

**SAN DIEGO INTERFAITH DISASTER COUNCIL  
(IDC)**

**DISASTER PREPAREDNESS and  
EMERGENCY RESPONSE**

**Part I:  
GUIDEBOOK**

**For Houses of Worship**

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San Diego Interfaith Disaster Council  
Freely offered to interfaith organizations for their  
disaster preparedness efforts.  
Latest edition can be found on our website  
[www.sdinterfaithdisastercouncil.org](http://www.sdinterfaithdisastercouncil.org).

Dear faith-based leader:

Our world in the faith-based community is inundated with human need; social, economic, relational, spiritual. We at IDC recognize this because we live in the same world you do. Thank you for being part of the effort to prepare the San Diego County faith-based community against disasters and emergencies.

In San Diego County, our world *also* consists of the ever-present possibilities of numerous major disasters. Earthquakes, fires, terrorism, pandemic influenza, these are realities of our modern world. It is with this in mind that IDC has created this guidebook and workbook to assist you, as a San Diego County Faith-Based Organization, to prepare your organization for a major disaster.

The San Diego Interfaith Disaster Council has worked with all our affiliates to bring to you resources to accomplish the following goals in your faith-based organization. IDC's objectives are to:

- Prepare People*
- Prepare Organizations*
- Respond Together*
- Work within the Regional Framework*

The Guidebook and Workbook focuses on the second objective with elements of all incorporated. For more information on any of these objectives, please visit our web-site at [www.sdinterfaithdisastercouncil.org](http://www.sdinterfaithdisastercouncil.org).

As you work through developing your specific plan, we hope that more effective practices are brought forth to serve your House of Worship, our community, and to the designers of this operational plan.

All of our documents are purposefully free from any type of comments with regards to faith or spirituality. This is intentional in our respect for all faiths in the County. We encourage you to make modifications that make these plans more relevant to the needs and beliefs of your organization.

Sincerely,

The San Diego Interfaith Disaster Council

# **I. INTRODUCTION**

## **Purpose:**

This manual is created by the San Diego Interfaith Disaster Council for use by any Faith-Based Organizations in San Diego County.

Being prepared is essential for minimizing the adverse effects of an emergency or disaster to your organization.

The following action and recovery plan has been designed to identify the key elements that should be followed to reduce the impact of an emergency or disaster. While we tend to focus on large community disasters such as fire and earthquake, emergencies and disasters take many forms, large and small such as physical perils, building fire, flood, work accidents, or deliberate acts of terrorism or sabotage.

## **Assumptions:**

There are a number of assumptions that have been shown true in disaster after disaster and these are a basis for disaster preparedness planning.

- Police, fire, paramedics and 911 response will be overrun the first 3-5 days after a major disaster – do not expect their help immediately.
- Individuals, families and our houses of worship will be on their own for the first few days.
- Utilities may be unavailable for extended periods of time (electricity, water, gas.)
- Transportation systems may be severely damaged making road closures necessary.
- Telephone, cell phone, internet, and other communications systems may not function.
- You may be working with limited resources in the immediate neighborhood.

(Adapted from "Congregation Emergency Plan, pg 3)

## **Guidebook and Workbook Components:**

The above assumptions served as a spring board for designing these documents. These components will guide you through steps to:

- Help your members to develop a “Family Disaster Readiness Emergency Plan.”
- Develop your House of Worship’s “Disaster Readiness Emergency Plan.” This focuses on identifying criteria for response to major and minor disasters for your buildings and members. The plan includes designating earthquake locations for the safety of your members, steps for building shut down, and of critical importance, communicating the situations to your leadership and members.
- Develop a “Continuity of Operations Plan.” This plan immediately starts after the initial response. It identifies the key resources and needs to ensure that your activities and mission can continue, wholly, partially, or in a limited capacity.
- Develop your role in response and recovery. Historically, recovery from a community disaster will take years. The prepared planners, individuals and groups, can be more effective in the response and recovery phase of a disaster. This effectiveness rebuilds the community and its members in a positive way.
- Develop your “Follow up and Training plan.” For your plan to work, it will require maintenance. This involves training staff, communicating to members, updating the plan, and periodically reviewing the plan with the individuals and groups involved.

