

PRESBYTERY OF TROPICAL FLORIDA DISASTER PREPAREDNESS AND RESPONSE PLAN

Statement of Purpose

The Presbytery of Tropical Florida Churches may use this plan as a guide when preparing their own individual disaster plans to guide emergency actions prior to, during and after any emergency. Preplanning is the key to being ready for any disaster. The steps taken before and immediately after an event will have a positive effect on the members of your congregation. Many hazards do not lend themselves to prior notice. Therefore, this plan will address both prior notice events and no notice events. Realizing that each of our member churches is different, this document provides guidance to help you formalize your individual plans. Each of your plans should include the major components of this plan while adding any additional procedures that your individual church feels necessary. In addition, use of this plan as a guide will help standardize the Presbytery approach. Simply stated, this plan defines the roles and procedures that will enable the Presbytery to:

1. Identify existing individual church and Presbytery wide resources that can be applied to disaster preparedness, mitigation and response.
2. Build individual church and Presbytery wide resources to assist in disaster preparedness, mitigation and response.
3. Link individual churches and Presbytery wide resources to meet the needs caused by these potential disasters.

Situations, Assumptions and Disasters we might expect to encounter:

While hurricanes are probably the most likely disaster that member churches in our Presbytery will face, individual plans need to recognize as possible a wide range of potential human-caused and natural disasters – including incidents related to public violence, terrorism, chemical explosions, transportation accidents, hazardous waste spills, fires, coastal storms, floods, earthquakes, severe thunderstorms and tornadoes as well as hurricanes. Initially, it may seem that such a wide range of potential disasters makes prior planning an impossible task. However, many disasters have similar preparatory and post hazard responses. Thus, identifying your actions and completing a local plan will considerably increase your congregation's quality of life during and after **any** disaster. It will reduce your burden by helping you to identify the necessary actions, and complete the corresponding tasks with a minimum of

problems. Positive preplanning can help save your church assets. However, in the execution of your plan, remember that people are far more important than facilities. Your plan should cover both church assets and the safety of church members.

Understanding Disasters - the Scope of the Problem

Any disaster can be considered to have three basic phases, (1) Before, (2) During, and (3) After the disaster. However, the following model presents a more complete picture.

Phases of Disaster and Response

- Phase 1. Warning/Anticipation (Page 5)
- Phase 2. Impact/Emergency (Page 8)
- Phase 3. Aftermath/Inventory (Page 9)
- Phase 4. Relief/Remedy (Page 11)
- Phase 5. Recovery/Reconstruction (Page 12)

In addition, any planning model must consider two factors. The first is **people**; any plan must prepare one's congregation for a disaster, as well as help them to survive and then recover from it. The second factor is **property**. Again, any disaster plan must help prepare your facilities to meet a disaster, as well as help them to recover as quickly as possible when the actual disaster is over. The planning model that follows is based upon the above criteria. The model addresses each of the five stated phases of a disaster. In addition, at each phase, the model helps you to plan to meet the needs of both your congregation and your facility.

Applying This Plan to Your Church

Your first task as a congregation is to determine who will develop and then implement your individual plan. This needs to include knowing and following the Presbytery communications plan, which is included in this document as Attachment VII. One such approach would be to develop a committee/task force as described in the attached Plan under **Section II Organization**.

Whatever approach you take, the resultant church task force should review this planning document and then supplement it whenever necessary to meet the needs of your church. The checklists may be changed or tailored to meet your needs and requirements. Members of the Presbytery Disaster Preparedness Administrative Commission are available to answer your questions if your team is unsure on how to proceed. The recent spate of hurricanes throughout

Florida shows the importance of educating, training and preparing your congregation on how to respond to save their lives. It also points out the importance of having identified those who are in your congregation that will need assistance to escape the perils of a disastrous situation. The Presbytery of Tropical Florida has taken steps at the Presbytery level to provide a framework for communications and assistance in the event of a disaster occurring within our Presbytery. This includes grouping our churches into small “clusters” for purposes of communicating their situation, status and needs to the Presbytery. This same ‘phone tree’ may then be used to mobilize Presbytery wide assistance. The Presbytery plan is included (noted previously, section VII) and needs to be known and utilized by the key disaster response person(s) identified for your church.

Disaster Preparedness and Response Plan

I. INTRODUCTION

A. To enable each church to have a plan which outlines preparation and recovery procedures to be used as a basis for disaster response. It will assist each church in keeping a data base available to enable service to its congregation and recovery of its facilities to proceed as quickly as possible given the situation and circumstances. It will also provide a systematic network of communications to identify the status of the churches in the Presbytery of Tropical Florida as to both pastoral and physical plant needs, allowing the Presbytery to respond and assign such resources as it may have available as efficiently as possible.

B. This plan seeks to:

1. Equip our staff and congregation with the necessary information, training and preparation to protect themselves and the church campus.
2. Identify means of contact in the immediate aftermath of a disaster and identify the immediate needs of the parishioners.
3. Have available reasonable protocols for identification and arrangements for appropriate individuals, parties, or agencies to address spiritual, emotional, and physical needs arising out of a disaster.
4. Establish budgets and mitigation efforts to secure the campus. Develop alternative communication systems.
5. Seek out human and physical resources, and prepare contingency plans for employment of these resources to assist staff and parishioners in a disaster event.
6. Organize, select and train preparation and response personnel, determine who is in charge (Recognize that the Pastor should not be that person), and decide who will activate the protocols.
7. Recognize that operations do not take place in a vacuum. Learn about and cooperate with other preparation and response agencies. Do not attempt to perform the work of first responders such as police, firefighters, EMTs, etc. Coordinate with all local organizations that are involved in emergency response.

SECTION II: ORGANIZATION

This section should define the organization that your church has chosen to manage the Disaster Preparation and Response Plan. The following are recommendations that should be considered in your organization. A

fundamental need in time of a disaster is to have in place a trained organization:

1. That will react immediately to the situation.
2. That is empowered to make critical decisions regarding actions that needs to be taken.

It is important to establish in advance, which persons are empowered to activate your plan and who will be the media spokesperson for your church. It is also recommended that these individuals have a designated back up. During emergencies, you will not have time to call a meeting of a committee to take this action. The Session should empower a Director of Disaster Preparation and Response and charge this person with the overall development, operation, and continuing maintenance of your plan. Also, appoint a team that helps develop and maintain a plan for your church. . Many churches have two trained individuals in each of the three assignments that follow:

1. Director of Disaster Preparation and Response

This position:

- Serves as Chairperson of the overall team.
- Schedules and plans meetings.
- Schedules and plans training.
- Recruits coordinators.
- Ensures team readiness.
- Liaisons with established disaster relief groups.

2. Disaster Volunteer Coordinator

This position:

- Conducts skills and talent survey.
- Develops a database of volunteers / skills.
- Identifies members needing special assistance and pairs them with members responsible for maintaining contact.
- Develops a communications chain and arranges for its activation.

3. Resources Coordinator

This position:

- Conducts inventory of facilities, supplies and equipment.
- Coordinates with the Director the communications to the congregation regarding the use of facilities, equipment.
- Maintains supplies in good order and replenishes as necessary.

(For Items, 1-3 See Attachment I Disaster Checklist Master List and Responsibility) Pages 1-12

Preparing for Disaster - a Model for Planning

Phase 1. Warning/Anticipation

This phase covers the period from when a disaster is first anticipated until either the danger has passed or the disaster has in fact occurred. During this phase, advanced planning and preparedness steps will be put into action. During advanced planning, you will have formulated concepts, built a database of information, and made decisions on how you will handle each situation. Checklists should be developed to cover all known tasks so your planned decisions can be accomplished with relative ease.

Phase 1. Preparing your People

1. Review the needs of each member. The development and completion of a member survey is a good way to accomplish this task. This survey can be used to determine members' individual needs, talents, and any other special information necessary for complete planning. Secure and use local/county forms to identify parishioners with special needs, as county authorities need to be notified (of members with special needs) so that such members can receive assistance prior to a disaster whenever possible. As soon as possible make, this needs assessment an integral part of information completed by each new member as he/she joins the church. **See Attachment II Survey Form. Pages 1-2**
2. Establish small groups of phone chains of the membership with a coordinator for each small group.
3. The coordinator would have the task of (a) calling and/or visiting all members of the group after a disaster, and then (b) reporting their findings to a central committee member. (Assign a second person for each group as backup. If possible, have group leaders call their groups prior to the disaster to check on preparations and reassure them that they have not been forgotten.) In addition, members of the group should keep their group leader informed of their situation.
4. From the survey information **Attachment II Survey Form**, identify volunteers with special talents and equipment who can be called upon to respond after a disaster. Use this information to develop groups of volunteers ready to assist church members with specific short-term needs (i.e. debris cleanup, temporary repairs, etc.) **See Attachment IV Volunteers and Equipment Checklist. Pages 1-4**

5. Promote preparedness of church members. Encourage pre-disaster planning, and distribute locally/nationally prepared materials helpful in preparing each household to meet disaster needs. (Such preparation should include identification of a “safe room” within the home if possible, and a pre-identified meeting place outside the home where family members can gather.) Encourage parishioners with pets to build their pets’ needs into their family planning efforts. **See Attachment V Training**

6. Encourage local, county agencies to present preparedness workshops, and host these at the local church if possible. These should be geared to the needs of individual church members as well as those serving in any official capacity. A course in basic First Aid should be taught. **See Attachment V Training**

7. Provide specialized training as necessary for those who will be in charge of various portions of the plan. (Such training should include periodic drills or other attempts to test the plan as realistically as possible.) **See Attachment V Training**

8. Develop a list of members with self-contained travel trailers, motor homes, etc. that could be moved to church grounds after a disaster to provide temporary comfort stations for volunteers. **See Attachment IV Volunteers and Equipment Checklist. Page 4**

