

Tahoe Donner Association

Emergency Operations Plan

OVERVIEW

The Emergency Operations Plan (Plan) delineates the organizational preparation and execution of personnel actions required to be taken in the event of a natural disaster or man-made emergency. This includes any situation, which could threaten or negatively impact the well-being of Tahoe Donner Association (TDA) employees, impede amenity/department operations, or endanger Association property.

The Plan establishes a team organization structured so as to effectively and efficiently protect Association resources during times of imminent threatening situations. The Plan's overall purpose is threefold:

1. provide an accurate method of timely and factual informational communications to staff and homeowners, and others;
2. protect the welfare of employees; and,
3. minimize damage/losses to Association structures and property therein.

These principles will be met through the coordination of planning efforts; the assignment of specific personnel responsibilities, and a readiness posture to execute the Plan when needed.

Some emergencies are preceded by a gradual accumulation or warning phase, which can provide sufficient time to plan and react, while other emergencies provide little to no advanced warning. Such emergencies can range from minor oil spills and brush fires to severe winter storms, wildland fires and earthquakes; all with potentially catastrophic long-term economic, public safety, and social implications.

The core of the Plan is the Incident Management System (IMS), which establishes a team of skilled pre-designated staff assigned specific tasks to control and coordinate the activities and resources necessary to support the mitigation efforts associated with a life threatening, and/or property destruction incident. Adherence to the Plan with the use of intelligent incident strategy decisions and tactical actions will help ensure the well being of employees, homeowners, and the preservation of TDA property.

Although the Association's IMS organizational structure is somewhat similar to those used by local, state, and federal response agencies, none of the personnel assignments or resultant activities relate to any civil responsibilities associated with emergency responders. The

personnel actions and procedures contained in this document are solely directed toward the protection of Association employees, members, guests and physical assets, and includes a communication means to provide property owners with current emergency status information.

OBJECTIVES

The basic objectives of the Plan are to:

- Define Tahoe Donner Association’s role during an emergency incident, which threatens personnel, property, or the community.
- Delegate organizational responsibilities to ensure the safety of employees.
- Provide informational communications to workforce personnel regarding the status of an emergency, which might affect their well-being.
- Activate the TDA Incident Management System (IMS) to direct mitigation activities.
- Pre-identify IMS Center locations and resources best suited to support Team activities.
- Establish lines of authority for the direction, management, mitigation, and remediation efforts.
- Establish and maintain liaison with the Town of Truckee and Nevada County Offices of Emergency Services.
- Maintain an emergency status informational communications avenue for Association property owners
- Enable the Association to restore normal operations in a timely manner with minimal interruption.
- Provide a means to recapitulate IMS actions through after action reviews.
- Provide a basis for training and exercises.

EVACUATION POSTURE

Evacuation of the Tahoe Donner Association community can be an individual personal choice or a mandatory requirement directed by civil authorities. Evacuation is defined as the removal of people from a dangerous or potentially dangerous place to somewhere safe. An order by authorized civil authorities to partially or totally evacuate Tahoe Donner Association will be taken as the prerequisite to initiate the termination of Association operations and constructively “shutdown”, either partially or completely, business activities until completely safe to reopen.

Based on this position and premise of an evacuation, no Association structures will be made available nor used as evacuation facilities to shelter personnel either wholly or on a limited basis. The sheltering of evacuees in our facilities would completely exceed Association support resource capabilities. Volunteer agencies such as the American Red Cross, Salvation Army and

other like agencies, which offer disaster relief, shelter, and other humanitarian services are essential elements of the statewide emergency response to meet the needs of disaster victims.

The Association General Manager (GM), may at his discretion, order the mandatory evacuation of potentially imperiled Association structures or the evacuation of the entire workforce, based on incident circumstances and the potential and imminent threat to life and property.

