



# **Faith Community Partnering for Preparedness Planning Guide**

Presented at the *Faith Community and Emergency Responders Forum – 2012*

Coordinated by Faith Community Partnering for Emergency Preparedness

A Project of the Western Region Homeland Security Advisory Council

## Introduction

*“We need to move away from the mindset that the Federal and State governments are always in the lead, and build upon the strengths of our local communities and, more importantly, our citizens. We must treat individuals and communities as key assets rather than liabilities.”*

W. Craig Fugate, FEMA Administrator  
*FEMA Strategic Plan: 2011- 2014*

What links faith-based organizations and congregations to preparing their members to be key assets in emergencies? Caring for those in need is the common denominator. Whether it be a community in crisis or a major disaster, the shared goal is to put our respective faiths into action—especially on behalf of those who are most vulnerable.

The need for such individual and community preparedness became evident in 2005 as we saw the aftermath of Hurricane Katrina with families stranded on rooftops because they were unable to evacuate on short notice. Closer to home, just last year, we saw how the elderly and those with disabilities were made homeless in Williamstown by Tropical Storm Irene flooding. Earlier last summer, tornadoes ripped through the Springfield area with little warning. Many are still facing a long road to recovery.

As survivors try to put their lives back together, many turn to the local faith community—sometimes individual congregations take the lead, in others interfaith collaboration is mobilizing resources. Indeed, a survey by the American Red Cross showed that 60% of respondents would turn to the clergy and the faith community, if they needed help after a disaster—because that’s whom they trust.

But, how can you be there to help others, if a weather-related damage or an epidemic impacts you, your family, your own home, your house of worship, and members of your congregation? This *Faith Community Partnering for Preparedness Planning Guide* aims to help you build on your strengths in order to best prepare for future challenges. Celebrate shared history of overcoming obstacles and stories of individual redemption in face of adversity. Recognizing such achievements can help provide the groundwork and motivation to tackle future risks.

Putting time and effort into planning and preparing, not only organizes your congregation to deal with a potential disaster, it also helps build capacity on many fronts. Benefits include developing leadership potential, instituting improvement in facilities or equipment, creating collaborative networks within the congregation and within the community that can be an invaluable asset in managing non-emergency challenges.

## Acknowledgments

The Faith Community Partnering for Emergency Preparedness Project has been made possible through funding by the Western Region Homeland Security Advisory Council (WRHSAC) with oversight by the Massachusetts Executive Office of Public Safety and Security.

The WRHSAC Planning and Pandemic Subcommittee initiated the four-county Western Region model that has brought multi-disciplinary professionals and community members together from throughout Western Massachusetts. The Planning and Pandemic Subcommittee has continued to foster a whole community approach to all-hazards emergency preparedness, response, recovery and mitigation.

The groundwork for the Faith Community Partnering for Emergency Preparedness initiative builds on the effective outreach and publications of two previous WRHSAC projects: The Western Mass IRAA Preparedness Project and the IRAA School Emergency Preparedness Project: <http://www.WesternMassREADY.org/IRAA>

In collaboration with the Disability Law Center, these two earlier projects facilitated emergency preparedness training of community based organizations and schools along with offering opportunities for dialogue with emergency responders. Efforts also focused on mass care and evacuation planning. The Director of the Massachusetts Department of Public Health Emergency Preparedness Bureau cited the IRAA Preparedness Project as best practice in a 2011 address to the Massachusetts Medical Society.

In addition to building on these Western Massachusetts initiatives, this project has drawn on resources developed by leading faith-based and emergency response organizations as well as by the Federal Emergency Management Agency and the U.S. Department of Homeland Security. On our planned website, we will provide reference and links to many of these helpful tools available online.

Local clergy and lay leaders also provided invaluable insights for the Faith Community Partnering for Emergency Preparedness Project at meetings held in: Northern, Central and Southern Berkshire County, Franklin, Hampden and Hampshire Counties. We appreciate your sharing your expertise, your questions and your inspiring stories.

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Preliminary Edition: The Final Edition will be posted online when the website for the Faith Community Partnering for Emergency Preparedness Project is launched. Participants in the the Faith Community and Emergency Responders Forum will be notified and receive an update.



This document was prepared under a grant from FEMA's Grant Program Directorate, U.S. Department of Homeland Security. Points of view or opinions expressed in this document are those of the authors and do not necessarily represent the official position or policies of FEMA's Grant Programs Directorate or the U.S. Department of Homeland Security.