9. At the time local authorities announce a pending emergency activate the checklist developed during **Phase 1 Preparing Your People. See Attachment I Master List and Responsibility. Phase 1 Page 2** Also, communicate with the Presbytery in response to the Hurricane Immediate Response Protocol. **See Attachment VII Communications**

Phase 1. Preparing your Property

1. Develop a complete inventory of church property. Be sure to include all equipment, furnishings, etc. Make several hard copies and store off site. NOTE: Make sure that your insurance company has a copy on file. A DVD or camcorder tape that accompanies the inventory is preferred. Review and revise the inventory annually. A good time to do this would be about a month before hurricane season. **See Attachment VI Documentation and Protection of Church Property. Page 1**

2. Review insurance coverage annually, and adjust as necessary.

3. Protect church property. Develop a series of checklists that identify what needs to be done and who is responsible for each task. (Remember to keep the

tasks manageable, as those completing these tasks will also be preparing their own homes as well.) **See Attachment VI Protection of Church Property Checklists. Page 1& 2**

4. Protect church records. Make sure that all records, computer files, etc. are backed up frequently. Arrange for multiple copies, and store such copies at an off site location. If church volunteers maintain certain additional records, make sure that these are also backed up periodically. Appoint individuals that are directly responsible to do this. **See Attachment VI Documentation and Protection of Church Property. Page 1**

5. Review facility communications systems. Supply back-up and/or alternative means of communication should electricity and/or phones be compromised. Presbytery has a limited number of satellite phones which will be utilized to supplement communications where and when needed until normal communications systems return. See attachment VII.

6. Determine personnel plans/responsibilities for all church employees, remembering that they will have personal as well as professional needs. **See Attachment VIII Church Personnel and Facilities Plan Section 1.**

7. Determine if your facility can serve as a pre-disaster shelter, post-disaster shelter or distribution facility. This should be done with the coordination of your local EOC. A checklist is not provided for this item since the local emergency coordinator will want to organize your shelter to best assist the community needs. They will help you determine what supplies would be necessary in either case, and then arrange for the purchase and storage of the supplies. Make sure that items with limited shelf life are rotated periodically. (Determine if your facility could be used to house volunteers after a disaster, and what prior preparation, stocking of essential items, etc. would be necessary. We cannot over state the importance that you need to develop this item with the other agencies in your area so they will include your shelter plans in their over all plan.)

8. Develop a building evacuation plan should this be necessary at any time. (Remember that an unanticipated disaster might well force an evacuation when: (a) only a few employees are present, or (b) a major church function is taking place. Such planning should include identification of a “safe room” within the church, as well as a pre-identified meeting place outside the church where church employees/parishioners can gather after exiting the building.) **See Attachment IX Church Facilities Evacuation Plan. Page 1**

9. Develop checklists of steps to be taken following an unanticipated disaster. Items here would be completed as necessary and/or given the nature of the disaster, would include calling appropriate authorities, shutting off power, water, gas, etc. Church employees need to be familiar with these checklists and trained in their implementation. **See Attachment IX Church Personnel and Facilities Plan.**

10. All church employees need to be trained in both first aid, CPR, and the use of the defibrillators in case an unanticipated disaster strikes the church facility during working hours. **See Attachment V Training .**

11. Create a committee to inspect church facilities immediately following any disaster that results in physical damage. Committee members need to have the ability to identify damage as well as implement emergency repairs to prevent further damage.

12. Develop a phone list of disaster committee members, church employees and/or anyone else of immediate importance, following a disaster. Develop an alternative method of notification should phone service be interrupted. **See Attachment VII Communications**

13. Identify an alternative church office site that can serve as a temporary back up should the church facilities be too damaged to use immediately. **See Attachment VIII Church Personnel and Facilities Plan**

14. Develop off-site capabilities to keep the church web site operational in case church computer systems are damaged or destroyed. This might prove the only way for some members to keep in communication. **See Attachment VIII Church Personnel and Facilities Plan**

15. Identify possible off site locations for church activities in case the church facilities are temporarily or permanently unusable. **See Attachment VIII Church Personnel and Facilities Plan**

16. Identify operational community, county disaster planning groups and affiliate with same to share preparation, training, and operational activities both before and during any local disaster.

17. Develop a master list of important emergency phone numbers (i.e. fire, police, gas and electric, telephone) and post prominently next to all phones with outside lines. **See Attachment VII Communications**

18. Determine personnel responsibilities in advance. **See Attachment VIII Church Personnel and Facilities Plan**

19. At the time local authorities announce a pending emergency activate the checklist developed during **Phase 1 Preparing Your Property. See Attachment I Disaster Checklist Master List and Responsibility. Pages 1-12**

Phase 2. Impact/Emergency

This phase begins when the disaster actually strikes. In some cases, it follows a varying length of preparation and anticipation (i.e. hurricane), while at other times it can come without any warning. In the first case, Phase 1 has already been in effect; in the latter case, plan implementation needs to begin directly with Phase 2. Develop a Checklist and include as a minimum those items that are included below. **See Attachment I Disaster Checklists Master List and Responsibility. Phase 2 Page 5**

Phase 2. Preparing your People

1. When a disaster strikes and you did not have adequate warning to prepare you will need to accomplish those items identified in **Phase 1**. Complete the checklists as much as possible but do not take any risks that might put your volunteers in harms way. Complete as much of the **Master checklist for PHASE 1 and Phase 2** as possible.
2. If necessary and/or feasible, parishioners need be able to assist in immediate rescue/first aid activities for those injured as the disaster is happening. Otherwise, this becomes one of the first actions under **Phase 3**.
3. If necessary and/or feasible, assist the authorities as directed. Otherwise, this becomes one of the first actions under **Phase 3**.

Phase 2. Preparing your Property

1. If the building is unoccupied, do nothing until the actual event is over. (Remember property can be replaced; people cannot.)
2. If the building is occupied, call appropriate authorities, (i.e. police, fire, etc.) as soon as possible. (See **Phase 1 Preparing Your Property Item 17.**) See **Attachment VII Communications**
3. If the building is occupied, implement the evacuation plan if necessary. (**Phase 1 Preparing your Property Item 8.**) See **Attachment VIII Church Facilities Evacuation Plan.**

4. If possible, take such emergency action as is immediately warranted (i.e. shut off power, gas, water, etc.) to minimize further damage. **(Phase 1 Preparing your property Item 9).**

5. If necessary and/or feasible, church employees need to assist in immediate rescue/first aid activities for those injured as the disaster is happening.

Phase 3. Aftermath/Inventory

This phase begins as soon as the actual disaster has ended, (i.e. hurricane, earthquake, fire, etc.) People come out, look around, and realize that they are not alone. Initial rescues are completed, the first, often unsolicited volunteers, arrive, and initial damage assessments are completed. Primary communications are restored if possible. Use the Checklists developed in Phase I above to insure that all items are covered. The items covered below in Preparing your People and Preparing your Property should be used to develop that checklist. **See Attachment I Disaster Checklists Master List and Responsibility, Page 7**

Phase 3. Preparing your People

1. If necessary, call appropriate authorities, (i.e. police, fire, etc.). **See Attachment VII Communications.**

2. If necessary and/or feasible, parishioners need to be able to assist in immediate rescue/first aid activities for those injured nearby. Otherwise, follow instructions of the authorities.

3. Implement the phone/visitation chain ASAP to determine immediate, post disaster health/needs of congregation. **(See Phase 1 Preparing your People Item 3)** Report results to the appropriate disaster committee member.

4. Based upon needs determined in Item 3, begin to help each other as needed. Be especially careful to identify and assist those (a) with special needs, or (b) having difficulty dealing with the immediate stress of events.

5. Assign volunteer groups as needed to assist parishioners. (See Phase 1 Item 4 above) This activity might well extend into Phase 4, depending on the extent of the damage and the needs of your people. **See Attachment IV Volunteers and Equipment Checklist. Page 3 & 4**

6. Make sure that the minister or other approved contact person contacts the Presbytery office ASAP to provide Presbytery with an initial assessment of local conditions. **See Attachment VII Communications**

Phase 3. Preparing your Property

1. If not already done, take any emergency action necessary to prevent additional damage. (i.e. shut off power, gas, water, etc.) **(See Phase 1 Preparing your Property Item 9)**
2. Survey property to complete an initial assessment of damage. **(See Phase 1 Preparing your Property Item 11)**
3. Contact church insurance carrier ASAP. Committee members identified in Phase 1 Item 11 above should accompany the insurance adjustor during his/her initial tour of the facility.
4. Complete immediate emergency repairs necessary to prevent further damage. If necessary, such repairs should be initiated even before the insurance carrier is reached. **(See Phase 1 Preparing Your Property Item 11)**
5. If church facility is usable and previously designated, work with local authorities to open the facility as a shelter, emergency supplies distribution center, etc. **(See Phase 1 Preparing your Property Item 7)**

Phase 4. Relief/Remedy

Here the community tends to medical and survival needs. Temporary housing issues arise, while temporary repairs are made to homes, businesses. Public works crews swing into action; electricity and telephone service is restored. More volunteers begin to arrive, along with various local, state and national agencies (i.e. Red Cross, Salvation Army, FEMA) This phase can last up to ten times the length of Phase 3. **See Attachment I Disaster Checklists Master List and Responsibility. Page 9**

Phase 4. Preparing your People

1. Assign volunteer groups as needed to assist parishioners. This activity may begin during Phase 3 but will occur primarily during Phase 4, depending on the wider extent of the damage and the needs of your people. Some one needs to take charge of this activity so that it can be carefully organized and monitored. Pay special attention to the elderly and special needs groups who may need

help but be reluctant to ask for it. **See Attachment IV Volunteers and Equipment Checklist.**

2. If not needed to assist the immediate church family, determine how local volunteer groups can be of service to other members of the community or beyond. Pre-disaster planning contacts with local/county agencies will be helpful in creating volunteer networks that can be put into use here. Presbytery can also be helpful in coordinating such efforts.

