



Emergency Preparedness Handbook for Oregon Area Agencies on Aging 2024

Prepared by the Oregon Association of Area Agencies on Aging and Disabilities (O4AD) and partners in coordination with Administration on Community Living (ACL) Region 10, Federal Emergency Management Agency (FEMA) Region 10, and the State of Oregon (Oregon Department of Human Services/Office of Resilience and Emergency Management and the Oregon Department of Emergency Management).

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Section 1: Introduction

This handbook provides an overview of Oregon’s Area Agencies on Aging (AAAs) emergency preparedness responsibilities, helpful action steps, and links to resources that can be used when an Area Agency on Aging is creating an emergency preparedness plan. The development of this handbook was done in partnership with the Oregon Association of Area Agencies on Aging and Disabilities (O4AD); Oregon Department of Human Services (ODHS), Oregon Department of Emergency Management (ODEM), the Federal Emergency Management Administration (FEMA) Region 10 and the Administration for Community Living (ACL) Region 10. The workgroup also gives credit to the Iowa Department on Aging *Emergency Preparedness Handbook for Area Agencies on Aging (2022)* and the California Department of Aging *Disaster Assistance Handbook for AAAs (2010)*.

Oregon’s Aging & Disability Network

Oregon’s Aging & Disability Network is a collaboration of the state unit on aging (Aging and People with Disabilities/APD), AAAs who work with local aging and disability service providers, and the AAA provider association (the Oregon Association of Area Agencies on Aging and Disabilities/O4AD).

- Oregon’s Community Services and Supports Unit (CSSU) is a part of the Oregon Department of Human Services’ Office of Aging and People with Disabilities (ODHS/APD). APD is responsible for the design, implementation, and delivery of programs and services for older Oregonians and younger adults with physical disabilities and serves as the State Unit on Aging. In addition to administering Older Americans Act (OAA) programs, APD oversees Medicaid long term services and supports (LTSS), older adult abuse prevention and adult protective services investigations, and licensing of long-term care facilities in Oregon. CSSU aims to fulfill their mission by working collaboratively with older adults, family caregivers, Oregon’s 16 Area Agencies on Aging (AAAs), the network of Aging and Disability Resource Connection (ADRC) agencies, the 9 federally recognized Tribes of Oregon and other tribal entities, Centers for Independent Living, public-private partnerships and our federal and state government partners.
- The Oregon Association of Area Agencies on Aging and Disabilities (O4AD) is one of the leading voices advocating for seniors and people with disabilities in

Oregon. Comprised of the Area Agencies on Aging located throughout all corners of Oregon, O4AD advocates to protect the independence, dignity, choice, and safety of Oregon’s seniors and people with disabilities. The members of O4AD provide long-term care services statewide including home delivered meals, Aging and Disability Resource Connection (ADRC) services, Older Americans Act programs, and Oregon Project Independence statewide. Additionally, O4AD’s members are responsible for service provision to the majority of seniors and people with disabilities receiving long term services and support through Medicaid in the state.

This handbook is designed to support Oregon AAA’s in the development of their individual agency emergency operations plans and seeks to guide AAAs in their understanding of their role within the framework of Oregon’s emergency response system.

Roles of the Aging Network

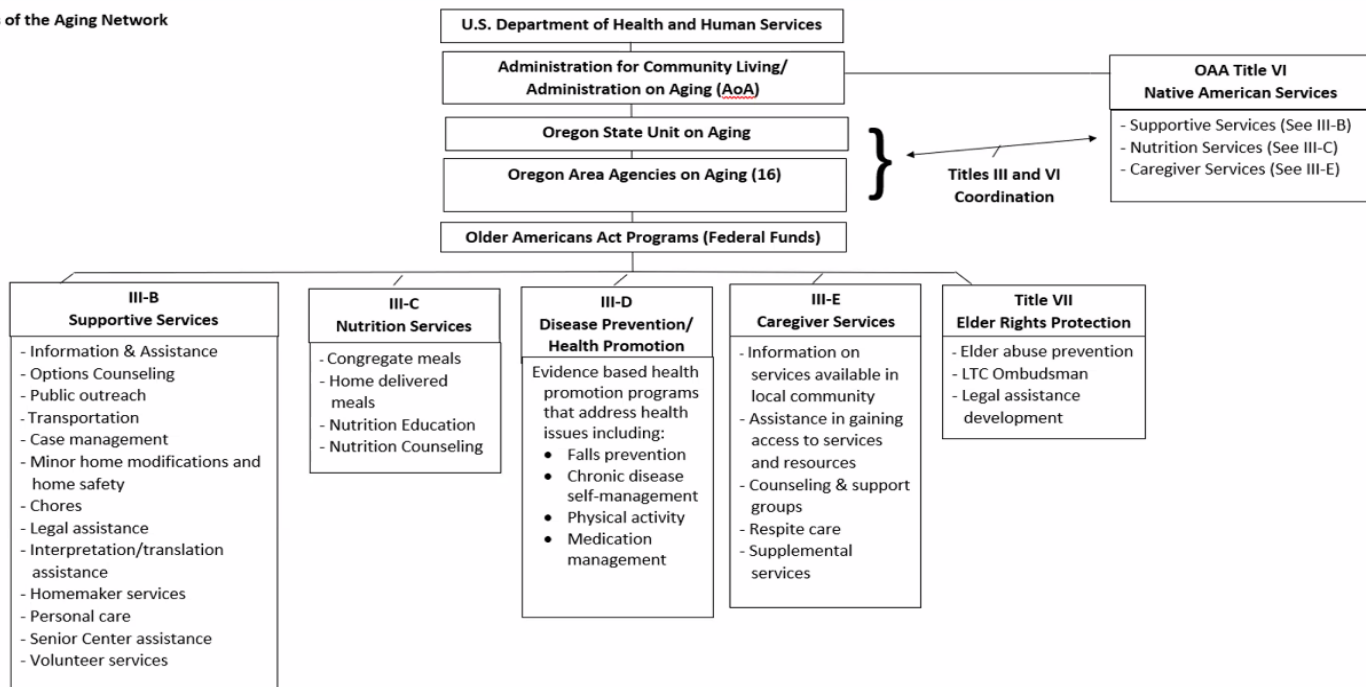


Diagram A: Organizational structure of the Aging Network in Oregon

Section 2: Overview of Emergency Management

The Phases of Emergency Management

As an Area Agency on Aging (AAA) leader, it is important for you and your staff to know some basic principles of emergency management. Emergency response experts describe a life cycle of an emergency as a four-phase process that includes:

(1) preparedness, (2) response, (3) recovery, and (4) mitigation.



Diagram B: Phases of Emergency Management.

Be aware that the emergency cycle phases are interconnected, and activities conducted in one phase influence and may happen alongside those of another phase (i.e., beginning recovery operations while a response continues).

Other descriptions of emergency-related activities often refer to support provided “before, during, and after” emergencies.

1. **Preparedness** involves the actions taken before an emergency to save lives and conduct response and rescue operations. This can include developing and testing plans, training staff, and educating consumers.
2. **Response** refers to the actions taken during an emergency to save and preserve lives and prevent further property damage.
3. **Recovery** involves both the short-term and long-term efforts to restore affected communities following an emergency, including establishing temporary housing for displaced people. Recovery can last months or years.
4. **Mitigation** includes any activities that reduce the loss of life and property and lessen the impact of an emergency, such as purchasing flood insurance.

Common Terms and Processes used in Emergency Management

Engagement with emergency partners can be overwhelming, including hearing new terminology or acronyms that are commonly used. Become familiar with the following terms used by emergency management professionals:

Access and Functional Needs (AFNs) – The term “access and functional needs” refers to the needs of individuals who may require additional assistance before, during, and after a disaster. This can include (but is not limited to) older adults, children, people with disabilities, people with limited English proficiency, and people with unique transportation needs.