## Why Partner?

*“There’s something about disasters that put us—the church and the state—in a person-to-person mode of feeling and acting. We need only look at the world’s response—the global church and the global state—to Haiti’s earthquake as a reminder.”*

David L. Myers, Director  
Center for Faith-based & Neighborhood Partnerships  
U.S. Department of Homeland Security

While some see emergency preparedness as limited to private acts of stockpiling supplies, such measures are only one element in overall preparedness. As many disaster survivors learn, most households are not self-sufficient entities, but need assistance in a variety of ways. Community resources range from extinguishing fires or providing urgent medical care to offering psychological first aid or disaster spiritual care.

Establishing person-to-person contacts in the planning stage to these and many other service providers is vital to effective meshing of efforts in disaster response and recovery. Focusing planning efforts on reinforcing these relationships is crucial.

A recent analysis of community engagement as a leadership tool for catastrophic health events observed, “The civic infrastructure can function as a multifrequency crisis communication network, provide support to professional responders, and enable more community members to respond rather than be victimized.” Perhaps, we should revise Pogo’s famous dictum to: “We have met the *responders*, and they are us.”

The objective is enhancing whole community resilience by complementing the capabilities of government and nonprofit emergency professionals, not trying to replace them. We need to go beyond the spontaneous good will and volunteer spirit that so many faith communities have demonstrated in response to disasters in our region, in our country and beyond. By planning, we can identify our essential functions and determine how to prepare the people, places and resources required for implementing that mission during and after a disaster.

In order to improve effectiveness, increase resilience and minimize burn-out, we are called to initiate and strengthen person-to-person connections by partnering on three levels:

- Within each congregation or faithbased organization.
- With others in our denomination at the local, regional, state and national levels as well as with other denominations in our area.
- With professional and volunteer emergency responders.

## Partnering for Preparedness within the Congregation

There are many useful brochures available from a variety of government and nonprofit agencies to help planning for organizational and household preparedness. A number of these brochures were distributed at the Faith Community and Emergency Responders Forums. The challenge is how to encourage members of your congregation to find the time and interest to help plan for their own households as well as for the house of worship.

Partnering in a group or team activity helps to motivate engagement in the process and also has the benefit of fostering mutual assistance in disaster response and recovery. Some congregations choose to assign planning to existing committees or teams. This can work well for institutional planning. The first step for institutional planning is for the team to reach out to all members to prepare for themselves and their families. Only then will they be in a position to help meet the needs of others.

For ease of implementation, this chapter is divided into two sections: Household and Congregation Emergency Planning.

### Household Emergency Planning

#### ORGANIZING THE PLANNING TEAM

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Forming new groups or teams within the congregation can bring together those with individuals and families with complementary skills and/or those with close geographic proximity. Grouping by neighborhood can include plans to reach those within walking distance, in case normal channels of communication and travel are not available.

In addition to providing mutual reinforcement, making planning into a team project can assist those with functional or access needs, who may be most vulnerable in an emergency (e.g., the very young, the very old and those who care for them; those with physical, developmental or medical disabilities; those with low literacy, limited English language skills or few financial resources). One option is to develop a “Homebound Congregants List” and/or “Alternate Communication List” to assure help in a disaster for those most in need.

In some congregations, emergency planning can become a project for the Sunday school or Youth Group—harnessing youthful energy to engage families and reach out to those who live alone. Others have taken a special events approach, similar to planning a holiday celebration or a big gala. The state of Alabama even coordinated with the faith community to create a statewide preparedness event—“Be Ready Sunday.”

**HOUSEHOLD DISASTER PLAN: WHAT TO HAVE IN YOUR HEAD**

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For each household, first discuss, then list, and (where feasible) practice the following:

Safe ways to exit your building \_\_\_\_\_  
\_\_\_\_\_

Safe place in the building to shelter under different conditions (e.g. flood, tornado) \_\_\_\_\_  
\_\_\_\_\_

Meeting place (and back-up) outside your home, in case family is separated  
Address/Phone \_\_\_\_\_  
Address/Phone \_\_\_\_\_

Communications: local + long-distance (in case local lines are down or overloaded)

Name _____	Phone _____
Cell _____	Text _____
Name _____	Phone _____
Cell _____	Text _____
Name _____	Phone _____
Cell _____	Text _____
Name _____	Phone _____
Cell _____	Text _____

