WILL•GEER’S
THEATRICUM BOTANICUM

COMPREHENSIVE EMERGENCY PREPAREDNESS, MANAGEMENT, AND CONTINUITY PLAN

INTRODUCTION

MISSION OF THEATRICUM

Will Geer founded Theatricum Botanicum in 1973. Our mission is to elevate, educate and entertain audiences of all ages by presenting thought-provoking classics, socially relevant plays, and education programs in a beautiful, natural outdoor sanctuary for the arts. By passing on a sense of history to young people and adults alike, great works of art inform their present and inspire their future.

A true renaissance theatre, we offer a diversity of programming from Shakespeare to poetry to folk music to the development of future playwrights – all to help understand the world we live in and to embrace our shared humanity.

ORGANIZATION OVERVIEW

Will Geer’s Theatricum Botanicum is located in the heart of Topanga, an unincorporated community in Los Angeles County nestled into the hills of the Santa Monica Mountains. The theater is located on Topanga Canyon Boulevard (SR 27), and is situated approximately halfway between the Los Angeles neighborhood of Woodland Hills and the beach cities of Malibu and Santa Monica. Theatricum holds a long-term lease from the Geer Family Trust on land that covers approximately 40 wooded acres. The organization owns and maintains a 299-seat outdoor amphitheater, a 99-seat outdoor amphitheater, administrative offices, restrooms, dressing rooms, green room, and several outbuildings for storage and maintenance.

Theatricum’s Repertory season includes 4-6 productions on its outdoor 299-seat mainstage each year. Theatricum productions and arts education programs reach approximately 28,000 patrons per year.

The School Days program began in 1978. Students (K-12) and teachers from every kind of school travel to the grounds to see a full production of a Shakespeare play, participate in an interactive Living History program featuring Queen Elizabeth and William Shakespeare, and engage in technique workshops. Prior to the field trip, students receive an in-school preparatory visit; teachers receive an extensive study guide and invitation to participate in a professional development workshop.

Theatricum additionally offers year-round classes to actors of all ages through its Academy, hosts a popular summer day camp for kids, produces live music concerts, and nurtures budding playwrights.
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ACKNOWLEDGMENTS

Theatricum wishes to thank the following individuals and organizations for making this plan possible. In particular, this plan was created with funding from a grant program through Performing Arts Readiness, administered by Lyrasis with funding from the Andrew Mellon Foundation.

Performing Arts Readiness
Lyrasis
The Andrew Mellon Foundation
Los Angeles County Department of Arts & Culture, Arts Internship Program
Will Geer’s Theaticum Botanicum’s Board of Directors
Owen Halstad – Los Angeles County Arts Intern
Kevin Meoak – Development Manager
Mary Margaret Schoenfeld – Independent Arts Consultant
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VISION AND PURPOSE OF THE COMPREHENSIVE EMERGENCY PLAN

The vision of the Comprehensive Emergency Plan (CEP) is to integrate Resiliency, Response, and Recovery into the day-to-day operations of Will Geer’s Theatricum Botanicum. The CEP will act as a foundational document guiding Theatricum and should be referred to when creating new programming or activities. The CEP also acts as a guide for Theatricum to deliver mission-driven recovery to Topanga and local communities in the wake of an emergency or disaster.

The plan’s primary purpose is to protect the health and safety of people in the event of an emergency. The secondary purpose is to prepare the organization to recover in the aftermath of a disaster or emergency.

The Comprehensive Emergency Plan (CEP) compiles and organizes the information, procedures, protocols, and training developed to prepare Theatricum staff and Board Members for emergencies and disasters that exceed the usual scope of manageable incidents.

The plan addresses events that may overwhelm staff and potentially even local first responders; those that may involve a large part of the Topanga community or nearby communities; or those that are composed of several cascading incidents. The plan requires an annual review that identifies areas of need for mitigation and allows staff to update procedures and information as necessary.

SITUATION OVERVIEW

The highest risk factors Theatricum faces for a major disaster are from earthquakes, wildfires, and flash flooding. Los Angeles County is known for a high degree of seismic activity and Topanga has a 95% chance of experiencing a major quake with an epicenter of 30km or less within the next 50 years.

