

**This Annex suggests General Considerations and Best Practices for Administrative Contingency Plans and Insurance Issues in the event of an Emergency or Disaster.**

**ARE YOU READY?**

- *Who is trained to lead and make decisions during an emergency?*
- *Are backup plans in place if the administrative hub is damaged?*
- *Which personnel have been identified as members of an Emergency Response Team?*
- *How will the business-side of the facility continue to operate during an emergency?*
- *Will the facility qualify for FEMA reimbursement to cover any losses?*

**Basic Steps When Writing and Implementing Administrative Contingency Plans**

- 1. Conduct Preparation and Development**
- 2. Draft the Administrative Section of the Contingency Plan**
- 3. Train Personnel for Emergency Situations**
- 4. Schedule Trainings and Subsequent Evaluations**

Contingency administration plans should include management strategies as well as business and personnel policies and plans for short-term and long-term emergencies and disasters.

A power outage, for example, may only require text messaging to provide instructions while a blizzard or excessive heat emergencies may require specific personnel to sleep at the facility (shelter-in-place). A catastrophic emergency may require establishing a temporary satellite administrative office for continuity of business. Any type of emergency requires accurate record keeping before the facility can be considered for state or federal reimbursements or insurance coverage.

An administrative leader has to initiate responses to both large and small scale disruptions. Having a well-defined plan, an organized chain-of-command to manage emergencies and a diverse Emergency Response Team can facilitate continuous operations and aim to meet the needs of personnel, animals, vendors and the public.

### 1. Conduct Preparation and Development

Before drafting contingency plans for Administration, the Facility Contingency Planners (FCPs) and/or stakeholders need to identify the current management and administrative practices. The following pages offer a variety of options to consider while evaluating and developing the contingency plan, and training strategies.

- Assemble a planning team and collaborators linked with management and administrative practices (see page3).
- Identify the potential risks. See *Risk Assessment Annex*.
- Identify and evaluate current plan(s), practices and protocols to maintain administrative operations and leadership during emergencies or disasters.

### 2. Draft the Administrative Section of the Contingency Plan

After evaluating the current standard operating procedures and backup plans (1) draft or edit a contingency plan that includes strategies for maintaining operations, (2) monitor the progress of writing the plan and (3) develop a system for application of the plan. Best practice information for the following topics is provided beginning on page 3.

- Best Practice Personnel Considerations*
- Best Practice Business Policies – Management Related*
- Best Practice Continuity of Operations for a Short-term Emergency*
- Best Practice Continuity of Operations for a Long-term Emergency*
- Sheltering-in-Place*
- Monitor the Drafting and Implementation of the Administrative Plan*

### 3. Train Personnel for Emergency Situations

Develop the types of emergency preparedness exercises/drills and assess training effectiveness.

- Train personnel on procedures and their specific roles to maintain critical administrative functions.

### 4. Schedule Training and Subsequent Evaluations

- Schedule training and emergency drills for appropriate personnel and volunteers.
- Evaluate the success of the exercises and modify the training, as needed. If an emergency occurred, was training adequate?
- Revisit the plan as equipment, software and procedures change.

The following considerations are good business practices that may be helpful while developing the administrative plan. Contingency plans will vary, depending on the size of the facility, number of personnel and other factors.  
Not every consideration is appropriate for every managed wildlife facility.

**Stakeholders and Experts to Consult on Administrative Policies and Procedures**

- Who are the potential consultants?
  - Management and owners
  - Board of Directors
  - Union representatives
  - Human resources experts
  - Critical service providers and vendors
  - Regulators (e.g., USDA, state wildlife agencies)
  - Local emergency management agencies (e.g., city officials, county officials, law enforcement)
  - Professional business counselors to guide on potential liabilities and vulnerabilities (e.g., accountants, attorneys, financial planners insurance agents, business consultants)
  - Zoological professionals

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**Best Practice Personnel Considerations**

- Are regulatory compliance rules and regulations governing personnel followed?
  - Occupational Safety and Health (OSHA)
  - Workman’s Compensation
  - Union contracts
  - Federal or state requirements
  - Immunizations or screenings
  - Other?
  - Closure notification procedures
  - Safety measures
  - Fair Labor Standards Act (FLSA) information
  - Equal Employment Opportunity Commission (EEOC) information
- Is a written employee manual or handbook available to all personnel? Does it cover:
  - Overview of the organization
  - Hiring practices
  - Compensation policies
  - Injuries on the job
  - Behavioral responsibilities and expectations
  - Call-in sick procedure
  - Emergency plans
- Is contact information for employees and volunteers—both 24-hour access and in case of emergency (ICE)<sup>1</sup>—kept current and readily-available?

