



The Center for Grieving Children Emergency Operations Plan

December 20, 2016

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Response to Any Emergency

During Emergency:

- Supervisor calls 911, if necessary. Assess life and safety issues and take appropriate actions.
- Supervisor/designee notifies Director. (see Emergency Numbers page 5)
- Supervisor warns participants, volunteers, and staff. If an emergency requires immediate action to protect the safety of those present, follow designated specified procedure.
- Immediately take action to preserve life and safety (evacuation, sheltering, duck and cover, etc.)
- Take charge of area until incident is contained or relieved by emergency personnel.
- Seal off high risk areas and no one re-enters until emergency responders issue all clear.
- If immediate action is not required, notify staff at a special meeting or written communication at earliest opportunity. Staff will debrief volunteers and participants during regular meeting times unless written communication preferred.

After the Emergency

- Establish incident command post.
- Establish communications, internally within facility and externally with public safety.
- Media spokesperson activated.
- Supervisor/designee notifies parent(s) or guardian(s), if necessary.
- Notify parents to stay away/come to facility/go to parent reception center and await delivery.
- Preserve evidence. Keep detailed notes of incident.
- Activate any additional resources needed to recover from incident or as necessary to support staff, volunteers and participants.
- Schedule periodic updates even if no additional information is available
- Be prepared to speak with family members about how to support their child following an emergency.

Emergency Location Information

Agency Name: Center for Grieving Children

	Portland	Sanford
Physical Address and Phone	555 Forest Avenue Portland ME 04101 207-775-5216	893 Main Street Sanford, ME 04073 207-324-3163 (NPUCC) 207-749-4949 (CGC staff mobile)
Emergency Assembly Area	Parking lot behind Coastal Trading and Pawn 543 Forest Ave 773-0338	Sexton's House, behind Robie Building Steve and Tina Courcy 207-502-9047 or 207-206-0546
Alternate Emergency Assembly Area	Trinity Episcopal Church 580 Forest Avenue 207-772-7421	Dunkin Donuts 925 Main Street 324-8663
Primary Command Post		
Alternate Command Post		
Water shut off	Basement (Left side door)	
Electrical Shut off	Basement (right side door)	
Sprinkler Room	None	
Air and heat system		
Gas shut off	Outside by end of ramp	

Emergency Phone Numbers

Fire, Police, Ambulance- Emergency: Call 911

	Portland	Sanford
Police (non-emergency)	874-8479	324-9170
Fire Department (non-emergency).....	874-8400	324-2883

Referrals:

Crisis Intervention

Rape Crisis Center.....	774-3613
Suicide Crisis Hotline.....	888-568-1112
Mobile Crisis Center.....	774-HELP (4357) or 888-568-1112
TIPS.....	661-6478

Victim Assistance

Child Abuse/ Neglect Reporting.....	626-8620 or 800-452-1999
Runaway Hotline.....	800-231-6946
Family Crisis Services.....	874-1973 or 800-537-6066

Hazardous Materials/ Poison

	Portland	Sanford
Report hazardous materials leak/spill.....	874-8400	324-2883
Poison Control Center.....	871-4720 or 800-222-1222	

Disaster Assistance

American Red Cross.....	874-1192
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Supervisory Staff

Anne Heros.....	776-0226
Susan Giambalvo.....	807-3475
Rebecca Diggins.....	939-0369
Marie Sheffield.....	318-7305
Lisa Morin.....	294-1178
Janice Zurlo (York County).....	332-1224
North Parish Congregational Church	324-3163
Tina and Steve Courcy (NPUCC Sextons)	502-9047, 206-0546
Portland Public Schools Main Office	874-8100

Responsibilities During an Emergency

Supervisor refers to staff person on site. If no staff present at the time of the emergency then the consultant or team coordinator is considered the supervisor. Volunteer refers to any volunteers or other staff person responsible for a group of participants. Director or Designee refers to Executive Director or next in chain of command if Executive Director is unavailable.