Planning for others in your care (young children, elderly, infirm, pets)  
Who needs care \_\_\_\_\_  
Additional preparations and back-up caregivers (check specialized guides)  
\_\_\_\_\_  
\_\_\_\_\_

Will any of your neighbors need help? What type of help? \_\_\_\_\_  
Name \_\_\_\_\_ Address \_\_\_\_\_  
Phone \_\_\_\_\_ Cell \_\_\_\_\_ Text \_\_\_\_\_

Who in the neighborhood can provide help? What type of help? \_\_\_\_\_  
Name \_\_\_\_\_ Address \_\_\_\_\_  
Phone \_\_\_\_\_ Cell \_\_\_\_\_ Text \_\_\_\_\_

Home Emergency Plans – write/post and include shut-off instructions for:  
Gas Water Electric Furnace Other \_\_\_\_\_

Community Emergency Plans – request access, learn what to expect.  
Town/City Plan Workplace Plan School Plan Other \_\_\_\_\_

## HOUSEHOLD DISASTER PLAN: WHAT TO HAVE IN YOUR **HAND**

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For each household, first discuss, next check the list, then pack a GO-BAG to take if you need to evacuate to a shelter or another location:

- Important Documents in watertight bag (insurance, bank, birth certificate, ID, deeds)
- Extra keys to house and car
- Cash and Credit/Debit/ATM Cards (if possible \$50 in small bills + coins)
- Bottled water + several energy bars for each person
- First Aid Kit (disinfectant, band aids, bandages, tape, Epi-Pen, etc.)
- Water filter and/or iodine water purification tablets
- N95 mask, gloves, hand sanitizer , space blanket, 2 garbage bags
- Whistle, waterproof marker, paper, tape, waterproof matches
- Leatherman-type multi-tool (shelters may not allow pocket knives)
- Camp clothing (sturdy shoes, warm socks, rain gear)
- Contact information (family, friends including their emergency phone/email/text)
- Child care supplies (diapers, bottle, formula, toys, books, music player)
- Pet care supplies (Plan for a friend to care of pet, or availability of a pet shelter. Bring with your pet: food, water, dish, leash, immunization records , toys)
- Items to add as you go out the door: Cell phone, laptop, chargers, batteries and Pharmaceuticals, prescriptions, glasses, hearing aid batteries, other health aids.

## HOUSEHOLD DISASTER PLAN: WHAT TO HAVE IN YOUR **HOME**

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For each household, first discuss, next check the list, then obtain for sheltering at home:

- As needed, duplicate Go-Bag items to provide for sheltering at home and ADD:
- One gallon of drinking water per person/per day (for 1 week)
- Ready-to-eat dry and canned food + manual can opener ( for 1 week or more)
- ABC Fire Extinguishers + working smoke and CO detectors
- Plastic sheets, duct tape, household tools and supplies
- Personal Hygiene: soap, toilet paper, feminine items, toothbrush, toothpaste,
- Iodine Tablets or 1 quart unscented bleach + eye dropper (to disinfect water – 2-4 drops per quart of clear water, stir and let stand 30+ minutes, smells like bleach)
- Fill water in bathtub, before a water cut-off. Also can use: hot water or toilet tank.
- Consider a generator and/or woodstove (need permits/professional installation).
- Information plan: Join congregation phone tree, use social media, sign up for police auto-calls, check Mass 2-1-1. During disaster: monitor radio/TV/internet/social media.

## Congregation/Organization Emergency Planning

### CONTINUITY OF OPERATIONS PLANNING (COOP)

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Continuity of Operations Planning permits you to carry on the vital services you provide, even during times of emergency/disaster. There are three basic components to assess for a COOP:

- Functions: Which are critical and which can be temporarily suspended?
- Workforce: Who will be available to carry out your critical functions?
- Resources: Which will be obtainable to carry out your critical functions even when primary resources are unavailable?

### CLARIFY ESSENTIAL FUNCTIONS

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What are the key functions your organization provides? How would you prioritize them?

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_
- 4 \_\_\_\_\_
- 5 \_\_\_\_\_

Of these, which are critical/vital functions that must go on no matter what?

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_
- 4 \_\_\_\_\_

Which functions can be temporarily suspended until the emergency is over?

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

### WORKFORCE RESOURCES – STAFF AND VOLUNTEERS

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Who are your emergency planning team members?

