

***DISASTER PREPAREDNESS MANUAL
FOR WORSHIP CENTERS***



***EMERGENCY NETWORK
OF
LOS ANGELES***

INTERFAITH COMMITTEE

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BELIEVE IT:

- **DISASTERS** HAPPEN IN LOS ANGELES COUNTY
- THEY WILL IMPACT THIS WORSHIP CENTER/CONGREGATION
- THERE ARE WAYS TO REDUCE RISKS; [YOU HAVE OPTIONS, THERE ARE THINGS YOU CAN DO THAT ARE **TIME** AND **BUDGET** FRIENDLY]
- YOU ARE CAPABLE OF REDUCING THE RISK TO YOURSELF AND OTHERS

ACKNOWLEDGEMENTS

Worship Centers usually emerge as life itself. First we grow, and then look back on our history. We compare and contrast. We blend traditional with contemporary; and, regardless of the denominational tradition or style, our lives are co-mingled with destiny.

While we are small, we do not consider our own safety and survival, it is our maturity that gives us the ability to recognize dangers, heed warnings, and take pre-cautionary steps.

The Interfaith Committee of the Emergency Network of Los Angeles is grateful for the invaluable contributions of Roger Schrage-[Harvest Program International](#), Brenda Coleman and Rhea Rogers [INFOLINE](#), Phyllis Freeman, Dr. Jolly Beyioku of [WORLD VISION-Los Angeles](#) Jackie Lazarus, [Catholic Charities](#) and Fred Michael [City of Los Angeles](#). Debra Bordeaux, [Buddhist Tzu Chi Free Clinic](#), Betty Agaki, [Union Church – Little Tokyo](#), Pastor JL Briggs, [Christian Light Missionary Baptist Church](#).

***----Jacqueline Russell, Interfaith Chair
Representing: [Faithful Central Bible Church](#)***

A DISASTER MYTH

UNIVERSAL DISASTER PLAN

**It won't happen here.
If it does happen here, it won't affect me.
If it does affect me, it won't be that bad.
If it is that bad,
I can't do anything about it anyway!**

Chapter 1

INTRODUCTION

Los Angeles County is subject to a variety of destructive emergencies, including, earthquakes, flood, landslides, wild fires, tornadoes, urban fires, hazardous materials, releases, terrorism, and civil unrest. Any of these emergencies can cause widespread human suffering, which requires the services of ENLA, other not-for-profit agencies including all places of worship.

Individuals and families within a community naturally turn to the place of worship in times of disaster, as it is one of the few stable social structures in a given neighborhood. It is also uniquely positioned to be in touch with the grass-roots issues and needs of a community.

Working together in disaster preparedness and response offers your worship center specific opportunities to increase your participation in the life of your community, uncover key community needs, and serve as an advocate between your community and private and public agencies. Since your place of worship is located in the neighborhood, you can reach people in their homes with counsel and information about where to obtain additional help during times of disaster.

In general, your place of worship's mission should encompass a multifaceted concern about the people in your community, especially during disasters. How effectively you are about to accomplish this mission will depend on the level of preparedness and planning effort you have put in place.

This manual has come about as a result of collaborative efforts of **The Interfaith Committee** of the Emergency Network of Los Angeles, (ENLA)¹, World Vision, Faithful Central Bible church, INFOLINE and other organizations.

In this document, we are dealing with organizing for disaster response *before* a disaster occurs. Therefore, we're assuming time for deliberation

and evaluation of a number of different options. If this is during a disaster and you help on organizing a rapid response, you will also want to read the article on *Rapid Mobilization* in the appendix.

¹

Unique Roles of Worship Centers in a Community Before a Disaster

You can use preparedness as a pragmatic means of approaching families who would otherwise find faith-based contact unwelcome. Consider the family and neighborhood preparedness exercises in this manual as your service, and an avenue to get acquainted with people in your neighborhood.

Many individuals lean on places of worship for spiritual comfort and emotional strength. Learning about disasters and how to assist individuals and families in coping with grief and loss is as important a task for the staff and attendees of your congregation as is learning how to protect physical and material goods.

Preparing your place of worship to respond to disasters in their homes and neighborhoods will, in addition, enhance their concept of outreach. Disaster preparedness and response activities increase the opportunities for your group to be truly involved in their communities. Active participation in a project with concrete and achievable goals can build confidence and relationships for other congregational workers in the community.

Roles of Worship Centers During Disasters

As you develop your mission or niche in disaster response remember that the best response you can have incorporates both word and deed.

¹ The mission of Emergency Network Los Angeles (ENLA) is to enhance preparedness coordinated response to disasters by facilitating linkage among Los Angeles County Community Based Organizations and with Government and Private Sector.

The Interfaith Committee is subset of ENLA with the objective of motivating and enhancing the disaster preparedness of faith based organizations.

ENLA-INTERFAITH

- Be sensitive to what you don't know. For example, you don't know why a disaster occurred or whether it was God's will. Easy answers or clichés can do more harm than good to a person who has just lost all their possessions and memories.
- Use wisdom, compassion, and sensitivity. Be open to God's leading as to the best response at any given time. Each situation will be different.
- Remember that helping to meet disaster survivors' physical and other needs usually make people more open to worshiping as a part of their lives.

Role of Worship Centers After Disasters

Just as preparedness activities help increase your knowledge of the community before a disaster, using that as a base for community mapping after the disaster puts you in touch with new needs and opportunities for involvement.

Use your disaster preparation experience to review how you can be more effective in your community. Review your disaster plan and reassess your mission in disaster response based on your new experience.

Often, a disaster will allow a community to address issues ignored or for which there were no resources. Use the disaster recovery period to push for change in long-term problems or issues. Contact community agencies to build your capacity in becoming a community based organization with skills to handle long-term issues such as jobs, homelessness, and economic development.

Paving the Road to Recovery

An underlying concept of this disaster manual is that a person's ability to move through the recovery phase of a disaster is directly related to his or her support network and emotional condition 30 seconds before the disaster occurs.

Because of this, “recovery” has broad implications for the local worship centers. Anything your group can do to improve the emotional, physical, mental, financial, and spiritual support systems of people in your congregation and neighborhood their capacity to respond before, during, and well after a disaster happens. But what will you do? And how will you do it?

Design Your Own Disaster Plan

These modules are not made to give you all the answers. Rather they are designed to give you clear-cut steps on how to find answers for yourself and your congregation. Since ENLA Interfaith Committee strongly believes in the concept of collaboration as an effective approach to carrying out disaster service, this manual is designed to help you find those answers through involvement with others.

These “others” start out by being the people in your place of worship and neighborhood. But they include, and in fact must include, other worship centers in your community. You will also be encouraged to work with public agencies (i.e. local and state government entities) and private agencies (i.e. your denomination, World Vision, the American Red Cross, the Salvation Army, your local food bank, etc.) in an effort to coordinate your activities effectively. In fact, it is only through this broad area of collaboration that you will truly be able to determine the needs within your community, thus it is the best way that you can respond when a disaster occurs.

Who Will Lead This Process?

The leadership model of worship center’s preparedness and response process varies with each worship center based on size, available resources, level of interest, likeliness of a future disaster, etc. The question is: who in your group will work through this process and make sure that your worship center and neighborhood is prepared for the next disaster? Regardless of whether an individual or team approach is chosen, sound decision-making to determine ownership is critical. Here are some considerations:

- Strong leadership and participation is crucial to the success of this program. However, he or she may request assistance from other key leaders who can work together to complete a disaster preparation and response plan.
- A “leadership team” of five to seven individuals, which reports to or includes the leader or other key members, is one approach. Many tasks that must be completed require varied skills that one individual may not possess. Also, if a disaster occurs to any one person is leading the preparation and response process, that person could be out of town, affected personally by the disaster, or otherwise unavailable. With a group leading the process it much more probable that at least some members of the team will be able to lead the worship center in their relief efforts.
- A cross-section of special populations within the congregation can also be fully represented in a team approach which would include youth, children, seniors, etc. Representative on the team can bring to light their specific needs and resources.
- An alternative approach is to have an individual either a staff or layperson with available and strong interest, own the process and solicit other individual’s key tasks. This “Disaster Coordinator” will initially need to devote several hours per week to work through this manual and coordinate disaster-related activities for your place of worship. The person will be responsible for managing the completion of the worksheets and coordinating preparedness and response training in conjunction with teams of other members and/or staff
- Whether or not you use an individual or team approach, or preferably, a combination of both, the critical element is that there is clear designated leadership and ownership for the disaster preparation and response process.
- The best approach in many cases is a combination of the above team and individual leadership models. In such example, the place of worship would designate a “Disaster Coordinator” who would be responsible for leading the process of working through this disaster manual. This Disaster Coordinator, however, would also be a member of the “leadership team” consisting of other individual who take on specific responsibilities in the preparation and response activities of your place of workshop. Develop a team roster to identify your members’ responsibilities and phone number to keep in close contact.

Leadership Team Roster				
NAME	TITLE	PAGER	HOME	CELL
	Disaster Response Coordinator			

How to Use This Disaster Training Manual

You will go through a three-step process in using this manual. These steps are not necessarily as distinct as laid out here and may actually be done concurrently.

Step 1: Review and Study

- Review the material in the disaster manual to become familiar with the basic concepts.
- Use the on-line Reference Library (*R6 Reference Library*) on any subjects(s), which you wish to pursue in greater detail.
- Become the “resident expert(s) on disasters for your place of worship.

Step 2: Work With Your Worship Center

- Go back through this material and work with your congregation to do the assignment in the worksheet assignment box in each module.
- Compile materials that go into your worksheets and form the basis of your disaster response plan.
- Identify three to six worship centers in pertinent areas related to disaster preparedness and response.

Step 3: Work with Others

- Encourage other places of worship in your Core Network to work with you in compiling their own worksheets.

- Begin to network with other places of worship and agencies as you put together contact lists. Find out who is doing what in your community in disaster preparedness and response.
- Build bridges of collaboration with other places of worship and develop plans for working together through shared resources and experiences in disaster training.

Where Do We Go From Here?

As you begin working through this disaster manual, keep in mind some underlying issues:

- Your goal to complete all the worksheets. No matter what the size of your worship center, the assignments in the worksheets will apply, albeit on different scales.
- Not every issue covered here is relevant for your worship center. This manual is meant to be comprehensive. If a particular section doesn't apply to your, that's fine. Go past it. *Don't dismiss the entire manual because one section doesn't seem relevant to you.*
- Compiling all your worksheets will necessitate working with other worship centers and agencies. Start thinking now about places of worship in your area with which you would like to work more closely.
- As you go out into the neighborhood to assist in household disaster preparation, you will have unique opportunities for outreach.
- Use the process of disaster preparedness to build bridges in your community on multiple levels. It is ENLA's hope that you will use the manual to its fullest potential in positioning your worship center as an active participant in meeting the needs of your community well beyond disasters.

Chapter 2

Disaster Basics

WHAT IS A DISASTER?

A disaster is an event such as a flood, tornado, earthquake, hurricane, fire, explosion, etc. that causes human suffering and creates survivors who need immediate assistance to meet their basic human needs.

Disasters have many different characteristics. They may be widespread or very localized. They may or may not cause significant loss of life. They can cause serious property damage or leave property largely unaffected. They can occur in seconds or extend for days or weeks. They can happen suddenly or with days of warning. They can attract enormous attention and assistance or be virtually ignored by any but those impacted.