Supervisor or designee

- Verify information
- Call 911 (if necessary)
- Command/ Control/ Guidance
- Seal off high risk area
- Issue evacuation/ shelter in place/ lockdown order
- Notify Director
- Notify church contact person, staff, volunteers, participants, school department as necessary
- Refer media to media spokesperson
- Implement post crisis procedures
- Keep detailed notes of event
- Maintain constant accountability

Volunteer

- Verify information
- Notify Supervisor
- Take life/safety actions
- Lock room doors, unless evacuation orders are issued
- Warn participants and maintain order
- Take roll call for your group
- Implement duck and cover, evacuation, lockdown, etc.
- After evacuation to Emergency Evacuation Area or Alternate Emergency Evacuation Area take roll
- Report missing or extra people to Supervisor.
- No one re-enters building until Supervisor delivers all clear
- Refer media to media spokesperson
- Keep notes of events

Executive Director or designee

- Establish incident command post
- Establish communications
- Identify additional resources
- Determine transportation needs
- Mobilize transportation resources
- Establish and staff staging areas
- Appoint or act as media spokesperson

Media Procedures

All staff must refer media to media spokesperson.

Position	Name	Work Phone	Home Phone	Cell Phone
Executive Director	Anne Heros	207-775-5216		207-776-0226

Follow the Center for Grieving Children’s Crisis Communications Plan in the Board handbook and Contact with the Media Policy in the personnel handbook.

Sample Media Statement:

There has been a confirmed [insert crisis event] at The Center for Grieving Children’s location in [Portland/Sanford]. We are working with [insert police/fire/state and local agencies] to take the appropriate steps to ensure the safety of program participants, volunteers, staff, and our neighbors.

During an emergency, adhere to the following procedures:

- Supervisor relays all factual information to Director.
- Establish a media center away from the agency.
- Update media regularly. Do not say “No comment”.
- Do not argue with media.
- Maintain log of all telephone inquiries. Use scripted response to inquiries.
- Schedule periodic updates even if no information is available

Media statement

- Create a general statement before an incident occurs. Adapt the statement during the crisis.
- Emphasize safety of students and staff first.
- Briefly describe the Center’s plan for responding to the emergency.
- Issue brief statement consisting only of facts.
- Respect privacy of victim(s) and family of victim(s). Do not release names to media.
- Refrain from exaggerating or sensationalizing crisis.

Emergency Alert Stations (EAS)

Listen to the following radio stations for information regarding a potential or impending emergency.

FM		AM		TV	
WMGX	93.1	WGAN	560	WCSH	Channel 6
WJBQ	97.9			WMTW	Channel 8
WYNZ	100.9			WGME	Channel 13
WPOR	101.9				
WBLM	102.9				

Recovery Annex

This Annex describes how the Center for Grieving Children will recover from an emergency. There are four fundamental kinds of recovery: services recovery, physical recovery, fiscal recovery, and psychological and emotional recovery.

The Center has identified key individuals and resources that can assist in a recovery effort, see list of Emergency Response team members.

Services Recovery

The executive director or designee has the authority to close and reopen the Center for Grieving Children in the event of an emergency and recovery.

A separate plan is being developed for security and recovery of IT services.

Physical Recovery

Fiscal Recovery

Psychological and Emotional Recovery

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Security Annex

This annex outlines the procedures the Agency will implement on a routine, on-going basis to secure the facility from threats.

Building Access

All Doors will remain locked during non-business hours.

Entry and exit to 555 should be through the main door.

Access to 893 Main Street is by appointment only.

Open access to the downstairs at 555 is permitted only during scheduled programming or volunteer activities. The door should be locked once participants arrive and remain locked for the duration of programming. A designated volunteer is responsible for unlocking the door at the scheduled time and locking it again. A designated volunteer locks room 211/212 during group meeting time when belongings are left unattended.

All guests and volunteers sign in and out in the visitor log. Written attendance for families and volunteers is taken at each meeting of program services.

It is recommended that staff and volunteers do not leave the building alone at night. The last two people on a night of service should leave together.