All-hazards Approach – An integrated approach to emergency planning that focuses on capacities and capabilities that are critical to preparedness. This includes a full spectrum of human caused emergencies and natural disasters.

Continuity of Operations (COOP) – refers to an effort that ensures an individual organization can continue to perform its essential functions and provide essential services during a disruption to normal operations.

Emergency Support Functions (ESFs) – The grouping of governmental and certain private sector capabilities into an organizational structure to provide support, resources, program implementation, and services that are most likely needed to save lives, protect property and the environment, restore essential services and critical infrastructure, and help survivors and communities return to normal following domestic incidents. Common ESFs that impact AAA’s include: **ESF 1** – Transportation, **ESF 4** – Firefighting, **ESF 6** – Mass Care and **ESF 8** – Health and Medical.

Stafford Act – Under the Stafford Act, the President can designate an incident as: An emergency, or a major disaster. In certain circumstances, the President may declare an “emergency” unilaterally, but may only declare a “major disaster” at the request of a Governor or Tribal Chief Executive who certifies the state or tribal government and affected local governments are overwhelmed.

Whole Community Approach – A means by which residents, emergency managers, organizational and community leaders, and government officials can work together to understand and assess the needs of their communities and determine the best ways to organize and strengthen their assets, capacities, and interests.

The Declaration Process

Federal: The President may, under the authority of the [Robert T. Stafford Disaster Relief and Emergency Act](#), declare a major disaster or emergency if:

- Asked by the Governor of an affected state or the Chief Executive of a Tribal Government.
- The event is beyond the combined response capabilities of the state and affected local governments.

State: Governor's Disaster Declaration

The State response effort occurs when the governor declares a state of emergency. A state of emergency provides authority to the governor to direct state agencies to utilize and employ state personnel, equipment and facilities for activities designated to prevent or alleviate actual or threatened damage due to other emergencies. If these resources are overwhelmed, then the state requests assistance from FEMA.

Local:

In Oregon, [the local government provides initial response](#) to the emergency or disaster, which is supplemented by neighboring communities through mutual aid and/or volunteer agencies. If local governments are overwhelmed, the emergency management office requests a declaration from county commissioners declaring a state of emergency and requesting state assistance.

The type of disaster declaration will impact your approach and response, including applicable local or inter-jurisdictional emergency management plans.

For more details see Oregon Office of Emergency Management – [Emergency Declarations Guidelines for Local Elected and Appointed Officials](#)

Contact your local emergency manager for information and resources pertaining to emergency preparedness, response, recovery, and mitigation.

Section 3: Requirements of State Agencies and Area Agencies on Aging

Older Americans Act (Federal law) Requirements for the State Plan on Aging:

Section 307 (State Plans) of the Older Americans Act (OAA) requires states to meet specific requirements as part of their state plan approval. With regards to emergency response there are two specific requirements of the state agency on aging (state unit on aging.)

Sec. 307(a)(28) The plan shall include information detailing how the State will coordinate activities, and develop long-range emergency preparedness plans, with area agencies on aging, local emergency response agencies, relief organizations, local governments, State agencies responsible for emergency preparedness, and any other institutions that have responsibility for disaster relief service delivery.

Sec. 307(a)(29) The plan shall include information describing the involvement of the head of the State agency in the development, revision, and implementation of emergency preparedness plans, including the State Public Health Emergency Preparedness and Response Plan.

Appendix K of Oregon's State Plan on Aging (SPA)

(https://sharedsystems.dhsoha.state.or.us/DHSForms/Served/de-9397a_23.pdf)

provides an overview of the responsibilities of state agencies, starting with the Oregon Department of Emergency Management, as follows:

"The Oregon Department of Emergency Management maintains a [Comprehensive Emergency Operations Plan \(CEMP\)](#). Each state department is responsible to develop and maintain policies and procedures (e.g., department emergency plans, standard operating procedures, Continuity of Operations Plans/Business Continuity Plans) in support of the State of Oregon Emergency Operations Plan.

The Oregon Department of Human Services (ODHS), specifically the Office of Resiliency and Emergency Management (OREM), has a primary responsibility to coordinate Mass Care operations (Emergency Support Function 6) with all county governments, supporting agencies, and non-governmental organizations during emergencies and disasters. OREM will assist in addressing non-medical Mass Care, emergency assistance, emergency sheltering, feeding, hydration, and human service needs for all aging and disabled Oregonians.

OREM has developed a robust [Mass Care Operations](#) system and team which works directly with the Director of Aging and People with Disabilities and their Safety Manager. Together, they provide coordination, support and communication to AAA and local offices in all types of disasters. This support includes operational direction and facilitation between ODHS and other agency and local partners.

ODHS is also responsible for the development of a recovery plan and/or procedures that allow for implementation of identified recovery roles and responsibilities.”

Detailed information on ODHS’ role (Support Recovery Function 4) is found on page 58 of the following document: OREGON DISASTER RECOVERY PLAN at

https://www.oregon.gov/oem/Documents/OR_RECOVERY_PLAN_MARCH_2018.pdf

Older Americans Act (Federal law) Requirements of AAAs

Area Agencies on Aging (AAAs) are required to take part in emergency preparedness planning and create a plan for their agency. AAAs will want to educate and coordinate with their agency leadership and local emergency management officials regarding their emergency preparedness requirements under the Older Americans Act. These provisions include:

Section 306(a) requires that each AAA shall, in order to be approved by the state agency, prepare and develop an area plan for a planning and service area for a two-, three-, or four-year period determined by the State agency, with annual adjustments as may be necessary. Oregon requires a four-year plan.

Section 306(a)(17) requires the plans referenced in Section 306(a) to include information detailing how the AAA will coordinate activities and develop long-range emergency preparedness plans with local and state emergency response agencies, relief organizations, local and state governments, and any other institutions that have responsibility for disaster relief service delivery.

Section 306(b)(3) permits area agencies on aging (AAAs) in cooperation with government officials, State agencies, tribal organizations, or local entities, may make recommendations to government officials in the planning and service area and the State, on actions determined by the area agency to build the capacity in the planning and service area to meet the needs of older individuals for—

(A) health and human services;

- (B) land use;
- (C) housing;
- (D) transportation;
- (E) public safety;
- (F) workforce and economic development;
- (G) recreation;
- (H) education;
- (I) civic engagement;
- (J) emergency preparedness; and
- (K) any other service as determined by such agency.

2024 Update to the Older Americans Act Regulations (Rule) for State Agencies, AAAs and Tribal Organizations

The final rule includes several provisions for emergency preparedness and response, which reflect lessons learned from the COVID-19 pandemic and address feedback received during the pandemic and public comments provided during the drafting of the rule. For example, the final rule:

- Creates a new subpart (Part 1321 Subpart E – Emergency and Disaster Requirements), which supports older adults and family caregivers, including those in tribal communities, during emergencies and disasters with provisions such as:
 - Requiring state agencies and AAAs to establish emergency plans. They also are required to have policies and procedures in place for communicating and coordinating with state, tribal, and local emergency management, as well as Title VI programs within their jurisdictions (§ 1321.97 and § 1321.103).

ACL is providing technical assistance and other resources to support states, tribes and tribal organizations, area agencies on aging, and others in the aging network in meeting its requirements. For more information go to: [2024 Final Rule to Update Older Americans Act Regulations](#).

Oregon State Requirements of AAAs

The [Oregon State Plan on Aging](#) outlines additional requirements of AAAs as follows: Oregon’s AAAs have emergency preparedness plans to ensure continuation of service delivery during an emergency. The plans are revised when needed to ensure they will meet the needs of the individuals they serve. As required by APD

instructions to the AAAs, Area Plans on Aging had to include, at a minimum, the following elements in their emergency preparedness plans:

- Assessment of potential hazards;
- Chain of command;
- Communications plan;
- Continuity of operations plan (program-by-program or site-by-site);
- Agreements that detail how the AAA will coordinate activities with local and state emergency response agencies, relief organizations and any other entities that have responsibility for disaster relief service delivery, both in the response and recovery phases; and
- Description of the AAA’s role in local planning and coordination efforts for vulnerable populations.