There are no established categories to describe domestic disasters in the United States. Earthquakes are measured on a richter scale. While these measurements are helpful, they do not measure the impact on people and their actual need for assistance.

It is important to have some guidelines for “ranking” disaster occurrences, so effective responses can be mobilized at the appropriate level. Although the boundaries between one level and the next are not exact, this document proposes a ranking of four disaster categories – Routine Disasters, Minor Disasters, Major Disasters, and Catastrophic Disasters.

Each level requires a different magnitude of resources and response efforts to serve the needs of survivors. Our interest is to help identify how the faith community can best be organized to serve the needs of these survivors.

Each level describes the type of disaster with some specific examples and indicators, along with a summary of how individuals, places of worship, and faith-based organizations can most effectively assist survivors.

Routine Disasters

Routine disasters are anything but routine to the people impacted by them. They are routinely handled by local services such as the fire and police departments, paramedics, insurance adjusters, Red Cross, etc. Media coverage will only be local as well.

Examples:

- A house or apartment fire
- Windstorm damaging 20 homes and cutting power from 150 homes for 6 hours
- Small, localized hazardous material spill

Indicators:

Homes/housing	Few or none destroyed
Business & employment	Little or no impact
Deaths & injuries	Few or none
Infrastructure	Little or no impact
Costs	Tens of thousands of dollars
Response	All local, with no disaster declaration

Worship Centers Response:

The needs of the survivors will range from negligible to overwhelming. This may include temporary shelter, clean up, pastoral counseling, limited monetary assistance, transportation, childcare, etc. It is possible that on a spontaneous basis, local worship centers may step into the gap and help people with these needs. To have an organized, coordinated approach would be most effective.

Minor Disasters

Disasters that are fairly localized but demand the mobilization of resources from multiple agencies to attend to the needs of those impacted fall into this category. The response will require the activation of the local EOC (Emergency Operations Center). There will be a lot of local media coverage, with some limited national media coverage.

Examples:

- Flash flooding of 25 homes and businesses
- Tornado destroying 10 homes and damaging 50 others and interrupting power to 300 homes
- A train wreck carrying hazardous materials forcing evacuations

Indicators:

Homes/housing	Several damaged and even destroyed
Business & employment	Limited or no impact; occasionally substantial
Deaths & Injuries	Few or none usually; occasionally several
Infrastructure	Little or no impact
Costs	Hundreds of thousands of dollars
Response	Local or state emergency declaration likely; possible needs for assistance from state agencies

Worship Centers Response:

In this situation, some survivors will be overwhelmed either emotionally or materially by the disaster event, and need emotional support and material support beyond that provided by the government. It will be necessary to identify these needs and to connect them with the appropriate assistance. If local worship centers want to outreach effectively to these needs and see that none fall through the cracks of the disaster response, they must have a highly organized and coordinated response.

Major Disasters

Severe widespread events that impact large numbers of people are considered major disasters. At this level of disasters, local government, business, and voluntary agency capacities are overwhelmed. A presidential disaster declaration is almost certain. There will be extensive media coverage and widespread outpouring of assistance.

Examples:

- A category 3+ hurricane making landfall in a major population center
- An earthquake of 6 to 7 on the Richter scale in a major population center
- River flooding that displaces over 800 families

Indicators:

Homes/housing	Large numbers damaged and many destroyed
Business & employment	Significant numbers of business and employment lost
Deaths & injuries	Some, often many
Infrastructure	Some roads and bridges will be temporarily cut off or destroyed; power lines down, and even water supplies possibly contaminated
Costs	Millions of dollars
Response	Presidential disaster declaration; FEMA will set up an EOC with the state emergency office and deploy FEMA personnel; voluntary agencies will mobilize staff and volunteers from around the nation; local power companies will activate their mutual assistance agreements with neighboring power companies to help restore electricity; insurance companies will mobilize catastrophe teams, etc.

Worship Centers Response:

In a major disaster there will be many survivors whose lives will be forever altered. Their need for a wide range of practical assistance will be extensive and profound. Several disaster agencies will intervene having well-organized programs of disaster response. They will activate their programs and serve to the limits of their capacity. On the other hand, there are large numbers of worship centers that will want to respond but will not have a pre-established disaster response strategy.

Catastrophic Disasters

The United States has not seen a catastrophic disaster since the San Francisco earthquake in 1906 and the Galveston hurricane of 1900. These types of disasters have an overwhelming impact on large numbers of people and could significantly exceed the response capacities of emergency response systems.

Examples:

- A nuclear terrorist attack
- A category 4 hurricane with a high storm surge making landfall directly on New Orleans
- Mount Rainier collapsing into an enormous landslide to the northwest

Indicators:

Homes/housing	Thousands destroyed
Business & employment	Hundreds of businesses and thousands of jobs lost
Deaths & injuries	Thousands, perhaps tens of thousands
Infrastructure	Major destruction of roads, bridges, electric, gas, water and sewer systems severely impacted; health care systems overwhelmed; communication systems crippled
Costs	Billions of dollars
Response	Everything in the Major Disaster response system will be expended and there is a reasonable likelihood of a declaration of martial law

Worship Centers Response:

All that is true of the Major Disaster is also true of a Catastrophic Disaster, only at a whole different magnitude. An extremely high level of organization is required to have an effective impact.

WHAT CAN BE DONE ABOUT DISASTERS?

Disaster Planning Assumptions:

Emergencies do not reduce the capacities of individuals or social structures to cope.

They do present a degree of confusion and uncertainty on how to deal with new and unexpected problems.

Existing social structures provide the most effective way to address problems.

Disaster planning and response should be built around the capacity of existing social units to make rational and informed decisions.

Creating an artificial emergency-specific authority structure is neither possible nor effective.

Solving problems should be the focus rather than avoiding chaos.

Chaos is simply a part of the disaster context. An open system should be created in which premium is placed on flexibility and initiative among various units to solve problems.

Autonomy off decision making, rather than centralized authority, should be valued.

A disaster by its very nature is characterized by decentralized and pluralistic decision making.

Better-informed individuals and social structures will make better decisions.

Availability of information about disaster specific need, resources and activities of other social units will assist each group to be more effective.

BEFORE THE DISASTER:

There is a wide range of things that can be done before a disaster to mitigate its impact. The time to educate yourself and your group is before disasters happen. We do not take action about things we know nothing about. In addition, if our information is inaccurate, we are likely to make wrong decisions. So a basic but well thought through program of disaster prevention, mitigation and response can prevent suffering and even save lives.

Chapter 3

NETWORKING

Throughout this disaster manual you will be encouraged to network with other places of worship and agencies. Networking covers a broad range of contact—from calling an agency and determining the name of a contact person to full partnership and collaboration. Here are a few points to remember:

- Each situation and relationship will be different.
- In most cases, you are networking to improve *coordination* in the event of a disaster.
- You should focus on the work at hand and points of *commonality* rather than differences.
- Networking for one purpose (i.e., disasters) can lead to partnerships in other areas.
- It is extremely difficult to build relations *during* a disaster, so plan ahead.

Networking can be time consuming. Since you are dealing with many different people and perspectives, it can also be frustrating at times. However, the benefits of networking far outweigh what might be gained by operating in isolation.

HOW TO NETWORK

There are as many ways to network as there are types of networks. Although your situation may vary depending on existing networks, associations, or collaborations, the following “levels” of networking gives you some idea of how a worship center might develop various networks.

1. Meet with four to six places of worship in your immediate vicinity and encourage them to go through this disaster preparedness and response manual with you. One strong reason for developing this “team” is that in

a disaster, some worship centers will be less damaged than others and will be able to provide a work space for worship centers that might have sustained major damage. A common board can be developed to represent each group in your Core Network.

2. Expand your Core Network to include other places of worship or other Core Networks in your community or city. Ultimately (depending on the size of your community or city) you may involve 30 or more groups in a coordinated Core Network with a shared plan for disaster response. Such a network may already exist in the form of a ministerial alliance, interfaith group, or other ecumenical council. In communities where a substantial number of worship centers are all of one faith, the local association may serve this purpose. Interfaith networks, however, tend to cover a greater part of the community, which is essential in disaster response.
3. While you are either building or participating in some form of a Core Network, begin to identify other private relief agencies and public offices that are involved in disaster preparedness and response. You may choose to simply have one group out of your Core Network serve as the liaison with these agencies, or you may find that each group has its own contacts. In any case, you'll want to record the names of these contacts, conduct an informational interview with them to discover how you might work together, and make sure that they are aware of your participation in the Core Network. It is important to have an established relationship before a disaster occurs. You will also want to develop written agreements with the other agencies with which you will be working. When a disaster occurs, each participant will thus know what to expect from each other and who to contact.
4. Maintain all of these relationships and hold periodic meetings with each group so that you are aware of changes in roles, players, and activities. You will find that once you get plugged into a network, maintaining the relationships is fairly simple.

CHALLENGES OF NETWORKING

While the following, potentially trying, aspects of networking exist, caution and a clear focus on why you are working together (i.e., defined goals and roles) should make the multiple benefits of networking outweigh any possible challenges.

- *Hidden Agendas*—You will find that some places of worship or agencies want to be part of a network to promote their own agendas. These can include political, theological, social, or simply power-related issues. Building slowly, focusing on the disaster-related issues, and maintaining a diversified network (the “safety in numbers” approach) usually bring hidden agendas to the surface where they can be openly addressed. Also, if the focus stays on disaster response, other agendas will dissipate.
- *Becoming “Unequally Yoked”*—In a society, which emphasizes “inclusiveness” as one of our highest social values, you may be pressured to include in your network, groups which do not share the same values or goals. Since many communities form “interfaith” coalitions in times of disasters, you may find yourself working alongside worship centers you consider as cults or groups, which support values directly opposed to yours. There are no easy answers here. On the one hand, working with some “fringe” groups lends credibility to their causes, which you do not support. On the other hand, you are here to assist anyone affected by a disaster. Therefore, your focus is on points of commonality in disaster response. By building your Core Network on many levels with multiple partners before a disaster, you can work through these issues outside the pressured environment of an emergency situation.
- *Difficult/slow decision making*—Any collaboration will necessitate group decisions, which are usually slower than individual decisions. Studies have shown, however, that decisions made by consensus are almost always better decisions than those made individually. Be patient and value the process as much as the outcomes.
- *Territorialism*—Issues of who best represents a given neighborhood or social sector can arise. Small worship centers may feel overwhelmed by larger ones. Focusing on servant leadership in these situations is

critical. It has been said that the more you know of your own position or strength, the more you can give away. Thus the more prepared you are as a group, the more you will be able to support other groups in their own preparedness and roles. Even small worship centers can provide assistance to larger ones in key areas, which levels the relationships and avoids potential power struggles.

- *Interfacing with outside agencies*—During major disasters, a large number of national disaster response agencies will appear in your community with their own plans and experienced response activity. They may seem insensitive to your role or contribution. Establishing contact with local VOADs and other local public and private agencies before a disaster will help everyone understand how the unique contributions and niches can work together during a disaster.