3. Assist members of your congregation as they interact with various relief agencies, (i.e. the Red Cross, FEMA) and other outside agencies. If possible, have the church facility used as a registration site so that volunteers can provide congregation members with transportation, assists with completion of forms, etc. If parishioners must travel to other sites, have church volunteers ready to offer rides, assistance etc. as needed.

4. Continue periodic communication between small group leaders and their disaster flocks in order to spot problems that can develop during the relief phase. Utilize members identified in initial survey that could assist members in need.

5. Have a person or committee identified in advance to oversee all donations that might come from the congregation, both to assure that they are appropriate, and that they are distributed in timely fashion. Utilize your current church committee structure as much as possible

Phase 4. Preparing your Property

1. If not already completed, committee members identified in Phase 1 Item 11 above need to accompany the insurance adjustor during his/her initial tour of the facility. Members also need to be present during any/all subsequent adjustor visits necessary to identify and/or inspect further damage discovered over time or during repairs.

2. Identify a general contractor who will oversee all repairs/reconstruction and serve as direct link between church and insurance adjustor.

3. Let contracts for needed repairs and begin the repairs.

4. If necessary, implement plans to move the church office and/or church activities to off site location/s. **(See Phase 1 Prepare Your Property Items 13 and 15) See Attachment VIII Church and Facilities Plan.**

5. Contact outside agencies for recovery assistance if necessary (i.e. Church World Service, Presbyterian Church USA).

6. If church facilities are intact and the need is present, offer the use of your facilities to other groups, relief agencies, etc. The facility might be used as a temporary shelter, distribution center, community meeting place, or focal point for outside relief agencies. Use of members' trailers, motor homes, parked on site, can offer self-contained facilities and air-conditioning if building is otherwise intact but lacking power.

Phase 5. Recovery/Reconstruction

This is the long-term rebuilding phase. As it continues, local agencies begin to take over, along with continued help from agencies such as CWS or FEMA. The community begins to look ahead and plan carefully for reconstruction and rebirth. This phase can often take from several months to several years, depending upon the scope of the disaster. Since it is impossible to plan for all types of situations faced after a disaster, your team will need to make an assessment to determine what needs to be done. **See Attachment I Disaster Checklists Master List and Responsibility. Page 11**

Phase 5. Preparing your People

1. Small group leaders need to maintain ongoing communication with their disaster flocks in order to spot problems and offer assistance as needed. Often, problems do not arise immediately but appear or build during the recovery phase.
2. Make sure that group leaders are ready and able to pass problems identified in Item 1 above to the appropriate parties. They are not trained, nor should they attempt, to solve all problems themselves.
3. If possible, use qualified parishioners to serve as ombudsmen to assist other members with problems that may arise with insurance companies, contractors, etc.
4. Work in conjunction with other outside groups (i.e. community, faith-based, etc) to coordinate recovery efforts. Presbytery assistance might be very helpful here in coordinating a multi-community approach to recovery efforts.

5. As soon as possible within Phase 5, review the entire disaster plan as it affected the congregation. Determine what worked, what did not, etc. and revise the plan to be better prepared for the next time.

Phase 5. Preparing your Property

1. Committee members identified in **Phase 1 Preparing Your Property Item 11** need to accompany the insurance adjustor during any/all subsequent adjustor visits necessary to identify or inspect further damage discovered over time or during initial repairs.

2. As soon as possible within Phase 5, review the entire disaster plan as it affected the facility. Determine what worked, what did not, etc. and revise the plan to be better prepared for the next time.

3. Review property damage to identify areas where modifications/improvements can be made to mitigate damage from future storms. These can be built into repairs or completed separately.

Disaster Preparedness and Response Plan

List of Attachments

(All attachments are Sample Formats; change them to fit your needs.)

- I. Master List and Responsibility**
 - Overview**
 - Section 1 Phase 1 Checklist**
 - Section 2 Phase 2 Checklist**
 - Section 3 Phase 3 Checklist**
 - Section 4 Phase 4 Checklist**
 - Section 5 Phase 5 Checklist**
 - II. Survey Form**
 - Section 1 Overview and Survey Form**
 - III. Not Used**
 - IV. Volunteers and Equipment List**
 - Section 1 Developing your Volunteers and Equipment List**
 - V. Training**
 - Section 1 Training Requirements**
 - Section 2 Training Sources**
 - VI. Protection of Church Property Checklist**
 - Section 1 Documentation & Protection of Property**
 - VII. Communications**
 - Section 1 General Communications**
 - Section 2 PRP Hurricane Immediate Response Protocol**
 - Section 3 Important Phone Numbers, E-Mails and**
 - Websites**
 - Section 4 Disaster Preparedness and Response Team**
 - VIII Church Personnel and Facilities Plan**
 - Section 1 Organizing the Church Staff**
 - Section 2 Planning for Alternate Facilities**
 - IX. Church Facilities Evacuation Plan**
 - Section 1 Developing a Facilities Evacuation Plan**
- Trauma---Helping A Child Cope**
- Catastrophes vs. Disasters**
- Speeding Of Recovery Process**

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ATTACHMENT I

MASTER CHECKLISTS AND RESPONSIBILITY OVERVIEW

As explained in the body of this planning document, the first task for any church will be to create a committee that will be responsible for the development and implementation of the local church's disaster preparation plan. This committee should be recognized by and report to the Session. As the plan is being developed, the following questions should be addressed. Developing clear answers to these questions ahead of time will make it much easier for the committee to operate smoothly in time of disaster, when additional meetings might be difficult if not impossible.

1. Who activates the plan?
2. Who is in charge of implementing the plan?
3. What is to be the interaction between the disaster committee and the Session after the plan has been activated?
4. What authority does the committee have to spend money?

What now follows in **ATTACHMENT I** are a series of Master Checklists. These checklists correspond to the information found in each of the five phases of the model, and will help members of the committee to complete their tasks, both when developing the plan and when implementing the plan. For each phase, separate checklists are provided to help the committee when (a) preparing your property and (b) preparing your people.

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SECTION 1
PHASE 1 - MASTER CHECKLIST - PREPARING YOUR PEOPLE
Page 1 of 1

TASK	APPROPRIATE ATTACHMENT	PERSON(S) RESPONSIBLE	DATE COMPLETED
1. Develop/administer Membership Survey	Attachment II		
2. Analyze Membership Survey	Attachment II		
3. Create geographically-based small groups	Phase I, items 2) and 3)		
4. Develop phone chain for these groups; put someone in charge of each group	Attachment III		
5. Develop specialized lists, (i.e. skills, equipment, motor homes, etc.)	Attachment IV		
5. Use lists to create various volunteer groups	Attachment IV		
6. Train congregation as a whole	Attachment V		
7. Train various volunteer groups	Attachment V		
8. Implement plan when disaster threatens			

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SECTION 1 Continued
PHASE 1 - MASTER CHECKLIST - PREPARING YOUR PROPERTY

Page 1 of 2

TASK	APPROPRIATE ATTACHMENT	PERSON(S) RESPONSIBLE	DATE COMPLETED
1. Complete a Facilities Inventory	Attachment VI		
2. Review/update Facilities Inventory annually	Attachment VI		
3. Review Insurance Policy(s) annually			
4. Develop Property Checklists	Attachment VI		
5. Protect Church Records	Attachment VI		
6. Review/update facility communications	Attachment VII		
7. Determine responsibilities of all church employees	Attachment VIII		
8. Determine possible post disaster use(s) of church facilities			
9. Develop facility evacuation plan(s)	Attachment IX		
10. Develop Facilities Checklist for use after an unanticipated disaster			
11. Train all employees in first aid, etc.	Attachment V		
12. Develop post-disaster Facilities inspection Team			

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SECTION 1 Continued
PHASE 1 - MASTER CHECKLIST - PREPARING YOUR PROPERTY

Page 2 of 2

TASK	APPROPRIATE ATTACHMENT	PERSON(S) RESPONSIBLE	DATE COMPLETED
13. Develop Phone Tree	Attachment VII		
14. Identify possible off-site alternatives for church office, web site, worship	Attachment VIII		
15. Identify/affiliate with other local and/or county disaster planning groups			
16. Develop/post emergency phone numbers at all phones with outside lines	Attachment VII		
17. Develop personnel responsibilities	Attachment VIII		
18. Activate plan when disaster threatens			

SECTION 2
PHASE 2 - MASTER CHECKLIST - PREPARING YOUR PEOPLE

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TASK	APPROPRIATE ATTACHMENT	PERSON(S) RESPONSIBLE	DATE COMPLETED
1. Implement the pre-disaster planning efforts developed during Phase 1 training	Attachment I		

SECTION 2 Continued

PHASE 2 - MASTER CHECKLIST - PREPARING YOUR PROPERTY

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TASK

**APPROPRIATE
ATTACHMENT**

**PERSON(S)
RESPONSIBLE**

**DATE
COMPLETED**

During and/or at the completion of Phase 2 of a Disaster, be prepared to implement tasks identified and completed during Phase 1 as necessary. For example, you might need to:

1. Implement facility evacuation plan(s)
2. Administer emergency first aid to victims on site. Attachment V
3. Employ the Facilities Checklist to survey the facility as soon as possible.