Due to climate change, wildfires and flash flooding are both growing in frequency in the Santa Monica Mountains. Local fire officials have estimated it is possible for a fire to burn from the North end of the Topanga Overlook to the Pacific Ocean in 90 minutes, raising the risk of the need for a rapid evacuation from the theater and grounds. Wildfire smoke can cause performance cancelations even when a fire does not present any imminent danger to the theater. Flash flooding typically occurs outside of the summer repertory season when the facility is not in use, but does pose a risk for causing long term damage to the land and buildings.

The following vulnerabilities were identified in the initial survey of Theatricum’s operations in 2021:

1. Wildfire Threat
Theatricum remains uniquely vulnerable to wildfires due to its geographic location and the increased threat of wildfires due to climate change.
2. Regional Wildfire Smoke  
   In recent years, wildfires driven by climate change have grown large enough in the Los Angeles region that even when there was no direct threat to the theater, performances have been canceled due to unsafe smoke conditions.

3. Flooding Due to Heavy Precipitation Events  
   Heavy precipitation events (defined as the top 1% of events) have increased over the last fifty years. Theatricum faces higher risks from extreme flash flooding.

4. Cybersecurity  
   Small nonprofits are increasingly being targeted by ransomware and malware attacks. In addition, there is a recent history of Customer Relation Management (CRM) software being shut down by cyberattacks, potentially causing an interruption in Theatricum’s ability to sell tickets and collect donations.

5. Cash Reserve

6. Backup Power
Will Geer’s Theatricum Botanicum is located at 1419 N. Topanga Canyon Boulevard (HR27) in the unincorporated community of Topanga in Los Angeles County. The property is in the heart of the Santa Monica Mountains Recreation area. At an elevation of 385 ft., the theatre is approximately halfway between the Los Angeles neighborhood of Woodland Hills and the oceanside cities of Malibu and Santa Monica.
EMERGENCY PREPAREDNESS, RESPONSE AND RECOVERY PROTOCOLS

STAFF ROLES AND RESPONSIBILITIES
Theatricum has a small staff. All staff will be engaged in emergency preparedness, response and recovery as part of their regular job responsibilities. The following sections identify tasks that will need to be undertaken during the various phases of emergency management, based on Theatricum’s existing organization chart.

PREPAREDNESS

Plan Development, Approval and Review

The CEP should be reviewed and updated annually to ensure correct contact information, diagrams, maps, and other content. In addition, if the theater experiences significant changes (staffing, facilities, programming, etc.), responds to a disaster, or conducts an exercise, the Plan should be updated to reflect new information and lessons learned. Plan review and updates should be conducted collaboratively with senior staff and the board.

The Board of Directors will be asked to vote on the approval of the initial plan with the Managing Director reporting any significant changes to the plan on an annual basis to the Board.

The review should take place during the off season of Theatricum (currently from mid-October to early March). The board should approve updated plans, and senior staff should conduct annual briefing and training with key staff and volunteers, highlighting updated information.

Mitigation/Prevention

Mitigation and prevention are steps taken to avoid emergencies and/or to reduce the negative impacts of potential events.

A. Mitigation Projects (Initial Year 2021 – Future Years Listed in Appendix)

The following projects were identified in the initial survey of Theatricum’s resiliency as being complete in 2021:

1. Removal of Non-Native Plants
   Theatricum recently completed a creek restoration of the property that involved the removal of non-native plants, many that contributed to poor soil conditions for native trees that are more fire resistant.

2. Tree Removal
   Theatricum recently completed the removal of several non-native trees that posed a risk to the health of native trees on the grounds. In addition, old trees or trees in poor health that posed additional fire risks were removed from the property.

3. Stage and House Renovations
   The stage and bench seating in the house was recently rebuilt with treated redwood that is more fire resistant than the previous wood seats and stage.
4. Working with the Topanga Community Emergency Response Team (CERT) Theatricum has placed a CERT cargo container on site allowing access to the local CERT team in the event of a major emergency. Organizational relationships with local CERT teams have proven effective in emergency response in past studies.

5. ____________________________

B. 2022 PLAN OF ACTION (Initial Year 2022 – Future Years Listed in Appendix)

The following action items are planned for 2022 to increase the safety of patrons, participants and staff, and the overall resiliency of the organization.