The APD management would lead and coordinate APD’s role in maintaining continuity of service delivery during an emergency. For example, should there be a declared disaster anywhere in Oregon, APD, led by its manager, would consider applying for available AoA/ACL emergency funds.

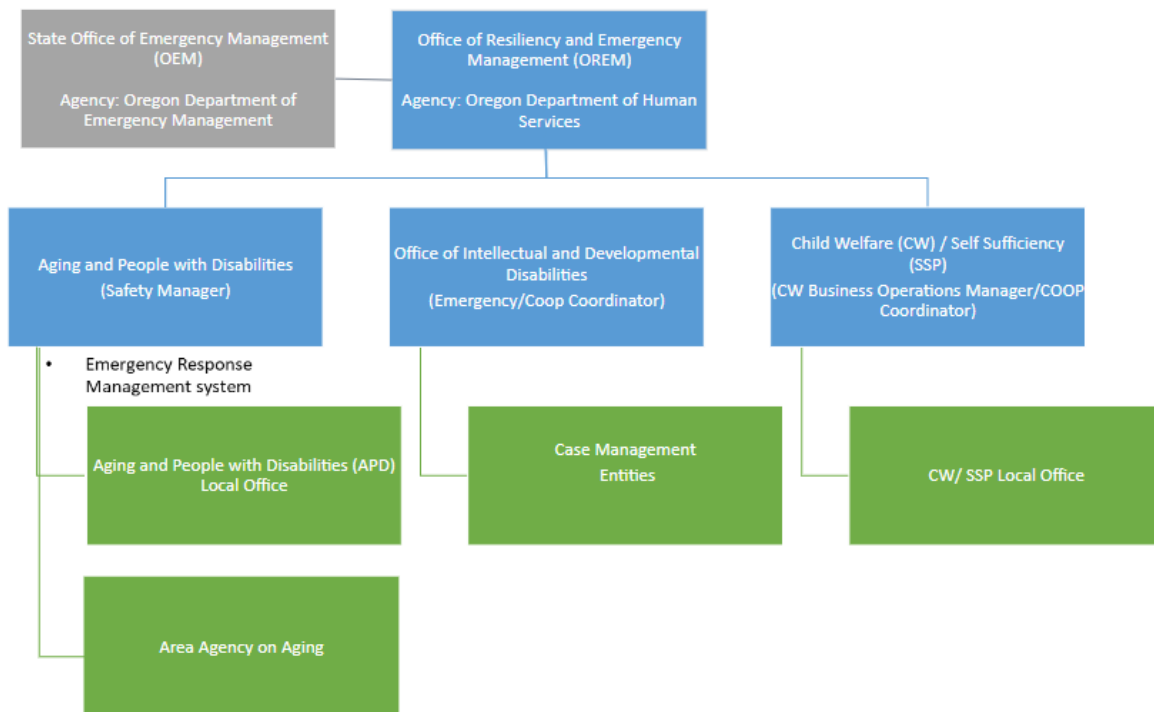


Diagram C: The above diagram depicts the communication flow between state agencies and the aging and disability network within Oregon.

For more information on the structure of the Oregon AAAs, go to:

<https://www.oregon.gov/odhs/providers-partners/community-services-supports/Documents/aaa-overview.pdf>

Section 4: Contractual and HIPAA Requirements

During disasters, AAAs and their providers may need to share consumer information with first responders, shelter staff and other entities such as the American Red Cross. Often there is uncertainty about what types of consumer information an AAA can share without violating HIPAA (Health Insurance Portability and Accountability Act). HIPAA rules were never intended to prevent the delivery of healthcare services during an emergency. While the HIPAA Privacy Rule is not suspended during a public health or other emergency, the Secretary of Health and Human Services (HHS) may waive certain provisions of the Privacy Rule under section 1135(b)(7) of the Social Security Act, including the authority to waive sanctions and penalties against a 'covered entity' that does not comply with the provisions of the HIPAA Privacy Rule.

AAAs and HIPAA

By law, the HIPAA Privacy Rule applies only to covered entities – health plans, health care clearinghouses, and certain health care providers. However, most health care providers and health plans do not carry out all of their health care activities and functions by themselves. Instead, they often use the services of a variety of other people or businesses. The Privacy Rule allows covered providers and health plans to disclose protected health information to these "business associates" if the providers or plans obtain satisfactory assurances that the business associate will use the information only for the purposes for which it was engaged by the covered entity, will safeguard the information from misuse, and will help the covered entity comply with some of the covered entity's duties under the Privacy Rule.

A "covered entity" is one of the following:

- A health care provider such as a doctor, clinic, psychologist, or nursing home.
- A health plan such as a health insurance company, health maintenance organization, company health plan, or government program that pays for health care such as Medicare, Medicaid, and Veterans' health care programs.
- A health care clearinghouse which includes entities that process nonstandard health information they receive from another entity into a standard electronic format or data content (or vice versa).

In the Oregon Aging & Disability network, the Oregon Department of Human Services (ODHS) is a “covered entity” and AAAs are considered a Business Associate of (ODHS) in accordance with the contractual agreements which state: A “business associate” is a person or entity that performs certain functions or activities that involve the use or disclosure of protected health information on behalf of, or provides services to, a covered entity.

As a Business Associate of a Covered Entity, ODHS and AAAs must comply with the Health Insurance Portability and Accountability Act and the federal regulations implementing the Act (collectively referred to as HIPAA), and ODHS must also comply with [OAR 943-014-0400](#) through [OAR 943-014-0465](#), and the Business Associate requirements set forth in [45 CFR 164.502](#) and [164.504](#).

Further information and a [“Decision Tool” for future planning](#) can be found on the Health and Human Services website under HIPAA for Professionals. This guide helps to determine how the Privacy Rule applies to the disclosure in question, this tool focuses on the source of the information being disclosed, to whom the information is being disclosed, and the purpose of the information being disclosed.

HIPAA during a Presidential Disaster Declaration or Public Health Emergency

If there is a Presidential declaration, the Department of Health and Human Services (HHS) Secretary may, under [section 319 of the Public Health Service Act](#), declare that a Public Health Emergency (PHE) exists in the affected state. Once a PHE is declared, [section 1135 of the Social Security Act](#) authorizes the Secretary, among other things, to temporarily modify or waive certain [Medicare](#), [Medicaid](#), [Children’s Health Insurance Program](#) (CHIP), and [Health Insurance Portability and Accountability Act](#) (HIPAA) requirements as necessary.

Previous guidance from the Department of Health & Human Services (HHS) [2020 Oregon Wildfires & HIPAA Bulletin](#) (Bulletin) describes how covered entities could share information during a federally declared public health emergency. The guidance also notes that, even without a waiver, the HIPAA Privacy Rule always allows patient information to be shared for the following purposes and under conditions, such as, treatment, public health activities, imminent danger, etc.

Disclosures to Family, Friends, and Others Involved in an Individual’s Care and for Notification.

The Bulletin also notes that *a covered entity may share protected health information with a patient’s family members, relatives, friends, or other persons identified by the patient as involved in the patient’s care. A covered entity also may share information about a patient as necessary to identify, locate, and notify family members, guardians, or anyone else responsible for the patient’s care, of the patient’s location, general condition, or death. This may include, where necessary to notify family members and others, the police, the press, or the public at large. See 45 CFR 164.510(b).*

- *The covered entity should get verbal permission from individuals or otherwise be able to reasonably infer that the patient does not object, when possible; if the individual is incapacitated or not available, covered entities may share information for these purposes if, in their professional judgment, doing so is in the patient’s best interest.*

And finally, the Bulletin states, “The Privacy Rule does not apply to disclosures made by entities or other people who are not covered entities or business associates (although such people or entities are free to follow the standards on a voluntary basis if desired). Thus, for instance, the HIPAA Privacy Rule does not restrict the American Red Cross from sharing patient information. There may be other state or federal rules that apply.”

