



**5.BU.406
Emergency Management/Business Continuity Plan**

Department	All		
Effective Date	11/1/2011	Last Revised	7/1/2016; 4/2019; 5/2021, 12/2021; 5/2022
		Last Reviewed	3/25/2020
Scope	All clients, and employees and agents of Damar Services, Inc. (“Damar” or the “Agency”).		
References	Ready Indy! Marion County Office of Emergency Management Guide; 1.BU.15 – Tornado Drill; 1.BU.16 – Fire Drill; 2.CLASS.100 – Incident Reporting Indiana State Manual Appendix Z		

DEFINITION

An emergency or disaster is defined as any event that would threaten the health and safety of any Damar clients and their caregivers, or any event that may otherwise displace clients from their current place of residence or affect their ability maintain the current level of care at that residence. This would include: a fire, tornado or other severe weather, infectious disease or other biological event, earthquake, radiation exposure, unsafe building conditions, acts of terrorism, any disruption to the food and/or water supply, or the loss of one or more vital utilities for a period.

Severe Thunderstorm Watch	National Weather Service alert that there is a potential for thunderstorms to form greater than 58mph and/or hail greater than ¾ of an inch in diameter.
Severe Thunderstorm Warning	National Weather Service alert that a severe thunderstorm is imminent, and action must be taken to protect life and property.
Tornado Watch	National Weather Service alert that a tornado could form in the next few hours, as conditions are favorable.
Tornado Warning	National Weather Service alert that a tornado is reported and/or the National Weather Service radar detected a tornado or tornadic signature.
Flash Flood Watch	National Weather Service alert that localized flooding due to heavy rainfall is possible.
Freezing Rain Advisory	National Weather Service alert that minor accumulation of ice due to freezing rain is expected.
Winter Weather Advisory	National Weather Service alert that minor accumulation of snow, sleet and freezing rain is expected.
Snow Advisory	National Weather Service alert that accumulation of one to four inches is expected within a 12-hour period.
Blizzard Warning	National Weather Service alert that strong winds, blinding driving snow and dangerous wind chill are expected in the next several hours.
Winter Storm Watch	National Weather Service alert that significant accumulation of snow and/or ice is possible within 36 hours.
Winter Storm Warning	National Weather Service alert that a storm with six or more inches of snow/sleet/freezing rain is expected within a 24-hour period.

Biological Events, Disease Outbreaks, Pandemics	An outbreak of an infectious disease or biological toxin that may result in a national epidemic or pandemic.
Staffing Shortages/Concerns	The inability to provide sufficient employee coverage support for necessary services within the organization. This may be due to circumstances outlined above or due to other socio-economic issues.

Emergency Preparedness for People with Disabilities

Damar Services, Inc. specializes on serving those with intellectual disabilities and maladaptive behavior. In addition, Damar Services, Inc. is a trauma informed environment, and Damar Services, Inc. staff are universally trained to identify and the effects of trauma on a client’s behavior and how to best work with these clients to minimize future traumatic experiences. For these reasons the following suggestions should be utilized to relieve the expected emotional distress experienced by clients during and after a disaster or emergency:

- Talk to clients about the experience and process the experience openly as trained.
- Get back into the typical daily schedule and routine **as soon as possible** and try to provide healthy balanced meals and encourage clients to get adequate sleep.
- Encourage clients to engage in physical exercise.
- Consult agency clinical staff for additional follow up.

POLICY

Damar Services, Inc. in accordance with all federal state, and local laws, regulations and guidelines will maintain an appropriate level of emergency preparedness to best protect all clients and their caregivers in the event of an emergency or disaster. All Damar employees will be given training in this regard and additional information and resources will be maintained in all Damar Services, Inc. residences and buildings. Furthermore, every Damar Services, Inc. home and unit will maintain first aid/disaster preparation supplies on hand to use in case of an emergency or disaster. These supplies will include, but are not limited to the following items:

1. Reserve food and water supplies
2. First aid supplies
3. Client medications
4. Flashlight and additional batteries
5. Emergency/Disaster contact information, instructions, and disaster plan checklist.
6. A portable radio
7. Regional map

PROCEDURE

To be prepared in the event of an emergency or disaster situation all Damar Services, Inc. employees will do the following:

1. In the event of an emergency all Damar Services, Inc. available employees should first obtain the emergency supply kit maintained in every Damar Services, Inc. home, residence, and building.
2. All Damar Services, Inc. available employees should then get clients to the safest possible location to wait for first responders and agency leadership to provide further instructions and information.
3. Keep clients safe and calm until instructions are given.
4. Follow the instructions of first responders and agency leadership exactly to maintain the health and safety of all clients.
5. Damar Services, Inc. staff should remain with clients until they are relieved or otherwise instructed to redeploy to an alternative location.

All Damar Services, Inc. employees should be trained in the following common emergency situations and the appropriate steps to take in the event of these disaster situations in accordance with the City of Indianapolis Emergency Management Division guidelines:

Communication

First responders and emergency personnel are the primary source of communication and instructions in the event of an emergency or disaster. This may be broadcasted over the radio, phone, or given in person. In all instances these instructions should be followed exactly as given.

Damar Services, Inc. leadership staff will coordinate with first responders and emergency personnel to provide establish lines of communication with staff and coordinate the best possible response for each emergency.

Damar Services, Inc. leadership staff will also coordinate communication with all program licensing and oversight entities regarding emergency situations.

Indiana State Department of Health: (317) 460-7287

Indiana Department of Child Services/Residential Licensing: (317) 232-4253

Program leaders, QDDPs, and Case Managers are responsible for maintaining access to contact information for all assigned clients' guardians and/or emergency contacts. They are also responsible, along with assigned medical support and nursing staff, for maintaining access to client information such as: diagnoses, medications, emergency alert needs, etc.