INCIDENT MANAGEMENT DEFINED

The most effective and efficient approach to managing an emergency incident impacting TDA personnel and property is the use of a modified Incident Management System. A similar type of system is used by federal, state, and local agencies for emergency response organization, which has proven its worth a thousand times over.

A modified emergency management system, designed to meet specific TDA priorities, namely the protection of personnel and facility assets, while sharing common principles, procedures, and processes with local professional emergency response agencies has been determined to be best suited for TDA emergency management.

The basic concept of the system is “dynamic”; and as such can be used in any size and type of incident. Specific duties and responsibilities are assigned to personnel in advance. The incident-specific job positions consist of an *Incident Coordinator*, whose emergency management team staff includes *Logistics, Operations, Planning* and *Finance Section Chiefs*, and a *Liaison Officer*. The personnel occupying the Section Chiefs’ billets work directly with and support the resource needs of “field” managers.

The *Liaison Officer* will normally be physically located at the Town of Truckee’s Emergency Operations Center (EOC). The staff member assigned this duty will interface with emergency operations personnel, and communicate “real time” emergency operational status to the IMS Team for decision use and dissemination to managers situation reports. The information will also be used to provide and update emergency status information to homeowners.

SITUATION REPORTS (SITREPS)

Time sensitive emergency situation phases will be standard protocol used during an Association emergency. SITREPS will be originated by the IMS and communicated via e-mail, to board of directors, amenity and department managers as standard procedure throughout the emergency incident. The reports will provide a standardized means of communicating “real time” information and directions to managers from the IMS Center. An example of the format and contents of an e-mail communicated SITREP is attached as an exhibit.

The situation phases will determine to what extent the Plan shall be executed specific to amenities and department. Communicating the increased severity of phases will afford managers the opportunity to prepare, plan, and direct Association related evacuation activities. The information contained in the SITREPS can also be passed via other communication avenues if warranted. Situation phase examples include the following emergency action/recovery segments:

Uncertainty Phase – This is the preliminary informational phase of an incident, which when declared (function of Senior Management) alerts/communicates via e-mail or other means to TDA staff the facts regarding an on-going or expected emergency situation, i.e., *a moderate size brush fire has been reported to local authorities in a location between I-80 and the western side of Tahoe Donner Unit 5. Gusting southwesterly winds are forecast to continue throughout the day, and expected to push the fire toward and jeopardized the structures and lots on Skislope Way, including adjacent Unit 4 properties, if not contained.* Upon notification of this phase, department managers of threatened facilities will be directed to implement their individual site-specific facility *Evacuation Action Plan*, as appropriate, and prepare to initiate their facility closing/securing procedures. At this time managers would also be directed to alert, recall, and account for any off site “field” employees as a precautionary safety procedure.

The GM (or next senior manager in his absence) would also activate the IMS to the degree deemed necessary and dispatch the Liaison Officer to the established local agency EOC. Initial activation of the TDA homeowner’s recorded information communication system would be undertaken when factual incident information is in hand.

Alert Phase – This is the next sequential phase, which will be activated as a situation worsens, such as *the fire has continued to grow in size despite firefighting efforts, and recommended voluntary evacuation of Skislope Way homes in the vicinity of the fire’s path, is about to be announced by local authorities. Fire encroachment continues and structural destruction is considered very probable.* This is information the TDA Liaison Officer would obtain at the-EOC and forward to the IMS Team for immediate dissemination.

The initiation of this phase would signify to facility managers to begin the physical process of removing salvageable items from amenities and departments, using pre-determined methods of transportation. At this time those facilities expected to be impacted should begin initial securing procedures of their complex. The timing of this stage would most likely coincide with an exodus of employees, whose own families and homes are of concern. When this occurs, IMS decisions will be required to determine to what extent mitigation actions can be sustained at the amenities and departments negatively impacted by the loss of operational personnel. This situation may be

cause to order all personnel to vacate selected complexes and report to the NW Clubhouse, or other location as directed, for a final employee “head count”.