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<sup>1</sup> ICE: Emergency responders advocate cell phone users store emergency contact information and special medical conditions in their address books under ICE.

- Does the facility utilize an organization chart<sup>2</sup> of the hierarchical chain-of-command including titles and job functions (e.g., CEO, general manager, public relations, payroll specialist, clerical, information technology (IT), development, fundraising)?
  - Is it maintained electronically and as hard-copy?
  - Do personnel know the location of hard-copies for easy access during an emergency?
- Are name badges and/or other forms of identification issued to personnel and volunteers?
- Which key personnel or positions must always have access to the facility?
  - Do facility security personnel, local jurisdictions and first responders know who is authorized to be on grounds after hours?
  - Have facility management and local emergency management(s) determined the best form of credentials so personnel will be able to cross barricades during an emergency event?
- Are one or more staff persons designated as the institution's animal record-keeper?
- Are all appropriate animal care personnel kept apprised of relevant laws and regulations regarding the facility's managed wildlife?
- Are personnel cross-trained to perform other functions at the facility?
  - Are cross-trained personnel used to backup essential administrative functions?
    - For example, if the manager is out, who is trained to make decisions, and are administrative personnel cross-trained to use various computer programs?
  - Are personnel trained for additional emergency roles such as an Off-grounds Emergency Coordinator, Business Recovery Team or Donations Manager to receive goods? See Glossary in the Roadmap for descriptions.
- Are personnel with special certifications or skills that may be helpful in an emergency recognized and utilized?
  - First Aid, including CPR and AED<sup>3</sup>
  - Volunteer fire fighter
  - First Responder Certification
  - Incident Command System (ICS 100)
  - Emergency Medical Technician (EMT)
  - Emergency Management on-line classes
  - Cardiopulmonary Resuscitation (CPR)
  - Lifeguard Training
  - state hunter safety programs
  - National Rifle Association Firearms training program
- Is a person assigned to assume the role of Facility Incident Commander (FIC) during an emergency? Who serves as the FIC? Does the person in charge vary, based on the type or size of the emergency?
  - Is the FIC capable of identifying clear and present dangers to human life?

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<sup>2</sup> Microsoft offers free templates to create organization charts.

<sup>3</sup> CPR = cardiopulmonary resuscitation. AED = automated external defibrillator. Stakeholders such as local fire departments often offer basic training in these techniques and use of this equipment.

- Is the FIC properly trained to assess and identify emergency situations, perform decision-making and other necessary duties such as:
  - Assess any impact on animals
  - Assess any impact on the facility
  - Assess condition of personnel
  - Assess condition of visitors
  - Maintain contact with authorities
  - Maintain contact with veterinarian
  - Determine prudent animal handling
  - Other
- Is a chain-of-command established for responding to an emergency?
  - Which administrative job functions are essential in various emergency situations?
  - Responsibilities during emergencies may be different from those in day-to-day roles (i.e., a Facility Manager may assume the lead in a response to an emergency, while the CEO is assigned a different responsibility).
  - Who will perform the duties of the Information Officer? See Communications Annex.
  - Who will liaise with a Community Incident Commander, if applicable? See Communications Annex.
  - Who has the authority to order a facility evacuation?
- Is an Emergency Response Team (ERT) assembled? A backup team? For information on sheltering the ERT in place see page 9.
- What positions or job functions are needed to compose an effective and diverse ERT? See Lessons learned.
  - Veterinarian
  - Animal keepers
  - Nutrition technician
  - EMT
  - Record keeper
  - Electrician
  - Mechanic
  - Weapons specialist (ideally, 2 minimum)
  - Communications specialist
  - Facility operations specialist
  - Security
  - Chef (if a team shelters in place)
  - Carpenter/welder/plumber
  - Other

Note: Medical forms should be completed by each team member and kept on file. See Lessons Learned.

Note: ERT backup medications should be included in shelter-in-place supplies.
- Are personnel encouraged to make emergency plans for their homes, families and pets, which will allow staff to better assist at the facility in an emergency? See Lessons Learned.