SECTION 3

PHASE 3 - MASTER CHECKLIST - PREPARING YOUR PEOPLE

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TASK	APPROPRIATE ATTACHMENT	PERSON(S) RESPONSIBLE	DATE COMPLETED
<p>During Phase 3 of a Disaster, be prepared to implement tasks identified and completed during Phase 1 as necessary. Depending upon the scope and time of the disaster, some of these tasks might have already been completed as a response to Phase 2. For example, you might need to:</p>			
1. Call appropriate authorities if necessary		Office Personnel	
2. Administer emergency first aid to victims on site if necessary	Attachment V	Office Personnel	
3. Implement the phone/visitation chain ASAP to determine the immediate status of the congregation.	Attachment VII	DAC	
4. Implement use of volunteer groups as needed, either to the congregation or the community as a whole.	Attachment IV	DAC	
5. Be sure that minister or other approved spokesperson contacts Presbytery office with initial assessment of local conditions.	Attachment VII		

SECTION 3 Continued
PHASE 3 - MASTER CHECKLIST - PREPARING YOUR PROPERTY

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TASK

**APPROPRIATE
ATTACHMENT**

**PERSON(S)
RESPONSIBLE**

**DATE
COMPLETED**

During Phase 3 of a Disaster, be prepared to implement tasks identified and completed during Phase 1 as necessary. Depending upon the scope and time of the disaster, some of these tasks might have already been completed as a response to Phase 2. For example, you might need to:

1. Call appropriate authorities if necessary Attachment VII
2. Administer emergency first aid to victims on site if necessary. Attachment V
3. Employ the Facilities Checklist to survey the facility as soon as possible.
4. Contact the church insurance carrier ASAP Attachment VII
5. Complete necessary repairs ASAP to prevent further damage.
6. If necessary and possible, implement plans to use the facility for community needs.

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SECTION 4
PHASE 4 - MASTER CHECKLIST - PREPARING YOUR PEOPLE

TASK	APPROPRIATE ATTACHMENT	PERSON(S) RESPONSIBLE	DATE COMPLETED
During Phase 4 of a Disaster, be prepared to continue tasks identified and begun during Phase 3. Depending upon the scope of the disaster, some of these tasks might have already been completed, but others might take a long time to complete. For example, you might need to:			
1. Continue the use of volunteer groups as needed. Such groups might now be needed by the congregation, the extended community, or both.	Attachment IV		
2. Use resources, expertise of congregation members to assist members in need as they work with various relief agencies (i.e. FEMA, SBA etc.			
3. Continue the small group phone/visitation chain to monitor the status of the congregation. Use information gleaned here to provide additional assistance as needed.			
4. Engage person/committee to oversee collection and expenditure of disaster related donations.		The Session	

SECTION 4 Continued
PHASE 4 - MASTER CHECKLIST - PREPARING YOUR PROPERTY

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TASK	APPROPRIATE ATTACHMENT	PERSON(S) RESPONSIBLE	DATE COMPLETED
During Phase 4 of a Disaster, be prepared to continue tasks identified and begun during Phase 3. Depending upon the scope of the disaster, some of these tasks might have already been completed, but other might take a long time to complete. For example, you might need to:			
1. Have members of the Facilities Inspection Team accompany the insurance adjustor on all inspections of the facility			
2. Identify a general contractor who will either complete or oversee all repairs			
3. If necessary, implement plans to move some if not all-important church activities off-site until repairs are complete.	Attachment VIII		
4. Contact various outside agencies to apply for financial assistance to help with repairs.			
5. Or, if necessary and practical, continue to use the facility for community needs.			

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SECTION 5
PHASE 5 - MASTER CHECKLIST - PREPARING YOUR PEOPLE

TASK	APPROPRIATE ATTACHMENT	PERSON(S) RESPONSIBLE	DATE COMPLETED
During Phase 5 of a Disaster, be prepared to continue tasks identified and begun during Phase 4. Depending upon the scope of the disaster, some of these tasks might have already been completed, but other might take a long time to complete. For example, you might need to:			
1. Continue the use of volunteer groups if needed.	Attachment IV		
2. If possible, use qualified members of congregation to serve as ombudsmen for other members of the congregation if they incur problems with outside relief agencies, (i.e. FEMA, SBA etc.)			
3. Continue the small group phone/visitation chain to monitor the status of the congregation. Be aware that some problems might take months to surface.			
4. Finalize the awarding of disaster related contributions.			
5. ASAP, review the entire Disaster Preparedness plan to identify strengths and weakness, and implement changes as deemed necessary.			
6. Work in conjunction with other community and/or regional agencies to coordinate a broader approach to community relief/recovery			

SECTION 5 Continued
PHASE 5 - MASTER CHECKLIST - PREPARING YOUR PROPERTY

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TASK

**APPROPRIATE
 ATTACHMENT**

**PERSON(S)
 RESPONSIBLE**

**DATE
 COMPLETED**

During Phase 5 of a Disaster, be prepared to continue tasks identified and begun during Phase 4 Hopefully, most of these tasks will now have been completed, but others might take a long time to complete. For example, you might need to:

1. Have members of the Facilities Inspection Team accompany the insurance adjustor on all additional inspections of the facility. This may well be necessary if additional damage in uncovered during repairs.
2. Oversee the work of the general contractor as he works to complete or oversee all the completion of repairs.
3. Review property damage to identify areas where modifications/improvements, (as opposed to straight repairs) might mitigate possible damage from future disasters.
4. ASAP, review the entire Disaster Preparedness plan to identify strengths and weakness, and implement changes as deemed necessary.

Attachment II
Complete a Survey Checklist Overview

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Phase 1 Warning/Anticipation

Preparing the people

1. Complete a survey.

- (1) Have each church member complete the survey found in this attachment.
- (2) Obtain forms from the County and insure that special needs members are registered. Assist those who need help with paperwork.
- (3) Identify to group leaders those people who are special needs and will be taken care of by the County.
- (4) Identify to group leaders those special needs people who would not fill out the County paperwork.
- (5) Use information obtained by the survey to complete a database of information for future reference.
- (6) The data collected by this survey should be added to your Church administrative membership files.

Church Disaster Preparedness Survey Form

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The Church Disaster Preparedness program does not replace emergency services provided by government agencies. However, our disaster preparedness program is concerned with your welfare and your personal situations. We are also concerned about our church property, the community and other communities. This survey form will assist the church Disaster Preparedness Committee to identify individuals that need assistance and individuals that wish to volunteer their services. It is important that all members respond to this request. _____ church wants to be prepared in case of an evacuation, emergency or disaster. As you are aware, recent disasters have proven that those who were prepared had a much better chance for survival. Direct questions about this form to _____.

Last Name: _____ # living at this address ____ First Names _____.

Address: _____ City _____, St ____ Zip+four ____ _
____+____ _

Name of Community/Development that you live in.

Phone: _____ Cell Ph.# _____ E-Mail _____

1. Do you have a family plan in event of an emergency or evacuation? ___Yes ___ No
2. Do you have special needs that would require assistance to evacuate or obtain a shelter? ___Yes ___No
3. Have you registered with the County to obtain assistance ___Yes ___No
4. If you have not registered, do you need help filling out the county paperwork. ___Yes ___No
5. Are you dependent on emergency support equipment? ___Yes ___No
6. Please provide an emergency contact that lives outside the immediate area.

Name _____
Relationship _____
Address _____
City, _____, St ____ Zip _____ Phone _____

7. Would you accept church families who may be required to evacuate? ___Yes ___No. If yes, how many ___ Will you accept smokers ___Yes. Will you accept pets? ___Yes ___No If yes, are there any restrictions? Please

- 1117 List _____
1118
1119 8. Would you volunteer as a Disaster Preparedness Action Response Team member?
1120 ___Yes ___No
1121
1122 9. Do you have special equipment, which can be used if necessary, such as a truck,
1123 travel trailer/RV, generator, chain saw, pump, ham radio, etc.? ___Yes ___No If
1124 yes, please Identify: _____
1125
1126 10. Do you have special talents that can be utilized following a disaster? ____Yes
1127 ___No If yes, please
1128 list and return to church office :
1129 _____

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Attachment III

Not used

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**Attachment IV
Volunteers and Equipment List**

1. Develop a list of members that have volunteered to house families displaced by an emergency. **(See sample form in this attachment.)**
2. Develop a list of members that have volunteered as a Disaster Preparedness Action Response Team. **(See sample form in this attachment.)**
3. Develop a list of members with equipment such as: self-contained travel trailers/motor homes, trucks, chain saws etc. **(See sample form in this attachment.)**
 - (1) Contact those members who indicated that they have a travel trailer/motor home and confirm that it would be available for use after a disaster. **(See sample form include in this Attachment.)**
 - (2) Make plans on how facilities will be used at the church and include them in this plan. **(See Attachment X Shelter Plan.)**
 - (3) If use requires facilities to be prepared, make sure that the facilities requirements committee makes plans and includes it in the budget. Possible requirements could include site preparation to park, water hook-up/electric hook-up. **(See Attachment X Shelter Plan.)**

1185 List equipment by type:

1186 Travel Trailers

1187

Equipment List	Name	Address	Phone

1188

1189 Trucks

1190

Equipment List	Name	Address	Phone

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1192 Chain Saws

1193

Equipment List	Name	Address	Phone

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Attachment V
SECTION 1
Training

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Promote preparedness of church members, employees, and those who have agreed to volunteer to help execute this plan.

(1) Obtain locally prepared information on Disaster Preparedness and distribute it to your members. This information is available from local governments, Radio/TV stations, Salvation Army etc.

(2) Host a disaster preparedness workshop yearly at your church. Local government agencies will be able to assist in this. Also FEMA and State agencies and those listed on the following page.

(3) Provide your church members with a list of local workshops that they could attend. Your local Emergency Operations Center can provide you with a list of workshops and training courses. Encourage group leaders and church staff to attend at least annually such workshops for first aid and disaster organization.

(4) Not used

(5) Host a course in basic First Aid for the preparedness of church members.
Check with local agencies (fire, police, etc.) for providers of such training.