Evacuation Phase – This is the final pre-destruction phase in which personal injury, loss of life, and the physical destruction of TDA property is imminent. Escalation of the incident to this phase would be at the order of local authority, or upon the direction of the IMS Incident Coordinator, given circumstances to justify such a decision. The Incident Coordinator should at this time have an accurate account of all TDA personnel. All TDA complexes shall have been properly secured and evacuated of all personnel.

A final task of the IMS should include a closing Emergency Situation Voicemail recording, which describes the latest situation status, including known information regarding the Association’s relocation site, new informational phone recording number, and the means of future communication avenues, i.e., Tahoe Donner website updates, Tahoe Donner Instant News, etc.

Relocation Phase – This phase is related to time and defines the actual duration necessary to relocate business resources and permit the Association “corporate offices” to continue with minimal interruption, as well as a basis from which continuing business activities can be performed during rebuilding activities.

The relocation site(s) will be pre-identified as having required resource capabilities, and retained in a manner necessary to ensure instant availability. An acceptable site could be a local hotel conference/meeting area with adjacent rooms, commercial office trailers, vacant Association property, etc. Or the most optimistic relocation site - a surviving amenity/department complex, which would be conducive to and support the operational needs of the Association’s businesses during the rebuilding process. This is an extremely important phase, which will display the will, character, and resolute of the Association.

Recovery Phase – *The Association’s re-building process.* Managers must ensure their facility specific Business Continuity Plan is adaptable to minimize business downtime, and be professionally prepared to ensure a rapid business recovery is achievable, when a significant unplanned disruption occurs subsequent to a natural or man-made disaster.

PLAN ACTIVATION

The Plan shall be activated under the direction of the General Manager or in his absence a designee. Once the Emergency Operations Plan is activated, the Incident Management System (IMS) team will be established in the Northwoods Clubhouse, in the second floor executive conference room. This facility has been chosen as the *primary* location because of its current

support resources. If for some reason the type or location of the emergency is an imminent threat to the facility an alternative location, if appropriate, will be used and resources transferred to the chosen site.

The Clubhouse facility provides the communication avenues, physical resources, and staff necessary to organize the team and function as designed. In addition to providing the best means possible to protect employees and Association assets, homeowners will be provided continued situational updates, regarding the status of the emergency, as derived from authorities, and the extent to which it endangers and jeopardizes the business activities of the Association.

COMMUNICATIONS PLAN

The ability to communicate in real time is critical to coordinate and plan the management of resource activities during an emergency incident. A readiness standard of Tahoe Donner Association is to have in place an accurate and reliable structured means of company emergency communications capability; a procedural plan capable of being implemented in a timely fashion to ensure efficient two-way communications methods are available and used between the IMS Team and facility managers.

The importance of high-quality communications cannot be over emphasized. This is true not only regarding radio equipment operational connectivity and communication reliability, but also the practices and procedures used by radio operators. The use of standard FCC radio operating procedures and guidelines is an enhancement to working quickly and efficiently during an emergency. Radio users should gather their thoughts before transmitting – many people have a tendency to talk and/or repeat too much. It is important to communicate an accurate and easily understood message without unnecessary repeats. Communications are to be recorded, in abbreviated form, on the Emergency Incident (comms) Log.

Communication issues are notoriously problematic during disaster response activities regardless of elaborate radio transmission systems. This has also been noted during hand held UHF radio communication use within Tahoe Donner Association, during actual emergency incidents and table top exercises. Atmospheric moisture, physical obstructions such as mountains and buildings, and time of day can all have an effect on signal transmissions and the degradation of signal reception. The topography of Tahoe Donner contributes to limited radio broadcast range and reception (line-of-sight) of UHF transmissions. However, a repeater installed at the “Top Shop” structure has enhanced the propagation of handheld radio UHF transmissions within the geographic boundary of Tahoe Donner.

