

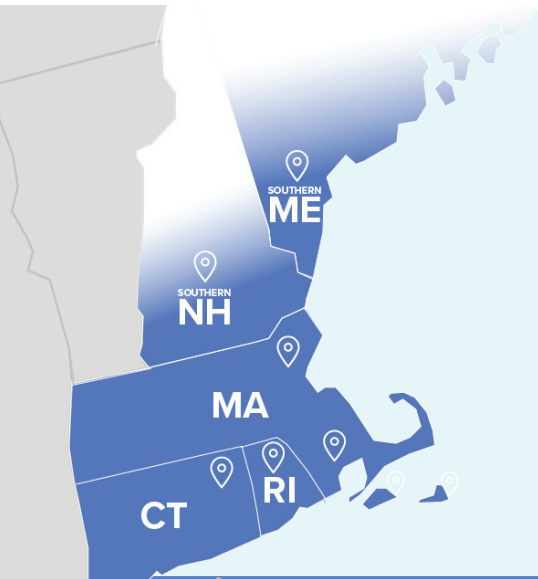


# EMERGENCY PREPAREDNESS INTRODUCTION

This plan is reviewed annually, and implemented annually in some fashion, and a retrospective review is always documented after that implementation for a real or drill event

## Person(s) responsible for creating this plan:

- Jonathan Enos, PRESIDENT
- Jeremy Walsh, DIRECTOR OF PURCHASING
- Melissa Vuolo, RN DIRECTOR QUALITY IMPROVEMENT & CLINICAL MANAGER
- Tammi Vuolo, DIRECTOR OF PATIENT RELATIONS
- Doreen Mendes-Santos, BILLING MANAGER
- Jaime Aguiar, GENERAL MANAGER
- Charles Mitchell, REPAIR MANAGER



## Our geographic service area includes:

Massachusetts Counties	Rhode Island Counties	Connecticut Counties	New Hampshire Counties
Worcester	Providence	New London	Cheshire
Middlesex	Kent	Tolland	Hillsborough
Norfolk	Washington	Windham	Rockingham
Essex	Bristol	Hartford	Merrimack
Bristol	Newport	Litchfield	Grafton
Plymouth		New Haven	Strafford
Barnstable		Middlesex	
Nantucket			

## Our Services Include, but are not limited to:

**RESPIRATORY EQUIPMENT:**  
**OXYGEN, SLEEP THERAPIES, NEBULIZER**  
**WOUND CARE SUPPLIES**  
**DURABLE MEDICAL EQUIPMENT**

## Goals of our Emergency Preparedness Plan:

Our first priority in an emergency is to see to the safety of our families and our homes. After our immediate needs are met, our goals are:

- Allow for an efficient transition from normal to emergency operations for both patients and staff.
- Provide for continuing necessary and appropriate patient care and support services in the midst of an emergency.
- Ensure as much as possible that agency-related decisions during a disaster will be based on reliable information.
- Provide for coordination among staff and with other relevant agencies to eliminate the duplication of effort and resources.
- Inform employees what is expected of them and how their roles interrelate.
- Plan for recovery and restoration

## Implementation:

The emergency procedures are to be implemented in response to any temporary or extended interruption in our normal daily routine.

The emergency plan will be activated at least annually, either in response to a real emergency or a drill.

The individual having authority to implement the emergency procedures depends upon the LEVEL OF EMERGENCY.

In descending order of authority, these individuals are:

- a. Company Owner
- b. Manager
- c. Senior Staff members

The owners and managers will maintain current employee lists with phone numbers for use during emergency situations. In addition, all owners, managers, and designated essential personnel will maintain current on call lists.

## Types of natural disasters/emergencies, reasonably expected for our geographic area, that we should be prepared for:

Floods	Blizzards	Hurricanes	Earthquakes	Civil- Disturbances
Bomb Threats		Chemical Spills	Explosion	Tornadoes
Power Outages		Inaccessible Roads	Pandemic	
Terrorist Strike		Internet Outage	Fire	

## Existing Community Emergency/Disaster Resources:

Check with community agencies to see if they can help coordinate services. Working with answering service is a priority.

