Austin Disaster Relief
NETWORK

Ready Church

Preparedness Manual

September 2012

READY CHURCH PREPAREDNESS MANUAL

Section 1. Introduction[1]

Definition of an Emergency

An emergency is defined as an unforeseen combination of circumstances, resulting in a state that calls for immediate action or an urgent need for assistance or relief. Larger-scale emergencies are usually considered disasters. An emergency can be a temporary disruption of services due to a short power outage, a longer-term situation causing an organization to relocate due to substantial building damage or even a larger scale, city-wide or regional emergency. Depending on the magnitude of the event, services may be provided as usual, services may need to be altered temporarily, or in extreme situations, services may be re-located or even discontinued.

Why Develop an Emergency Plan?

In any type of event, a plan is a guide for your organization to:
- Protect property
- Continue services
- Care for members
- Allow for self-sufficiency for at least 72 hours
- Communicate information

A plan is relevant and useful if it is:
- Developed by people who are concerned
- Tailored to the geographical situation and needs of its members
- Implemented and tested, to the extent possible, before emergency strikes
- Developed to include training for persons responsible during an emergency
- Reviewed and updated regularly

The planning process is more important than a document on a shelf. During the group planning process, individual concerns are expressed, priorities are set, and values assigned to peoples' needs and capabilities. As part of this process, planners will learn about each other's' gifts and capabilities, and how to plan appropriately for their organization's response.

Before getting started, it is important to be aware of basic emergency management. Emergency management is made up of four basic activities:

1. **Mitigation** – any activity that is undertaken before an emergency strikes to eliminate or reduce the possibility of an emergency or the impact an emergency may have on a community or facility. Example: if subject to frequent power outages, installing a generator.
2. **Preparedness** – planning and getting ready to handle an emergency when it strikes. Example: stockpiling resources for evacuation and sheltering-in-place.
3. **Response** – all activities undertaken at the time of an emergency to save lives and property and reduce injuries. Example: evacuation.
4. **Recovery** – activities undertaken to return things back to normal after response activities have subsided. Example: repairing a damaged building.

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[1] The material in this section was adapted from a manual prepared by the Bloomington, MN Public Health Department.

Section 2. How to Start

Emergency preparedness is a group process. Organizations have unique individuals with a variety of knowledge and skills. Support for your emergency planning needs to start at the top of the organization. Bring the leaders of your organization into the planning process from the very beginning to identify and agree upon the best course of action for your facility, staff, and members. It is also important to discuss the financial implications of the various proposed response strategies.

Network church emergency planning follows a cyclical pattern and includes the following steps:

- Review local hazard assessment
- Assess your church's resources and capacity and enter information into the ADRN database
- Access your ADRN Volunteer database and assess your trained volunteers and the type of disaster relief training they have received through ADRN
- Develop your church's response plan
- Inform and train your staff to implement the plan
- Exercise the plan with staff and the congregation
- Evaluate the exercise
- Review and revise the plan as needed

Organize an Emergency Preparedness Committee

Take the first steps in emergency preparedness:

1. **Establish an Emergency Preparedness Committee**: An Emergency Preparedness Committee should be established by the organization leadership or board of directors. Membership of the Emergency Preparedness Committee may include but should not be limited to the:
   - Board of Directors
   - Managers/leadership
   - Maintenance staff
   - Receptionist
   - Other staff members
   - Youth leaders
   - Members or clients with experience in engineering, plumbing, construction, informational technologies, education, finance, and health professionals

2. **Identify Potential Hazards**: Once your Emergency Preparedness Committee is established, it is time to think ahead and determine what could go wrong. While it is impossible to plan for every possible event, it is important to look at what the probability is of a specific event happening, and the hazards that it would cause. In thinking about potential events, consider the following:
   - Historical information: Has it happened before? How often does it happen?
   - Geographic location: Is your area prone to a certain type of emergency?
   - Human error: What emergencies could be caused by employees or members?
   - Physical facility: What needs to be maintained regularly?

Upon completion of identifying your potential hazards, you may find there are things you can do now to reduce the risk of an emergency or minimize the damage.

Risk Assessment

Evaluate the potential for each event and its potential severity among the following possible emergency events using the scale below. Assume each event occurs at the worst possible time (i.e. during peak gathering times). You will need to consider these factors:

PROBABILITY   Likelihood this event will occur
HUMAN IMPACT   Possibility of death or injury to your staff or your members
PROPERTY IMPACT   Physical losses and damages to your facility and/or vehicles
WORK-FLOW IMPACT   Interruption of services

Rank the following events accordingly for each category and then add them together to determine your risk for each specific event: High=3   Moderate=2   Low=1   None=0

Possible Emergency Events	Probability	Human Impact	Property Impact	Work-Flow Impact	Total Risk
Extreme Temps – Cold					
Extreme Temps – Heat					
Thunderstorm					
Tornado/Straight line winds					
Severe winter storm					
Flood – internal					
Flood – external					
Fire – internal					
Fire – external					
Medical – Infectious disease (e.g. Pandemic Influenza)					
Mass casualty – trauma					
Electrical failure/Power outage					
Criminal disorder					
Civil disorder					
Bomb threat					
Labor action/strike					
Supply shortage (e.g. food/water)					
HAZMAT (chemical spill) – internal					
HAZMAT (chemical spill) – external					
Radiological – internal					
Radiological – external					

Terrorism: biological					
Terrorism: Chemical					
Terrorism: Nuclear					
Terrorism: Radiological					
Water contamination or shortage					
Transportation problems					
Motor vehicle accident					
Train derailment					
Other:					
Other:					

Score Ranges:
High Risk=9-12   Moderate Risk=5-8   Low Risk=1-4   No Risk=0

Based on this assessment, the following events are most likely to be of concern in our organization:

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Facility Safety Checklist

- Exits

  ☐ Marked and lighted?
  ☐ Free from obstructions?
  ☐ Any doors or passages locked?
  ☐ Any obstructions that may impede evacuation?
  ☐ Plans existing for upper floor evacuation?
  ☐ Contingency plans for handicapped persons?
  ☐ Maps in strategic locations showing exits?

- Electrical and Gas Equipment

  ☐ Where are the breaker switches or fuse boxes? Are all breakers marked?
  ☐ Are there clear, legible instructions on how to shut-off water and gas valves?
  ☐ Are switches and outlet boxes covered?
  ☐ Are electrical units grounded?
  ☐ Any circuits overloaded?
  ☐ Any equipment in use after hours? Where?
  ☐ Where is gas main or meter shut-off valve?
  ☐ Where is gas wrench located?

- Miscellaneous

  ☐ Location of keys for all doors and buildings?
  ☐ Location of first-aid kit? Is it fully stocked? Who is responsible for maintaining it?
  ☐ Location of wheelchair and/or stretcher? Who is responsible for maintaining it?
  ☐ Location of battery operated radio? Who is responsible for maintaining it?
  ☐ Location of emergency water and food supply? Who is responsible for maintaining it?

- Firefighting Equipment

  ☐ Extinguishers fully charged, inspected, and tagged?
  ☐ Extinguishers appropriate for type of use?
  ☐ Members and/or staff trained on using extinguishers?
  ☐ Are fire alarms maintained and checked regularly?
  ☐ Are smoke detectors maintained and checked regularly?

- Chemicals

  ☐ Are there any combustible, toxic, or corrosive materials stored in the facility? (i.e. Paint, solvents, cleaning fluids, toner, propane)
  ☐ Where? Are they stored correctly?

- Emergency Phone Numbers

  ☐ Is the list current and posted visible from outside?
  ☐ Does the EMS and Fire Department know the different areas of your facility to enable them quick access?

Maintenance Calendar

Create a maintenance calendar to assist you with keeping your facility safe and prepared for emergencies. You may consider scheduling some of your larger maintenance items (i.e. All- Hazard Plan review) when you have major changes in leadership if this happens on a regular basis. The following are some sample items which should be checked on regularly. You can modify this list to meet the needs of your organization.

Month	Item	Responsible Party	Date Completed
January	Sample: Review All-Hazard Plan and hold a communications exercise drill.	Emergency Preparedness Committee	
February	Sample: Review list of members trained in using AEDs and CPR.	Parish Nurse/Health Committee	
March	Sample: Check smoke detectors	Facilities staff	
April	Sample: Review plans for tornados during Severe Weather Week and hold a tornado drill	Emergency Preparedness Committee	
May	Sample: Ensure that members are aware of appropriate mosquito repellant to prevent West Nile Virus	Parish Nurse/Health Committee	
June	Sample: Inventory your Emergency Kit and replace outdated items.	Emergency Preparedness Committee	
July	Sample: Ensure that members are aware of hot weather precautions and have adequate sun protection during outdoor events.	Parish Nurse/Health Committee	
August	Sample: Hold child safety training for new volunteers.	Education Committee	
September	Sample: Contact your Local Public Health Department for information on upcoming flu shot clinics in your community	Parish Nurse/Health Committee	
October	Sample: Check smoke detectors	Facilities staff	
November	Sample: Ensure that snow and ice removal methods and materials are in place	Facilities staff	
December	Sample: Ensure that members are aware of cold weather precautions and have adequate frost bite protection during outdoor events.	Parish Nurse/Health Committee	

Section 3. Preparation

To be prepared means having plans and resources in place so that your congregation can continue to offer services, support, and hope – even under unusual circumstances.

Preparing the Facility

Routine facility maintenance is a good business practice. Completing routine maintenance can also minimize greater damage during an emergency. In addition to routine maintenance, there are suggested tasks listed below that will reduce the damage, cost and frustration related to an emergency:

- Complete a facility assessment for safety compliance with electricity, plumbing and water systems, as well as for the building's structural soundness.
- Clearly mark gas and water shut-off valves with legible instructions how to shut off each.
- Complete HVAC system preventive maintenance (function and control options).
- Assess and inventory all information technology, equipment and furniture, noting the condition.
- Complete repairs as needs are identified.
- Discuss the adequacy of the congregation's insurance coverage with the insurance agent.
- Maintain records of all inventories and assessments.
- Post clearly visible emergency numbers by every phone including 911, poison control center, law enforcement and fire department.
- Identify a storm shelter and procedures.
- Take photographs of buildings for insurance purposes (include all sides of the building and the roof, if possible).
- Store records, insurance policies, recent blueprints and other documents in a safe place with back-up copies off-site.
- Provide safe storage for sacred items.
- Develop a clean-up committee.

Review insurance policies annually.

- Does your insurance policy meet the minimum requirements of your mortgage holder?
- When was the last estimate on the value of property? How accurate are the figures?
- Does your insurance policy cover the cost of recent additions or high value items such as stained glass windows?
- Does your insurance policy cover the cost of temporary rental of another facility in the event your facility is severely damaged or destroyed?
- Does your insurance policy cover the cost of temporary rental housing for the faith leader and their family in the event that their home is severely damaged or destroyed? (Your facility's policy may not cover the cost of replacing personal items; the faith leader may need to provide their own renter's policy.)

Determine **financial arrangements** during a time of emergency, such as

- Accessing savings accounts
- On-line giving
- Payroll
- Acquisition of supplies and equipment to continue operations during an emergency

Preparing the Leadership and Staff

Preparing employees and making work accommodations are important parts of congregational emergency preparedness). Congregational employees and volunteers will be on the front line of emergency response for communications, maintaining the essential functions of the congregation, and providing emotional and spiritual support for the members. Consider the following when preparing employees/volunteers:

- Orient and provide on-going training on the congregational emergency plan to help reduce anxiety and allow staff/volunteers to function in an emergency.
- Post the communication plan and emergency numbers in appropriate locations to facilitate communication between congregational staff, members, volunteers, emergency management and public health.
- Provide cross-training of staff to maintain essential functions.
- Plan for changes in work space and location that may be necessary based on the type and extent of the emergency.
- Consider how to protect employees and their families if the employee is required to be exposed to hazardous situations (i.e. provide personal protective equipment, extend sick leave benefits).

Command Structure

In any emergency response, it is critical that clear lines of authority exist within the organization to make sure there is timely and efficient decision-making. It is important that you define your command structure and the authority for decision-making. Before an event, you must identify the organization's incident commander and identify who is in charge if the incident commander is not available. This is an important aspect of your emergency plan because it will help you run efficiently in an emergency and allow other organizations to communicate with you effectively.