General Safety

Parking lots, entries and outdoor areas are well lighted at night and free of debris or other hazards.

Do not store recyclables, trash, or other materials in stairwell, landings, or entry ways.

Basement and stairwell fire doors should remain closed at all time.

Group rooms are checked at least annually to ensure that they have fully stocked first aid kits, door stops, functioning door locks, and building maps with clearly marked evacuation routes.

Volunteers wear nametags while in programming. We recommend that volunteers carry a cell phone in case they need to make an emergency call.

All staff and volunteers will be familiar with the Emergency Operating Plan. Safety and security polices will be reviewed annually with staff and volunteers. Basic Safety information is made available to families. Complete information is available on request.

Emergency contact information is on file for each staff, volunteer, and family.

Volunteer and family contact information is available in a secure web-based database.

The Center maintains a no-weapons policy.

Regular testing and inspection of fire alarm, extinguishers, exit lights, elevator is conducted.

Keys are not left in office doors. Lock offices at night. We recommend that staff, volunteers, and visitors lock cars and do not leave valuables unattended.

Evacuation/ Relocation Procedures and Centers

Evacuation

- Call 911, if necessary.
- Supervisor issues evacuation order and notifies Director and volunteers.
- Supervisor determines if participants, volunteers, and staff should be evacuated outside of building to Emergency Assembly Area or to Alternate Emergency Assembly Area.
- Supervisor or designee notifies relocation/assembly area.
- Direct participants, volunteers, and staff to follow fire drill procedures and route. Follow alternate route if normal route is too dangerous.
- Close all windows.
- Turn off lights, electrical equipment, gas, water, air handling system.
- Supervisor/designee notifies Director. (see Emergency Numbers page 5)

Supervisor (Staff/Consultants/Team Coordinators)

- Direct volunteers and participants to follow normal fire procedures unless Supervisor alters route.
- Children and volunteers should remain with their groups.
- Take attendance sheets, emergency contact information and front desk sign in binder.
- Close doors and turn off lights.
- When outside of building, account for all participants, volunteers and staff. Inform Supervisor of accountability.
- If people are relocated to an emergency assembly area, stay with families. Take roll again when you arrive at the assembly area.

Lock-down Procedures

Lock-down procedures may be issued in situations involving dangerous intruders or other incidents that may result in harm to persons inside facility. The primary objective is to ensure all persons are secured quickly in the rooms away from immediate danger.

Supervisor or designee will issue lock-down procedures by announcing warning through whatever means possible such as 555 2nd floor phone intercom, personal phone, or verbal person to person communication.

- Call 911
- Direct all staff, volunteers, group members, and visitors to nearest locking room. Clear all hallways.
- Lock main entry doors if safe to do so, office, and group room doors. Place door stop under doors. Barricade doors with heavy furniture.
- Cover windows of room/close blinds. Turn off lights. Silence electronic devices.
- Move all persons away from windows and doors and have them stand along walls, duck and cover along walls, or duck and cover under furniture.
- Try to keep everyone calm and silent.
- Allow no one outside of room until all-clear signal is announced by Supervisor or identifiable law enforcement.
- Supervisor/designee notifies Director. (see Emergency Numbers page 5)

Sheltering Procedures

Sheltering provides refuge for participants, volunteers, staff, and public within facility during an emergency. Shelters are located in areas that maximize the safety of inhabitants. Safe areas may change depending on the emergency.

- Call 911 if necessary
- Supervisor identifies safe areas in the building.
- Supervisor warns staff, volunteers, and participants to assemble in safe areas. Bring all persons inside building.
- Team Coordinator or staff takes attendance roster and emergency contact information and sign in binder.
- Close all exterior doors and windows. Close window blinds and move away from windows.
- Seal around windows and doors if advised.
- Turn off any ventilation leading from outside if advised.
- If advised, cover mouth and nose with handkerchief, paper towels, or tissues. Cover open food.
- Staff person and TC should account for all participants and volunteers after arriving in safe area. Participants and volunteers should remain with their groups.
- Supervisor/designee notifies Director. (see Emergency Numbers page 5)
- All persons must remain in safe areas until notified by Supervisor or emergency personnel it is safe to leave.