1236 **SECTION 2**

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1238 **SOURCES FOR INFORMATION AND TRAINING**

1239
1240
1241 Presbytery of Tropical Florida Disaster Preparedness and Response Committee

1242
1243 PDA -- PDA (National Presbyterian Disaster Assistance Program)

1244 www.pcusa.org/pda

1245
1246 American Red Cross

1247
1248 Salvation Army -- Among others, they have a course “Preparing Your
1249 Congregation”

1250
1251 Church World Service -- Disaster Training 305-972-5568

1252
1253 FEMA -- Training for Local Community Preparedness

1254 www.floridadisaster.org

1255
1256 CERT (Community Emergency Response Team) Volunteer Training
1257 State Program Office 850-413-9891

1258
1259 EOC- Emergency Operations Center for your County or City

1260
1261 OEM - Office of Emergency Management

1262 (Education and Mitigation Training) -

1263 OEM is a prime source for emergency actions and public policy training.
1264 Access on behalf of community especially for those who fall through the cracks
1265 – elderly, children, the poor and less educated the vulnerable.

1266
1267 **OTHER**

1268
1269 The Disaster News Network Web site www.disasternews.net

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1271 PDAT (National Presbyterian Disaster Assistance Team) Volunteers

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Attachment VI
SECTION 1
Documentation and Protection of Church Property

PHASE I - Documentation of Property

Make sure that your church completes a Facilities inventory of church property. Document the inventory with a complete written description listing the item, cost and the date purchased. Also, take digital pictures or movies. Store this inventory in a safe place off campus.

Update your inventory annually about one month before hurricane season.

Records:

Determine what records need to be protected and copied. List those records below. Store the copied records in a secure location off campus.

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

1. Back-up Electronic Records on a routine basis and store off campus.
2. If you have warning, your records should be backed-up before the event and stored off campus.
3. Place hardcopy files that are not replaceable in a waterproof container and store off the floor above expected flooding.

Protection of Church Property

Upon Notification of a Emergency Event

Equipment:

Purchase plastic bags, plastic sheeting, tarps, duct tape and twine to cover equipment and special pieces of furniture. These supplies should be purchased and stored ready for use. Each area/ rooms of all buildings should be secured if time allows. Items that will need protection should be listed in an inventory book. You should also have instructions on turning on and off all electrical equipment. Any other equipment that requires special procedures should also have instructions included with this checklist.

- 1316 1. Place plastic bags or sheet plastic over electronic equipment
- 1317 2. Make sure you disconnect electric to all electronic equipment.
- 1318 3. Cover all large furniture, pianos and organs with tarps.
- 1319 4. Position equipment in hallways if feasible or move away from windows.
- 1320 5. Observe each room after it is secured to insure that all items are properly secured.

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OUTSIDE FACILITY:

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List any items that need special attention in this checklist.

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- 1331 1. Secure all special attention items.
- 1332 2. Do an outside walk around paying close attention to items that might become
- 1333 airborne during high winds.
- 1334 3. Install hurricane shutters as required.
- 1335 4. Secure lawn equipment.
- 1336 5. Secure pumps and electrical equipment. Turn off any electrical equipment affected
- 1337 by power surges and or floodwater.

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1343 **Attachment VII**
1344 **Communications**

- 1345
1346 **Section 1 General Communications**
1347 **Section 2 Presbytery Hurricane Immediate Response Protocol**
1348 **Section 3 Important Phone Numbers, E-Mails and Websites**
1349 **Section 4 Disaster Preparedness and Response Team.**

1350
1351 **Section 1**
1352 **General Communications**

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1354 Communications are very important in the execution of your Disaster
1355 Preparedness and Response Plan. You will probably not know what type of
1356 communication will be available following an emergency. As a result, you must
1357 be ready for any situation. We are providing a suggested list of communications
1358 in order of their effectiveness and anticipated availability after a disaster. The
1359 Presbytery will provide limited communications that should be in place within
1360 24 hours after the need is reported or it is determined that your church does not
1361 have the ability to communicate the need. A separate plan of operation will be
1362 developed to control the Presbytery assets.

- 1363
1364 1. Agree to a meeting time and location of all leaders.
1365
1366 2. Preferred mode of transportation is four-wheeled vehicles for contacts
1367 between leaders.
1368
1369 3. Satellite Phones.
1370
1371 4. Ham band (6 meter) phones (Requires a 6 meter license).
1372
1373 5. FM Radios
1374
1375 6. Marine Radios
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1377 7. Cell phones
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1379 8. Land line telephone
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1381 9. High-speed web connection.

1382 **SECTION 2**

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1384 **Tropical Florida Presbytery Hurricane Immediate Response**
1385 **Protocol**

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1388 **HURRICANE IMMEDIATE RESPONSE PROTOCOL**
1389

1390 **Immediately prior to an event**
1391

- 1392 1. Broadcast fax and e-mail to church offices a pastoral letter and the protocol
1393 to the individual churches.
1394
1395 2. Presbytery office takes steps to prepare for alternate location if necessary.
1396
1397 6. Presbytery executive staff & Administrative Commission for Disaster
1398 Preparedness share proposed shelter location arrangements (where will
1399 they go if unable to stay at home or church).
1400

1401 **During**
1402

1403 BE SAFE
1404

1405 **Immediately following an event (24 to 36 hours)** Churches, through their
1406 Director of Disaster Preparedness & Relief, contact their “Cluster Leaders” with
1407 basic information as to their condition. This needs to provide information both
1408 as to Pastoral and Facilities preliminary status.
1409

1410 36 Hours: Cluster Leaders pass preliminary information to Region Disaster
1411 Coordinators who in turn forward to Presbytery Central Disaster Relief. Region
1412 and Cluster Leaders attempt to initiate contact with any churches that have not
1413 made contact.
1414

1415 48 Hours: Presbytery provides preliminary reports and estimate of needs to
1416 PDA .
1417

1418 72 Hours: Conditions permitting, Administrative Commission for Disaster
1419 initiates visits to most effected churches to define needs and initiates appropriate
1420 presbytery response.

SECTION 2 Continued

Congregational/Pastor Responsibilities of Affected Congregations

1. Key people in congregation should have similar plan as Presbytery above.
 - a) Send out information to congregation.
 - b) Alternate location for operation.
 - c) Where will they be if evacuated – contact information, etc.
2. Have plan (such as a buddy system by deacons) for your most vulnerable members, i.e. who will contact them to make sure they are okay.
(Suggestion)
3. 24, 48, and 72 hours after a storm at 5:00 p.m., members who can, will meet at the church for prayer, checking in, communication, coordination, and need sharing. **(Suggestion)**
4. ASAP, either the pastor or designated contact person will call _____ (Put in proper number) _____ to let the Presbytery staff know how you are.
5. Pastor, Business Manager, Trustees of a particular congregation will begin its triage (secure its building ASAP).
6. As soon as possible, hold a church staff meeting.
7. As soon as possible, the Moderator of Session will call a Session meeting.

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SECTION 2 Continued

HURRICANE IMMEDIATE RESPONSE PROTOCOL

CHURCH NAME: _____

ADDRESS: _____

PASTOR: _____

HOME PHONE: _____

CELL PHONE: _____

ASSOCIATE PASTOR: _____

HOME PHONE: _____

CELL PHONE: _____

DIRECTOR OF DISASTER ASSISTANCE: _____

HOME PHONE: _____

CELL PHONE: _____

DISASTER VOLUNTEER COORDINATOR: _____

HOME PHONE: _____

CELL PHONE: _____

CLERK OF SESSION: _____

HOME PHONE: _____

CELL PHONE: _____

BUSINESS MANAGER/PROPERTY CHAIR:

HOME PHONE: _____

CELL PHONE: _____

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SECTION 3

IMPORTANT PHONE NUMBERS, E-MAILS AND WEBSITES

(Samples make your own list.)

Fire Department _____

Police department _____

Sheriffs Department _____

City Manager _____

FEMA www.fema.gov

Hurricane forecast center www.noaa.gov

_____ County

Emergency assistance

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SECTION 4

DISASTER PREPARDNESS AND RESPONSE TEAM

This List will provide you an easy access to your primary leadership team.

Name	Address	Phone Number
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Minister

Associate Minister

Director of your church Disaster Relief

Disaster Volunteers Coordinator

Disaster Resource Coordinator

Parish Nurse

Group Leaders

Any additional individuals that you anticipate need to be on an emergency list.

1588 **Attachment VIII**
1589 **Church Personnel and Facilities Plan**

1590 **SECTION 1**
1591 **Organizing the Church Staff**

- 1592
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1594
1595 1. Make a list of your church paid staff employees and volunteers and assign
1596 duties that they would perform if adequate warning were provided. Also,
1597 make a list of duties if no warning is provided.
1598 Provide brief but clear descriptions of their assignment and
1599 responsibilities so they understand ahead of time what is expected of
1600 them.
1601
1602 2. Make sure your staff knows what your alternate plans are so they will be
1603 aware and knowledgeable.
1604

1605
1606 Example:

1607
1608 Secretary - Make back up of all important computer files and see that they
1609 are stored off site.

1610
1611 Facilities Manager - Assist in preparing church equipment for the emergency.
1612

1613 Disaster coordinator- Make sure that the special needs members are taken to
1614 shelters.
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SECTION 2

Planning for Alternate Facilities

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Determine if there is an accessible location for an alternate church office that can be used in an emergency. Develop an agreement with that site that you will offer your church to them for emergency use if they will reciprocate in case you need help. Decide what systems, procedures, and records should be available in an emergency, and make plans to provide those items.

Review church activities to decide which programs can and should be continued in an off-site location during an emergency. If possible keep your activities and church schedule as close to the same as possible. Search for a suitable location, and make reciprocal arrangements as necessary to be prepared for such an event. The more complete your arrangements the less problems you will have making the change.

Develop off-site capabilities to keep church web site operational. (Probably from a church member's home, or another church.) Assure that several people are trained to manage the church web site.

