheet and information sheet to improve your understanding of continuity of operations planning.

- Plan to Stay in Business — page 1
- Our Critical Operations — page 2
- Suppliers and Contractors — page 3
- Records Backup — page 6

Continuity of operations planning — or COOP — involves looking at your business from inside and out to determine what is absolutely essential to keep your operation running.



## Worksheet: Continuity of Operations Planning

- Carefully assess how your company functions, both internally and externally, to determine which staff, materials, procedures and equipment are absolutely necessary to keep the business operating.
  - Review your business process flow chart if one exists.
  - Identify operations critical to survival and recovery.
  - Include emergency payroll, expedited financial decision making and accounting systems to track and document costs in the event of a disaster.
  - Establish procedures for succession of management. Include at least one person who is not at the company headquarters, if applicable.
- Identify your suppliers, shippers, resources and other businesses you interact with on a daily basis.
  - Develop professional relationships with more than one company in case your primary contractor cannot service your needs. A disaster that shuts down a key contractor can be devastating to your business.
  - Create a contact list for existing critical business contractors and others you plan to use in an emergency. Keep this list with other important documents on file in your emergency supply kit and at an off-site location.
  - Make a list of your most important customers and proactively plan ways to serve them during and after a disaster.
- Plan what you will do if your building, plant or store is not accessible. This type of planning is often referred to as a continuity of operations plan, or COOP, and includes all facets of your business.
  - Consider if you can run the business from a different location or from your home.
  - Develop relationships with other companies to use their facilities in case a disaster makes your location unusable.
- Plan for payroll continuity.
- Decide who should participate in putting together your emergency plan.
  - Include co-workers from all levels in planning and as active members of the emergency management team.
  - Consider a broad cross-section of people from throughout your organization, but focus on those with expertise vital to daily business functions. These will likely include people with technical skills as well as managers and executives.
  - Include employees with special needs and consider their unique requirements.
- Define crisis management procedures and individual responsibilities in advance.
  - Make sure those involved know what they are supposed to do.
  - Train others in case you need back-up help.



*Worksheet continued*

- Coordinate with others.
  - Meet with other businesses in your building or industrial complex.
  - Talk with first responders, emergency managers, community organizations and utility providers.
  - Plan with your suppliers, shippers and other business associates.
  - Share your plans and encourage other businesses to set in motion their continuity planning. Offer your help.
- Communicate plans with employees and conduct practice drills.
- Review your emergency plans annually. Just as your business changes over time, so do your preparedness needs. When you hire new employees or when there are changes in how your company functions, you should update your plans and inform your people.

**Information Sheet: Prepare for Utility Disruptions**

Businesses are often dependent on electricity, gas, telecommunications, sewer and other utilities.

- Plan ahead for extended disruptions during and after a disaster. Carefully examine which utilities are vital to your business's day-to-day operation. Speak with service providers about potential alternatives and identify back-up options.
- Learn how and when to turn off utilities. If you turn the gas off, a professional must turn it back on. Do not attempt to turn the gas back on yourself.
- Consider purchasing portable generators to power the vital aspects of your business in an emergency. Never use a generator inside as it may produce deadly carbon monoxide gas. It is a good idea to pre-wire the generator to the most important equipment. Periodically test the back-up system's operability.
- Decide how you will communicate with employees, customers, suppliers and others. Use cell phones, walkie-talkies or other devices that do not rely on electricity as a backup to your telecommunications system.
- Plan a secondary means of accessing the Internet if it is vital to your company's day-to-day operations.
- If food storage or refrigeration is an issue for your business, identify a vendor in advance that sells ice and dry ice in case you cannot use refrigeration equipment.

**Next Steps**

- Discuss "what-if" scenarios with members of your emergency planning team.
- Review your critical operations and discuss procedures to follow in the event of a disaster with the staff person in charge of each operation.



## Sample Emergency Plan

### Page 1 — Emergency Contact Information

Supplemental material for this section:

#### Testimonial: Aeneas

- Inadequate insurance coverage can adversely affect a business that is damaged or destroyed by a disaster, or has its operations interrupted.
- Consider insurance-related issues such as the amount of deductibles, how you would meet payroll and pay creditors, and your business financial needs in case a disaster hits.

#### Yes or No?

Y N

- ☐ ☐ Does your company's insurance provide adequate coverage for emergencies that may affect your business?
- ☐ ☐ Have you reviewed your coverage within the last year?
- ☐ ☐ Have you reviewed and renewed provisions for other financial preparedness needs, such as arrangements for emergency finances and protection of vital records, within the past year?

## Testimonial: Aeneas

The people who work at Aeneas Internet and Telephone of Jackson, Tennessee, know what it's like to have their business devastated by Mother Nature. Fortunately, because they had a disaster recovery plan, they also know what it's like to recover from devastation.

“And because we were ready, our customers never knew the difference.”

— Aeneas Internet and Telephone  
CEO Jonathan Harlan

On May 4, 2003, Aeneas was among the more than 400 businesses in Tennessee hit by an F4 tornado, packing winds greater than 200 miles per hour. The tornado resulted in eleven deaths and more than \$50 million in damage throughout the community. Aeneas Internet and Telephone lost more than \$1 million in hardware and software, and its home office was reduced to rubble.

“There was nothing left of our building. Just piles of bricks and concrete. We lost everything,” said Aeneas Internet and Telephone CEO Jonathan Harlan. “But back up systems were in place and our employees worked from other locations. And because we were ready, our customers never knew the difference.”

Less than 72 hours later Aeneas was back, fully serving its clients' needs. In fact, many of its smaller business and residential phone customers never lost their service. Aeneas had been able to protect itself against a worst case scenario because it had planned for a worst case scenario. Its business recovery plan was based on the idea that even if its facilities were destroyed and services halted, it would have back ups in place and ready to go.

Through the recovery effort, Aeneas officials were careful to keep customers abreast of their progress. Aeneas also benefited from the quick work and dynamic spirit of its employees and the local community who refused to let a tornado bring down what they had fought so hard to build in the first place.

## Next Steps





- Review coverage with your insurance agent. Be sure you understand what is covered, including items that are excluded under your current policy.
- Find out what records your insurance company will need to see in the event of a disaster and store copies of the documents in a safe, off-site location.

## Sample Emergency Plan

### Page 2 – Be Informed

Supplemental material for this section:

#### Worksheet: Risk Assessment Survey

-  Disaster preparedness includes both natural and man-made events ranging from floods and power outages to technological threats and terrorism.
-  Being informed means knowing your risks and knowing what to do in different situations. Risk assessment can range from self-assessment to a sophisticated engineering analysis.
-  Post-9/11 realities have heightened the concern for terrorist events. The **Ready Business** Web site includes information on chemical, biological, radiological and nuclear threats. Your business safety plan should include a review of how to properly respond to each of these events.
-  The **Ready Business** Web site also includes helpful information on coping with natural disasters and industrial hazards.



The image shows a sample emergency plan form from READY.GOV. The form is titled "Sample Emergency Plan" and "Sample Business Continuity and Disaster Preparedness Plan (cont'd)". It includes sections for "BE INFORMED", "EMERGENCY PLANNING TEAM", "WE PLAN TO COORDINATE WITH OTHERS", and "OUR CRITICAL OPERATIONS". Each section has a list of questions and a table for recording responses.

### Yes or No?

Y N

- ☐ ☐ Do you know the risks that your business faces from natural and man-made disasters?



**Worksheet: Risk Assessment Survey**

Possible Hazards and Emergencies	Risk Level				How Can I Reduce My Risk?
	none	low	moderate	high	
<b>Natural hazards</b>					
Floods	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
Hurricanes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Thunderstorms and lightning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Tornadoes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Winter storms and extreme cold	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Extreme heat	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Earthquakes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Volcanoes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Landslides and debris flow	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Tsunamis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Fires	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Wildfires	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
<b>Technological hazards</b>					
Hazardous materials incidents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Nuclear power plants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Power outages	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Cyber-security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
<b>Terrorism</b>					
Explosions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Biological threats	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Chemical threats	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Nuclear blasts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Radiological Dispersion Device (RDD)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
<b>Local hazards specific to your business</b>					
1. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
2. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
3. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____

### Next Steps

- If you are uncertain about your risks, ask a local emergency manager about possible hazards or emergencies.
- You also can consult FEMA for hazard maps particular to your area. Go to [www.fema.gov](http://www.fema.gov), select maps and follow the directions.
- Conduct a similar brainstorming session with your company's emergency team. Use the worksheet to record your findings and suggestions for reducing risk.





## Sample Emergency Plan

### Page 2 — Emergency Planning Team

Supplemental material for this section:

#### Worksheet: Involve Co-Workers in Emergency Planning

- 💬 Rather than fill out a team roster immediately, consider the make-up of your team. What roles and responsibilities come to mind? Are certain employees are particularly well-suited for the team? What qualities and abilities make them a good fit?
- 💬 Use the checklist to help determine who in the organization may already be handling similar responsibilities. The list also provides ideas about how to get employees more involved in emergency preparedness.
- 💬 It is important that your company involve employees at every level so they are part of the effort to prepare and protect their place of business; also consider all divisions of the business.

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### Sample Emergency Plan

Sample Business Continuity and Disaster Preparedness Plan (cont'd)

☐ **BE INFORMED**  
The following natural and man-made disasters could impact our business:

☐ **EMERGENCY PLANNING TEAM**  
The following people will participate in emergency planning and crisis management:

☐ **WE PLAN TO COORDINATE WITH OTHERS**  
The following people from neighboring businesses and our building management will participate in our emergency planning team:

☐ **OUR CRITICAL OPERATIONS**  
The following is a prioritized list of our critical operations, staff and procedures we need to recover from a disaster:

Operation	Staff in Charge	Action Plan

#### Yes or No?

Y N

- ☐ ☐ Does your business have an emergency planning team in place?
- ☐ ☐ If not, is there anyone who has experience handling emergencies on behalf of the company?



## Worksheet: Involve Co Workers in Emergency Planning

- Involve co-workers from all levels in emergency planning; identify employees with disabilities or other special needs and involve them in your emergency planning.
- Use newsletters, Intranet sites, staff meetings and other internal communications tools to communicate emergency plans and procedures.
- Set up procedures to warn employees. Plan how you will communicate with people who are hearing-impaired or have other disabilities, or who do not speak English.
- Set up a telephone call tree, password-protected page on the company's Web site, e-mail alert or call-in voice recording to communicate with employees during and after an emergency.
- Designate an out-of-town phone number where employees can leave an "I'm OK" message in a catastrophic disaster. Remember to minimize your calls and keep them short so others can get through.
- Encourage employees to have alternate means and routes for getting to and from work, in case their normal mode of transportation is interrupted.
- Keep a record of employee emergency contact information with other important documents in your emergency kit and at an off-site location.
- If you rent, lease or share space with other businesses, it is important to communicate, share and coordinate evacuation procedures and other emergency plans.

### Next Step

- Establish an emergency planning team that involves employees at all levels.



## Sample Emergency Plan

### Page 4 — Evacuation Plan

Supplemental material for this section:

**Worksheet:** Make an Evacuation Plan

**Testimonial:** Morgan Stanley

**Information Sheets:** People with Disabilities  
High-Rise Buildings

- When disaster strikes, one of the most critical decisions to make is whether to remain on-site or to evacuate the premises.
- Local authorities may not always be able to provide you immediate information about what is happening or what action you should take. Nevertheless, monitor local television and radio reports for official information as it becomes available.
- If officially advised to evacuate, shelter-in-place or seek medical treatment, do so immediately.

**Sample Emergency Plan**

Sample Business Continuity and Disaster Preparedness Plan (cont'd)

**EVACUATION PLAN FOR** \_\_\_\_\_ (Insert address) **LOCATION**

☐ We have developed these plans in collaboration with neighboring businesses and building owners to avoid confusion or gridlock.  
☐ We have located, posted and posted building and site maps.  
☐ Exits are clearly marked.  
☐ We will practice evacuation procedures \_\_\_\_\_ times a year.

If we must leave the workplace quickly:

1. Warning System: \_\_\_\_\_  
We will test the warning system and record results \_\_\_\_\_ times a year.

2. Assembly Site: \_\_\_\_\_

3. Assembly Site Manager & Alternate: \_\_\_\_\_  
a. Responsibilities include: \_\_\_\_\_

4. Shift Elevator Manager & Alternate: \_\_\_\_\_  
a. Responsibilities include: \_\_\_\_\_

5. \_\_\_\_\_ is responsible for ensuring all clear.

### Yes or No?

**Y N**

- ☐ ☐ Does your company currently have a formal plan to evacuate the premises?
- ☐ ☐ Are employees trained to follow the plan in case of emergency?
- ☐ ☐ Are evacuation routes clearly posted?
- ☐ ☐ Do you regularly practice evacuation procedures?

Review the "Make an Evacuation Plan" worksheet before attempting to complete page 4 of the **Sample Emergency Plan**. Even if your business has an evacuation plan, there may be important steps that have been overlooked.

### Worksheet: Make an Evacuation Plan

Some disasters will require employees to leave the workplace quickly. The ability to evacuate workers, customers and visitors effectively can save lives. People who plan and practice how they will get out of the building in an emergency are better prepared than those who do not have an exit strategy.

1. If feasible, develop a system for knowing who is in your building, including customers and visitors, so that all can be accounted for in case there is an emergency.