Program leaders, supervisors, Resource, and Human Resources are responsible for maintaining access to contact information for all assigned, program leaders, and agency staff. If necessary, Damar Services, Inc. executive staff will coordinate with Human Resources and program leaders to re-assign staff in the event there is a lack of available employees to adequately support any necessary services within the organization. This will include Damar Services, Inc. executive/leadership staff, administrative staff, etc. All staff will be trained on First Aid and CPR.

Damar Services, Inc. also uses an automated emergency information contact service that will notify clients, families, guardians, emergency contacts, and staff of emergency situations and provides information regarding action steps, follow up communication directions, etc.

Evacuation

In certain emergencies, it may be necessary to evacuate a Damar Services, Inc. home, residence, or building. City officials will determine when to evacuate and communicate these warnings through the media or directly as needed. Evacuation is used only as a last resort when a serious threat to safety exists.

Damar Services, Inc. staff should evacuate clients immediately from any residence or building if:

- They are directed to do so by an emergency official or Damar management staff.
- They are in immediate danger.
- They smell gas or smoke.
- They see fire.

When evacuating a home staff should do the following if they can do so safely:

1. Secure the home, building, or residence. Unplug appliances if possible. The authorities may instruct staff to turn off utilities.
2. Make sure all clients are wearing long pants, long-sleeved shirts, and sturdy comfortable shoes.
3. Bring the First Aid Kit and emergency supplies.
4. Stay tuned to local news for additional instructions.

Authorities may request staff and clients to **shelter in place** and not evacuate to another location. When asked to shelter in place Damar Services, Inc. staff should do the following:

- Stay inside the home or nearest designated facility.
- Take shelter in a room that has the fewest doors and windows. Allow at least 10 square feet per person ideally if possible.
- Seal the doors and windows.
- Turn off the ventilation system. (For campus clients, maintenance will do this as necessary.)
- Do not use the phone. Keep any phone lines open for emergency calls.
- Utilize the supplies in the Emergency Kit.

Disaster Sheltering

In the event of an emergency Damar Services, Inc. identifies the following alternate locations to be utilized for Damar Services, Inc. clients and caregivers in the event of an emergency:

For Damar Services, Inc. Children's Residential Services Clients:

1. Alternative Location 1: Damar Services, Inc. Residential Campus Gymnasium
2. Alternative Location 2: Damar Services, Inc. Administration Building
3. Alternative Location 3: Decatur High School

For Damar Services, Inc. CLASS 24 Hour Clients Isolated Incident Only Effecting One Household:

1. Alternative Location 1: Area Hotel/Motel
2. Alternative Location 2: Damar Services, Inc. CLASS Office Building
3. Alternative Location 3: Damar Services, Inc. Administration Building
4. Other Location as determined through the clients' Individual Service Plan (ISP).

Note: all clients receiving services through Damar's Services, Inc. Community Living and Support Services program will be re-located per their ISP as available or per directives of local/state/federal entities. Client individual choice will always be respected—unless the emergent situation warrants deviation from client choice.

For Damar Services, Inc. CLASS 24 Hour Clients Large Displacement of Two or More Homes

1. Alternative Location 1: Damar Services, Inc. CLASS Office Building
2. Alternative Location 2: Damar Services, Inc. Administration Building
3. Alternative Location 3: Damar Services, Inc. Residential Campus Gymnasium
4. Other Location as determined through the clients' Individual Service Plan (ISP).

Note: all clients receiving services through Damar's Services, Inc. Community Living and Support Services program will be re-located per their ISP as available or per directives of local/state/federal entities. Client individual choice will always be respected—unless the emergent situation warrants deviation from client choice.

Damar ABA clinics can also be utilized, for up to 3 days, as additional shelter sites. All sites have appropriate areas for food storage and preparation, areas for sleeping, etc.

In the event of long-term displacement of any client receiving supports through Damar Services, Inc., the Service Coordinator and the QDDP, along with program leadership and oversight by the Controller, will assist any CLASS client in addressing financial needs such as rent/utility payments, bill payment, etc. The QDDP and program leadership will coordinate with the assigned program nurses regarding medication needs and medical follow up.

Assigned staff should take client medication and emergency supplies with them to the designated disaster shelter. Staff are responsible for providing supports to their assigned clients at the designated evacuation sites. Staff are expected to stay with their assigned clients until they are relieved by Damar management staff. During an extended emergency period, Damar management staff may call in off-duty staff to assist with the emergency situation.

During an emergency local, state, or federal responders may be called/needed to provide supports to Damar clients. Information regarding client services and medical supports may be shared as provided in the Emergency Response Release signed by the clients and/or their guardians. (This is in compliance with Section 1135 of the Act for those clients served through Damar's CLASS program.)

Shelter sites may change based on the emergency, stay tuned to local news and Damar Services, Inc. leadership will communicate instructions. As appropriate, Damar management staff will release information to families, guardians, and other stakeholder representatives.

Utility Disruptions

All utility disruptions should be reported to the utility provider whenever possible. Please note, if landline or wireless phones do not work, please report the utility disruption as soon as possible.

Gas Leak

1. Natural gas has an odor similar to rotten eggs so that the smallest of leaks can be detected.
2. Do not smoke, light matches or lighters, turn on any lights or use the telephone in the home. Any spark could cause a fire.

Water and Sewer Related Problems

1. A supply of bottled water should be kept in every home, building, and residence.
2. If you see water coming up from the ground or suspect a water main break, call the Indianapolis Department of Public Works Dispatch at 317-327-1620. Be prepared to provide the following information: a description of the condition, what is being affected, the exact location of the problem and your name, the address and a telephone number.
3. If you have no or low water pressure, contact Indianapolis water at 317-631-1431 for their 24-hour Customer Service line.
4. If the authorities deem that there is a concern about the drinking water quality, you will be advised of what actions to take. In some cases, you may be told not to use the water for cooking or drinking purposes unless it is boiled, treated with bleach or iodine, or disinfected by other means. In an extreme case, you may be told to not use the water for cooking, drinking, handwashing, and bathing.
5. If there is a drought, authorities may advise to conserve water. Damar Services, Inc. staff should encourage clients to restrict the use of water as much as possible. Conservation measures can slow the depletion rate of the stored water and potentially postpone or eliminate the threat of serious water shortages.