Answering Service: 508-676-2907 To contact drivers/supervisors	Phone Company: 800-934-6489 Possibly can put you on priority list.
American Red Cross 508-996-8286	Gas Company: 800-286-5000 Possibly can put you on a priority list.
National Guard/Civil Defense 508-997-8700 ER evacuation, food, water	Electric Company: 800-286-5000 Possibly can put you on a priority list.
Emergency Management 508-991-6386	Salvation Army, United Way: 508-997-6561
Local Hospital: 508-997-1515-St. Luke's St. Annes-508-674-5741	Hazardous Waste Hauler: 800-234-0051
Fire Dept., EMS, Police: 911 Some have list of local vulnerable patients	Water Department: 508-763-2231
Helio's Lawn and Yard Care Snow removal 508-990-1734 make your site a priority	Oxygen Supplier: 1-800-473-4669

## If needed competitors in the area to work with during an emergency:

Cape medical- Gary Sheehan: 800-339-3322 (emergency deliveries)	South County Surgical- Kim Giordano: 401-783-1850
Independence Medical –Richard Westgate: 401-529-7110 800-860-8027	

## Communication during an emergency:

As soon as we are aware of the emergency, even if in the middle of the night:

### Staff should try calling the office

- This will relay you to the answering service and they will act as a message relay in the event of an emergency
- Name of answering service: Telephone answering exchange
- Managers are also responsible to contact their staff as needed

### Use cellular phones if regular phones are down

- Remember some home phones use electricity
- Cell phones can be used to contact patients or have service forward calls to them so CSR and staff can contact patients
- When cell phone towers are down or busy, use texting

### Tune to local radio station WBSM

- Jonathan Enos will call the station (via cell phone) with emergency management instruction, as needed.

Check Enos webpage (if able to access) for announcements and emergency management instruction.

If there is no means of communication it is expected staff try to proceed to the office. After ensuring the safety of our homes and families, we will proceed to the office if safe to do so.

- Staff, if safe to do so, car pool with one another who have four wheel or all-wheel drive vehicles.

If office is inaccessible staff are to meet at:

- Stop & Shop Parking Lot exit 4 off Route 140

Have staff and emergency phone list posted in office for all staff to have access

Management can access Brightree from home because it is an internet based program, if unable to make it to Enos safely.

## Levels Of Emergency

**Level I Minor Emergency:** is a situation that results in the temporary interruption of normal daily operations. Due to the nature of these situations, no set procedure will be delineated. Instead, managers, staff, supervisors or senior staff members will implement whatever alternative plans are necessary. Examples: Delivery Vehicle breakdown, difficult weather conditions, personnel shortages.

**Level II Moderate Emergency:** is any situation that results in extended or significant interruption of daily operations. To be implemented by: Company owners, managers and staff supervisors.

*Examples: Multiple delivery vehicle breakdown, Complete or partial loss of phone system, Complete or partial loss of computer systems, severe weather conditions, evacuation of premises, partial loss of the operations center.*

**Level III Extreme Emergency or Disaster:** is any situation that results in a complete interruption of our ability to provide essential products and/or services. To be implemented by: Company owner

*Examples: Fire, explosion, flood, total loss of power and communications at Operation Center, extreme weather conditions (blizzard, tornado, hurricane, etc.)*

**Essential Products / Services:**

Continuity of service, repair, replacement of:

Oxygen systems

50 psi compressors

Suction pump

Enteral pump

Small volume nebulizer compressors

Current patient priority lists will be maintained so that 'fragile' patients are identified out of the general patient population of DME customers served by Enos Home Medical.

The priority list is pre-printed and posted in secure area of route supervisors office. The list is updated on a monthly basis.