KEY PLAYERS

Below are brief overviews of some of the key players:

Private Agencies

- *The American Red Cross*—The American Red Cross (www.redcross.org) is a private agency and operates under a special mandate from congress. Their focus is on the immediate response to a disaster. Worship centers are often the sites for American Red Cross shelters. Training for people interested in helping in disasters is available from most local chapters of the American Red Cross. Be aware that the American Red Cross operates on the basis of functions rather than that of individuals for contacts, so your contact before a disaster may be different than during a disaster. Find out ahead of time who to call and when.
- *The Salvation Army*—The Salvation Army (www.salvationarmyusa.org) is actually a Christian denomination that has taken on the ministry of caring for the needs of people in disasters for over 100 years. Many tend to see them only as a social service agency. They can be natural partners for the Core Network looking to take an active role in outreach to communities suffering from disasters. As with any agency, however, you'll need to build strong relations before a disaster since it may be difficult to fit into their established routine during a disaster.

- *Disaster Response Departments*—Many religious groups have a department responsible for assistance in time of disaster. Check with your group’s leadership to find out if such a branch exists and who to contact. Agencies such as Church World Service (www.cwserp.org) also works with a number of denominations and help form interfaith coalitions during disasters.
- *Community-Based Organizations (CBOs)*—Most CBOs are local nonprofit agencies focusing on responding to a specific community need. These include food banks, housing agencies, job centers, immigrant and refugee services, volunteer centers, etc. The County Office of Social Services (or similar office in your county) is a good place to get a list of CBOs in your locality. Many worship centers establish their own CBO, or function as one, in non-disaster related areas of service.
- *NVOAD and VOADs*—National Voluntary Organizations Active in Disasters (www.nvoad.org) is the coordinating body for national agencies involved in disaster response. A list of the members can be found at the NVOAD web-site (www.nvoad.org). In addition to the national coordinating and communication functions of NVOAD, most states also have state or local VOADs, which serve to coordinate all local disaster-, related agencies. It is very important to coordinate with your local VOAD if there is one in your area.
- *INFO LINE of Los Angeles* – A comprehensive 24-hour information and referral service for Los Angeles County (www.infoline-la.org). INFO LINE provides referrals to and information about human service agencies. INFO LINE acts as the communication link for ENLA, which coordinates and disseminates disaster-related information to community-based organizations, government agencies and the private sector.

Public Agencies

- *FEMA*—The Federal Emergency Management Agency (www.fema.gov) is the federal agency charged with the principal responsibility of bringing federal resources to the survivors of disasters, usually coordinated with other federal and state government assistance in the form of loans, grants, and coordination of other services.

- State and local Emergency Management Agencies*—Most states and counties have Offices of Emergency Services (also known as Emergency Management Offices, Emergency Management Agencies, etc.) on both the state and county level. Other local agencies you should contact include:

Police and Sheriff's Departments

Fire Department

Mental Health Services

Public and Private Hospitals

For other suggestions (*R1-Interview Support*)

Key External Telephone Numbers

(Where individuals are listed, they are people we work with in disaster planning. They may not be the individuals we relate to in an actual disaster.)

DPSS Emergency Management, Jim Wilson, Bob Miletich	562/908-8447
County of Los Angeles Emergency Management, Bob Garrot	323/980-2269
County of Los Angeles Emergency Management, Bill Butler	323/980-2258
County of Los Angeles Internal Services	213/267-2321
County of Los Angeles Public Works	626/458-7319
City of Los Angeles Emergency Preparedness Division, Anna Day	213/847-9992
City Police Department	
County Department of Mental Health, Barbara Cienfuegos	213/738-4919
American Red Cross, Los Angeles Chapter, Peggy Brutsche	213/739-6820
The Salvation Army, Disaster Services, Garvel Wike	213/896-9185
Emergency Network Los Angeles Office	213/896-9185
Los Angeles Regional Foodbank, Jeff Dronkers	323/234-3030
State OES, Southern Regional Office	562/795-2900

Business Community

The businesses within your community also have a vested interest in disaster preparedness and planning. A great deal of attention is now being given to business continuity planning. As many as 60% of small businesses that are impacted in a major disaster, never reopen. The impact on employment, services and the local economy can be severe. Not every business has a business resumption plan in the event of a disaster but many do. So do not forget your local Chamber of Commerce or major employers in your community when you are developing your network.

Working through this training program is one of the best ways you can assist in a disaster since you will be prepared and know how to respond. in

addition to coordinating disaster response in your community you can also become trained in volunteer management to assist in disaster services throughout the country.

Chapter 4

DISASTER PREPAREDNESS

Now that you:

- Understand the basics of disasters.
- Know why your group should be involved in disaster preparation and response.
- Have identified who you need to network and partner with outside of your group.

It is time to make use of this information and begin preparing your place of worship, the homes of your members and the surrounding neighborhoods.

If you have gone through the modules up to this point by yourself, now is also the time to bring together a leadership team to work through the nuts and bolts of preparation. This task is very large and requires several people who are strongly committed to the process if it is to succeed.

At this point it is also important to get your entire worship center involved. Everyone in the congregation needs to understand the importance of being prepared for a disaster. Not everyone will actively participate in the group process, but they can support the concept of a prepared worship center and community and do what is needed to prepare their individual households.

Outreach also becomes an extremely important component of the process. A worship center that does outreach and no planning will be able to respond to a disaster better than a worship center that has completed planning and has done no outreach. The creation of “Neighborhood Emergency Teams” is a very effective way to help neighborhoods be ready for disasters and strengthen the ties of your place of worship with the neighborhood. If a relationship has been built, no matter how basic, the neighborhood will be able to pull together and help each other in responding to a disaster.

WHAT CAN YOUR WORSHIP CENTER DO?

Perhaps you have discovered possible roles that your place of worship can play in disaster preparation and response. Working through Key Issues in Disaster Planning will help identify the current and potential needs of your community. By using the networking process, and matching community needs with the resources and interests of your place of worship you should reveal possible roles that your group can play in disaster preparation and response. At this juncture it is important to take an inventory of the different human and material resources that your worship center possesses.

- **Skills Inventory:** Conduct a skills inventory in your place of worship. Encourage all members to participate in this process. Some individuals may not wish to take part in the leadership team but may have a skill that would be very useful in time of disaster. Broad participation will provide your team with the information needed to most adequately prepare and plan for a disaster. You will notice that the inventory breaks out skills according to those already possessed and those in which the person would like to be trained. There is also a column to prioritize the skills by level of importance to the person filling out the inventory. The findings of this process will also be valuable in other areas of the worship center and will probably uncover many hidden talents.
- **Facilities and Equipment Inventory:** Another important inventory process to go through is evaluating your worship center and the equipment available to support your preparation and response efforts. Completing this exercise will further assist your group in defining its workable niche and again show the importance of working with other churches and organizations in the pooling of resources. In addition, it may show areas in which you wish to invest. You may want to have a joint inventory among your Core Network.
- **Neighborhood Emergency Support Teams (NEST):** An extremely effective program for your place of worship, even better a network of local worship centers, is to work with your local disaster management people to create “Neighborhood Emergency Support Teams”. This is a program designed to help families in a neighborhood to care for

themselves and each other right after a disaster when fire and emergency personnel are overwhelmed.

IS YOUR COMMUNITY PREPARED FOR A DISASTER?

More than likely your community is not ready for a disaster. However, there are probably more systems and services already in place than one would think. As discussed in the Networking module, it is essential to spend time in the community surveying what other organizations and worship centers are doing in terms of disaster preparedness and response planning. Gaps will be identified that your group can help satisfy.

Spending time in the community will also pave the way for new partnerships during both the preparation and response phases. By teaming with other groups, the entire range of community needs can be covered. Pooling of resources and ideas will also allow more to be done with less. Encouraging the formations of Neighborhood Emergency Teams is an example of low cost efforts that can provide a high value result. The Red Cross is always looking for places that can serve as shelters. If your place of worship chooses to become a shelter and some of your members took Red Cross shelter management training; you would be well prepared to fill a key role.

The American Red Cross and county or state Emergency Management Agencies are often looking for new ways to reach uninformed population groups. Hosting a training workshop or holding an emergency preparedness fair are good ways to educate your congregation as well as provide a non-threatening opportunity for your community to become familiar with your worship center.

PREPARING YOUR WORSHIP CENTER, HOME, AND NEIGHBORHOOD

There are three kinds of physical preparedness that can be a part of your place of worship's disaster preparation:

Preparing the Worship Center

It is possible that a disaster could strike while people are assembled. This is more likely with sudden onset disasters like earthquakes than disasters that can be forecasted. To minimize both property destruction and injuries, the following steps should be taken.

Physical Preparation

- Conduct a risk audit of your worship center in view of what the possible disasters are for your area. Your local fire department will probably be happy to help you with this process.
- Locate the main electric fuse box, water service main, and natural gas main. Post directions on how and when to turn these utilities off. Keep necessary tools near gas and water shut-off valves. Remember that these utilities should only be turned off if line damage is suspected or if the worship center is instructed to do so by authorities. If the gas is turned off, a professional will need to turn it back on.
- Prepare and maintain first aid supplies in a well-marked location within the worship center. In a major disaster it may be some time before overloaded emergency services can respond to calls.
- *Maintain an adequate emergency supply of water and food. Be sure to monitor expiration dates and replenish as needed.* Suggestion: Give water and food nearing expiration date to a local shelter.

Event Preparation

- Create an evacuation plan and **practice it**.
[Recommend a bi-annual congregational evacuation drill]
- Post fire escape and evacuation routes in the buildings.
- Identify meeting points so that people know where to go to find the other members of their families. The first concern of people in a disaster is for their immediate family. If people are able to quickly reassemble their families, much panic and confusion can be eliminated. Also, once people know that their families are safe, they will be able to render assistance to others.

- Assign post-event safety responsibilities to certain individuals such as turning off the utilities, listening to a battery-powered radio for instructions from officials, providing first aid, etc.

Preparing the homes of worship centers members:

The most likely place for people to be during a disaster is at home since it is where the largest percentage of their time is spent. If they are not at home, it is the first place people want to go following a disaster. Therefore, it is important that the homes of persons in your congregation are equipped for a disaster and that they know how to respond when one occurs.

A congregation-wide disaster preparedness program for the members' homes is recommended. This also can be incorporated into a program to implement Neighborhood Emergency Support Teams if this is a part of your plan. A week or two can be set aside for a special campaign of house-to-house preparedness. A special training session can be conducted at your place of worship on how to secure homes and administer first aid and CPR. Safety equipment, survival products, first aid kits, and emergency food and water can be made available through the worship center. This is a good opportunity to interface with other worship centers in your Core Network. You can plan activities such as a joint disaster fair in your neighborhood and solicit the participation of the local fire department, Red Cross, Salvation Army, etc. Designing a plan for a post-disaster care and check-up program is also encouraged.

This is also the time to identify the people in your congregation who are likely to be at risk during a disaster, such as disabled and handicapped individuals, the elderly, some single parents, etc. Make certain there is a plan in place to assist these people during a disaster and respond to their needs.

Preparing the homes within your worship center's neighborhood:

Now is the chance for outreach into the neighborhood surrounding your place of worship. Emergency Management professionals encourage families and neighborhoods to be prepared for 72 hours of self sufficiency immediately after a disaster. It takes emergency teams the first three days to deal with the most critical needs and to mobilize a large-scale disaster

response effort. Neighborhood Emergency Support Teams (see W08 doc) are the most effective way to address this issue.