Incident Command Structure (ICS) is a universally used structure in the United States for emergency response – but it takes planning to be able to use it. It can be used for organizations both large and small. If you have a small organization, the same person may fill multiple spots on the ICS organizational chart. Just be sure that one person is not disproportionately overburdened with their roles in an emergency. It is important to use this command structure and job function system because all other organizations (including police, fire, and government) will be using it. If we are all on the same page, communication and collaboration will be much more efficient.
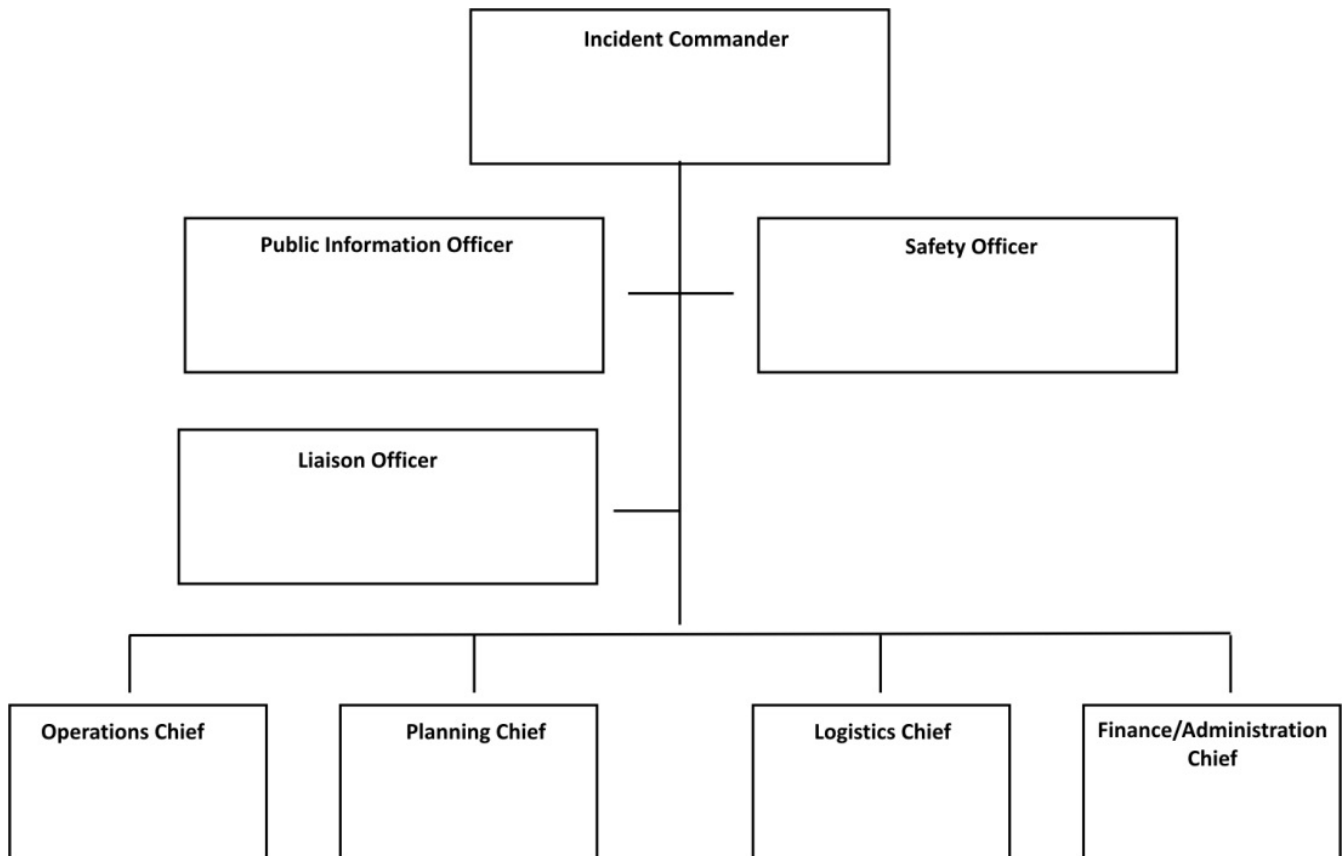
Basic ICS Job Functions

- **Incident Commander**: Leads the response, appoints team leaders, approves plans and key actions (head clergy, administrator).
- **Operations Chief**: Handles key actions including first-aid, search and rescue, fire suppression, securing the site (office staff, direct care staff).
- **Planning Chief**: Gathers information, thinks ahead, makes and revises action plans and keeps all team members informed and functioning.
- **Logistics Chief**: Finds, distributes and stores all necessary resources (maintenance supervisor).
- **Finance Chief**: Tracks all expenses, claims, activities and personnel time, and is the record keeper for the incident (office staff, accounts department, payroll).
- **Public Information Officer**: Provides reliable information to staff, visitors, families, news media, and concerned others as approved by the Incident Commander.
- **Safety Officer:** Ensures safety of staff and members, and monitors and corrects hazardous conditions. Has the authority to halt any activity that poses a threat to life and health.
- **Liaison Officer:** Is the point of contact between the Incident Commander and partner organizations (examples include local public health liaison officer, the police department, and other faith-based organizations).

Depending on the size of the facility, one person may occupy multiple positions. You do not need to activate all positions – only activate what you need for the incident. This is your basic Incident Command Structure.

Fill-In Incident Command System Chart

Fill in the chart with the names of the individuals who will take on these specific roles during an emergency response. It is best to have three potential candidates for each position. Add phone numbers on this sheet to expedite the communication process. You may not need all of the jobs for an emergency.

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│  Public Information Officer │          │        Safety Officer      │
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│       Liaison Officer       │
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│  Operations Chief │  │   Planning Chief  │  │   Logistics Chief │  │ Finance/Administration │
│                   │  │                   │  │                   │  │        Chief       │
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Church Incident Commander (IC)

Reports to: Local Government Incident Commander

Mission: Give overall emergency response direction for the organization.

What to do Immediately:

- Read this entire Job Action Sheet.
- Get a full understanding of what is the emergency or disaster.
- Appoint your staff and team leaders (use your ICS Chart) as needed for this response; distribute their specific Job Action Sheets to them.
- Implement your plan to continue your normal services (if applicable).
- Work as a team to establish priorities or objectives for the response to the emergency.
- Contact relevant external agencies (like the local government or your neighboring partners).

What to do to Respond:

- Authorize resource allocation as needed or requested (use your team to help).
- Schedule routine meetings with your staff and team leaders to receive updates.
- Maintain contact with relevant agencies (like the local government or your neighboring partners).

For an Extended Response:

- Watch your staff for status and signs of stress and take care of any problems immediately.
- Provide rest periods for staff.
- Prepare updates as needed and give them to the local government incident commander. Prepare updates for your staff and congregation members.
- Prepare updates for your staff and congregation members.
- Plan for the possibility of extended response efforts.

Liaison Officer

Reports to: Incident Commander

Mission: Function as contact person for representatives from other agencies.

What to do Immediately:

- Receive job and Job Action Sheet from Agency Incident Commander.
- Read this entire Job Action Sheet and review organizational chart.
- Get updated on the situation from the Incident Commander.
- Establish contact with other agencies (like your neighboring partners).
- Keep your local government updated on your organization's response efforts.

What to do to Respond:

- Respond to requests and complaints from incident personnel regarding your organization's issues.
- Relay any special information obtained to the right people in your organization so your response can continue (e.g. any special emergency conditions).
- Keep your local government updated on your organization's response efforts.
- Monitor any current or potential inter-organizational problems and report them to the correct people.

For an Extended Response:

- • Maintain a list of all neighboring partners and their available resources.
- • Watch all staff for signs of stress. Report issues to the Safety Officer.
- • Provide rest periods and relief for staff.
- • Plan for the possibility of extended response efforts.

Safety Officer

Reports to: Incident Commander

Mission: Keep staff, members, and leadership safe by monitoring and correcting hazardous conditions and halt them if necessary

What to do Immediately:

- • Receive job and Job Action Sheet from your Incident Commander.
- • Read this entire Job Action Sheet and review organizational chart.
- • Get updated on the situation from the Incident Commander.
- • Establish a "Safety Post" where you will be located and inform others of this location.
- • Review your organization's plan for any safety implications, rules, or suggestions.

What to do to Respond:

- • Exercise emergency authority to stop and prevent unsafe acts.
- • Keep all staff alert to the need to identify and report all hazards and unsafe conditions.
- • Ensure that all accidents involving staff or members are documented.
- • Work with Logistics to secure areas that have limited unauthorized access.
- • Tell the Incident Commander and staff immediately of any unsafe or hazardous situation.
- • Schedule routine updates with the Incident Commander.

For an Extended Response:

- • Watch all staff for signs of stress. Report any issues. Provide rest periods and relief for staff.
- • Plan for the possibility of extended response efforts.

Public Information Officer (PIO)

Reports to: Incident Commander

Mission: Provide reliable information to staff, visitors, and families. Give information regarding the response efforts to the media and your local government (only one PIO is needed)

What to do Immediately:

- • Receive job and Job Action Sheet from your Incident Commander.
- • Read this entire Job Action Sheet and review organizational chart.
- • Get updated on the situation from the Incident Commander.

What to do to Respond:

- • Ensure that all information that is distributed has the approval of the Incident Commander and/or your local government's PIO.
- • Inform all people who are not part of the response effort of the areas which they may have access to and those which are restricted.
- • Work closely with the Safety Officer.
- • Work with the Liaison Officer to distribute information that is consistent with neighboring partners and the local government.

- Arrange interviews, teleconferences, video conferences, satellite broadcasts, web site revisions, broadcast faxes, etc., with approval from the Incident Commander.
- Change messages and information as you receive it from reliable sources (i.e. your local government, state government, etc.).

For an Extended Response:

- Review updates appropriately.
- Notify local government about your organization's response status.
- Watch all staff for signs of stress. Report any issues. Provide rest periods and relief for staff.
- Plan for the possibility of extended deployment.

Planning Section Chief

Reports to: Incident Commander

Mission: Gather information, think ahead, make and revise actions for response efforts, and keep the team informed and functioning.

What to do Immediately:

- Receive job and Job Action Sheet from your Incident Commander.
- Read this entire Job Action Sheet and review organizational chart.
- Get updated on the situation from the Incident Commander.
- Enlist the help of others to work under you during response efforts. Clearly define their role in helping you do your job so there is no confusion.
- Update your assistants on the situation as you learn it from the Incident Commander.
- Work with the Operations Chief to determine how to meet the team's priorities and objectives.
- Identify and establish access to resources as needed.
- Work with the Logistics Section Chief for technical support and supply needs.
- Collect, interpret, and synthesize information regarding status and response of incident and provide reports to the Incident Commander.

What to do to Respond:

- Assemble information from updated reports you receive from the other section chiefs.

For an Extended Response:

- Continue to receive updated reports from section chiefs.
- Maintain documentation of all actions and decisions (this will help with continued response and recovery from the emergency).
- Watch all staff for signs of stress. Report any issues. Provide rest periods and relief for staff.
- Prepare end of emergency report and present to Incident Commander or local government, as necessary.
- Plan for the possibility of extended deployment.

Operations Section Chief

Reports to: Incident Commander

Mission: Coordinate the implementation of priorities, goals, and objectives. Direct the preparation of specific emergency response plans and request resources as necessary

What to do Immediately:

- Receive job and Job Action Sheet from your Incident Commander.
- Read this entire Job Action Sheet and review organizational chart.

- Get updated on the situation from the Incident Commander.
- Enlist the help of others to work under you during response efforts. Clearly define their role in helping you do your job so there is no confusion.
- Update your assistants on the situation and the response plan as you learn it from the Incident Commander.
- Identify and report any resources needed for the response effort to Liaison Officer and/or the Logistics Section Chief.

What to do to Respond:

- Brief the Incident Commander routinely on the status of the Operations Section. (How are your response efforts going?)
- Request resources as needed to help with your response effort.

For an Extended Response:

- Maintain documentation of all actions and decisions (this will help with continued response and recovery from the emergency).
- Watch all staff for signs of stress. Report any issues. Provide rest periods and relief for staff.
- Plan for the possibility of extended deployment.

Logistics Section Chief

Reports to: Incident Commander

Mission: Find, distribute, and store all necessary resources for the response effort. Act as a maintenance or facility supervisor

What to do Immediately:

- Receive job and Job Action Sheet from your Incident Commander.
- Read this entire Job Action Sheet and review organizational chart.
- Get updated on the situation from the Incident Commander.
- Enlist the help of others to work under you during response efforts. Clearly define their role in helping you do your job so there is no confusion.
- Advise the Incident Commander on current logistical service and support status (especially when working with the local government or neighboring agencies).

What to do to Respond:

- Update Logistics Section staff of new developments and receive status reports.
- Secure areas as needed to limit unauthorized personnel access.
- Obtain information and updates regularly from other leaders and staff.
- Prepare to manage large numbers of potential volunteers.
- Work with Public Information Officer (PIO) to establish areas for non-staff personnel.
- Obtain supplies as requested by Planning or Operations Sections.

For an Extended Response:

- Maintain documentation of all actions and decisions (this will help with continued response and recovery from the emergency).
- Watch all staff for signs of stress. Report any issues. Provide rest periods and relief for staff.
- Plan for the possibility of extended deployment.

Finance/Administration Section Chief

Reports to: Incident Commander

Mission: Monitor the utilization of financial assets and human resources: track all expenses, claims, activities, and personnel time. Ensure the documentation of expenditures relevant to the emergency incident. Authorize expenditures to carry out the goals and objectives of the response effort.

What to do Immediately:

- Receive job and Job Action Sheet from your Incident Commander.
- Read this entire Job Action Sheet and review organizational chart.
- Get updated on the situation from the Incident Commander.
- Enlist the help of others to work under you during response efforts. Clearly define their role in helping you do your job so there is no confusion.

What to do to Respond:

- Approve a "cost-to-date" incident financial status in agreement with the Incident Commander.
- Summarize financial data as often as required by the nature of the incident, relative to personnel and hours worked, supplies and miscellaneous expenses including facilities and equipment.
- Obtain information and updates regularly from other leaders and staff.
- Authorize utilization or diversion of financial resources.

For an Extended Response:

- Watch all staff for signs of stress. Report any issues. Provide rest periods and relief for staff.
- Coordinate response regarding staff work-related issues, assignments and questions, and work with the leadership as appropriate.
- Coordinate injury or incident reporting procedures and protocol with Safety Officer.
- Create an end of incident report for the Incident Commander and the organization.
- Plan for the possibility of extended deployment.