The Guidebook describes the processes and highlights items to be considered. The Workbook has sample tools and forms for use to achieve these five components. These steps will be unique to your particular organization or House of Worship, and we encourage you to modify the forms for your specific needs.

There is an additional appendix of information and resources that we hope are useful to you.

## II PLANNING PROCESS

This plan was fashioned by faith-based leaders for faith-based leaders.

We are the stewards of our faith. Often we are presented with competing interest, constant pressure, and over-worked schedules. Yet, we do well in serving our faith-based community. The following recommendations will help you serve your community:

- Follow the initial steps in order.
- Read the Guidebook sections and use the Workbook sample tools and forms as guidelines. The forms may be modified to meet your organizational planning.
- As you design your team, review your organization's structure to see how you can employ existing individuals, committees, or departments for components of the planning process.

### **STEP 1: Form an Organizational Team.** (See Workbook, page 5.)

This organizational team should consist of your Emergency Coordinator and Co-Coordinator who will be responsible for the completion of the disaster readiness plan.

Ideally your committee / team will have representatives in the following areas:

- Co-coordinator
- Staff representative with decision authority (administrative head)
- Financial systems
- Facilities management
- Operations processes
- Communications processes

Team members can be added throughout the process. Sections of the plan can be delegated to existing individuals/groups within your organization with a representative reporting to the team. If you do not know some individuals, the process will identify unknown individuals. Form the team in a positive manner, move to the next step and get the ball rolling. You will know as you complete the components whether or not you need to bring in other people.

## **STEP 2: Set a 3- to 9-month Organizational Planning Team Meeting Schedule.**

**Review the manual and individualize the components of your project.**

(See Workbook, page 6.)

Only you and the other team members can decide how rapidly this plan may be completed and implemented. The key is to set the meeting out as far as you need to in order to successfully complete the plan.

Will you meet weekly, bi-weekly, monthly? How many components will you attempt to complete during and between meetings? Give yourself time to get the work done, but do not lose the momentum you develop.

## **STEP 3: Create a schedule for the promotion of Personal -- Family**

**Preparedness.** (See Workbook page 6 and Appendix, Personal Resources, page 4.)

We recommend that the first step you take as a faith-based leadership team is to assist your members to develop a family preparedness plan. The members can be working on their plans while the house of worship works on the components of that plan.

**Tools:** There are numerous tools available for you to choose from. San Diego County Office of Emergency Services has developed a *Family Disaster Plan and Personal Survival Guide* which we recommend as the core to your materials for your members. The steps are defined in the chart below.

**Survey:** Following distribution of the materials, we recommend you do a survey of your membership.

**TO GO Kits:** You might want to consider if you have a group / committee that would be willing to assist the members in obtaining their items for their "TO GO Kits." These kits should also be established for the house of worship and the organization's vehicles. If you never get past this step, you may rest assured you have saved lives.

**Schedule:** The nature of this process makes it more of a weekend event than an on-going organizational effort. This is intentional. The tools in the Appendix are simple, available and the process takes the responsibility from the leadership and puts it where it belongs, on the heads of household.

Make a plan for this, implement it, make it as part of your annual schedule, and move to the organizational effort. (See Training and Follow Up, Workbook, page 56.)

**STEP 4: Determine your resources; decide who will complete each component.**

For each component of the plan, define which individuals or groups you can utilize. (See the chart in the Workbook, pages 6-7.) For example, if you have a Finance Committee/Department, will that committee complete the Finance Plan and return it to your team, or will they participate in your meetings?

Remember, it is important to complete this plan in stages. There is a lot to do, do not focus on the full scope of the task!! Just take a component or two at a time, work through them, and then move on to the next. The Leadership Identification / Notification section needs to be completed first as it is used by other Plans. From that point the sections can be completed sequentially or by different groups. Some sections relate to others and the groups will need to coordinate and report back.