Threats and Harzard Specific Annexes

Active Shooter

The goal of this annex is to describe how staff and volunteers can most effectively respond to an active shooter situation to help prevent and minimize the loss of life. There is no single response that fits all active shooter situations, however knowing options for response can help people react decisively and select their best course of action. It is possible that staff and volunteers will have to use more than one course of action and often will have to rely on their own judgement to decide which option will best protect lives.

Avoid

- If it is safe to do so, the first course of action should be to run out of the building to the Alternate Emergency Assembly Area. (see evacuation annex page 10)
- Leave personal belongings behind.
- Avoid elevators.
- Communicate danger and necessary action to others (eg. “Gun! Get Out!”)
- Take others with you but do not stay behind because others will not go.
- Call 911 when safe to do so.
- Let supervisor know where you are.

Deny

- If running is not a safe option, hide in as safe a place as possible. (See lockdown annex pg11)
- Lock doors, barricade with heavy furniture
- Close window blinds, turn off lights, silence electronic devices
- Remain silent
- If possible use strategies to communicate with first responders; for example in rooms with exterior windows make hand signs to silently signal responders to indicate the status of the rooms occupants
- Hide along the wall closest to the exit, out of sight of windows is possible.
- Remain in place until given the all clear by law enforcement

Defend

- If neither running nor hiding is a safe option, as a last resort, when confronted by the shooter, adults in immediate danger have the right to defend themselves and should consider trying to disrupt or incapacitate the shooter by using aggressive force and items in their environment such as chairs or fire extinguishers.

After an incident

- The Crisis response team works with emergency responders to provide assistance to victims and their families.
- The Crisis response team may also call on the Red Cross, 211, Maine Behavioral Health TIP, and others to provide support and assistance as needed.
- Provide timely, accurate and relevant information to family members of victims.
- Media and families should be kept separate.
- Children should be released to parent or guardian, emergency contact, or person designated by the guardian or, in the case of ICPS, authorized school personnel. The name and contact information of the person to whom the child is released should be recorded along with date and time.
- Provide interpreters as needed.

Assault/ Fights

This procedure is to minimize harm to participants, volunteers and staff in the event of an assault or fight between any two or more persons.

- Notify Supervisor. Supervisor ensures 911 has been called.
- Ensure safety of participants, volunteers, and staff by moving people away from the fight to safe area.
- Seal off area where situation is taking place.
- Diffuse situation, if possible.
- Supervisor notifies police if weapon was used, victim has physical injury, or assault involving sexual contact.
- Supervisor/designee notifies Director. (see Emergency Numbers page 5)
- Supervisor notifies parents of any minors involved.
- Document all activities. Ask victim(s)/witness(es) for their account of incident.
- Assess counseling needs of all individuals involved.

Bomb Threat

Upon receiving a message a bomb has been placed in the building.

- Ask where the bomb is located, when bomb will go off, what materials are in the bomb, who is calling, and why caller is doing this.
- Listen closely to caller's voice, speech patterns, and to noises in background.
- After hanging up phone, immediately dial *69 to trace call
- Notify Supervisor.
- Supervisor contacts 911
- Supervisor works with emergency personnel to evaluate threat, and orders evacuation (see evacuation annex) of all persons inside building to an area at least 300 feet away from the building or Alternate Emergency Assembly Area (AEAA).
- Supervisor/designee notifies Director. (see Emergency Numbers page 5)

Evacuation Procedure

- Supervisor warns staff, participants, and volunteers. Do not mention "Bomb Threat". Use standard fire drill procedures.
- Dress for weather if time allows.
- All persons must be evacuated to at least 300 feet away from building. After consulting with emergency personnel and if weather inclement move to Alternate Emergency Assembly Area.
- Supervisor or designee take roll after primary evacuation and after secondary evacuation.
- No one may reenter building unless deemed safe to do so by emergency personnel.
- Supervisor notifies staff of termination of emergency.