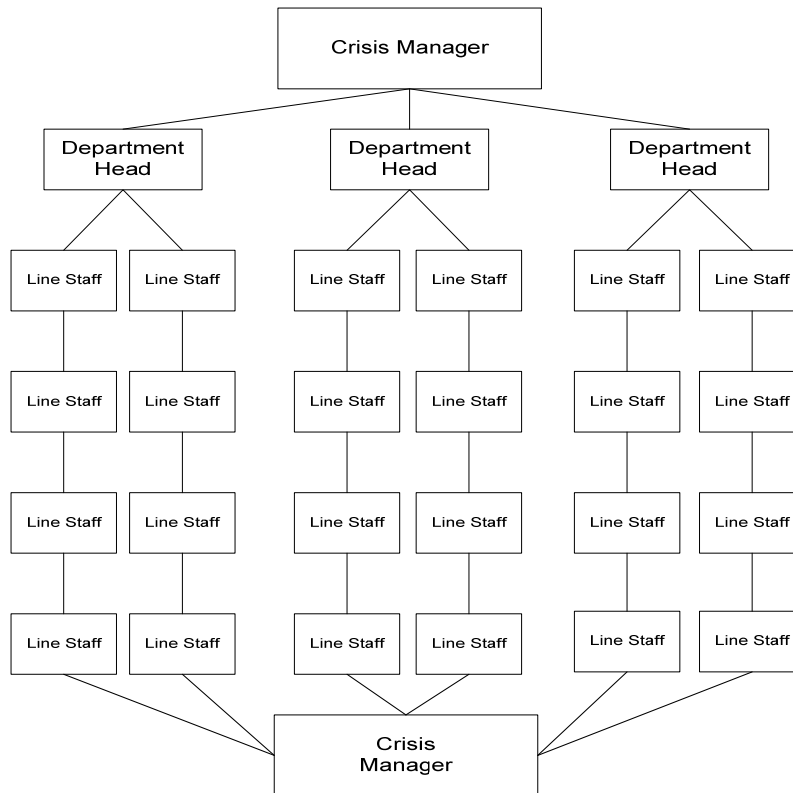## What is a Call-Down Procedure and Why is It Useful?

A call down is a series of telephone calls from one person to the next used to relay specific information. An established and exercised call down protocol can be used during emergency situations, such as a flu pandemic, to deliver urgent information to and for communication among members. This sample call-down procedure is intended to be adapted for use by individual faith organizations.

- Using the phone tree system can spread a message quickly and efficiently to a large number of people.
- Hold message drills regularly to test your phone tree for effectiveness and identify areas for improvement. The drill also helps to update phone numbers.

When Calling:

- The person at the top will start the tree. It may be helpful to have a brief script complete with the specific action.
- Ask the person to get paper and pencil to write specifics.
- Give facts about the event.
- Ensure that you have alternative phone numbers, such as work and cell phone numbers, in case the message needs immediate action.
- If nobody answers, leave a message and call the next person. This should ensure that everyone gets the information in a timely fashion.
- Confirm they will be making the next call on the list.

- Prearrange with staff at the end of the list to contact the person at the top once they receive the message. The LAST person(s) on the phone tree should CALL THE FIRST person to ensure that the tree is completed and that the message was accurate.

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                        │     Manager     │
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Connection Tool

This tool is a guideline and offers some tips on how to connect members to one another to help maintain contact with your congregation's vulnerable or at-risk populations. There are many reasons to connect members on this basis. For example, have a member contact (phone call or visit) a member who may be unable to leave their home because of sickness, age, or injury. It can also be more in-depth by having members provide help to vulnerable or at-risk members during or after an emergency (ex. helping retrieve medication, food, or water).

Keys to Making Member Connections for Emergency Preparedness

1. Establish Group Leaders and Connectors to help coordinate the "connected members" so the program moves smoothly.
2. Organize the "connected members" and Contactors by geographical location. Try to group members together who live close to one another so they can get to one another's homes easily if they are unable to drive, or to provide help quickly following an emergency.
3. Don't forget anyone. Include everyone and anyone who wants to be connected to others. Many may simply need a call; others may need help getting medications, food, water or alternative sheltering arrangements.
4. Make short but frequent contact. The contacts don't have to be long letters, visits or phone calls. Shorter and more frequent 'touching base' are probably more productive than long infrequent visits.
5. Get new members involved in this program as soon as they feel comfortable.

What do the Group Leaders do?

The Group Leader is responsible for checking in with the Contactors who will in turn check in with "connected members" following an emergency or to pass along useful information. They should keep a list of the Contactors' and connected members' contact information available at home and at their organization's office so others can access it if necessary. All the "connected members" should also have the Contactors' contact information so they can provide updates as necessary. Group Leaders may also want to make calls or touch base with "connected members" if there is an unexpected absence among them.

Training

Make sure your staff is mentally, physically, and emotionally prepared to respond. In an emergency, the first concern of staff will be the safety and welfare of their family members. Your staff is more likely to be available to respond in emergency situations if they know that their family members are safe. ADRN provides training to prepare families for emergencies (visit www.adrntx.org).

A **training plan** should be developed and implemented for your staff, and address the following:

1. Conducting exercises and unannounced drills of all aspects of the Emergency Operations Plan at least annually.
2. Scheduling employee/volunteer orientation training and in-service training on the content of the Emergency Operations Plan.
3. Ensuring employees/volunteers know their individual responsibilities and roles during an event:
   a. Encourage staff and volunteers to register on the ADRN website and take one or more of our advanced trainings such as CERT, CISM, Preparedness Peace and First Aid/CPR/AED training
   b. Train ushers in case of emergencies such as fire or heart attack
   c. Include school or childcare staff in emergency/disaster training
   d. Prepare lay leaders as alternates to lead the worship services and teach school if clergy/teachers are unavailable
   e. Encourage and support staff and key volunteers to have family or home emergency plans
   f. Ensure all staff members have an opportunity to check on their homes and family members as soon as possible following an emergency
4. Document all training and testing.
5. Develop procedures for correcting deficiencies noted during exercises.

Communication

Emergencies can happen on any day and at any time. Make sure that you have the ability to contact your staff and leadership in the event of an emergency. Maintain a contact list for your essential personnel. On your contact list be sure to have all possible phone numbers, emails, and home addresses.

Preparing for Continuing Operations

Preparing a congregation and facility for emergency takes time and discussion. Your planned response to an emergency should emulate your congregation's mission, goals, or objectives.

1. Prepare to Serve Your Members.
   a. Help your members learn what to do in an emergency and how to help one another.
   b. Collect emergency/disaster preparedness items such as flashlights, first-aid kits, blankets, etc.

c. Designate a group to call individuals who cannot leave their homes, those who would struggle to leave their homes or those who have significant disabilities before a storm/disaster and to follow up afterward. In the event of an evacuation, this group could also call local emergency management to inform them of these individuals or help these individuals get to safety.

d. Become familiar with resources within your congregation and within your community; identify functions, and know how to use them.

2. Plan to Resume Worship Services as Soon as Possible:

a. Consider providing faith/worship care through a number of alternative communication vehicles (internet, telephone, email, etc).

b. Prepare to resume worship services immediately, even in temporary or damaged facilities. Store worship materials in more than one location so they can be accessed.

c. Determine how you will publicize when worship services and crisis care will be offered.

d. Determine a suitable alternative worship site (such as a school) and get an estimate of what it would cost to rent/use. If possible, get an informal arrangement that would allow your services to relocate quickly. This might be a reciprocal agreement with another church.

3. Prepare to Serve Your Community: Below are ideas on ways you can serve your community in the event of an emergency. These are simply options to think about. It is best to stick with a function that you may already perform or focus on one function and plan for it.

a. Develop a process for raising funds for emergency response and for receiving funds from outside sources.

b. Arrange agreements to work with the American Red Cross, other emergency management agencies, and your local (city or county) public health department (see *Resources* on pg. 180).

c. Become an American Red Cross Emergency Shelter. Before seeking to become a shelter, get the approval of the administrative body of your congregation. The American Red Cross may use places of worship close to the emergency area as temporary shelters. Prior certification is required. Work with your local American Red Cross chapter to meet requirements for a certified site.

d. Determine if your facility can be used to house volunteers. Make the decision prior to a disaster/emergency. Plans should be made to care totally for these individuals – thus lessening their impact on the broader systems of food, shelter, water, etc. Inform other partnering faith communities of your willingness to house volunteers.

e. Develop a plan to receive, organize, and distribute food and other needed items including cleaning supplies, hygiene supplies, and baby supplies.

f. Organize workers. Organize volunteer work crews to help in your area in times of disaster/emergency. Organize a faith-based group team to assist emergency victims outside of your immediate area.

g. Stockpile essential items before an emergency for use during an emergency.

h. Identify and write down your organization's resources (including human resources) and update this list annually.

i. Develop a "Care Buddies" program at your organization

j. Develop a plan to work with local first responder agencies (i.e. police, fire, EMS) to "adopt" their station to provide collective aide to the station (meals, blankets, clean clothes) or to the first responders' families.

Preparing Members of Your Congregation

Prepare members/families for emergencies by encouraging them to register on ADRN's website and take Preparedness Peace and other training classes that help you prepare emotionally and spiritually.

Meeting the Special Needs of the People You Serve

Determine the special needs of people in your organization. Encourage others to help those who cannot fully prepare by making extra emergency kits for a neighbor or an entire group of people.

Emotional and Spiritual Care

According to the U.S. Department of Health and Human Services:

- No one who sees or is part of an emergency is untouched by it.
- Survivors respond to active, genuine interest, a listening ear, and help with immediate problem-solving.
- Interventions by professionals, clergy and volunteers need to be appropriate to the phase of the emergency.
- Immediate needs and reactions of the disaster survivor have been found to be consistent including:

    - A concern for basic survival.

    - Grief over loss of loved ones and loss of valued and meaningful possessions.

    - Fear and anxiety about personal safety and the safety of loved ones.

    - Sleep disturbances, often including nightmares and imagery from the emergency.

    - A need to talk about events and feelings associated with the emergency, often repeatedly.

    - Questions about how this emergency fits within their religious and spiritual beliefs.

Encourage your congregation to register on the ADRN website and sign up for training so they are able to provide emotional and spiritual care within your congregation and to families in the community who have been impacted by disasters.

Section 4. Preparing At-Risk and Vulnerable Populations

Identifying and Reaching At-Risk Populations

Some individuals may have greater difficulty accessing the public health and medical services they require following a disaster or emergency. At-risk individuals have needs in one or more of the following functional areas: communication, medical care, maintaining independence, supervision, and transportation. At-risk groups may include children, senior citizens, and pregnant women as well as people who have disabilities, live in institutionalized settings, are from diverse cultures, have limited English proficiency or are non-English speaking, are transportation disadvantaged, have chronic medical disorders, or have pharmacological dependency. They may have additional needs before, during, and after an incident in one or more of the following functional areas (C-MIST):

Communication – Individuals who have limitations that interfere with the receipt of and response to information will need that information provided in methods they can understand and use. They may not be able to hear verbal announcements, see directional signs, or understand how to get assistance due to hearing, vision, speech, cognitive, or intellectual limitations, and/or limited English proficiency.

Medical Care – Individuals who are not self-sufficient or who do not have adequate support from caregivers, family, or friends may need assistance with: managing unstable, terminal or contagious conditions that require observation and ongoing treatment; managing intravenous therapy, tube feeding, and vital signs; receiving

dialysis, oxygen, and suction administration; managing wounds; and operating power-dependent equipment to sustain life. These individuals require the support of trained medical professionals.

Independence – Individuals requiring support to be independent in daily activities may lose this support during an emergency or a disaster. Such support may include consumable medical supplies (diapers, formula, bandages, etc.), durable medical equipment (wheelchairs, walkers, scooters, etc.), service animals, and/or attendants or caregivers. Supplying needed support to these individuals will enable them to maintain their pre-disaster level of independence.

Supervision – Before, during, and after an emergency individuals may lose the support of caregivers, family, or friends or may be unable to cope in a new environment (particularly if they have dementia, Alzheimer's disease, or psychiatric conditions). If separated from their caregivers, young children may be unable to identify themselves; and when in danger, they may lack the cognitive ability to assess the situation and react appropriately.

Transportation – Individuals who cannot drive or who do not have a vehicle may require transportation support for successful evacuation. This support may include accessible vehicles (e.g., lift-equipped or vehicles suitable for transporting individuals who use oxygen) or information about how and where to access mass transportation during an evacuation.

Your church may want to consider the following recommended preparedness activities:

- Conducting a survey of vulnerable members of your congregation and identifying their needs.
- Maintaining a list of names, addresses and telephone numbers for vulnerable members and their caregivers.
- Educate and train your staff, leadership, and congregation members about the barriers that individuals with special needs face so they may help respond
- Including vulnerable members on your telephone tree.
- Pairing vulnerable members with other congregational members or family for on-going communication and monitoring.
- Assisting at-risk individuals in developing a communication and emergency plan.

Unique Needs of At-Risk and Vulnerable Populations

Persons with Limited English Proficiency

This may include those with immigrant or undocumented status. Undocumented populations may fear involvement with governmental agencies and choose to turn to faith-based communities for help.