### **III COMPONENTS OF THE EMERGENCY PLAN** **for your house of worship**

#### **A. LEADERSHIP IDENTIFICATION and NOTIFICATION**

- Identification and notification of leadership, staff, and members of your house of worship is a core component of multiple parts of your *Disaster Preparedness and Response Plan*. (See Workbook, page 8.)
- A means to notify all leadership and staff is critical to communication and response.
- Evaluate the methods of communication that are currently within your organization. Are the methods effective? This is critical for a successful plan. Some means of communication include, but are not limited to, home and cell phones, texting, Email, ham radio operators and runners. Develop a contact-tree in order of priority listing all various methods to contact each member of your leadership and staff.
- Each person should carry the list. The list should be updated every 6 months or as needed. Decide: does each person call the next or does first person call all?
- Denominational Contacts: If your house of worship is part of a larger denomination, who should be contacted for what types of emergencies?

## **B. INITIAL EMERGENCY PLAN**

### **For Your House of Worship**

**This section focuses on your internal response systems.**

- Review your physical structure and operational systems to define plans for response to fire, flood, earthquake or other disasters for your buildings and personnel.
- Place a copy of this section in your facilities where it is readily available to staff.
- Review it every 6 months for updates.

#### **Assess your facility.**

- The primary disaster risks in San Diego County are fire and earthquake. However, the location of your facility may add or change that risk.
- A template to complete a full risk assessment is included in the Workbook, Section I. This will assist you to define priorities and consider any modification for your facility.

#### **Define the responses of individuals on site during an emergency situation.**

(Workbook, pages 10-11.)

#### **Determine the process for building shut down.** (Workbook, page 14.)

Mark a diagram of your building marked with the following:

- Your safe spots (windowless interior hallways or areas of reinforced structure)
- Exits – evacuation routes
- First aid and survival kits
- Fire extinguishers
- Alarm controls
- Utility shut offs

#### **Do you have other organizations utilizing your facilities or property?**

Include them in your planning and distribution of your evacuation plan.

#### **Determine the process for evacuation.**

Define your routes and destinations for evacuation of your facilities.

(Consult with your Facility Team on this section.)

### **Recognize how to identify mandated community evacuation.**

If there is a community mandated evacuation information will be provided through:

- the media: KOGO 600 AM; KLSD 1360 AM
- 211 (information phone #)

### **Identify a temporary shelter.**

- Identify alternative locations in your neighborhood that could function as a temporary shelter for a short term evacuation.
- Consider an MOU between you and that organization for this function.

**Use of this section:** (See also "Training," Workbook page 56.)

- Post copies of the (completed) worksheets for this section in sleeve protectors in the key areas of your facilities.
- Review annually with:  
Leadership, staff, ushers, and group leaders (individuals who are in the building as a lead to a service, meeting, project, etc.
- Include in leadership, staff and usher orientation programs.
- Keep a "TO Go Kit," including copies of the Emergency Plan and phone rosters.
- Practice the evacuation plan.

## **C. COMMUNICATIONS PLAN**

(See also: Leadership Notification - Guidebook page 9; Workbook page 8.  
Communications Plan: Workbook page 17.)

A communications plan is critical to your organization's ability to assess, plan and coordinate your efforts in any disaster, be it large or small. This includes effective internal communication, the ability to communicate with your denomination, the ability to communicate among members of your disaster response team as well as the media, and your ability to communicate with and participate in the community disaster response. Each of these areas needs to be defined with a plan designed and maintained. The onset of the crisis is not the time to discover that the only copy of the directory is on a computer and there is no power.

You have already begun this process in the Leadership Notification component (pg 8.)

Continue the process with consideration for the following.

### **Leadership:**

- List communication systems you already have in place:
  - Phone trees
  - Ham radio operators
  - Directories
- Define who needs to be notified for what type of emergency situation.  
(See Workbook, Leadership Section, page 8.)