Power Outage

1. For homes and facilities located in Indianapolis, call Indianapolis Power & Light at 317-261-8111 to report a power outage. For all other homes or facilities, please contact the appropriate utility company posted at the work site.
2. Disconnect or turn off all appliances that will turn on automatically when service is restored. If several appliances start up at once, they may overload electrical circuits.
3. To prevent food spoilage, keep your refrigerator and freezer doors closed as much as possible. Move milk, cheese, meats, and other perishables into the freezer compartment. If the freezer is partially full, keep all items close together and stacked up on top of each other.
4. Stay indoors if possible. If you must go outside, stay away from downed and dangling power lines. Treat all downed lines as if they are dangerous.
5. Keep a battery-operated radio on for updates on the restoration process.
6. Do not burn charcoal indoors and do not use the kitchen gas range to heat rooms as this can lead to a fire or a hazardous smoke condition.
7. Do not use generators indoors. Without proper ventilation they can create a buildup of carbon monoxide that can be lethal.
8. Contact your Damar management to notify of the Power Outage. Dependent of the length of outage or other health or safety concerns, Damar may begin the evacuation process.

Fire

1. If the smoke detector goes off or if a fire is noticed, Damar Services, Inc. staff should remain calm and do their best to keep client's calm. Do not try to fight the fire leave and immediately call 911.
2. If clothing catches on fire, stop where you are, drop to the ground and roll over and over to smother the flames. If this happens to client, staff should assist them in performing the same series of steps as safely as possible.
3. Call 911 from a safe place outside of the home, residence, or building.
4. Staff should feel doors with the back of your hand before you open them. If they are hot, find another way out. Stay as close to the floor as possible; smoke and heat rise, and the air is clearer and cooler near the floor. Close and leave doors unlocked behind you.
5. If Damar Services, Inc. staff and clients are unable to get out of the home for any reason, stay near a window and close the door. DO NOT BREAK the window; smoke can travel back to you from the outside. If you need air, only open the window slightly and be prepared to close it immediately.
6. Staff should keep a wet cloth over their nose and mouth and prepare additional wet clothes for the clients if possible.
7. If possible, staff should signal first responders by waving a sheet outside of the window.
8. Do not jump or let clients jump if they are above the second floor, remain calm and do your best to keep clients calm and wait for rescuers. If staff or clients are trapped call 911 and report the location.
9. To prevent fires, all Damar Services, Inc. homes, building and residences are equipped with ABC fire extinguishers and working smoke detectors. These are routinely maintained and checked by the Damar Services, Inc. maintenance department and licensed contractors.

Carbon Monoxide

1. Dangerous levels of carbon monoxide- a colorless and odorless gas-can be produced from improperly ventilated furnaces, plugged, or cracked chimneys, water heaters, fireplaces, stove, and tail pipes. Symptoms of carbon monoxide may include headache, dizziness, fatigue, and vomiting.
2. Damar Services, Inc. provides a carbon monoxide detector in every building, home, and residence. When these sound staff should ensure the safety of all the clients present.
3. Then staff should call 911 immediately.
4. Open the windows and doors.
5. Staff should get themselves and clients outside of the building to fresh air and wait for assistance.

Pandemics, Disease Outbreaks, and Biological Events

There are treatments for many diseases and biological agents. The city of Indianapolis has established plans for responding to potential situations involving disease outbreaks and biological events in cooperation with State and Federal Agencies. The city of Indianapolis utilizes “syndromic surveillance” to monitor disease patterns. When the program is fully implemented, Indianapolis tracks emergency room visits, ambulance runs, and pharmaceutical sales to provide early warning to a possible outbreak.

The city of Indianapolis may distribute medication or vaccines to those who are at risk. This course of action will be decided based on the specific health hazard. To distribute treatments or vaccines, the city may open Points of Dispensing locations (POD). In the event PODs are activated, Damar Services, Inc. staff should wait for communication from agency leadership and the local media to identify these designated areas and times to get effected clients and staff treated.

To ensure Damar Services, Inc. programs are staffed as licensed, all Damar employees, including those working in non-client contact roles, may be called upon to support clients in other programs if/when necessary. It is the responsibility of program leadership to monitor program staff availability to work and notify the Director of Human Resources, the CHRO and COO if this level of assistance in getting support staff is needed.

Tier	Characterized By	Agency Response
1	<ul style="list-style-type: none"> • Average percentage of absenteeism of staff • No pandemic declared by CDC or WHO • Supplies needed for treating and preventing are readily available <p>0-5 days.</p>	<ul style="list-style-type: none"> • Double cleaning schedule of potential germ transfer locations • Enhance cleaning efforts to areas rarely cleaned: e.g., doorknobs, vending machines, etc. • Increase stations where antibiotic hand wash or wipes are available including company vehicles. • Distribution of personal protective equipment to direct care staff person. • Monitor agency absenteeism rates daily. • Offer gloves and masks to employees, individuals, and visitors.
2	<ul style="list-style-type: none"> • 20% absenteeism rate of staff • Pandemic declared by CDC or WHO • Supplies are low on items needed for treating and preventing the virus • Indiana State Department of Health recommends restrictions on visits to hospitals • Deaths occur in our service areas due to the pandemic • Public gatherings are discouraged <p>5-15 days</p>	<ul style="list-style-type: none"> • Implement social distancing standards • Implement use of recommended personal protective equipment, e.g., masks, gloves, etc. • The VP of Operations will work with vendors to maintain, increase, stock of PPE, cleaning supplies, hand soap/sanitizer, etc. • Minimize/discourage physical contact between persons • Minimize in-person meetings • Implement visitor protocols • Review attendance/absenteeism guidelines for communicable diseases. • Review essential staff positions