*continued on next page*



#### Worksheet continued

2. Decide in advance who has the authority to order an evacuation. Create a chain of command so that others are authorized to act in case your designated person is not available. If local officials tell you to evacuate, do so immediately.
3. Identify who will shut down critical operations and lock the doors, if possible, during an evacuation.
  - Train others who can serve as a backup if the designated person is unavailable.
  - Write down, distribute and practice evacuation procedures.
4. Locate and make copies of building and site maps with critical utility and emergency routes clearly marked.
  - Identify and clearly mark entry-exit points both on the maps and throughout the building.
  - Post maps for quick reference by employees.
  - Keep copies of building and site maps with your crisis management plan and other important documents in your emergency supply kit and also at an off-site location.
  - Make copies available to first responders or other emergency personnel.
5. Plan two ways out of the building from different locations throughout your facility.
6. Consider the feasibility of installing emergency lighting or plan to use flashlights in case the power goes out.
7. Establish a warning system.
  - Test systems frequently.
  - Plan to communicate with people who are hearing-impaired or have other disabilities and those who do not speak English.
8. Designate an assembly site.
  - Pick one location near your facility and another in the general area in case you have to move farther away.
  - Talk to your people in advance about the importance of letting someone know if they cannot get to the assembly site or if they must leave it.
  - Be sure the assembly site is away from traffic lanes and is safe for pedestrians.
9. Try to account for all workers, visitors and customers as people arrive at the assembly site. Take a head count.
  - Use a prepared roster or checklist.
  - Ask everyone to let others know if they are leaving the assembly site.
10. Determine who is responsible for providing an all-clear or return-to-work notification. Plan to cooperate with local authorities responding to an emergency.
11. Plan for people with disabilities who may need help getting out in an emergency.
12. If your business operates out of more than one location or has more than one place where people work, establish evacuation procedures for each individual building.
13. If your company is in a high-rise building, an industrial park or even a small strip mall, it is important to coordinate and practice with other tenants or businesses to avoid confusion and potential gridlock.
14. If you rent, lease or share space with other businesses make sure the building owner and other companies are committed to coordinating and practicing evacuation procedures together.



### Testimonial: Morgan Stanley

In 1993, when terrorists attacked the World Trade Center for the first time, financial services company Morgan Stanley learned a life saving lesson. It took the company 4 hours that day to evacuate its employees, some of whom had to walk down 60 or more flights of stairs to safety.

While none of Morgan Stanley's employees were killed in the attack, the company's management decided its disaster plan just wasn't good enough.

Morgan Stanley took a close look at its operation, analyzed the potential disaster risk and developed a multi faceted disaster plan. Perhaps just as importantly, it practiced the plan frequently to provide for employee safety in the event of another disaster.

On September 11, 2001, the planning and practice paid off. Immediately after the first hijacked plane struck One World Trade Center, Morgan Stanley security executives ordered the company's 3800 employees to evacuate from World Trade Center buildings, Two and Five. This time, it took them just 45 minutes to get out to safety!

The crisis management did not stop at that point, however. Morgan Stanley offered grief counseling to workers and increased its security presence. It also used effective communications strategies to provide timely, appropriate information to management and employees, investors and clients, and regulators and the media.

Morgan Stanley still lost 13 people on September 11th, but many more could have died if the company had not had a solid disaster plan that was practiced over and over again. In making a commitment to prepare its most valuable asset, its people, Morgan Stanley ensured the firm's future.

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### Practice Pays: Morgan Stanley and the September 11, 2001, Terrorist Attacks

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**Information Sheet: People with Disabilities**

Talk to co-workers with disabilities. If you have employees with disabilities ask what assistance is needed. People with disabilities typically know what assistance they will need in an emergency.

- Identify co-workers in your organization with special needs.
- Engage people with disabilities in emergency planning.
- Ask about communication difficulties, physical limitations, equipment instructions and medication procedures.
- Identify people willing to help co-workers with disabilities and be sure they are able to handle the job. This is particularly important if someone needs to be lifted or carried.
- Plan how you will alert people who cannot hear an alarm or emergency instructions.

**Information Sheet: High Rise Buildings**

- Note where the closest emergency exit is.
- Be sure you know another way out in case your first choice is blocked.
- Take cover under a desk or table if things are falling.
- Move away from file cabinets, bookshelves or other things that might fall.
- Face away from windows and glass.
- Move away from exterior walls.
- Determine if you should stay put, "shelter-in-place" or get away.
- Listen for and follow instructions.
- Take your emergency supply kit, unless there is reason to believe it has been contaminated.
- Do not use elevators.
- Stay to the right while going down stairwells to allow emergency workers to come up.

**Next Steps**

- Review and practice the evacuation plan at your business location.
- Conduct employee training, exercises and drills.
- Plan for people with disabilities who may need help getting out in an emergency.

## Sample Emergency Plan

### Page 5 — Shelter-in-Place Plan

Supplemental material for this section:

**Worksheet:** Shelter-in-Place Plan

**Information Sheet:** Shelter-in-Place “Seal the Room” Diagram

- 💬 Deciding whether to stay or go is a critical, potentially life-saving call. If you are officially instructed by local authorities to either evacuate or shelter-in-place, do so immediately.
- 💬 Shelter-in-place planning requires a high level of preparedness, particularly in situations where a decision is made to “seal the room” to create a barrier against contaminated outside air.
- 💬 It should be noted that employees cannot be forced to shelter. Planning and effective communication with employees will avoid confusion in the event of an emergency.

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**Sample Emergency Plan**

**Sample Business Continuity and Disaster Preparedness Plan (cont'd)**

☐ **SHELTER-IN-PLACE PLAN FOR** (Shelter address) **LOCATION**

a. We have talked to co-workers about which emergency supplies, if any, the company will provide in the shelter location and which supplies individuals might consider keeping in a portable kit provided for individual needs.

a. We will practice shelter procedures \_\_\_\_\_ times a year.

If we must take shelter quickly:

1. Warning System: \_\_\_\_\_  
We will use the warning system and proceed to the \_\_\_\_\_ floor, a room.

2. Shelter Location: \_\_\_\_\_

3. "Seal the Room" Shelter Location: \_\_\_\_\_

4. Shelter Manager & Alternates: \_\_\_\_\_  
a. Responsibilities include: \_\_\_\_\_

5. Shelter Manager & Alternates: \_\_\_\_\_  
a. Responsibilities include: \_\_\_\_\_

6. \_\_\_\_\_ is responsible for testing all class.

### Yes or No?

**Y N**

- ☐ ☐ Does your company have a shelter-in-place plan to protect employees in the event they need to remain inside the building during an emergency?
- ☐ ☐ If so, are your employees familiar with the plan?





## Worksheet: Shelter in Place Plan

### Make a Shelter-in-Place Plan

There may be situations when it is best to stay where you are to avoid any uncertainty outside. There are other circumstances, such as during a tornado or a chemical incident, when specifically how and where you take shelter is a matter of survival. You should understand the different threats and plan for all possibilities. If you are instructed by local authorities to take shelter, do so immediately.

1. If feasible, develop a system for knowing who is in your building in case there is an emergency.
2. Establish a warning system.
  - Test systems frequently.
  - Plan to communicate with people who have hearing impairments or other disabilities or who do not speak English.
3. Account for all workers, visitors and customers as people arrive in the shelter.
  - Take a head count.
  - Use a prepared roster or checklist.
  - In general, employees cannot be forced to shelter. However, there are circumstances when local officials will order that everyone stay put. It is important to speak with your co-workers in advance about sheltering to avoid confusion and allow for cooperation in the event you need to shelter-in-place.
4. Assign specific duties to employees in advance and create checklists for each responsibility. Designate and train employee alternates in case the assigned person is not there or is injured.
5. Get emergency supply kits and keep them in your shelter locations.
6. Practice your shelter-in-place plan on a regular basis.

### Determine where you will take shelter in case of a tornado warning.

1. Storm cellars or basements provide the best tornado protection.
2. If underground shelter is not available, go into an interior room or hallway on the lowest floor possible.
3. In a high-rise building, go to a small interior room or hallway on the lowest floor possible.
4. Stay away from windows, doors and outside walls. Go to the center of the room. Stay away from corners because they attract debris.
5. Stay in the shelter location until the danger has passed.

### Seal the Room

If local authorities believe the air is badly contaminated with an agent released from a chemical manufacturing plant, for example, you may be instructed to take shelter and "seal the room" in an inside room on a higher floor. The process used to seal the room is considered a temporary protective measure to create a barrier between your people and potentially contaminated air outside. It is a type of sheltering that requires preplanning.

*continued on next page*

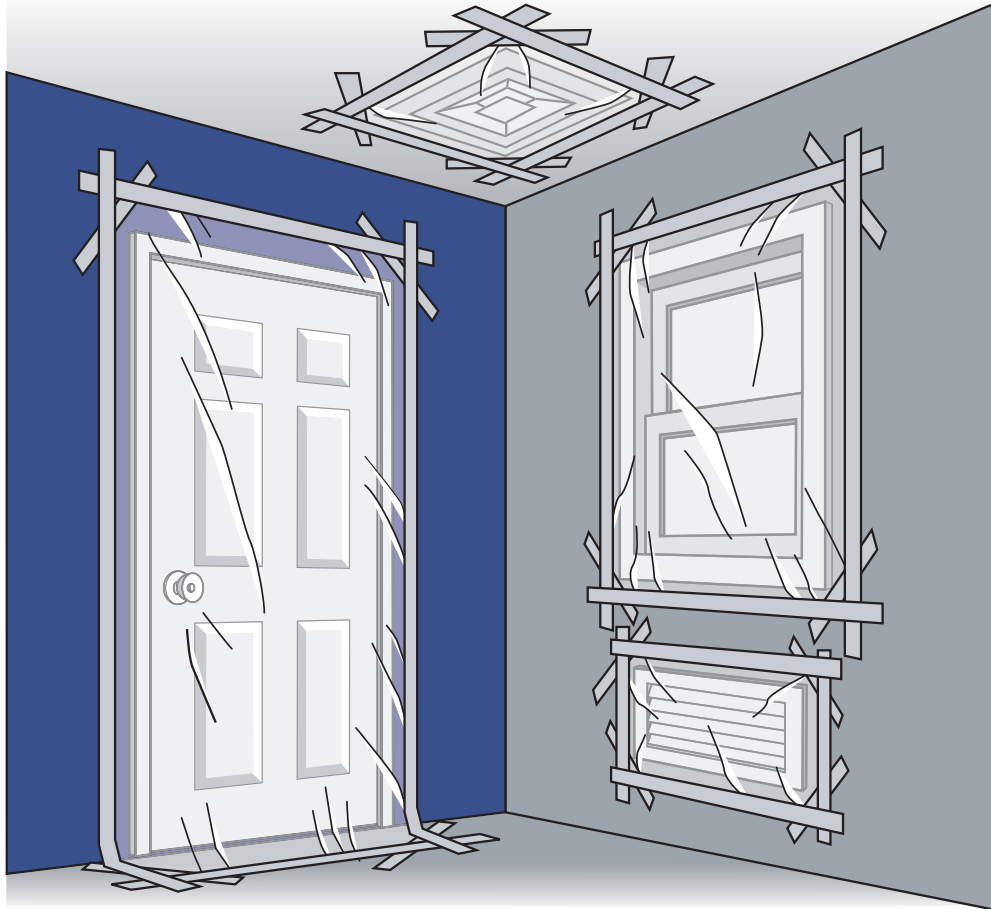


*Worksheet continued*

1. Identify a location to “seal the room” in advance.
  - If feasible, choose an interior room, such as a break room or conference room, with as few windows and doors as possible.
  - If your business is located on more than one floor or in more than one building, identify multiple shelter locations.
2. To “seal the room” effectively:
  - Close the business and bring everyone inside.
  - Lock doors, close windows, air vents and fireplace dampers.
  - Turn off fans, air conditioning and forced air heating systems.
  - Take your emergency supply kit unless you have reason to believe it has been contaminated.
  - Go into an interior room, such as a break room or conference room, with few windows, if possible.
  - Seal all windows, doors and air vents with plastic sheeting and duct tape. Measure, cut and label the sheeting in advance to save time.
  - Be prepared to improvise and use what you have on hand to seal gaps so that you create a barrier between yourself and any contamination.
  - Local authorities may not immediately be able to provide information on what is happening and what you should do. However, you should watch television, listen to the radio or check the Internet often for official news and instructions as they become available.

SHELTER IN PLACE  
PLAN

### Information Sheet: Shelter in Place “Seal the Room” Diagram



- Cover all doors, windows and vents with 2–4 mil. thick plastic sheeting.
- Cut the plastic sheeting several inches wider than the openings and label each sheet.
- Duct tape plastic at corners first and then tape down all edges.

### Next Steps





- Review and practice the shelter-in-place plan at your business location.
- Organize an emergency team that understands procedures to shelter-in-place.
- Identify special needs of employees and ensure that they are provided assistance in case of a shelter-in-place emergency; include these employees in your planning process.
- If you are in the process of expanding, changing locations or building new facilities, you may want to consider constructing a special shelter-in-place room. For more information, visit [www.fema.gov/mit/saferoom](http://www.fema.gov/mit/saferoom).


