

Scout Association of Australia
Victorian Branch

Emergency Response Plan

Logo Here

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Table of Contents

TITLE	PAGE NO
Introduction	
1. Purpose of the Emergency Response Plan	4
2. Incident Audit Procedure	4
3. Responsibility for Maintaining the Emergency Response Plan	4
What Constitutes an Emergency	
3. Emergencies	5
4. Classifying Emergencies	5
5. Scale of Media Interest	7
Responding to an Emergency	
6. Class 3 Emergency Response	8
Response by the Group leader	8
Response by the District Commissioner	9
Response by the Region Commissioner	9
7. Class 2 Emergency Response	9
Response by the designated Branch Commissioner	9
Sequence of Events	9
Activation of the Branch Emergency Response Team (BERT)	10
8. Class 1 Emergency Response	10
Activation of the Branch Emergency Response Team (BERT)	10
Sequence of Events	10
Response by the Chief Commissioner	10
9. The Branch Emergency Response Team (BERT)	11
Activation of the Branch Emergency Response Team (BERT)	11
Composition of the Branch Emergency Response Team (BERT)	11
Responsibilities of the Branch Emergency Response Team (BERT)	11
Responsibilities of the Spokesperson	12
Responsibilities of the Government Liaison Officer	12
Responsibilities of the Community Liaison Officer	13
Responsibilities of the Media Liaison Officer	13
Responsibilities of the Public Relations Commissioner	13
The Telephone Support Facility	14
10. The Branch Emergency Operations Centre (BEOC)	14

Annexes

A.	Emergency Response Plan Distribution List	15
B.	Initial Information	16
C.	Contact List - Branch Emergency Response Team (BERT)	17
D.	Designated Branch Commissioner - Activity Log	18
E.	Spokesperson - Activity Log	19
F.	Government Liaison Officer - Activity Log	20
G.	Community Liaison Officer - Activity Log	21
H.	Media Liaison Officer - Activity Log	22
I.	Public Relations Commissioner - Activity Log	23
J.	Branch Emergency Operations Centre- Incoming Calls Record	24
K.	Branch Emergency Operations Centre - Outgoing Calls Record	25
L.	Branch Emergency Operations Centre - Resource Kit	26

Introduction

1. Purpose of the Emergency Response Plan

- 1.1 The Scout Association of Australia, Victorian Branch Emergency Response Plan (ERP) is the guide for responding to and managing an emergency incident or issue that may attract adverse media interest.
- 1.2 The ERP should be followed wherever possible but should a situation arise that appears not to be covered in the ERP the responsible Leader should use their initiative, taking into account the circumstances with which they are dealing.

2. Incident Audit Procedure

- 2.1. The Association has an Incident Audit Procedure (IAP) that is detailed in the Scouts Information Book that is published annually. The IAP is to be initiated whenever a class 1 or 2 Emergency has been declared or when the Branch Commissioner for Activities considers that an incident warrants the initiation of the IAP.

3. Responsibility for Maintaining the ERP

- 3.1 The Branch Operations Officer is responsible for maintaining and updating the ERP and maintaining the distribution record.
- 3.2. A distribution List for the ERP is at Annex A.

What Constitutes an Emergency

3. Emergencies

3.1 An emergency situation is said to exist when there is an occurrence resulting in:

- The need for medical and/or rescue operations
- The need for immediate corrective action
- Media interest, possibly adverse, and/or community concern
- A crime committed

3.2 The types of incidents and issues that may require the implementation of the ERP include:

- an accident or medical emergency involving potential loss of life
- a scandal such as financial embezzlement or sexual behaviour
- a controversial incident or decision which attracts community or media interest

4. Classifying Emergencies

4.1 Each emergency is assessed to determine its current or potential degree of severity and the likelihood of media interest and is then classified accordingly.

4.2 There are three classifications ranging from the most easily controlled, Class 3 to the most serious, Class 1.

4.3 When an emergency incident or issue occurs, the senior leader on-site must determine the type, Class 1, 2 or 3, of situation at hand and respond immediately.