		<ul style="list-style-type: none"> • Review non-essential staff positions • Review standards for implementation of remote working access • Implement daily status updates via email and texts, as well information on the Damar website, to employees, clients, and stakeholders. • Implement notification of illness reporting within all Damar programs to the Director of Human Resource. • Implement at least weekly meeting of the Purple Flash Committee: COO, CSO, CHRO, VP of Operations, Program VPs, and the VP of Quality and Compliance. • HR review of staff training to ensure non-programmatic staff are trained: 1st Aide/CPR and TCI/CMT techniques.
3	<ul style="list-style-type: none"> • 40% absentee rate of staff. • Indiana State Dept of Health mandates restrictions • Deaths of individuals in services or staff persons due to the pandemic • Supplies needed for treatment/prevention of the virus are unavailable • Local schools are on-line or closed • Local hospitals are unable to treat all cases of the virus due to lack of capacity • Public gatherings are prohibited <p>15-30 days</p>	<ul style="list-style-type: none"> • Mandate social distancing standards • Mandate use of recommended personal protective equipment, e.g., masks, gloves, etc. • The VP of Operations will work with vendors to maintain, increase, stock of PPE, cleaning supplies, hand soap/sanitizer, etc. • No physical contact between persons unless necessary to provide services • No in-person meetings • Restrict all visitors from programs and Damar properties • Review attendance/absenteeism guidelines for communicable diseases. • Review essential staff positions • Review non-essential staff positions • Implement standards for remote working access • Implement daily status updates via email and texts, as well information on the Damar website, to employees, clients, and stakeholders. • Implement notification of illness reporting within all Damar programs to the Director of Human Resource. • Implement daily, remote, meeting of the Purple Flash Committee: COO, CSO, CHRO, VP of Operations, Program VPs, and the VP of Quality and Compliance. • Inform non-programmatic staff of possible need to provide supports within Damar service areas. • Implement assigning staff to sites based on need. • Program Leadership will coordinate with the Finance Department any changes to site credit cards/charges for items needed at the settings.
4	<ul style="list-style-type: none"> • Pandemic exceeds 30 days 	<ul style="list-style-type: none"> • Mandate social distancing standards

	<ul style="list-style-type: none"> • 40% absentee rate of staff. • Indiana State Dept of Health, CDC, and WHO mandate restrictions • Deaths of individuals in services or staff persons due to the pandemic • Supplies needed for treatment/prevention of the virus are unavailable • Local schools are on-line or closed • Local hospitals are unable to treat all cases of the virus due to lack of capacity • Public gatherings are prohibited <p>30+ days</p>	<ul style="list-style-type: none"> • Mandate use of recommended personal protective equipment, e.g., masks, gloves, etc. • The VP of Operations will work with vendors to maintain, increase, stock of PPE, cleaning supplies, hand soap/sanitizer, etc. • No physical contact between persons unless necessary to provide services • No in-person meetings • Restrict all visitors from programs and Damar properties • Review attendance/absenteeism guidelines for communicable diseases. • Review essential staff positions • Review non-essential staff positions • Implement standards for remote working access • Implement daily status updates via email and texts, as well information on the Damar website, to employees, clients, and stakeholders. • Implement notification of illness reporting within all Damar programs to the Director of Human Resource. • Implement daily, remote, meeting of the Purple Flash Committee: COO, CSO, CHRO, VP of Operations, Program VPs, and the VP of Quality and Compliance. • Inform non-programmatic staff of possible need to provide supports within Damar service areas. • Implement assigning staff to sites based on need. • Program Leadership will coordinate with the Finance Department any changes to site credit cards/charges for items needed at the settings.
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Radiation Exposure

Small amounts of radiation are considered safe. In the unlikely event that Damar service locations become exposed to unsafe levels of radiation, there are steps you can take to reduce exposure.

1. If you are outside, get inside. Remove all clothing and wash thoroughly.
2. If there is an event indoors, try to get out of the building without passing through contaminated area. If you cannot escape, it may be better to move as far away from the event as possible and shelter in place.
3. Follow these three guidelines:
 - a. Time: radioactive materials become less radioactive over time. Stay inside until authorities alert you the threat has passed.
 - b. Distance: The greater the distance between you and the source of the radiation the better. Authorities may call for an evacuation of people from areas close to the release.
 - c. Shielding; Put as much heavy, dense material between you and the source of radiation as possible. Authorities may try to advise you to stay indoors or underground for this reason. Close and seal your windows and turn off any ventilation. (For the residential campus maintenance staff will do this.)

Building Collapse or Explosion

Building collapses or explosions may be the result of structural damage or sabotage. Either way, the set rules below apply.

1. If you are in a building collapse or explosion:
 - a. Get clients out as quickly and calmly as possible
 - b. If you can't get clients out of the building, get under a sturdy table or desk.
2. If you clean up debris:
 - a. Clients should not assist in this process.
 - b. Wear gloves and sturdy shoes.
 - c. Sort debris by type (wood, appliances, etc.)
 - d. Avoid downed utility wires.
 - e. Do not move debris that is too large or heavy. Ask for assistance to be coordinated by agency leadership.
3. If you or a client are trapped by debris:
 - a. Cover your nose and mouth with a cloth or clothing.
 - b. If possible, use a flashlight to illuminate surroundings.
 - c. Tap on a pipe or wall so rescuers can hear where you are. Shout only as a last resort as shouting can cause you to inhale dangerous dust.

Hazardous Materials and Spills

Hazardous materials are common for everyday use. Small spills occasionally occur, but these incidents generally cause the public little difficulty other than traffic delays. In the event of a major spill, authorities will instruct you on the best course of action.