## Sample Emergency Plan

### Page 5 — Emergency Supplies

Supplemental material for this section:

#### Worksheet: Emergency Supplies Checklist

-  You should let employees know what emergency supplies the company will store on location so that individuals may consider if there are other items they need to include for their personal protection.
-  Remember that emergency supplies should include a battery-operated All Hazards NOAA Weather Radio for weather alerts and a commercial radio for news and information from local authorities.
-  Keep essential documents such as building plans, insurance documents, supplier contracts, employee contact information and computer backup tapes in a waterproof, fireproof container. Store a duplicate set of these same items at an off-site location.
-  In addition to emergency supplies that the company can feasibly keep on hand, encourage workers to maintain their own kit, including such things as medications, mini-flashlight, emergency whistle, water, snacks, etc.



The image shows a sample worksheet titled "Sample Emergency Plan (cont'd)" with the "READY.GOV" logo. It is a "SHelter-IN-PLACE PLAN FOR" form. It includes fields for "Business address" and "LOCATION". Below these, there are instructions and checkboxes for emergency procedures, such as "We have talked to our workers about which emergency supplies, if any, the company will provide in the shelter location and which supplies individuals might consider keeping in a portable kit personalized for individual needs." and "We will practice shelter procedures \_\_\_\_\_ times a year." There are also sections for "If we must take shelter quickly" and "We will use the warning system and proceed to shelter \_\_\_\_\_ times a year." The form includes checkboxes for "Shelter Location:", "Shelter Manager & Alternate:", and "Shelter Manager & Alternate:" with corresponding "Responsibilities include:" sections.

#### Yes or No?

Y N

- ☐ ☐ In addition to a basic first-aid kit, does your company store and maintain emergency supplies that could be useful in the event of a disaster?
- ☐ ☐ Do you protect documents essential to business continuity at work and at an off-site location?

#### Worksheet: Emergency Supplies Checklist

On next page; also available for download at [www.ready.gov](http://www.ready.gov)

- This list is a starting point. Add items that might be appropriate to your particular business and the needs of employees.



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## Emergency Supplies

### Emergency Supplies

Talk to your co-workers about what emergency supplies the company can feasibly provide, if any, and which ones individuals should consider keeping on hand. Recommended emergency supplies include the following:

	<b>Water</b> , amounts for portable kits will vary. Individuals should determine what amount they are able to both store comfortably and to transport to other locations. If it is feasible, store one gallon of water per person per day, for drinking and sanitation
	<b>Food</b> , at least a three-day supply of non-perishable food
	<b>Battery-powered radio</b> and <b>extra batteries</b>
	<b>Flashlight</b> and <b>extra batteries</b>
	<b>First Aid kit</b>
	<b>Whistle</b> to signal for help
	<b>Dust or filter masks</b> , readily available in hardware stores, which are rated based on how small a particle they filter
	<b>Moist towelettes</b> for sanitation
	<b>Wrench or pliers</b> to turn off utilities
	<b>Can opener</b> for food (if kit contains canned food)
	<b>Plastic sheeting</b> and <b>duct tape</b> to "seal the room"
	<b>Garbage bags</b> and <b>plastic ties</b> for personal sanitation

### Next Steps

- Review the emergency supply list and add additional items that fit your particular situation.
- Encourage employees to put together their own emergency preparedness kit.





## Sample Emergency Plan

### Page 6 — Communications

Supplemental material for this section:

**Worksheet:** Develop a Crisis Communication Plan

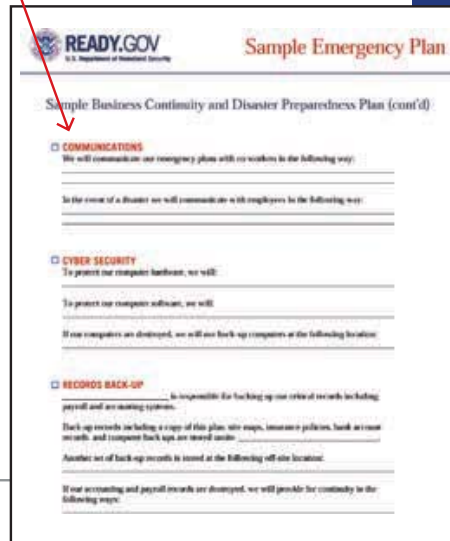
**Testimonial:** Equity Technologies

-  The ability to effectively communicate with employees, customers, local authorities and the public during an emergency can make a major difference in how well your company is able to recover from disaster.
-  Encourage open communication from employees concerning procedures before, during and after an emergency.

#### Yes or No?

Y N

- ☐ ☐ Does your business regularly include emergency preparedness and safety information in company communications, including web pages, newsletters and e-mails?



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**Sample Emergency Plan**

**Sample Business Continuity and Disaster Preparedness Plan (cont'd)**

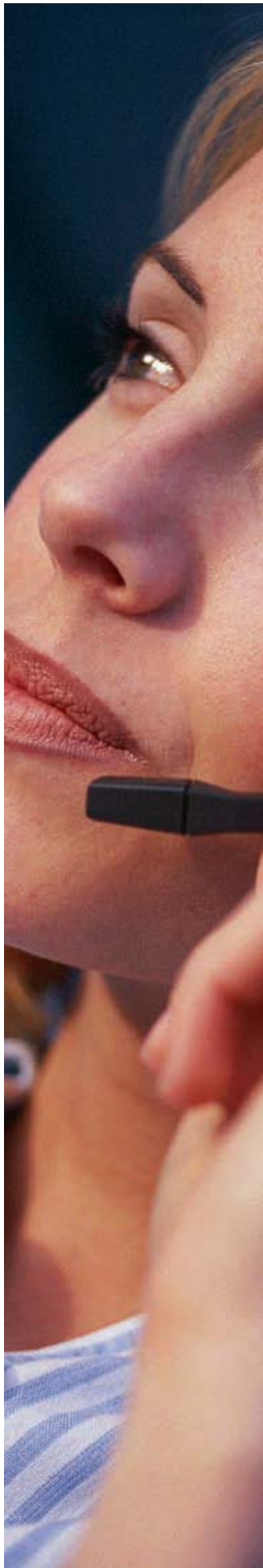
**COMMUNICATIONS**  
We will communicate our emergency plans with co-workers in the following way:  
\_\_\_\_\_  
In the event of a disaster we will communicate with employees in the following way:  
\_\_\_\_\_

**CYBER SECURITY**  
To protect our computer hardware, we will:  
\_\_\_\_\_  
To protect our computer software, we will:  
\_\_\_\_\_  
If our computers are destroyed, we will use back-up computers at the following location:  
\_\_\_\_\_

**RECORDS BACK-UP**  
It is important for backing up our critical records including payroll and accounting systems.  
Back-up records including a copy of this plan, site maps, insurance policies, bank account records, and computer back-ups are stored under:  
\_\_\_\_\_  
Another set of back-up records is stored at the following off-site location:  
\_\_\_\_\_  
If our accounting and payroll records are destroyed, we will provide for continuity in the following ways:  
\_\_\_\_\_

### Worksheet: Develop a Crisis Communication Plan

1. **Employees:** Be prepared to provide employees with information on when, if and how to report to work following an emergency.
  - Set up a telephone call tree, password-protected page on the company Web site, an e-mail alert or a call-in voice recording to communicate with employees in an emergency.
  - Be clear on how their jobs may be affected.
2. **Management:** Provide top company executives with all relevant information needed for the protection of employees, customers, vendors and nearby facilities.
3. **Public:** It may be important to update the general public with calm assurance that all resources are being used to protect workers and the community. Being able to communicate that plans are in place for recovery may be especially important.
4. **Customers:** Update your customers on whether and when products will be received and services rendered.
5. **Government:** Tell officials what your company is prepared to do to help in the recovery effort. Also communicate with local, state and federal authorities what emergency assistance is needed for you to continue essential business activity.
6. **Other Businesses/Immediate Neighbors:** You should be prepared to give competing and neighboring companies a prompt briefing on the nature of the emergency so they may be able to assess their own threat levels.



## Testimonial: Equity Technologies

Equity Technologies Corporation knows what it means to be prepared. Located in Mobile, Alabama, the company has long had plans and procedures in place to counter the threat posed by hurricanes and other severe weather. For instance, Equity Technologies promotes family and individual preparedness and has set up a means of communicating with employees when dangerous weather threatens. Employees carry laminated cards with contact information for supervisors and a voice recorded call in number with updates about the company's status.

"It wasn't hard to put together a plan, you just have to make it a priority."

— President and CEO  
Cathy Anderson Giles

But it was the risk of Y2K related disturbances that motivated Equity Technologies to get serious about its disaster preparedness and business continuity plans. "We are a small company which does business around the world. To be competitive my clients must feel confident that we are ready for anything," said Equity Technologies Corporation's President and CEO Cathy Anderson Giles. "It wasn't hard to put together a plan, you just have to make it a priority."

First the company identified workers to serve as key contacts for the 72-employee operation. These key contacts then established safety and security teams which analyzed Equity Technologies Corporation's entire emergency process.

The teams realized that communication between the company and the outside world was the single most important operational factor in an emergency. As a result, Equity Technologies purchased generators to power the phone system during utility outages and trained co workers to set them up within seven minutes. Not only does the company have emergency plans and procedures in place, it has made a commitment to review the plans and tools each year at the start of the hurricane season. "We have the annual review on our corporate calendar," said Anderson Giles. "Being prepared means being ready for any kind of emergency, be it hurricane, utility disruption or man made disaster."

### Next Steps



- Include safety and preparedness information in future company communications.
- Identify employees with disabilities or special communication needs and involve them in your planning.

## Sample Emergency Plan

### Page 6 — Cyber Security

Supplemental material for this section:

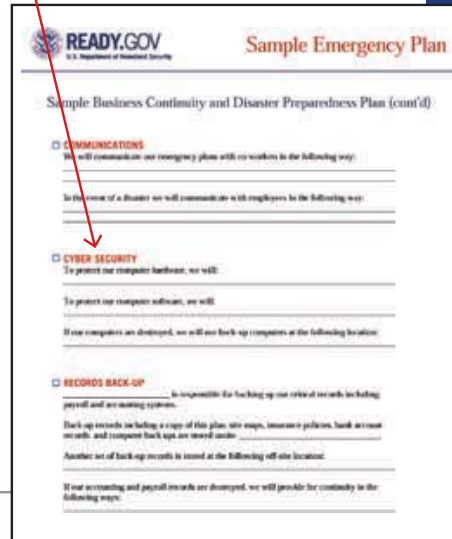
#### Worksheet: Improving Cyber Security

-  The issue of computer security is an everyday problem that most people are familiar with on a personal level. Because computers are the lifeblood of many operations, it is vital that companies address cyber security.
-  Every computer is vulnerable to cyber-security threats. While some protections can be highly technical and expensive, even the smallest business can benefit from taking measures to guard against computer hacking and viruses.

#### Yes or No?

Y N

- ☐ ☐ Do you regularly install security patches to your software?
- ☐ ☐ Have you installed a firewall to your network?
- ☐ ☐ Do you update your anti-virus software?



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Sample Emergency Plan

Sample Business Continuity and Disaster Preparedness Plan (cont'd)

**COMMUNICATIONS**  
We will communicate our emergency plans with our workers in the following way:  
In the event of a disaster we will communicate with employees in the following way:

**CYBER SECURITY**  
To protect our computer hardware, we will:  
To protect our computer software, we will:  
If our computers are destroyed, we will use back-up computers at the following location:

**RECORDS BACK-UP**  
It is responsible for backing up our critical records including payroll and accounting systems.  
Back-up records including a copy of this plan, site maps, insurance policies, bank account records, and computer back-ups are stored under:  
Another set of back-up records is stored at the following off-site location:  
If our accounting and payroll records are destroyed, we will provide for continuity in the following ways:

#### Worksheet: Improving Cyber Security

- Use anti-virus software and keep it up to date.
- Do not open e-mail from unknown or unwanted sources.
- Use hard-to-guess passwords.
- Protect your computer from Internet intruders by using firewalls.
- Back-up your data.
- Regularly download security update patches.
- Check your computer operations security on a regular basis.
- Train personnel on steps to take should the computer system become infected, or designate an in-house contact should a cyber-security problem arise.



### Next Steps

- Use the online resources of the U.S. Computer Emergency Readiness Team ([www.us-cert.gov](http://www.us-cert.gov)). This is a partnership between DHS and public and private sectors. The team was established to protect the nation's Internet infrastructure through coordinated defense against and responses to cyber attacks.
- Consider signing up for the Department of Homeland Security's National Cyber Alert System ([www.us-cert.gov](http://www.us-cert.gov)) to receive free, timely alerts on new threats and to learn how to better protect your area of cyberspace.
- Review **Common Sense Guide to Cyber Security for Small Businesses, Recommended Actions for Information Security**, First Edition, March 2004. Available for download at [www.us-cert.gov/reading\\_room/CSG-small-business.pdf](http://www.us-cert.gov/reading_room/CSG-small-business.pdf).