### **To whom you will be communicating?**

- Staff members
- Members of your house of worship
- Neighbors
- Other houses of worship
- Your denomination
- Interfaith Disaster Council
- Community organizations
- Media

### **What types of information will you be communicating?**

- Status of your members
- Needs of your members
- Status of your facility

- Services available from your house of worship
- Funds needed
- Volunteers needed

### **Communication with your members:**

- Establish a method of reaching all members in the event of a disaster.
- For most houses of worship this will mean dividing the list of members into groups in order to be able to contact each family / member in a timely manner.
- Plan on multiple methods as some will not be functional:
  - Home phones
  - Cell phones
  - Neighbors
  - Ham radio operators
  - Home visits
- If the tools utilized, e.g. the directory, are ones that are routinely maintained and distributed, the currency of the data is improved.
- Membership groups can be formed by:
  - Neighborhoods
  - Alphabetically using your directory
  - Small groups
  - Membership classes
  - Age groups
  - Special interests and others.
- Identify immediate needs of members with special needs.
- Determine needs of members.
- Communicate these needs to your disaster response team.
- Designate a remote phone number where an emergency message can be recorded.
- Publish this number to your members and its purpose.
- Ham Radio operators can communicate with each other and then report in on the status of particular neighborhoods.

## **Communication with your denomination / organizational hierarchy for status information and coordination of responses:**

- Define the types of situations where notification to your denomination is pertinent.
- Determine who is to be notified and the alternative.
- Define who is to notify and the alternative.

## **Communication to and among your disaster response team during the disaster:**

During the disaster, the members of your team need to be able to reach each other.

- Define the members who will likely be part of your team.  
(Realize that some individuals may not be available.)
- Define alternative methods of communication that could be used.
- Identify the location in your facility for your Operations Center/Incident Command Post.
  - This area may be in use for a number of days to weeks so try and locate it so that it can function along with other routine operations.
  - You will want 4-6 phone jacks in the area.
- Define methods to utilize within your Operations Center / Incident Command Post. Consider:
  - In / out boards
  - Individual message centers
  - Individual phone numbers that do not need to go through a switchboard
  - Black boards / easels for messages, meetings, information on the disaster situation
  - Wall space for maps

## **Communication to the media:**

If your organization is involved directly, there will be media attention. Guidelines for media communication include the following:

- Use one spokesman (and define an alternate) to provide timely and accurate communication.
    - Other individuals should:
      - ask for a response timeline and
      - refer inquiries to your Media Liaison.
- This also allows your team members to proceed with their activities and provides consistent, accurate information.

- Prepare responses to the following:
  - What happened?
  - When did it happen?
  - Where did it happen?
  - Who was involved?
- Set a face to face interview rather than a telephone interview if at all possible.
- Be aware of the information that is already in the media and on the internet.
- Maintain a log of information that has been released.
- Ask for the reporter's contact information.
- Respect their deadlines if more information has been promised.

(Rasmussen, Sharon, ed. In *God's Hands and Ours: Disaster Preparedness and Response - In the Episcopal Diocese of East Tennessee.*)

### **Communication with the community:**

Information about the disaster probably will be readily available from:

Public TV and radio,  
 San Diego Office of Emergency Services and the Emergency Operations Center (EOC), [www.sdcounty.ca.gov](http://www.sdcounty.ca.gov)  
 211,  
 SD VOAD, and the SD Interfaith Disaster Council.

- Ascertain this information so your response team can utilize it to meet the needs of your membership. Examples include:
  - Schools / roads closed
  - Mandatory evacuation areas and evacuation routes recommended
  - Evacuation centers

This also will assist to prioritize localities / neighborhoods areas where your members live.
- Include this information in your Operation Center's logs for reference.
- Requests for volunteers will be posted through 211.
- Define the locations of community disaster centers for communication to your members as needed.
  - After the initial crisis, centers will be established in the areas of the disaster. These centers provide the primary contact for individuals who are affected by the disaster and allow them to go to one place to begin the processes of notification to such organizations as local utilities, FEMA, etc.
  - Within a short period, the Regional Community Recovery Centers will be functional in those areas and they will continue to assist survivors of the

disaster during the recovery period. These Centers are a good contact for organizations who want to assist during the recovery processes.

### **Communication Methods:**

Identification of alternative methods is important for disaster communication because some systems may not be available.