In case of a hazardous spill follow the precautions listed below:

1. Stay upwind of the material if possible.
2. If needed, seek medical attention as soon as possible.
3. If there's an event indoors, try to get out of the building without passing through the contaminated area.
4. If exposed, remove outer layer of clothing, separate yourself from them and wash them.
5. In some circumstances, it may be necessary to be decontaminated. Specially trained emergency personnel will perform decontamination procedures, which may include the removal of personal items and cleansing of exposed areas of the body. They will provide medical attention if needed.

Terrorism

A terrorist's primary objective is to create fear. With accurate information and basic emergency preparedness, Damar Services, Inc. staff can help maintain the health and safety of the clients in their care. Keep in mind accidents can sometimes appear to be terrorist attacks and vice versa. The response should be similar in either case.

Know the facts and be responsible:

1. Know the facts of the situation and think critically. Confirm reports using a variety of reliable sources of information, such as government or the media. Damar Services, Inc. agency leadership will provide additional information as necessary.
2. Do not spread rumors.
3. Do not accept packages from strangers and do not leave luggage unattended in public areas.

Biological Attacks

A biological attack occurs when a terrorist intentionally causes a disease epidemic.

See Disease Outbreaks and Biological Events for more information on this type of emergency.

Chemical Attacks

The intentional release of hazardous materials constitutes an act of terrorism; however, accidents involving hazardous materials may also occur. Your course of action should be the same in either case.

See Hazardous Materials & Spills for specific information on this type of event.

Radiological Attacks

Radiological attacks occur when radioactive material is intentionally released.

Radiological Dispersion Device (RDD): An RDD is designed to scatter amounts of radioactive material over a wide area. The further the materials disperse, the less harmful it is. In most cases, the amount of material is unlikely to be lethal.

“Dirty Bomb”: A dirty bomb is a kind of RDD that combines explosives and radioactive material. The explosive is intended to scatter the radioactive material. More damage and casualties may result from the explosion than from the radiation itself.

See Radiation Exposure for more information.

Suspicious Packages

A Parcel or Letter May Be Considered Suspicious When it has one or more of the Following Characteristics:

- Handwritten or poorly typed addresses, incorrect titles or titles with no name, or misspellings of common words.
- Addressed to someone no longer with your organization or not addressed to a specific person.
- Strange return address or no return address.
- Marked with restrictions such as “Personal”, “Confidential”, or “Do Not X-Ray”.
- Excessive postage.
- Powdery substance on the outside.
- Unusual weight given its size, lopsided or oddly shaped.
- Unusual amount of tape on it.
- Odors, discolorations, or oily stains.

If You Receive A Suspicious Package or Envelope:

- PUT IT DOWN- preferably on a stable surface.
- Cover it with an airtight container like a trash can or plastic bag.
- Call 911 and alert Damar Services, Inc. agency leadership.
- Alert others to the presence of the package and evacuate the area.
- Wash your hands with soap and water.
- Do not stray from the area if you think you have been exposed.

Bomb Threat

1. Ask the caller as many of the following questions as possible:
 - a. When is the bomb set to explode?
 - b. Where is the bomb right now?
 - c. What does the bomb look like?
 - d. What kind of bomb is it?
 - e. Where are you calling from?
 - f. Why did you place the bomb?
2. Keep the caller on the line for as long as possible and try to write down or record the conversation.
3. Listen carefully to the caller’s voice and background noise.
4. After you hang up, call 911 IMMEDIATELY!

Active Shooter

Condition: Lockdown is when there is a threat or hazard **inside** the building. From parental disputes to intruders to an active shooter, Lockdown uses security to protect clients and staff from threat.

Public Address: The public address for Lockdown is: **“Lockdown! Locks, Lights, Out of Sight!”** and is repeated twice each time the public address is performed.

Actions: The Lockdown Protocol demands locking individual doors or other access points, moving room occupants out of line of sight of the corridor windows and having room occupants maintain silence.

There is no call to action to lock the building outside access points. Rather, the protocol advises to leave the perimeter as is. The reasoning is simple – sending staff to lock outside doors exposes them to unnecessary risk and inhibits first responders' entry into the building.

Responsibility: The staff is responsible for implementing Lockdown. The staff should lock all access points and facilitate moving occupants out of sight.

Silent or whispered roll call should be taken to determine if attendance has changed since the beginning of the shift.

Clients are trained to:

- Move away from sight
- Maintain silence
- Prepare to evade or defend

Staff are trained to:

- Lock interior doors
- Turn out the lights
- Move away from sight
- Maintain silence
- Do not open the door
- Prepare to evade or defend
- Take attendance, account for clients
- Grab Standard Response Protocol (SRP) Binder

Train Derailment

- At first sighting, Resource should be notified.
- Resource should call 911 first. Second, Resource should call the emergency line for the respective Railroad: Indiana Railroad Company # 1-800-677-1985 or CSX Emergency # 1-800-232-0144. Resource Manager should ask what was being transported to determine whether there is risk of chemical hazard, fire, and or explosion. They are required by law to disclose the contents (Emergency Planning and Community Right to Know Act)
- Resource Manager should also ask what Agencies will be involved in the Emergency Management. Resource Manager should pass along contact information to the Railroad company and ensure that they pass along the information to the Lead Emergency Management Agency.
- Simultaneously, the other Resource members should call for shelter in place, unless there is a fire. In case of fire, buildings 7 and 8 should be evacuated. Building 9 may have to be evacuated, depending on the proximity. If clients and staff are required to evacuate, they should put something over their noses and mouths, while moving, as quickly as possible, back to their respective units.
- Resource will contact the Administrator on Call as soon as possible, immediately if there is enough staff support to complete the previous steps concurrently.
- Shelter in place shall continue until all clear has been called by Resource Manager or until further directives are given.
- Do not use a cell phone within 25 feet of live tracks.