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Who will determine when the COOP is implemented? Who will be the members of the COOP implementation team?

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What will be your “order of succession” in case the COOP team leader and team members are unavailable at the time of the crisis?

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If your usual staff is affected by the disaster, who will provide the critical/essential services you listed above?

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Does this list include volunteers from outside your congregation? Where will they come from? Have you met with the appropriate agencies to plan for securing these volunteers? Describe.

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How will these staff persons and volunteers be trained to perform the critical/essential functions you have selected? Please check:

- Crosstraining of staff
- Exercises, tabletop discussions, workshops
- Just-in-time training the day of the event

Do you have a plan for handling spontaneous unaffiliated volunteers?

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RESOURCE AVAILABILITY

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What are the material resources you need to carry out your critical/essential functions? Consider location, internal and external communication, power, phone service, and other material resources.

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What are some potential alternates for necessary material resources if your normal supply channels/resources are unavailable because of the emergency?  
(Alternate location, backup communication plans, back up power plan, other providers of remaining material resources – please list potential sources)

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Do you need a Memorandum of Understanding/Memorandum of Agreement for any of the items in the last question? If so, the MOU/MOA should be updated every year and should be stored in the written COOP. Agencies for which MOAs are needed:

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With which other agencies will you collaborate? Do you have lists of agencies, contact persons, and contact info in your COOP? Please name likely partner agencies here:

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## VITAL RECORDS AND FINANCIAL RESOURCES

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What financial resources and documents will your house of worship need to protect in an emergency? What information and records will help your facility budget for contingencies and provide required information to qualify for reimbursement from insurance policies and/or state and federal programs? Where are your vital records? All this info should be included in COOP.

### 1. Copies of Financial Support Documentation to review, safeguard and update:

- Insurance policies
- The deed or lease for your facilities
- Bank information, with all of your account numbers, including personnel contacts
- Legal identification, such as taxpayer ID number and evidence of exemption status
- Memoranda of Understanding (MOUs)

### 2. Liquid Assets

- Is there cash on hand if electronic transfers or ATMs are not functioning?

### 3. Credit Cards/ Lines of Credit

- What credit cards does the district own?
- Where are they?
- What are the limits of each?
- Who can sign on each?
- Do they have emergency credit extensions?
- Do you have a line of credit immediately available?
- Who can access the money?

### 4. Personnel Policies – Protecting Confidentiality

- How will payroll be covered in case of power failure or other disruptions?
- Will employees be compensated if they are unable to work due to disruptions?
- Where can employees work if normal facilities are not available?
- Will flexible work options be provided?
- What protective protocols will be initiated in case of health or safety issues?

### 5. Vital Records – Protecting Confidentiality

- Do you have electronic and paper backup of vital records including Disaster Plan?
- Are paper and electronic backups stored in a safe place on-site and at least one other off-site location (e.g., one locally accessible and the other outside of region)?
- Are backup records updated on a regular basis?

## ON-SITE SUPPLIES – SHELTERING IN PLACE

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What if your staff was forced to remain at your house of worship for an extended time? Be sure to prepare supplies needed in emergencies. Create and maintain an on-site cache. The contents will depend on the size and diversity of your staff, congregation and potential visitors. Check items listed for the basic contents and add other items that apply to your house of worship.

Food and water	Whistles	Necessary medicines
First Aid supplies	Blankets	Alcohol hand cleaner
Light/Flashlights	Garbage bags	Thermometer
Radio(s)	Duct tape	Personal hygiene
Batteries	Extra Cash	supplies

Perishable supplies, such as food, water and medicine, need to be replaced regularly. Try cycling the food and water at specified intervals such as when the time changes twice a year. Nonperishables have more shelf life and may be usable for longer periods.

## ON-SITE FACILITIES PREPARATIONS

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The following steps help improve safety of the facility and of its occupants as well as safeguarding of its contents – Check steps as completed:

- Take inventory of major assets (photos and written record)
- Identify what needs to be protected or removed—How? Where? By whom?
- Clear exits and pathways
- Secure pictures and other wall hangings by using safety hooks
- Fasten breakables to walls or shelves with museum wax
- Lower heavy items to bottom shelves
- Remove fire and chemical hazards
- Install smoke detectors, fire extinguishers, cabinet latches
- Clearly mark gas and water shut-off valves. Post clear instructions.
- Keep tools needed for gas shut-off easily accessible and labeled.
- Label fire exits and safety supplies
- Sketch building interior—Note location of: Supply cache, Go Kits, Fire extinguishers, Tool kits, First aid supplies, Water and Gas shut-offs, Generator, Documents safe, and Escape routes (inside and outside)

SIGNAGE

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While the Emergency Planning Team may become familiar with all preparedness measures, it is also important to alert others. Clear and visible signs indicating all exits, tools, fire extinguishers, first aid kits, and emergency instructions will help provide vital information to all.