Attachment IX Church Facilities Evacuation Plan

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The evacuation plan should be in a presentation format and placed on the walls in strategic locations so members and visitors will know where to go in an emergency. This Plan should also designate a safe room where a large group of people could weather a storm if necessary and a location to gather outside of the building that would be clear of emergency vehicles.

1. Make a floor plan of each level of your of your church and buildings. Mark the exit doors to the outside, location of any fire alarm pulls and any fire extinguishers. Post the plan throughout the building, marking “you are here” at the appropriate location. Show how to get to the nearest two exits. At services, twice a year talk about what everyone should do in case of an emergency. Discuss both evacuation and maintaining a safe area. If your church already has evacuation plans posted check them for updates.
2. Attach an example of your evacuation plan to this document.

Trauma

Helping a Child Cope

Guidelines for Caregivers after Traumatic Events

1675

1676

1677

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1679

After a Traumatic Event Children's Typical Behavior May Change

1680

You may notice one or more of these behaviors as a child struggles to cope with the stress and loss resulting from a disaster.

1681

1682

Remember, these are natural reactions. By showing patience and acceptance, you will reassure the child and encourage the process of getting back to normal.

1683

1684

Young children may...

1685

- Demonstrate angry feelings by hitting, kicking, throwing things.

1686

- Become more active or restless.

1687

- Worry about what will happen to them.

1688

- Be afraid to be left alone or afraid to sleep alone. They may have bad dreams or want to sleep with a parent or sibling.

1689

1690

- Behave as they did when they were younger, want a bottle, suck the thumb, wet the bed, want to be held.

1691

1692

- Be afraid that the event will reoccur, asking, "Will it happen again?"

1693

- Be upset at the loss of a favorite toy, blanket, teddy bear, etc.

1694

- Have symptoms of illness such as fever, chills, nausea, vomiting, headaches, loss of appetite.

1695

1696

- Become quiet and withdrawn, not wanting to talk about the experience. Cry excessively, whine, cling to you.

1697

1698

- Express feelings of guilt that they caused the event in some way.

1699

- Feel neglected by parents who are busy with other tasks.

1700

- Refuse to go to day care or school. Children may not let you out of their sight.

1701

- Become afraid of loud noises, storms or unfamiliar people.

1702

- Show no outward sign of being upset. Some children may never show distress because they do not feel upset. Others may not give evidence of being upset until several weeks or months after the event.

1703

1704

1705

What You Can Do To Help Children Understand Their Feelings

1706

TALK with the child. Respond to questions patiently. Give simple, accurate information about the situation. Correct misunderstandings.

1707

1708

TALK with the child about your own feelings. However it is important not to expect the child to provide you with emotional support.

1709

- 1710 LISTEN to what the child says and how she says it. Watch for behaviors that give clues to
 1711 stress, fear and anxiety. Let the child know you are concerned by repeating her words back to
 1712 her. "You are afraid that...", "You wonder if this will happen again." This helps both you and
 1713 the child clarify feelings
- 1714 REASSURE the child. "We are together. We are safe. We care about you. We will take care
 1715 of you,"
- 1716 HOLD and cuddle the child. Touching provides comfort and security.
- 1717 ALLOW the child to grieve the loss of a special toy, blanket, or article of clothing. In time it
 1718 may be helpful to replace the lost object.
- 1719 SPEND extra time putting the child to bed. A warm bath can be soothing. Talk and offer extra
 1720 assurances, like a night light or reminders that you are nearby.
- 1721 OBSERVE the child at play and listen for concerns expressed through the play activities. A
 1722 child will deal with anger, fear, or insecurities while playing with dolls, blocks, small vehicles
 1723 or imaginary play with other children.
- 1724 PROVIDE play experiences such as play dough, finger paints, or a tub of water. These
 1725 activities help a child release tension, if the child seems to want to hit or kick, give him
 1726 something safe, like a pillow or bean bag game.
- 1727 ASK FOR HELP for yourself or for the child if prolonged emotional or physical distress
 1728 persists. Talk to your pastor, your family physician, a school counselor or mental health
 1729 professional. There are people in your community who understand and will help.

1730

1731 **The child Needs You**

- 1732 Children who have recently experienced a traumatic event are likely to show signs of distress.
 1733 It is quite common, in fact normal, for children to display a wide range of physical and/or
 1734 emotional reactions after experiencing a sudden disturbing event. Children may likely act or
 1735 behave differently no matter if they were directly or indirectly involved in the event.
- 1736 It is hard for young children to understand what has happened to them. Some may have
 1737 completely mixed-up views of the situation, while others, depending on age and level of
 1738 involvement, may have a clear understanding. The certain fact is that children in distress need
 1739 your continued guidance and understanding to help them grow through this experience. How
 1740 you help the child work through this difficult time may have a lasting effect.
- 1741 It is important to be aware that young children can experience the same intense feelings that
 1742 you feel about the traumatic event. All children react differently, even children from the same
 1743 family. Some may show their feelings immediately; others will wait until a later time. Most

1744 children will be confused by all the sudden interruption to their routine. This is a very difficult
1745 time for them as well as you. Whatever their reaction, be assured it is normal for children to
1746 be upset and display feelings about what has happened to them.

1747 This brochure has been prepared to help you become aware of the various ways children may
1748 react to a traumatic event. Inside is a list of ways parents and caregivers may help children
1749 cope with reactions to a traumatic event.

1750

1751 *This resource was prepared by Dr. Karen Doudt, Professor of Education at Manchester*
1752 *College, North Manchester, Indiana, a professional child care consultant who was*
1753 *instrumental in developing the Church of the Brethren Disaster Child Care framing*
1754 *curriculum.*

1755
1756

1757 **Catastrophes are Different from Disasters: Some Implications for**
1758 **Crisis Planning and Managing Drawn from Katrina**

1759
1760 By [E. L. Quarantelli](#)

1761 Hurricane Katrina has reinforced the view of some researchers that the scale of any collective crisis
1762 has to be taken into account in any analysis .To them, just as “disasters” are qualitatively different from
1763 everyday community emergencies, so are “catastrophes” a qualitative jump over “disasters”.

1764 Systematic social science study of disasters (natural and technological) is about a half-century-old.
1765 One of the first problems addressed by the pioneer researchers was in what ways disasters as social
1766 occasions differed from everyday emergencies. In less than a decade of field research it was
1767 conclusively documented that community disasters were qualitatively and quantitatively different from
1768 routine emergencies.

1769 At the organizational level alone there are at least four differences:

1770 1. In disasters compared to everyday emergencies, organizations have to quickly relate to far more
1771 and unfamiliar converging entities. One study of what was a major but nonetheless community-limited
1772 massive plant fire in Canada found that 348 organizations appeared on site. They included seven
1773 departments of local government, 10 regional government agencies, 25 entities from the provincial
1774 government and 27 organizations from the federal level, as well as 31 fire departments, 41 churches,
1775 hospitals and schools, four utilities, eight voluntary agencies, four emergent groups and also at least
1776 52 different players from the private sector (Scanlon, 1991).

1777 2. Adjustment has to be made to losing autonomy and freedom of action. Since community and crisis-
1778 time needs and values take precedence over everyday ones, all groups may be monitored and
1779 ordered about by social entities that may not even exist in routine times, or where the destruction of
1780 property is accepted to save lives in search and rescue efforts, or in the building of levees or
1781 firebreaks.

1782 3. Different performance standards are applied. For example, the normal speed of response and
1783 individualized care given to treating the injured is superseded by a need to curtail the level of care
1784 given to victims as well as spending time, efforts and resources on more equitably distributing the
1785 many victims in the available medical facilities.

1786 4. There is a much closer than usual public and private sector interface. The need for the quick
1787 mobilization of resources for overall community crisis purposes often leads to a preemption of
1788 everyday private rights and domains. This means that goods, equipment, personnel and facilities in
1789 the private sector are often without due process or normal organizational procedures requisitioned by
1790 public agencies for the common good. Everyone, be they individuals or groups, becomes subject to
1791 being taken over by governmental groups.

1792 Today it would be difficult to find any researcher who would challenge the distinction made. It took
1793 longer, but slowly emergency managers came to accept the distinction that sees disasters as more
1794 than simply a “very large scale traffic accident,” a statement that the earliest researchers sometime
1795 heard in their fieldwork.

1796 Even two decades ago some researchers were saying that there were “disasters” and that there were
1797 “disasters that were beyond typical disasters.” The latter came to be called “catastrophes.” However,
1798 only a few scholars have spent time trying to describe the characteristics of catastrophes, maybe
1799 because most researchers are more interested in doing empirical studies rather than clarifying
1800 conceptual distinctions (Perry and Quarantelli, 2005). That said, we will use Hurricane Katrina and its

1801 impact in southern Mississippi and the New Orleans area as an almost textbook case of a catastrophe.
1802 However, since what happened in Katrina is not a new social phenomenon, we will first use earlier
1803 examples of what were called disasters but in our terminology would better be treated as
1804 catastrophes.

1805 The distinction we draw between catastrophes and disasters is not just an academic exercise
1806 (although the distinction is also important for research purposes not discussed here). What is crucial is
1807 that catastrophes require some different kinds of planning and managing than do even major
1808 disasters. This is true whether the focus is on the planning for mitigation, preparedness, response or
1809 recovery. Because of space limitations however, we will focus mostly on the time period just before
1810 impact to the start of the recovery period.

1811 **Disasters and Catastrophes**

1812 A few of us have pushed this distinction for several decades. But it is only since the recent occurrence
1813 of certain very large scale “disasters” in American society that the suggestion is being taken more
1814 seriously. We particularly have in mind what happened in St. Croix in the US Virgin Islands at the time
1815 of Hurricane Hugo, around Homestead, Florida during Hurricane Andrew, and very recently in New
1816 Orleans and other localities in Hurricane Katrina. Of course catastrophes have also happened earlier
1817 in American society (such as from the hurricane that hit Galveston in 1900 and the San Francisco
1818 earthquake and fire of 1906) as well as elsewhere in the last century, ranging from the earthquake that
1819 hit Messina, Italy in 1906 to the Tangshan earthquake in China in 1986.