- Stock emergency resource information in a variety of languages.
- Identify coaches or advocates to help non-English speaking persons express their needs in an emergency.

Persons with Children and Single-Parent Households

Consider the following with respect to a family's response to an emergency:

- Daycare support and family support services will need to be available.
- Parents may be separated from children when emergency strikes – reconnection will need to occur. (Think about how this would occur at your facility)
- Some children have special need considerations. (Is your organization aware of them? Can you plan for them in advance?)
- Transportation issues.

Persons with Pets

- Have pet identification tags - Make sure tags are up to date and securely fastened to the pet's collar.
- Create an emergency Supply Kit for Pets containing:

  - Pet food and water (for at least three days for each pet)
  - Can opener and food dishes
  - Medications, veterinary records, information on medical conditions, and first aid kit
  - Cat litter and litter box
  - Sturdy leashes, harnesses and carriers to transport pets safely and to ensure pets can not escape
  - Blankets or towels for bedding and warmth
  - Current photos and descriptions of pets in case of separation
  - Pet beds and toys to reduce stress
  - Other useful items may include grooming items, trash bags, paper towels

- Evacuation - Pets should never be left behind and it is recommended to evacuate early.
- Identify appropriate shelters before emergency strikes. Many emergency shelters, hotels and motels cannot or do not accept pets.

Elderly, Homebound, and Medically Fragile Persons

Special considerations must be made for this population:

- Those dependent on any medical device may require electricity or oxygen refills
- Some receive home healthcare services that may not continue during an emergency
- Assistance with evacuation
- Encouragement to have at least a two week supply of medications
- Encouragement to label mobility aids, have lists of medications and health care provider and or friends/family phone numbers who should be notified

Persons with Disabilities

- Mobility Disabilities – People who use wheelchairs and other mobility aids will require special consideration:

  - Shelters must be physically accessible.
  - Evacuating a chair and/or other equipment. Equipment that is damaged may need immediate replacement and may be unavailable.
  - Accessible transportation in evacuation or to get to sites for emergency assistance.

- Visual Disabilities

  - Providing assistance (guides) to help with navigation at service locations.
  - Keeping service animals or guide dogs with the person at all times.
  - Finding shelter that will accommodate service animals or guide dogs.

- Deaf and Hard of Hearing

  - American Sign Language interpreters at emergency service locations.
  - TTY/TDD equipment with trained personnel at locations where emergency assistance is provided.
  - Assistive listening devices may need batteries and/or electricity.
  - If holding a worship service or communicating information, allow members of this population to sit up front, and try to have an interpreter present and at the front of a well-lit room.
  - Use hand gestures to communicate.
  - Have pre-made signs available - workers should have paper and pens on them at all times if allowed.

- Environmental Illness or Multiple Chemical Sensitivities
  - Alternative scent-free shelter environments and additive-free foods.

Persons with Mental Illness

You may not be aware of those with mental health issues.

- If a person begins to exhibit unusual behavior, ask if they have any mental health issues you need to be aware of. However, be aware that they may not tell you.
- This population may become confused during an emergency.
- Know how to contact mental health and substance abuse support services.

Persons Living in Poverty

- The population will experience long-term recovery needs that will increase over time due to the lack of personal resources and displacement.
- Help by finding post-disaster emergency, temporary, or subsidized housing.

Persons who are Homeless, Marginally-Housed or Shelter-Dependent

This could include homeless individuals in or out of shelters, homeless families, and women in shelter programs for domestic abuse reasons.

- Know how to contact mental health and substance abuse support services.
- Runaway youth or women who are victims of abuse may be forced to find alternate community-based shelters if evacuation is necessary.
- Help by finding post-disaster emergency, temporary, or subsidized housing.

Survey for Congregation Members with Special Needs

Member Information (Please print)

First and Last Name   _____

Address City State Zip _____

Phone Cell Phone E-Mail _____

Do you live alone?	Yes	No	N/A
If you live alone and are chronically home-bound, is there someone who checks in on you regularly?	Yes	No	N/A
Do you have a chronic medical condition?	Yes	No	N/A
Do you need help getting around?	Yes	No	N/A
Can you cook for yourself?	Yes	No	N/A
Do you have an emergency plan?	Yes	No	N/A
Do you have a place to go in the event of an emergency?	Yes	No	N/A
Do you have enough food, water, and prescription medication supplies at home to last you five days in the event of an emergency?	Yes	No	N/A
Would you like help from another congregation member in the event of an emergency?	Yes	No	N/A

Do you have any other special needs? Please explain.

Emergency Contact Information

First and Last Name _____

Address City State Zip _____

Phone Cell Phone E-Mail _____

Section 5. The All-Hazards Emergency Plan

Writing an All-Hazards Emergency Plan for your organization can feel like a huge undertaking and the amount of work you put into it can spiral out of control. However, you do not have to do everything at once. Your All-Hazards Emergency Plan can be as detailed or as simple as you choose to make it. Make sure it is user-friendly for you and your congregation. This section of the toolkit will help guide your organization in writing a plan for response in an emergency.

The Emergency Plan

There are four important things to remember when embarking on writing an All-Hazard Emergency plan:

- An emergency plan is a living and changing document, developed and revised over time.
- There is no right or wrong way to format a plan.
- Keep it simple, understandable, and practical.
- Spend the greatest amount of time on the All-Hazards Emergency Preparedness Plan and the subsets of Emergency Specific Preparedness Plans will flow naturally.

Benefits of an All-Hazards Plan

Having one plan, an All-Hazards Plan, makes the assumption that the consequences of any emergency — whether natural or man-made — are the same. Along with your All-Hazards Plan you will need to have Emergency Specific Preparedness Plans which are subsets of the larger plan and are used for occasions such as Pandemic Flu or for sheltering instructions.

Services and Functions

In an emergency situation, review all the services your organization regularly provides and determine the following:

- If providing more than one service, determine which critical services must be maintained and which less critical services can be temporarily suspended. Example: educational classes may be suspended but the meal program needs to stay functioning.
- Your ability to provide additional services to your members. Example: in addition to providing worship services, would you be able to provide a meal? Transportation? If not, do you know any resources in the community that can provide your members with these services?
- Your ability to take on new members/worship seekers. Example: If a similar organization will no longer be able to provide services, can you take on their members? What adjustments would need to be made?
- If you are not able to provide your most critical service, do you have agreements with similar organizations to provide back-up services to your members? Network and develop these relationships before an emergency situation arises and have agreements in place.

Continuity of Operations Plan (COOP)

Developing a Continuity of Operations Plan will ensure your faith-based organization can survive an emergency physically, operationally and fiscally. You will need to determine essential service and functions and set clear priorities. Knowing your priorities makes everything fall into place. In crisis or opportunity, if you are clear on your priorities you can make the best decisions for your organization.

- Conduct a risk assessment (what are the vulnerabilities?)
- Plan for utility disruptions.
- List the primary services you will continue to provide following an emergency.
- List the critical material, staff and equipment necessary to maintain these operations.
- What neighboring agencies or businesses can you form connections with in order to share resources in an emergency, to maintain operations, or to assist others in their COOP?

- What are the predictable needs of the congregation in emergencies?
- Will the needs of the congregation require you to expand services in an emergency's aftermath?
- Will you need to consider providing new or different services?
- Identify programs and outreach ministries that can be utilized after emergencies.
- Take inventory of losses and damage post-emergency.
- Consider applying for post-emergency funds.

Communication Plan

Make sure you can communicate with your staff, congregation, volunteers and the community. Communication will make or break an emergency response. Communication is the key to letting people make the right decisions. Mastering how to send and receive information will help your organization in both a crisis and opportunity.

WHAT should you communicate?

- Agency Operational Status report
- Damage assessment
- Services offered or changes to them
- Funds or supplies needed
- Volunteers needed
- Other needs

TO WHOM are you communicating?

- Emergency services partners (local government, faith-based organization partners)
- Staff and volunteers
- Organization members
- Media (check with your local government response first)
- General public

WHO should communicate the message?

- Ensure they have the proper training
- Ensure they have the proper authority
- Ensure they share consistent message with local/state government

WHAT can you do or prepare for in advance?

- Talking points/key messages
- Emergency-related funding/supply solicitation
- Email, phone, pager, cell phone, fax
- Take crisis/risk communication training

HOW should you communicate?

- Electronic
- Paper
- Verbal Combination

Emergency Communication Tools

There are many tools we do not normally consider that may become useful if an emergency cuts off your normal channels of communication.

- Bulletin board/white board

- Pagers
- Carbon paper
- Palm Pilots/BlackBerries
- CB radios
- Public signage
- Cell phones
- Runners
- Drums
- Digital telephones
- Flag pole
- Walkie-Talkies
- Ham radios
- Whistles
- Megaphone/bullhorns

Community Outreach Options

There are different ways you can speak to your community. Different methods have different advantages, and may help you reach new people.

- American Sign Language interpreters
- In-person events, workshops, or classes
- Computers
- Language translators
- Door-to-door canvassing or home visits
- Mailing lists: brochures, flyers
- Email and listserves
- Radio
- Fact Sheets or FAQ's
- Television
- Fax machines
- Video/CD-ROM/DVD
- Information phone lines/hotlines
- Websites
- Announcements during services
- Bulletins

Surge Capacity Plan

Having a solid surge capacity plan is the ability to manage a sudden, unexpected increase in volume of need that would otherwise severely challenge or exceed the current capacity of the facility and system. In the event of a widespread emergency, faith-based communities will not be the only groups experiencing this kind of surge. Hospitals, community-based organizations, fire, and police, to name a few, will also be affected.

Some Surge Capacity Issues

- **Physical space** – Your facility could be needed as a meeting place for people to worship, seek help or for an emergency shelter or alternate care facility.
- Organizational structure could be strained due to increased demands on staff or how your staff is affected by the emergency. Staff may be stretched and/or unable to assist depending on the nature of the emergency.
- **Support** – Increased numbers of the community will require mental health and outreach services. Plan and think about how prepared you will be to handle the volume.

- Supplies – How long will your supplies (office, medical, food, water) last and what will you most likely need more of in the event of an emergency? It may be a good idea to stockpile these items.

Evacuation Plan

Predetermine two locations (one in and one out of your neighborhood) where everyone (staff and others in the building) can go in case an emergency requires evacuation during business hours. Take into account special needs and requirements of staff and others as well as transportation arrangements. Use organizational communication structures to convey evacuations (e.g. phone chain).

Once at the site, designate a leader to:

- Conduct attendance at site
- Bring emergency documents and phone lists
- Bring emergency kit

Shelter-in-Place Plan

In certain situations, such as a tornado or chemical incident, it may be better to stay and shelter-in-place. The facility needs to plan for sheltering-in-place. In an emergency, your facility may be without telephone or other communications, electric power, or water and sewer service for several days. The facility must be able to exist on its own for at least 72 hours without outside assistance. Your plan should include provisions such as facility safety and security, food, water, medications, contact with first responders (fire, police, EMS), public health, transportation, staff, lighting, temperature control, waste disposal, and medical supplies.

Pandemic Influenza Plan

A pandemic is a global disease outbreak. An influenza pandemic occurs when a new influenza A virus emerges for which there is little or no immunity in the human population, begins to cause serious illness, and then spreads easily person-to-person worldwide. Many scientists believe it is only a matter of time until the next influenza pandemic occurs. However, the timing and severity of the next pandemic cannot be predicted.

If pandemic influenza occurs:

- Vaccine may not be available for several months.
- Antivirals may be used to treat the ill.
- Society, including governmental functions, may be disrupted.

The collaboration of faith-based and community organizations with public health agencies will be essential in protecting the public's health and safety when an influenza pandemic occurs. You can find more information at www.pandemicflu.gov.

Social Distancing

Social distancing is the main defense to reduce the risk of pandemic influenza. Social distancing would be implemented during a health emergency when extraordinary measures are required to control the spread of disease or infection.

Social distancing is defined to include measures that increase the distance between individuals. These interventions can be applied to individuals, large groups or an entire community or region. They are designed to reduce personal interactions and thereby the risk of disease transmission. Some options include:

- Canceling events (worship services, weddings, etc.)
- Canceling school classes and events
- Canceling faith-based activities (festivals, meals, etc.)
- Shutting down or limiting transportation services
- Declaring "snow days", asking everyone to stay home and close the facility

Plan Practice, Evaluation and Updates

Emergency preparedness plans should be practiced through exercises or tests in order to:

- Clarify roles and responsibilities.
- Reveal weaknesses in the plan.
- Improve coordination among the congregation and between the congregation and outside resources.
- Improve readiness for a real incident.

Practicing the Plan

There are five types of exercises that may be conducted:

1. **Orientation** – Instruction is provided about roles, relationships and responsibilities during an emergency.

2. **Drill** – Systems such as emergency notifications, communication procedures, evacuation procedures, or equipment are evaluated in order to identify problem areas.

3. **Tabletop Exercise** – A facilitated discussion of roles, responsibilities, and reactions to a given emergency scenario.

4. **Functional Exercises** – Members of the Emergency Preparedness Group and organizational staff actually perform their emergency response to a specific section(s) of the plans.

5. **Full-Scale Exercises** – A simulated real-life emergency situation is performed. This exercise involves the Emergency Preparedness Group, organizational staff, volunteers, and community response organizations.

It is recommended to start with basic orientation, then move through the exercises and drills as listed above. You should determine the frequency of these exercises or tests of your plans.

