



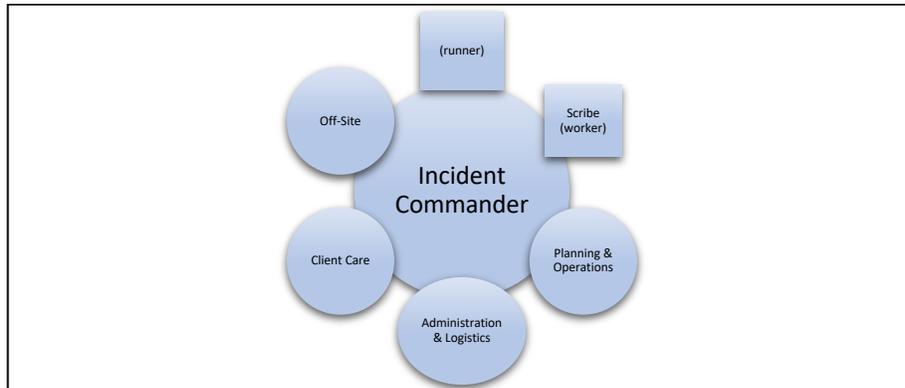
INCIDENT COMMAND PLAYBOOK

PRIORITIES

1. Life & Safety
2. Property
3. Esteem of Camp

KEY IC ROLES & WALKIE CHANNELS

Role	Channel
Security	1
Incident Commander	9
Planning & Operations	10
Client Care	11
Admin & Logistics	12
Sweeping/Search	13



Incident Response

INCIDENT COMMAND LEADERSHIP

Rabbi Joe Menashe, Ariella Moss Peterseil, or Katie Weiss assigns Incident Commander

This group should not be disturbed unless it directly relates to the incident.

Incident Commander	Planning & Ops	Admin & Logistics	Client Care	Off-Site
Ariella Moss Peterseil	Maria Brewer	Michal Kogen Kress	Aviva Levine Jacobs	<i>See table below</i>
Joe Menashe	Ariella Moss Peterseil	Maria Brewer	Rory Carmer	
Aviva Levine Jacobs	Joe Menashe	Joe Menashe	Ariella Moss Peterseil	
Michal Kogen Kress	Ben Strom	Kristina Calamia	Carly Zarrow	

First choice for off-site chief should be based on who is on call for that week:

Week:	On-call	2 nd Choice
6/8-6/15	Katie Weiss	Jason Goldman
6/16-6/22	Jason Goldman	Katie Weiss
6/23-6/29	Katie Weiss	Jason Goldman
6/30-7/6	Jason Goldman	Katie Weiss
7/7-7/13	Mike Dolinka	Jason Goldman
7/14-7/20	Katie Weiss	Mike Dolinka
7/21-7/27	Jason Goldman	Katie Weiss
7/28-8/3	Mike Dolinka	Jason Goldman
8/4-8/10	Katie Weiss	Mike Dolinka
8/11-8/12	Jason Goldman	Katie Weiss

Reporting to:

Incident Commander	Planning & Ops	Admin & Logistics	Client Care	Off-Site
MARP Rep	TBD	Dan Genud	Yoetzet team	Pam Trotter
Ofelia Navarro (or office rep)	TBD	Nirit Zohar		
Matt May (or ropes rep)		Leah Phillips		
Amanda Ardissoni (or pool rep)				
Scribe (to be appointed)				

An **Incident Command Post** will become the base of operations for the command staff.

In order of preference:

1. Main Office
2. Marp/Health Center
3. Gazebo Rikud/Banot (South of Dining Hall)

If necessary, a **gathering site** will be chosen by the Incident Commander based upon the nature of the evacuation and on-site conditions:

- Baseball Field
- Givah (Hill)
- Sports Courts

If necessary, an **evacuation site** will be chosen by the Incident Commander, based upon the nature of the evacuation and regional conditions:

1. Nordhoff High School
- 2.

There are six **IC go bags** throughout the campsite. If the go bag is on the way to the evacuation gathering site, pick it up on your way. Do not go out of your way to retrieve it:

Fishbowl	Main Office	Ropes Shed	Pool	Marp	Yoetzet Office
Nirit Zohar	Maria Brewer	Matt May	Amanda Ardissoni	Kristina Calamia	Carly Zarrow
Ofelia Navarro	Ben Strom	Moshe Yaul	Wylde Brandt	Stacey Moskowitz	Reut Landau (2nd: Lisa Cooper)

USE OF PHONES FOR PA ONLY IN EMERGENCY - Extension 630.