Fire

In the event of fire, smoke from a fire, or gas odors.

- Pull the fire alarm.
- Staff person or TC take attendance roster, sign-in book, and emergency contact information.
- Evacuate participants, volunteers, and staff to Emergency Assembly Area (EAA).
- Follow normal fire drill route. Follow alternate route if normal route is too dangerous.
- Supervisor notifies 911
- Supervisor/designee notifies Director. (see Emergency Numbers page 5)
- Volunteer take roll after assembled in Emergency Assembly Area.
- Volunteer notifies Supervisor/designee of roll results.
- Supervisor/ designee may move participants and volunteers to alternate area if weather is inclement or building is damaged.
- No one may reenter building until entire building is declared safe by emergency personnel.
- Supervisor notifies participants, volunteers, and staff to termination of emergency. If necessary Staff person contacts parents of minors

Hazardous Materials

Incident occurred in agency

- Call 911
- Notify Supervisor
- Supervisor notifies Director.
- Seal off area of leak/spill
- Evacuate to Emergency Assembly Area, if necessary.
- Take attendance roster, sign in log, emergency contact information and take roll after evacuation.
- Supervisor gets copy of roll call.
- Take charge of area until emergency personnel arrive.
- Ask emergency command if secondary evacuation is necessary.
- Have designee begin to notify parents of pick up location.
- Resume normal operations post consult with emergency personnel.

Incident occurred near agency property

- Emergency personnel will notify facility.
- Supervisor will notify Director, and staff.
- Emergency personnel will recommend evacuation or shelter in place.
- Notify parents of students or school transportation regarding pick up.
- Resume normal operations post consult with emergency personnel.

Intruder/ Hostage

Intruders: An unauthorized person who enters the facility.

- Notify Supervisor
- If needed, ask other staff person to accompany you before approaching intruder.
- Politely greet intruder and identify yourself.
- Ask intruder the purpose of his/ her visit.
- Inform intruder that all visitors must be approved by Supervisor.
- If intruder's purpose is not legitimate ask him/ her to leave. Escort intruder out of building.

If intruder refuses to leave:

- Warn intruder of consequences for staying on facility property. Inform them that you will contact police.
- Call 911 and give description of intruder
- Step back from intruder if they begin to act violent and obtain additional staff. Be aware of intruder's actions (location in building, hand gestures, bags or boxes they may be holding).
- Supervisor may issue lockdown procedure.

Hostage

- If hostage taker is unaware of your presence, do not intervene.
- Call 911 immediately. Give dispatcher details of situation.
- Seal off area near hostage scene.
- Notify Supervisor.
- Supervisor notifies Director.
- Give control of scene to police.
- Keep detailed notes of events.

If hostages are taken

- Follow instructions of hostage taker.
- Try not to panic. Calm participants and volunteers if they are present.
- Treat the hostage taker as normally as possible.
- Be respectful to hostage taker.
- Ask permission to speak and do not argue or make suggestions.

Missing Child

- If a child is presumed missing or lost, the Supervisor and staff person (if supervisor is consultant or volunteer) needs to be notified immediately.
- The Supervisor will delegate which staff/volunteer will stay with the children and which one will search for the missing child.
- Once it is determined that a child is missing or lost, the police department must be notified, and the parents will be called immediately.
- Once you meet with police they shall be in charge of the situation at that time.
- Staff will fill out an incident report form including a description of the child and clothing and forward that to the police.
- Designate one staff person as a "*Contact Person*". This person will be responsible for communicating information to and from the police department.
- The contact person will keep a running log on the search activities, this person will remain on site.
- Prepare media spokesperson.