1. NEAR TERM
   a. Hiring an Ignition Consultant
   b. Installing Egress lights for evacuation
   c. Adoption of the Comprehensive Emergency Plan (CEP)
   d. Insurance review

2. LONG TERM
   a. Review of IT practices and instituting changes
   b. Begin conversations to negotiate a backup venue
   c. Begin installation/construction of more advanced fire-proofing projects
   d. Cash Reserve
RESPONSE

The CEP is for use when an emergency incident requires resources and/or staff beyond what is manageable onsite or that could be managed by a small team of first responders. Examples of such events could be (but are not limited to), a mass casualty incident, large earthquake, wildfire or fire requiring emergency evacuation, or a weather event causing major structural damage. Incidents such as a single employee injury, or a single medical emergency of a patron would not normally call for the use of the CEP.

Order Of Events

A. ACTIVATE CEP

The Emergency Response portion of the CEP can be activated by any employee with supervisory duties on site. During performances, this will be the House Manager. During educational events or camps, this would most commonly be the event or camp director. At any time, the Managing Director, Artistic Director, or Associate Artistic Director can also activate the CEP. The employee activating the CEP will serve as the Interim Team Leader and On-Site Coordinator.

B. OPEN GO BAG

Once the decision is made, the employee activating the CEP will open a Go Bag. The Go Bag will contain (not all elements will be necessary for every emergency incident):

1. Simple, precise instructions on what to do next.
2. First Aid Kits and Basic Emergency Supplies such as light sticks and crank radios.
3. Audience and Employee injury and emergency contact forms.
4. Friends and Family reunification forms.
5. Notepads, pens, and clipboards for documenting the incident and taking witness statements.
6. A pair of two-way radios for on-site communications in case mobile networks are down.
7. Important phone numbers and contact information for emergency resources and staff leadership, including emergency social feed handles for the region.
8. Evacuation maps from Topanga Canyon for audience members that include emergency phone numbers and emergency social feed handles where they can find more information.

C. NOTIFY EMERGENCY SERVICES AND GO TEAM

The CEP requires any and all emergency services are contacted first. After first responders have been notified and if it is safe to do so, the employee activating the CEP will activate the Go Team with a text chain if mobile networks are available. The Go Team will consist of the Managing Director, Artistic Director, Associate Artistic Director, Development Manager, and Marketing Manager.
The roles of the team are as follows:

1. Managing Director – Team Leader
   During Emergency: Lead the organization’s administrative response including the coordination with emergency services.
   Post-Incident: Provide follow-up with emergency services, insurance, legal, etc.

2. Artistic Director – Artistic Response
   During Emergency: Contact all necessary parties within production and manage all immediate needs within response.
   Post-Incident: Follow-up with production team as necessary and arrange for the use of a backup venue if applicable.

3. Associate Artistic Director – Business Continuity
   During Emergency: If applicable, supervise and lead any activities taking place outside of the emergency location. Communicate with employees not impacted by the event.
   Post-Incident: Manage the Business Continuity portion of the plan and take over leadership roles of the ongoing portion of the business still in operation.

4. Development Manager – Donor Response and Team Leader Assist
   Post-Incident: Respond to all donor inquiries and assist the team leader in administrative duties.

5. Marketing Manager – Communications Leader
   During Emergency: Act as the communications director for both external and internal communications, respond to media inquiries, and provide updates through social media channels if appropriate.
   Post-Incident: (see additional notes in Section E, below)

6. On-Site Coordinator/Interim Team Leader
   During Emergency: Serve as Team Leader until Senior Staff takes over and stay on-site as the primary communications liaison to the rest of staff and to first responders.
   Post-Incident: Complete notes from Go Bag, assist Team Leader as requested, and write a summary of the incident including the company’s response.

D. INCIDENT RESPONSE GUIDELINES (POTENTIAL SCENARIOS)

1. Earthquake during a performance
   a. In the event of an earthquake large enough that shaking is visible on the stage, the Stage Manager shall immediately halt the production.
   b. Actors and audience should follow standard earthquake stop, drop, and cover protocols.
   c. When the shaking stops, the Stage Manager and House Manager will first assess for injury response and the safety of those present. If there is only minor cosmetic damage, no injuries to audience or actors, and local communications networks are working, the performance may resume. The Stage Manager and House Manager will discuss and decide if a brief intermission is helpful for the audience and actors before resuming.
   d. In the event of injuries or major structural damage, the House Manager will activate the CEP. (Performances still can resume after an unscheduled intermission if in the judgement
of the Stage Manager and House Manager it is safe to do so and the incident can be managed by staff on site.)
e. Before releasing the audience, artists, and employees, the House Manager will double check relevant emergency services social feeds for relevant warnings (for example, Tsunami warnings, freeway closures, etc.)