4.4 **Class 3 Emergency.** A Class 3 emergency is one, which can be brought under control without outside assistance and without attracting media attention. They will involve incidents or issues at group, district or region level, which can be quickly defused and will not require activation of the ERP. Class 3 incidents and issues could include:

Issues

- Parent concerns or complaints about aspects of the Association's activities/policies.
- Parent concerns or complaints about the nature and range of Association activities, particularly in comparison to other Associations
- Parent concerns or complaints about the Association's image
- Parent complaints about refusal of membership on the grounds of religion, gender, , or perceived discrimination on the grounds of health, or race
- Parent or community query regarding contemporary issues such as the Association's position on republicanism, the Australian flag or the wording of the Promise
- Parent or community concerns about Scout membership levies and costs which could prevent access to socio-economically disadvantaged children.

Incidents

- Minor vehicle accident, with no serious injuries
- Situation involving a non-critical injury.
Note: the larger the number of people injured, even though non-critically, the greater the likelihood of media interest and the possibility of upgrading to a higher classification.
- Short-term “missing persons” situation, such as a group of members on a day hike who may have met with unexpected circumstances and have not returned by the designated time.
Note: this situation has the potential to be reclassified the longer the period the group is missing
- Short-term health incident without threat to life, for example, all participants at a camp contract food poisoning
- Queries about youth membership levels and possible implications

4.5 Class 2 Emergency. A Class 2 emergency is an incident or issue from which potential ramifications and media interest is most likely to be confined to one Region. They could include:

Issues

- Perceived discrimination by the Association, eg. on grounds of religion, gender, race or health
- Local concerns regarding sponsorship links

Incidents

- Local medical/emergency situation that could result in serious injury or loss of life, eg. motor vehicle accident, camp accident
- A group becomes lost on hiking/camping/skiing/canoeing/caving trip
- Local financial scandal
- Local sex related scandal

4.6 Class 1 Emergency. A Class 1 emergency is an incident or issue that has statewide or national implications and which cannot be brought under control without outside assistance. They could include:

Issues

- An attack or slur on the Association especially by a prominent influential person relating to principles, image and/or activities
- Rumour of the Association’s demise, merger, or of substantial changes or restructuring

Incidents

- Major fire with loss of life
- Natural disaster with loss of life
- Accident or incident involving death or serious injury
- Major financial scandal
- Criminal proceedings against a member of the Association
- Major sex related scandal

- An international incident that may affect a group of Association members traveling overseas

5. Scale of Media Interest

5.1 Classes 1,2 and 3 emergencies can be differentiated by the media interest they generate. A Class 1 emergency has the potential to attract statewide or national media attention, a Class 2 emergency has the potential to attract regional media coverage and a Class 3 emergency is unlikely to attract media interest at all.

Responding to an Emergency

6. Class 3 Emergency Response

6.1 Class 3 emergencies can be dealt with quickly and effectively by the Group Leader, District Commissioner or Region Commissioner and the ERP is not activated. However the same principles apply and the Leader handling a Class 3 emergency may call on other personnel to assist.

6.2 Class 3 Emergency Response Sequence of Events.

- A Class 3 emergency is identified
- The Group Leader acts to manage the situation
- If the Group Leader is unsure what to do, or the situation remains unresolved the Group Leader alerts the District Commissioner for assistance
- If the District Commissioner is unsure what to do, or if the situation remains unresolved or escalates, the District Commissioner alerts the Region Commissioner for assistance

Note. Class 3 incidents do not require the activation of the ERP

6.3 If a Group Leader believes she/he has a Class 3 emergency to handle, they should:

- In the case of a minor accident, follow the usual emergency procedures to ensure that the accident victim is medically treated and that the cause of the accident is neutralised
- In the case of a complaint/concern/query from a parent or citizen, immediately ascertain the full details of the issue and check any Association policy relating to it.

6.4 The key aspect in any dealings with parents or other members of the community is to act promptly and decisively and demonstrate empathy with the concerns being raised. The parent or other person should be listened to carefully indicating a genuine interest in dealing with the situation. The Group Leader should indicate the action he/she proposes to take to deal with the situation. This may be as simple as proposing a meeting with a parent to sort out a complaint or query or in the case of a minor accident, alerting local police or other authority. The Associations policy relevant to the incident or issue should be explained in clear and simple terms.