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### ***Best Practice Business Policies – Management-Related***

**Maintaining an animal facility requires applying sound business management principles. Built on a sound business foundation, a facility is more likely to be able to recover from a catastrophic event. The following are best practice considerations for management principles.**

- If there is a board of directors, does it meet regularly to provide oversight of the facility's executive director; provide technical expertise in professional areas; approve the budget; cultivate resources and maintain fiscal responsibility for the organization?

- Do the board and manager(s) meet periodically to engage in strategic planning and sound business plans for the facility, utilize external expertise as needed and bring organizational balance between governance and management?
- Is the facility's mission consistent with its resources, ability to be fiscally responsible and manage the operations?
- If donated animals are accepted at the facility, are special funds placed in investment tools to help provide for its lifelong care?
- Is the facility in compliance with applicable statutes and regulations?
- Does the facility maintain professional partnerships with other organizations (e.g., association membership(s), attending continuing education seminars, consultation with professionals (veterinarians, universities, nonprofit management consultants, accountants, attorneys, etc.) and hold management discussions with peers?
- Does the facility seek accreditation by professional entities, when possible, such as Association of Zoos and Aquariums or the Global Federation of Animal Sanctuaries?
- Are accreditations, permits and licenses kept current and stored securely? See Data Management Annex.
- Are good relationships maintained with local jurisdiction(s) (e.g., regular meetings between managements, tours of facility)?
- Are MOUs and MAAs written with other institutions, businesses, services and organizations relating to disaster/emergency incidents? See MOU/MAA Annex.
  - Are they reviewed by management or legal advisors periodically?
  - Are financial obligations or liabilities included in the agreements?
- Has the facility identified any potential liabilities for receiving in-kind services and determined its policies for what it can or cannot accept.
- What type(s) of insurance coverages are needed to protect the facility? See Business Recovery and Reimbursement Annex.

<input type="checkbox"/> Personal Injury	<input type="checkbox"/> Fire damage
<input type="checkbox"/> General comprehensive	<input type="checkbox"/> Water damage
<input type="checkbox"/> Replacement value	<input type="checkbox"/> Debris removal and cleanup
<input type="checkbox"/> Automatic inflation	<input type="checkbox"/> Temporary location(s)
<input type="checkbox"/> Loss of income	<input type="checkbox"/> Catastrophic
<input type="checkbox"/> Business interruption	<input type="checkbox"/> Other
- Are photos or itemized lists kept up-to-date for insurance reimbursement?
  - Insurance agent(s) can provide valuable information regarding the current state of the facility's property insurance coverage and the actual needs by participating in an on-site tour and evaluating the risk assessment. See Risk Assessment and Business Recovery and Reimbursement Annexes.
- What types of administrative equipment are used by the facility, and are they inventoried?

<input type="checkbox"/> Computers	<input type="checkbox"/> Servers
<input type="checkbox"/> Handheld devices	<input type="checkbox"/> Computer software

## Administration Annex

- Printers
  - Copiers
  - Facsimile machines
  - Flash drives(s)
  - Typewriters
  - Metal filing cabinets
  - Shredders
  - Batteries
  - Cords
  - Surge protectors
  - Rechargers
  - Other
- Are warranties, software licenses, anti-virus software and maintenance/service contracts kept up to date and stored in a secure location? See Data Management Annex.
  - Are cyber security protections, to safeguard computers/equipment/network(s) kept up to date? See Data Management Annex.
  - Are network passwords, encryption codes and software installation keys safeguarded? Who has access? See Data Management Annex.
  - Is at least one complete set of critical animal records (ownership information, registration papers, permanent identification, etc.) maintained in a fireproof/waterproof container? See Data Management Annex.
  - How does the administration communicate day-to-day? During an emergency? See Communications Annex.
  - Are key senior personnel trained to be spokespersons for the facility? See Lessons Learned.
  - How will administration maintain contact with contracted service providers such as payroll, accounts payable and receivable, purchasing, human resources, fundraising or marketing during an emergency, if applicable? See Communications Annex.
  - Do neighboring businesses or residences have instant contact information for the facility to report seeing an escaped animal or other potential emergency situation when the facility is open? When the facility is closed?
  - Are duplicate keys to buildings, structures, locks, vehicles and enclosures clearly marked and stored in a single location for easy access? See Facility Operations Annex.
  - Will compensation policies and procedures vary during emergencies? (Note: different states may have regulations regarding compensation and unemployment benefits in a short-term or long-term facility closures; also unionized employees may have specific rules regarding compensation and working in emergency situations.)
    - How will timesheets be recorded?
    - Can employees be required to work overtime?
    - If not cross-trained, can employees be required to perform work normally performed by employees in other classifications?
    - Is a supervisor's presence required for staff to perform work?
    - Will compensation be adjusted for short-term emergencies? Long-term emergencies?
    - Will compensation be adjusted if the facility is closed or additional work performed?
    - Will volunteers be utilized during an emergency? Are there different liabilities?