COMMUNICATION WITHIN YOUR CONGREGATION

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Does your congregation have a phone calling tree? Create a phone tree (for example, using the template on the following page).

In addition, please list names of those who might need extra assistance in times of emergency. Indicate who will take responsibility for reaching them and by what means?

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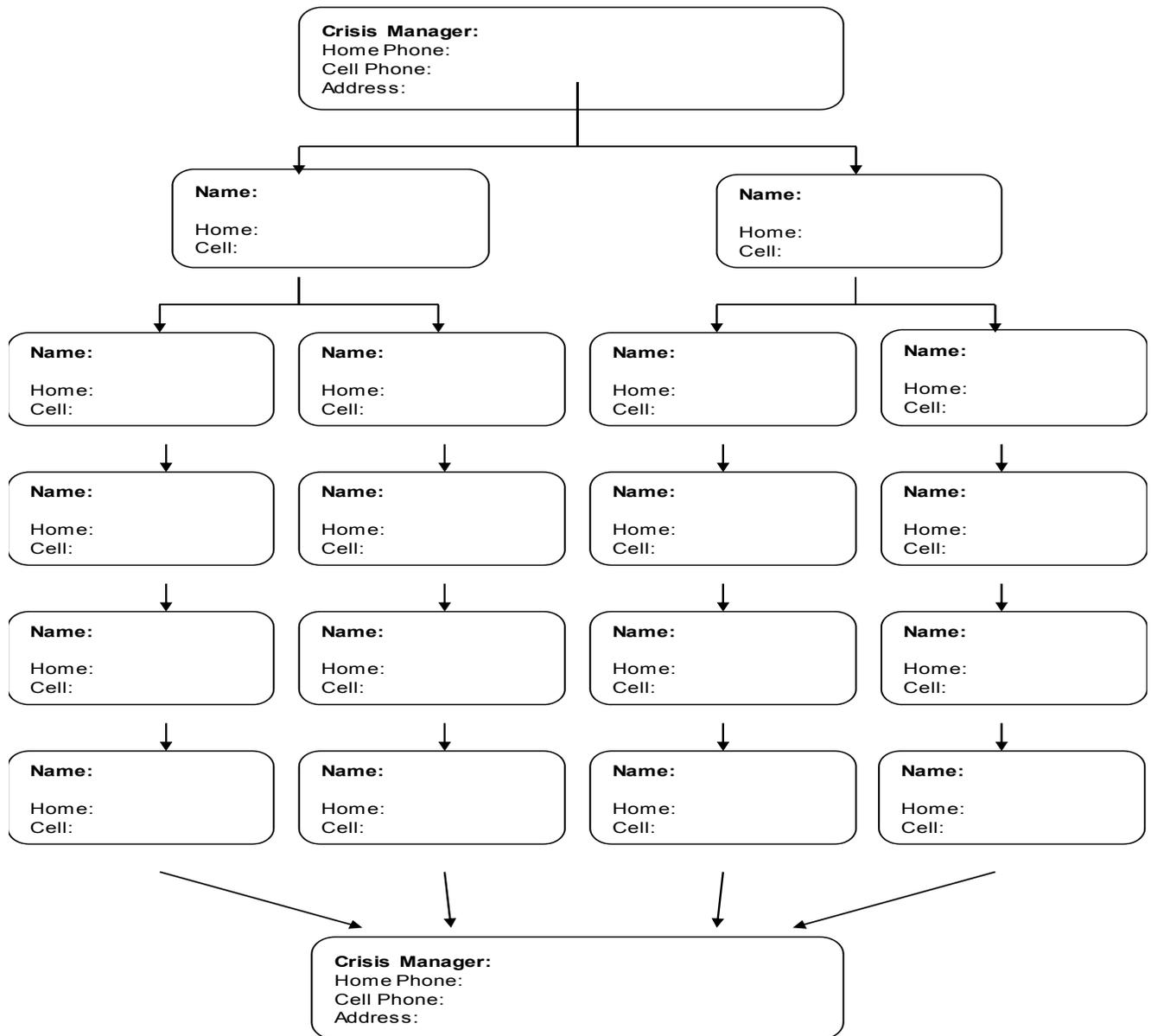
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Communication tools to consider using if a disaster interrupts normal channels.