1820 The differences that appear between disasters and catastrophes can be especially seen at the
1821 organizational, community and societal levels. For our purposes here, let us illustrate at least six
1822 general ways in which disasters and catastrophes differ.

1823 In a catastrophe compared to a disaster:

1824 1. Most or all of the community built structure is heavily impacted. For example, Hurricane Hugo
1825 destroyed or heavily damaged more than 90 percent of all homes in St. Croix. That made it
1826 impossible, for instance, for displaced victims to seek shelter with nearby relatives and friends, as they
1827 typically do in disaster situations. In contrast, only parts of a community are typically impacted even in
1828 major disasters. For instance, in the Mexico City earthquake of 1985, considered a major disaster, at
1829 worst less than two percent of the residential housing structure stock was lost, with only 4.9 percent of
1830 the population in a DRC survey reporting that there was great damage to the building in which they
1831 lived. Those forced out of their homes went to live with friends and relatives in the metropolitan area.

1832 In addition, in catastrophes, the facilities and operational bases of most emergency organizations are
1833 themselves usually hit. After Hurricane Andrew in southern Florida, many structures that housed
1834 police, fire, welfare and local medical centers were seriously damaged or destroyed, making work
1835 operations in them impossible. While in a major disaster some such facilities may be directly impacted,
1836 the great majority typically survive with little or no damage.

1837 The heavy damage in New Orleans and towns on the Mississippi coast in Hurricane Katrina was of a
1838 catastrophic nature with 80% of the city being flooded. Likewise, as a result of the flooding many key
1839 organizational work places were made inoperable. Even most high-rise buildings in the city, although
1840 structurally surviving almost intact, were not useable because of the flooding in their basements and
1841 first floors and the lack of electric power.

1842 2. Local officials are unable to undertake their usual work role, and this often extends into the recovery
1843 period. Related to the observation just made, local personnel specializing in catastrophic situations are
1844 often unable for some time, both right after impact and into the recovery period, to carry out their
1845 formal and organizational work roles. This is because some local workers either are dead or injured,

1846 and/or unable to communicate with or be contacted by their usual clients or customers and/or are
1847 unable to provide whatever information, knowledge or skills, etc. they can usually provide. For
1848 instance, in some recent catastrophes in developing countries such as Indonesia in the 2004 tsunami
1849 disaster, practically all medical personnel in some towns were fatalities. In impacted Florida
1850 communities after Hurricane Andrew, many social workers had no way of communicating with or being
1851 reached by past or possible new users of their services. The general inability to provide usual
1852 professional or technical services happens, if at all, only on a very small scale in major disasters, and
1853 if it does, lasts only for relatively short periods of time.

1854 One overall consequence is that because local personnel are casualties and/or usual community
1855 resources are not available, many leadership roles may have to be taken by outsiders to the
1856 community. Planning which assumes that local community officials should and will take an active work
1857 role in the immediate post-impact periods of a major disaster is very realistic and a valid view. This can
1858 be assumed. However, if there is no place to work in or activities cannot be carried out, the motivation
1859 to do one's job may exist, but cannot be realized in catastrophic occasions. A negative consequence
1860 from outsiders having to come in is that the local-outsider organizational friction that only occasionally
1861 arises in disasters can become a major problem in a catastrophe.

1862 In Hurricane Katrina the above and related problems have and are surfacing. There was certainly a
1863 great deal of work-family role conflict in key emergency organizations. At least anecdotal stories
1864 suggest that only about two-thirds of police officers reported for and remained on duty (that there were
1865 no such reports about the fire department may indicate additional organizational problems in the police
1866 department). Local mental health and welfare agencies also became inoperative. As outsiders move
1867 more and more to the front, there will be inevitable clashes between the locals and those from outside
1868 the local community.

1869 3. Help from nearby communities cannot be provided. In many catastrophes not only are all or most of
1870 the residents in a particular community affected, but often those in nearby localities are also impacted,
1871 This has often happened in the typical typhoons that hit the Philippines, and this also occurred in
1872 many areas around Chernobyl after the accident at the nuclear plant there. In short, catastrophes tend
1873 to affect multiple communities, and often have a regional character.

1874 This kind of crisis, for instance, can and does affect the massive convergence that typically descends
1875 upon any stricken community after a disaster. In a disaster there is usually only one major target for
1876 the convergence after a disaster. In a catastrophe many nearby communities not only cannot
1877 contribute to the inflow, but they themselves can become competing sources for an eventual unequal
1878 inflow of goods, personnel, supplies and communication

1879 For example, under other circumstances, the devastated small cities in southern Mississippi after
1880 Hurricane Katrina could have anticipated a convergence of help and assistance from the major
1881 metropolitan city in the area, but of course there was none at all.

1882 4. Most, if not all, of the everyday community functions are sharply and concurrently interrupted.

1883 In a catastrophe, most if not all places of work, recreation, worship and education such as schools
1884 totally shut down and the lifeline infrastructures are so badly disrupted that there will be stoppages or
1885 extensive shortages of electricity, water, mail or phone services as well as other means of
1886 communication and transportation. This could be seen in many communities after Hurricane Andrew
1887 where in southern Dade County more than half of the homes were totally destroyed and/or suffered
1888 major damage. In such kinds of situations, the damage to residential areas tends to be correlated with
1889 similar destruction of nonresidential areas. Among other things, it means that there are far more
1890 "social" facilities and activities that need to be restored to "normal" functioning after a catastrophe than
1891 after a disaster.

1892 Even in major disasters, there is no such massive-across the board disruption of community life even if
1893 particular neighborhoods may be devastated, as happened in the Mexico City earthquake of 1985
1894 when life in many contiguous areas went on almost normally. Similarly this was true of the Northridge,
1895 Los Angeles earthquake of 1994; for instance, 12,000 people went as usual to the horseracing track in
1896 that California area the afternoon of the earthquake.

1897 In Katrina, there was across-the-board and almost total disruption of community functions. In the
1898 absence of systematic studies that will take months to appear, we can only have educated guesses
1899 about what happened in the face of the massive disruption. It appears that one of the earliest
1900 consequences was that there was much decentralized decision making, particularly of an emergent
1901 nature. This could be seen in the evacuation of the hospitals, in the preparations for impact in many
1902 hotels, and in much of what happened in the French Quarter in New Orleans. As the crisis evolved,
1903 decentralized decision-making continued to be the norm in entities ranging from households to
1904 organizations. And this continued as the immediate crisis lessened, and different social entities and
1905 categories started to return to New Orleans. The idea that there could be any centralized control
1906 imposed on these disparate decisions and varying community activities flies in the face of what
1907 researchers have found occurs in crises.

1908 5. The mass media system especially in recent times socially constructs catastrophes even more than
1909 they do disasters.

1910 All disasters evoke at least local mass media coverage. Some major disasters can attract attention
1911 from outside the community media, but usually only for a few days. Even reporting on 9/11 dropped off
1912 considerably after a few weeks except in the New York City and Washington, D.C. metropolitan areas.
1913

1914 In catastrophes compared to disasters, the mass media differ in certain important aspects. There is
1915 much more and longer coverage by national mass media. This is partly because local coverage is
1916 reduced if not totally down or out. There is a shift from the command point of view that prevails in
1917 disasters to an Ernie Pyle approach ("six feet around the foxhole") in catastrophes, especially by the
1918 electronic media. There is even more of a gulf between the content of the electronic media and the
1919 print media (with the latter focusing on looting and other dramatic visuals). There is far less of the
1920 normal filtering and screening of stories especially in the electronic media.
1921

1922 Some of the more important consequences of these kinds of media activity were that in Katrina there
1923 was far more diffusion of rumors than occurs in disasters. While looting did occur, which is atypical for
1924 disasters, the anti-social behavior was widely depicted as typical when the prosocial behavior was by
1925 far the norm (it should also be noted that a catastrophic situation is only one condition necessary to
1926 have mass looting). The question of "who is in charge?" was reiterated over and over again, as if it was
1927 a meaningful question, reflecting the command and control model that disaster research has indicated
1928 does not work well in disasters, much less in catastrophes.
1929

1930 6. Finally, because of the previous five processes, the political arena becomes even more important.
1931 All disasters of course involve, at a minimum, local political considerations. But it is a radically different
1932 situation when the national government and the very top officials become directly involved. Even in
1933 very major disasters, a symbolic presence is often all that is necessary. In catastrophes, that
1934 symbolism is not enough, particularly for the larger society.
1935

1936 Part of this stems from the fact that catastrophes as happened in Katrina force to the surface racial,
1937 class and ethnic differences that are papered over during routine times. It is easy to take partisan
1938 political advantage of such uncoverings especially when they go against widely held cultural values
1939 and norms in democratic societies. Another reason is that organizational weaknesses of responding
1940 organizations come even more to the surface. The structural weakness of the Federal Emergency
1941 Management Agency (FEMA) as a result of its subordinate position in the Department of Homeland
1942 Security (DHS), as some disaster researchers had predicted for at least three years, became a major
1943 problem in the response. The considerable expertise that still existed in the lower level professional

1944 ranks in FEMA could not make up for the badly organized FEMA-DHS interface. Even competent
1945 social actors are limited in what they can do in a structurally flawed social system.
1946

1947 Have we discussed all already observed differences and more that may be subtler in catastrophes
1948 than disasters? No, we have not. Still more differences can be surfaced and found by looking at local
1949 community planning and asking what was assumed as being in place at impact time, keeping in mind
1950 that it is disasters and not catastrophes that are almost always assumed.