A Neighborhood Emergency Support Team is created by a neighborhood of approximately 50 homes. Each home is encouraged to take three specific steps for disaster preparedness and the neighborhood is encouraged to form five disaster teams.

The three basic preparedness steps that the families are encouraged to take are:

- Create a family disaster plan.
- Create a three-day emergency supply of food and water.
- Do a household “hazard hunt” and take simple corrective steps.

Guiding materials on how to do each of the three steps are provided each family. When a family takes these steps, regardless of whether the neighborhood organizes, it will be a much safer home.

The five support teams each have three specific yet simple tasks to be prepared. They also have four special assignments once a disaster occurs. The five support teams are:

- First Aid Support Team
- Safety and Security Support Team
- Search & Rescue and Damage Assessment Support Team
- Shelter and Special Needs Support Team
- Communications Support Team

When these five support teams have been organized and are ready to serve their neighbors, the neighborhood becomes a much safer and supportive place to live.

It is also best to coordinate your neighborhood preparedness efforts with the other worship centers in your community. You may choose to agree upon boundaries of responsibility and each worship center will work to encourage Neighborhood Emergency Support Teams within a specific boundary. If the worship centers in your Core Network are located close or adjacent to each other, you may want to simply coordinate which group will take the lead forming the Team in each neighborhood. Working together

with your Core Network will also strengthen your group for rapid action in the event of a disaster occurring.

Early in the planning for this organizing effort, you should get in contact with the person responsible for emergency management in your community. By law every community must have a Comprehensive Emergency Management Plan. If worship centers offer to help in this manner it is probable that you will have the support and thanks of local government.

IDEAS INVOLVING THE CHILDREN OF YOUR PLACE OF WORSHIP:

- Prepare curriculum to teach children the basics of disasters and what they can do to prepare for them.
- Invite a firefighter, nurse, or other emergency worker to make a presentation to the children.
- Help the children paint signs to post around the worship center with disaster-related subjects.
- Work with the children to make a Disaster Supplies Kit for their groups' room.

IDEAS FOR INVOLVING THE YOUTH OF YOUR WORSHIP CENTER:

- Conduct joint preparedness activities with the youth groups of other worship centers in your Core Network.
- Have youth groups interface with older groups for door-to-door assessments of home preparedness.
- Mobilize the youth group to prepare Disaster Supplies Kits that can be sold to members and the community. Arrangements can be made with a survival products company to provide the specialized equipment and products. The kit can have a one-year life span, which includes replenishing it with new water and food. This activity can also be a fundraiser for the youth.

- Have smaller groups of youth “adopt” blocks and be responsible for providing disaster preparedness information, as well as reporting on their block after a disaster.

IDEAS FOR INVOLVING THE MIDDLE OR SENIOR ADULTS OF YOUR WORSHIP CENTER:

- Provide this group with the information they need to network in the community with other places of worship, public agencies, and private disaster-related agencies.
- Ask the middle or senior adult group to prepare Disaster Supplies Kits as mentioned previously in the youth section. They may possibly partner with the youth group to accomplish the project.
- Encourage interested adults to make the first door-to-door visits in the worship center’s neighborhood to complete initial assessments. This group may be the most sensitive to the needs of the people in the community and have more flexibility and creativity in meeting them.
- Request that this group coordinate a phone follow-up system to monitor preparedness of homes that can also be activated in time of disaster.
- As with the youth, groups of adults can “adopt” blocks for disaster preparedness and response. The maturity of adults may be needed in post-disaster assessments.

GIFTS-IN-KIND AND YOUR WORSHIP CENTER

As an option for both preparation and response, in many situations you can use your worship center as a distribution site for Gifts-In-Kind/Donated Goods for your community. Often agencies such as World Vision and Feed the Children will provide donated goods such as personal care items, food, and cleaning supplies during a disaster. Usually these are sent to large warehousing facilities. However, local distribution sites within the disaster zone are needed for end-use distribution. Your group may be able to serve in this function. See *(R4-Distribution of Gifts-In-Kind)*

During a disaster, you may find many local merchants interested in helping out. They may provide donations or reduced cost items that can be helpful in your disaster response.

In addition, you can work to procure your own goods as a preparedness activity, though you may find that merchants will be less likely to give away goods in non-crisis situations. Items you may want to have on hand include:

- Disaster kit supplies (water, food, flashlights, batteries, small radios, etc.)
- Location information for shelter items such as cots, blankets, etc. You may not need to keep them on hand as long as you know where to get them in a disaster.
- Cleaning supplies (brooms, squeegees, buckets, gloves, detergent, etc.).
- Communications tools (cellular phones, walkie-talkies, CB radios, etc.).
- Any items specifically related to the mission you choose.
- (R8-Crisis Kits) might be prepared and stored ahead of time so that you can have a ready supply of helpful supplies at a moments notice.

Chapter 5

OPERATIONS/COMMUNICATIONS CENTER

In an emergency, the more quickly you establish an operations/communications center, the more quickly it is possible to mobilize a response. An operations center will be at the heart of an effective disaster response. If the site of this center has been preplanned and equipped, it can be on line rapidly. If not, the following will serve as guidelines in establishing one.

In the disaster response work plan (W13-Response Work plan) are a series of questions, which will cover the activation of a command post as part of your facility's strategy.

THE ROOM

Your operations center should be in one large room. If it is in a worship center, it should probably be the largest classroom in the education facility. Even though it can get very noisy and congested, it is best to have most of the activity taking place in a single room. In a large disaster, situations change quickly and it is very difficult to keep everyone informed regarding new developments. This takes place more naturally if all the critical action and decisions are made in one place.

It is best, if possible, to have independent access from the parking lot to the operations center without going through the worship center's lobby. Traffic will be intense and this will help minimize the disruption of the normal activities of the worship center. Ideally, the room should be dedicated to disaster response throughout the time of the response. If the operations center needs to be closed down and rearranged every weekend, it is very disruptive to the work of the disaster response.

ROOM LAYOUT

You should organize the room by functional activities. Volunteer coordination, emergency operations, resource procurement, administration, communications, and any other functional group should be in one part of the room. If the room is outgrown, one or more of these functional groups can be moved to an adjacent room. When possible, a large round table can be in the room to provide a place for quick meetings.

COMMUNICATION MECHANISMS

Remove impediment to communications as soon as possible. It is important that people understand that communication is always difficult in a disaster, and they should not get too upset if important communications fail to reach them.

Phone jacks should be installed before any disaster occurs. In anything but a small localized disaster, you will probably need a minimum of four lines and six instruments. In a larger and longer-term disaster more lines will be necessary. These lines should not come through the regular switchboard. The number of calls will likely overwhelm the receptionist. A special number for the disaster response program should be publicized.

Mailboxes should be set up for people that will be in and out of the center.

Your message center should be established on one bulletin board so that people can quickly see if they have messages or if there are general announcements they missed. An in/out board that includes where the person has gone, when they are likely to return, and what phone number they can be reached at will also be helpful.

Blackboard and bulletin board space is very important. Bring all the available ones to the operations center. As much information as possible should always be posted in plain sight (e.g., volunteer needs, material needs, status reports, messages, meeting times, work assignments, important phone numbers, etc.). If you do not already have a well detailed map of the disaster area, get one. Place it in a prominent place in the room. Mark the disaster area. *Post-it* notes can be stuck on it to identify needs and/or current activity.

ORGANIZATION

You will need to organize the work in the command center based on the nature and size of the disaster. The following functional areas will probably need to be attended to and staffed.

Management—If the disaster is large, you should identify a Disaster Response Coordinator or Manager that can give his or her full time for several weeks to the disaster response. A few other key roles should be given to staff or volunteers that can give at least 30 hours a week for 3 weeks to the disaster response. It is good to give them a dedicated space to work from if possible.

Administration—The administrative coordinator will be responsible for the hour-to-hour functioning of the command center. Tasks such as answering

phones, dispensing petty cash for expenses, maintaining records, etc., will be his or her responsibility.

Volunteers—A volunteer coordinator will be responsible for the recruitment, scheduling, and assigning of volunteers to situations needing assistance. He or she is also responsible for maintaining a file of volunteers and identifying persons with particularly needed skills and experience. (*Chapter 7*)

Procurement—A procurement coordinator will be responsible to procure material resources necessary for the disaster response. He or she may be responsible to purchase or rent some materials and equipment, but it is preferable to get these materials donated or loaned. During a disaster many people want to help. They are happy to donate their resources if someone approaches them that can put them to effective use. A large part of the procurement coordinator's work will be to solicit specific appropriate donations. Therefore, this function needs adequate phone access.

Logistics—A logistics coordinator will be responsible to receive, store, dispatch, and track material resources that have been provided for the victims of the disaster. Usually there is a substantial amount of Gifts-In-Kind (GIK) sent to a disaster zone. Sometimes a large warehouse is needed for those donated goods. It is likely that this will take place somewhere other than in the operations center. In this case, good communications between the operations center and the logistics base are essential. (*R4-Distribution of Gifts-In-Kind*)

Field Survey—During an emergency one of the most difficult things to maintain is good information regarding the evolving situation in the disaster site. It is very desirable to have someone appointed to be present in the disaster area over an extended period, which keeps the operations center posted regarding the changing situation and needs.

Inter-Agency Communications—A communications coordinator will be responsible to maintain communications with the government agencies, the news media, other non-governmental agencies active in the disaster, and other places of worship. It is easy for misunderstandings to develop in the highly charged and fast moving environment of a disaster. Usually there is a weekly meeting of the agencies active in the disaster. Find out when and where it meets and be there. The communications coordination function is a very important one.

Leadership Team Roster

NAME	TITLE	Pager	HOME	CELL
	Disaster Response Coordinator			
	Administrative Coordinator			
	Resource Coordinator			
	Logistics Coordinator			
	Communications Coordinator			
	Volunteer Coordinator			

One person or a fairly large group may attend each of the above coordination functions, depending on the magnitude of the disaster. The person responsible for each of these areas should be experienced, capable, and available for an extended period of time. Other areas that may need the attention of someone assigned exclusively to them include counseling, security, and military relations.

BREAK ROOM

Food for the volunteers in the operations center will be an issue. Setting up a separate break room is the best way to handle this. If the center's kitchen is near the operations, it is an obvious choice.

The least desirable is having the food and drinks stored in the room used as the operations center.

Chapter 6

WORKING WITH VOLUNTEERS

Volunteers are the vital lifeblood of disaster assistance. Effective response is nearly impossible without them. The lack of an effective system to channel volunteer efforts can frustrate the efforts of even the best volunteers. This module will guide you in building an effective volunteer response system that can quickly tap into volunteer resources when disaster strikes.

Disaster situations can draw large numbers of volunteers ranging from those with no disaster-specific skills and experienced individuals who are willing to work for just a short time, to very experienced people with important skills and a long-term commitment to the disaster recovery. The challenge in managing these volunteers is to help turn these offers of help into practical, targeted, and meaningful assistance.