INSTRUCTIONS TO INCIDENT COMMANDER

INCIDENT COMMANDER: _____ **(NAME)**

At an incident scene, the Incident Commander has the authority to assume command. It is quite possible that the Incident Commander may not be the highest-ranking “Ramahnik” on scene.

You are in charge until command is transferred.

Overall responsibilities:

- Establish Command
- Communicate
- Delegate
- Manage
- Maintain Safety

Things to do (In this ORDER!):

- Keep Calm and Don't Panic
- Communicate
 - What has happened? What is going on?
 - Declare an incident and identify yourself as the incident commander.
- Determine type and scope of incident
 - **Tier 1: Minor Incident:** An incident that can be handled by on-site staff with standard procedures (e.g., minor injury, isolated behavioral issue).
 - **Tier 2: Major Incident:** An incident that requires immediate attention and may involve external resources (e.g., serious injury, severe weather, missing camper).
 - **Tier 3: Critical Emergency:** An incident that poses a significant threat to life or safety, requiring immediate evacuation, shelter in place, or lockdown (e.g., fire, active threat, natural disaster).
- Get yourself a walkie-talkie (send a runner if needed)
- Select **Incident Command Post** location and (if necessary) a **gathering site**.
- Communicate with available personnel
- Ensure emergency alarms are activated if necessary (send a runner if needed)
- Determine if first responders have been notified
 - If yes, who, when and how? What is ETA?
 - If no, does the situation merit notification?
- Delegate authority – appoint and empower
 - Planning & Ops Chief: _____
 - Conducts planning & operations to achieve incident resolution objectives
 - Accounts for all persons in camp

INSTRUCTIONS TO INCIDENT COMMANDER

- Organizes and manages the gathering site
- Locates and organizes personnel including first responders
 - Medical
 - Search & Rescue
 - Security
 - Fire suppression
 - Maintenance/housekeeping
 - Runners
- Admin & Logistics Chief: [REDACTED]
 - Provides resources and services to support incident resolution objectives
 - Collects, organizes, and distributes necessary resources
 - Food, water, materials, walkie-talkies, phones, keys, vehicles
 - Tracks expenses: damages, purchases, materials, time
 - Ensures photos are taken to document the incident and response, as appropriate
- Client Care Chief: [REDACTED]
 - Provides continuous programming and care of camp community
 - Attends to needs of vulnerable populations: Gan, Tikvah, Shorashim, elderly
 - Coordinates spiritual counseling
- Off-Site Chief: [REDACTED]
 - External communication
 - Parents, Board, Off-site staff, NRC, FJC, JFEDLA, AM Skier
 - Manage news/media inquiries. **Note: the only person authorized to provide comment to news/media organizations or journalists, even “on background” or “off the record,” is Rabbi Joe.**
 - Procurement
 - Monitor news & report to INCIDENT COMMANDER
 - If needed, prep evacuation site ahead of evacuation start
- Manage the Incident
 - Appoint one or more RUNNER(S): [REDACTED]
 - Collect and organize IC go-bags
 - Utilize for fact-finding (maintain awareness of what is happening and where)
 - Appoint a SCRIBE: [REDACTED]
 - Take notes and submit reports. All reports are submitted to IC@ramah.org
 - Continue coordinating with Planning & Ops, Admin & Logistics, Client Care, and Off-Site Chiefs.
- End the Incident

- Verbal debriefs with directorate, senior leadership, all staff assigned to IC roles, and outside agencies
- Complete written report including all debrief notes and submit to IC@ramah.org

INCIDENT COMMANDER NOTES

Determine scope and nature of the incident

What are the next steps

What are the contingencies

What are some of the biggest concerns

What are the indicators to end the incident?

Who has been notified?

INSTRUCTIONS TO PLANNING & OPERATIONS CHIEF

COPY ONE STAYS IN BOOK.

COPY TWO GOES TO PLANNING & OPERATIONS CHIEF

PLANNING & OPERATIONS CHIEF _____ **(NAME)**

You shall serve in this capacity until relieved by the INCIDENT COMMANDER or your duties transferred to another PLANNING & OPERATIONS CHIEF.