2. Earthquake during educational programming activities
   a. Protocols are the same as during a performance, however the on-site supervisor will make relevant decisions.
   b. If it is a school days trip with school representatives present, the on-site supervisor will coordinate with the school to follow their procedures.
   c. In the event evacuation is required and parents/guardians are not present, children will be evacuated to one of two preset egress points from the Canyon – one for the San Fernando Valley side and one for the Pacific Coast side.

3. Fire
   a. Protocols are the same as above (halt all activities, call emergency services if necessary, assess, then proceed).
   b. Employee Supervisors shall be trained in RACE (Rescue, Alarm, Confine, Extinguish) and PASS protocols (Pull, Aim, Squeeze, Sweep).
   c. If the fire is of a smaller size and an employee is able to keep an exit to their back, they can use fire extinguishers to control it.
   d. If the fire is not extinguished, or if the fire is too large to attempt to extinguish, the on-site supervisor will initiate Audience/staff/participant evacuation.

4. Wildfire
   a. In the event an approaching wildfire creates the need for an evacuation, the on-site supervisor will activate the CEP.
   b. In the event mobile communications go down, the on-site supervisor shall use the crank radios in the GO Bags for information, and call the hard line to the local fire station.
   c. During a performance, the House Manager shall communicate local emergency management’s instructions for evacuation. They will signal that anyone needing a ride meet at a designated spot on the stage. The Stage Manager will check in with all on-site artists and employees to report to the same area of the stage.
   d. In addition to mobile evacuation alerts, local emergency services post evacuation zones on social feeds (see index). The House Manager and Box Office employees will be trained in which feeds to follow and to monitor them immediately once a nearby fire is identified.
   e. Every employee will be trained on the location and access to the Topanga Community House, Theatricum’s designated shelter in place location, in the event a wildfire approaches too swiftly for evacuation.

5. Active Shooter
   a. In the event of an active shooter event, the house staff and/or any employee on site will guide all present to potential places to run (egress points leading into the hills).
   b. If there is sufficient time and it is safe to do so, the house doors shall be closed and barricaded to delay the shooter and force them around barriers.
   c. Artists and crew on stage may also use the tiring house structure on stage as a barricade and it can be locked from the inside.
   d. When it is safe to do so, the CEP shall be activated after an active shooter event.
6. Shelter-In-Place Order
   a. If a shelter in place order is given by local emergency services, the CEP will be activated and employees on site will follow instructions. Communication will be provided to audience, artists, employees, etc. as to the nature of the event.

7. Regional Shutdown
   a. TEMPORARY SHUTDOWN. If an incident causes a regional shutdown, the Managing Director and Artistic Director will decide together whether or not to activate the CEP to manage the event until such a time the theater and/or region is able to reopen.

   b. 90 DAY EVENT. If an incident appears to be likely to cause a shutdown of 90 days or more (for example, the COVID-19 Pandemic of 2020), the Managing Director and Artistic Director will activate the CEP and enact severe cash saving measures such as staff layoffs if necessary.

   c. COMMUNITY MISSION RESPONSE. In the event of a regional shutdown, the Artistic Director may direct the organization to create a community mission response. Such a response can be funded from cash reserves and requires the activation of the CEP.

E. COMMUNICATIONS PROTOCOLS

1. EXTERNAL
   All external communications will be managed by the Go Team. Employees should direct media inquiries to the Marketing Manager. On-site supervisors will be trained to direct inquiries to the appropriate channel rather than responding with ‘no comment’. In the aftermath of an incident that requires external communications, the Marketing Manager should estimate time frames to provide updates (for example, every two hours) and follow up with external channels even if the update is that there is no new information.

2. INTERNAL
   The Marketing Manager will coordinate and deliver any necessary messages to internal customers (employees, teaching artists, contractors, vendors, etc).