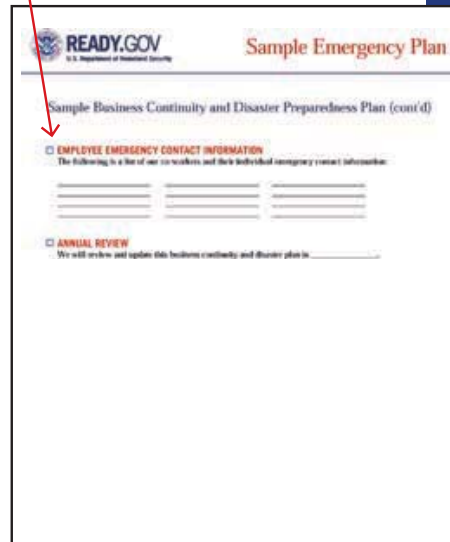
## Sample Emergency Plan

### Page 7 — Promote Preparedness and Support Employee Health After a Disaster

Supplemental material for this section:

#### Worksheet: Support Employee Health

-  Encouraging your employees to prepare for emergencies helps individuals and families minimize the impact a disaster may have on their lives. In the event of a disaster, employees will be able to re-establish routines faster and the company as a whole will be able to recover more quickly.
-  People who experience a disaster may have special recovery needs. For example, someone recovering from a devastating flood may have to re-establish themselves and their family in a new living situation, and will likely need extra time in the transition. Be prepared to support employee health after a disaster.



The image shows a worksheet titled "Sample Emergency Plan" from READY.GOV. It is a "Sample Business Continuity and Disaster Preparedness Plan (cont'd)". The worksheet includes sections for "EMPLOYEE EMERGENCY CONTACT INFORMATION" and "ANNUAL REVIEW". The "EMPLOYEE EMERGENCY CONTACT INFORMATION" section has a table with columns for "Name", "Phone", "Email", and "Address". The "ANNUAL REVIEW" section has a line for "We will review and update this business continuity and disaster plan in \_\_\_\_\_".

#### Yes or No?

Y N

- ☐ ☐ Does your company keep emergency contact information on hand that is readily retrievable in the event of an emergency?
- ☐ ☐ Has the information been updated recently?
- ☐ ☐ Is this information also kept off-site with other parts of your emergency plan?
- ☐ ☐ Do you encourage employees to make a personal emergency supply kit and a family communication plan?



## Worksheet: Support Employee Health

Re-establishing routines, including getting back to work, is important to the well-being of people who have experienced disasters. If individuals and families are prepared, your company and your co-workers are better positioned in an emergency situation.

### Support Employee Health After a Disaster:

- Encourage adequate food, rest and recreation.
- Provide for time at home to care for family needs, if necessary.
- Have an open-door policy that facilitates seeking care when needed.
- Create opportunities for breaks where co-workers can talk openly about their fears and hopes. Sharing with others can speed personal recovery.
- Reassure one another that families will be supported. Worries about family well-being can consume workers who have experienced a disaster.
- Re-establish routines, when possible. Workplace routines facilitate recovery by providing an opportunity to be active and to restore social contact.
- Offer professional counselors to help co-workers address their fears and anxieties.
- Once the need to listen for emergency instructions has passed, limit television, radio and other external stresses.
- Take care of yourself. Leaders tend to experience added stress after a disaster. Your personal health and recovery is important to your family and your employees.

### Next Steps

- Visit [www.ready.gov](http://www.ready.gov) (*Ready America*) for general preparedness instructions and information.
- Encourage your employees and their families to "Get a Kit, Make a Plan, Be Informed." Call 1-800-BE-READY for a free brochure.
- Review *Are You Ready? An In-depth Guide to Citizen Preparedness*, available at [www.fema.gov/areyouready](http://www.fema.gov/areyouready) or by calling (800) 480-2520. Also available upon request is the *Are You Ready? Facilitator Guide*, an aid to presenting preparedness information to employees and small groups.
- Have employees test their knowledge of preparedness by taking an *Are You Ready?* independent study course online at [www.training.fema.gov/EMIWeb/IS/is22.asp](http://www.training.fema.gov/EMIWeb/IS/is22.asp).
- Include emergency preparedness information in newsletters, company Intranet, employee e-mails and other internal communications.
- Review *Preparing Makes Sense Brochure*. Available for download at [www.ready.gov](http://www.ready.gov)
- Review *Family Communications Plan*. Available for download at [www.ready.gov](http://www.ready.gov)

## Sample Emergency Plan

### Page 7 — Annual Review

Supplemental material for this section:

**Worksheet: Practice the Plan with Co-Workers**

**Testimonial: Childs Capital, LLC**

The last item in the Sample Emergency Plan simply asks that businesses review their plan annually. Do more than just look the plan over, though. Review the plan, and practice what to do in the event of an emergency through drills and exercises.

### Yes or No?

**Y N**

- ☐ ☐ Has your company's emergency plan been updated within the last year?
- ☐ ☐ Have you practiced an emergency plan within that time?
- ☐ ☐ Do you practice or coordinate with other companies in your building or business center?

### Worksheet: Practice the Plan with Co-Workers

- If you rent, lease or share office space, coordinate and practice evacuation and other emergency plans with other businesses in your building or facility.
- Conduct regularly scheduled education and training seminars to provide co-workers with information, identify needs and develop preparedness skills.
- Include preparedness training in new employee orientation programs.
- Do tabletop exercises with members of the emergency management team. Meet in a conference room setting to discuss individual responsibilities and how each would react to emergency scenarios.
- Schedule walk-through drills where the emergency management team and response teams actually perform their designated emergency functions. This activity generally involves more people and is more thorough than a tabletop exercise.
- Practice evacuating and sheltering. Have all personnel walk the evacuation route to a designated area where procedures for accounting for all personnel are tested. Practice your shelter-in-place plan.
- Evaluate and revise processes and procedures based on lessons learned in training and exercises.
- Keep training records.



### Testimonial: Childs Capital, LLC

Many small businesses struggled to recover after the terrorist attacks of September 11th, but one small company with a comprehensive contingency plan was back in business within a week.

---

“We had trained in advance and knew what to do.”

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— Founder and CEO Donna Childs

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Childs Capital, LLC, a company that specializes in international economic development, is located very near Ground Zero. The company’s chief executive officer was in the World Trade Center when the first plane hit. “I immediately called the office and told them that it wasn’t safe, then ordered an evacuation and initiated our emergency plan,” said Childs Capital Founder and CEO Donna Childs. “We had trained in advance and knew what to do.”

As the dust settled, Childs Capital still had to cope with major disruptions to power, telephone, water and other utilities. “Our building had a back up generator that allowed us to run some of the computers, but we had planned to rely on battery powered laptops,” said Childs. Childs Capital was back in business, albeit in a limited capacity, within a week.

It took the company less than a month to get back to full operation. “I used to be in the reinsurance business and I knew exactly how to document the expenses we were incurring,” said Childs. “Our insurance company paid in full in three days of submission and we were back in business.”





## Protect Your Investment

Supplemental material for this section:

**Worksheets:** Insurance Discussion Form  
Computer Inventory Form  
Secure Facilities, Buildings and Plants  
Assess Building Air Protection

- 💬 At this stage, you should have started a first draft of the **Sample Emergency Plan**. In addition to creating a plan, there are a number of practical steps you should also consider to safeguard the company and secure its physical assets.
- 💬 The "Protect Your Investment" section provides information about other preparedness actions your business should implement in support and furtherance of the emergency plan.

### Worksheet: Insurance Discussion Form

On next page; also available for download at [www.ready.gov](http://www.ready.gov)

- Inadequate insurance coverage can lead to major financial loss if your business is damaged, destroyed or simply interrupted for a period of time.
- Review coverage with your insurance agent. Be sure you understand what is covered, including items that are excluded under your current policy.





**READY.GOV**  
U.S. Department of Homeland Security.

## Insurance Discussion Form

*Open for Business Worksheet*

### Insurance Coverage Discussion Form

*Use this form to discuss your insurance coverage with your agent. Having adequate coverage now will help you recover more rapidly from a catastrophe.*

Insurance Agent: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_ Email: \_\_\_\_\_

#### INSURANCE POLICY INFORMATION

Type of Insurance	Policy No.	Deductibles	Policy Limits	Coverage (General Description)

Do you need Flood Insurance?

Yes \_\_\_ No \_\_\_

Do you need Earthquake Insurance?

Yes \_\_\_ No \_\_\_

Do you need Business Income and Extra Expense Insurance?

Yes \_\_\_ No \_\_\_

Other disaster-related insurance questions:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Worksheet: Computer Inventory Form

Below; also available for download at [www.ready.gov](http://www.ready.gov)

- Maintaining accurate records and safeguarding them in an emergency is an important element of ensuring adequate insurance coverage.
- Find out what records your insurance company will need to see in the event of a disaster and store copies of the documents in a safe, off-site location.



**READY.GOV**  
U.S. Department of Homeland Security.

Computer Inventory Form

Open for Business Worksheet  
Computer Hardware Inventory

Use this form to:

- \* Log your computer hardware serial and model numbers. Attach a copy of your vendor documentation to this document.
- \* Record the name of the company from which you purchased or leased this equipment and the contact name to notify for your computer repairs.
- \* Record the name of the company that provides repair and support for your computer hardware.

Make additional copies as needed.  
Keep one copy of this list in a secure place on your premises and another in an off-site location.

HARDWARE INVENTORY LIST

Hardware (CPU, Monitor, Printer, Keyboard, Mouse)	Hardware Size, RAM & CPU Capacity	Model Purchased	Serial Number	Date Purchased	Cost



## Worksheet: Secure Facilities, Buildings and Plants

While there is no way to predict what will happen or what your business's circumstances will be, there are things you can do in advance to help protect your physical assets.

- Install fire extinguishers and smoke detectors in appropriate places.
- Locate and make available building and site maps with critical utility and emergency routes clearly marked.
  - Plan to provide a copy to fire fighters or other first responders in the event of a disaster.
  - Keep copies of these documents with your emergency plan and other important documents in your emergency supply kit.
- Consider if you could benefit from automatic fire sprinklers, alarm systems, closed circuit TV, access control, security guards or other security systems.
- Secure ingress and egress. Consider all the ways in which people, products, supplies and other things get into and leave your building or facility.
- Plan for mail safety. The nation's battle against terrorism takes place on many fronts, including the mailrooms of U.S. companies. A properly informed and well-trained work force can overcome such threats.
  - Teach employees to be able to quickly identify suspect packages and letters. Warning signs include:
    - ◆ Misspelled words
    - ◆ No return address
    - ◆ Excessive use of tape
    - ◆ Strange discoloration or odor
  - The United States Postal Service ([www.usps.com](http://www.usps.com)) suggests that if a suspect letter or package is identified:
    - ◆ Do not open, smell, touch or taste
    - ◆ Immediately isolate suspect packages and letters
    - ◆ Move out of the area and do not let others in
    - ◆ Quickly wash with soap and water and remove contaminated clothing
    - ◆ Contact local law enforcement authorities
  - Post emergency numbers for easy reference.
- Identify what production machinery, computers, custom parts or other essential equipment is needed to keep the business open.
  - Plan how to replace or repair vital equipment if it is damaged or destroyed.
  - Identify more than one supplier who can replace or repair your equipment.
- Store extra supplies, materials and equipment for use in an emergency.
- Plan what you will do if your building, plant or store is not usable.
  - Consider if you can run the business from a different location or from your home.
  - Develop relationships with other companies to use their facilities in case a disaster makes your location unusable.
- Identify and comply with all local, state and federal codes and other safety regulations that apply to your business.
- Talk to your insurance provider about what impact any of these steps may have on your policy.



## Worksheet: Assess Building Air Protection

In some emergencies, microscopic particles may be released into the air. A building can provide a barrier between contaminated air outside and people inside, but there are ways to improve building air protection.

Depending on the size of the building and the design and layout of the Heating, Ventilating and Air-Conditioning (HVAC) system, there may be simple steps building owners and managers can take to help protect people from some airborne threats.

- Know the HVAC system.
  - Building owners, managers and employers should take a close look at the site's system and be sure it is working properly and is well maintained.
  - Be sure any security measures do not adversely impact air quality or fire safety.
- Develop and practice shut-down procedures for the HVAC system.
- Secure outdoor air intakes. HVAC systems can be an entry point and means of distributing biological, chemical and radiological threats.
  - Limit access to air intake locations to protect the people inside a building from airborne threats. Air intakes at or below ground level are most vulnerable because anyone can gain easy access.
  - Consider relocating or extending an exposed air intake, but do not permanently seal it.
- Determine if you can feasibly upgrade the building's filtration system.
  - Increasing filter efficiency is one of the few things that can be done in advance to consistently protect people inside a building from biological and some other airborne threats.
  - Carefully consider the highest filtration efficiency that will work with a building's HVAC system.
- HEPA (High Efficiency Particulate Arrester) Filter Fans: These individual units have highly efficient filters that can capture very tiny particles, including many biological agents. Once trapped within a HEPA filter, contaminants cannot get into your body and make you sick. While these filters are excellent at filtering dander, dust, molds, smoke, many biological agents and other contaminants, they will not stop chemical gases.



## Resource Listing

### Emergency Planning and Business Continuity

- ***American Red Cross: Business and Industry Guide***

Provides suggestions for emergency planning in advance of a disaster, including recommendations regarding employees, computers, inventory, insurance, emergency supplies, building protection and customer safety.

- ***Business Executives for National Security (BENS): Getting Ready: Company Primer on Preparedness and Response Planning for Terrorist and Bioterrorist Attacks***

Provides information on the types of terrorist attacks, especially those involving bioterrorism and using various potential biological agents and methods of attack. Includes treatment and control options. Also provides background information on local-state-federal governmental relationships and emergency response under a public health emergency, company procedures for recognizing and responding to bioterrorist attacks, and guidelines for maintaining business functions after a terrorist attack.