The INCIDENT COMMANDER IS: _____ **(NAME)**

Overall responsibilities:

- Conducts planning & operations to achieve incident resolution objectives
- Accounts for all persons in camp
- Organizes and manages the gathering site
- Locates and organizes personnel including first responders
 - Medical
 - Search & Rescue
 - Security
 - Fire suppression
 - Maintenance/housekeeping
 - Runners

Things to do (in this order!):

- Keep calm and don't panic!
- Communicate with the INCIDENT COMMANDER: what happened, and determine the next course of action.
- Delegate authority: these people report to YOU!
 - Assign a GATHERING SITE COORDINATOR: _____
 - Their job is to lead the effort to account for all persons in camp
 - Assign sweepers to specific locations **(see appendix)**
 - Their job is to round up and direct all persons to the gathering site, ensuring all other sites are clear of people
 - They MAY NOT take other personnel along as sweepers until they have been accounted for and assigned as sweepers.
 - If an expanded sweep is necessary, use camp and topographic maps and bring in additional sweepers as available, in coordination with incident commander.
 - Assign/manage additional WORKERS as needed, including first responders
 - Gathering site support to count campers, staff, guests, and identify anybody missing _____
 - Medical _____
 - Search & Rescue _____

- Security [REDACTED]
- Fire suppression [REDACTED]
- Maintenance/housekeeping [REDACTED]
- Coordinate with GATHERING SITE COORDINATOR and CLIENT CARE CHIEF to ensure campers remain calm and to limit rumors and messaging among staff through unofficial channels, such as personal phones and SMS messaging.
 - Ensure that all persons are reminded to NOT communicate with any external persons, including their families, until and unless permission has been granted by the Incident Commander.

INSTRUCTIONS TO GATHERING SITE COORDINATOR

COPY ONE STAYS IN BOOK.

COPY TWO GOES TO GATHERING SITE COORDINATOR

GATHERING SITE COORDINATOR _____ (NAME)

You shall serve in this capacity until relieved by the PLANNING & OPS CHIEF or your duties transferred to another GATHERING SITE COORDINATOR.

The INCIDENT COMMANDER IS: _____ (NAME)

The PLANNING & OPS CHIEF IS: _____ (NAME)

Overall responsibilities

- Plan, organize, and manage the GATHERING SITE
- Do a full count of all persons in camp
- Plan for various contingencies
 - Evacuation from camp to an external evacuation site
 - Long-term stay at the gathering site
 - Reverse evacuation to camper/staff housing and programming spaces

Things to do (in this order!):

- Keep calm and don't panic
- Locate a go-bag containing: official lists of all persons on site & contact lists
- Locate a walkie-talkie or cell phone
- Plan, organize, and manage the GATHERING SITE
 - **IMPORTANT: Nobody leaves the gathering site without YOUR approval as it will disrupt the count**
- Do a full count of all persons in camp
 - Rosters in the go-bags
 - Coordinate with Logistics & Admin Chief
 - Consider: campers, staff, year-round staff, housekeeping/maintenance/foodservice/security staff, residents, visitors, Gan, spouses
- Plan for various contingencies
 - Evacuation from camp to an external evacuation site
 - Long-term stay at the gathering site
 - Reverse evacuation to camper/staff housing and programming spaces
 - Consider:
 - Coordinate with Client Care chief for communicating with and calming/entertaining the campers

- Restroom breaks
- Changing weather and time of day
- Mass movements or relocation

INSTRUCTIONS TO ADMINISTRATION & LOGISTICS CHIEF

COPY ONE STAYS IN BOOK.

COPY TWO GOES TO ADMINISTRATION & LOGISTICS CHIEF

ADMIN & LOGISTICS CHIEF _____ (NAME)

You shall serve in this capacity until relieved by the INCIDENT COMMANDER or your duties transferred to another ADMIN & LOGISTICS CHIEF.