Consider some of the following:

- Ham radio operators in your membership can establish communications to others in various neighborhoods as well as provide your Operations Center/Incident Command Post with information.
- Have a hard-wired telephone available in addition to cell phones.
- If a cell phone does not work, try one from another provider.
- Texting is more likely to be functional than cell phone calls.
- Calls to out of town area codes may be more successful than local calls.
- Hand held radios are useful for short distances.
- If there are pay phones in your neighborhood, they may be operational.
- Public signage boards can be used for communication to both members and your immediate neighbors.
- If you have power, written status reports, fact sheets, can be produced and distributed.
- Use door to door canvassing to check on people.

## **D. FACILITY PLAN**

(See Workbook, page 39.)

The team that is building this plan is referred to as the "Facility Team." If this is a separate team from the one that completed the Emergency Plan section, you will want to coordinate with that team.

### **To prepare for this section:**

- Review the Leadership Identification and Notification Sections, Guidebook page 9; Workbook page 8.
- Complete a risk assessment. The primary risks for San Diego /Imperial Counties are fire and earthquake, but your facility may have others to consider. This may have already been accomplished in the Leadership Component or it may be requested of the Facility Team. (Workbook, page 4.)

Are there any unique issues/ hazards for your facility?  
e.g.: Do you back up to a canyon?  
Are you located near a river or in a flood plain?  
Do you have an older building?  
Are there other unique hazards to your facility and grounds?  
Are you located on the coast in a Tsunami risk area?  
Are you located near the nuclear power plant?

### **Define areas of the building and/or processes that can be modified for increased safety.**

#### Fire prevention:

- Properly store or dispose of hazardous chemicals and flammables.
- Ensure that flammable items are not stored near heat sources.
- Secure water heaters and boilers.
- Ensure operation/inspection of fire extinguishers and smoke detectors.
- Clearly mark gas & water shutoffs with instructions.
- Ensure that areas that are fire corridors are free
- Kitchen safety

Consider inviting the local fire dept to walk through your building with you to make recommendations.

### Earthquake safety measures:

- Secure bookshelves, file cabinets, etc. to walls, and ensure stored items there are secured.
- Remove heavy objects from high to low areas.
- Place mechanisms on cabinet doors to secure closure.
- Clear hallways & stairs of stored items and clear out storage areas of items no longer needed.

### Vegetation Management (Landscaping):

- Maintain a 100 ft defensible area around your facility.
- Consult references for details on Vegetation Management:
  - "Living with Wildfire"  
<http://www.burninstitute.org/pdfs/BI-Wildfire-Guide09.pdf>
  - "Will you be Prepared for the Next Wildfire"  
<http://www.readysandiego.org>

### **Monitor facility safety:**

- Establish a process to monitor for continued compliance with the processes established above.
- Ideas for consideration.
  - Assign each area to a specific department or staff for monitoring.
  - Prepare a check list for periodic inspections.
  - Report the results back to the departments who maintain that section.
  - Report to Leadership.

### **Develop an Evacuation Plan:**

- Review or complete the components in the Emergency Plan, (Workbook pg 15.)
- Post the facility evacuation plans in public areas (include exit & assembly instructions, utilities shutoff locations, emergency supplies locations, evacuation sites).

### **Define a plan to assess the facility after an incident:**

Identify individuals who are willing to place their cell phone on the reverse 911 system for the church phone number. <http://www.readysandiego.org>

### **Identify a process and checklist for individuals to check the facility after an incident:**

- Who lives in the neighborhood who can check on the facility?
- Who lives outside the immediate neighborhood who can return to check on the facility? (If the neighborhood has been evacuated, those living close by may not be available.)
- Who should they contact with their report?
- Provide these individuals with the names/cell phone numbers of the others and the check list to be assessed. (See Workbook, page 40.)

### **Review plans for any child care facilities on site:**

If you have a preschool on your site, request the leaders to provide a copy of their emergency plans for review and inclusion in your plan. Their regulations are part of their licensure.

## **E. CAPITAL and FINANCIAL PLAN**

(See Workbook page 39)

- Your Capital and Financial Plan is critical for:
  - Maintaining your operations during response and recovery.
  - Continuing to operate if you are in an alternative site, as well as
  - Replacing your assets if they are lost in the disaster.
  
- Understand your financial assets, limitations and commitments. Estimate cost increases over normal operations and be prepared to raise funds from alternate sources.
  