**Priority Level I (red):**

Concentrator Oxygen clients >5lpm

Suction machines without battery back-up

Bi-level (Pressure support / back up rate)

**Priority Level II (Yellow):**

50 psi compressors for humidity to trach patients

Concentrator Patients on 0-4lpm of oxygen

Liquid oxygen clients

**Priority Level III (Green):**

Aerosol compressors                      Basic DME                      Cpap Units

Suction pump with battery back-up

Patients who evacuated to shelters or skilled facility

If there is advance notice of impending disaster (hurricane, flood, blizzard etc.) we will try to deliver the following, as applicable

- Extra oxygen cylinders for continuous oxygen patients
- Extra liquid oxygen for continuous oxygen patients
- Extra batteries for invasive ventilator patients

## Visiting patients during the emergency

Obtain reliable information about road conditions before traveling. Wait until mid-morning and travel only if it can be done safely. Make sure you have you badge and picture id to travel for work. Do not provide non-essential care. Remember that with schools and work closed, many patients who are usually alone may have the presence of family members. If a community has a curfew time, plan to be out of that area before curfew. Enos will not service patients who refuse to evacuate from a mandatory evacuation zone. Patients may not horde compressed oxygen tanks. If the emergency is prolonged, Enos will do even exchanges (patient must return 10 empty tanks to get 10 full tanks).

**PATIENT EDUCATION REGARDING EMERGENCY PREPAREDNESS:**

Upon admission, all patients receive a handout telling them to:

- Call and notify us if they are relocating
- Keep a list of emergency phone numbers
- Level I patients or any patients who we cannot reach need to call 911 or to go to the hospital if they require medical supplies or care

## **STAFF EDUCATION REGARDING THIS EMERGENCY PREPAREDNESS PLAN:**

Occurs at initial orientation, annually, whenever plan is revised, if time allows before impending emergency, a drill will be done if no actual event occurs

## **WHAT TO DO IF THE EMERGENCY HAPPENS WHILE WE ARE AT WORK?**

*Staff should not take the time to gather personal belongings if danger is strong and evacuation is required. Do not risk your safety to save property! Know all marked exits, at least 2 escape routes form whenever you are in the building.*

- Prepare and post maps showing location of exits, fire extinguishers, shut off valves, etc...  
Responsible person: **Jeremy Walsh, Director of Purchasing**
- Grabbing emergency kit to take outside the building. Responsible person:  
Responsible person: **Jeremy Walsh, Director of Purchasing**
- Assist the handicapped in exiting. Responsible person: **Diane Desrosiers**
- Turn off computer system. Responsible person: **Jeremy Walsh, Director of Purchasing**
- We will meet outside the building (at least 150 feet from the building) Parking lot across the street
- Once outside, we will count all employees. Responsible person(s): **Jonathan Enos, President**. Managers should count their staff and report if they know of any absences. If president is not present you report to most senior manager.
- DO NOT leave meeting area until all employees are accounted for.
- In the event of a Tornado- go to lowest floor (basement), stay away from windows
- Floods-lack of water usually an issue, staff to carry bottle water, use hand sanitizer for washing hands

## **FIRE**

- Call in the fire 911
- Lookout at all times for obstructions to fire doors and exits, unnecessary clutter in the hallways, etc...
- Check fire extinguisher and review proper use with staff at least annually Responsible person:  
**Jay Wagner, Equipment Manager**
- Change batteries in smoke detectors at least twice a year. Responsible person:  
**Jeremy Walsh, Director of Purchasing**
- If a fire is minor direct the fire extinguisher at the base of the flames. If fire cannot be brought under immediate control quickly, do not continue
- Notify a supervisor and then evacuate according to evacuation plan. Walk quickly do not shove
- Put wet towels under the doors to limit smoke damage and inhalation
- Do not open windows (winds and fresh air will fan fire)
- Keep hazardous materials stored safely
- Place wet clothes over nose and mouth of those rescuing and being rescued.  
Smoke inhalation is responsible for a large percentage of fire related deaths.