A key point to remember is that most individuals involved with your disaster plan will be volunteers. The only exception is that of paid staff. In the group of volunteers working through this process, there will be many different types of volunteers, e.g., the disaster coordinator (unless it is a paid staff person), neighborhood captain, members assisting with the process, etc. With so many different volunteer roles, it is important to develop a unified understanding of each other and to realize that volunteers are all working to make homes, worship centers, and communities more equipped to respond to potential disasters.

THE VOLUNTEER COORDINATOR

You will need someone to manage your volunteer activities during disaster preparation and response. The ideal qualifications for the volunteer coordinator are:

1. He or she has volunteer coordination experience and interest. Since this is such a key role in the disaster response it is not the best place for well intentions.

2. He or she can arrange for a full-time commitment as volunteer coordinator for at least three weeks and can work long hours. This helps guarantee continuity and institutional memory in the relief effort.
3. He or she enjoys working with people and has leadership ability.
4. He or she is capable of working well in a very high-stress environment, can function in a very ambiguous situation, and exhibits genuine patience.
5. It is best if the volunteer coordinator is a person who is known to the leaders of the Core Network and to other volunteer agencies. This will facilitate the rapid decisions and actions that must be taken during an emergency.

The responsibilities of the volunteer coordinator are:

1. **Recruit volunteers.** Volunteers will be needed to meet the needs of survivors in a disaster. Recruitment will be through various channels. They will include:
 - A. Your worship center.
 - B. Your neighborhood.
 - C. Other worship centers in the disaster network.
 - D. Partner agencies.
 - E. Local media.
2. **Orient and train volunteers.** Depending on the nature of the disaster, this may fall to team leaders or others in the response effort. Sometimes the number of volunteers and the urgency of the moment permits little or no training time. In this case the volunteer coordinator must use his or her best judgment on how to handle the situation.

Disaster training of volunteers in your place of worship before a disaster occurs is a very positive step and helps avoid having untrained volunteers in the middle of crisis situations.

3. **Assign volunteers to work teams.** Volunteers should be assigned based on the requests of the team leader and the capabilities and interests of the volunteer. Here the volunteer coordinator will have to

work closely with the disaster coordinator and neighborhood captains to make certain where, when, and how many volunteers are needed.

4. **Maintain records on volunteers.** Make certain you have forms ready, or at least masters ready to copy. The following information is the heart of your record bank:
 - A. Roster of volunteers, with address, phone number, and who to contact in an emergency.
 - B. Skills and experience catalog.
 - C. Volunteer agreement form and liability waiver for each volunteer.
 - D. Volunteer assignment lists, with dates and conditions of assignment, work to be performed, and supervision provided.

THE CARE AND FEEDING OF VOLUNTEERS

Dispatch rapidly—The reason that people volunteer in a disaster is that they want to help. If they must wait around for an extended period before being dispatched to their task they quickly become unhappy and disenchanting. Therefore, it is important for you to develop expeditious plans to help people quickly come to task.

Attempt to have a fall back plan to handle excessive volunteers (e.g., sandbagging, where numerous volunteers can be used with minimal training and supervision). Occasionally this will happen. Keep in touch with other agencies to make certain that they have all the volunteers they can use. If there is a task of sorting donated food or clothing, or some similar high labor, low-training task you can have people do while they await reassignment will help.

Health care—In a disaster where the soil has been disturbed (floods, earthquakes, tornadoes, etc.), it is important that people have a tetanus shot before going into areas of risk. Often these can be provided at the command center or some other volunteer mobilization point.

You should encourage volunteers to take breaks. Often the urgency of the task may cause people to push themselves beyond what is healthy. Food and drink should be made available. Usually the Red Cross and the Salvation Army are active in providing meals to volunteers in disaster sites.

You should work with these agencies to attend to this need and offer to share volunteers for this task if they are needed.

Make certain that you have identified exactly where to take a volunteer who suffers any injury. The neighborhood captain, or whoever is responsible for the volunteers in the field, should be instructed regarding the closest emergency room. If doctors or nurses can be a part of the response effort, it should be clear how they can be reached quickly.

Team organization and flexibility—Encourage volunteers to join in teams of three to five people, either self-managed or led by a team leader. If they can work together in a team, the management task of the neighborhood captains, or supervisors, will be facilitated and the response more effective. However, people should understand that it is possible that they will be asked to break up the team if the situation demands.

It is helpful if volunteers have something to identify them as a group or team. A hat, tee shirt, or even a badge can help in this regard. Again, the caution is that people need to be willing to do whatever is necessary to help the survivors. If it means breaking up their team to help other teams, then they should be willing to do so.

Help volunteers understand that in an emergency it is not always possible to put people to work where they believe they can make the greatest contribution. A plumber or carpenter may be needed to carry out soaked furniture. Assure them that you will try to place them where their gifts will be best utilized; however, they need to understand the situation may not permit them to work in the area they want when they desire to do so.

DO NOT PERMIT UNTRAINED VOLUNTEERS TO CONDUCT SEARCH AND RESCUE OPERATIONS IN DAMAGED BUILDINGS. THEY MAY UNNECESSARILY PUT THEMSELVES AT RISK AND MAY INJURE VICTIMS EVEN FURTHER BECAUSE OF THEIR LACK OF TRAINING.

WHEN IT ISN'T WORKING

Remember that the reason you are involved in a disaster response is to help people who survived the disaster. It is possible that some volunteers are making it more difficult for the survivors instead of helping them. ***There may be occasions when a volunteer or group of volunteers are not working out. You need to be prepared to ask them to leave the site of***

the disaster. You will want to do this as tactfully as possible, remembering that the volunteers deserve to be treated with dignity.

KEEP THEM COMING BACK

Your experienced and trained volunteers are your most helpful. They can also be effective recruiters and trainers of additional volunteers. Your effort will be most effective if you can keep them coming back to help. This is best accomplished by providing them with meaningful work and effective supervision. People are most motivated if you match skills and interest with tasks. Answer questions as you can and be lavish in your expression of appreciation.

CONCLUSION

Your worship center is an ideal for disaster response in your neighborhood because of the existing communications systems in place, its neighborhood identity, and its physical plant. Take advantage of your identity within the neighborhood to recruit volunteers locally who aren't members. Be open and welcoming to volunteers and other aid groups. Make it easy for your team to be identified and to be joined.

Chapter 7

FIELD ASSESSMENT AND ORGANIZATION

In the aftermath of a disaster, families are traumatized by the events and often need assistance not only in cleaning up their homes, but in having someone with them whom they can talk. Someone needs to listen to them and support them and help link them with help. One of the key elements that separates just good intentions from effective help, is accurate and current information from the community.

Field Survey and Assessment

For you to provide targeted and timely assistance, it is critical for you to understand specifically your community's needs. Therefore, it is critical that as quickly as possible after the onset of a disaster, field survey people are assigned to this task. This is a task for long-term volunteers who can give at least 30 hours a week or more to the effort.

Neighborhood assessment is not a one-time task. Often people do not move back into their home for days or weeks after a disaster. They may be temporary staying near by or maybe far away. With survivors coming in and out at irregular times, even making initial contact can present a challenge. You will need to assign a field assessment person or neighborhood liaison person needs to visit the community several hours a day.

Your needs for volunteers will change often. There will be times when you will need large numbers of volunteers in one day; times when only a handful of volunteers will be needed. Finding this information and providing it to the coordinating office is the task of the "Neighborhood Liaison".

Community Organization

Each person serving as a "Neighborhood Liaison" should have defined area of responsibility. The boundaries of this area needs to be drawn according to the practical realities of the situation.

- One person cannot handle many more than 100 homes. Sometimes if the area is spread out and sparsely populated this is too many. Also there may be situations where it can be exceeded because of easy access and proximity.

- Work with the city and county officials to know how they are organizing their recovery efforts. Also it is important to know exactly when it is safe to enter and what is the building inspection program.
- Go door-to-door each day until contact is made with every family. Try to find out where they are staying and how to contact them in the future. Then try to stop by just to greet them and keep up with their recovery efforts as frequently as possible.
- Set up a simple and reliable process for families in the neighborhood to contact the “Neighborhood Liaison”, as they need.

Collaborations

There will be many other disaster-related activities going on in the neighborhood. You will want to work with them in the most collaborative way possible.

- Government officials from local, state and federal emergency management agencies will come from time to time. An exchange of information will help everyone. They will have information that will help the neighborhood and you will have information that will help their efforts.
- Local officials such as building inspectors, trash removal, road repair, public safety, etc., will be continuously in and out. You can be an important link in making sure the neighborhood is aware of public policy decisions and that the public officials are informed of issues from the neighborhood.
- Other helping agencies will come to the community from time to time. The Red Cross, the Salvation Army and others have very specific services that they provide. Be sure that you understand what they are and help make certain that all the neighborhood families avail themselves of all services that apply to them.
- Collaborate with other volunteer efforts that develop in the neighborhood. Help them to be as targeted and productive as possible.

If other groups appear and start to work on a project you have planned, bring grace to the conversation. The last thing disaster survivor's need is a turf war between volunteer groups. Remember why you are there.

Provide Systematic Information

The overwhelming need of your members will consume a lot of emotional and physical energy. Remember that the wider partnership is depending on the "Neighborhood Liaison" for guidance on how to best assign volunteer resources.

- You should have addresses, maps and phone numbers available and up-to-date.
- You should keep records of what has been learned so it can be passed on to others when the original "Neighborhood Liaison" is reassigned or unavailable.
- You should establish a permanent staging area for volunteers that come into the neighborhood, if practical. From there, the Neighborhood Liaison can take them to the home that is expecting them and make introductions.
- You should know how many work teams can be used, particularly for the coming weekend.
- You should keep your eyes open for places to use those volunteers and volunteer teams that show up unannounced and unplanned.
- You should identify as soon as possible those families that are likely to have long term recovery problems. They will likely be the best places to plan long term help from building repair teams that will mobilize later in the recovery process.

Other Things to Know and Remember

- You should maintain confidentiality. As a Neighborhood Liaison gets to know and gain the trust of people he/she will learn a lot of information. Only that which is critical to the helping process should be passed on and then only with consent.

- You should know what assistance resources are available. If people in the neighborhood have not applied to FEMA or the Red Cross, encourage them to do so. Encourage them to take advantage of donated resources that people have given with the intention of helping.
- You should be an advocate. Occasionally a community may be overlooked or not receive its fair share of attention or resources. Go to bat for the community when appropriate.

Chapter 8

KEEPING YOUR PLACE OF WORSHIP ALERT AND READY

Maintaining interest and readiness in your congregation and with your Core Network is the last hurdle in this disaster preparedness training process. It's not easy to stay prepared for something that you hope and pray never happens! However, just as the disaster preparedness exercises themselves can strengthen your congregation, maintaining your state of preparedness can also enrich your worship life. Thus, the ideas and strategies offered in this section are designed to support the ongoing life and goals of your congregation. They will reinforce your relationships and networking efforts with neighbors, community leaders, business leaders, agencies, special needs populations, and other worship centers.

New Members

Design a "New Members" disaster preparedness plan including:

- Family preparedness orientation and checklist
- Orientation to nearby worship centers' evacuation plans
- Inclusion of volunteers on your worship center's roster
- Assignment to a specific team included in your disaster plan
- Orientation and history of disaster preparedness efforts within your worship center.
- Orientation for natural hazards found within your community.