- The following is a list of general considerations relating to Financial Processes, Inventories, Security Systems and Records. (See Workbook)
  
- Having certain items and copies of the following will help:
  - Insurance policies.
  
  - Deed or lease of your facilities.
  
  - Bank information, including all your account numbers.
  
  - List of signatories on accounts (in case the primary signatory is unavailable).
  
  - Legal identification, evidence of tax exempt status.
  
  - All Memoranda of Understanding (MOUs).
  
  - Information on credit accounts, including who are on the accounts, card locations, their limits, and who can access the accounts.
  
- Additional questions:
  - Do you have provisions made for emergency credit extensions?
  
  - How much do you keep in petty cash? It may be the only source of immediate cash in an emergency.
  
  - Do you have \$15 - \$20 in coins for pay phones? (If there are pay phones in the neighborhood.)
  
  - Is there a procedure to obtain emergency funding from the denomination hierarchy?

- Who has authority to sign work authorizations on site so recovery work can begin without delay in case of a disaster.
- Where are critical documents located? On site? Off site?
- Which documents need to be off site or duplicated off site?
- Who has access to those documents?
- Develop a written list of all property and holdings with video or photographic documentation.
  - Update the list annually and as new assets are acquired.
  - Store a copy of the data off site.
  - Designate the individual(s) responsible for the annual inventory and the Date the annual review is due.

**Additional items:**

Do you need flood insurance?

Do you need earthquake Insurance?

Do you need Business Income and Extra Income Expense Insurance?

How much insurance am I required to carry to avoid becoming a co-insurer?

What types of records and documentation will my insurance company want to see?

How will my emergency management program affect my rates?

To what extent am I covered for loss due to interruption of power?

Is coverage provided for both on and off premises power interruption?

What perils or causes of loss does my policy cover?

How will my property be valued?

Does my policy cover the cost of required upgrades to code?

What does my policy require me to do in the event of a loss?

(From County of Los Angeles, *Continuity and Recovery Plan* Template)

The time and effort to recover from a disaster directly relates to your preparation. Documentation of the facility and its assets is part of this preparation.

## Security

(Workbook, page 46)

Security should be an ongoing process and includes many components. If you use a contractor for your IT support or other security systems, include them in your continuity and recovery planning.

Identify the records that are necessary to maintain your essential functions.

Identify those that are necessary to restore your organization if the administrative offices were damaged or destroyed.

Consider types of data and location of data which may be particularly vulnerable.

Examples:

- Theft of a computer or lap top
- Destruction of the equipment in an earthquake
- Loss of a hard drive
- Inability to access your facility

### **Other Considerations:**

What will you do to protect your computer hardware?

Theft? Earthquake?

What will you do to protect your computer software?

What functions can revert to paper processes?

- Review the Essential Functions list prepared. (Guidebook page 26, Workbook page 50.)
- Your Essential Records, Files and Data Bases are those that:
  - are needed to perform the Essential Functions and Services (e.g.: communication lists,)
  - are required to continue to operate your organization (e.g.: payroll, banking,)
  - will be necessary for insurance purposes to replace lost property.
- Consider making a copy of hard copy files that cannot be easily replicated.
- Establish a method to back up all software systems (operating and data files.)
- Update the list and copies annually or more frequently if feasible.

- Store a copy of the data off site.  
Location: \_\_\_\_\_
- Designate the individual responsible for each of the annual inventories and to whom or which committee the report is to be delivered.

## Records, Files and Data bases

(See: Workbook, page 47)

**These are some items that you may want to consider:** (refer to the checklist in the workbook)

- Items needed to perform Essential Functions and Services
  - Membership lists including address, phone & Email
  - Communication plans
- Items needed to continue to operate your organization:
  - Employee Data and Payroll Data
  - Vendor contacts
  - MOUs
- Items needed for documentation and replacement of property:
  - Legal documents
  - Deeds
  - Lease documents
  - Insurance policies
  - Inventory lists with photographic documentation

## **IV: CONTINUITY OF OPERATIONS PLAN**

(See Workbook page 49)

**The Continuity of Operations is** “the capability to continue essential functions and to preserve essential facilities, equipment and records across a broad range of potential emergencies.” (*A Disaster Resilience Standard for Community – and Faith-Based Service Providers*, Fritz Institute. Pg 10.)