## **EARTHQUAKES**

- If indoors, seek refuge under a desk, table or interior doorway.
- Stay away from glass, shelves, heavy equipment.
- Do not attempt to exit during a tremor
- If outdoors, move away from building, poles, structures. Be on the lookout at all times for obstructions to fire doors and exits, unnecessary clutter in the hallways etc.
- Be prepared for after shocks
- Know how to shut off water, power & gas lines (responsible person warehouse manager)

## **BOMB THREATS**

- Take all bomb threats seriously
- Contact your local police department for advice on how to handle threats. The police may advise you to ask the caller some questions, such as, "When is the bomb going to explode?" and "Where is the bomb?"  
Responsible person: Management NOTIFY THEM IMMEDIATELY
- DO NOT handle any suspicious objects. Evacuate the building according to evacuation plan.
- Notify police from safe location (Person who received threat to notify police)
- Make sure to notify all staff (including those away from the building) and tell them to stay away from building until notified.

- The person who received the threat should try to remember as much as possible about the call. Exactly when did it come in? What is the age and sex of the caller? Did the caller have any distinctive speech pattern, impediment or accent? Was the voice calm or excited, soft or harsh, low or high? Do you think the caller tried to disguise his/her voice? Were there any background noises, such as music, voices, machinery, traffic, etc...?

## **BLIZZARDS**

Before the winter storm season vehicles should be checked for, by a mechanic:

- Batter
- Antifreeze
- Wipers, wiper fluid
- Ignition System
- Thermostat
- Lights
- Hazards
- Exhaust
- Heater
- Brakes
- Defroster
- Oil Level
- Tires-adequate tread
- Windshield scraper and or small broom for ice and snow removal
- Maintain at least half a tank of gas
- Know how to shut off water, power & gas lines (responsible person warehouse manager)
- Windshield scraper and or small broom for ice and snow removal
- Maintain at least half a tank of gas
- Plan trips carefully, Listen to radio or highway patrol for road conditions
- Dress Warmly. Wear layers of loose fitting, lightweight clothing.
- Carry food and water. Store a supply of high energy munchies and several bottles of water

## **IF TRAPPED IN A CAR DURING A BLIZZARD:**

- Stay in the car. Do not leave the car to search for assistance unless help is visible within 100 yards. You may become disoriented and lost in blowing and drifting snow
- Display trouble sign. Hang brightly colored cloth on the radio antenna and open the hood.
- Occasionally run engine to keep warm. Turn on the car's engine for about 10 minutes each hour. Run the heater when the car is running. Also, turn on the car's dome light when the car is running.
- BEWARE of carbon dioxide poisoning. Keep the exhaust pipe clear of snow, and open a downwind window slightly for ventilation
- Watch for signs of frostbite and hypothermia. Do minor exercises to keep circulation. Try not to stay in one position for too long. (Clap hands move arms etc.)
- If more than one person is in the car, take turns sleeping. For warmth huddle together. Use newspaper, maps and removable car mats for added insulation.
- Avoid overexertion. Cold weather puts an added strain on the heart.
- Be aware of symptoms of dehydration
- Know the different levels of storm watches and warnings:
  - Winter storm watch-severe winter weather may affect your area
  - Winter storm warning-severe winter weather conditions are definitely on the way
  - Blizzard warning- Large amounts of falling or blowing snow and sustained winds of at least 35mph are expected for several hours

## **FROSTBITE AND HYPOTHERMIA:**

- Frostbite is a severe reaction to cold exposure that can permanently damage its victims. A loss of feeling and a white or pale appearance in fingers, toes, nose and ear lobes are symptoms
- Hypothermia: is a condition brought on when the body temperature drops to less than 55 degrees Fahrenheit. Symptoms: uncontrollable shivering, slow speech, memory lapses, frequent stumbling, drowsiness, exhaustion
- Begin warming person slowly if either is suspected. Start with the trunk and use your own body heat to help. Arms and legs should be warmed last because stimulation of the limbs can drive cold blood toward the heart and lead to heart failure
- Put person in dry clothing and wrap the entire body in a blanket.
- Never give a person with hypothermia or frostbite caffeine like (coffee, tea, etc.) or alcohol. As caffeine can speed the heart and hasten the effects the cold has on the body. Alcohol can slow the heart and hasten the ill effects of cold body temperatures.