Section 5: Coordination and Communication Strategies

On the next page, Diagram D illustrates examples of how AAAs can support mitigation, preparedness, response, and recovery efforts for their consumers.

Refer to the Appendix for additional examples of how AAAs can coordinate with other entities, educate their consumers about preparedness, and utilize/share existing resources are a critical piece of the Aging Network at large.

Area Agencies on Aging are part of the overarching Aging and Disability network within Oregon as illustrated in *Diagram A: Organizational structure of the Aging Network in Oregon*. In addition to aging network partners, grantees and contractors, AAAs often call upon and coordinate with other community-based organizations, local governments and other providers, i.e. veterinarians, grocery stores, local media, etc. AAAs find that having these working relationships with the community at large are essential when responding to emergencies.

Examples of the Role of Area Agencies on Aging in Meeting the Needs of Older Adults Before, During, and After Disasters

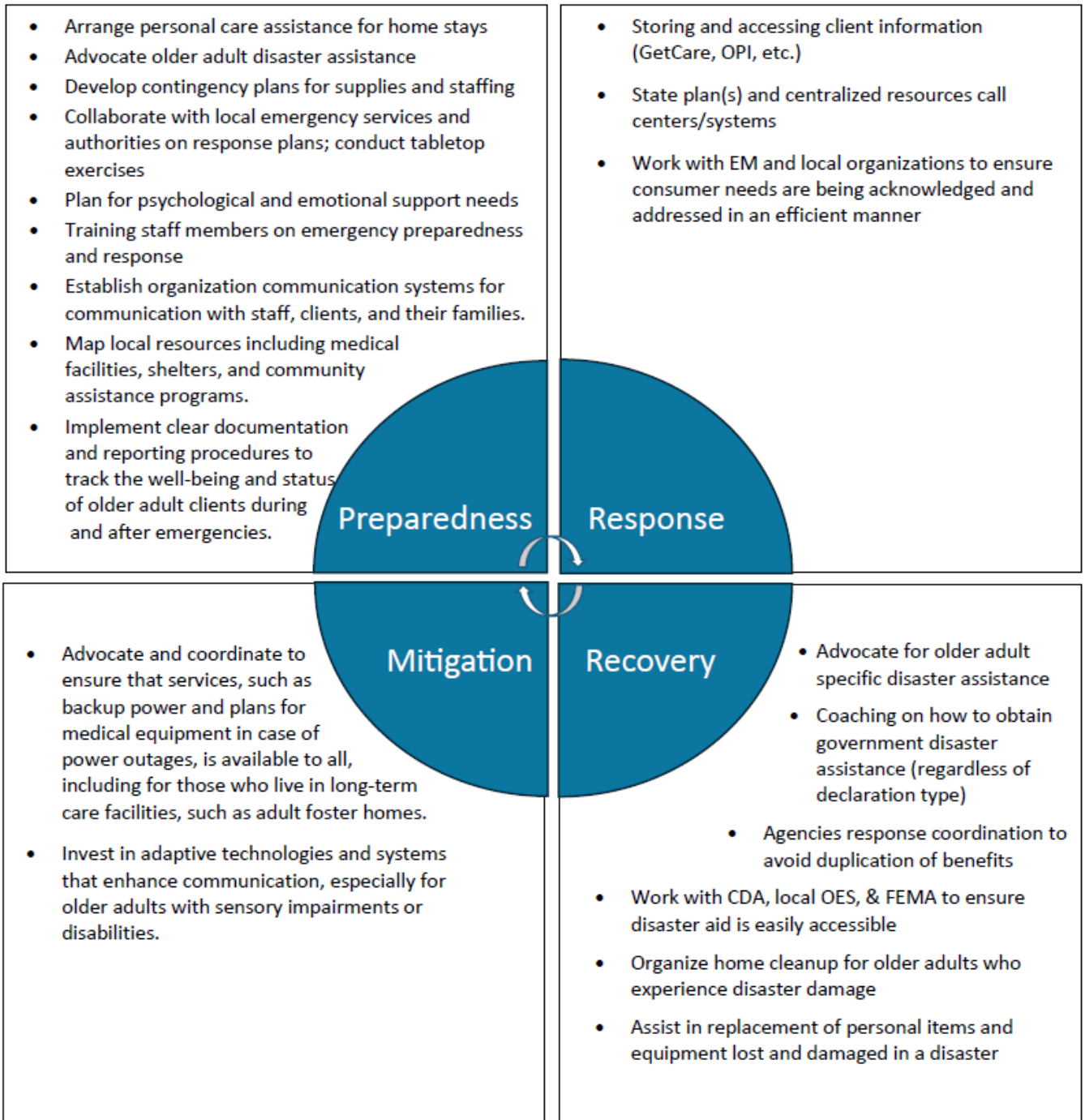


Diagram D: Roles of Oregon's Aging Network in emergency management

Ongoing/Throughout the phases

Monitoring/checking on people

- Monitor, assess, and identify disaster needs among older adults, including medication needs, emergency supplies/rations (i.e. food, water, etc), pets, and communication plans
- Check homes for older adults who are frail/may need extra assistance
- Identifying home care workers' role and support before, during, and after an event
- Advocate for older adults to ensure assistance and services meet their needs

Connecting Resources

- Connect older adults with critical services, including food, Information and Assistance/Referral, counseling

Accessibility

- Establish transportation partnerships to ensure the safe evacuation and relocation of older adults.
- Ensure older adults and caregivers are able to receive timely alerts/warnings
- Provide disaster preparedness, response, and recovery information in accessible formats, including larger text, different languages, etc.

Coordination

- Coordination & Collaboration – MOUs, MOAs, etc
- Cross county (cross jurisdictional) collaboration; identifying specific gaps and services
- Understand and leverage the different roles, responsibilities, and services that local community-based organizations can provide before, during, and after disasters
- Health System - CCOs, connecting with AAAs,
- State systems/access to data and information i.e. Emergency Response Management (ERM)

Diagram D continued: Roles of Oregon's Aging Network in emergency management

Know your partners: Older Americans Act Title VI

ACL funds programs that support American Indians, Alaska Natives and Native Hawaiians in the areas of nutrition, supportive services for older adults, and caregiver services. The OAA also requires coordination between Title III and Title VI programs see (Sec. 307(a)(21)). As AAAs coordinate with the nine federally recognized Tribes and other tribal entities, emergency preparation and response can be another area to explore and share information, especially when considering outreach to Tribal Elders who do not live on reservation land. If you are not certain who the Title VI Director is for the Tribe(s) in your area go to ACL's technical resource center, [Older Indians/Find a Director](#).

Oregon APD, in their efforts to strengthen Title III and Title VI coordination at the state and local levels hosts bi-annual "Meet & Greets" which brings together Tribes/Title VI staff, APD, including APD Tribal Navigators and AAA staff. This may be another opportunity to discuss emergency preparation and response, either formally or informally.

[The Oregon Disaster Recovery Plan](#) includes coordination with the Emergency Management representatives of the federally recognized tribes and describes their unique position as sovereign nations with regards to emergency preparation and response.