Serious Injury/ Death

If incident occurred in facility

- Call 911
- Administer aid or direct someone to administer aid.
- If possible, isolate affected participant(s)/volunteer(s)/staff member(s).
- Notify Supervisor
- Supervisor notifies Director
- Request first responders contact Trauma Intervention Program (TIP).
- Supervisor designates person to accompany injured/ill person(s) to hospital.
- Supervisor notifies parent(s) or guardian(s) of affected minor(s).
- Document eye-witness accounts of incident.
- Determine method of notifying participants, volunteers, staff and parents.
- Refer media to media spokesperson.

If incident occurred outside facility

- Notify staff before normal operations.
- Determine method of notifying participants and volunteers. Announce availability of counseling services for those who need assistance.
- Refer media to media spokesperson.

Post-crisis intervention

- ED meets with members of the crisis team to determine plan (page 24).
- Designate room as private counseling areas.
- ED designate point person to communicate with participants, volunteers,
- Refer or provide affected individuals with counselors.
- Assess stress level of staff/volunteers. Recommend counseling to overly stressed staff/volunteers.
- Follow-up with participants, volunteers, and staff who received counseling.
- Designate staff person(s) to attend funeral.
- Allow for changes in normal routines for staff, volunteers, and participants.

Severe Weather

Hurricane, Tornado Watch, Blizzard or other severe weather has been issued in an area near building.

The Executive Director has the authority to cancel programming or close the agency for business in the event of severe weather. Director will notify staff and direct them to notify volunteers and affected families. Closing will be announced on local radio and television news stations.

In the event of tornado, hurricane or other unexpected dangerous weather event,

- Immediately bring all persons inside building.
- Monitor TV/ radio Emergency Alert Stations or NOAA Weather Radio (National Weather Service, Weather Channel)
- Tape exterior windows with duct tape in X pattern.
- Close windows and blinds.
- Designate location of safe area. Tornado-safe areas are under tables or desks, in areas away from exterior windows, and out of large rooms.
- Review “duck and cover” procedures with volunteers and participants.
- Media spokesperson activated.

Tornado Warning has been issued in an area near building or tornado has been spotted near building.

- Shut off gas, electric, and residential water.
- Immediately move staff, volunteers, and participants to safe area.
- Take attendance roster, sign-in log, emergency contact information
- Ensure that participants are in “protective” positions.
- Account for all participants and volunteers.
- Remain in safe area until supervisor/designee issues an all clear signal.

Tornado Strike

- Call 911 and notify director of facility.
- Issue “duck, cover, and hold on” orders in building.

Weapons

Report or rumor of a weapon brought to facility:

The Center maintains a no weapons policy.

- Notify **supervisor** immediately giving details: source of information, suspect's name, and weapon location
- If staff person or volunteer suspects that weapon is in a group room he/she should confidentially notify a neighboring volunteer/staff.
- Volunteer should not leave group room.

Supervisor:

- Immediately call police if a weapon is suspected in facility. Request no sirens to be used.
- Do not attempt to confront the individual.
- Request that individual move to private office to wait for police.
- Conduct search with police.
- Inform suspected individual why search was conducted and results of search.
- If individual threatens you with weapon, do not try to disarm him/ her. Back away with arms up and remain calm.

Appendix

Emergency Response Team Members

Center Crisis Team

Position	Name	Work Phone	Cell Phone	Room
Executive Director	Anne Heros	207-775-5216	207-776-0226	205
Board President	Kimberly Simard			
Program and Operations Director	Susan Giambalvo	207-775-5216	207-807-3475	201
NPCUCC				
NPCUCC Main number	Becky Brown, office admin.	207-432-8759		
Facilities Manager	Art Kelly		207-604-4025	
Church Sexton	Steve and Tina Courcy		502-9047 206-0546	
Reverend	Diane Wendorf		206-4942	
OTHER AS NEEDED				
IT issues	John Holland			
Communications	Bob Baldacci			
HR/Legal	Peter Herzog			
Insurance	Cross Insurance Dean Alofs	780-1677		
Security	NorthCross Group			
Alarm	Simplex Grinnel			
Facilities	Allied Cook			
Facilities	Serv Pro			
Interpreters	Interpret Maine	207-210-1412		