Evaluating the Plan

FEMA recommends that the written Emergency Preparedness Plan be evaluated after each train class, exercise or test as follows:

- On an annual basis.
- After each emergency.
- When personnel or facility changes are made.
- When policies or procedures change.

After the critique of the exercise, you should develop a written plan to address noted deficiencies. Among the issues to consider are:

- Does the plan reflect lessons learned from an exercise or actual event?
- Do the Emergency Preparedness Group, congregational staff and members understand their roles?
- Does the plan reflect changes in the physical layout of the facility?
- Have the hazards in the facility changed?

- Are names, titles and telephone number current in the plan?
- Is the facility attaining its training goals?

Updating the Plan

Procedures need to be developed and implemented for revising the plan. The following needs to be addressed:

1. Annual review of the existing Emergency Operations Plan. Include a policy for review and making necessary changes to this plan.

2. Annual review of telephone numbers of staff, emergency agencies, and contracted services such as sheltering facilities, transportation services, and EMS.

3. At least an annual update or renewal of transfer agreements and transportation, and other Memorandums of Understanding.

4. Distribution of the plan to appropriate staff.

5. Indicate where the Emergency Plan will be located for staff reference.

All-Hazard Emergency Plan Template[2]

[Organization Name] Emergency Operations Plan

Date Created: _____
Date Approved: _____
Last Date Updated:_____

[Organization Logo or Motto]

Table of Contents

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[2] This document has been adapted from the City of Minneapolis MN 2007 "Emergency Preparedness Template" and Shasta County CA 2007 "Emergency Planning Faith-based Organizations".

Emergency Preparedness Plan

Organization Name

Address

City   *State*   *Zip*

Telephone Number

E-mail Address

Date plan was created: _____

Plan approved by: _____

Plan Review:

Date:		Approved by:	

Emergency Mission

Define the purpose of this plan and your organization in the event of an emergency. Examples include:

- Ensure the continuation or quick resumption of worship services.
- To provide care and support to disaster victims (congregants and community members).
- To provide services/resources to help in the community's recovery from emergency (consider what services/resources you plan to provide).

Building Description

Provide some basic building data (information that may be helpful to emergency services personnel)

Occupancy Type (Office Building, school ,or church)

Total Square Footage

Year Built   *Date of Most Recent Renovation*

Number of Stories   *Is there a basement?*

Type of Construction

Insurance Company

Describe any Unique features (inside or outside)

NOTE: Attach any floor plans of the facility at the end of the document.

Building Supplies and Safety

The following emergency supplies and equipment are located as follows:

1. Portable radios and extra batteries: _____

2. Emergency first-aid supplies: _____

3. Flashlights and extra batteries: _____

4. Stored drinking water: _____

5. Emergency (3-day) food supply: _____

6. Basic tool kit: _____

7. Fire alarm system:

   Location of fire alarm: _____

   Location of fire extinguishers: _____

   If system monitored by outside agency, name and phone: _____

   Sprinkler system (water flow valves and standpipes, including tamper alarms):

8. Exits: Information on fire escapes (type & location): _____

   Information on fire doors (if applicable): _____

The following utility shut-offs and tools are located as follows:

1. Main gas valve: _____

2. Crescent wrench or gas shut-off tools: _____

3. Main water valve: _____

4. Electrical fuse box / circuit breaker: _____

5. Emergency or portable generator (if applicable): _____

Inventory of neighborhood resources:

1. Where can you rent or borrow a generator from? _____

2. Where is the nearest medical treatment facility? (Attach driving and walking directions): _____

   _____

3. Where is the nearest fire station? _____

   _____

4. Where is the nearest police station? _____

   _____

5. Where can you go for additional water? _____

6. Where can you go for additional food supplies? _____

7. Where can you go for additional medical supplies, medicines, and special equipment? _____

   _____

Emergency Team Leader or Incident Commander

1. The Crisis Manager for our organization in an emergency is:

    _____

    Name

    _____

    Telephone Number   *Alternate Number*

    _____

    Work E-mail Address   *Home E-Mail Address*

    _____

2. In the absence of the crisis manager, the first alternate crisis manager is:

    _____

    Name

    _____

    Telephone Number   *Alternate Number*

    _____

    Work E-mail Address   *Home E-Mail Address*

    _____

3. In the absence of the first alternate crisis manager, the second alternate crisis manager is:

    _____

    Name

    _____

    Telephone Number   *Alternate Number*

    _____

    Work E-mail Address   *Home E-Mail Address*

    _____

4. The authorized spokesperson (if different from crisis managers) is:

    _____

    Name

    _____

    Telephone Number   *Alternate Number*

    _____

    Work E-mail Address   *Home E-Mail Address*

    _____

Employee Emergency Information

(Make copy for each employee.)

Name

Position

Key responsibilities

Home address   *State*   *Zip*

Home phone

Cell phone

Pager   *Fax*

Work e-mail address

Home e-mail address

Emergency contact   *Relationship*

Emergency contact phone number   *Alternate number*

Do you and your family have an emergency preparedness plan?	□ Yes	□ No
Do you and your family have an emergency preparedness kit?	□ Yes	□ No
In an emergency situation would you continue to work assigned duties?	□ Yes	□ No
In an emergency situation would you be willing to work additional days or hours?	□ Yes	□ No
In an emergency situation would you be able to work from your home?	□ Yes	□ No
With personal protective equipment (PPE), would you be willing to work with individuals who have a communicable disease?	□ Yes	□ No

Certifications: □ LPN/RN   □ CPR   □ First-Aid
                        □ Emergency Medical Technician   □ Other

Volunteer Emergency Information

(Make copy for each volunteer)

Name

Position

Key responsibilities

Home address   _State_   _Zip_

Home phone

Cell phone

Pager   _Fax_

Work e-mail address

Home e-mail address

Emergency contact   _Relationship_

Emergency contact phone number   _Alternate number_

Do you and your family have an emergency preparedness plan?	□ Yes	□ No
Do you and your family have an emergency preparedness kit?	□ Yes	□ No
In an emergency situation would you continue to work assigned duties?	□ Yes	□ No
In an emergency situation would you be willing to work additional days or hours?	□ Yes	□ No
In an emergency situation would you be able to work from your home?	□ Yes	□ No
With personal protective equipment (PPE), would you be willing to work with individuals who have a communicable disease?	□ Yes	□ No

Certifications: □ LPN/RN   □ CPR   □ First-Aid
                    □ Emergency Medical Technician   □ Other

Emergency Team Member Information

(Make copy for each board member.)

Name

Position

Key responsibilities

Home address   *State*   *Zip*

Home phone

Cell phone

Pager   *Fax*

Work e-mail address

Home e-mail address

Emergency contact   *Relationship*

Emergency contact phone number   *Alternate number*

Do you and your family have an emergency preparedness plan?	□ Yes	□ No
Do you and your family have an emergency preparedness kit?	□ Yes	□ No
In an emergency situation would you continue to work assigned duties?	□ Yes	□ No
In an emergency situation would you be willing to work additional days or hours?	□ Yes	□ No
In an emergency situation would you be able to work from your home?	□ Yes	□ No
With personal protective equipment (PPE), would you be willing to work with individuals who have a communicable disease?	□ Yes	□ No

Certifications: □ LPN/RN   □ CPR   □ First-Aid
                     □ Emergency Medical Technician   □ Other

Communication Plan

What Should You Communicate?	Who are you communicating to? (Ex: local government, congregation, staff only)	Who should communicate the message? (Ex: emergency team leader, Pastor)	How should it be communicated? (Ex: electronically, phone call/tree, mail)	Preparatory Actions (Ex: talking points, key messages, training)
Organizational status				
Damage assessment				
Services offered or service changes				
Funds or supplies needed				
Volunteers needed				
Others needed				
Other				
Other				

Directions for remote voicemail:

_____

_____

_____

_____

_____

Directions for remote email:

_____

_____

_____

_____

_____

If phones are not working, our backup communication plan is as follows (include provisions for land line and cellular phones):

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Designate one remote phone number where an emergency message can be recorded and be sure that all congregation members know that number and understand its use.

Number: _____

Responsible party: _____

Alternate responsible party: _____

Additional communication directions:

_____

_____

_____

_____

_____

_____

_____

_____

Sample Calling Tree

```
                          ┌─────────────────┐
                          │  Crisis Manager │
                          └─────────────────┘
             ┌──────────────────┬──────────────────┐
      ┌────────────┐      ┌────────────┐      ┌────────────┐
      │ Department │      │ Department │      │ Department │
      │    Head    │      │    Head    │      │    Head    │
      └────────────┘      └────────────┘      └────────────┘

  ┌──────────┐ ┌──────────┐  ┌──────────┐ ┌──────────┐  ┌──────────┐ ┌──────────┐
  │Line Staff│ │Line Staff│  │Line Staff│ │Line Staff│  │Line Staff│ │Line Staff│
  └──────────┘ └──────────┘  └──────────┘ └──────────┘  └──────────┘ └──────────┘

  ┌──────────┐ ┌──────────┐  ┌──────────┐ ┌──────────┐  ┌──────────┐ ┌──────────┐
  │Line Staff│ │Line Staff│  │Line Staff│ │Line Staff│  │Line Staff│ │Line Staff│
  └──────────┘ └──────────┘  └──────────┘ └──────────┘  └──────────┘ └──────────┘

  ┌──────────┐ ┌──────────┐  ┌──────────┐ ┌──────────┐  ┌──────────┐ ┌──────────┐
  │Line Staff│ │Line Staff│  │Line Staff│ │Line Staff│  │Line Staff│ │Line Staff│
  └──────────┘ └──────────┘  └──────────┘ └──────────┘  └──────────┘ └──────────┘

  ┌──────────┐ ┌──────────┐  ┌──────────┐ ┌──────────┐  ┌──────────┐ ┌──────────┐
  │Line Staff│ │Line Staff│  │Line Staff│ │Line Staff│  │Line Staff│ │Line Staff│
  └──────────┘ └──────────┘  └──────────┘ └──────────┘  └──────────┘ └──────────┘

                          ┌─────────────────┐
                          │     Crisis      │
                          │     Manager     │
                          └─────────────────┘
```
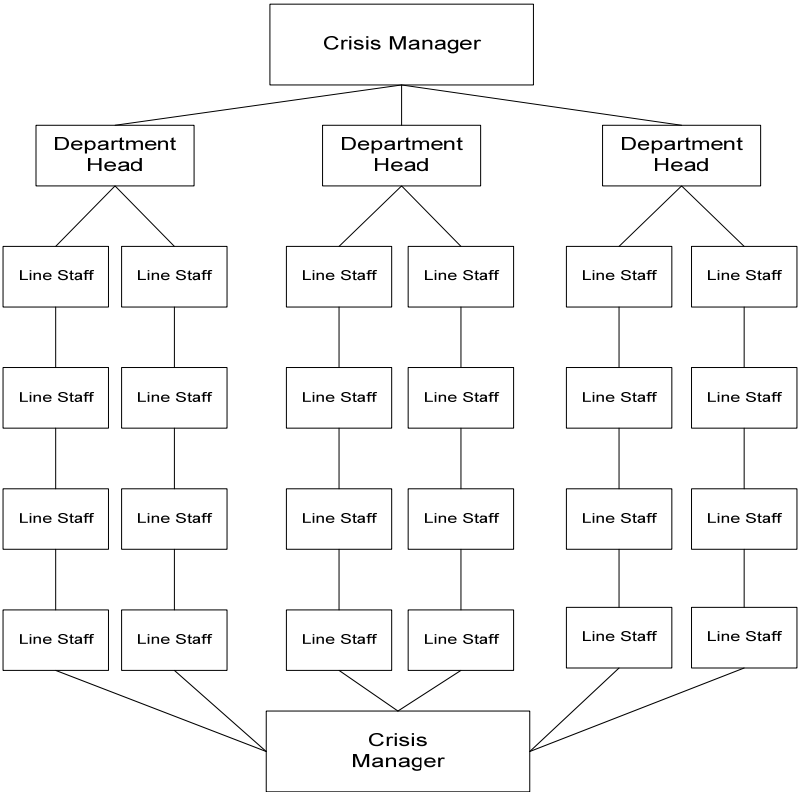
Continuing Services

List each service and/or program your agency regularly provides. Consider what services or programs would need to be or could be suspended in an emergency.   If it must be maintained, indicate in the far right column whether any adjustments or additional resources are needed.

Service or Program	Suspend (x)	Maintain (x)	Supplies/Resources Needed to Maintain Service/Program

List the supplies and resources needed to keep your faith-based community operating and alternative ways to obtain those items.

Supply or Resource Needed	Alternative Source for Obtaining Resource

Plan of succession (the list, by position or title, who determines which staff is next in line to assume overall authority.

1. _____

2. _____

3. _____

4. _____

List of signatories on bank accounts (in the event that the primary signatory is unavailable).