The INCIDENT COMMANDER IS: _____ (NAME)

Overall responsibilities:

- Provides resources and services to support incident resolution objectives
- Collects, organizes, and distributes necessary resources
 - Food, water, materials, walkie-talkies, phones, keys, vehicles
- Tracks expenses: damages, purchases, materials, time
- Ensures photos are taken to document the incident and response, as appropriate
- Internal Communications
- Communicate with the PLANNING & OPS CHIEF and plan for various contingencies

Things to do (in this order!):

- Keep calm and don't panic!
- Communicate with the INCIDENT COMMANDER: what happened, and determine the next course of action.
- Locate a walkie-talkie or cell phone
- Locate a go-bag containing:
 - Official lists of all persons on site & contact lists
 - Coordinate with Gathering Site Coordinator and Hanhallah to revise and update rosters as necessary
 - Consider: campers, staff, year-round staff, housekeeping/maintenance/foodservice/security staff, residents, visitors, Gan, spouses
 - Maps of camp and topographical maps of surrounding area
- Communications
 - Coordinate with Incident Commander
 - Implement mass text messaging as determined by INCIDENT COMMANDER
 - Ensure that all persons are reminded to NOT communicate with any external persons, including their families, until and unless permission has been granted by the Incident Commander.
 - Contact first responders as necessary (see emergency "red book" for contact list)
 - Coordinate messaging with Incident Commander
 - Keep a log of all communications

- Assign RUNNERS if necessary and in coordination with PLANNING & OPS CHIEF.
Consider:
 - Vehicle keys & other necessary keys
 - Vehicles
 - AED, First Aid Kits, Meds (72 hours worth)
 - Torahs and other sacred objects (Tallitot, tefillin, Wimple, Aron Kodesh cover, Shulchan cover, other sacred books, Ner tamid)
 - Flags from flagpole
 - Pictures from Old Library, New Library, Chadar Katan
 - Contents of safe in office (including camper cell phones & passports)
 - A few chamisas from Chadar and other art projects from around camp
 - A few oranges from grove
- Coordinate access if necessary to facilities for outside agencies & first responders
- Track expenses: damages, purchases, materials, time
- Ensure photos are taken to document the incident and response
 - Assign WORKERS if necessary in coordination with PLANNING & OPS CHIEF:
- Track injuries & treatment status and report them to INCIDENT COMMANDER

INSTRUCTIONS TO CLIENT CARE CHIEF

COPY ONE STAYS IN BOOK.

COPY TWO GOES TO CLIENT CARE CHIEF

CLIENT CARE CHIEF _____ (NAME)

You shall serve in this capacity until relieved by the INCIDENT COMMANDER or your duties transferred to another CLIENT CARE.

The INCIDENT COMMANDER IS: _____ (NAME)

Overall responsibilities:

- Provides continuous programming and care of camp community
 - Communicate with campers, staff, residents, and visitors & keep them calm
 - Attends to needs of vulnerable populations: Gan, Tikvah, Shorashim, elderly
- Coordinates spiritual counseling

Things to do (in this order!):

- Keep calm and don't panic!
- Communicate with the INCIDENT COMMANDER: what happened, and determine the next course of action.
- Locate a go-bag
- Locate a walkie-talkie or phone
- Delegate authority: coordinate with the PLANNING & OPS CHIEF if you need RUNNERS or WORKERS for any tasks. These people report to YOU!
 - Utilize counselors, yoetzot, and other staff to occupy, entertain, and calm campers
- Things to consider:
 - Preparing for off-site evacuation
 - Long-term stay at the gathering site
 - Nobody may leave the GATHERING SITE without approval of the GATHERING SITE COORDINATOR as it may disrupt the count.
 - Authorized return to camper/staff housing
 - Escorts are necessary
 - Restroom breaks
 - Escorts are necessary
 - Medical care
 - Escorts are necessary
 - Changing weather and time of day

INSTRUCTIONS TO OFF-SITE CHIEF

COPY ONE STAYS IN BOOK.

COPY TWO GOES TO OFF-SITE CHIEF

OFF-SITE CHIEF _____ (NAME)

You shall serve in this capacity until relieved by the INCIDENT COMMANDER or your duties transferred to another OFF-SITE CHIEF.