The Continuity of Operations plan is put in place at the time of the incident and initially focuses on response for life and safety issues, then on maintenance of Essential Functions and finally on recovery. The plan identifies the key resources and needs to ensure that your activities and mission can continue, perhaps in a limited capacity, as well as steps for recovery should the disaster be catastrophic to your organization.

### **Review your team:**

If your Emergency Preparedness Team is completing this section, review the team makeup and identify if additional or different members are needed. Some of the sections you have already completed related to your Continuity of Operations Plan. Review those and coordinate any potential changes with that group. Provide this team with this manual and Workbook Section G and Appendix pages 47-52 for this part of the project.

There is a second team to be considered, and that is the Leadership Team and/or Disaster Response Team who would manage the incident after it occurs. That is covered in the Communications Plan and in the Appendix under “Incident Command System,” page 10.

For your design team:

- Consider individuals representing property management, payroll, office management, finance, human resources as well as your pastoral staff.
- Are there individuals from neighboring organizations who are stakeholders in this process? Do you have a preschool? Are there organizations who utilize your facility? Do you need any of those individuals participating on the team? Do you need to share the completed plan with those individuals?
- Review and define your meeting schedule.

## **Review the “Leadership Identification and Notification:”**

Review the section completed on page 9, Workbook page 8.  
Are there any additions / corrections needed?

## **Define the Plan of Succession:**

During a disaster, decisions may need to be made by individuals who are not the prime decision makers in the organization. Identify the plan of succession (by position name or title) that determines which clergy, staff or lay person is next in line to assume authority for particular functions.

“Generally, pre-determined delegations of authority will take effect when normal channels of direction are disrupted and terminate when those channels have resumed.”  
*(A Disaster Resilience Standard for Community – and Faith-Based Service Providers, Fritz Institute. Pg 4.)*

## **Define Essential Functions and Critical Operations:**

The activities of your organization have grown and developed over time. Many of them continue on a routine basis without many changes. But in the event of a community disaster, “business as usual” is not likely to be maintained.

Your mission and routine functions are likely to be impacted by:

- damage to your facilities
- presence of your facility in the immediate area of the disaster
- decisions and commitments you have made regarding your role in disaster response and recovery.

The first step of a Continuity of Operations plan is to define the **Essential Functions** (those which you want to continue regardless of the impact of the disaster) and the **Critical Operations** (those which you need to have in place in order to maintain your functions).

1. Consider your activities and mission. List all functions, activities, and operations of your organization.

2. What are the essential functions and critical operations of your organization that you must maintain during a disaster?

a. Which of your faith based activities are critical during this time?

- e.g.:
- providing services
  - communicating with your members
  - defining needs of your members
  - assisting your members

- b. Which of your organizational activities are critical during this time?  
e.g.: location to operate  
communication systems  
records/documents

3. Prioritize these functions.

**Establish staffing and resource requirements:**

- Who do you need for these functions?
- Who are alternate individuals if primary ones are not available?
- Define individuals who could manage each essential function. What information do they need in advance?
- What supplies do you need?

**Define resources needed for your disaster mission:**

If your organization has defined a disaster mission, (see next section) what are the resources that you need to carry out that need? (This can be added at a later time if you define a disaster related mission.)

**Consider alternative locations:**

If you are not able to operate from your regular site, what alternatives are available for you? For example, your facility may be in the area of evacuation and unavailable for use or it may be damaged or destroyed.

- Define alternate sites.
- Identify contact individuals and numbers.
- Consider Memo of Understanding documents for these functions.

**Considerations:**

Would your alternate or temporary location be your new primary site?  
Do you have multiple locations you can consolidate?  
Which functions can be done remotely?  
What pre-agreements would you need for these operations?

### **Sharing resources with neighbors:**

Are there other organizations in the neighborhood with which you could share resources? During the disaster you may be able to contact local organizations for mutual assistance for shelter, food, water, etc.