1951 **How Much Different?**

1952 We have primarily highlighted differences between disasters and catastrophes. This does not mean
1953 that everything is different. Research has not yet fully established what are the most significant
1954 differences given that work is still being done on disasters (Perry, forthcoming). It appears that the
1955 differences are more likely to appear going up the social scale from the individual to the societal level.
1956 In the time period right around impact, at the individual human level, the reaction to disasters and
1957 catastrophes is remarkably similar and generally good. For example, citizens very seldom panic,
1958 family or household units mostly undertake evacuation, and neighbors help one another. However, at
1959 the organizational level there are more differences in catastrophes compared with disasters and
1960 generally they will lead to a poorer response in the former compared to the latter kinds of occasions.
1961 For example, in catastrophes there will be even slower organizational assessments of the problems in
1962 the situation. There will be poorer and more inaccurate information flows between agencies in
1963 catastrophes. There will be substantially greater difficulty in coordinating the organized response in
1964 catastrophes than in disasters that make an incident command system (which is a dubious
1965 arrangement even for disasters) even less appropriate for a catastrophe. At the societal level, how
1966 Chinese society handled the Tangshan catastrophe was very different from how American society has
1967 reacted to the Katrina hurricane, and differed also from how China had responded to earlier disasters
1968 in their country. For other details of reactions to disasters see the DRC web site:
1969 <http://www.udel.edu/DRC>.

1970 Nevertheless, the planning and managing principles that hold for major disasters are not necessarily
1971 invalid for catastrophes. It is probably still true that crisis-time planning for a disaster or even a
1972 catastrophe ought to be as close as possible to everyday, traditional ways of doing things. Everything
1973 else being equal, the less citizens and groups are asked to act in unfamiliar or non everyday ways, the
1974 better the response will be. Also, planning from the ground up rather than from the top down, while
1975 good for disasters, is even better for catastrophes.

1976 On the other hand, the qualitatively different demands and needs that surface in catastrophes
1977 compared to disasters means that innovative and creative actions and measures will be required far
1978 more in the former than the latter. Actually any kind of crisis requires imagination in responding. But
1979 the most is required by a catastrophe because there will be more contingencies and unusual aspects
1980 in such occasions as could be seen in New Orleans at the time of Hurricane Katrina. And there were
1981 many such responses in that catastrophe, ranging from the household and neighborhood level to the
1982 organizational and institutional level, but we have no space left to discuss them.

1983 **Where Does Terrorism Fit?**

1984 We have discussed primarily consensus situations and not conflict ones, that is such happenings as
1985 riots and terrorist attacks. These kinds of happenings are willful actions with the intent of major
1986 participants being to hurt others and/or damage property. Was 9/11 disaster or a catastrophe? While
1987 some scholars see such conflict occasions as also having distinctive characteristics, others think they
1988 can be categorized as disasters. No one as far as we know has yet conceptualized that maybe some
1989 of them might be catastrophes, although at the operational level a biological or nuclear terrorist attack
1990 seems often to be thought of as being possibly catastrophic.

1991 The ideas in this essay are not the last word. But if read as intended, we hope that readers will be
1992 encouraged to think outside of their usual perceptual boxes.

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1999 **Dr. Quarantelli is research professor and founding director of the Disaster Research Center (DRC) at**
2000 **the University of Delaware. He is the author or editor of 27 books and monographs and numerous**
2001 **articles and chapters on disaster topics.**

2002

2003

Speeding of Recovery Process

2004

By Reducing the Vulnerability of Communities & Households

2005

Excerpted from comments by Betty Hearn Morrow, Ph.D., in an Emergency Information

2006

Infrastructure online forum

2007

2008

Why do some communities and households have greater difficulty recovering from a disaster?

2009

Within most communities hit by a major event, such as a Cat 4 hurricane, some homes, even

2010

communities, are very slow getting back to where they were before the event -- and some

2011

never make it at all.

2012

Several factors influence the ability of a community to recover from a disaster:

2013

- The extent of the destruction is a crucial factor -- not just the level of destruction, but how

2014

far it extends. It is much easier for a community hit by a tornado to recover than one hit by a

2015

wide-path hurricane. The larger the impact, the greater the demand and competition for

2016

resources -- both human and material.

2017

- Accessibility is another factor. When an island, or even a peninsula, is affected, it is more

2018

difficult to obtain resources from outside the area. This was a major factor in 1992 when

2019

Hurricane Andrew decimated the southernmost region of Florida. Supplies had to be brought

2020

long distances to reach the area, slowing the process, particularly in its early stages.

2021

- The most important factor affecting a community's ability to recover is its resources, both

2022

human and material. A poor city with a low tax base will not have the funds to rebuild without

2023

outside help. It is likely to be self-insured or under-insured. Even if it eventually obtains

2024

outside assistance, it will not have the funds up-front to begin rebuilding in a timely manner.

2025

- Political power is also an important factor affecting recovery. A community's influence

2026

within the larger political scene can be an important factor affecting when and how much

2027

assistance it receives. Again, using the example of Hurricane Andrew, when we compared the

2028

assistance received by residents of the city of Homestead with the amount received by

2029

residents living in the neighboring municipality of Florida City (a smaller, much poorer,

2030

largely African American city), we found that Homestead actually received considerably

2031

more federal assistance per capita. Surprisingly, in spite of being poorer, fewer citizens of

2032

Florida City applied for FEMA assistance -- lack of knowledge about how the system worked

2033

being a major factor.

2034

Let's look more closely at the household level:

2035

- Several studies, including our Andrew work, reveal that poorer households sustain greater

2036

damage. Houses may not be built as well, are more likely to be in disrepair, and are less likely

2037

to have taken mitigation measures such as installing shutters. They are also less likely to have

2038 adequate insurance from reputable companies. We found that the larger insurance companies
2039 had not written policies in poorer neighborhoods.

2040 - Household recovery also takes place in a highly competitive environment. Within a family
2041 whose home has been damaged, someone needs to have the personal resources -- good health,
2042 adequate time, education -- to work the system for relief supplies, insurance claims, and
2043 applying for assistance. It helps to have a high ratio of able-bodied adults to dependents
2044 (children, disabled or elderly adults) within a household.

2045 - Private transportation can be an important factor determining how soon and often
2046 households can access assistance. Most application processes, for example, require multiple
2047 visits.

2048 - There also needs to be an adult at home when the insurance adjustor, contractor or FEMA
2049 inspector arrives.

2050 - The extent to which the family is networked into the community is also important. We found
2051 that minorities, in particular, often received extensive help from relatives living outside the
2052 household throughout the recovery process. Similarly, churches and other organizations
2053 provided assistance to their members.

2054 - Several demographic characteristics have been found to be associated with slow household
2055 recovery. Racial and ethnic minorities and female-headed households tend to be at a
2056 disadvantage due to lack of economic resources along with issues of power and autonomy
2057 within the community.

2058 Here's a summary of factors affecting household recovery:

2059 - Economic Resources: income and savings, insurance, access to financial assistance, access
2060 to transportation.

2061 - Human Resources: time, literacy and education, health and physical abilities, social and
2062 family networks, household structure, race and ethnicity, gender.

2063 Many agencies, both governmental and non-governmental -- make special efforts to assist
2064 disadvantaged households throughout the recovery process. Several factors distinguish the
2065 agency responses that are most successful.

2066 - Heavy involvement of locals in needs assessment and aid delivery
2067 - Coordinated response and requirements among agencies
2068 - Well trained staff for dealing with cultural minorities and the poor
2069 - Bottom up, creative approaches as opposed to standardized systems
2070 - Aid that targets the most needy first, not those that get there first
2071 - Extensive involvement of women at all levels

2072 Houses that had not been repaired 10 years after the storm tended to be occupied by minority
2073 homeowners of modest means who had received inadequate insurance payout and/or had been
2074 victims of contractor fraud. Mitigation had improved in the impacted region in general, but
2075 was less likely to have occurred in poorer neighborhoods or in rental housing.

2076 Florida was hit by 4 major hurricanes last year. One out of every five households was
2077 affected to some degree. Damages totaled more than \$45 billion. Some 1.2 billion people
2078 applied for FEMA assistance and 16,000 FEMA trailers or campers were provided homeless
2079 families. As the 2005 hurricane season started, 9,800 Florida households were still living in
2080 FEMA trailers. Permanent repairs had not been completed on many homes. Blue tarp roofs
2081 still dotted the landscape. Rental housing was nearly impossible to find in hard-hit
2082 communities such as Pensacola or Port Charlotte. Many local businesses had not reopened.

2083 Yet disaster response has improved since Hurricane Andrew. Outreach programs to locate and
2084 serve vulnerable families are common practice. Response agencies acknowledge that recovery
2085 can be a long process for many households. FEMA, for example, has expressed its
2086 commitment to staying the course in Florida. It still maintains several Long-term Recovery
2087 Centers.

2088 In mitigating future disasters and speeding recovery from them, it is important to locate
2089 neighborhoods where there are concentrations of vulnerable populations, such as female-
2090 headed households, elderly households, minorities and the poor, when conducting community
2091 vulnerability assessments. These assessments should identify neighborhood capacities as well
2092 as vulnerabilities. An important mitigation is developing leadership networks within these
2093 communities that can be available to expedite reaching the most vulnerable with appropriate
2094 and timely emergency and disaster response.

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2099 **CONGRATULATIONS, YOU NOW HAVE A DOCUMENT THAT MAY**
2100 **HELP SAVE THE LIVES OF YOUR CONGREGATION AND HELP**
2101 **PROTECT YOUR CHURCH PROPERTY.**

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2130 *Our members, listed above, are looking forward to your suggestions and input for future*
2131 *improvements as we implement the Disaster Response Plan for the Presbytery of Tropical*
2132 *Florida. When possible, please send an e-mail referencing the page and line numbers of*
2133 *the plan that you are referencing, along with your recommended additions, changes, or*
2134 *deletions.*
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