F. END OF RESPONSE PHASE

The Managing Director will declare when the response phase is over and the organization will move to recovery. Generally, this will be at a time when the Safety and Security of all patrons and employees has been achieved and the grounds are evacuated and/or secure.
RECOVERY

In the aftermath of a major incident, Theatricum may need to enter into a period of recovery lasting anywhere from a few weeks to several years. In addition to organizational recovery, Theatricum may have a role to play in regional recovery.

Chain Of Command

During the recovery period after an incident, the administrative response shall be led by the Managing Director, the artistic response will be led by the Artistic Director, and business continuity will be led by the Associate Artistic Director as described in section II (Response).

Mission Plan

The Managing Director and Artistic Director will write a mission plan for the recovery period stating the organization’s goals and activities to arrive at the end of the recovery period. The plan should have a broad statement about the mission, but also includes benchmarks on the way to recovery.

Business Continuity

The Associate Artistic Director will manage Business Continuity during the emergency recovery phase. Activities may include coordinating and producing shows at backup performance venues, continuing educational programs if possible, managing box office personnel, and executing artist and production contracts.

The Associate Artistic Director will also assist in organizational community relief efforts in coordination with the Artistic Director and Managing Director.

The Managing Director and Artistic Director are authorized to ask any board member to take over staff duties and become a working board member in the event a trained staff member is unavailable or the work load is too high for staff to be able to respond.

Recovery Completion

The Managing Director can declare that recovery efforts are complete or response efforts are over and declare an end to the emergency. The Managing Director will submit a formal report to the Board of Directors summarizing the incident, the organization’s response, and any further recommendations. The completed summary will be used during the assessment phase of updating the CEP on an annual basis.
This Plan is developed in accordance and in cooperation with:

- County of Los Angeles Emergency Ordinance 2.68 – “to provide for the preparation and carrying out of plans for the protection of life and property within the county of Los Angeles in the event of an emergency… and the coordination of the preparatory and emergency functions of the county of Los Angeles with all other public agencies, organizations and individuals.”

- Los Angeles County Operational Area Emergency Response Plan (OAERP) (2011)
- Los Angeles County Municipal Code Title 32 Fire Code
- Los Angeles County Fire Evacuation Plans Ordinance 404.2.1 – “Emergency egress or escape routes and whether evacuation of the building is to be complete by selected floors or areas only or with a defend-in-place response. For occupancies and buildings located in wildfire risk areas, the emergency egress and escape routes shall include provisions for transporting employees and occupants to a location that is deemed reasonably safe from wildland fire.”
- Topanga Community Emergency Response Team (CERT)

**APPROVAL**

The Board of Directors will be asked to formally approve this plan at the Board Meeting on March 7, 2022. A record of the adopted resolution will be posted here.

**RECORD OF CHANGES**

Changes in the plan starting in 2022 will be noted here.

**RECORD OF DISTRIBUTION**

The Board of Directors draft for approval was distributed to the Board and Staff on ________________

**RECORD OF TRAINING**

Initial training of the plan occurred on ________________ for all supervisory employees.

**ACRONYMS**

- CEP: Comprehensive Emergency Plan
- CRM Software: Customer Relationship Management Software
- CERT: Community Emergency Response Team
- PASS Fire Protocol: Pull, Aim, Squeeze, Sweep
- RACE Fire Protocol: Rescue, Alarm, Confine, Extinguish
APPENDIX A: GO BAG FORMS

ACTIVATION

CALL 911 IF NECESSARY.
DO NOT PROCEED UNTIL YOU ARE SAFE
AND EMERGENCY RESPONDERS ARE ON THE WAY.

1. NOTIFY EMERGENCY RESPONDERS
2. NOTIFY LEADERS BY TEXT CHAIN WITH FOLLOWING MESSAGE

“ALL LEADERS CHECK IN FOR CEP”

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<thead>
<tr>
<th>Managing Director</th>
<th>Artistic Director</th>
<th>Associate Artistic Director</th>
<th>Marketing Manager</th>
<th>Development Manager</th>
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3. BRIEFLY SUMMARIZE THE INCIDENT AND IMMEDIATE RESPONSE
4. ASK EVERYONE TO CHECK IN WITH NAME/TITLE/AND CEP TITLE