Other Train Safety Tips

- Always look out for warning signs and signals. Flashing red lights indicate a train is approaching. Do not cross the tracks until the lights have stopped flashing and it is safe to do so.
- Always assume a train is coming. Look carefully in each direction before crossing the tracks. Trains can run on any track, in either direction, at any time.
- If it won't fit, don't commit! Be sure there is enough space to clear the crossing without stopping. For your safety, leave at least 15 feet between the rear of your vehicle and the tracks.

- If your vehicle stalls on a crossing, get everyone out immediately. Move far away from the tracks even if you don't see a train approaching. Call the emergency notification number posted on or near the crossing or call local law enforcement.
- Trains cannot stop quickly. The average freight train traveling 55 miles per hour may take a mile or more to stop.
- Watch for vehicles such as school buses and trucks carrying hazardous materials that are required to come to a full stop at railroad crossings.
- Make sure you cross the tracks only at designated crossings, and never try to beat a train through a crossing.

Airplane Crash or Explosion related to the Airport

- At first sighting, Resource should be notified.
- Resource should call 911 first. Second, Resource should call the non-emergency line for Indianapolis Airport Police Department at 317-487-6089. Resource Manager should ask what was being transported to determine whether there is risk of chemical hazard, fire, and or explosion. They are required by law to disclose the contents (Emergency Planning and Community Right to Know Act)
- Resource Manager should also ask what Agencies will be involved in the Emergency Management. Resource Manager should pass along contact information to the Airport Police Department and ensure that they pass along the information to the Lead Emergency Management Agency.
- Simultaneously, the other Resource members should call for shelter in place, unless there is a fire. In case of fire, some buildings may have to be evacuated, depending on the proximity. If clients and staff are required to evacuate, they should put something over their noses and mouths, while moving, as quickly as possible, back to their designated alternative shelter.
- Resource will contact the Administrator on Call as soon as possible, immediately if there is enough staff support to complete the previous steps concurrently.
- Shelter in place shall continue until all clear has been called by Resource Manager or until further directives are given.

Natural Disasters

Earthquakes

1. Drop to the floor
2. Take cover under a solid piece of furniture or next to an interior wall. Staff should instruct clients to cover their head and neck with your arms.
3. Damar staff and clients hold on to a sturdy piece of furniture and are prepared to move with it. Stay where you are until the shaking stops.
4. Be prepared for aftershocks, which often follow an earthquake.

Tornadoes

1. Monitor conditions via weather/emergency radio.
2. Go to an inside room, without windows, a closet, a bathroom, or a basement.
- 3.

Flooding

1. Monitor conditions via weather/emergency radio. If order is given to evacuate the setting, do so immediately.
 -
2. If you cannot evacuate:
 - Move all clients to the highest point in the setting
 - Call 911
 - Contact the primary Damar number or Resource line

Blizzard/Ice Storm

Monitor conditions via weather/emergency radio.

If emergency services issue an order to evacuate the setting, staff will do so immediately. Refer to “Evacuation” and “Disaster Sheltering” above. Program leadership will be in communication with the COO regarding where the clients are being evacuated to.

Tier	Characterized By	Agency Response
1	<ul style="list-style-type: none"> • Average percentage of absenteeism of staff • No natural disaster has occurred at the service site. <p>0-5 days</p>	<ul style="list-style-type: none"> • Program staff will review inventories of critical items: food, medications, emergency supplies.
2	<ul style="list-style-type: none"> • 20% absenteeism rate of staff • Natural disaster has impacted at least one service delivery setting. • Travel may be hazardous. <p>5-15 days</p>	<ul style="list-style-type: none"> • The VP of Operations will work with vendors to maintain necessary supplies. • Implement provision of basic/necessary services. • Implement visitor protocols • Review attendance/absenteeism guidelines. • Review essential staff positions • Review non-essential staff positions • Review standards for implementation of remote working access • Implement daily status updates via email and texts, as well information on the Damar website, to employees, clients, and stakeholders. • Implement notification of absence reporting within all Damar programs to the Director of Human Resource. • Implement at least weekly meeting of the Purple Flash Committee: COO, CSO, CHRO, VP of Operations, Program VPs, and the VP of Quality and Compliance. • HR review of staff training to ensure non-programmatic staff are trained: 1st Aide/CPR and TCI/CMT techniques. • Program staff will ensure clients have adequate personal care supplies and medication on hand. • Program staff will assist clients in preparing evacuation bags in case they are required to vacate their unit/setting.
3	<ul style="list-style-type: none"> • 40% absentee rate of staff. • Natural disaster has impacted several Damar service setting. • Travel may be hazardous. • Emergency response may be impacted. <p>15-30 days</p>	<ul style="list-style-type: none"> • Implementation of “Evacuations” and Disaster Plan”. • The VP of Operations will work with vendors to provide necessary supplies as needed by Damar settings. • Implement provision of basic/necessary services. • Restrict all visitors from programs and Damar properties • Review attendance/absenteeism guidelines. • Implement early shift-reporting/delay in release protocols for essential staff positions • Implement for remote working access for non-essential staff.

		<ul style="list-style-type: none"> • Implement notification of absence reporting within all Damar programs to the Director of Human Resource. • Implement daily status updates via email and texts, as well information on the Damar website, to employees, clients, and stakeholders. • Program staff will ensure clients have adequate personal care supplies and medication on hand. • Program staff will assist clients in preparing evacuation bags in case they are required to vacate their unit/setting. • Implement daily, remote, meeting of the Purple Flash Committee: COO, CSO, CHRO, VP of Operations, Program VPs, and the VP of Quality and Compliance. • Implement use of non-programmatic staff, if necessary, within Damar service areas. • Program Leadership will coordinate with the Finance Department any changes to site credit cards/charges for items needed at the settings.
4	<ul style="list-style-type: none"> • Effects of natural disaster exceeds 30 days • Tier 3 may still be occurring • Mandated restrictions and guidance by government officials is continually updated. <p>30+ days</p>	<ul style="list-style-type: none"> • Implementation of “Evacuations” and Disaster Plan”. • The VP of Operations will work with vendors to provide necessary supplies as needed by Damar settings. • Implement provision of basic/necessary services. • Restrict all visitors from programs and Damar properties • Review attendance/absenteeism guidelines. • Implement early shift-reporting/delay in release protocols for essential staff positions • Implement for remote working access for non-essential staff. • Implement notification of absence reporting within all Damar programs to the Director of Human Resource. • Implement daily status updates via email and texts, as well information on the Damar website, to employees, clients, and stakeholders. • Program staff will ensure clients have adequate personal care supplies and medication on hand. • Program staff will assist clients in preparing evacuation bags in case they are required to vacate their unit/setting. • Implement daily, remote, meeting of the Purple Flash Committee: COO, CSO, CHRO, VP of Operations, Program VPs, and the VP of Quality and Compliance.