### **Identify your mission critical systems: files, records:**

For each of your essential functions, what records, documents, data bases are needed to function off site? These are your mission critical records.

### **Identify an offsite location for your back up records:**

- Define off site locations for:  
backup of vital records,  
duplicate copies of important documents,  
photographs of your facility and your capital assets,  
duplicate data bases.
- Identify sources of additional personnel:  
What additional personnel do you need for:  
    Your Essential Functions  
    Your Critical Operations  
    Your Disaster Mission
- What estimates can you make of staff availability in different disaster environments?
  - The incident involves your facility only
  - The incident is in the county, but your facility is secure
  - Your neighborhood is evacuated
  - Your community is evacuated
- What staff and volunteers could automatically report to the facility in these situations?

## **V. PREPARATION FOR RESPONSE AND RECOVERY**

### **To a Community Disaster**

**Your response and recovery efforts have two areas of focus.**

- First for your organization: during a disaster and in its immediate aftermath, your members need to be able to respond to the facility and manage the needs of your members and the facility itself.
- Secondly for the community: if the members are prepared individually and the house of worship is prepared, then you will be able to respond to the needs of your community.

**For this section you will want to review the following:**

- Components of the Incident Command System from the Appendix, page 10.
- Your anticipated participation in the community disaster response (your disaster mission statement if you already have established one.)

#### **FOR YOUR ORGANIZATION:**

- Identify a location for a Command Center for your organization.
- Individuals who could respond to your facility. (See Guidebook, page 19 and Workbook page 39.)
- Identify methods of record keeping during the response and recovery
  - information about your facility
  - information about your members, and
  - information about the community.
- Define methods to recruit volunteers to assist your members.
- Define method to communicate with IDC to assist.

## **FOR YOUR COMMUNITY:**

The initial components of this plan have focused on the faith based organizations ability to prepare for and survive a disaster. This focus has been on the organization itself and its members. The organization's disaster preparation will assist it to move from the preparation phase to the response and recovery phases of the disaster.

There are many areas for possible involvement on your organization. Review your facility and assess your abilities. San Diego Volunteer Organizations Active in Disaster (VOAD) has a thorough list of the potential areas for involvement.

### **ROLES AND SERVICES OF VOLUNTARY AGENCIES**

(SAN DIEGO VOAD)

(See Appendix , page 16 for definitions)

Advocacy  
Bull Distribution  
Case Management  
Childcare  
Clean up and Rebuilding  
Community Disaster Education  
Community Outreach  
Counseling  
Damage Assessment  
Debris Removal  
Disaster Planning  
Donations and Management  
Elder Care  
Emergency Repairs  
Emergency Assistance  
Financial Assistance  
Financial Planning  
Funeral Services  
Health Care  
Identification  
International Services  
Massage  
Mass Care  
Mental Health  
Mitigation Planning  
Mobile Feeding  
Organizational Mentoring  
Pastoral Care

Pet Care  
Radio Communication Services  
Relocation Services  
Resource Coordination  
Sanitation Services  
Special Needs  
Technical Assistance  
Training  
Transportation Services  
Voluntary Assistance  
Voluntary Services  
Warehousing

If your denomination/organization has a national disaster response program consider partnering or working with that entity to provide disaster relief.

**Your Disaster Mission Statement:** (Workbook, page 55)

As you move from preparing your families and organization to the community, you are ready to define the role that your organization can play in the community's response to the disaster. The following questions may assist you to match your strengths to the needs.

Who are you going to be for your members and your community?

Which essential services must be continued?

Do you have a kitchen with the ability for mass feeding?  
This includes individuals with food handler licenses.

Do you have space for storage of supplies for mass distribution?

Do you have special services /ministries in any of the areas above?  
e.g.: health care ministry  
carpentry / handy man services  
Stephen Ministry ([www.stephenministries.org](http://www.stephenministries.org))

Do you have a particular group of individuals among your organization that might be willing to form a disaster core?  
Healthcare workers; Social Workers / Case Managers  
Building industry workers

## **VI. FOLLOW UP and TRAINING**

See Workbook, page 56.

The components of your plan will need review, updating and training for the plan to be effective and successful.

A schedule for this is included in the workbook.

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