- Have business plans been developed so the facility can recover from a disaster? See *Business Recovery and Reimbursement Annex*.
  - Are they reviewed regularly? (FEMA offers an easy-to-use *Ready Business Plan* sample.)
- Are there agreements for partnering with the city or community as a possible place of shelter? See *Facility Operations Annex*.
- Is there collaboration with local authorities so that any nearby alternative shelter locations are identified?

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### ***Best Practice Continuity of Operations for a Short-term Emergency***

**Short-term emergencies, such as loss of power, severe weather closures or animal escape, may last a few hours or several days. The administrative needs will vary depending on the type of emergency, which calls for developing multiple scenarios and responses. The following lists offer best practice considerations and functions for continuity of operations/backup plans.**

- What equipment and supplies are essential to maintain minimal administrative operations?
  - Telephones
  - Smart (cell) phones/satellite phones
  - Cash on hand
  - Computers
  - Printers
  - Fax machines
- What immediate administrative actions may be necessary to respond to a short-term emergency?
  - Personnel head count
  - Assess administrative needs
  - Assess facility operations staffing needs
  - Determine cash on hand
  - Identify payroll responsibilities
  - Revise or cancel purchases
  - Modify or cancel deliveries
  - Update website information
  - Activate shelter-in-place preparations
  - Other
- Which administrative personnel may be essential to respond to an emergency? Note: it will be important to limit personnel at the site of decision-making (a command post) to only those who are essential to reduce the likelihood of distractions from core responsibilities.
  - Facility Incident Commander (FIC)
  - Information Officer
  - Communications expert
  - Emergency Response Team (ERT)
  - Critical administrative personnel
- Is contact information readily-available for those who need to be notified in various emergencies, and personnel assigned to be responsible for the notifications? Consider:
  - Local jurisdiction(s)
  - Postal delivery services
  - Insurance companies
  - Administrative services companies
  - MOU and MAA collaborators
  - Family members
  - Off-grounds personnel
  - Volunteers
  - Donors
  - Vendors and suppliers
  - Fish & Wildlife (animal escape)
  - Environmental Protection (lost animal)
    - Animal control
  - Other



- Which services does the administration identify as highest priorities for restoration after an emergency?
    - Phone service
    - Cell phone service
    - Internet access
    - Power
    - Water
    - Trash removal
    - Other
  - Are MOUs signed with service providers, which may speed restoration? See MOU/MAA Annex.
  - Has the facility determined if it is eligible for FEMA grant assistance in the event of a federally declared disaster? See Business Recovery and Reimbursement Annex.
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### ***Best Practice Continuity of Operations for a Long-term Emergency***

**An emergency can escalate into a long-term situation after catastrophic events. The following administrative concerns should be considered *in addition* to the short-term concerns above.**

- To keep operations functioning if administrative buildings become unsafe, is an interim off-site satellite office space(s) identified, with good communication accessibility, in a nearby city or other safe location?
- What are the logistics for an off-site satellite office, including equipment needed and potential living arrangements?
- What administrative duties are critical at an off-site satellite office to continue normal administrative operations?
  - Operations manager
  - Clerical
  - Human resources
  - Financial
  - Technology
  - Executive decision maker
- What additional contacts should be notified for longer-term emergencies, and who is responsible for the notifications?
  - Other jurisdiction(s)
  - Professional associations
  - Sister institutions
  - Other stakeholders
  - Backup financial resources
  - Other
- What line(s) of credit are available if there is a loss of normal revenues? And how are they accessed? See Lessons Learned.
  - Bank(s) or lending institutions
  - Endowment(s)
  - Who manages credit relationships
  - Emergency or contingency fund
  - Major benefactors
  - Employee emergency assistance
  - Other