6.5 It is important to remember at all times that the Group Leader is responding to an incident or issue in their capacity as a representative of the Scout Association and not as a private individual. Emotional reactions should be avoided and especially in cases where a complaint is being made, it should not be taken as a personal attack. A personal opinion on what is being said or suggested should not be given and responses should not deviate from Association policy. The Group Leader should not appear unconcerned or indifferent to the situation. ***At no time should legal responsibility be accept or acknowledged.***

6.6 If after consulting any Association policy the Group Leader is not sure how to respond to a Class 3 emergency, the District Commissioner should be contacted for assistance. The parent or person who has raised the concern/complaint/query should be advised that clarification is being sought from the District Commissioner. The person should be reassured that a response will be obtained as soon as possible.

6.7 If a Group Leader requires assistance to handle a Class 3 emergency the District Commissioner should be contacted for advice, information, support and guidance to handle the situation or for an on-site visit.

6.8 It is the District Commissioner's responsibility to monitor a Class 3 emergency, which has been brought to their attention. If at any time it appears that the situation is escalating, the

District Commissioner should alert the Region Commissioner. If the District Commissioner is at any time unsure of the Association's policy in regard to the situation, or feels they require guidance on its handling, the matter should be referred to the Region Commissioner for action.

6.9 If a Class 3 emergency is referred to the Region Commissioner, then it is apparent that Association policy is either unclear or the peculiarities of the emergency are such as to require region level intervention and management. The Region Commissioner should be aware that a Class 3 emergency, which is causing difficulty, has the potential to escalate to a Class 2 emergency, requiring implementation of the ERP. It is the Region Commissioner's responsibility to ascertain quickly the severity of the emergency and, if necessary, seek advice and/or support to address it.

6.10 No media comment is to be given by the Group Leader or District Commissioner. The Region Commissioner may only give media comment if directed to do so by the Chief Commissioner.

6.11 If a Class 3 emergency attracts media attention, the Group Leader, District Commissioner and/or Region Commissioner must immediately notify the designated Branch Commissioner who will determine whether the emergency is to be reclassified.

7. Class 2 Emergency Response

7.1 Class 2 emergencies are incidents or issues significant enough to attract regional media scrutiny and comment. They require activation of the ERP. Class 2 emergencies must be managed quickly and effectively by the designated Branch Commissioner in close consultation with the Branch Emergency Response Team (BERT), headed by the Chief Commissioner.

7.2 Class 2 Emergency Response Sequence of Events.

- The Group Leader, District Commissioner, or Region Commissioner alerts the designated Branch Commissioner that there is a Class 3 emergency
- The designated Branch Commissioner ascertains details of the emergency. See Annex B.
- The designated Branch Commissioner confers with the Chief Commissioner
- The designated Branch Commissioner activates the ERP
- Members of the BERT are contacted
- The Branch Emergency Operations Centre (BEOC) is established

7.3 On notification of a Class 2 emergency, it is the designated Branch Commissioner's responsibility to ascertain the degree to which the ERP is to be activated.

7.4 The designated Branch Commissioner will contact the Chief Commissioner to alert him to the details of the emergency and a decision will be made as to:

- the level of activation of the BERT.
Note: in the case of an issue only the relevant Branch Commissioner may be called in whereas in the case of an incident others may be required.
- whether the emergency is sufficiently critical to draw immediate national media attention and should be reclassified as a Class 1 emergency

7.5 After discussion with the Chief Commissioner the designated Branch Commissioner will contact the appropriate members of the BERT, see Annex C, brief them on the emergency

and advise them when and where they are to report.

7.6 In a Class 2 emergency the Chief Commissioner will be available for:

- On-site visits if warranted
- Media interviews/news conferences
- Family communications and reassurance
- Meetings with community leaders

8. Class 1 Emergency Response

8.1 Class 1 emergencies are incidents or issues of sufficient significance to generate national media coverage which could adversely impact on the image and reputation of the Association. Class 1 emergencies require activation of the ERP.

8.2 As soon as it is evident that a Class 1 emergency has arisen the designated Branch Commissioner will contact the appropriate members of the BERT, brief them on the emergency and advise them when and where they are to report.