1. _____

2. _____

3. _____

4. _____

Specify area for involvement during an emergency

_____

_____

_____

_____

Off-site Storage of Important documents and Vital Records
Organization name

_____

Address

_____

City   *State*   *Zip*

_____

Telephone number

_____

Vital Records may include but are not limited to:

□ articles of incorporation	□ financial statements (bank accounts, credit cards)
□ artwork (e.g. stationery, logo)	□ 501 (c) (3)
□ blank checks and account information	□ insurance information
□ board minutes and rosters	□ inventory of organization equipment
□ bylaws	□ leases/deeds
□ client records	□ licenses
□ computer passwords	□ mission statement
□ contracts	□ personal records/payroll information
□ corporate seal	□ photographs of the facility and key equipment
□ diagram of building layout	□ tax exemption status certificate
□ donor records	□ vendor records
□ emergency plan	□ volunteer records

Other documents:

1. _____

2. _____

3. _____

4. _____

Off-site storage of vital electronic records:

Electronic records are backed up how often? _____

Backed up records are kept at:

_____
Name

_____
Address

_____
City   *State*   *Zip*

_____
Telephone number

If accounting and payroll records are destroyed, continuity will be provided by the following:

1. _____
2. _____
3. _____

Backed up electronic records include the following:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

Neighboring Agencies Providing Additional/Backup Services

Attach any Memorandums or Letters of Understanding to the back of the plan.

1. Name of agency	*Contact information*
Service provided	

2. Name of agency	*Contact information*
Service provided	

3. Name of agency	*Contact information*
Service provided	

4. Name of agency	*Contact information*
Service provided	

Key Contacts

Accountant	*Telephone number*
Attorney	*Telephone number*
Bank	*Telephone number*
Billing/Invoicing Service	*Telephone number*
Benefits Administrator	*Telephone number*
Building Manager/Owner	*Telephone number*
Building Security	*Telephone number*
Creditor	*Telephone number*
Electric Company	*Telephone number*
Electrician	*Telephone number*
E-mail/Internet Service Provider	*Telephone number*
Emergency Management Agency	*Telephone number*
Fire Department	*Telephone number*
Gas Company	*Telephone number*
Generator Rental	*Telephone number*

Grocery Store (nearest one)	*Telephone number*
Hardware Store (nearest one)	*Telephone number*
Hazardous Materials	*Telephone number*
Hospital (nearest one)	*Telephone number*
Insurance Agent/Claims Reporting	*Telephone number*
IT/Computer Service Provider	*Telephone number*
Local Newspaper	*Telephone number*
Mental Health/Social Services Agency	*Telephone number*
Payroll Processing	*Telephone number*
Pharmacy (nearest one)	*Telephone number*
Plumber	*Telephone number*
Poison Control Center	*Telephone number*
Police Department (non-emergency)	*Telephone number*
Public Works Department	*Telephone number*
Telephone Company	*Telephone number*
Web Site Provider	*Telephone number*

Other		Telephone number

Phone Numbers

Organization	Phone Number	Web Site
Austin Disaster Relief Network, Inc.	512-825-8211	www.adrntx.org
American Red Cross Central Texas Chapter	512-928-4271	www.centex.redcross.org
Centers for Disease Control & Prevention	1-800-311-3435	www.cdc.gov
Texas Department of State Health Services	512-776-7111	www.dshs.state.tx.us

Evacuation Plan

During business hours, everyone in the building will go to:

_____

Name of site

_____

Address

_____

City

_____

Name of site manager (if re-locating to another business)   *Telephone number*

Directions to site:
_____

_____

_____

_____

Agency person in charge at evacuation site:

_____

Responsibilities include:
- ☐ Conducting attendance at site
- ☐ Bringing emergency documents and phone lists
- ☐ Bringing emergency kit
- ☐ Other:

_____

_____

_____

Are there people who will need assistance evacuating your facility? If so, what assistance is needed?

_____

_____

_____

Who will be responsible for the care of these individuals at the alternate site?

_____

_____

_____

What will your members/visitors need that may not be available at a temporary location?

_____

_____

_____

Transportation for moving program individuals to a temporary location or to their homes will be provided by:

_____
Transportation company

_____
Contact name   *Telephone number*

_____
Alternate company

_____
Contact name   *Telephone number*

If a building evacuation is initiated, important "dos" and "don'ts" are:

- Remain calm.
- Follow the instructions of the incident coordinator or emergency response team, if applicable.
- If you occupy an enclosed office, close the door as you leave.
- Use stairwells (do not use elevator) for evacuation. Be alert for other staff, members, and emergency agency personnel who might also be using the stairwells.
- Do not return for coats, purses, briefcases, etc. after you have left the area.
- Do not smoke.
- Do not return to your area until the "all clear" signal is given.

Extended Relocation

If your current location is not accessible for an extended period of time, operations will be moved to the following location: (Attach Memorandum or Letter of Understanding to the back of this document)

Business name/owner

Address

| *City* | *State* | *Zip* |

Telephone number   *Alternate number*

Directions to relocation site:

Shelter-in-Place

If a "shelter-in-place" emergency is issued, we will move to the following room:

Ensure the following:

- ☐ All doors and windows are closed.
- ☐ Cracks around doors or windows are sealed with duct tape or plastic sheeting.
- ☐ All vents are closed and sealed.
- ☐ Any ventilation systems, motors, or fans are turned off.
- ☐ Emergency supply kit is available.
- ☐ Listen to radio/television and follow directions from authorities until they issue an "all-clear".

Sheltering-in-Place Preparedness Checklist

The items on this checklist are emergency-specific, so not all items will necessarily be applicable depending on the nature of the emergency.

Date Completed	Item
	Plan describing how three days of non-perishable meals are kept on hand for staff. The plan should include special diet requirements.
	Plan describing how 72 hours of portable water is stored and available.
	Plan identifying 72 hours of necessary medications that are stored at the facility and how necessary temperature control and security requirements will be met.
	Plan to identify staff that will work during the event, any transportation requirements that staff might need, and how the facility will meet those needs.
	Plan for an alternative power source to the facility such as an onsite generator and describe how 72 hours of fuel will be maintained and stored.
	Alternate power source plan provides for necessary testing of the generator.
	Plan describing how the facility will dispose of or store waste and biological waste until normal waste removal is restored.
	Emergency Communications Plan, such as for cell phones, hand held radios, pagers, Blackberries, satellite phones, laptop computers for instant messaging, HAM radios.
	Adequate planning considerations given to needs of staff.

Emergency Supplies Kit/Go-Kit

Items in an emergency supply kit may include but are not limited to the following items. Adjust these items to meet the needs of your congregation.
- ☐ Batteries – extra ones for flashlights and radios
- ☐ Blankets/sleeping bags/Mylar "space blankets"
- ☐ Bottled water (1 gallon per person per day)
- ☐ Can opener (manual)
- ☐ Cash in small denominations (include correct change for pay phones)
- ☐ Duct tape
- ☐ Fire extinguisher
- ☐ First-aid kit (scissors, tweezers, Band-Aids, cotton balls, gauze pads/roller gauze and tape, anti-bacterial wipes, first aid ointment, vinyl gloves, non-aspirin pain reliever, safety pins, first-aid book)
- ☐ Flashlight/light sticks
- ☐ Food/snacks (ready to eat canned goods, raisins, granola bars, etc.)
- ☐ Gloves
- ☐ Hand sanitizer

- ☐ NOAA weather alert radio
- ☐ Office supplies (note pads, pens)
- ☐ Paper plates, cups, utensils
- ☐ Paper towels, wipes
- ☐ Personal hygiene items
- ☐ Plastic bags – all size re-sealable bags and garbage bags
- ☐ Plastic sheeting
- ☐ Radio – battery operated
- ☐ Rope
- ☐ Tool kit (pliers, screwdriver, hammer, nails, crow bar, adjustable wrench, etc.)
- ☐ Change of clothes
- ☐ Hymnals, Bibles, etc.
- ☐ Whistle
- ☐ Other: _____
- ☐ Other: _____
- ☐ Other: _____

Building Emergency Procedures

Leader Responsibilities

In the event of an emergency, leader responsibilities may include the following:

- Knowing how to correctly respond to and summon help for a medical emergency.
- Knowing how to correctly report a fire or smoke emergency using the 911 emergency numbers.
- Knowing the locations of the manual fire alarm pull stations in their area.
- Knowing the locations of the fire extinguishers in their area and how to use them.
- Knowing how to correctly respond to a fire warning alarm.
- Knowing the facility's lock-down/shelter-in-place procedure.
- Knowing designated shelter areas and precautions to take in the event of a tornado emergency.
- Becoming familiar with exit routes and knowing alternate exits to correctly respond to a call for evacuation.
- Closing all opened doors as they evacuate an area.

Medical Emergency

Call 911 or other appropriate emergency response activation number. Be prepared to give the following information:

- Name and extension
- Location
- Number of people involved
- Nature of injury or illness
- Remember to stay on the line until help arrives, if at all possible

While waiting for professional help, do not move the ill or injured person unless safety considerations necessitate movement or transportation to a safer location. When professional help arrives:

- Allow responding units to take control of situation.
- Emergency response team members will stand by to assist as needed

Regular CPR/first-aid training is recommended for all leaders, especially pre-school and school teachers.

Note: Treat minor injuries from supplies in the first-aid kits. The kits are located:

_____

_____

_____

_____

Fire and Smoke Emergencies

If you detect smoke and/or fire:

- Activate the manual fire alarm.
- Initiate evacuation procedures for any occupants of the affected building(s).
- Call 911 (move to a safe area before making this call).
- Give your name, telephone number, and location.
- Describe the situation.
- If you know how to use a fire extinguisher and feel the best course of action is to attempt to extinguish the fire, locate an extinguisher and, without risking injury attempt to extinguish the fire.
- If the fire is beyond the point of a safe attempt to extinguish it, isolate the fire by closing doors in the area before evacuating.

If the fire alarm sounds:

- Do not use the elevator.
- Immediately initiate evacuation procedures.
- Assist disabled persons in your area.
- If you encounter smoke, take short breaths through your nose and crawl along the floor to the nearest exit.
- Feel all doors with your hand before opening. If the door is hot, do not open it. If the door is cool, open it slowly, keeping behind the door in case you have to quickly close it to protect yourself from oncoming smoke or fire.
- Proceed to the ground level and outdoors.
- Move **upwind** of the building at least 75 feet away from the building and beyond designated fire lanes. Go to your designated assembly area (if possible).
- Do not go to your automobile or attempt to move it from the parking lot. This could hinder access by emergency vehicles.
- Do not congregate near building exits, driveways, or roadways.
- Do not reenter the building until an "all clear" is issued by the incident coordinator. (Note: The "all clear" should be initially issued by the Fire Department.)

Tornado & Severe Weather Emergency

The National Weather Service has developed a method of identifying storm conditions that foster the development of tornadoes. The classification and definitions of storm conditions are:

- Tornado watch
- Tornado warning
- Other severe weather watch or warning

A **"tornado watch"** status indicates that weather conditions are favorable for the development of tornadoes. The "watch areas" are usually large geographic areas, covering many counties or even states that could be affected by severe weather conditions including tornadoes.

A "**tornado warning**" is an alert issued by the National Weather Service after a tornado has been detected by radar or sighted by weather watchers or by the public. The National Weather Service provides the approximate time of detection, the location of the storm and the direction of movement. A tornado can move from 25 to 40 miles per hour so prompt emergency action must be taken. During a tornado warning, a battery-powered radio should be used and tuned to the National Weather Service and local weather watchers radio frequency. Should a tornado develop which threatens your area, emergency response team members should initiate actions to notify and protect all staff, members, and visitors in the facility.

If a Tornado Warning is Announced

When you hear the announcement for a tornado warning:

- Shelter in place by moving to a designated tornado shelter area immediately. Move quickly, but do not run.
- Do not use elevators.
- Assist disabled persons in your area.
- Shelter in place until you hear an announcement from a member of the safety response team and/or a hand-held radio system station (if applicable) that it is safe to return to your area.

Tornado Safety Basics

Tornadoes and tornado-producing weather conditions are common in Texas. Familiarize yourself with the basics of protecting yourself wherever you may be.

If you are indoors, the general responses to a tornado warning are:

- Move away from windows. If you have time, close any window blinds or shades to help prevent flying glass and debris—the cause of most injuries in office buildings.
- Warn others. Encourage them to get to safety immediately.
- Move away from large expanses of unsupported ceilings.
- Move away from building perimeter area.
- Move to an interior room away from windows—to an enclosed room or conference room, a rest room, an interior stairwell.
- If in an interior hallway, away from windows, crouch down as low as possible.
- If you are in an elevator, stop and get off at the next floor and take cover in an interior hallway or interior room. Do not use elevators during tornado warnings.
- If moving to a safer location in the building is not possible, get under a desk or table in an interior office.
- Once you have gone to the safest place you can find, protect your face and head, and stay where you are until an "all clear" signal is given. (If circumstances change and new dangers are present, seek a different safe place.)
- In general, gymnasiums are not good "shelter-in-place" locations for severe weather.

If you are outdoors, the general responses to a tornado warning are:

- If at all possible, move indoors to an interior room.
- If moving indoors is not possible, take cover near objects that are low and securely anchored to the ground, such as culverts or low retaining wall.

Intruder/Active Shooter Emergency Action Plan

When a hostile person(s) is actively causing deadly harm or the imminent threat of deadly harm or is barricaded within a building, the following procedures should be followed:

- Lock yourself in the room you are in at the time of the threatening activity.
- If communication is available, call **911** or other appropriate emergency numbers.