- What additional work and compensation policies or procedures may apply during a long-term emergency or disaster recovery?<sup>4</sup>
  - Will employee benefits be affected if the facility is closed for a catastrophic emergency?
  - Will a position be held for an employee if they are unable to reach the facility due to a catastrophic event?
  - If the facility will be closed for a long period of time, will assistance be provided for new job placement or retraining for different positions?
- Outline potential key steps and procedures to return to the facility and resume normal operations after an emergency. See *Business Recovery and Reimbursement Annex*.<sup>5</sup>
- Is a stress management plan, or psychological first aid (PFA), in place to support personnel and families after a disaster to help them cope with their pressing concerns and needs in the days and weeks after the disaster? This type of support will facilitate a faster return-to-normal and lower employee turnover.<sup>6</sup> See *Lessons Learned*.

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### ***Sheltering People in Place***<sup>7</sup>

**In emergency or disaster situations, it may be necessary for the Emergency Response Team (ERT) to ‘live’ at the facility to care for animals, or an incident may prevent personnel and visitors from leaving the premises. Basic planning is critical to ensure the safest possible shelter location with adequate supplies.**

- Are shelter-in-place policies pre-planned and compatible with facility operations management team(s)? See *Facility Operations Annex*.
  - Is a secure, central shelter location chosen for the team? A backup location?
  - Has a triage center been identified for dealing with human injuries? For animal triage, see *Emergency Animal Care Annex*
  - Are supplies and equipment identified and stored on the premises?
  - Will supplies be checked for expiration dates periodically?
  - Are displaced family members permitted to participate in sheltering-in-place?
  - Are employees’ pets or other displaced pets permitted to participate in sheltering-in-place?
  - Are displaced community members permitted to participate in sheltering-in-place?

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<sup>4</sup> Note that different states may have regulations regarding compensation and unemployment benefits in a short- or long-term facility closure; also, unionized employees may have specific rules regarding compensation and working in emergency situations.

<sup>5</sup> Specific state and federal protocols may be required such as assessing the hazards before re-entry, accident investigation, maintaining security, debriefing and communicating with personnel and offering counseling.

<sup>6</sup> Brochures for employers and supervisors are available at:

[http://www.omh.state.ny.us/omhweb/disaster\\_resources/pfa/Employers.pdf](http://www.omh.state.ny.us/omhweb/disaster_resources/pfa/Employers.pdf)

<sup>7</sup> Sheltering in-place is used when evacuating the facility would cause greater risk than remaining on the premises.

### ***Special Considerations: Nuclear Incidents***

In a changing world, general readiness for any nuclear incident should be considered. Meet with state or local experts and emergency planners to assess the risk of a nuclear incident. Consider the location of nuclear power plants, and their proximity to the managed wildlife facility. In some scenarios, there may be time to evacuate, but in others, taking immediate shelter from fallout will be paramount. In general, if evacuation of the facility is ill-advised or impossible, expect sheltering-in-place to last for at least 48 hours. Local and state resources will be overwhelmed so the facility's pre-incident preparedness and training could be life-saving.

- Meet with local, county and/or state emergency planners and government regulatory commissions to become informed, exchange information and learn what to expect from a nuclear incident.
- Identify best location or areas for sheltering-in-place from radiological fallout such as:
  - Underground spaces
  - Basements
  - Large concrete structures
  - Large parking garages
  - Rooms with high ceilings
  - Brick, concrete or stone building(s) with large space to gather away from outer walls
- Identify best practices for safe ventilation procedures. See *Facility Operations Annex*.
- Identify best practices to care for the animals depending on the species and incident. See *Emergency Animal Care Annex*.
- Collaborate with local jurisdiction(s) to determine:
  - How will radiologic warning(s) be broadcast?
  - Will there be special sirens for certain types of emergencies?
  - How best to communicate with the emergency responders in the event of a nuclear incident?\*
  - How the emergency responders will attempt to contact the facility after a nuclear incident?  
It is recommended to not self-evacuate prior to 48 hours unless instructed by authorities.

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\*Note: Communicating after a nuclear incident will be difficult as the blast and *electromagnetic pulse* will damage communications infrastructures and devices.