8.3 The sequence of events for a Class 1 Emergency is:

- A Class 1 emergency is identified.
- The designated Branch Commissioner alerts the Chief Commissioner.
- Members of the BERT re contacted
- The BEOC is established

8.4 In a Class 1 emergency, the Chief Commissioner will proceed to the site area designated and will be available for:

- Periodic media interviews or news conferences
- Family communications and reassurance
- Contact with senior community leaders

9. The Branch Emergency Response Team (BERT)

9.1 The BERT is established whenever a Class 1 or 2 emergency is declared and is headed by the Chief Commissioner. The BERT is activated by the designated Branch Commissioner in consultation with the Chief Commissioner. Whilst the Chief Commissioner heads the BERT the operational management of the Emergency Operations Centre is the responsibility of the designated Branch Commissioner. The BERT will comprise appropriate Scouting personnel with the knowledge of matters associated with the emergency eg. if the emergency related to an incident involving a Scout Troop, the Branch Commissioner for Scouts would be in the BERT. The composition of the BERT for a particular emergency will be dependent on the nature of the emergency and the designated Branch Commissioner will contact the appropriate members after consultation with the Chief Commissioner.

9.2 Members of the BERT will be:

Standing members.

The Chief Commissioner
The designated Branch Commissioner
Public Relations Commissioner
Media Liaison Officer

Others will be drawn from.

Branch Commissioner for Joey Scouts
Branch Commissioner for Cub Scouts
Branch Commissioner for Scouts
Branch Commissioner for Venturer Scouts
Branch Commissioner for Rovers
Branch Commissioner for Adult Training and Development
Branch Commissioner for Activities
Assistant Branch Commissioners
Others with expertise appropriate to the situation, eg. specific activities, legal, administration.

9.3 When notified of the emergency by the designated Branch Commissioner members of the BERT will proceed to the BEOC at Branch Headquarters or another location advised by the Branch Duty Commissioner. The designated Branch Commissioner will prepare a briefing for the BERT on the circumstances of the emergency and any action that has been taken.

9.4 The designated Branch Commissioner is to maintain an activities log, see Annex D, for the duration of the emergency.

9.5. Specific duties will be allocated to members of the BERT to ensure that the BEOC operates efficiently. The responsibilities of the BERT during the stages of an emergency are detailed below:

Initial

- Establish the BEOC, including a staff roster
- Develop liaison links with the emergency organisation managing the incident, if necessary
- Establish control of public relations situation and develop internal and external communications
- Establish a news conference room/media centre and develop a media communications plan
- Prepare an initial news release clearly presenting the facts of the incident and the action being taken by the Association

- Determine extent of media access to the incident site if it is on Association property, appoint security personnel and organise the issue of access passes
- Provide advice and regular updates to the Branch Chairman, Executive Director and other Association representatives
- Appoint and brief appropriate spokespersons. Normally this will be the Chief Commissioner, supported in special cases by an appropriate adviser
- If considered necessary, arrange for the cancellation of any Association advertising in newspapers, magazines, radio, TV and cinema

Ongoing

- Maintain media monitoring of the incident
- Maintain communications with incident site
- Maintain updates on the extent of injuries and/or loss of life
- Notify next of kin prior to the release of any personal information by the Association
- Issue news release to media, relevant authorities and appropriate Association personnel
- Assess need to engage a photographer and/or video camera operator to record incident scene and/or news conferences
- Review the BEOC shift log
- Monitor equipment needs (for example, telephone, fax, vehicles) as escalating circumstances may require additional resources

Post Emergency

- Review the media coverage of the emergency
- Convene a post emergency meeting to evaluate the effectiveness of the BEOC
- Prepare and distribute a report on the emergency

9.6 A Spokesperson is appointed during an emergency and is usually the senior officer of the Association. During a Class 1 or 2 emergency it is important that the Chief Commissioner is seen by the public and the media to be taking the leading role in communicating the response of the Association to the situation. The Chief Commissioner will be supported by the BERT and additional spokespersons who can provide specific information regarding the emergency. It is a general rule however that the Association has only one principal spokesperson during an emergency to ensure consistency of communications. The spokesperson is to maintain an activities log, see Annex E, for the duration of the emergency. The responsibilities of the spokesperson are to:

- be the primary source of official communication to the media and other external audiences
- communicate information a clear, concise and accurate manner
- highlight the Association's response, policy in relation to the incident, values and professionalism
- address only facts, which are verifiable at the time.