Know your partners: Oregon Voluntary Organizations Active in Disaster (ORVOAD)

In addition to local community partners, there are specific organizations with disaster relief roles which work in partnership with state, local, and tribal governments. Functions may include animal control, building repair, childcare, clean up, clothing, communication, counseling, damage assessment, disaster welfare inquiry, financial assistance, food, human relations, mass care, sheltering, transportation, volunteer staffing, and warehousing and bulk distribution. ORVOAD is a member of the larger family of state VOADS, under a national umbrella known as NVOAD (National Voluntary Organizations Active in Disaster). The American Red Cross, Oregon Food Bank, and Salvation Army, detailed as follows, are member agencies of ORVOAD. You can find more information about the ORVOAD, including additional partners, here: [ORVOAD Member and Partner Organizations | VOAD Oregon](#)

- American Red Cross - Within the State of Oregon, the American Red Cross has two Regional chapters that provide programs and services. The Cascades Region serves as the lead for the state of Oregon. The ARC can expand its operations as a disaster requires. It is involved in sheltering, damage assessment, feeding, distribution of emergency relief items, case management, basic first aid and behavioral health services at its service delivery sites, and providing information to the general public and media.
- Oregon Food Bank Oregon Food Bank (OFB) is a member of the Nation's largest food banking Network, Feeding America. It is the hub of a unique statewide Network of twenty-one Regional Food Banks serving low-income families across every county in Oregon and also Clark County, Washington.
- The Salvation Army generally provides a number of services, including mass feeding, various shelter-related services, counseling services, financial assistance, and donations management.

Know your partners: Formal and Informal Agreements

These are some examples of organizations that you will want to meet with and develop relationships that include coordination during an emergency. Your partnerships may include informal agreements, such as a verbal commitment or formal agreements. Formal agreements, such as Memorandums of Understanding

or Mutual Aid Agreements may be a useful tool to help clarify roles and responsibilities. You may find resources at: [Capacity-Building-Toolkit-for-Aging-and-Disability-Networks-2-5-19.pdf \(naccho.org\)](https://naccho.org/wp-content/uploads/2019/05/Capacity-Building-Toolkit-for-Aging-and-Disability-Networks-2-5-19.pdf)

Mutual Aid Agreements (MAA)

An agreement between or among two or more parties that address the processes and policies in place for requesting and sharing staff, equipment, and consumable resources, as well as payment for services or material provided.

Disaster-Specific MOUs (Memorandum of Understanding)

An agreement used by federal, state, local, tribal, or territorial agencies to define relationships and increase communication, collaboration, and transparency among agencies and organizations in the event of an emergency. The disaster-specific MOU should be customized to reflect the resources devoted by all parties, as well as each party's disaster-specific needs in order to address the unique circumstances that parties may face while coordinating response and recovery efforts.

Development of MOUs

In the context of disaster preparedness and response, Memorandums of Understanding (MOU) help establish formal agreements between organizations. These established agreements allow organizations to collaborate, communicate, respond, and support one another during a disaster or other emergency. MOUs are used to document agreements between organizations and agencies to provide services, facilities and/or supplies that may be needed during or after a disaster or emergency.

Included in this document are [example templates of MOUs](#) that can help your organization to respond to and sustain operations thereby supporting the ability to meet both internal needs as well as those of the partner organization in order to serve consumers.

Although MOUs will not look the same, there are some general concepts within an MOU, including:

- Introduction/Background
- Purpose
- Any existing agreements
- Responsibilities of Parties
- Commitments of Agencies

- Duration
- Amendments
- Termination of MOU

Involvement and review by legal counsel is recommended when developing an MOU as appropriate for your organization and the services laid out in these agreements.

[Guide to Writing a Memorandum of Understanding \(MOU\)](#) by the National Center for Disaster Preparedness, Earth Institute | Columbia University

[Disaster-Specific Memorandum of Understanding](#) - FEMA

Contacting Consumers before, during and after an emergency

When natural disasters and emergencies happen in Oregon, Area Agencies on Aging (AAA) staff have a role to monitor, track, and provide resources to affected individuals who receive services. AAAs reported past challenges when contacting consumers during emergencies due to the multiple ways that data was tracked and logged, i.e., spreadsheets, different software systems, etc. Because these were not shared documents and were sometimes emailed back-and-forth between staff and programs, there were concerns about missed service needs, tracking errors and duplicated efforts.

Emergency Response Management System

Based on lessons learned during the 2020 wildfires in Oregon, APD has implemented a system, called the Emergency Response Management (ERM) system to identify, monitor, and track needs. Case managers can use the system to assist with providing resources when disasters and evacuations affect individuals, families and communities served by APD local offices and AAAs.

ERM is a cloud-based platform that gives APD and AAAs the ability to identify in-home consumers and residents who live in facilities, in real-time during an emergency event and ensure that services can still be provided. It also allows collaboration and reporting across multiple offices regardless of location and in real time. The ERM system allows users to identify and log what consumer needs are, note consumers' current location in the event of an evacuation, and run after event reports and coordinate efforts across statewide ODHS districts and programs.

Not all staff will have access to the ERM because there is a limited number of user licenses. The APD and AAA staff assigned as users were selected by local office and AAA managers.

At this time, the consumers in the ERM include:

- Oregon Project Independence (OPI) consumers
- APD/Medicaid LTSS consumers
- All residential facility residents

Outreach to consumers not included in the ERM System

People who are only served by the OAA programs are not included in the ERM at this time. AAAs can implement a variety of strategies to monitor, track, and provide resources before, during and after an emergency.

- Use Get Care: Pull lists of consumers who are in a disaster area, i.e., pull by zip code or town.
- Use Get Care to create and maintain a list of names and addresses of the highest risk and vulnerable consumers that receive in-home long-term care services based on their care plan.
- Create a criteria to identify high-risk consumers and maintain a shared document where AAA staff enter consumer names and information. Examples of criteria can include:
 - Lack family or informal supports
 - Have conditions such as dementia, are insulin dependent, cannot transfer without assistance from bed or chair, etc.
 - Are technologically dependent, for example, uses a respirator
 - Are in a geographically remote area
- See [Tips from the Field](#), in the appendix, for more Ideas

Section 6: Agency Continuity of Operations (COOP) and Preparedness Checklist

Continuity of operations (COOP) planning for organizations that serve older adults and people with disabilities in Oregon involves developing strategies to ensure essential services and support for consumers remains available and uninterrupted during emergencies, disasters, or other disruptions. This is crucial for maintaining the health, safety, and quality of life for individuals and communities.

Important Elements of Agency Preparedness



Diagram E: Important elements of agency preparedness

Investing in preparedness can:

- Help your organization keep its doors open during and after a disruption.
- Save your organization money when an event strikes.
- Ensure worker safety.
- Ensure the safety of people you serve and continuity of services to support the people you serve.
- Allow you to continue to help your community during and after an incident.
- Save lives.

10 Preparedness Actions to Help Your Agency Remain Open

The below is a high level summary that AAAs can use to begin taking action steps for preparedness. These are also some key components and steps involved in COOP planning.

1. Understand Risk

In order to improve your organization's readiness, it is critical that you understand the risks and limitations you face and then consider their likelihood and potential impacts. To assess your and the community's vulnerability to incidents:

- Identify your most common hazards and risks that could disrupt operations, such as natural disasters (i.e. earthquakes, wildfires), power outages, pandemics, or facility-specific issues like equipment failures or staffing shortages.
- Consider recent and/or historical impacts.
- Identify susceptible locations in the community for specific hazards.
- Consider what to expect for disruption of services and length of restoration.
- Consider how overlapping disasters might present challenges and affect operations.
- Identify opportunities to mitigate hazards.

Questions to Consider:

- Think about where your organization is located. Is your property located somewhere prone to wildfires? Snow or ice storms? Flooding?
- How would your organization be affected by a large earthquake?
- What would happen if one of these hazards shut down your organization temporarily?
- How do you find out about incidents in your area?
- Are your employees prepared to work from home?

Additional Resources:

[Ready.gov](https://www.ready.gov)

[Ready Business Toolkits \(ready.gov\)](https://www.ready.gov/business/toolkits)

[National Flood Insurance Program \(NFIP\)](https://www.fema.gov/nfip)

[FEMA Flood Map Service Center \(fema.gov\)](https://www.fema.gov/flood-map-service-center)

[Stay Open for Business Toolkit](https://www.insuranceinstitute.org/business-home-safety) (Insurance Institute for Business & Home Safety)

[Small Business Administration](https://www.sba.gov)

2. Mitigate Risks

Take steps to reduce risk to your AAA and its operations.