Communications

- Include disaster tips in worship center's publications (newsletters, Sunday bulletin, publications of specific groups within your worship center, etc.).
- Once each month, in your place of worship's bulletin or elsewhere, suggest that each family in your congregation take a specific step in developing or maintaining disaster preparedness. (*R2- Preparedness Calendar*)

- Choose one or two of your high school or college students (on a rotating basis) to create and maintain a bulletin board with newspaper articles and information highlighting current disasters around the world. This information can be used for:
 1. Prayer requests!
 2. Informed decision making on appropriate long-distance response.
 3. Analysis of disaster response issues.

Networking and Relationship Building

- You should provide a safe place to wrestle with the spiritual questions that arise around disasters and human suffering for members and your community.
- You should organize a joint group picnic or other social gathering with your Core Network on a regular basis to build relationships between your members.
- You should invite a speaker or show a film highlighting disaster preparedness issues.
- You should organize block parties once or twice a year to focus on disaster readiness, orient new families into your group, and build relationships between neighbors.
- You should convene neighborhood clergy to compose a series of sermons on disaster preparedness and response. Share and publish the results and share one another's pulpits.
- You should celebrate all your accomplishments!
- You should host a one-year anniversary of achieving your goals (i.e., every family prepared, every home in the neighborhood linked, etc.).
- You should continue to build, motivate, and train other worship centers.
- You should host a lunch with community leaders to discuss the status of your community readiness and communication links.

Special Populations

- Use the information and increased awareness of your special needs population to enhance your daily outreach and ministry with them, enabling you to use their gifts wisely, and ensure their inclusion in all center's activities.
- Have the Adult or Youth Programs write and present dramas at the morning worship service using disaster preparedness and response as the theme.

RESPONDING FROM OUTSIDE THE DISASTER AREA

Beyond the possible response activities listed previously, you can also provide assistance to a disaster, which has not directly affected your place of worship or even your community. Giving money through your denomination or one of the private relief agencies is often the most effective means.

Sending volunteers to the disaster area to assist other worship centers or relief agencies is also a valuable contribution. If you do send volunteers call ahead and find out the special skills that are most needed so that your team can be effectively utilized. Equip your volunteer group with needed spending money, tools, and materials, and call ahead to arrange sleeping accommodations. Sometimes there are no accommodations available, and your group may need to establish a tent city. A volunteer team that is self-sufficient and skilled is a very valuable commodity in time of disaster, but again, be aware of the needs for volunteers and make sure you have local contacts.

You can also prepare and send new donated goods. Any donated goods, which you send, should be sorted and assembled into family kits. This insures that the goods are those that are requested and are packaged in a useable form, which saves time and labor in the disaster zone. In the disaster area everything is chaotic, so do everything you can prior to sending the goods to diminish the demands such as sorting and packaging. In addition, remember these points: There are distinct costs to sending donated goods

(transportation, warehousing, sorting, etc.). Do not assume because you're provided the goods for free, that they are.

ENLA INTERFAITH DISASTER TRAINING TOOL KIT

Worksheet #1

INTERVIEW SUPPORT SHEET

DISASTER RESPONSE ACTIVITIES

- Temporary shelter to survivors.
- Meals for victims and/or disaster volunteers.
- Distribute food and/or other material assistance.
- Staging, training and dispatching volunteers.
- Clean up.
- Repair and rebuilding.
- Day care.
- Special needs of the elderly and handicapped.
- Transportation to victims and their families.
- Advocacy services.
- Pastoral care.
- Financial assistance.
- Information gathering and distributing center.
- Volunteer center.
- Emergency first aid.
- Temporary storage of household goods.
- Search and rescue teams.

EXAMPLES OF VOLUNTARY AGENCIES (NVOAD MEMBERS)

Adventist Community Services
 American Red Cross
 Catholic Charities
 Christian Disaster Response
 Christian Reformed World Relief Committee
 Church of the Brethren (Disaster Relief)
 Church World Service
 The Episcopal Church (Disaster Relief)
 Friends Disaster Service
 Inter-Lutheran Disaster Response
 Mennonite Disaster Service
 National Organization for Victim Assistance
 Nazarene Disaster Response
 The Phoenix Society
 Presbyterian Church (Disaster Relief)
 The Salvation Army
 Second Harvest
 Society of St. Vincent de Paul
 Southern Baptist Convention (Disaster Relief)
 United Methodist Church Committee on Relief
 Volunteers of America
 World Vision

EXAMPLES OF GOVERNMENT OFFICES AND AGENCIES

Federal Emergency Management Agency
 ► Disaster Housing Assistance
 ► Individual and Family Grant Program
 ► Disaster Unemployment Assistance
 ► Crisis Counseling
 Local Emergency Management Agency
 State Emergency Management Agency
 Office of Emergency Services
 U.S. Small Business Administration
 ► Home/Personal Property Disaster Loans
 ► Business Disaster Loans
 Internal Revenue Service
 ► Tax Assistance

Department of Agriculture and Forestry
 ► Farm Assistance
 Insurance Commissioner
 ► Insurance Information
 Attorney General's Office
 ► Legal Assistance
 Social Security Administration
 ► Social Security Benefits
 Department of Veterans' Affairs
 ► Veterans Benefits
 Governor's Office of Consumer Affairs
 ► Consumer Services
 Governor's Commission of Elderly Affairs
 ► Aging Services

WORKSHEET 2

DISASTER PREPAREDNESS CALENDAR

January

Family Meeting and Communication Plan—Develop or review the family plan of where the family will meet and with whom they will communicate in the event of a disaster.

February

Family Medical Plan—Prepare or update a first aid kit and an emergency supply of prescription drugs that the family may need in a disaster.

March

Family Food and Water Plan—Prepare and/or refresh an emergency supply of water and food for a minimum of three days; up to two weeks is preferred.

April

Emergency Lighting—Make certain that there are flashlights in all bedrooms and that there is a spare battery supply.

May

Family Practice Drill—Conduct a fire drill in your home and if you are in earthquake country, a “Duck, Cover, and Hold Drill.”

June

Reducing Home Hazards—Conduct a home hazard audit. Remove any fire risks and, in earthquake prone areas, secure water heater and other heavy appliances and furniture.

July

Emergency Document Storage—Make copies of important documents and store them away from home.

August

On the Road—Prepare an emergency kit for your car and office.

September

Freshen Water and Food—Review the shelf life expiration dates of emergency food and water and replace anything that will expire in the next six months.

October

Take Fire Precautions—Check or install smoke detectors and make certain that fire extinguishers are in place and in good condition. Learn to use a fire extinguisher if you have not done so.

November

Tools for Survival—Check that you have lightweight search and rescue tools like a crow bar, shovel, leather work gloves, and a hammer.

December

Gifts of Life—Why not give an emergency survival gift to everyone on your Christmas gift list?

Worksheet 3

RAPID MOBILIZATION

Your community has experienced a disaster. The people in your place of worship want to help the people that have survived it. What can you do to mobilize quickly to provide the most help?

- **CREATE COLLABORATIVES**

Do what you can to draw as many worship centers together in a collaborative effort as you can. The more you can work together the more you can use each other's strengths, resources and information. This will help to minimize duplication maximize impact. However, do keep in mind that the collaborative cooperation is the means, not the end. If you find that too much time and effort is being spent trying to keep large numbers of worship centers together, settle for smaller groups. (*see NETWORKING*)

Seek to coordinate your activities with other agencies responding to the disaster. In most disasters of a significant size the state VOAD (Voluntary Organizations Active in Disasters) meets weekly to exchange information. Find out when and where this is and have someone represent the group regularly. (Go to www.nvoad.org and find the roster of state VOADs and contact the person listed for your state.) Your participation is welcome and desired.

- **ORGANIZE VOLUNTEERS IN TEAMS**

In your efforts to recruit volunteers, ask them to organize themselves in teams of about five people each. These teams should be fairly diverse. It is helpful to have men and women as well as the young and old on each team. That way it is most likely to have the diversity of skills that will help them be most effective.

Each team should have a team leader. He or she will be the person that deals with the leadership of the response effort and the head of the survivor household. It is much easier to put 10 teams of 5 people each to work helping survivors than 50 randomly assembled people. But even though they come in teams, people also need to be prepared to be split up or merged with other teams. Flexibility is important to good work. (*see VOLUNTEERS*)

- **SYSTEMATICALLY GATHER INFORMATION FROM THE FIELD**

Before a team is dispatched to a home to help a disaster survivor it is important that the head of that household is expecting them. Linking the good intentions of volunteers with the needs of people that are prepared to receive that assistance is a major part of the job. Because people are not likely to be at their homes much of the time during the week, it will be necessary that someone visit the neighborhood several times a day for several days of the week to make contact with the survivors and make arrangements to help.

The flip side of this is that you also do not want to promise help and then not provide any. So the communications burden between the needs and the resources is very great and needs to be understood as critical to a successful effort to help.

- **CREATE AN OPERATIONS CENTER**

You will need a place from which you will coordinate your effort. Likely one of the participating centers can offer a room. This should have at least four telephone lines installed as quickly as possible. You will also need to identify the volunteer or staff leaders that will be in charge of this facility. (*see Chapter 6*)

- **SET UP A PROCESS FOR HANDLING MONEY**

Probably you will soon be receiving money for your disaster response effort. You will need a way to account for how it is handled. A practical solution is to choose one of the participating worship centers or a local organization that has the accounting and receipting capacity to handle the funds capably to serve as treasurer. This organization's 501(c)3 registration can cover the tax implications and they also should provide regular accounting to the larger group so that no rumors about mishandling of funds get started.

- **PREPARE YOUR TEAMS**

Stage your teams somewhere outside the disaster zone if possible. World Vision has a training video for flood clean up. Show this video to clean up crews. Advise them as to safety concerns and make certain that they have had a tetanus booster shot within the last 5 years. If possible, the whole team should go into the disaster site in one vehicle to avoid complicating the already congested situation.

People should be dressed appropriately with sturdy shoes; hats in hot weather and work gloves as needed. Each team should have a reasonable supply of tools and equipment to match the job. Make certain that there will be a supply of drinking water, food for the team and toilet facilities. Advise people that this may be a very emotional experience for some, perhaps even overwhelming.

- **GATHERING AND/OR DISTRIBUTION DONATED GOODS**

If your place of worship is close to the impacted area, you may choose to set up a distribution site for the goods that have been donated by individuals and companies for the survivors. You will need adequate space and volunteer staff to do this well. (*see Chapter 5 Distribution of Gifts-In-Kind*)

Be very careful about setting up a collection site for donations. Unfortunately many individuals give old and useless stuff that just requires work to take to the landfill. **NEVER, NEVER, NEVER** solicit used clothing. In disasters there is usually about 20 to 100 times as much used

clothing given as can be used. This will overwhelm your effort with useless items and your capacity to provide useful goods will be hampered.

- **SHELTER**

It is very difficult to set up a shelter in a disaster if you have not prepared ahead of time. However, in some situations it is necessary. If you believe you need to open a spontaneous shelter, call you local Red Cross for guidance.

The items above provide some basic guidance for rapid local mobilization to respond to a disaster. If you have time we encourage you to read more about disaster response efforts. However, we hope that this will be helpful to you in a time of crisis.