The INCIDENT COMMANDER IS: _____ (NAME)

Overall responsibilities:

- External communication
 - Parents, Board, Off-site staff, NRC, FJC, JFEDLA, AM Skier
 - Manage news/media inquiries. **Note: the only person authorized to provide comment to news/media organizations or journalists, even “on background” or “off the record,” is Rabbi Joe.**
- Procurement
- Monitor news & report to INCIDENT COMMANDER
- If needed, prep evacuation site ahead of evacuation start

Things to do (in this order!):

- Keep calm and don't panic!
- Communicate with the INCIDENT COMMANDER: what happened, and determine the next course of action.
 - Who has been contacted? First responders? Outside agencies?
 - What is the messaging?
- Manage communications as necessary to the following in collaboration with IC if possible:
 - Board Chair: Lee Rosen, 310-923-8710
 - Board Executive Committee
 - Board of Directors
 - Full year-round team
 - Day Camp (Jesse Zilberstein): 323-806-9519
 - NRC (Amy Skopp Cooper): 973-809-4975 – WhatsApp
 - NRC (Nancy Scheff): 914-261-6926
 - FJC (Rebecca Kahn): 646-278-4545
 - JFEDLA (Reuben Posner): 323-761-8343
 - JFEDLA CSI: 24-hour hotline 323-835-3768, csi@jewishla.org
 - AM Skier: 24-hour hotline 800-226-1666
 - Evacuation site
 - Parents
 - Summer staff
- Manage news/media inquiries

- **Note: the only person authorized to provide comment to news/media organizations or journalists, even “on background” or “off the record,” is Rabbi Joe.**
- Track all incoming & outgoing communications
- If necessary, monitor news and report useful information to INCIDENT COMMANDER
- If asked and if feasible, procure supplies and coordinate their delivery to Ramah or to evacuation site
- Travel to evacuation site, if needed, ahead of evacuation start to begin organizing on site
 - If applicable, organize, direct, and manage reunification process at evacuation site
- Assign tasks to additional off-site members of the year-round team and, if needed, to Board members

APPENDIX 1: SWEEPERS (for a GATHER situation) – Channel 13

These are suggested people to help perform a sweep. Anyone available and accounted for is eligible to perform a sweep, after approval of the GATHERING SITE COORDINATOR.

Things to do (in this order!):

- Remain calm and don't panic
- Proceed to gathering site
- Once assigned and with approval of the GATHERING SITE COORDINATOR, begin sweep:
 - Open all doors, shout "is anyone here?!!"
 - Check inside living and program spaces
 - If you find people, advise them to proceed directly to the GATHERING SITE
 - Upon completion of sweep or if additional assistance is needed, radio PLANNING & OPS CHIEF and await further instruction

• Bunks, Observatory, Art Room	Shir Moran
Girls Tents (Emek) & Bathroom, Amphitheater	Ya'ara Oren
Boys Tents (Nachal) & Bathroom, Baseball Field, Low Ropes, Parking Lot	Dan Genud
Whizin, Woodworking, Maria's House (both sides), Pool & Bathrooms	Amanda Ardissoni
Kikar, BKR, Dining Hall, Kitchen, New Library, Old Library	Jeremy Kohler
Levine, Ropes, Orange grove, Outdoor Cooking, Archery	Matt May / Katie Hall
Sports Courts, Joe's House	Shimrit Gigi
Building A, Building B, Building C/MARP	Anat Litwin / Ron Zohar
Office, Gan, AMP's House, Laundry, Coffee Cart	Ariela Klempfner

If an expanded search is necessary:

Treehouse, Meditation Platform, Reservoir	Mishlachat
God's Bench	
Hiking trails beyond Rabbi Joe's house	
455 Property (fields between Levine & Fairview)	
Mountain Biking trails	
Beyond Ramah property – Fairview Rd	
Beyond Ramah property – Foothill Rd	
Beyond Ramah property – Farnham Rd	
Beyond Ramah property – Running Ridge neighborhood	

APPENDIX 2: COMMUNICATIONS LOG

Time	Outside Agency, Person's name, number	Regarding:	Result:

APPENDIX 3: IC GO-BAG CONTENTS

Safety Vests
Flashlights
Walkie-talkie
Glowsticks
Whistle
Pens
Pad of paper/Notebook
Camp maps
Water Bottles
Cell phone power bank
USB-C charging cable
iPhone charging cable
Clipboard
K Key
Hand Sanitizer
Sunscreen
Baby Wipes

Alpha List

Edah List

Housing List

IC Playbook

Full Emergency Manual

Notetaking forms