- Don't stay in open areas.
- Do not sound the fire alarm. A fire alarm would signal the occupants in the rooms to evacuate the building and thus place them in potential harm as they attempted to exit.
- Lock the window and close blinds or curtains.
- Stay away from windows.
- Turn all lights and audio equipment off.
- Try to stay calm and be as quiet as possible.
- If you are caught in an open area, such as a hallway or main congregation area, you must decide what action to take:

  1. You can try to hide, but make sure it is a well hidden space or you may be found as the intruder moves through the building.
  2. If you think you can safely make it out of the building by running, then do so. If you decide to run, do not run in a straight line. Keep any objects you can between you and the hostile person(s) while running. Use trees, vehicles or any other object to block you from view as you run. When away from the immediate area of danger, summon help any way you can and warn others**.**
  3. If the person(s) is causing death or serious physical injury to others and you are unable to run or hide, you may choose to play dead if other victims are around you.
  4. The last option you have, if caught in an open area, may be to fight back. This is dangerous, but depending on your situation, this could be an option.
  5. If you are caught by the intruder and are not going to fight back, follow their directions and do not look the intruder in the eyes.

Once law enforcement arrives, obey all commands. This may involve you being handcuffed or made to put your hands in the air. This is done for safety reasons, and once circumstances are evaluated by law enforcement, they will give you further directions to follow.

Injury/Incident Report

This sample form may be helpful should an injury occur during an evacuation or other emergency procedure. It is important to maintain accurate records of any injuries incurred during an emergency, in case of insurance or liability questions.

Date: _____

Injured Person: _____

Completed by: _____

Where were you when injury occurred: _____

Description of injury and how it occurred: (Use back if more space is needed)

_____

_____

_____

_____

_____

_____

Witnesses:

_____

Action taken/Medical treatment provided:

_____

_____

_____

_____

_____

Drill/Exercise Evaluation Form

Date and time of drill/exercise: _____

Type of drill/exercise: _____

Objectives of drill/exercise: (Objectives should be measurable.) _____

_____

_____

_____

_____

_____

Staff participating: _____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Assessment:

Explain what worked well: _____

_____

_____

_____

_____

_____

_____

Explain what needs improvement/corrective action: _____

_____

_____

_____

_____

_____

_____

_____

_____

Plan for improvement/corrective action: _____

_____

_____

_____

_____

_____

_____

_____

Planned re-test date: _____

Evaluation completed by: _____

Pandemic Flu Planning Template

[Organization Name]

Plan Developed by: _____

Date Developed: _____

Date Approved: _____

Emergency Team Members involved in Planning for Pandemic Flu:

Name	Phone
Name	*Phone*
Name	*Phone*
Name	*Phone*
Name	*Phone*
Name	*Phone*

Impact of a Pandemic Flu on your usual activities and services:

Service or Program	Suspend (x)	Maintain (x)	Supplies/Resources Needed to Maintain the Service

How will you give services without meeting people face-to-face?

Can you deliver normal services with social distancing?

Can your staff and leadership work from home?

What will happen if your organization has high levels of absenteeism among staff? Among members?

How will your organization fare with a decrease in financial resources? How will you pay staff?

Do you have mandatory sick-leave policies for staff and members who are ill? What about policies for flexible work hours and work locations for staff? If not, you should think about constructing such policies specifically for the Pandemic Flu.

Consider your organization's ability to address rumors, misinformation, fear, anxiety, etc. What can you do to help?

Communication Plan for Pandemic Flu

What Should You Communicate?	Who are you communicating to? (Ex: local government, congregation, staff only)	Who should communicate the message? (Ex: Emergency Team Leader, Pastor)	Where are you going to get reliable information from? (Ex: local government, MDH, CDC)	How should it be communicated? (Ex: electronically, phone call/tree, mail)	Preparatory Actions (Ex: talking points, key messages, training)
Services offered, or changes made to them					
Community updates related to the flu					
Funds or supplies needed					
Volunteers needed					
Others Needed					
Other					

Pandemic Flu Planning Guidance

What is the flu and why do we need to plan for it?

Influenza, or flu, in humans is a highly contagious disease that is usually spread through droplets of moisture caused by coughing or sneezing. Flu is caused by various forms of virus. As the virus attacks our bodies, it causes a variety of symptoms. The most common symptoms include: fever, headache, runny nose, body aches, cough, sore throat, extreme fatigue, and stomach and intestinal discomfort.

Flu season comes every year, usually in the winter. Normally, approximately 10% of the population is affected by flu symptoms. For most people, it is unpleasant, but not life-threatening. However, approximately 35,000 people die each year in the United States from symptoms or complications of the flu.

What makes the flu a pandemic flu?

We speak of a pandemic flu when a brand new strain of flu virus appears for which there is low human immunity and high human-to-human contagiousness. Normally, forms of flu change only a little from year to year – minor mutations of the previous year's variety of flu virus. Humans infected during a recent flu season retain immunity, because their immune systems "recognize" the slightly changed new flu strain and attack invading viruses, killing them.

Influenza Virus A sometimes recombines or mutates into a form that is a sudden, large change. If a human population has not recently experienced a similar form, its immune systems do not recognize the virus, do not attack and the virus enters the body successfully and begins to spread. When immunity is low within a population, the disease spreads rapidly. If it spreads over a wide portion of the globe, we call this episode of flu a "pandemic flu."

In the last century, there have been notable pandemic flu episodes - in 1918, 1957, and 1968. The 1918 flu, "The Great Influenza" as a recent book titles it, erupted during the last year of World War I. It caused especially strong symptoms and extremely high mortality rates. It is estimated that the worldwide death toll was between 20 million and 50 million.

Purpose of Pandemic Flu Planning

The World Health Organization (WHO) has identified six phases in a Pandemic Alert System. Phase Three, which we are generally in, means that humans have been infected by a new subtype virus that is spreading through an animal population (like the Avian or Bird flu), but that there is no (or only rare instances of) human-to-human spread.

During Phase three of a Pandemic Alert, it is important to:

- minimize transmission to humans
- establish early detection, notification and response systems
- contain and control possible human-to-human transmission within isolated communities

Our goal in pandemic influenza planning is two-fold: (1) To plan for and implement prevention practices – simple awareness and infection control practices and habits; (2) To prepare for possible onset of pandemic influenza and the need for immediate responses.

It is important to remember that pandemic influenza preparedness is a process, not an isolated event.

What Planning Assumptions do we Make in Preparing?

The Centers for Disease Control and Prevention (CDC) makes the following assumptions and projections for pandemic flu planning:

- Typical incubation period of two days.
- Persons who become infected may transmit for a full day prior to the onset of symptoms.
- On average, two secondary infections occur as a result of transmission from someone who is ill.
- In a community, a pandemic "wave" will last approximately 6-8 weeks.
- Absenteeism from school and work may reach 40% at the peak of the pandemic wave.
- At least two pandemic waves are likely to occur.

Experience during the "Great Influenza" of 1918 demonstrates that it is possible during a pandemic that:

- The health care system will be swamped by sick people seeking assistance.
- The undertaking/funereal industry, too, can be overwhelmed.
- State and national emergency delivery systems may be overwhelmed and unable to address local needs in a timely manner.
- Fear may run rampant within a community under pandemic siege. Community assistance and neighborly support may break down nearly completely.

This pandemic plan recognizes these past experiences and future possibilities. Our assumptions, drawn from the above, include:

- Absenteeism of workers could be in the 30-40% range.
- Workers may not be absent due to family care needs. Workers may simply not report due to fear of becoming infected.
- We may experience the loss of suppliers (utilities, garbage removal, food, etc.)
- Government proclamations and fuel shortages may create travel restrictions.
- Businesses may close.
- Litigation may emerge from any number of the above circumstances.

Prevention & Preparedness Activities

Awareness/Education

Prepare Staff: Train staff as role models regarding infection prevention habits. (Identify trainers, complete training)

Teach infection control, present at meetings and events; send information regarding healthy infection prevention habits through email, phone, or mail. Plan and begin to publish articles on signs and symptoms of flu and infection control.

Post and distribute infection control and pandemic influenza basic information:

- Acquire or prepare posters, flyers, and related materials defining healthy habits that support infection control.
- Post flyers and reminders of healthy habits including "cover your cough" and "stop the spread of germs". Post in each office, meeting room and restroom, on website, and other appropriate building sites.
- Distribute Pandemic Flu information and "Getting Ready For Pandemic Flu Checklist (for Families)" to families, and staff.
- Publish articles in newsletters and on websites.

Infection Control

Promote sanitation procedures to help stop the spread of infection:

- Clean shared work areas at least daily
- Maintain good cleanliness and ventilation
- Make soap, paper towels and sinks, or hand sanitizer accessible
- Display hand washing and cough etiquette posters
- Maintain adequate extra supplies and develop system for dispersal
- Supply/provide disinfectant cleaning supplies

Personal Protective Measures:

- Surgical masks (to wear if you are sick to prevent others from getting sick)
- Gloves
- Stay home when sick
- Flu vaccine

Health Concerns

Promote preparation:

- Develop procedures to help at-risk children and adults
- Call and offer support to ill individuals who are in isolation
- Encourage sick individuals to stay home when they are sick
- Keep a list and assess needs (i.e. supplies and medications)
- Plan for children/youth to be at home without an adult that is well enough to care for them

Communication/Collaboration

Develop partnerships with other faith-based and community organizations. Develop a variety of communication channels including:

- Health Alert Network (HAN) with your local government
- Phone tree for all staff
- Alternate forms of communication: email; media; newsletters
- Determine who will keep track of updating communication lists
- Rumor control
- Keep messages simple and consistent with that of your local government
- May need to vary message for staff, children, and adults

Continuity of Operations

Staff and Leadership Team Monitoring: Begin regular (or timely) staff briefings to monitor preparedness, identify lessons learned, and make necessary changes to the preparedness and response plan based on the pandemic. Assess and prepare for identifiable staff risks and needs:

- Identify staff that, due to health condition or pregnancy, will not be able to be present at work after the flu has been identified.
- Review and update staff emergency contact lists.
- Assign staff to identify (and report) someone that can and will check on them in case of an illness.

Define critical functions that you will maintain, minimum staffing needs (numbers and skills), and plan possible re-assignments with staff.

Project and plan for financial impact.

Develop collaborative links with County Emergency Response Plan (Fire, EMS, Public Health):

- Be familiar with the NIMS model
- Provide copies of plan to these agencies for review
- Plan for multiple waves of illness (estimate 2-3 months/wave)
- Drills, tabletop exercises and other practice activities

Communication

- Provide information to members regarding plan
- Hold community-wide meetings to address concerns
- Plan for alternate means of communication (redundancy)
- Determine who will keep track of updating communication lists
- Plan for rumor control
- Anticipate simple, consistent messages needed, develop template letters in advance

Response — Pandemic Flu Present

Awareness/Education

Send information to staff and members reviewing flu symptoms and indicators. If you plan on shutting down the facility to visitors/members send an alert letter to their home, call them, email them, etc.

Provide information to members on prevention procedures and what is going on in the community. Be as 'transparent' as possible.

Infection Control

Implement procedures for prevention of disease transmission

- Cancel non-essential gatherings
- Avoid crowded social environments
- Limit non-essential travel
- Maintain one yard spatial separation between individuals
- Clean inanimate objects well (phones, keyboards)

Promote voluntary quarantine with staff and members

- Stay home until fever and coughing have resolved
- Voluntary home quarantine if anyone ill in household

Health Concerns

Providing for mental health care

- Anticipate emotional trauma
- Be vigilant about ripple effects on members/family/staff
- Reinforce message about post-traumatic stress disorder (PTSD) including recognition and prevention
- Contact/coordinate delivery of grief counseling, emotional counseling support, as needed

Continuity of Operations

Follow Incident Command emergency chain of command, including filling of administrative positions when absences are caused by illness.

Modify work roles and responsibilities or add volunteer or support staff, as needed.

Implement liberal leave policies for persons with sick family members.

Communication/Collaboration

Implement the Emergency Response Plan. Maintain rumor control:

- Communication in absence of person-to-person contact
- Prepare statement to be read by all answering calls
- Timely, accurate, credible and consistent information tailored to specific audiences
- Phone tree calls to all staff
- Educational materials available how to support your members with recovery

Recovery From Pandemic

Awareness/Education

Continue to post flyers and reminders of healthy habits.

Continue to publish articles on infection control in newsletters, on websites, and in the facility.

Provide information to members and staff on:

- extent of pandemic flu in the community
- signs and symptoms of stress/emotional issues arising from impact of flu including loss and grief
- Counseling services and activities to assist in coping with impact of the flu on family, friends, and community

Surveillance

Identify individuals/families or staff who may need long-term physical and mental health support or intervention.

Continuity of Operations

Plan and implement activities to rebuild community including:

- Restoration and strengthening of community and social connections
- Involvement of members and community in planning and rebuilding efforts
- Strengthen support systems
- Reach out to other faith-based communities who have dealt with similar crises

Evaluate your Emergency Plan: What worked? What did not work? Revise and/or train as appropriate.

Communication/Collaboration

Continue to develop community resources to provide needed physical and mental health support.

Communication

- Keep communication lines open among members, staff and community
- Community-wide meetings to facilitate addressing how they will cope

Supply and Equipment Checklist for Planning

The items on this checklist are not emergency-specific, so not all items will necessarily be applicable depending on the nature of the emergency.

Where are you going to store these items?