Ex. Julie Anderson/Managing Director/Team Leader

<table>
<thead>
<tr>
<th>SUMMARY OF ROLES</th>
<th>ORGANIZATION TITLE</th>
<th>NAME</th>
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<tbody>
<tr>
<td>CEP RESPONSIBILITIES</td>
<td>Managing Director</td>
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<td>Artistic Response</td>
<td>Artistic Director</td>
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<td>Business Continuity Leader</td>
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<td>Communications Leader</td>
<td>Marketing Manager</td>
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<tr>
<td>Team Leader Assist and Donor Response</td>
<td>Development Manager</td>
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<tr>
<td>On-Site Coordinator</td>
<td>CEP Activation Employee</td>
<td>(YOU)</td>
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5. AWAIT FURTHER INSTRUCTIONS FROM TEAM LEADER/MEET WITH FIRST RESPONDERS.
6. TAKE NOTES AND DELEGATE INJURY/RESPONSE FORMS TO OTHER EMPLOYEES ON-SITE.
7. STAY ON-SITE IF IT IS SAFE TO DO SO UNTIL TEAM LEADER ARRIVES OR RELEASES YOU.
**THE WILL GEER THEATRICUM BOTANICUM INJURY/ACCIDENT REPORT**

**INJURED PERSON’S INFORMATION:**

<table>
<thead>
<tr>
<th>Y/N</th>
<th>Name (PRINT):</th>
<th>Sex:</th>
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<tbody>
<tr>
<td></td>
<td>Home Address:</td>
<td>City, State:</td>
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<tr>
<td></td>
<td>Home Phone:</td>
<td>Work Phone:</td>
</tr>
</tbody>
</table>

| EMPLOYEE: |

**INCIDENT INFORMATION**

<table>
<thead>
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<th>Time of Incident:</th>
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<tr>
<td>Location of Incident:</td>
<td>If “other”, please specify:</td>
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State all parts of body and type of injuries involved (e.g. bruised right elbow):

Describe how incident occurred:

Was incident reported? | If “yes” to whom:

<table>
<thead>
<tr>
<th>Date reported:</th>
<th>Were there witnesses?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of Witness #1 (First and Last):</td>
<td>Witnesses #1 Phone:</td>
</tr>
<tr>
<td>Name of Witness #2 (First and Last):</td>
<td>Witnesses #2 Phone:</td>
</tr>
</tbody>
</table>

Is this a new injury? | Yes | No | If “no”, please indicate the date of original injury:

**INITIAL MEDICAL TREATMENT:**

<table>
<thead>
<tr>
<th>Was treatment received for this injury?</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ No medical treatment – reporting only</td>
</tr>
</tbody>
</table>

Treatment was provided by: | Self | Occupational Health | Emergency Room | Other (please specify below) |

If treatment was provided, name and location of medical provider:

Name: | Phone: |
Address:

I, the injured employee, herein certify the information above is true and to best of my knowledge.

Date: | Signature of Employee:

**SUPERVISOR COMPLETES THIS SECTION:**

<table>
<thead>
<tr>
<th>Supervisor Name:</th>
<th>Work Phone:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work e-mail address:</td>
<td></td>
</tr>
<tr>
<td>Date:</td>
<td>Signature:</td>
</tr>
</tbody>
</table>
APPENDIX B: IMPORTANT CONTACTS AND SOCIAL MEDIA FEEDS

Emergency 911

Los Angeles County Fire
Los Angeles County (Topanga) Fire Station #69
Address: 401 S. Topanga Canyon Blvd., Topanga, CA 90290
Phone: 310-455-1766
Twitter: @LACoFD_DivVII
Website: http://www.fire.lacounty.gov/

Topanga Coalition for Emergency Preparedness (T-CEP)
Phone: (310)455-3000
Twitter: @TopangaCERT

California Highway Patrol
Dispatch Phone: (323)982-4905
Twitter: @CHPWestValley

Los Angeles County Sherriff
Lost Hills Station Phone: (818)878-1808
Twitter: @LHSLASD

Los Angeles County Disaster Response Info
Phone: 211
Twitter: @ReadyLACounty

National Weather Service Los Angeles
(Posts Flash Flood Warnings, Tsunami Warnings, etc.)
Website: www.weather.gov/lox
Twitter: @NWSLosAngeles