- Protect your physical space by making structural upgrades that mitigate the effects of the risks to which you are most susceptible.
- Check what hazards your insurance plan covers (i.e. floods, earthquakes, and wildfires often require separate insurance policies).
- Consider how to fund operations during incidents; create emergency reserve funds.

Questions to consider:

- How long would your AAA be able to operate if its revenue stopped today?
- Does your AAA have insurance?
- What does your insurance cover?
- What would happen if you abandoned your physical space for a few days?

Additional Resources:

[Community Emergency Response Team \(CERT\) Hazards Annexes](#)
[Emergency Preparedness Response \(OSHA\)](#)
[Hazard Information Sheets \(ready.gov\)](#)

3. Identify the People You Serve

Your AAA meets the unique needs of community members every day. During an incident, your ability to meet those needs may be affected.

- Consider the qualifications needed to work with your community's population.
 - Working with people who may have access and functional needs
 - Safeguarding confidential information.
 - Connecting to in-home support.
 - Other legal considerations.
- Reach out and establish relationships with partners before a disaster to make sure the people you serve are supported.
- If your organization has fee-for-service programs, consider identifying ways to maintain or acquire new customers after a disaster so that you can continue to earn revenue.
- When identifying the people you serve in your community, be aware of the following diverse groups and their unique needs:
 - Socio-economically disadvantaged
 - People with access, and functional needs (i.e. mobility challenges, assistance with evacuation)

- Consumers who rely on powered devices/equipment
- Ethnic minorities and/or people with limited English proficiency
- Youth and Older adults
- Sex and gender
- Tribal communities

Questions to Consider:

- Whom do you serve?
- How can you ensure that the needs of people you serve are met when you are not able to sustain operations?
- How do you inform the people you serve about changes in service delivery to ensure they still receive care and know how to access it?
- Are there other organizations with a similar mission in your community that could temporarily support them?
- What can you do today that would help the people you serve when an incident strikes your community?
- What role does your organization play in the lives of people you serve?

Additional Resources:

[Emergency Management / Disasters \(census.gov\)](https://www.census.gov/emergencymanagement/)

[Resources for Older Adults \(ready.gov\)](https://www.ready.gov/older-adults)

[Resources for Individuals with Disabilities \(ready.gov\)](https://www.ready.gov/disabilities)

[Resources for Caregivers \(Ready.gov\)](https://www.ready.gov/caregivers)

[\(OPEN\) Training | Disaster Preparedness Training & Resources \(fema.gov\)](https://www.fema.gov/emergency-preparedness-response-recovery/disaster-preparedness-training)

4. Determine Essential Activities

Essential activities are tasks that keep your organization running and provide services to its consumers. This is about ways internal resources could be reallocated to ensure your AAA maintains activities connected to critical tasks during a disruption. Consider reassigning job responsibilities during an emergency to continue to perform mission-critical duties. A priority should be ensuring the safety of their employees.

- Identify critical activities in your AAA and other ways to accomplish them.
- Take time to identify staff that conduct non-essential activities who could temporarily support tasks for essential activities.

Questions to Consider:

- What keeps your doors open?
- If your operations are disrupted, what service can be stopped or reduced?

- What activities must you continue to stay in operations?
- How will you continue providing services to your consumers?

5. Consider the Supply Chain

Identify important suppliers, contractors, grantees and their alternatives.

- Create redundancies in the supply chain by holding extra inventory and making extra space in timelines.
- Achieve flexibility by standardizing operations and tracking products with technology.
- Develop relationships with other community-based organizations.
 - Connect with primary and alternative vendors to learn their continuity plans and emergency contact information.

Questions to Consider:

- What kinds of goods/resources does your AAA require to function?
- Can you think of Community Based Organizations in your community that have a similar mission to yours?
- What resources could you share with others?
- What resources might you need from others?

Additional Resources:

[Supply Chain Resilience Guide \(fema.gov\)](#)

[Aligning Public and Private Supply Chains for Disaster Response \(fema.gov\)](#)

[Private Sector Resilience: It's All in the Supply Chain \(fema.gov\)](#)

6. Safeguard Critical Information

Critical information is personal or business-related data that is secure from public knowledge and assists the AAA in carrying out its mission. Examples of critical information may include: personally identifiable information, data kept on servers, financial records, etc.

Consider the following points about critical information:

- Store critical information securely off-site or in the cloud.
- Back up your data regularly.
- Secure networks and data storage and create redundancies for saving information at your AAA.

- Once you understand the risks you face in your community, contact your organization's IT expert to learn about the impact those risks might have on IT and communications infrastructure.

Questions to Consider:

- What kind of critical information does your AAA hold?
- What are your current data backup processes?
- If you rely on hard copies to store sensitive data, how would your organization recover if they were lost in a fire or flood?

Additional Resources:

[IT Disaster Recovery Plan \(ready.gov\)](https://www.ready.gov/IT-Disaster-Recovery-Plan)

[Cybersecurity & Infrastructure Support Agency \(CISA\)](https://www.cisa.gov/cybersecurity-infrastructure-support)

[CyberSecurity and Cyberattack Resources \(ready.gov\)](https://www.ready.gov/cybersecurity)

7. Establish a Communications Plan

Develop a process to respond promptly, accurately, and confidently during an emergency with information designed for specific audiences.

- Think of the necessary audiences.
- Design pre-scripted messages for a variety of risks.
- Build a contact and information center to direct incoming calls and questions.
- Consider temporarily redirecting consumer requests to an alternate call answering or voice messaging system.
- Establish reliable communication systems to disseminate critical information to staff, consumers, and external stakeholders. This may include emergency notification systems, two-way radios, phone trees, and social media channels.

Questions to Consider:

- If your organization is subject to government regulation, are you aware of the required notifications your organization must complete during an emergency?
- How can you ensure that all of your stakeholders are receiving a consistent message?
- How do you reach different audiences, like personnel, local government, neighbors, customers, suppliers, and news media?
- How can your organization effectively coordinate with outside agencies?

Additional Resource:

[Crisis Communications Plan \(ready.gov\)](https://www.ready.gov/crisis-communications-plan)

8. Cross-Train Key Individuals and have Backup Facility/Office and Partnerships

Identify key individuals in your AAA and develop backfill strategies.

- Identify key individuals or personnel who undertake roles and responsibilities that ensure your AAA can operate.
- Maintain a current organizational chart to ensure ease of communications and continuous workflow.
- Work with your organization's human resources department to provide training to staff members on emergency procedures, including evacuation drills, first aid, CPR, and handling specialized equipment for assisting people with access and functional needs.
- Develop a current skills matrix that tracks each person's capabilities.
 - This matrix will support leaders who must delegate responsibilities during an emergency.
- Identify alternative facilities or partnerships with nearby healthcare providers, shelters, or community centers to accommodate consumers in case of evacuation.
- Coordinate with healthcare providers and other key organizations/partners to ensure continuity of medical care and access to essential services, including medication management, therapy, and medical transportation.

Questions to Consider:

- Which positions at your AAA do you think should be cross-trained?
- How do you keep track of staff training, certifications and qualifications in your AAA?
- Does your AAA regularly offer opportunities for employees to train in different areas of your organization?
- Do you have backup facilities/locations identified that can be utilized?

Additional Resources:

[Employee Training | Ready.gov](https://www.ready.gov/employee-training)

9. Formalize Plans

Consider working with the state and local health departments and emergency management agencies to develop and practice a comprehensive emergency response plan with various scenarios in mind. Formalize and share these plans with appropriate stakeholders. The plans should address the following:

- Established emergency communications plans to contact personnel, consumers, and/or their support networks before, during, and after a disaster.
- Awareness of evacuation plans, communication protocols, medical support, and coordination with external agencies/stakeholders like emergency services and healthcare providers.
- Adequate supplies of essential resources such as food, water, medications, medical equipment, and backup power sources. Consider the specific needs of consumers, including medical conditions, dietary restrictions, mobility limitations, transportation/evacuation considerations.
- Prioritize services for older adults and people with disabilities most in need and address how and when to use shelf-stable, frozen, and other meal delivery options.
- Determine if your organization should develop MOUs with other entities
- Store, distribute, and review these plans with relevant stakeholders.
- Elect an emergency manager to oversee emergency planning and response for your organization.
- Make sure your emergency manager is connected to community authorities on emergency management and planning.
- Ensure compliance with relevant regulations and contract requirements, consumer privacy (i.e. HIPAA), and accessibility standards with individuals with disabilities.