## **HURRICANES**

- Plan an evacuation route. Contact local emergency management office or American Red Cross chapter, and ask for the community hurricane preparedness plan. This plan should include information on the safest evacuation routes and nearby shelters.
- Learn safe routes inland. Be ready to travel 20-50miles inland to safe place.
- Have disaster supplies on hand
- Make sure all staff know how to respond after a hurricane
- Teach employees how and when to turn off gas, electricity, and water.
- Protect windows using permanent shutters or plywood.
- Check into flood insurance
- Develop emergency communication plan
- Know the different hurricane conditions
- Hurricane conditions: winds of 74mph or greater or dangerously high water and rough seas
- Hurricane watch-threat of hurricane conditions within 24-36hours
- Hurricane warning-issued when hurricane conditions are expected in 24 hours or less

## **BLIZZARDS**

- Flashlight with extra batteries
- Bottled water
- Necessary Medications
- First Aid Kit with Pocket Knife
- Small sack of sand for generating traction under wheels
- Plastic bags (for sanitation)
- Small shovel
- Small tools (pliers, wrench, screwdriver)

## **GENERAL BUILDING SAFETY/SECURITY AND PERSONAL SECURITY**

- Building has a security system, contact the company to provide an in-service on the features of the system and periodically check system, as needed. Responsible person: Jonathan Enos, President
- The building safety monitor is, Jay Wagner, Equipment Manager, He checks for fire hazards, clutter obstruction at exits, heavy loads on high shelves, safe ladders, unsecured file cabinets that may tip over, frayed electrical cords, loose rugs, slippery floors, hazardous materials, . Facility is inspected bi-weekly and annually. Sprinkler system checked annually.
- Make visit to high crime areas in pairs
- Make visits to high crime areas preferable in early morning
- Wear shoes and clothing you can run in if you have to. Do not wear conspicuous jewelry or clothing. Be aware of gang 'colors' and avoid wearing those.
- If you do not feel safe do not get out of the car
- Do not carry a purse in high crime areas, lock in trunk before leaving facility
- Always lock your car, have car key ready when returning to car
- Ask patient or family to watch out for your arrival and when you walk back to your car
- Keep car well maintained and assure your gas tank is full. Keep car doors locked when driving and windows up or just cracked.
- **MUST BE WEARING:** Employee ID badges, with photo id. Instruct patients to ask to see new caregiver's ID's.

## **DOCUMENTATION REGARDING THE EMERGENCY:**

*If staff cannot make all the visits as planned in times of disaster, it is crucial that the agency protect itself from accusations of negligence or abandonment.*

- Make triage decisions by the patient's priority level, not by the loudest demands. Think about which patients are most likely to be physically hurt if they are not visited
- Document all efforts to contact and reach patients! Make sure to detail that every human effort was made to reach the patient.
- Patients who decline alternate arrangements for care must be informed of the clinical risks they are taking, and this must be documented
- Find out if your state has a "Good Samaritan" law that limits liability for care given in emergency situations. Does your state's law shield health professionals as long as they are not grossly negligent? Does it cover transporting patients to needed care in private vehicle during an emergency? Jonathan Enos responsible to make decision must check with management.