		<ul style="list-style-type: none"> • Implement use of non-programmatic staff, if necessary, within Damar service areas. • Program Leadership will coordinate with the Finance Department any changes to site credit cards/charges for items needed at the settings.
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Emergency Preparedness Activities

- All Damar Services, Inc. staff are trained in CPR and First Aid.
- All residential units, client homes and agency buildings have well maintained carbon monoxide and smoke detectors and fire extinguishers.
- Staff and clients participate in fire and tornado drills (*see 1.BU.15 – Tornado Drill 1.BU.16 – Fire Drill*) to further prepare them in the event of an emergency situation.
- All Damar Services, Inc. clients are educated by staff on what to do in specific disaster situations.
- All Damar Services, Inc. employees receive annual emergency preparedness training.

Staffing Shortages/Concerns

To ensure Damar programs are staffed as licensed, all Damar employees, including those working in non-client contact roles, may be called upon to support clients in other programs if/when necessary. It is the responsibility of program leadership to monitor program staff availability to work and notify the Director of Human Resources, the CHRO and COO if this level of assistance in getting support staff is needed.

Program leaders, supervisors, Resource, and Human Resources are responsible for maintaining access to contact information for all assigned, program leaders, and agency staff. If necessary, Damar Services, Inc. executive staff will coordinate with Human Resources and program leaders to re-assign staff in the event there is a lack of available employees to adequately support any necessary services within the organization. This will include Damar Services, Inc. executive/leadership staff, administrative staff, etc. All staff will be trained on First Aid and CPR.

Tier	Characterized By	Agency Response
1	<ul style="list-style-type: none"> • Average percentage of absenteeism of staff. • Normal operations of Damar programming and services. <p>On going</p>	<ul style="list-style-type: none"> • Regular monitoring of staffing needs. • Staff turnover and hire rates are reviewed at least quarterly during all program PQI reviews.
2	<ul style="list-style-type: none"> • 20% absenteeism rate of staff • Staff shortages effecting 20% of Children’s Residential and/or Community Living and Support Services (CLaSS) sites. • Staff shortages effecting 20% of non-24-hour CLaSS sites. • Staff shortages effecting 20% of all other Damar programs and services. <p>0-15 days</p>	<ul style="list-style-type: none"> • Attendance/absenteeism guidelines in place. • Implement notification of absence reporting within all Damar programs to the Director of Human Resource. • HR review of staff training to ensure non-programmatic staff are trained: 1st Aide/CPR and TCI/CMT techniques. • Program Leadership will review plans to implement basic programming and critical services with clients. • Where applicable, Program Leadership will communicate with clients, families/guardians, and stakeholders regarding possible changes in programming due to staffing needs. • Whenever applicable, client choice regarding service supports will be considered. • Implement weekly meetings of the Purple Flash Committee: COO, CSO, CHRO, VP

		of Operations, Program VPs, and the VP of Quality and Compliance.
3	<ul style="list-style-type: none"> • 40% absentee rate of staff. • Staff shortages effecting 40% of Children’s Residential and/or Community Living and Support Services (CLaSS) sites. • Staff shortages effecting 40% of non-24-hour CLaSS sites. • Staff shortages effecting 40% of all other Damar programs and services. <p>15-30 days</p>	<ul style="list-style-type: none"> • Attendance/absenteeism guidelines in place. • Implement notification of absence reporting within all Damar programs to the Director of Human Resource. • Program Leadership will review plans to implement basic programming and critical services with clients. • Where applicable, Program Leadership will communicate with clients, families/guardians, and stakeholders regarding possible changes in programming due to staffing needs. • Whenever applicable, client choice regarding service supports will be considered. • Implement daily status updates via email and texts, as well information on the Damar website, to employees, clients, and stakeholders. • Where necessary, non-programmatic staff are assigned to support program clients. • Implement daily, remote, meeting of the Purple Flash Committee: COO, CSO, CHRO, VP of Operations, Program VPs, and the VP of Quality and Compliance.
4	<ul style="list-style-type: none"> • Staff shortages exceeds 30 days • Tier 3 may still be occurring <p>30+ days</p>	<ul style="list-style-type: none"> • Attendance/absenteeism guidelines in place. • Implement notification of absence reporting within all Damar programs to the Director of Human Resource. • Program Leadership will review plans to implement basic programming and critical services with clients. • Where applicable, Program Leadership will communicate with clients, families/guardians, and stakeholders regarding possible changes in programming due to staffing needs. • Whenever applicable, client choice regarding service supports will be considered. • Implement daily status updates via email and texts, as well information on the Damar website, to employees, clients, and stakeholders. • Where necessary, non-programmatic staff are assigned to support program clients. • Continue daily, remote, meeting of the Purple Flash Committee: COO, CSO, CHRO, VP of Operations, Program VPs, and the VP of Quality and Compliance.