- ***FEMA: Emergency Management Guide for Business and Industry***

Provides step-by-step advice on creating and maintaining a comprehensive emergency management program, or assessing and updating an existing company emergency management plan. Provides information on how to build emergency management capabilities in key response functional areas such as life safety, property protection and community outreach, in addition to hazard-specific information.

- ***FEMA: State Offices and Agencies of Emergency Management***

Provides state emergency management organizations' geographical mailing addresses, phone numbers and email address links.

To utilize these resources please visit the Ready Business Knowledge Center at: [www.ready.gov](http://www.ready.gov)

- ***Institute for Business and Home Safety: Open for Business***

Provides information and recommendations regarding business continuity and emergency planning, including worksheets for developing contact information on business suppliers, customers, public and private sector emergency response related agencies, and businesses (e.g., gas/heat and electric companies).

Also provides information collection worksheets and checklists for disaster supplies, insurance coverage, creditors, computer hardware, software and peripherals inventories, as well as natural disaster hazard and business building protection measures by geographic region, plus a list of business continuity and preparedness measures grouped by cost level (\$0, <\$500, >\$500). Web site also includes links for obtaining Disaster Recovery Folder and one-page Getting Back to Business brochure.

- ***Michigan State University: Critical Incident Protocol: A Public and Private Partnership, Office of Domestic Preparedness, U.S. Department of Justice***

Provides lessons learned information on establishing public-private partnerships in advance of a disaster by conducting individual and joint public/private evaluations of risk factors and subsequent joint emergency plans, facilitating business resumption and recovery, developing training exercises on joint plans, and incorporating mitigation throughout these processes to help prevent disasters or reduce their impacts.

- ***National Fire Protection Association: 1600 Standard on Disaster/Emergency Management and Business Continuity Programs 2004 Edition***

Establishes and provides common set of criteria for disaster management, emergency management and business continuity programs for public and private sector use in assessing current mitigation, preparedness response, and recovery programs, or developing these programs. Focuses on emergency management plan elements including direction and control, communications and warning, operations and procedures, logistics and facilities, training, exercises, evaluations, corrective actions, crisis communications, and finance and administration.



- ***OSHA: How to Plan for Workplace Emergencies and Evacuations***

Provides business emergency planning guidance including OSHA legal emergency planning, toxic substances, hazard notification and response requirements. Also has good practice recommendations including suggested responder roles, evacuation route development and dissemination, medical care and first aid services or arrangements, employee locating techniques, training, emergency equipment, and coordination with external organizations and agencies.

- ***OSHA: Emergency Preparedness and Response***

Provides the basic steps for handling workplace emergencies including accidental releases of toxic gases, chemical spills, fires, explosions, and bodily harm and trauma caused by workplace violence. OSHA requirements and guidance information are for small businesses that do not have safety and health professionals, and includes information on written and oral plan requirements, as well as recommendations regarding emergency response chain of command, communications, emergency response teams and training.

- ***Small Business Administration: Get Ready-Be Prepared***

Provides a list of emergency preparedness questions, concerns and recommendations for small business, as well as links to related SBA, FEMA, and Institute for Business and Home Safety Web sites.

- ***Are You Ready? An In-depth Guide to Citizen Preparedness***

FEMA's most comprehensive source on individual, family and community preparedness. The guide was revised, updated and enhanced in August 2004 to provide the public with the most current and up-to-date disaster preparedness information available.

- ***Are You Ready? Facilitator Guide***

**Call (800) 480-2520 to request copy**

A tool for those interested in delivering Are You Ready? content in a small group or classroom setting. The Facilitator Guide is an easy-to-use manual that has instruction modules for adults, older children and younger children. A resource CD is packaged with the Facilitator Guide that contains customizable presentation materials, sample training plans and other disaster preparedness education resources.



- ***Joint Preparedness Publications from FEMA and American Red Cross***

**Preparing for Disaster** — Provides step-by-step disaster preparedness procedures including hazard identification, how to create a family disaster plan, how to assemble a disaster supplies kit, and how to maintain a plan and kit.

**Helping Children Cope With Disaster** — Provides information on how to prepare children prior to disaster and how to lessen the emotional effects of disaster.

**Food and Water in an Emergency** — Explains how to select and store food and how to store and treat water in the event of an emergency. Provides information on emergency cooking, where to locate emergency water, and how to assemble a portable disaster supplies kit with food and water.

**Preparing for Disaster for People With Disabilities and Other Special Needs** — Provides disaster preparedness information specific to people with disabilities and other special needs, including the elderly.

### **Evacuation and Shelter Planning**

- ***American Disabilities Act Access Board: ADA Design Requirements for Accessible Egress***

Provides Americans with Disabilities Act Accessibility Guidelines, which primarily cover new construction and alterations, and include specifications for accessible means of evacuating, emergency alarms and signage, life safety codes, and state access codes relating to persons with disabilities, such as the mobility impaired.

- ***U.S. Equal Employment Opportunity Commission: Fact Sheet on Obtaining and Using Employee Medical Information as Part of Emergency Evacuation Procedures***

Provides answers to recently asked employer questions related to the Americans with Disabilities Act and the Rehabilitation Act and concerning whether they can request information to help identify individuals who may need assistance because of a medical condition and whether they can share this information with others in the workplace so that they can develop or re-evaluate company emergency evacuation procedures.

- ***American Red Cross: Shelter-in-Place in an Emergency***

Provides definition of sheltering-in-place and describes how chemical, biological or radiological air contamination may require sheltering-in-place, as well as checklists of procedures for doing so at work, home or school, as well as in a vehicle.

- ***National Institute for Chemical Studies: Shelter-in-Place at Your Office — A General Guide for Preparing a Shelter-in-Place Plan in the Workplace***

Provides procedures for sheltering-in-place in an office, as well as other information on preparedness measures to be taken prior to any emergency, such as determining employee intentions to participate or not, developing employee sheltering roles, devising an accountability system, conducting drills, identifying shelter locations and obtaining necessary equipment. A sample business shelter-in-place plan is also provided.

## RESOURCE LISTING

To utilize these resources please visit the Ready Business Knowledge Center at: [www.ready.gov](http://www.ready.gov)

## RESOURCE LISTING

- ***FEMA: Tornado Protection: Selecting Refuge Areas in Buildings***

Uses case studies of three schools struck by tornadoes during the last 30 years, plus damage examinations by structural engineers, building scientists and architectural experts to select safety areas in existing buildings for protecting against a tornado strike and provides information on how to identify best available refuge areas in buildings.

- ***OSHA: Does Your Facility Need an Emergency Action Plan?***

Provides emergency planning matrix of questions to help employers identify if they are required to develop an Emergency Action Plan. Also provides links to OSHA Web sites with guidance for helping in plan development and training.

- ***OSHA Evacuation Planning Matrix***

Provides information to help small, low-hazard service or retail businesses to determine whether they need an Emergency Action Plan and if so, to implement one. Describes what an Emergency Action Plan is, provides checklists, diagrams, pictures of required signs, exit routes, equipment (e.g., alarm systems, fire extinguishers and their maintenance), public sector coordination recommendations, recommendations for employers in high-rise buildings, OSHA requirements information, and a simple "fill in the blank" expert system to help write an Emergency Action Plan.

- ***OSHA Fact Sheet: Evacuating High-Rise Buildings***

Provides information on actions that employers should take in advance of any emergency to help ensure safe evacuations of high-rise buildings, things workers should know prior to an emergency, and things both employers and employees should do during an emergency.

### **Assess Building Air Protection**

- ***National Institute for Occupational Safety and Health (NIOSH): Guidance for Protecting Building Environments from Airborne Chemical, Biological, or Radiological Attacks***

Provides guidance for building owners on implementing without delay actions to enhance occupant protection from airborne chemical, biological or radiological attack. Includes information on how to modify existing buildings for better air protection and security, designing more secure new buildings, and developing preparedness plans for building managers to help them make effective decisions in the midst of a chemical, biological or radiological attack. Examples of recommended measures include enclosing or raising vulnerable outdoor air intakes; isolating lobbies, mailrooms, loading docks and storage areas from rest of building; and strictly controlling access to information on building operations.

## Cyber Security

### RESOURCE LISTING

- *Department of Homeland Security National Cyber Alert System*

Provides preparedness and response information for cyber attacks, including links to lists of cyber security alerts and tips, sign-up systems for receiving email notification of future technical and non-technical cyber security alerts and bulletins, and systems for use in reporting a cyber attack or vulnerability. The National Cyber Alert System of technical and non technical information is also described.

To utilize these resources please visit the Ready Business Knowledge Center at: [www.ready.gov](http://www.ready.gov)

- *National Cyber Security Alliance: Stay Safe Online*

Provides "Top Ten Cyber Security Tips," an online cyber security test involving 10 questions, and links to 22 supporting organizations including the U.S. Department of Homeland Security and the Cyber Security Industry Alliance.





## Sample Business Continuity and Disaster Preparedness Plan

### ☐ **PLAN TO STAY IN BUSINESS**

If this location is not accessible we will operate from location below:

Business Name

Address

City, State

Telephone Number

Business Name

Address

City, State

Telephone Number

The following person is our primary crisis manager and will serve as the company spokesperson in an emergency.

If the person is unable to manage the crisis, the person below will succeed in management:

Primary Emergency Contact

Telephone Number

Alternative Number

E-mail

Secondary Emergency Contact

Telephone Number

Alternative Number

E-mail

### ☐ **EMERGENCY CONTACT INFORMATION**

Dial 9-1-1 in an Emergency

Non-Emergency Police/Fire

Insurance Provider





## Sample Business Continuity and Disaster Preparedness Plan (cont'd)

### ☐ **BE INFORMED**

The following natural and man-made disasters could impact our business.

- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_

### ☐ **EMERGENCY PLANNING TEAM**

The following people will participate in emergency planning and crisis management.

- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_

### ☐ **WE PLAN TO COORDINATE WITH OTHERS**

The following people from neighboring businesses and our building management will participate on our emergency planning team.

- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_

### ☐ **OUR CRITICAL OPERATIONS**

The following is a prioritized list of our critical operations, staff and procedures we need to recover from a disaster.

Operation	Staff in Charge	Action Plan
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____



## Sample Business Continuity and Disaster Preparedness Plan (cont'd)

### ☐ **SUPPLIERS AND CONTRACTORS**

Company Name: \_\_\_\_\_

Street Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_ E-Mail: \_\_\_\_\_

Contact Name: \_\_\_\_\_ Account Number: \_\_\_\_\_

Materials/Service Provided: \_\_\_\_\_

If this company experiences a disaster, we will obtain supplies/materials from the following:

Company Name: \_\_\_\_\_

Street Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_ E-Mail: \_\_\_\_\_

Contact Name: \_\_\_\_\_ Account Number: \_\_\_\_\_

Materials/Service Provided: \_\_\_\_\_

If this company experiences a disaster, we will obtain supplies/materials from the following:

Company Name: \_\_\_\_\_

Street Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_ E-Mail: \_\_\_\_\_

Contact Name: \_\_\_\_\_ Account Number: \_\_\_\_\_

Materials/Service Provided: \_\_\_\_\_



## Sample Business Continuity and Disaster Preparedness Plan (cont'd)

☐ **EVACUATION PLAN FOR \_\_\_\_\_ LOCATION**  
(Insert address)

- o We have developed these plans in collaboration with neighboring businesses and building owners to avoid confusion or gridlock.
- o We have located, copied and posted building and site maps.
- o Exits are clearly marked.
- o We will practice evacuation procedures \_\_\_\_ times a year.

If we must leave the workplace quickly:

---

---

1. Warning System: \_\_\_\_\_

We will test the warning system and record results \_\_\_\_ times a year.

2. Assembly Site: \_\_\_\_\_

3. Assembly Site Manager & Alternate: \_\_\_\_\_

a. Responsibilities Include:

---

---

---

4. Shut Down Manager & Alternate: \_\_\_\_\_

a. Responsibilities Include:

---

---

---

5. \_\_\_\_\_ is responsible for issuing all clear.



## Sample Business Continuity and Disaster Preparedness Plan (cont'd)

☐ **SHELTER-IN-PLACE PLAN FOR \_\_\_\_\_ LOCATION**  
(Insert address)

- o We have talked to co-workers about which emergency supplies, if any, the company will provide in the shelter location and which supplies individuals might consider keeping in a portable kit personalized for individual needs.
- o We will practice shelter procedures \_\_\_\_ times a year.

If we must take shelter quickly

\_\_\_\_\_  
\_\_\_\_\_

1. Warning System: \_\_\_\_\_

We will test the warning system and record results \_\_\_\_ times a year.

2. Storm Shelter Location: \_\_\_\_\_

3. "Seal the Room" Shelter Location: \_\_\_\_\_

4. Shelter Manager & Alternate:

a. Responsibilities Include:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. Shut Down Manager & Alternate:

a. Responsibilities Include:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

6. \_\_\_\_\_ is responsible for issuing all clear.