***Special Considerations: Nuclear Incidents, cont.***

- Identify shelter-in-place supplies to last at least 48 hours (72 hours ideally) that are related to protection from fallout. Ideally these include:
  - Portable radio and batteries or hand crank radio
  - Flashlight and batteries or hand crank flashlight
  - Bottled water
  - First aid supplies/trauma kit/AED
  - Canned and packaged food that is free from contamination (with can opener)
  - Hygiene supplies and infant/adult diapers, ideally, a chemical toilet
  - Emergency lights and batteries
  - Paper towels and trash bags
  - Duct tape and rolled sheet plastic to block ventilators and secure contaminated airflow routes
  - Clean clothing that will cover legs and arms
  - Games, books and cards
  - Dust masks, such as N95 respirators if leaving the shelter. Surgical masks can provide some protection from large particulates.
  - Large poster boards and markers for creating signs that might help authorities assess the situation inside.
  - Communication devices held in reserve and stored in a Faraday Cage. See *Facility Operations Annex*.
    - Premade: Holland Shielding Systems <<http://www.hollandshielding.com/>> or LBA Group, Inc. <<http://www.lbagroup.com/>>
    - How to make a Faraday Cage: <[http://www.ehow.com/how\\_6618709\\_build-faraday-cage.html](http://www.ehow.com/how_6618709_build-faraday-cage.html)>
- Consider installing anti-allergen filters on the air filtration systems; they can be effective for a variety of agents, especially particulate nuclear fallout. See *Facility Operations Annex*.

***Monitoring the Drafting and Implementation of the Plan***

**FCPs should monitor the progress of (1) the plan development; (2) drafting the plan and (3) developing a system for application of the plan.**

- Who will be responsible for collaborating with various jurisdictions?
- Who will review or update the facility's signed MOUs or MAAs?
- What is the timeframe for developing and writing the contingency plan?
- Are new equipment and supplies needed to follow the plan?
- Who will develop or adapt the training programs?

- Who will monitor the training of personnel?
- Where will the Contingency Plan be located?

### Training Considerations for the Administrative Plan

**Training and full-scale practice drills increase the likelihood of a successful and safe outcome and will reduce potential risks. Administration and management ultimately are responsible for ensuring adequate training for all personnel. The following considerations relate specifically to Administration.** See the *Training Annex* for general training guidance.

Best practice training considerations for **administrative personnel** may include:

- Conduct training for emergency tasks such as initiating a phone tree, safely packing computers, backing up data off-site, and using alternative forms of communication.
- Conduct cross-training to ensure that critical administrative functions can be maintained in an emergency situation.
- Conduct training for additional emergency positions such as Off-grounds Coordinator, Business Recovery Team or Donations Manager to receive goods.
- Provide professional development for managers to keep up with current scientific and management information.
- Provide key senior personnel with intensive spokesperson training.

Best practice activities and training considerations for **Emergency Response Team (ERT)** may include:

- Provide Facility Incident Commander (FIC) training in the Incident Command System to allow for leadership, backup leadership and better communication with local jurisdictional responders. See References.
- Identify the most susceptible locations for common disasters at the facility, possible local hazards with the most severe impact and recent or historical impacts for specific hazards. See *Risk Assessment*. Develop and train for responses to possible scenarios.
- Train ERT to recognize the different local alerts, warning systems, evacuation routes, and sheltering plans.
- Train on the proper use of personal protective equipment for ERT such as helmet, goggles, N95 mask, gloves (work and non-latex) and sturdy shoes or work boots. Additionally, provide training for AED devices and SCBA (self-contained breathing apparatus) if they are PPE used by the facility.
- Conduct table-top exercises to describe responses to care for people and animals.

- Conduct regular safety drills for emergencies such as fire, disaster medical operations, evacuation, shelter-in-place and light search and rescue.
- Develop personal plans for ERT family members and pets, and determine a meeting place and out-of-state 'check-in' contact in case of a catastrophic emergency.
- Develop training programs for all personnel in the emergency chain-of-command.

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### **Sample Table-top Scenarios**

Responses to emergency scenarios during a table-top exercise will vary depending upon the location of the 'incident,' time of day or night and the animals that might be involved. Develop and personalize multiple scenarios for discussions that reflect the facility's administrative offices and potential challenges, based on the facility Risk Assessment. These could then be modified for drills and exercises. The following are sample administration scenarios.