Worksheet 4

DISTRIBUTION OF GIFTS-IN-KIND DURING A DISASTER

To assure the most effective assistance to the survivors of a disaster the following are tips on how to organize the distribution effort.

FACILITY

The most common facility used is a worship center. However, about 20% of the time distribution operations can be set up in a school or community center. If more than one facility is available in a neighborhood below are some of the elements to evaluate.

- Adequacy. It is better to have more space than less.
- Access. Is there adequate parking and ability to unload trucks and transport the stock into the distribution center?
- Restrooms. Is there easy access to restroom facilities?
- Security. Is it easy to secure the items from theft or damage?

EQUIPMENT

When a disaster occurs, many people want to help. It is often possible to borrow helpful equipment that may not be readily available in the worship center.

- Tables. Many things are better displayed on tabletops. Extra inventory can be stored under the table.
- Carts. It is often possible to borrow a few grocery carts from a local store for a few weeks of the disaster response.
- Shelves. Some products can make good use of shelves and this better utilizes the available floor space.
- Bags. It is easier for people to pack their items in bags like they do in a grocery store.

ORGANIZATON

There are two elements to how you organize. There are the issues surrounding the physical organization of the products and there is the organization of the work systems.

Physical Organization

- Departmentalize. Put like items together. They can share the same table(s) or, if you are in several classrooms, like items can be in one room.
- Flow. Organize items so that the flow of survivors that are selecting items moves along with a minimum of congestion.
- Control. Lay things out in such a way that you can control how people get into and out of the area where the product is displayed.

- Signage. Make up simple signs to explain any information you want people to understand, such as rationed quantities and no entry areas.
- Trash. Have adequate trash receptacles and empty them regularly.

System Organization

- Entrance criteria. Establish and post the criteria by which people can take the products. You want as simple a process as possible that is consistent with reasonable control. You do not want to be excessively bureaucratic but you also want to protect the donations intended for the disaster survivors from being taken by opportunists.
- Registration. You should probably have people sign in.
- Hours. Determine the days and hours you plan to keep the distribution center open and post them.
- Product selection and control. If you are in a major disaster where a multi-agency warehouse has been set up, keep posted on what is available and request what your survivor population needs. You also need to recognize that you will receive many times as much second hand clothing as can be used. Don't let the clothing take over your distribution site.
- Leadership. Clearly identify who is in charge of the distribution center and who the key leadership team is. That way volunteers know who to go to for guidance and outside agencies know who to reach for collaboration efforts.
- Staffing. Do what you can to schedule the hours of your volunteers so that you can attend well the needs of the survivors during your posted hours.

Worksheet 5

ON-LINE DISASTER REFERENCE LIBRARY

Below are listed numerous on-line resources that you will find helpful in learning about disaster preparedness and response.

Disaster Preparedness by Disaster Type

Earthquakes

www.redcross.org/disaster/safty/earth.html

Earthquake Preparedness Handbook from the Los Angeles City Fire Department

<http://www.lafd.org/eqindex.htm>

FEMA Fact Sheet on Earthquakes <http://www.fema.gov/library/quakef.htm>

<http://members.xoom.com/CERTLA/supplement/Ostrich.pdf>

Fires

www.redcross.org/disaster/safty/fires.html

FIREWISE homepage from the Los Angeles Fire Department <http://www.lafd.org/firewise.htm>

How to protect your home when brush fires threaten. Community Emergency Response Team – Los Angeles <http://www.cert-la.com/wildfire.htm>

Wildfire: Are You Prepared? by the American Red Cross
<http://www.redcross.org/disaster/safety/wildfire.html>

Floods/Flash Floods

www.redcross.org/disaster/safty/flood.html

FEMA Backgrounder: Floods and Flash Floods <http://www.fema.gov/mit/flood.htm>

FEMA Fact Sheet: Floods and Flash Floods <http://www.fema.gov/library/floodf.htm>

Heat Waves

www.redcross.org/disaster/safty/heat.html

FEMA Fact Sheet: Extreme Heat <http://www.fema.gov/library/heatf.htm>

Extreme Heat by the American Red Cross <http://www.redcross.org/disaster/safety/guide/heat.html>

Hurricanes

www.redcross.org/disaster/safty/hurrican.html

What to Do Survival Guide by the Hurricane Weather Center

<http://hurricane.weathercenter.com/guide/whattodo.htm>

Fact Sheet: Hurricanes by FEMA <http://www.fema.gov/library/hurricaf.htm>

Against the Wind – Protecting Your Home From Hurricane Wind Damage by FEMA
<http://www.fema.gov/library/agstwnd.pdf>

Talking About Hurricanes by the American Red Cross
<http://www.redcross.org/disaster/safety/guide/hurricane.html>

Thunderstorms

www.redcross.org/disaster/safty/thunder.html

Fact Sheet: Thunderstorms and Lightning by FEMA <http://www.fema.gov/library/thunderf.htm>

Talking About Severe Thunderstorms by the American Red Cross
<http://www.redcross.org/disaster/safety/guide/thunder.html>

Tornadoes www.redcross.org/disaster/safety/tornados.html
<http://www.fema.gov/library/tornadof.htm>
<http://www.redcross.org/disaster/safety/chainsaw.pdf>

Tsunamis <http://www.fema.gov/library/tsufs.pdf>
<http://www.redcross.org/disaster/safety/guide/tsunami.html>

Winterstorms www.redcross.org/disaster/safety/winter.html
<http://www.fema.gov/library/winterf.htm>

Family Disaster Preparedness

Family Disaster Plan www.redcross.org/disaster/safety/guide/family.html
<http://www.namb.net/dr/Family.htm>
<http://www.fema.gov/pte/displan.htm>

Disaster Supplies Kit www.redcross.org/disaster/safety/guide/kit.html
<http://www.fema.gov/pte/supplies.htm>

Disasters & Children <http://www.fema.gov/kids/>
<http://www.redcross.org/disaster/safety/colorbk.pdf>
<http://www.energizer.com/weatherbeat/>

Disasters & Seniors <http://www.redcross.org/disaster/safety/seniors.html>

Worship Centers Disaster Preparedness

Church Disaster Plan <http://bruno.nccusa.org/CWS/emre/carecon.html>
<http://www.namb.net/dr/Church.htm>
<http://www.fema.gov/pte/talkdiz/>

Long Term Recovery <http://www.nvoad.org/LTR%20Manual.pdf>

Spiritual Care <http://bruno.nccusa.org/CWS/emre/spcare.html>

FEMA Independent Study Courses on Disasters and Preparedness

A Citizen's Guide to Disaster Assistance <http://www.fema.gov/emi/is71st.htm>

Emergency Preparedness, USA <http://www.fema.gov/emi/is21st.htm>

Role of Voluntary Agencies in Disasters <http://www.fema.gov/emi/is2881st.htm>

Worksheet 6

DISASTER MYTHS & REALITIES

MYTH	REALITIES
<p><i>MYTH 1</i> Epidemics and plagues are inevitable after every disaster</p>	<p>REALITY – Epidemics do not spontaneously occur after a disaster and dead bodies will not lead to catastrophic outbreaks of exotic diseases.</p>
<p><i>MYTH 2</i> Disasters bring out the worst in human behavior.</p>	<p>REALITY– Although isolated cases of lawless behavior exist, the vast majority of people respond spontaneously and generously.</p>
<p><i>MYTH 3</i> People panic in disasters and behave irrationally.</p>	<p>REALITY– People in a disaster respond rationally, according to the information they possess. They may be misinformed about some elements of how best to respond.</p>
<p><i>MYTH 4</i> The effected population is too shocked and helpless to take responsibility for their own recovery.</p>	<p>REALITY– On the contrary, many find new strength during a disaster. They do become weary and sometimes discouraged. Well-planned help can be of great value.</p>
<p><i>MYTH 5</i> People need everything and they need it now.</p>	<p>REALITY – People have specific needs and they will need different things at different times. Giving cash to established relief organizations enables them to meet needs more exactly and more timely.</p>
<p><i>MYTH 6</i> People need lot of used clothes.</p>	<p>REALITY – Not true. The overwhelming flood of old clothing, bottled water, etc., that is shipped to disasters create some of the most difficult to manage problems in disasters.</p>
<p><i>MYTH 7</i> Losses that insurance doesn't cover, the government will.</p>	<p>REALITY – Insurance usually proves to be very insufficient and government assistance is limited. Most people have experienced a major economic loss and some will never totally recover.</p>
<p><i>MYTH 8</i> Things are back to normal within a few weeks.</p>	<p>REALITY – A vary rapid recovery is weeks in duration. Most people take many months or years to put the pieces of their life back together.</p>

Worksheet 7

DISASTER CRISIS KITS - Suggested Items for Purchase -

PERSONAL CARE KIT *Approximate Cost \$ 10.00 - \$12.00*

- 3 Bars of bath soap (approx. 4 oz.)
- 1 Bottle of shampoo (approx. 12 oz.)
- 1 Tube of toothpaste (approx. 6 oz.)
- 1 Toothbrush
- 1 Comb
- 1 Washcloth

Packed in a 1-gallon zip lock bag.

HEALTH CARE KIT *Approximate Cost \$ 15.00 - \$18.00*

- 1 Box of band aids (approx. 50)
- 1 Antiseptic spray or ointment
- 1 Jar of Vaseline or other salve (approx. 4 oz.)
- 1 Bottle of headache medicine (50 - 100 pills of Aspirin or Tylenol)
- 1 Package of upset stomach tablets (Tums, Roloids, or Pepto-Bismol)
- 1 Package of cough drops
- 1 Travel pack of Kleenex

Packed in a 1-gallon zip lock bag.

HOME CARE KIT *Approximate Cost \$ 20.00 - \$ 25.00*

- 1 Five-gallon bucket with lid
- 1 Package of heavy duty 33 gallon trash bags
- 1 Bottle of Simple Green, Lysol or Spick and Span (approx. 32oz.)
- 2 Cans of powdered cleanser
- 2 Pair of heavy rubber gloves
- 6 Large sponges
- 1 Heavy duty scrub brush

Packed in the five-gallon bucket.

BABY CARE KIT *Approximate Cost \$ 25.00 - \$30.00*

- 2 Receiving blankets
- 1 Package of medium size disposable diapers
- 1 Tube Desitin
- 1 Package of baby-wipes
- 1 Bottle of baby shampoo (approx. 15 oz.)
- 1 Bottle of baby lotion or oil (approx. 15 oz.)
- 1 Package of baby powder (approx. 22 oz.)
- 1 Package of Q-tips (approx. 300)
- 1 Washcloth Packed double bagged in supermarket plastic bags with handles tied shut.

Worksheet 8

ENLA INTERFAITH DISASTER TRAINING TOOL KIT

BUDGET WORKSHEET

Fill in itemized costs in Column A, subtotals in Column B. Program Cost Grand Total is the sum of all subtotals.