_____

_____

_____

Check	Item
	Emergency placards
	Non-perishable food items
	Disposable plates, utensils, cups and straws
	Battery-operated weather radio and extra batteries
	Hand sanitizer
	Drinking water (one gallon per day per person)
	Ice
	Back-up generators
	Diesel fuel to supply generators for power and for cooling systems
	Backup supply of gasoline so staff can get to and from work
	Extra means for refrigeration

	Medicines – Specific lists could be made to indicate specific medications and needed quantity
	Medical Supplies - Specific lists could be made to indicate specific types of medical supplies needed.
	Medical equipment - Specific lists could be made to indicate specific type and quantity of medical equipment such as oxygen tanks
	Flashlights and extra batteries
	Toiletry items for staff (comb, brush, shampoo, soap, toothpaste, toothbrush, lotion, mouthwash, deodorant, shaving cream, razors, tissues)
	Incontinence products
	Personal wipes
	Denture holders/cleansers
	Toilet paper
	Towels
	Latex gloves
	Plastic bags
	Bleach/sterilizing cleaner
	Plastic sheeting for covering broken windows, etc.
	Duct tape
	Hammers
	Nails
	Coolers
	Lighters
	Extension Cords
	Office supplies, such as markers, pens, pencils, tape, scissors, stapler, note pads, etc. (office in a box)
	Laptop computer with charger; flash drives or CDs with medical records, portable printer if possible
	Hymnals, Bibles, etc.

Section 6. Response

Response to an emergency is simply putting into practice what you have planned for up until the point of an emergency. For example, during a response to an emergency (1) your calling trees may be activated or (2) taking care of one another may be increased because we will all be under stress or (3) committees and volunteer groups may activate to implement your plans. Whatever the emergency may be – your response structure and actions will be the same or similar because they will come from your plan.

Notification Systems

Notification of an emergency or impending disaster will come from different entities based on the type. The congregation, as well as individuals and families, will benefit from knowing about the various methods of notification. Notifying your organization's members of an emergency will be better received if your members are already aware of what the organization's plans are, how they function, and what, if any, their specific role will be in that response.

National Systems:

1. The Centers for Disease Control and Prevention (CDC) provide health, disaster and biological threat alerts to federal, state, local and tribal public health officials.
2. The Federal Communications Commission provides the Emergency Alert System (EAS). The EAS allows federal, state and local level emergency information to be transmitted.
3. The Department of Homeland Security has devised an alert system of advisories, bulletins and a color-coded threat level system to protect against terrorism.
4. The National Weather Service broadcasts warnings, watches, forecasts, and other non-weather related hazard information 24 hours a day, 7 days a week.

State Systems:

1. The Texas Department of State Health Services is responsible for notifying the county and local public health officials of an impending emergency. This notification is handled by the Health Alert Network (HAN).
2. Texas Health Alert Network (HAN) sends out messages either by a cascading alert system (e-mail) or a direct alert system (automated phone call followed up with e-mail and fax). The system chosen to be used is based on the urgency of the situation.
3. National Weather Service provides weather and non-weather related hazard information 24 hours a day, 7 days a week for the State of Texas (http://radar.weather.gov/radar.php?rid=ewx).

Local Systems:

The County and/or City Public Health and Local Health Officials are responsible for initiating public health responses during the first 24 hours of an emergency. Alerts to local businesses, faith and community organizations, and citizens may come through the County and/or City Health Alert System, the Emergency Alert System or local media. Initiating a notification of an emergency will occur at the level of the emergency (i.e. national, state, county or local level).

Activation of the Congregational Emergency Preparedness Plan

In the congregation's emergency preparedness plan, an individual should be identified who will activate the plan. Based on the communication plan, the organization leadership may receive the initial notification and then communicate with the Emergency Manager. The Emergency Manager contacts other congregational staff and the Volunteer Coordinator, and provides the leadership based on the location, type and size of an emergency.

All the planning that has occurred prior to the emergency should provide clear designations of authority to act in the event of an emergency, outline the role the organization will play in an emergency, and the physical, emotional and spiritual support that will be provided.

End of the Emergency

The event is ended by the agency declaring that the emergency is over. The leadership or emergency manager should declare the emergency over within the faith-based organization, once the county declaration has been made.

Response Checklist

Date / Time Completed	Item
	Condition of members/staff being monitored continuously, particularly those with respiratory problems, and provide oxygen or suitable assistance.
	Windows and exterior doors are closed.
	Air intake vents and units in bathrooms, kitchen, laundry, and other rooms closed.
	Heating, cooling, and ventilation systems that takes in outside air, both central and individual room units turned off. (Units that only re-circulate inside air may have to be kept running during very cold or very hot weather to avoid harm to members/staff)
	Food, water, and medications covered and protected from airborne contamination and from contact with waste materials, including infectious waste.
	Contact with emergency authorities regarding the hazard and internal conditions.
	Contact public health authorities for advice regarding the need for decontamination, and the means for doing it.
	Standby vehicles with pre-filled fuel tanks stationed on the highest point of ground nearby. (Flooding or high water)
	Trained staff available who can remain at the facility for at least 72 hours, especially to manage non-ambulatory members/staff or others with additional needs.
	Support teams available on standby with communications equipment in order to assist in getting additional supplies.
	Medical equipment, medicines, refrigerators, stoves, food and water, supplies, beds, desks and chairs moved to a second floor location or raised off the floor to ensure protection against possible flooding.

Cost Tracking and Finance Forms

Finance Situation Report (Filled out by FINANCE CHIEF)   Prepared by:

Date:

Time:

Purchases During this Time Period [cost unit]

BEGINNING BALANCE $

ITEM	QTY	UNIT COST	PURCHASED FROM	TOTAL COST

TOTAL PURCHASED TO DATE $

Claims [claims unit]

NAME	NATURE OF CLAIM	DISPOSITION	ESTIMATED COST

TOTAL CLAIMS ESTIMATE $

Facility Damage Survey

Date:_____ Time:_____

Organization: _____

Contact Person & Phone: _____

Facility Address: _____

BUILDING/ITEM	DESCRIPTION OF DAMAGE	DMG	DEST	URG	INFO
Building structure – Outside (walls/doors/glass)					
Building structure – Inside (ceiling/doors, blocked routes)					
Natural Gas System					
Stored Water					
Heating (gas/elec.)					
Venting					
Air Conditioning					
Stairwells					
Fire Alarm System					
Emergency Call System					
Emergency Lighting					
Security System					
Telephone System					
Fire Sprinkler System					
Emergency Paging System					
Refrigerators/Freezers					
Others					

Key:
DMG = Damaged: Property is damaged
DEST = Destroyed: Property is destroyed
URG = Urgent: URGENT attention is required at location
INFO = Information Purposes Only: Does not require action or future assessment

Decision-Making Tool for Opening and Closing the Facility

For each item, indicate if it may require the facility to close, or if it allows the facility to remain open. This tool is not meant to generate a score. Rather, it is intended to assist your team in considering the full range of factors in making a decision to close or open the facility for normal operations, and the level of operations the organization could support.

Decision-Making Tool for Opening or Closing your Facility	Impact on Organization Operational Capability	
	OPEN	**CLOSE**
FACILITY		
Permanent/Immediate loss of facility		
Loss of building for one day		
Loss of facility for one hour or less		
Loss of offices (but other areas OK)		
Loss of maintenance, building, and/or grounds staff		
UTILITIES		
Loss of phones (landline and cellular)		
Loss of computer access for more than one day		
Loss of building heating/cooling for more than one day		
Loss of utilities/power		
STAFF		
Loss of facility staff or management		
Loss of leadership		
Surge of injured or ill		
ENVIRONMENTAL CONCERNS		
Street flooding cuts off access to facility		
General flooding in the community		
Tornado damages roadways		
Hazardous chemical release near facility		
Loss of facility budget – financial constraints		
Fires in the neighborhood/community		
Transportation accident requires evacuation		
INTERNAL/EXTERNAL VIOLENCE OR THREAT		
Terrorism threat/bomb threat		
Workplace violence		

Civil disorder nearby		
Security intrusion		
GOVERNMENT ACTIONS		
Disaster declared in your area by City or County		
Governor proclaims a State of Emergency in your area		
NEED FOR ORGANIZATION RESPONSE		
County or City requests organization to remain open		
Community residents/Clients request organization remain open		
Mass casualties nearby		
Surge of injured or ill		
Other		

Section 7. Recovery Phase

Recovery actions begin almost concurrently with response activities and are directed at restoring essential services and resuming normal operations. Depending on the emergency's impact on the organization, this phase may require a large amount of resources and time to complete. This final phase includes activities taken to assess, manage, and coordinate the recovery from an event as the situation returns to normal.

Continuing Care for the Organization and Rebuilding the Facility

The ending of an emergency event does not end the impact of an event on individuals, families and the congregation. An emergency takes a more subtle and long-lasting toll on people. The organization's most important role at this time is to "frame the event" within the religious and spiritual beliefs of the faith.

Recognizing the effect of an emergency on the organization is a first step in the recovery process. Sermons, use of rituals, on-going worship petitions and remembering the anniversary of the event are ways to bring about a sense of comfort for the organization.

For the long-term, it is important to educate the organization about mental health resources for persons who would benefit from professional services. A list of professionals compiled in the preparedness phase will facilitate referral and individual recovery (see the PowerPoint Presentation, Psychological First-Aid on pg. 69).

Depending on the emergency event, there is assessment of damage, clean-up and rebuilding. The careful planning that has occurred prior to the emergency event will facilitate an orderly process for this phase of an emergency.

Evaluation

The last step for the Emergency Preparedness Committee is to complete a systematic evaluation of the effectiveness of the emergency preparedness plan; both the good and the bad.

FEMA recommends considering the following issues in the evaluation:

- Emergency management process
- Delegated authorities
- Impact of the emergency on the members and the facility
- Effectiveness of the communication plan and necessary changes
- Ability of the organizational staff and members to carry out their respective functions and possible need for different or more training
- Adequacy of supplies and equipment and acquisition of different or additional equipment
- Planning for improvement of facility safety features
- Adequacy of cooperation with outside resources

In emergency preparedness, the organization's plan is revised, communicated, practiced and the cycle continues.

After-Action Report Questionnaire

After-Action Reports serve the following important functions:

- A source for documentation of response activities.
- Identification of problems/successes during emergency operations.
- Analysis of the effectiveness of the All-Hazards Emergency Plan.
- Identifies need for improvements to your All-Hazards Emergency Plan.

The Incident Command System approach to the use of After-Action Reports emphasizes the improvement of emergency management at all levels. It is important for all congregation leadership and staff to be encouraged to contribute to the after-action report process. Even staff who continued their day-to-day functions can provide useful information. The After-Action Report provides a vehicle for not only documenting improvements, but also can provide a plan for how these improvements can be implemented into your plan.

Date: _____

Emergency: _____

Completed by _____

Phone Number/Email _____

QUESTIONS	YES	NO	N/A
1. Were procedures established and in place for response to the emergency?			
2. Were procedures used to organize initial and ongoing resources?			
3. Was the Incident Command System used to manage response?			
4. Were all Incident Command System sections used (i.e. Planning, Logistics, Operations, Finance)?			
5. Were response personnel (staff and leadership) trained?			
6. Were action plans used in the response?			
7. Was coordination performed with volunteer agencies (e.g. Red Cross)?			
8. Was coordination performed with your local government?			
9. Was assistance requested and received?			
10. Were resource acquisition efforts coordinated?			
11. Was communication established and maintained between your organization and members? Local government? Neighboring partners?			
12. Was important information disseminated to your members? Was it done with adequate time?			
13. What response actions were taken by the congregation? (Include such things as getting or needing resources, number of personnel needed, equipment, etc.)			
14. As you responded, was there any part of Incident Command System that did not work for your congregation? If so, how would/did you change the system to meet your needs?			
15. As a result of your response to this incident, are any changes needed in your plans and procedures? If so, please explain.			

Post-Incident Analysis Questionnaire

The goal of this tool is to help identify the strengths and weaknesses of your plan after you have used it. After completing this questionnaire, you should have a better idea of how to alter your plan to fit your organization's needs.

Directions: First, answer each question as a group, if possible. Second, use these answers to decide whether that item has had adequate planning or if more planning is needed by putting a check in the appropriate box.

	Planning complete	More planning needed
1. Was the All-Hazard Emergency Plan effective?		
2. Was the congregation leadership familiar with the plan and prepared to enact it?		
3. Did the parish nurse/congregation leadership develop a first-aid plan? (If not, did you need one?)		
4. Were hazards and threats identified before the emergencies and did mitigation occur to help minimize the damage?		
5. Was your staff prepared for an emergency?		
6. Were your members prepared for an emergency?		
7. Was the signal for alerting staff and congregation leadership recognized?		
8. Were supplies adequate? If applicable, did staff have emergency kits with food, water, flashlights, medications, etc?		
9. Were the congregation leadership, congregation members, and staff who have special training or skills (i.e. first aid, search & rescue, CPR) identified prior to the incident? Were those with skills utilized during the incident?		
10. Were volunteers used? If so, were they trained before the incident or 'just in time' for the incident? Were they effective?		
11. Did a parent/child reunion system have to be utilized? Was it done in an organized manner? What was done with stranded children (if applicable)?		
12. Were mutual aid agreements needed? Did you need help or give help?		
13. Was the communication system adequate? What improvements need to be made? What equipment needs to be purchased?		
14. Did your members and staff understand what was happening throughout the incident? If changes were made to your services, did members and the community understand the changes?		