- ❖ **Administrative offices:** The administrative offices are shaken by a mild earthquake. The building is unsafe until a formal inspection can be made. Payroll is due in two days. After a week, it is determined the building is unsafe and will require major reconstruction.
  - What steps should be taken immediately? What are the next steps to maintain continuity?
- ❖ **Shelter-in-place:** A blizzard is expected to paralyze the region within 24 hours. What decisions and preparations should be made?

### **Schedule Training and Subsequent Evaluations of the Plan**

- Schedule regular training drills and exercises for all personnel and teams.
- After training exercises, or an actual incident, meet with personnel and local jurisdiction(s) to evaluate the plan's effectiveness; modify the Administrative Plan and training, as necessary.
- Schedule training to maintain necessary administrative functions in the event for an emergency.
- Schedule regular maintenance for all necessary administrative equipment and technology.

### References

- American Red Cross. <http://www.redcross.org/>
- Association of Zoos and Aquariums. <http://www.aza.org>
- Community Emergency Response Team (CERT). <http://www.citizencorps.gov/cert/>
- EDEN, Extension Disaster Education Network. Reducing the Impact of Disasters through Education. <http://eden.lsu.edu/Pages/default.aspx>
- EHow.com. [http://www.ehow.com/how\\_6618709\\_build-faraday-cage.html?ref=Track2&utm\\_source=ask](http://www.ehow.com/how_6618709_build-faraday-cage.html?ref=Track2&utm_source=ask)
- Global Federation of Animal Sanctuaries. <http://www.sanctuaryfederation.org/gfas/home/>
- Hammond, Elizabeth E, DVM, and Daniel K. Maloney. 2007. "Hurricane Preparedness: Lessons Learned from Hurricane Katrina." *Animal Keepers' Forum* Vol. 34, No. 11/12.
- Holland Shielding Systems BV. <http://www.hollandshielding.com/>
- LBA Group, Inc. <http://www.lbagroup.com/>
- Microsoft Office. Basic Organizational Chart. <http://office.microsoft.com/en-us/templates/basic-organization-chart-TC010085481.aspx>
- National Security Staff Interagency Policy Coordination Subcommittee for Preparedness & Response to Radiological and Nuclear Threats. *Planning Guidance for Response to a Nuclear Detonation*. June 2010.
- National Child Traumatic Stress Network. Psychological First Aid Online. <http://learn.nctsn.org/>
- New York State Office of Mental Health. *Psychological First Aid: Employers and Supervisors*. University of Rochester. [http://www.omh.state.ny.us/omhweb/disaster\\_resources/pfa/Employers.pdf](http://www.omh.state.ny.us/omhweb/disaster_resources/pfa/Employers.pdf)
- U.S. Department of Agriculture. Animal Welfare Act. [http://www.aphis.usda.gov/animal\\_welfare/downloads/aw/awlicreg.pdf](http://www.aphis.usda.gov/animal_welfare/downloads/aw/awlicreg.pdf)
- U.S. Department of Agriculture. Disaster Recovery and Business Resumption Plans. <http://www.ocio.usda.gov/directives/doc/DM3570-001.pdf>
- U.S. Department of Homeland Security FEMA. Intro to Incident Command System (ICS 100). <http://emilms.fema.gov/IS100b/index.htm>
- U.S. Department of Homeland Security FEMA. Are You Ready: An In-depth Guide to Citizen Preparedness. [http://www.fema.gov/pdf/areyouready/areyouready\\_full.pdf](http://www.fema.gov/pdf/areyouready/areyouready_full.pdf)
- U.S. Department of Homeland Security FEMA. Emergency Management Institute. <http://training.fema.gov/IS/crslst.asp> <http://training.fema.gov/EMI/>
- U.S. Department of Homeland Security FEMA. Ready Business. <http://www.ready.gov/business/>
- U.S. Department of Homeland Security FEMA. 2007. National Preparedness Guidelines. <http://www.fema.gov/pdf/government/npg.pdf>
- U.S. Department of Homeland Security FEMA. 2010. *Emergency Operations Plans: Comprehensive Preparedness Guide (CPG) 101*, Version 2.0.
- U.S. Department of Homeland Security FEMA. 2010. Emergency Response Action Steps. <http://www.fema.gov/plan/ehp/response.shtm>
- U.S. Department of Labor. <http://www.osha.gov/about.html>

## Administration Annex

U.S. Department of Veterans Affairs. Psychological First Aid: Field Operations Guide.

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