## Sample Business Continuity and Disaster Preparedness Plan (cont'd)

### ☐ **COMMUNICATIONS**

We will communicate our emergency plans with co-workers in the following way:

---

---

In the event of a disaster we will communicate with employees in the following way:

---

---

### ☐ **CYBER SECURITY**

To protect our computer hardware, we will:

---

To protect our computer software, we will:

---

If our computers are destroyed, we will use back-up computers at the following location:

---

### ☐ **RECORDS BACK-UP**

\_\_\_\_\_ is responsible for backing up our critical records including payroll and accounting systems.

Back-up records including a copy of this plan, site maps, insurance policies, bank account records and computer back ups are stored onsite \_\_\_\_\_.

Another set of back-up records is stored at the following off-site location:

---

If our accounting and payroll records are destroyed, we will provide for continuity in the following ways:

---



## Sample Business Continuity and Disaster Preparedness Plan (cont'd)

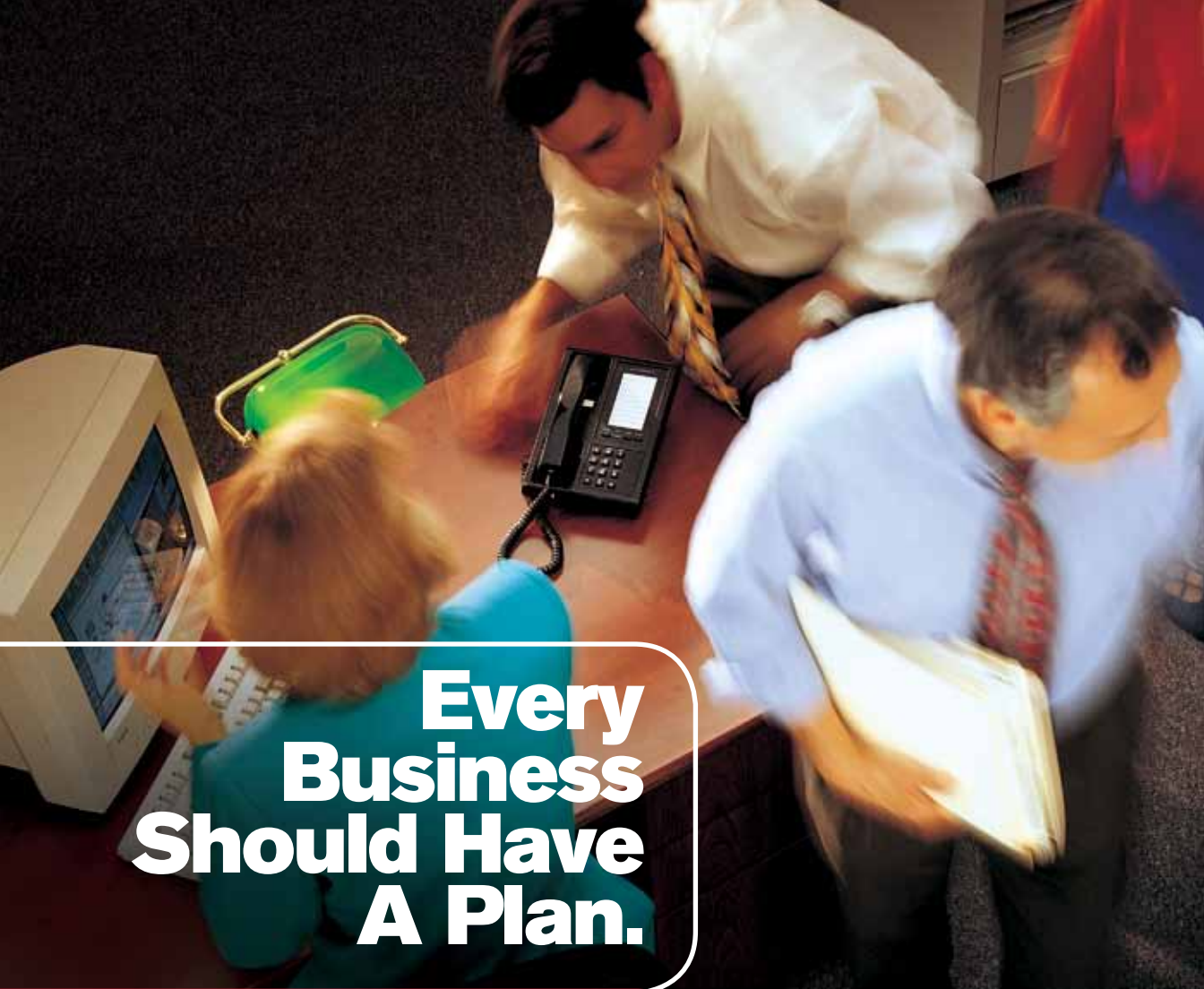
### ☐ **EMPLOYEE EMERGENCY CONTACT INFORMATION**

The following is a list of our co-workers and their individual emergency contact information:

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

### ☐ **ANNUAL REVIEW**

We will review and update this business continuity and disaster plan in \_\_\_\_\_.



**Every  
Business  
Should Have  
A Plan.**



**FEMA**

# Preparing Makes Good Business Sense.

How quickly your company can get back to business after a terrorist attack or tornado, a fire or flood often depends on emergency planning done today. While the Department of Homeland Security is working hard to prevent terrorist attacks, the lessons of the 1993 World Trade Center bombing, the 1995 Oklahoma City bombing and the September 11, 2001 terrorist attacks demonstrate the importance of being prepared. When you also consider that the number of declared major disasters nearly doubled in the 1990's compared to the previous decade, preparedness becomes an even more critical issue. Though each situation is unique, any organization can be better prepared if it plans carefully, puts emergency procedures in place, and practices for all kinds of emergencies.

If businesses are ready to survive and recover, the nation and our economy are more secure. America's businesses form the backbone of the nation's economy; small businesses alone account for more than 99% of all companies with employees, employ 50% of all private sector workers and provide nearly 45% of the nation's payroll. A commitment to planning today will help support employees, customers, the community, the local economy and even the country. It also protects your business investment and gives your company a better chance for survival.

Ready Business outlines common sense measures business owners and managers can take to start getting ready. It provides practical information to help you plan for your company's future. These recommendations reflect the Emergency Preparedness and Business Continuity Standard (NFPA 1600) developed by the National Fire Protection Association and endorsed by the American National Standards Institute and the Department of Homeland Security.

**Every business should have a plan. Get ready now.**

## Plan to Stay in Business

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

**Be Informed:** Risk assessment can be a sophisticated area of expertise that ranges from self-assessment to an extensive engineering study. The specific industry, size and scope of your individual company will determine your organization's risk assessment needs. However, you should find out which disasters are most common in the areas where you operate. You may be aware of some of your community's risks; others may surprise you. Finally, go to **[www.ready.gov](http://www.ready.gov)** to learn what to do during a biological, chemical, explosive, nuclear or radiological attack.

**Continuity Planning:** Carefully assess how your company functions, both internally and externally, to determine which staff, materials, procedures and equipment are absolutely necessary to keep the business operating. Start by reviewing your business process flow chart, if one exists, to identify operations critical to survival and recovery. Include emergency payroll, expedited financial decision-making and accounting systems to track and document costs in the event of a disaster. Establish procedures for succession of management including at least one person who is not at the company headquarters, if possible.

Next, decide who should participate in putting together your emergency plan. Include co-workers from all levels in planning and as active members of the emergency management team. Consider a broad cross-section of people from throughout your organization, but focus on those with expertise vital to daily business functions. These will likely include people with technical skills as well as managers and executives.

Then, make a list of your most important customers and proactively plan ways to serve them during and after a disaster. Also, identify key suppliers, shippers, resources and other businesses you must interact with on a daily basis. Develop professional relationships with more than one company in case your primary contractor cannot service your needs. A disaster that shuts down a key supplier can be devastating to your business.







Finally, plan what you will do if your building, plant or store is not accessible. Define crisis management procedures and individual responsibilities in advance. Talk with your staff or co-workers and frequently review and practice what you intend to do during and after an emergency.

**Emergency Planning For Employees:** Your employees and co-workers are your business's most important and valuable asset. Two-way communication is central before, during and after a disaster. Include emergency preparedness information in newsletters, on company intranet, periodic employee emails and other internal communications tools. Consider setting up a telephone calling tree, a password-protected page on the company website, an email alert or a call-in voice recording to communicate with employees in an emergency. Designate an out of town phone number where employees can leave an "I'm Okay" message in a catastrophic disaster.

**Talk to Co-Workers with Disabilities:** If you have employees with disabilities ask them what assistance, if any, they require. People with disabilities typically know what they will need in an emergency. Ask about communication difficulties, physical limitations, equipment instructions and medication procedures. Identify people willing to help co-workers with disabilities and be sure they are able to handle the job. This is particularly important if someone needs to be lifted or carried. Plan how you will alert people who cannot hear an alarm or instructions. Be sure to engage people with disabilities in emergency planning.

**Emergency Supplies:** When preparing for emergency situations, it's best to think first about the basics of survival: **fresh water, food, clean air and warmth.** Encourage everyone to have a portable kit customized to meet personal needs, such as essential medications. Talk to your co-workers about what emergency supplies the company can feasibly provide, if any, and which ones individuals should consider keeping on hand. Recommended emergency supplies include both a battery-powered commercial radio and a NOAA weather radio with an alert function. Include extra batteries, a flashlight, water, food, First Aid kit, whistle to signal for help, dust or filter masks, moist towelettes for sanitation, wrench or pliers to turn off utilities, plastic sheeting and duct tape to "seal the room," and garbage bags and plastic ties for personal sanitation.

Keep copies of important records such as site maps, building plans, insurance policies, employee contact and identification information, bank account records, supplier and shipping contact lists, computer backups, emergency or law enforcement contact information and other priority documents in a waterproof, fireproof portable container. Store a second set of records at an off-site location.

**Planning to Stay or Go:** Depending on your circumstances and the nature of the disaster, the first important decision after an incident occurs is whether to shelter-in-place or evacuate. You should understand and plan for both possibilities in advance by developing clear, well thought out plans. If you are specifically told to evacuate, shelter-in-place or seek medical treatment, do so immediately.

In any emergency, local authorities may or may not immediately be able to provide information on what is happening and what you should do. However, you should monitor TV or radio news reports for information or official instructions as they become available. Use common sense and available information to determine if there is immediate danger. For example, if your building is damaged you will typically want to evacuate.

**Make an Evacuation Plan:** Some disasters will require employees to leave the workplace quickly. The ability to evacuate workers, customers and visitors effectively can save lives.

If feasible, develop a system for knowing who is in your building, including customers and visitors. Decide in advance who has the authority to order an evacuation. If local officials tell you to evacuate, do so immediately. Identify who will shut down critical operations and lock the doors, if possible. Create a chain of command so that others are authorized to act in case your designated person is not available.

Locate and make copies of building and site maps with critical utility and emergency routes clearly marked. Identify and label entry-exit points both on the maps and throughout the building. Post maps for quick reference by employees. Plan two ways out of the building from different locations throughout your facility. You should also establish a warning system including plans to communicate with people who are hearing impaired or have other disabilities and those who do not speak English.

Designate an assembly site. Pick one location near your facility and another in the general area in case you have to move farther away. Try to account for all workers, visitors and customers as people arrive at the assembly site. Determine who is responsible for providing an all-clear or return-to-work notification. Plan to cooperate with local authorities responding in an emergency.

If your business operates out of more than one location or has more than one place where people work, establish evacuation procedures for each individual building. If your company is in a high-rise building, an industrial park, or even a small strip mall, it is important to coordinate and practice with other tenants or businesses to avoid confusion and potential gridlock.



**Make a Shelter-in-Place Plan:** There may be situations when it's best to stay where you are to avoid any uncertainty outside. There are other circumstances, such as a chemical incident or during a tornado when specifically how and where you take shelter is a matter of survival. You should understand the different threats and plan for all possibilities.

**Tornado Warning:** Determine where you will take shelter during a tornado. Storm cellars or basements provide the best protection. If an underground shelter is not available, go into an interior room or hallway on the lowest floor possible. In a high-rise building, go to a small interior room or hallway on the lowest floor possible. Stay away from windows, doors and outside walls. Go to the center of the room. Stay away from corners because they attract debris. Stay in the shelter location until the danger has passed.

**“Seal the Room”:** If local authorities believe the air is badly contaminated with a chemical, you may be instructed to take shelter and “seal the room.” The process used to seal the room is considered a temporary protective measure to create a barrier between your people and potentially contaminated air outside. It is a type of sheltering that requires preplanning.

Start by identifying where you will go if you are instructed to “seal the room.” If feasible, choose an interior room, such as a break room or conference room, with as few windows and doors as possible. If your business is located on more than one floor or in more than one building, identify multiple shelter locations.

To “seal the room” effectively, close the business and bring everyone inside. Then, lock doors, close windows, air vents and fireplace dampers. Turn off fans, air conditioning and forced air heating systems. Take your emergency supply kit unless you have reason to believe it has been contaminated. Seal all windows, doors and air vents with plastic sheeting and duct tape. Measure and cut the sheeting in advance to save time. Finally, be prepared to improvise and use what you have on hand to seal gaps so that you create a barrier between yourself and any contamination. Watch TV, listen to the radio or check the Internet often for official news and instructions as they become available.

**Make Fire Safety Part of the Plan:** Fire is the most common of all business disasters. Each year fires cause thousands of deaths and injuries and billions of dollars in damage. Have your office, plant or facility inspected for fire safety; ensure compliance with fire codes and regulations. Install smoke alarms, detectors and fire extinguishers in appropriate locations. Put a process in place for alerting the fire department. Plan and practice how people will evacuate in a fire.