Upon execution of the plan the following communication procedures will take affect under the oversight of the Security Office:

- Activation of the TDA “Emergency Situation Voicemail” recorded information telephone line and Tahoe Donner Instant News e-mail for transmission of updated incident information.
- Setup of IMS Center radio equipment - UHF radio base station; VHF mobile scanner; and AM/FM broadcast radio.
- Distribution of UHF handheld radios to department/amenities manager.

The use of UHF handheld radios shall be the primary source of tactical communications between the IMS Center staff and “field” managers, followed by cell phone use as an alternate. E-mail transmissions of information data may also be used if convenient and equipment is readily available.

Additionally, telephone line **530-582-9601**, a voice mail *only* line, will be utilized by the Team to provide updated information to home and lot owners. This line, capable of receiving up to ten incoming calls simultaneously, will be regularly updated by the Director of Risk Management, or designee, as new information becomes available.

Detailed procedural information regarding the distribution of handheld radios and the activation of the Emergency Situation Voicemail recording is attached as an exhibit, as is a confidential cell phone number directory of managers.

A Crisis Communication Plan is in place for Association use in communicating with members and public regarding incidents having occurred on property.

AMENITY/DEPARTMENT RESPONSIBILITIES

Facility managers have the overall responsibility for the operational control of their facilities and safety of personnel at all times. This is especially so when assets are placed in jeopardy as in the case of a threatening disaster incident having the potential of causing bodily harm and property destruction.

Readiness action plans have been designed for use to maximize the personal safety and minimize property damage. These plans provide standard procedural guidance for use during an incident. Understandably, all emergency incidents are unique in nature with their own particular circumstances and caveats. For this reason it is expected that managers, within the scope of their authority and responsibility, will use their best judgment when making necessary decisions not covered by written plans and procedures.

A readiness state or condition of pre-planned disaster preparedness, specific to each amenity and department is the most important factor to ensure the safety of Association employees, protect

physical assets, and minimize property losses. In order to achieve this objective, facility managers are tasked to prepare a written emergency site specific action plan for use as a facility “shutdown” reference in the event of an evacuation.

The document shall contain as a minimum the following information:

- An employee roster list for use to record staff status and tally “head counts”;
- A conclusive “shutdown” checklist for each facility structure(s) for use during facility securing procedures; and,
- An inventory of significant administrative documents and equipment, capable of being safely and easily removed from the property, which would support limited remote “start-up” operations. This item shall also describe the pre-identified mode of transportation to be used to re-locate such items.

Managers shall submit the site plan to the Director of Risk Management for review and approval. Once endorsed, the original plan will be returned to the facility manager to be maintained for immediate use if and when required.

Copies of each plan will be filed in the office of the Security Manager, available for IMS Team reference during an emergency. Managers shall review and update their plan as required or at a minimum, no later than seasonally.

INTANGIBLES

Non-business hour’s incident

This document was drafted on the premise that an incident requiring the activation of the IMS occurs during normal work hours, with a sufficient workforce onboard to react. That being the case, the plan would be executed and objectives realized. However, a natural disaster or man-made emergency can occur at any time. Ironically, should a substantial emergency incident occur during “off” hours, the primary intent of the plan (safety of personnel, homeowners and guests at facilities) will have been met, since they would be absent from the facilities. Such an occurrence would only expose previously secured structures and equipment to possible risk, to be protected by emergency responders as appropriate.

Furthermore, the need to recall employee personnel to work after hours, during an emergency incident, will be thoughtfully considered. However, prior experience has shown that civil authorities have secured ingress routes into Tahoe Donner, during significant crises, to all personnel other than emergency responders – regardless of professional title or position.

No employee living outside the community shall attempt, during non-working hours, to gain entry through a limited access traffic control point in the capacity of an employee without the specific permission of the General Manager or Senior Manager. Employee personnel living within Tahoe Donner Association are not expected, nor permitted to enter any “shut down” facility during a disaster incident, without the permission previously described. This posture is taken to ensure employee accountability and personal safety.