## **AFTER THE EMERGENCY IS OVER:**

- Employee appreciation
  - Recognize heroic efforts of the staff.
- Post emergency counseling may be required. Recognize employee stress can surface after the crisis.
- Allow for personal sharing among staff, perhaps during a company dinner or tribute. This helps to create a community healing process.
- Contact as needed local mental health agencies, Crisis Center, to see if they could provide counselors on an as needed basis for stress and trauma. Responsible person: **Jonathan Enos, President**
- Post announcements regarding any local community support groups or services that may help staff cope. Responsible person: **Jonathan Enos, President**

## **POST-EMERGENCY EVALUATION OF PREPAREDNESS PLAN:**

- Any time the plan is used, it should be evaluated. What worked, what didn't work, what could we do better?

## **AGENCY SUPPLIES TO KEEP ON HAND:**

- Infection control kit stock (gloves, gowns, goggles, masks, disinfectant, CPR shields)
- Gloves
- Flashlight
- Fire extinguisher (as applicable)
- Copy of emergency preparedness plan
- Alcohol wipes(as applicable)
- Maps (GPS)(cell phone)
- Yellow & Blue Bags
- Batteries
- Staff phone list

## **SUPPLIES FOR STAFF TO KEEP IN VEHICLES:**

- Infection control kit stock (gloves, gowns, goggles, masks, disinfectant, CPR shields)
- Flashlight
- Cell Phone
- Copy of emergency preparedness plan
- Staff phone numbers
- Tire repair kit/spare tire
- Snow shovel
- Warm gloves
- Map/GPS



# **EMERGENCY PREPAREDNESS PLAN FOR RETAIL SATELLITE OFFICES (AS APPLICABLE)**

- It will be the policy of Enos Home Oxygen & Medical Supply to suspend all operations in all satellite offices before or during any impending disaster as described in our emergency preparedness plan
- If notified of an impending disaster, personnel at all satellite sites will confer with the President for permission to close down.
- Before leaving premises the employee should secure all sensitive patient information.
- If needed they can come to main location to assist other staff.
- Post emergency, the employee should follow the emergency preparedness plan for main location and confer with administration as to how they can contribute to post disaster operations.



# EMERGENCY OPERATIONS PLAN FOR ENOS HOME MEDICAL

**Date:**

**Disaster recovery strategies:**

## **Step 1 - Establish new facility operations:**

- Contact equipment distributor Medline industries 866-497-0655, contact commercial real estate agent
- It is expected that within 12 hours from loss of existing facility, we will operate in a new rental warehouse / office space. This space will be available for as long as needed for recovery. Alert all staff via cell phone about where location will be. Coordinate time and who is needed to be first on scene.

## **Step 2 - Vehicle Fleet Replacement**

- If all vehicles are lost, we must replace them.
- We require a minimum of 10 delivery vehicles to accommodate emergency deliveries
- Alert UPS/FedEx of new location
- Contact auto dealership at phone number: Ryder-508-997-4228, Penske-508-997-0700. They will be providing rental vehicles on our account as long as needed. Vehicles will be delivered to new location. Petty cash will be dispensed to drivers in case of loss of gas card.

## **Step 4 - Phone System Replacement**

- Phone system will be restored by Comcast. We require a minimum of 10 delivery vehicles to accommodate emergency deliveries
- Phone system rollover and fax printing
- Work cell phones are Verizon

## **Step 5 - Medical Equipment Replacement**

- New DME will be shipped to us from Medline.
- Emergency order of medical equipment is to be shipped to our new address within 24 hours. This will include all products: Oxygen Concentrators, Backup Cylinders, Regulators, Hospital Beds, Suction Machines etc. and any other emergency type equipment needed for setup and backup equipment. They will be shipping same day as the order is placed, shipped from the warehouse with one day ship time. Equipment is also available for pick up at Medline's warehouse location.