Business Continuity Planning

Business Continuity Planning

Business/Program Unit	Business Process/Program Function	Allowable Downtime	Priority for Recovery
President/CEO	Emergency Commander	None	High
COO	Executive Program Operations	None	High
CFO	Executive Finance Operations	None	High
Children’s Residential and Treatment Services	Staffing of operations of critical personnel for emergency client services response	None	High
	Initiating communication with licensing agencies	None	High
	Initiating communication with parents/guardians	None	High
	Residential Operations	None	High
	Medication Management	None	High
	Counseling Services	0-2 days	High
	Physical/Occupational Therapies	5-7 days	High
Client Support Services	Client Records	None	High
VP of Quality and Compliance Initiatives	Support coordination of services between departments. Ensure compliance to licensing and oversight guidelines as well adherence to local/state/federal emergency systems guidelines.	None	High
Recreation	Staffing operations of critical personnel to provide supports within program operations.	None	High
VP of Children’s Residential Services Chief Administrator of Children’s Residential Services Director of Operations for Children’s Residential Services Director, Resource	Staffing of operations of critical personnel for emergency client services response		
Health Services Director of Nursing	Staffing operations of nurses for emergency client health services	None	High
	Primary Care	None	High
	Medical supplies	None	High
	Medical equipment	None	High
	Medical records	None	High
CLaSS VP of Community Living Director of Community Living and Support Services	Staffing of operations of critical personnel for emergency client services response	None	High
	Initiating communication with licensing agencies	None	High
	Initiating communication with parents/guardians	None	High
	CLaSS Operations	None	High
	Medication Management	None	High

Group Home Services Director of Community Living and Support Services	Staffing of operations of critical personnel for emergency client services response	None	High
	Initiating communication with licensing agencies	None	High
	Initiating communication with parents/guardians	None	High
	Group Home Operations	None	High
	Medication Management	None	High
Damar Charter Academy Freeway Academy Director of DCA Operations Chief Administrator of Children's Residential Services	Staffing operations of critical personnel for emergency response	None	High
	Initiating communication with regulatory agencies	None	High
	Education Services	0-2 days	High
Outpatient Mental Health Center Residential Director, Clinical Services	Staffing operations of critical personnel for emergency response	0-2 days	Medium
	Outpatient mental health services	0-2 days	Medium
Foster Care Director, Foster Care Services	Staffing operations of critical personnel for emergency response	0-2 days	Medium
	Confirming location and status of all foster children	None	High
	Initiating communication with licensing agencies	None	High
	Initiating communication with foster care providers	None	High
	Initiating communication with other relatives of foster children	None	High
Executive Staff	Activation of Damar Emergency Team	None	High
	Activation of Campus Emergency Operation Center	None	High
	Provide emergency communications equipment and vehicles	None	High
	Activation of Emergency Client Services Sites	None	High
	Access to Personal Protective Equipment	None	High
	Acquiring law enforcement resources	None	High
	Investigating criminal activity related to incident	None	High
	Administrative staff operations of critical personnel for emergency response	None	High
Business Operations Chief Executive Assistant	Mail service	1 day	High
	Phone service	None	High

	IT/Computer Services	1 day	High
	Copy/Printing services	0-2 days	High
Transportation Services VP of Operations	Fleet Management	None	High
Human Resources Chief HR Officer	Staff Relations	1-2 days	High
	Benefits Administration	1-2 days	High
	Recruitment	2-4 days	Medium
	Data Services	2-4 days	Medium
	Compensation	2-4 days	Medium
	Development and Training	5-7 days	Low
	Managing insurance claims for staff incidents	0-2 days	Medium
	Managing/reporting Workers' Compensation injuries	0-2 days	Medium
	Managing insurance claims process for staff incidents	0-2 days	Medium
Accounting CFO	Access to cash reserve	None	High
	Accounts Payable/Receivable	0-2 days	High
	General Accounting	0-2 days	High
	Payroll	None	High
	Contract and Grants Accounting	2-4 days	Medium
VP of Operations Facilities and Assets	Housekeeping and Maintenance	None	High
	Security	None	High
	Electricity	None	High
	Water/Sewage	None	High
	Heating/Cooling/Ventilation	None	High
VP of Operations Facilities and Assets	Staffing operations of critical personnel for emergency response	None	High
	Facilities planning	2-4 days	Medium
	Construction	5-7 days	Low
	Operations and Maintenance	None	High
	Building and Landscape Services	5-7 days	Low
	Emergency Response for Campus	None	High
	Investigations of accidents, incidents, exposures, and discharges	None	High
	Access to emergency communications equipment	None	High
	Maintaining integrity of facilities	None	High
	Campus Security	None	High
Dietary Services Director, Dietary Services	Staffing of critical dietary staff for emergency response	None	High
	Kitchen management and maintenance	None	High
	In-unit dining and food delivery	None	High
	Damar Cafeteria	None	High

	Food Supplies	None	High
	Equipment	None	High
VP of Operations Housekeeping	Staffing of critical staff for emergency response	None	High
	Housekeeping Services	None	High
	Laundry Services	None	High
	Housekeeping and Laundry Supplies	0-1 days	High
	Housekeeping and Laundry Equipment	0-1 days	High
Communications Chief Strategy Officer	Crisis Communications, Public Information, PR	None	High
	Internal Communications	None	High
	Internet Communications	0-1 days	High
	Publications	1-2 weeks	Low
	Marketing	5-7 days	Low
	Other non-essential communications	5-7 days	Low
Development President, Damar Foundation	Donor Relations	1-3 days	Medium
	Fundraising	2-4 days	Medium
	Grants Administration	2-4 days	Medium
	Volunteer Relations	1-3 days	Medium
	Special Events	1-4 weeks	Low

Organization Follow-Up

All critical incidents must be documented on an incident report. Following any emergency or disaster Damar Services, Inc. agency leadership will conduct an internal investigation into the situation and the staff and client response following the event. This will be recorded on the official Disaster Response Form by the Vice President of Quality and Compliance Initiatives and utilized to plan and train staff for future emergency situations and disasters.