9.7 A member of the BERT should be appointed as the Government Liaison Officer. The Government Liaison Officer is to maintain an activities log, see Annex F, for the duration of the emergency. The responsibilities of the Government Liaison Officer are to:

- In consultation with the Association's legal adviser, define statutory requirements for the notification of the incident
- Develop systematic government contact program, as required
- Contact and brief appropriate federal, state and local government bodies on the status of the incident and action being taken

- Ensure that the BERT is kept advised of statements and actions of government agencies in relation to the incident

9.8 A Community Liaison Officer should be appointed in the BEOC. The Community Liaison Officer is to maintain an activities log, see Annex G, for the duration of the emergency. The responsibilities of the Community Liaison Officer are to:

- Establish and maintain contact with parents and families of members or other individuals involved in the incident.
- Deal with families of victims of an incident, whether they be Association members or members of the public.
- Consider the practicality of bringing all affected families to a common location where an Association representative can talk with them and provide factual information.
- Arrange for assistance in dealing with issues from trauma counselors, chaplains and medical experts experienced in this type of situation.
- Establish liaison with local civic and social welfare organisations, police and fire departments as required.
- Ensure that the BEOC is kept advised of statements and actions of community leaders and organisations related to the emergency.
- Coordinate offers of assistance from other organisations.
- Assess the requirement for post-trauma counseling for affected members and their families.
- After the emergency is over, coordinate personal thanks for assistance to members of the public, emergency services and others who have helped in managing the incident.

9.9 The Media Liaison Officer as a member of the BERT is to maintain an activities log, see Annex H, for the duration of the emergency. The responsibilities of the Media Liaison Officer are to :

- Prepare media releases for the approval of the Chief Commissioner.
- Ensure that media transcripts are distributed to the BERT.
- Collect factual information as it comes to hand and determine, with the Chief Commissioner, the response.
- Prepare emergency incident updates for internal distribution.
- Assist with the preparation and updating of questions and answers.
- Ensure that the Government and Community Liaison Officers receive copies of all media releases.

9.10 As a member of the BERT the Public Relations Commissioner is to maintain an activities log, see Annex I, for the duration of the emergency. The responsibilities of the Public Relations Commissioner are to:

- Provide advice on the most effective way of communicating the Association's response to the emergency situation.
- Coordinate communications activity with the media
- Provide advice to the Media Liaison officer
- Assist the telephone support team supervisor to monitor the volume and type of media inquiries.
- Coordinate the program of media interviews for the Association's spokesperson
- Coordinate news conferences

9.11 Once the ERP is activated a telephone support facility is to be established. Class 1 and 2 emergencies may result in an increase, possibly significantly, in the number of telephone and facsimile calls to the Association. These calls could be from the media, emergency services such as police, concerned parents and members of the public. The telephone support facility is activated to ensure that the Association's switchboard is not overwhelmed. The telephone support facility comprises a group of Association personnel trained in handling calls during emergency situations.

9.12 Once the telephone support facility is activated, all calls to the Association switchboard are immediately directed to that facility, which acts as a filter transferring calls to appropriate personnel, issuing approved information, relaying messages, etc. A supervisor is designated by the BERT to supervise its operations. The Supervisor is responsible for the maintenance of an activity log, see Annex J and K. The supervisor's additional responsibilities are to:

- * determine the number of personnel required to staff the facility.
- * establish processes on how to handle telephone calls and provide "scripts" of approved information.
- * monitor the activities of the telephone support facility and arrange relief for team members
- * Ensure that all calls received, which require follow up action, are logged and actioned as appropriate.

10. The Branch Emergency Operations Centre (BEOC)

10.1 The Branch Emergency Operations Centre (BEOC) is established to manage the emergency and is staffed by the BERT. It is most likely that the BEOC will be located at Branch Headquarters however in the case of a incident on Scout property, consideration may be given to establishing the BEOC at the site of the incident or nearby. Whilst the Chief Commissioner is the head of the BERT the BEOC will be managed by the designated Branch Commissioner to allow the Chief Commissioner to attend to the many responsibilities he will have under these circumstances.

10.2 A list of resources that will be required in the BEOC is at Annex L.

10.3 If the emergency continues for a protracted period consideration will need to be given to the relief of members of the BERT and to catering and accommodation.