**Prepare for Medical Emergencies:** Workplace medical emergencies vary greatly depending on the disaster, type of job and the worksite. However, there are steps that can give you the upper hand in responding to a medical emergency. Encourage employees to take basic First Aid and CPR training. If it is feasible, offer on-site classes for your co-workers. You should also keep First Aid supplies in stock and easily accessible. Finally, encourage employees to talk about medical conditions that may require support or special care in an emergency.

**Coordinate with Others:** Meet with other businesses in your building or industrial complex. Plan to conduct evacuation drills and other emergency exercises together. Talk with first responders, emergency managers, community organizations and utility providers. Plan with your suppliers, shippers and others you regularly do business with.

**Review your Plans Annually:** Just as your business changes over time, so do your preparedness needs. When you hire new employees or when there are changes in how your company functions, you should update your plans and inform your people.

[www.ready.gov](http://www.ready.gov)

## Talk to Your People

One of the best methods of assuring your company's recovery is to provide for your co-workers' well-being. Communicate regularly with employees before, during and after an incident. Use newsletters, intranets, staff meetings and other internal communications tools to communicate emergency plans and procedures.

**Practice the Plan with Co-workers:** Go beyond planning and frequently practice what you intend to do during a disaster. Conduct regularly scheduled education and training seminars to provide co-workers with information, identify needs and develop preparedness skills. Include disaster training in new employee orientation programs. If you rent, lease or share office space, coordinate and practice evacuation and other emergency plans with other businesses in your building or facility. Evaluate and revise processes and procedures based on lessons learned and keep training records. Drills and exercises will help you prepare.



**Promote Family and Individual Preparedness:** If individuals and families are prepared, your company and your co-workers are better positioned in an emergency situation. Encourage your employees and their families to: **Get a Kit, Make a Plan, Be Informed.** Go to [www.ready.gov](http://www.ready.gov) for more information or print out and distribute copies of *Preparing Makes Sense* brochures for your workers.

**Write a Crisis Communication Plan:** Detail how your organization plans to communicate with employees, local authorities, customers and others during and after a disaster. Be prepared to provide employees with information on when, if and how to report to work following an emergency. Provide top company executives with all relevant information. It may also be important to update the general public. Inform your customers about whether and when products will be received and services rendered. Tell officials what your company is prepared to do to help in the recovery effort. Also communicate with local, state and federal authorities what emergency assistance is needed for you to continue essential business activity. You should also be prepared to give competing and neighboring companies a prompt briefing on the nature of the emergency so they may be able to assess their own threat levels.

**Support Employee Health After a Disaster:** There are some procedures you can put in place before a disaster, but you should also learn about what people need to help them recover after a disaster. It is possible that your staff will need time to ensure the well-being of their family members, but getting back to work is important to the personal recovery of people who have experienced disasters.

Encourage adequate food, rest and recreation. Provide for time at home to care for family needs, if necessary. Have an open door policy that facilitates seeking care when needed.

Workplace routines facilitate recovery by providing an opportunity to be active and to restore social contact. Re-establish routines, when possible. Sharing with others can speed personal recovery. Create opportunities for breaks where co-workers can talk openly about their fears and hopes. Offer professional counselors to help co-workers address their fears and anxieties.



## Protect Your Investment

In addition to emergency planning and communicating with employees, there are steps you can take to safeguard your company and secure your physical assets.

**Review Insurance Coverage:** Inadequate insurance coverage can lead to major financial loss if your business is damaged, destroyed or simply interrupted for a period of time. Insurance policies vary, so check with your agent or provider about things such as physical losses, flood coverage and business interruption. Understand what your policy covers and what it does not. Ask about any deductibles, if applicable. Consider how you will pay creditors and employees. You should also plan how you will provide for your own income. Finally, find out what records your insurance provider will want to see after an emergency and store them in a safe place.

**Prepare for Utility Disruptions:** Businesses are often dependent on electricity, gas, telecommunications, sewer and other utilities. Plan ahead for extended disruptions during and after a disaster. Carefully examine which utilities are vital to your business's day-to-day operation. Speak with service providers about potential alternatives and identify back-up options such as portable generators to power the vital aspects of your business in an emergency.

**Secure Facilities, Buildings and Plants:** While there is no way to predict what will happen or what your business's circumstances will be, there are things you can do in advance to help protect your physical assets. Install fire extinguishers, smoke alarms and detectors in appropriate places. Consider the ways in which people, products, supplies and other things get into and leave your building or facility. Secure ingress and egress. The nation's battle against terrorism takes place on many fronts, including the mailrooms of U.S. companies. Plan for mail safety.

Identify what production machinery, computers, custom parts or other essential equipment is needed to keep the business open. Plan how to replace or repair vital equipment if it is damaged or destroyed. Identify more than one supplier who can replace or repair your equipment. Store extra supplies, materials and equipment for use in an emergency. Finally, plan what you will do if your building, plant or store is not usable.



**Secure Your Equipment:** The force of some disasters can damage or destroy important equipment. Conduct a room-by-room walk through to determine what needs to be secured. Attach equipment and cabinets to walls or other stable equipment. Elevate equipment off the floor to avoid electrical hazards in the event of flooding.

**Assess Building Air Protection:** In some emergencies microscopic particles may be released into the air. For example, earthquakes often can release dust and debris, a biological attack may release germs, and a dirty bomb can spread radioactive particles. Many of these things can only hurt you if they get into your body. A building can provide a barrier between contaminated air outside and people inside, but there are ways to improve building air protection.

Building owners or managers, and employers should take a close look at the site's Heating, Ventilating and Air-Conditioning (HVAC) system and be sure it is working properly and is well maintained. Be sure any security measures do not adversely impact air quality or fire safety. Start by developing and practicing shut down procedures. Then, make sure outdoor air intakes are secure. HVAC systems can be an entry point and a means of distributing biological, chemical and radiological threats. Air intakes at or below ground level are most vulnerable because they can be easily accessed. Consider relocating or extending an exposed air intake, but do not permanently seal it.

Finally, determine if you can feasibly upgrade the building's filtration system. Increasing filter efficiency is one of the few things that can be done in advance to consistently protect people inside a building from biological and some other airborne threats. Carefully consider the highest filtration efficiency that will work with a building's HVAC system.

**Improve Cyber Security:** Protecting your data and information technology systems may require specialized expertise. Depending on the particular industry and the size and scope of the business, cyber security can be very complicated. However, even the smallest business can be better prepared. Use anti-virus software and keep it up-to-date. Don't open email from unknown sources. Use hard-to-guess passwords. Protect your computer from Internet intruders by using firewalls. Back up your computer data. Regularly download security protection updates known as patches. Make sure your co-workers know what to do if your computer system becomes infected. Subscribe to the Department of Homeland Security National Cyber Alert System, [www.us-cert.gov](http://www.us-cert.gov), to receive free, timely alerts on new threats and learn how to better protect your area of cyberspace.

**An investment in planning today** will not only help protect your business investment and your livelihood, but will also support your employees, customers and stakeholders, the community, the local economy and even the country.  
Get ready now.

*Ready Business* was developed in consultation with the following organizations:

The 9/11 Public Discourse Project, ASIS International, Business Executives for National Security, The Business Roundtable, International Safety Equipment Association, International Security Management Association, National Association of Manufacturers, National Federation of Independent Businesses, Occupational Safety and Health Administration, Small Business Administration, Society of Human Resource Managers, and U.S. Chamber of Commerce.

This commonsense framework is designed to launch a process of learning about business preparedness.  
For more information go to

[www.ready.gov](http://www.ready.gov)



# FEMA

**Federal Emergency Management Agency**  
Washington, DC 20472

Company Name

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Address

---

Telephone

---

Contact Name

Title

Last Revision Date

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### Policy and Organizational Statements

Identify the goals and objectives for the emergency response plan.

Define what your emergency response team is expected to do during an emergency (e.g., evacuate employees and visitors, provide first aid, etc.)

Identify any regulations covered by your plan (e.g., OSHA, fire code, etc.)



## Evacuation Plan

Evacuation may be required if there is a fire in the building or other hazard. The evacuation team will direct the evacuation of the building and account for all employees outside at a safe location.

Employees will be warned to evacuate the building using the following system:	
Employees should assemble at the following location for accounting by the evacuation team:	

(Post a map showing the location(s) in a conspicuous location for all employees to see.)

Person who will bring the employee roster and visitor log to the evacuation assembly area to account for all evacuees. The evacuation team leader will be informed if anyone is missing or injured.	
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Evacuation Team	Name / Location
Evacuation Team Leader	
Floor Wardens (one for each floor)	
Searchers (one per floor)	
Stairwell and Elevator Monitors	
Aides for Persons with Disabilities	
Assembly Area Monitors (account for evacuees at the assembly area and inform incident commander if anyone is missing or injured)	

## Severe Weather/Tornado Sheltering Plan

If a tornado warning is issued, broadcast a warning throughout all buildings instructing everyone to move to shelter.

Shelter-In-Place Team Assignments	Name / Location
Team Leader	
Person to monitor weather sources for updated emergency instructions and broadcast warning if issued by weather services	
Persons to direct personnel outside to enter the building	
Persons to direct employees to designated tornado shelter(s)	

### Tornado Warning System & Tornado Shelter Locations

Location of tornado warning system controls	
Location of tornado shelters	

## Shelter-In-Place Plan

If warned to "shelter-in-place" from an outside airborne hazard, a warning should be broadcast and all employees should move to shelter.

Shelter-In-Place Team Assignments	Name / Location
Team Leader	
Direct personnel outside to enter the building; then close exterior doors	
Shutdown ventilation system and close air intakes	
Move employees to interior spaces above the first floor (if possible)	
Person to monitor news sources for updated emergency instructions	
Assembly Area Monitors (to account for evacuees at the assembly area)	

### Shelter-In-Place Shutdown of Ventilation System

Location of controls to shutdown ventilation system:	
Location of air handling units, fan rooms, or air intakes:	

**Lockdown Plan**

Persons trained to use the warning system to warn persons to "lockdown"

Name	Location

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**Instructions for Broadcasting Warnings**

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Where to Access the Warning System  
(e.g., telephone, public address system, etc.)

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Instructions for using the system

## Medical Emergency Plan

If a medical emergency is reported, dial 9-1-1 and request an ambulance. Provide the following information:

- Number and location of victim(s)
- Nature of injury or illness
- Hazards involved
- Nearest entrance (emergency access point)

Alert trained employees (members of the medical response team) to respond to the victim's location and bring a first aid kit or AED.

### Personnel Trained to Administer First Aid, CPR, or use Automated External Defibrillator (AED)

Name	Location / Telephone

### Locations of First Aid Kits and Automated External Defibrillator(s)

Locations of First Aid Kits and "Universal Precautions" kit (used to prevent exposure to body fluids)	
Locations of Automated External Defibrillator(s) (AEDs)	

## Procedures

- Only trained responders should provide first aid assistance.
- Do not move the victim unless the victim's location is unsafe.
- Control access to the scene.
- Take "universal precautions" to prevent contact with body fluids and exposure to bloodborne pathogens.
- Meet the ambulance at the nearest entrance or emergency access point; direct them to victim(s).

## **Fire Emergency Plan**

If a fire is reported, pull the fire alarm, (if available and not already activated) to warn occupants to evacuate. Then Dial 911 to alert Fire Department. Provide the following information:

- Business name and street address
- Nature of fire
- Fire location (building and floor or)
- Type of fire alarm (detector, pull station, sprinkler waterflow)
- Location of fire alarm (building and floor)
- Name of person reporting fire
- Telephone number for return call

Evacuation team to direct evacuation of employees and visitors.

### **Procedures**

- Evacuate building occupants along evacuation routes to primary assembly areas outside.
- Redirect building occupants to stairs and exits away from the fire.
- Prohibit use of elevators.
- Evacuation team to account for all employees and visitors at the assembly area.
- Meet Fire Department Incident Commander (IC). Inform the IC if everyone has been accounted for and if there are any injuries. Provide an update on the nature of the emergency and actions taken. Provide building floor plans, keys and other assistance as requested.
- Assign personnel to verify that fire protection systems are operating normally and to operate building utility and protection systems as directed by the fire department.

## **Property Conservation**

Identify preparations before a forecast event such as severe weather.

Identify how you will assess damage; salvage undamaged goods; and cleanup the building following an incident.

Identify the contractors, equipment, and materials that would be needed. Update the resource table at the end of this plan.



## Annexes

### Hazard or Threat-specific

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**Instructions:** Review the following list of hazards and identify those hazards that are foreseeable. Review the links to information provided within the Ready Business website to develop specific emergency procedures.

#### Natural hazards (geological, meteorological, and biological)

##### Geological hazards

- Earthquake
- Tsunami
- Volcano
- Landslide, mudslide, subsidence

##### Meteorological Hazards

- Flood, flash flood, tidal surge
- Water control structure/dam/levee failure
- Drought
- Snow, ice, hail, sleet, arctic freeze
- Windstorm, tropical cyclone, hurricane, tornado, dust storm
- Extreme temperatures (heat, cold)
- Lightning strikes (Wildland fire following)

##### Biological hazards

- Foodborne illnesses
- Pandemic/Infectious/communicable disease (Avian flu, H1N1, etc.)