	A	B
Training		
1.		
Total Training		
Travel		
1. Vehicle (fuel, repairs, maintenance)		
2. Travel		
Total Travel		
Supplies		
1. Office Supplies		
2. Disaster Supplies		
Total Supplies		
Transport of Materials/GIK		
1. Preparation		
2. Response		
Total Transport of Commodities/Supplies		
Communications		
1. Printing		
2. Postage		
3. Advertising/Promotion		
4. Telephone		
5. Dues/Subscriptions		
6. Special Events		
Total Communications		
Professional Services		
1.		
Total Professional Services		
Capital Expenditures		
1.		
Total Capital Expenditures		
Other (Salaries, Benefits, Etc.)		
1.		
Total Salaries and Benefits		
Program Cost Grand Total		

ENLA INTERFAITH DISASTER TRAINING TOOL KIT

Worksheet # 9

MISSION STATEMENT

Your mission statement clarifies the role you will play in disaster preparation and response within your community. You have already gone through an extensive information gathering process to prepare you for this crucial step. Below is a worksheet to assist you in solidifying your ideas and making a final decision on your mission statement. You will notice that the Preparedness Activities are already stated because they are fairly standard for all places of worship. A listing of optional Response Activities is also provided with spaces for you to add your own if it is not already listed.

PREPAREDNESS ACTIVITIES

Prepare your:

- Worship Center
- Congregation Homes
- Neighborhood Homes

RESPONSE ACTIVITIES

- Temporary shelter to survivors
- Meals for survivors and/or disaster volunteers
- Distribution food and/or other material assistance
- Staging, training, and dispatching volunteers
- Clean up
- Repair and rebuilding
- Day care
- Special needs of the elderly and handicapped
- Transportation to victims and their families
- Advocacy services
- Pastoral care
- Financial assistance
- Information gathering and distribution center
- Volunteer center
- Emergency first aid
- Temporary storage for personal goods
- Search and rescue teams
-
-

Customize your own mission statement by combining your preparedness activities with your chosen response niche.

MISSION STATEMENT:

ENLA INTERFAITH DISASTER TRAINING TOOL KIT**Worksheet # 10*****GOALS FOR DISASTER PREPAREDNESS***

Transfer your Mission Statement that you composed in Assignment II.A.

Mission Statement

What are the principal goals that must be accomplished to achieve your mission in disaster **preparedness**?

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

ENLA INTERFAITH DISASTER TRAINING TOOL KIT**Worksheet # 11*****GOALS FOR DISASTER RESPONSE***

Transfer your Mission Statement that you composed in Assignment II.A.

Mission Statement

What are the principal goals that must be accomplished to achieve your mission in disaster **response**?

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

ENLA INTERFAITH DISASTER TRAINING TOOL KIT

Worksheet # 12

DISASTER PREPAREDNESS WORKPLAN

Icon Key



Roles and Responsibilities Worksheet



Volunteer Information Worksheet



Training Plan Worksheet



Timeline Worksheet



Budget Worksheet

A. Worship Center's Preparation

1. Use information from the results of the risk audit to determine and carry out mitigation steps



a. Who will be responsible for accomplishing mitigation activities?



b. Do you have skilled people within your congregation to carry out these activities?



c. What outside help, if any, will be needed?



d. What unskilled volunteer help can be utilized? Will they need to be trained?



- e. When will you begin this project, and what is the projected date of completion?

2. Post instructions and provide necessary tools for turning off the main electric fuse box, water service, and natural gas mains. See Disaster Preparedness Module.



- a. Who will be responsible?

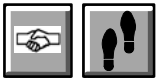


- b. Do you already have the necessary tools, or will you need to provide budget for these tools?



- c. When will this project begin, and what is the projected completion date?

3. Prepare and maintain first aid supplies in a well-marked location within the worship center.



- a. Who will be responsible for preparing and maintaining the kit?



- b. Where will the resources for the first aid kit come from?



- c. Where will it be located within your worship center? Are multiple kits needed?



- d. Are there any special needs within your congregation that need to be considered in preparing your first aid kit?

- e. Are multiple language instructions needed?



- f. Are there any special needs within your congregation that need to be considered?



g. When will this project begin, and what is the projected completion date?



4. Store and maintain an adequate emergency supply of water and food. Who will be responsible for preparing and maintaining these supplies?



a. How much is needed?

b. Where will these supplies be stored?



c. Does the cost for these supplies need to be added to your disaster budget?



d. When will this project begin, and what is the projected completion date?

5. If possible, install emergency lights in case of power outage and/or, if there are sufficient resources, purchase a small emergency generator.



a. Who will be responsible?



b. What disaster budget funds are needed to supply these resources?

c. Where are the strategic locations within your worship center to install emergency lights?



d. When will this project begin, and what is the projected completion date?

6. Create a fire escape and evacuation plan including organized meeting points for families.



a. Who will be responsible?

b. Where will it be posted?



c. How will the congregation be trained to use it? Who will be responsible for the training? Are volunteers needed?



d. How often will it be practiced?



e. When will this project begin, and what is the projected completion date?

7. Assign post-disaster safety responsibilities. What will the post-disaster safety responsibilities be?

a. Who will be responsible for each of them?

b. When will this process begin, and when will it be completed?



ENLA INTERFAITH DISASTER TRAINING TOOL KIT

Worksheet # 13

DISASTER RESPONSE WORKPLAN

In light of your mission statement and goals, what needs to be accomplished in the following areas to support your disaster response activities? Use the questions below as a tool for preparing your workplan.



Roles and Responsibilities Worksheet



Volunteer Information Worksheet



Training Plan Worksheet



Timeline Worksheet



Budget Worksheet



A. Volunteer Plan



1. Are volunteers needed to carry out your mission in response?



2. What kinds of volunteers are needed and what will their responsibilities be (e.g., who will fill each role within the command center)?



3. Who will supervise volunteers?



4. How will you recruit volunteers?



Who will orient and train volunteers?



How will this training take place?



7. When will this training take place?



8. What steps will you take to reduce the liability of volunteers?

B. Resources Plan



1. What resources or materials are needed to carry out the response activities identified by your mission statement?
2. What businesses in your city/region produce or sell goods that would support your disaster activities? Do these companies donate products? What are their interests and requirements in giving?
3. What disaster relief agencies would consider your worship center as a local distribution site of personal care items, food, cleaning supplies, etc., in time of disaster?
4. What facilities will be used to store and distribute donated goods?



5. Who will be responsible for the acquisition, storage, distribution, and management of resources?

C. Facilities Plan

1. What space can be used to set up your response command post and operations? List two alternative locations and also consider joint command post possibilities with other places of worship and/or organizations.
2. Is it feasible/possible to share command post space with your Core Network?
3. What additional facilities are needed to operate and house your other disaster response activities?
4. Do you need space to complete office work? Where?



5. Do you need space for leadership team and volunteer gathering, training, and organizing? Where?
6. Do you need space for inbound and outbound telephone calls? Where?
7. Do you have space for prayer and quiet contemplation? Where?



8. Do you have the items below which are needed to equip this space?

- | | |
|---|--|
| <input type="checkbox"/> Clipboards | <input type="checkbox"/> File Folders |
| <input type="checkbox"/> Paper | <input type="checkbox"/> Phone Books |
| <input type="checkbox"/> Pens | <input type="checkbox"/> Power Failure Light |
| <input type="checkbox"/> Pencils | <input type="checkbox"/> Gloves |
| <input type="checkbox"/> Markers | <input type="checkbox"/> Paper Clips |
| <input type="checkbox"/> Walkie-Talkies | <input type="checkbox"/> Stapler |
| <input type="checkbox"/> Tape (Scotch Tape &
Colored Tape) | <input type="checkbox"/> Access to Copy Machine |
| <input type="checkbox"/> Cellular Phones | <input type="checkbox"/> Access to Fax Machine |
| <input type="checkbox"/> Poster Board | <input type="checkbox"/> Access to Computer
(preferably portable) |
| <input type="checkbox"/> Clock | <input type="checkbox"/> Maps of affected area |
| <input type="checkbox"/> Radio with Batteries | <input type="checkbox"/> In-Out Board |



9. What additional items are needed?



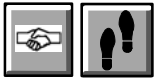
10. Who will provide facility management?

B. Communications Plan

1. What types of communication are needed to support your response activities?
2. What information needs to be communicated?
3. What are the different groups that need to be communicated with during the response phase (leadership, group members, community members, local non-profit organizations, disaster relief agencies, government offices, etc.)?



4. Will additional funds be needed to accomplish the communication required?



5. How will each of these groups receive needed information and who will be responsible for communicating with them?



6. Who will manage this important activity?

C. Financial Plan



1. What is the projected budget required to accomplish your response activities?



2. Can your worship center support some or all of the monetary needs created by these activities?



3. If not, how can the required funds be raised? What resources can be leveraged (Gift-In-Kind, partnering with other worship centers or organizations, volunteers, etc.)?



4. Who will manage this area, and what will their interaction be with the worship center finance committee?

Implementation:

What group of people makes the decision to activate a disaster response program and what number constitutes a quorum of that body? *Note: It is important to remember that certain key members of the decision making group may be unavailable due to the disaster.*

ENLA INTERFAITH DISASTER TRAINING TOOL KIT

Worksheet # 15

NEIGHBORHOOD HOME ASSESSMENT WORKSHEET

Complete this worksheet by listing the neighborhood home in the left column. Then check off, or date, each of the items to track your level of neighborhood preparedness.

Neighborhood Home (include name & address)	Interest Level: 1) Not Interested, 2) Information Only, 3) Interest in Awareness Training, 4) Interest in Assistance in Home Preparedness	Invited to Training Session	Attended Training Session	Home Preparedness

Worksheet # 16



ROLES AND RESPONSIBILITIES WORKSHEET

DISASTER POSITION INFORMATION Job Title: _____

Name: _____

Address: _____

Home Phone: _____ Work Phone: _____

Job Description:

Other Information:

Position Examples:

Disaster Coordinator
Volunteer Coordinator (recruitment, training, management, support)
Neighborhood Captain/Field Assessment Coordinator
Resource Acquisition Coordinator
Financial Manager
Communications Liaison (with churches, agencies, media, and internal)
Facilities and Administration Manager
Administration Staff
Volunteer Team Leaders
Command Post Coordinator
Training Coordinator (if different than Disaster Coordinator)

NOTE: Not all positions will be used by each church and some may have multiple individuals filling the role. Be sure to have a back-up person for each major position.



VOLUNTEER INFORMATION WORKSHEET

Volunteer Name	Tasks									

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Worksheet # 18



TRAINING PLAN WORKSHEET

Go through the work plan and identify what the training needs are, the individuals who need to be trained, who the trainer(s) will be, where the training will take place, and when the training will take place.

Training Needs	Individuals to be Trained	Trainers	Materials Needed	Where	When

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Worksheet # 20

BUDGET WORKSHEET

Fill in itemized costs in Column A, subtotals in Column B. Program Cost Grand Total is the sum of all subtotals.

	A	B
Training		
1.		
Total Training		
Travel		
1. Vehicle (fuel, repairs, maintenance)		
2. Travel		
Total Travel		
Supplies		
1. Office Supplies		
2. Disaster Supplies		
Total Supplies		
Transport of Materials/GIK		
1. Preparation		
2. Response		
Total Transport of Commodities/Supplies		
Communications		
1. Printing		
2. Postage		
3. Advertising/Promotion		
4. Telephone		
5. Dues/Subscriptions		
6. Special Events		
Total Communications		
Professional Services		
1.		
Total Professional Services		
Capital Expenditures		
1.		
Total Capital Expenditures		
Other (Salaries, Benefits, Etc.)		
1.		
Total Salaries and Benefits		
Program Cost Grand Total		