In a case of an after hours incident, employees would, in most probability, be unaware of the Association’s status relative to the disaster, and have concerns regarding their employment status, i.e., should they attempt to come to work, how or to what extent has the incident impacted their job, what are they to do, etc. These are considered significant employee concerns, which will be addressed by establishing a dedicated telephone recording available for such information.

The TDA employee emergency hotline can be accessed by calling 530-587-9435, for current information and/or direction. This is a dedicated telephone recording, which will be activated subsequent to a disaster and updated frequently with incident specific and employee status information.

Weekend business hour’s incident

An incident occurring during weekend business hours poses a unique challenge to the Association’s IMS organization. Essentially, only amenities and the Member Services Office would be fully staffed with possibly limited, if any personnel available for incident management support. This being the case, the establishment of a “complete” IMS organization would be jeopardized, if not totally impossible to institute, because of the lack of personnel resources. Alternative steps of safeguarding life and property, although much less structured than what is intended by this document, would have to be implemented and managed by individual amenity managers, without the support of the complete IMS Team until such time as team members can respond.

The knowledge of a potential disaster considered threatening to any Association employee and/or property shall be cause for the knowledgeable manager to immediately report the situation to the General Manager and Director of Risk Management, or if unavailable, a Senior Manager. The manager taking the report will direct procedural action to be taken and ensure other facilities are alerted to the situation. Once alerted the manager’s of threatened facilities shall implement immediate procedures deemed necessary to warn any amenity users (Association members/guests), and protect staff and threatened property using existing plans and procedures.

An IMS Liaison Officer will be charged to establish communications with the Town of Truckee EOC and proceed to its physical location, if deemed necessary, to obtain current incident

information. The intelligence gained will be passed to the GM and facility managers, using pre-established communication avenues. The Liaison Officer will also recommend to the GM/Senior Manager, whether it is feasible and/or practical to “recall” support personnel and physically establish the IMS team within Tahoe Donner Association. This recommendation shall be supported by current incident situational reports and the solicited advice of the EOC Command Staff.

Without the “on scene” support of the IMS Team, many strategic decisions will be borne by the managers affected by an emergency incident. Facility managers must evoke professional experience, practical knowledge, and logical reasoning in all decision making processes, and ensure existing emergency plans are executed, while maintaining “open ended” communications with senior managers.

RESOURCES

This document’s attachments provide important reference information, which will support many needs required by the IMS organization during execution of the Plan. Personal telephone contact numbers of Association personnel shall be treated in a confidential manner and therefore shall not be disclosed without proper authorization.

SYNOPSIS

The safety of employees, members and guests, and the protection of property have been and will always be of utmost concern to the Association. This “preparedness” document was developed to support such a posture. The Plan shall be used to standardize the common principles, procedures, and processes necessary to mitigate the detrimental effects of small incidents and large disasters alike.

It is virtually impossible to pre-determine and prepare for every type of disaster having the potential to cause harm to Association assets. The use of professional managerial judgment in decision making shall be the rule in situations not covered by the Plan.

The composition of the IMS Team should be based on the organizational needs of a particular incident, including the availability of personnel to staff positions. The Team can be modified at any time using the personnel and resources necessary to manage the mitigation actions relevant to any type of emergency. Such resolve will be the most prudent course of action to be taken, given the myriad of scenarios and unforeseen events associated with disastrous situations – those not specifically addressed in the Plan. Flexibility is a means to success.

Managers having responsibilities assigned herein must ensure they and their staff have a thorough working knowledge of the Plan, to ensure that it is properly executed in the event of an actual or potential disaster. The Association has the utmost confidence that when most needed, we as a team will rise to the challenge.

Exhibits

TDA IMS (Incident Management System) Organization Chart

IMS Team Responsibilities

Emergency Incident (comms) Log

TDA Confidential Telephone List

Situation Report (SITREP) Format

Emergency Equipment Inventory

Local Area Telephone Resource List