##### Technology caused event

- Utility interruption or failure (telecommunications, electrical power, water, gas, steam, HVAC, pollution control system, sewerage system, other critical infrastructure)

#### Human-caused events (accidental and intentional)

##### Accidental

- Hazardous material spill or release
- Nuclear Power Plant Incident (if located in proximity to a Nuclear power plant)
- Explosion/Fire
- Transportation accident
- Building/structure collapse
- Entrapment and or rescue (machinery, confined space, high angle, water)
- Transportation Incidents (Motor Vehicle, Railroad, Watercraft, Aircraft, Pipeline)

##### Intentional

- Robbery
- Lost Person, Child Abduction, Kidnap, Extortion, Hostage Incident, Workplace violence
- Demonstrations, Civil disturbance
- Bomb threat, Suspicious package
- Terrorism

## Emergency Response Teams

- Facilities or building management staff familiar with building utility and protection systems and those who may assist with property conservation activities.
- Security
- Others trained to use fire extinguishers, clean up small spills of hazardous materials.

[illegible]

## Public Emergency Services & Contractors

Emergency Service	Name	Emergency Telephone	Business Telephone
Fire Department			
Emergency Medical Services			
Police Department			
Emergency Management Agency			
Hospital			
Public Health Department			
State Environmental Authority			
National Response Center (EPA)			
Electrician			
Plumber			
Fire Protection Contractor			
Elevator Service			
Hazardous Materials Cleanup			
Cleanup / Disaster Restoration			

## Warning, Notification & Communications Systems

The following systems are used to warn employees to take protective action (e.g., evacuate, move to tornado shelter, shelter-in-place, or lockdown) and provide them with information. The Communications capabilities enable members of our emergency team to communicate with each other and others.

	System	Location/Control Panel or Access Point
<b>Warning System</b>	Fire Alarm	
	Public Address	
	Other (describe)	
<b>Notification System</b>	Electronic	
	Telephone call tree	
<b>Communications Capabilities</b>	Telephone	
	Two-way radio	

## Fire Protection Systems

Document the fire protection systems including the types of systems, location, area, or hazard protected, and instructions.

System Type	Location	Access Point / Instructions
Sprinkler System	Control Valve	
	Control Valve	
	Control Valve	
Fire Pump		
Special Extinguishing Systems	Computer Room	
	Kitchen	
	Manufacturing Area	

## Revision History

Revision No.	Date	Description of Changes	Authorization

## Plan Distribution & Access

The Plan will be distributed to members of the emergency response team and department heads. A master copy of the document should be maintained by the emergency response team leader. The plan will be available for review by all employees.

Provide print copies of this plan within the room designated as the emergency operations center (EOC). Multiple copies should be stored within the facility EOC to ensure that team members can quickly review roles, responsibilities, tasks, and reference information when the team is activated.

An electronic copy of this Plan should be stored on a secure and accessible website that would allow team member access if company servers are down.

Electronic copies should also be stored on a secured USB flash drive for printing on demand.

## Emergency Supplies

Talk to your co-workers about what emergency supplies the company can feasibly provide, if any, and which ones individuals should consider keeping on hand. Recommended emergency supplies include the following:

<input type="checkbox"/>	<b>Water</b> , amounts for portable kits will vary. Individuals should determine what amount they are able to both store comfortably and to transport to other locations. If it is feasible, store one gallon of water per person per day, for drinking and sanitation
<input type="checkbox"/>	<b>Food</b> , at least a three-day supply of non-perishable food
<input type="checkbox"/>	<b>Battery-powered radio</b> and <b>extra batteries</b>
<input type="checkbox"/>	<b>Flashlight</b> and <b>extra batteries</b>
<input type="checkbox"/>	<b>First Aid kit</b>
<input type="checkbox"/>	<b>Whistle</b> to signal for help
<input type="checkbox"/>	<b>Dust or filter masks</b> , readily available in hardware stores, which are rated based on how small a particle they filter
<input type="checkbox"/>	<b>Moist towelettes</b> for sanitation
<input type="checkbox"/>	<b>Wrench</b> or <b>pliers</b> to turn off utilities
<input type="checkbox"/>	<b>Can opener</b> for food (if kit contains canned food)
<input type="checkbox"/>	<b>Plastic sheeting</b> and <b>duct tape</b> to "seal the room"
<input type="checkbox"/>	<b>Garbage bags</b> and <b>plastic ties</b> for personal sanitation



# Occupational Safety and Health Administration

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## eTools

### Evacuation Plans and Procedures eTool

#### Develop and Implement an Emergency Action Plan (EAP) » Emergency Action Plan Checklist

##### GENERAL ISSUES

- |   |   |
|---|---|
| <b>1.</b> Does the plan consider all potential natural or man-made emergencies that could disrupt your workplace?   | <input type="checkbox"/> Common sources of emergencies identified in emergency action plans include - fires, explosions, floods, hurricanes, tornadoes, toxic material releases, radiological and biological accidents, civil disturbances and workplace violence.  |
| <b>2.</b> Does the plan consider all potential internal sources of emergencies that could disrupt your workplace?   | <input type="checkbox"/> Conduct a hazard assessment of the workplace to identify any physical or chemical hazards that may exist and could cause an emergency.   |
| <b>3.</b> Does the plan consider the impact of these internal and external emergencies on the workplace's operations and is the response tailored to the workplace?   | <input type="checkbox"/> Brainstorm worst case scenarios asking yourself what you would do and what would be the likely impact on your operation and device appropriate responses.  |
| <b>4.</b> Does the plan contain a list of key personnel with contact information as well as contact information for local emergency responders, agencies and contractors?                                   | <input type="checkbox"/> Keep your list of key contacts current and make provisions for an emergency communications system such as a cellular phone, a portable radio unit, or other means so that contact with local law enforcement, the fire department, and others can be swift.  |
| <b>5.</b> Does the plan contain the names, titles, departments, and telephone numbers of individuals to contact for additional information or an explanation of duties and responsibilities under the plan? | <input type="checkbox"/> List names and contact information for individuals responsible for implementation of the plan.   |
| <b>6.</b> Does the plan address how rescue operations will be performed?  | <input type="checkbox"/> Unless you are a large employer handling hazardous materials and processes or have employees regularly working in hazardous situations, you will probably choose to rely on local public resources, such as the fire department, who are trained, equipped, and certified to conduct rescues. Make sure any external department or agency identified in your plan is prepared to respond as outlined in your plan. Untrained individuals may endanger themselves and those they are trying to rescue.  |
| <b>7.</b> Does the plan address how medical assistance will be provided?  | <input type="checkbox"/> Most small employers do not have a formal internal medical program and make arrangements with medical clinics or facilities close by to handle emergency cases and provide medical and first-aid services to their employees. If an infirmary, clinic, or hospital is not close to your workplace, ensure that onsite person(s) have adequate training in first aid. The American Red Cross, some insurance providers, local safety councils, fire departments, or other resources may be able to provide this training. Treatment of a serious injury should begin within 3 to 4 minutes of the accident. Consult with a physician to order appropriate first-aid supplies for emergencies. Establish a relationship with a local ambulance service so transportation is readily available for emergencies. |

## GENERAL ISSUES

**8.** Does the plan identify how or where personal information on employees can be obtained in an emergency?

In the event of an emergency, it could be important to have ready access to important personal information about your employees. This includes their home telephone numbers, the names and telephone numbers of their next of kin, and medical information.

## EVACUATION POLICY AND PROCEDURES

**1.** Does the plan identify the conditions under which an evacuation would be necessary?

☐ The plan should identify the different types of situations that will require an evacuation of the workplace. This might include a fire, earthquake, or chemical spill. The extent of evacuation may be different for different types of hazards.

**2.** Does the plan identify a clear chain of command and designate a person authorized to order an evacuation or shutdown of operations?

☐ It is common practice to select a responsible individual to lead and coordinate your emergency plan and evacuation. It is critical that employees know who the coordinator is and understand that this person has the authority to make decisions during emergencies. The coordinator should be responsible for assessing the situation to determine whether an emergency exists requiring activation of the emergency procedures, overseeing emergency procedures, notifying and coordinating with outside emergency services, and directing shutdown of utilities or plant operations if necessary.

**3.** Does the plan address the types of actions expected of different employees for the various types of potential emergencies?

☐ The plan may specify different actions for employees depending on the emergency. For example, employers may want to have employees assemble in one area of the workplace if it is threatened by a tornado or earthquake but evacuate to an exterior location during a fire.

**4.** Does the plan designate who, if anyone, will stay to shut down critical operations during an evacuation?

☐ You may want to include in your plan locations where utilities (such as electrical and gas utilities) can be shut down for all or part of the facility. All individuals remaining behind to shut down critical systems or utilities must be capable of recognizing when to abandon the operation or task and evacuate themselves.

**5.** Does the plan outline specific evacuation routes and exits and are these posted in the workplace where they are easily accessible to all employees?

☐ Most employers create maps from floor diagrams with arrows that designate the exit route assignments. These maps should include locations of exits, assembly points and equipment (such as fire extinguishers, first aid kits, spill kits) that may be needed in an emergency. Exit routes should be clearly marked and well lit, wide enough to accommodate the number of evacuating personnel, unobstructed and clear of debris at all times, and unlikely to expose evacuating personnel to additional hazards.

**6.** Does the plan address procedures for assisting people during evacuations, particularly those with disabilities or who do not speak English?

☐ Many employers designate individuals as evacuation wardens to help move employees from danger to safe areas during an emergency. Generally, one warden for every 20 employees should be adequate, and the appropriate number of wardens should be available at all times during working hours. Wardens may be responsible for checking offices and bathrooms before being the last person to exit an area as well as ensuring that fire doors are closed when exiting. Employees designated to assist in emergency evacuation procedures should be trained in the complete workplace layout and various alternative escape routes. Employees designated to assist in emergencies should be made aware of employees with special needs (who may require extra assistance during an evacuation), how to use the buddy system, and any hazardous areas to avoid during an emergency evacuation.

**7.** Does the plan identify one or more assembly areas (as necessary for different types of emergencies) where employees will gather and a method for accounting for all employees?

☐ Accounting for all employees following an evacuation is critical. Confusion in the assembly areas can lead to delays in rescuing anyone trapped in the building, or unnecessary and dangerous search-and-rescue operations. To ensure the fastest, most accurate accounting of your employees, consider taking a head count after the evacuation. The names and last known locations of anyone not accounted for should be passed on to the official in charge.

**8.** Does the plan address how visitors will be assisted in evacuation and accounted for?

☐ Some employers have all visitors and contractors sign in when entering the workplace. The hosts and/or area wardens, if established, are often tasked with assisting these individuals evacuate safely.

## REPORTING EMERGENCIES AND ALERTING EMPLOYEES IN AN EMERGENCY

1. Does the plan identify a preferred method for reporting fires and other emergencies?

- ☐ Dialing 911 is a common method for reporting emergencies if external responders are utilized. Internal numbers may be used. Internal numbers are sometimes connected to intercom systems so that coded announcements may be made. In some cases employees are requested to activate manual pull stations or other alarm systems.

2. Does the plan describe the method to be used to alert employees, including disabled workers, to evacuate or take other action?

- ☐ Make sure alarms are distinctive and recognized by all employees as a signal to evacuate the work area or perform other actions identified in your plan. Sequences of horn blows or different types of alarms (bells, horns, etc.) can be used to signal different responses or actions from employees. Consider making available an emergency communications system, such as a public address system, for broadcasting emergency information to employees. Ideally alarms will be able to be heard, seen, or otherwise perceived by everyone in the workplace including those that may be blind or deaf. Otherwise floor wardens or others must be tasked with ensuring all employees are notified. You might want to consider providing an auxiliary power supply in the event of an electrical failure.

## EMPLOYEE TRAINING AND DRILLS

1. Does the plan identify how and when employees will be trained so that they understand the types of emergencies that may occur, their responsibilities and actions as outlined in the plan?

- ☐ Training should be offered employees when you develop your initial plan and when new employees are hired. Employees should be retrained when your plan changes due to a change in the layout or design of the facility, when new equipment, hazardous materials, or processes are introduced that affect evacuation routes, or when new types of hazards are introduced that require special actions. General training for your employees should address the following:

- Individual roles and responsibilities.
- Threats, hazards, and protective actions.
- Notification, warning, and communications procedures.
- Emergency response procedures.
- Evacuation, shelter, and accountability procedures.
- Location and use of common emergency equipment.
- Emergency shutdown procedures.

You may also need to provide additional training to your employees (i.e. first-aid procedures, portable fire extinguisher use, etc.) depending on the responsibilities allocated employees in your plan.

2. Does the plan address how and when retraining will be conducted?

- ☐ If training is not reinforced it will be forgotten. Consider retaining employees annually.

3. Does the plan address if and how often drills will be conducted?

- ☐ Once you have reviewed your emergency action plan with your employees and everyone has had the proper training, it is a good idea to hold practice drills as often as necessary to keep employees prepared. Include outside resources such as fire and police departments when possible. After each drill, gather management and employees to evaluate the effectiveness of the drill. Identify the strengths and weaknesses of your plan and work to improve it.

Occupational Safety and Health Administration  
200 Constitution Ave NW  
Washington, DC 20210  
☎800-321-6742 (OSHA)  
TTY  
[www.OSHA.gov](http://www.OSHA.gov)

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