Questions to consider:

- When were your plans first developed?
- Who is responsible for updating your plans?
- Where are your emergency plans located?
- Can your plans or instructions be understood by everyone?
- Are the actions in your plan accessible to people with access and functional needs?

Additional Resources:

[Continuity Templates and Resources \(FEMA.gov\)](#)

[Emergency Response Plan \(ready.gov\)](#)

10. Regularly Review, Test, and Update Plans

Periodically (ideally, annually) review and update your organization's emergency plans, based on lessons learned from drills, exercises, and real-world incidents.

Incorporate feedback from staff, residents, families, and stakeholders to improve preparedness and response capabilities over time.

- Familiarize participants with their roles and responsibilities before, during, and after an emergency.
- Consider training new employees during their onboarding process.
- Include your organization's current emergency resources in your plans to assess their capability and identify gaps.
- Incentivize personnel to train with other organizations and learn cross-cutting skills.

Questions to Consider:

- What is the purpose of an emergency exercise?
- How can you incorporate what you have learned from an exercise into your plans?
- When is the best time to train employees on plans, policies, and procedures?
- What are the kinds of emergency exercises?
- How often should you update and review your plans?

COOP Resources and Links:

[Continuity Resource Toolkit | FEMA.gov](#) includes:

- [Continuity Plan Template and Instructions for Non-Federal Entities and Community Based Organizations.pdf](#)
- [Guide to Continuity of Government for State, Local, Territorial, and Tribal Governments \(fema.gov\)](#)
- [Healthcare Facilities and Power Outages](#)
- [Continuity Risk Toolkit](#)
- [Whole Community Continuity \(fema.gov\)](#)

[Centers for Disease Control and Prevention \(CDC\)](#): The CDC offers information and resources on emergency preparedness for older adults and people with disabilities, including emergency preparedness resources for caregivers.

Section 7: Resources

Oregon Alert Statewide Messaging System

Oregon Alert is the State of Oregon's official emergency notification system. Through Oregon Alert, State and local officials are able to utilize a single, statewide

notification system that provides local control of how and when to disseminate emergency and public safety messages to residents. [Learn if your county is participating](#) and sign up now to receive free alerts via text message, email, and/or voice message.

1. Add your address to receive geo-targeted alerts
2. Indicate what types of alerts you want to receive including weather, traffic, emergency, and more.
3. Indicate how you want to be notified by text, email, and/or voice message.

Earthquake Early Warning

[How do I sign up for the ShakeAlert® Earthquake Early Warning System? | U.S. Geological Survey \(usgs.gov\)](#)

Additional Preparedness Information can be found at:

- [American Red Cross](#): a range of resources on emergency preparedness, including information specific to older adults and people with disabilities.
- [Older Adults | Ready.gov](#)
- [\(OPEN\) Training | Disaster Preparedness Training & Resources \(fema.gov\)](#)
- [Emergency Preparedness: A Guide for Aging Units](#) created by Greater Wisconsin Agency on Aging Resources, Inc.
- [Disaster Assistance Handbook for Area Agencies on Aging](#) created by the California Department on Aging
- [Capacity-Building Toolkit for including Aging & Disability Networks in Emergency Planning](#) created by the National Association of County Health Officials.
- [Disaster Human Services Capabilities Playbook - December 2023 \(hhs.gov\)](#).
The purpose of this playbook is to facilitate the coordinated delivery of human services that meet the needs of vulnerable disaster survivors. This playbook provides eight capabilities with key actions and approaches state, tribal, local, and territorial (STLT) human service entities may want to take during preparedness, response, and recovery.

Points of Contact

Contact your local emergency manager for information and resources pertaining to emergency preparedness, response, recovery, and mitigation.

Oregon Department of Human Services:

The [Oregon Department of Human Services](#) covers the following programs that offer resources for older adults, people with disabilities, and their caregivers, including emergency preparedness information:

- **Community Services and Supports Unit**
[Resources for Programs Serving Older Adults](#)
- **Emergency Response Management (ERM)**
Email: RM.Support@ODHSOHA.Oregon.gov
- **Office of Resilience and Emergency Management (OREM)**
Email: em.odhs@odhsoha.oregon.gov

Oregon Department of Emergency Management

Oregon's Emergency Management Website offers information on preparedness, response, recovery, and [COOP](#) resources.

<http://www.oregon.gov/OEM>

503-378-2911

Oregon Association of Area Agencies on Aging and Disabilities (O4AD)

1-855-673-2372

<http://www.o4ad.org/>

info@o4ad.org

Federal Emergency Management Agency (FEMA) – Region 10

Supporting Alaska, Idaho, Oregon, Washington, 271 Federally Recognized Tribes

425-487-4600

FEMA-R10-Info@fema.dhs.gov

Section 8: Potential Sources of Funding

Contact your local (city/county) and/or state for local grant opportunities.

Grant opportunities may be dependent on a federally declared disaster, such as the ACL Disaster Relief Reimbursement to State Units on Aging or may be dependent on other initiatives at the federal, state, local and Tribal level. When seeking grant opportunities for emergency response a natural place to start is by looking for local funders at the city or county, including emergency management divisions, public health, first responder and law enforcement network. Local foundations may also be a resource, examples include, organizations such as Lions Clubs, local AARP Chapters, family foundations, the Red Cross, hospital foundations. Keep in mind that you may want to consider more than direct funds, for example, an organization may be able to donate essential supplies, such as “go bags” to distribute to consumers. Funding and opportunities will vary by jurisdiction.

Federal Grants

Disaster Assistance for State Units on Aging (SUAs) and Tribal Organizations

Section 310 of the OAA provides for Disaster Relief Reimbursement to State Units on Aging in a presidential-declared disaster area. The amount of Title III dollars earmarked and held back from the formula grants to states is an amount shall not exceed 2 percent of the total amount appropriated and available to carry out title IV.

Grants awarded under this announcement are to provide disaster reimbursement and assistance funds to those State Units on Aging (SUAs), and federally recognized Tribal Organizations who are currently receiving a grant under Title VI of the Older Americans Act (OAA). These funds only become available when the President declares a Major Disaster under the Robert T. Relief and Emergency Assistance Act and may only be used in those areas designated in the Disaster Declaration issued by the President of the United States under the Robert T. Stafford Relief and Emergency Assistance Act.

Eligible SUAs and Title VI grantees should discuss all disaster applications with ACL Regional staff before submitting a formal application. The amount of funds requested should be discussed with Regional staff before the application is completed. Providing a draft of the narrative justification for the application to the Regional Office will help expedite the processing of an award. Applicants should

talk with the State and local Emergency Managers to determine what funds may be available through other resources before applying for OAA funding.

FEMA Preparedness grants FEMA provides [preparedness grants](#) to support citizens and first responders to ensure we work together as a nation to build, sustain and improve our capability to prepare for, protect against, respond to, recover from and mitigate terrorism and other high-consequence disasters and emergencies. The website includes a searchable list to filter grant programs by audience (who is eligible for the grant).

Environmental Protection Agency's (EPA) new [Environmental and Climate Justice Community Change Grants](#) program (Community Change Grants) has announced a Notice of Funding Opportunity for approximately \$2 billion dollars in [Inflation Reduction Act](#) funds in environmental and climate justice activities to benefit disadvantaged communities through projects that reduce pollution, increase community climate resilience, and build community capacity to address environmental and climate justice challenges. To apply for this opportunity, [view the NOFO on Grants.gov](#). Two [technical assistance programs](#) are available when applying for this grant, including technical assistance for up to 50 recipients nationwide for projects located in disaster-prone areas. [Learn more about CCER TA](#).