Annex A

Emergency Response Plan Distribution List

Copies of the Scout Association of Australia Victorian Branch Emergency Response Plan are distributed as follows:

- Chief Commissioner
- Deputy Chief Commissioner
- Assistant Chief Commissioners
- Designated Branch Commissioner
- Branch Commissioners
- Assistant Branch Commissioners
- Branch Activity Leaders
- Region Commissioners
- Assistant Region Commissioners
- District Commissioners
- Assistant District Commissioners
- District Leaders
- Group Leaders
- Executive Director
- Branch Operations Officer (Master Copy)

Annex B

Emergency Response Plan Initial Information

Incident:

Location:

Date/Time information received:

Information received by:

From:

Telephone:

Question		Details
1.	What has happened	
2.	Do you know cause/sequence of events	
3.	Location, date and time incident occurred or began?	
4.	Has Anyone been hurt or killed	
5.	Is anyone missing	
6.	Can you give me a list of the people in the Scout group – both those safe and those at risk	
7.	What action have you taken so far to minimise further risk too people or damage to property	
8.	Which outside emergency services/agencies have been called?	
9.	Have any outside services or organisations taken action or issued statements in relation to the incident	
10.	How long will it take for the incident to be brought under control	
11.	Have there been any media inquiries or attendance at the site	
12.	What telephone number can you be contacted on	

Annex C

Emergency Response Plan Contact List - Branch Emergency Response Team

Incident:

Date/Time:

Position and Name	Current Contact Details	Time Notified	ETA Emergency Operations Centre	Other Comments
Chief Commissioner				
Relief designated Branch Commissioner				
BC JS				
BC CS				
BC S				
BC V				
BC R				
BC Activities				
BC AT & D				
Media Liaison Officer				
Public Relations Commissioner				
Telephone Support Team Supervisor				

Annex D

Branch Emergency Operations Centre Designated Branch Commissioner Activity Log

This Log is to be maintained by the designated Branch Commissioner as a record of events associated with the emergency from time of initial reporting to standing down of the Branch Emergency Response Team

Date of Incident: _____

Time of Incident: _____

Date/Time	Details	Response (if required)	Other Comments

Annex E

Branch Emergency Operations Centre Spokesperson Activity Log

This log is to be completed by the spokesperson to record their activities for the duration of the emergency.

Date & Time	Name	Organisation	Phone & Fax Details	Details

Annex F

Branch Emergency Operations Centre Government Liaison Officer Activity Log

This log is to be completed by the Government Liaison Officer to record their activities for the duration of the emergency.

Date & Time	Name	Organisation	Phone & Fax Details	Details

Annex G

Branch Emergency Operations Centre Community Liaison Officer Activity Log

This log is to be completed by the Community Liaison Officer to record their activities for the duration of the emergency.

Date & Time	Name	Organisation	Phone & Fax Details	Details

Annex H

Branch Emergency Operations Centre Media Liaison Officer Activity Log

This log is to be completed by the Public Relations Adviser to record their activities for the duration of the emergency.

Date & Time	Name	Organisation	Phone & Fax Details	Details

Annex I

Branch Emergency Operations Centre Public Relations Commissioner Activity Log

This log is to be completed by the Public Relations Adviser to record their activities for the duration of the emergency.

Date & Time	Name	Organisation	Phone & Fax Details	Details

Annex J

Branch Emergency Operations Centre Telephone Support Team Incoming Calls Log

This log is to be completed by members of the Branch Emergency Response Team to record all incoming telephone calls or other messages for the duration of the emergency.

Date & Time	Name	Individual, Organisation, Authority	Phone & Fax Details	Details

Annex K

Branch Emergency Operations Centre Telephone Support Team Outgoing Calls Log

This log is to be completed by members of the Branch Emergency Response Team to record all outgoing telephone calls or other messages for the duration of the emergency.

Date & Time	Name	Individual, Organisation, Authority	Phone & Fax Details	Details

Annex L

Branch Emergency Operations Centre Resource Kit

The following is a list of resources that will be required at the Branch Emergency Operations Centre (BEOC).

- Emergency Response Plan
- Australian Policy and Rules
- Victorian Branch Scout Info Book
- White Pages Telephone Directory
- Map of Victoria
- Metropolitan street directory
- Victorian Roads Country Directory

- Facsimile facility
- Telephones
- Mobile telephone
- Photocopier
- Computer and printer
- FM/AM Radio
- Tape recorder
- Whiteboards

- Activity Log Sheets
- Telephone message sheets
- Stationery eg. pens, pencils, whiteboard markers
- Association letterhead paper
- Association envelopes
- Photocopy paper
- Butchers paper
- Filing trays
- Folders
- Map display board