## **Step 6 - Wound Care / Disposable Supply Fulfillment**

- Wound care supplies will be shipped to us from Independence Medical. They have the ability to recreate the last two weeks of stock orders. They also have a one day ship time, and have agreed to extend terms and credit line to accommodate large orders

### **Step 7 - Oxygen Patient Supply and Refill**

- Oxygen will be provided to us from Airgas New Bedford, and Airgas Seekonk. Contact Airgas and alert them to new facility location. Backup cylinders and all available refills will be expedited by them. Any liquid patients need to be identified via Brightree/Pacware to track liquid fills. Air gas is on standby for all Oxygen and Emergency setup pending our ordered equipment has not arrived. They can be reached at number below.

### **Step 8 - Form Replenishment**

- All necessary forms that are utilized will be replaced by calling JS Data at the number listed below. ABNs, AOBs, FOBs, MCSs, etc. Are all available upon request. Reorder may take up 7 days, so paper copies of these forms may be used in the meantime.

### **Step 9 - Copier and Fax Replacement**

- MTSI will be contacted at the number below to accommodate us with new printers, copiers, and fax machines. All machines will be available within 24 hours and available as long as needed.

## **PHONE NUMBERS:**

Rent-A-Center:	508-996-3700
Auto / Truck Dealership:	Ryder 508-997-4228
Medline:	1-800-medline
Independence Medical:	1-800-860-8027
Airgas:	New Bedford 508-997-9457 Seekonk 508-336-3973
UPS:	1-800-742-5877
JS Data:	1-800-492-8500
MTSI:	508-324-9475
Insurance Agent:	Pharmacists Mutual



# **FIRE / EMERGENCY EVACUATION PROCEDURE**

## **In the event of an emergency, you should:**

- 1.** Shut down and make safe the equipment which you are working.
- 2.** Evacuate the area immediately by the nearest emergency exit, preferably west stairway, and activating the fire alarm if necessary. Proceed to your assembly point. When possible the Fire Dept. should be informed directly at 911, stating your company name, location and the nature of the emergency.
- 3.** Notify: Jon Enos
- 4.** The competent person on site should take a headcount.  
He / She should be aware of the incident and take corrective action as necessary.
- 5.** If the fire dept. has been called, the competent person should await their arrival and provide assistance as required.
- 6.** You should not return to the facility until instructed to do so.
- 7.** If explosion, fire, or serious accident, the competent person should notify one of the above persons.
- 8.** Any information given to the press and/or government regulatory agency must be cleared by Jon Enos or his designee.

Competent person-The competent person in charge of the emergency operations during office hours is the general manager.

Assembly point - The assembly point is across the street in the parking lot at 34 Welby Road.

SCORE	PROBABILITY			RISK				PREPAREDNESS				Total
	High	Med	Low	None	Life Threat	Health Safety	Health Disruption	Low Disruption	Poor	Fair	Good	
	3	2	1	0	4	3	2	1	3	2	1	6
Hurricane		2				1	2				1	3
Tornado			1				2				1	4
Severe Thunderstorm			1					1			1	3
Snow Storm	3					1	2				1	7
Ice Storm		2						1			1	4
Earthquake			1									1
Landslide				0								0
Drought				0								0
Flood External			1					1				3
Wild Fire			1					1				3
Electrical failure			1					1				3
Generator Failure			1					1				3
Transportation Failure			1					1				3
Fuel Shortage			1					1				3
Natural Gas Failure			1					1				3
Water Failure			1					1				3
Sewer Failure			1					1				3
Communications Failure			1					1				3
Computer Failure			1					1				3
Fire Internal			1					1				3
Flood Internal		2	1					1				4
Hazmat Exposure			1					1				3
Supply Shortage			1					1				3
Structural Damage			1					1				3
Terrorism			1					1				3
Hostage Situation			1					1				3
Civil Disturbance			1					1				3
Labor Action				0								0
Bomb Threat			1					1				3
Infectious Epidemic			1					1				3
Mass Casualty Incident			1					1				3

**HAZARD VULNERABILITY ANALYSIS (HVA)**