To search for other federal grants go to [Grants.gov](#). Federal funding opportunities published on [Grants.gov](#) are for organizations and entities supporting the development and management of government-funded programs and projects.

Appendix: Tips from the Field & Nutrition Information

Section i. Tips from the Field

Senior & Disability Services (SDS) of Rogue Valley Council of Governments (RVCOG) Disaster Registry Jackson and Josephine Counties, Oregon. The Disaster Registry is an opt-in program designed for those who need help to evacuate or who need special notification about the need to evacuate. The Disaster Registry provides the names and locations of people who need special assistance to fire, police, health, and rescue workers.

Once registered, the information is entered into a database and mapped by GIS and distributed to the local 911 Center and other response agencies. Volunteers phone everyone in the Registry once a quarter to make sure information is current. Being on the Disaster Registry does not guarantee that an individual will get help first but will alert responders of who is in need of special assistance. Individuals who register also receive a **“Go Stay Kit.”**

Lane Council of Governments (LCOG) Senior & Disability Services (S&DS) Area Agency on Aging and Disability Services, Lane County [Distribution of Emergency Meal Boxes](#) to every Meals on Wheels consumer in November, in advance of the winter inclement weather season. These boxes contain instructions to save the shelf-stable food for use when volunteers are unable to deliver meals. Sites will receive sufficient boxes to supply consumers who start service between November and February, due to the likelihood of winter inclement weather concerns during this time.

Section ii. Nutrition Program Preparedness

Adapted from the National Resource Center on Nutrition and Aging; Frequently Asked Questions.

During an emergency, senior nutrition programs will need to adapt their services, activities, and events to continue safely supporting their communities. The following provides information to help programs plan for, and adapt to, some of the most common emergencies that they may face. The strategies and suggestions below are not exhaustive and should be adapted and modified to meet your situation.

Plans, Protocols, and Practices for Contracts and Grants

It's recommended that all Area Agency on Aging contracts or grants include requirements for emergency protocols and Continuity of Operations Plans (COOP).

These requirements may include protocols for –

- Responding to a shutdown (as during Covid-19), shelter-in-place (e.g., due to natural or human-caused disasters,)
- Meal distribution
- Procedures for moving a nutrition site
- Development of partnerships to and address issues such as providing meals, ensuring consumer health and safety, etc.

Partnerships

Nutrition providers should consider developing relationships with state and local emergency management agencies and/or public health agencies. Examples of trusted partnerships include:

- Police
- Fire departments
- Entities such as the American Red Cross
- Others that have the capability, community trust factor, and authority to enter homes and deliver meals.

Meals & Nutrition Requirements

The decision about how to provide emergency food assistance to older adults during an emergency is a local and state decision. Some examples include partnering with local food banks/pantries and working with U.S. Department of Agriculture (USDA) programs, like the Senior Nutrition Assistance Program (SNAP). For examples of other partnerships, visit the [Nutrition and Aging Resource Center](#).

Dietary Requirements during an Emergency

The OAA requires that the [Dietary Reference Intakes \(DRIs\)](#) and the [Dietary Guidelines for Americans \(DGAs\)](#) be adhered to by Title III-C senior nutrition programs. While flexibility may be helpful when food supplies may be scarce, in order to ensure older adults have food in their homes, maintaining nutrition requirements, even during an emergency, is extremely important to ensure the health of older adults. See [Understanding Nutrition Requirements During COVID-19: DRIs and DGAs](#) (Jun 2021) for guidance regarding the importance of meeting nutritional needs and also for meal planning ideas that meet the DRIs/DGAs.

If there is difficulty meeting DRIs/DGAs, the Nutrition Resource Center on Nutrition and Aging highlights [resources](#) from the network on how this can be done. Meal providers may contact the local Area Agency on Aging for further guidance.

Food and nutrition assistance funded via other OAA sources, such as Title III-B or Title III-E (for family caregivers) are not required to meet DRI/DGA requirements; however, it is encouraged that these requirements are met to the greatest extent possible.

Participant Information Collection

Programs should collect information for all congregate participants in advance in case participants request a home-delivered meal during an emergency. Programs may want to develop protocols for making referrals between congregate and home delivered meal providers, and may want to include flexible language in their grants/contracts on sources of funding they may use in event of emergency. In addition, local and state procurement requirements may limit flexible approaches; Please reach out to the AAA should there be issues where technical assistance is needed.

Shelf Stable Meals

Programs should not buy more food than can be used effectively, keeping in mind expiration dates and storage. Remember to rotate stock as needed and consider donating food that has not been used before it expires so that it does not go to waste if no emergency occurs.

It is also important to educate participants about having their own stock of emergency food, water, and other supplies. The [American Red Cross](#) and the Oregon Department of Emergency Management (ODEM) recommends that each person has two weeks of supplies on hand during an emergency. ODEM has information on how to [Be Two Weeks Ready](#). Additionally, Ready, FEMA's national public service campaign, has information about [how individuals can plan for different types of emergencies](#).

Remember that community partners may also be able to provide food assistance during an emergency, and a program should develop these partnerships in advance.

Weather related emergencies- Meal distribution

Policies and procedures begin at the State Unit on Aging (SUA) and AAA level regarding the distribution of emergency meals for planned weather-related

emergencies, such as winter storms and hurricanes. Programs should review these policies and procedures at least annually. It is generally good practice to have meals in a participant's home before any anticipated service interruptions and a check in with participants to identify if meals need to be replenished. Program participants should be informed about the use of emergency meals, and meals should be consumed within one year or by the expiration date. Note that all meals should be labeled with an expiration date.

Logistics

Alternative Meal Site Locations

If a site (congregate meal site or meal prep site for home-delivered meals) is shut down due to an emergency, programs may move to another location provided there is another site available that has capacity. Programs should identify alternative, accessible locations in advance. If the meal site is not near the original location, transportation should be provided for participants, as appropriate.

The OAA provides guidance on the types of structures permitted as meal sites. For example, a meal site can be moved to a temporary food facility, such as a firehouse, religious institution, park, or recreation site. Program providers should work with local health authorities to ensure requirements for temporary food facilities are met (i.e., application, inspection). The building should also be accessible for older adults who have limited mobility.

A plan should also be in place for providing emergency meals for participants who cannot access alternative sites, as well as regular home-delivered meals. If needed, set up a temporary food facility or encourage program participants to consume shelf-stable or emergency meals that were delivered.

Vendor shortages during an emergency

When dealing with shortages, past history has shown that it is best to work with the local vendors and restaurants. A program may wish to create a list of alternative vendors to be used as back-up in case of an emergency.

Glossary

AAA	Area Agency on Aging
ACL	Administration for Community Living
ADRC	Aging and Disability Resource Connection
AFN	Access and Functional Needs
APD	Aging and People with Disabilities
CEMP	Comprehensive Emergency Operations Plan
CERT	Community Emergency Response Team
COOP	Continuity of Operations
ESF	Emergency Support Functions
ERM	Emergency Response Management
FEMA	Federal Emergency Management Agency
HHS	Department of Health and Human Services
HIPAA	Health Insurance Portability and Accountability Act
LTSS	Long Term Services and Supports
MOU	Memorandums of Understanding
OAA	Older Americans Act
O4AD	Oregon Association of Area Agencies on Aging and Disabilities
ODHS	Oregon Department of Human Services
ODEM	Oregon Department of Emergency Management
OPI	Oregon Project Independence
OREM	Office of Resiliency and Emergency Management
OSHA	Occupational Safety and Health Administration
SPA	State Plan on Aging
STLT	State, tribal, local, and territorial
SUA	State Unit on Aging
VOAD	Voluntary Organizations Active in Disaster