- Bulletin Board/White Board
- Carbon Paper/NCR Paper
- CB Radios
- Cell Phones
- Drums
- Flag Pole
- HAM Radios/ Weather Radios
- Megaphones/Bullhorns
- Pagers
- Blackberries/iPhones Texting
- Public Signage or Posting
- Runners
- Walkie-Talkies
- Whistles
- Cable Access Television
- Mass 2-1-1

PHONE TREE (TEMPLATE – EXPAND AS NEEDED)



CALLING PROCEDURE

- Activating the phone tree system can spread a message quickly to a large group.
- Practice using calling system to familiarize participants and to update contacts.
- Ensure that you have alternative phone numbers, such as work and cell phone
- The person at the top starts. Writes script to summarize facts and needed action.
- Ask the person you call to write specifics.
- If nobody answers, leave a message and call the next person. Confirm they will make the next call on the list.
- The last person(s) on the phone tree should call the first person to ensure that the completion of the calling cycle and accuracy of the message.

## NEIGHBORHOOD RESOURCES

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List local vendors on whom you normally rely for supplies.

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List other vendors who may be a source of emergency provisions.

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Inquire about emergency plans of current and potential vendors and suggest agreements to sell or rent needed equipment (e.g., food, fuel, generators, hardware).

Post a map of your town or neighborhood indicating locations of municipal and civic buildings, schools, libraries, hospitals, clinics, pharmacies, veterinarian, supermarkets and other food stores along with other faith-based organizations or houses of worship.

Also include other Congregations/Organizations. See next Chapter.

## EVACUATION AND TRANSPORTATION

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Fire, hazardous material spills or structural damage may require evacuation:

1. Are there those who will need assistance evacuating the building? In an emergency evacuation, who will be responsible? Who will check (as long as it's safe) if all occupants have exited? Keep a Go Kit (see Household Emergency Plans) include emergency plans, phone/internet contact rosters, vital document copies, cash, bank info, etc.
2. Practice your evacuation plan with emergency responders.
3. Post accessible notices near the building as well as online and in the media indicating where worship and other services will now take place.

## Partnering for Preparedness with Other Congregations

### COLLABORATION WITHIN YOUR DENOMINATION

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Collaboration within your denomination can start at the local level by proposing a joint meeting of Emergency Planning Teams with other congregations in your area. It should proceed outward to regional, statewide and national levels—especially for those denominations that have active national/regional emergency response programs.

At each level, determine the names and contact information for key people that you might need to reach in an emergency situation. Also, ask for the appropriate backup person. Enter information in your planning documents and update annually.

Organization	Data	Emergency Contact	Backup #1
	Name		
	Phone Cell Text Email Other		
	Name		
	Phone Cell Text Email Other		
	Name		
	Phone Cell Text Email Other		

**COLLABORATION WITH OTHER DENOMINATIONS**

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Collaboration with other faith-based organizations and congregations can start at the local level by proposing a joint meeting of Emergency Planning Teams with other congregations in your area. Do Houses of Worship want to specialize in particular skills or services to help each other and serve the community in an emergency?

Other options for outreach, joint planning and potential division of labor/resources include:

- Does your congregation participate in a local or regional clergy association or other interfaith group?
- Can the clergy association or interfaith group initiate a project on emergency preparedness and planning?
- Consider inviting the Emergency Management Director to give a presentation at a clergy or interfaith meeting.
- Familiarize interfaith youth group leaders with your congregational plans. Would they consider developing related activities such as volunteer training for older teens and related field visits for all their members?

As within your own congregation and denomination, obtain names and contact information for key people that you might need to reach in an emergency situation. Also, ask for the backup person. Enter information in your planning documents and update annually.

<b>Organization</b>	<b>Data</b>	<b>Emergency Contact</b>	<b>Backup #1</b>
	Name		
	Phone		
	Cell		
	Text		
	Email		
	Other		
	Name		
	Phone		
	Cell		
	Text		
	Email		
	Other		

## Partnering for Preparedness with Emergency Responders

### COLLABORATION FOR COMMUNITY PREPAREDNESS

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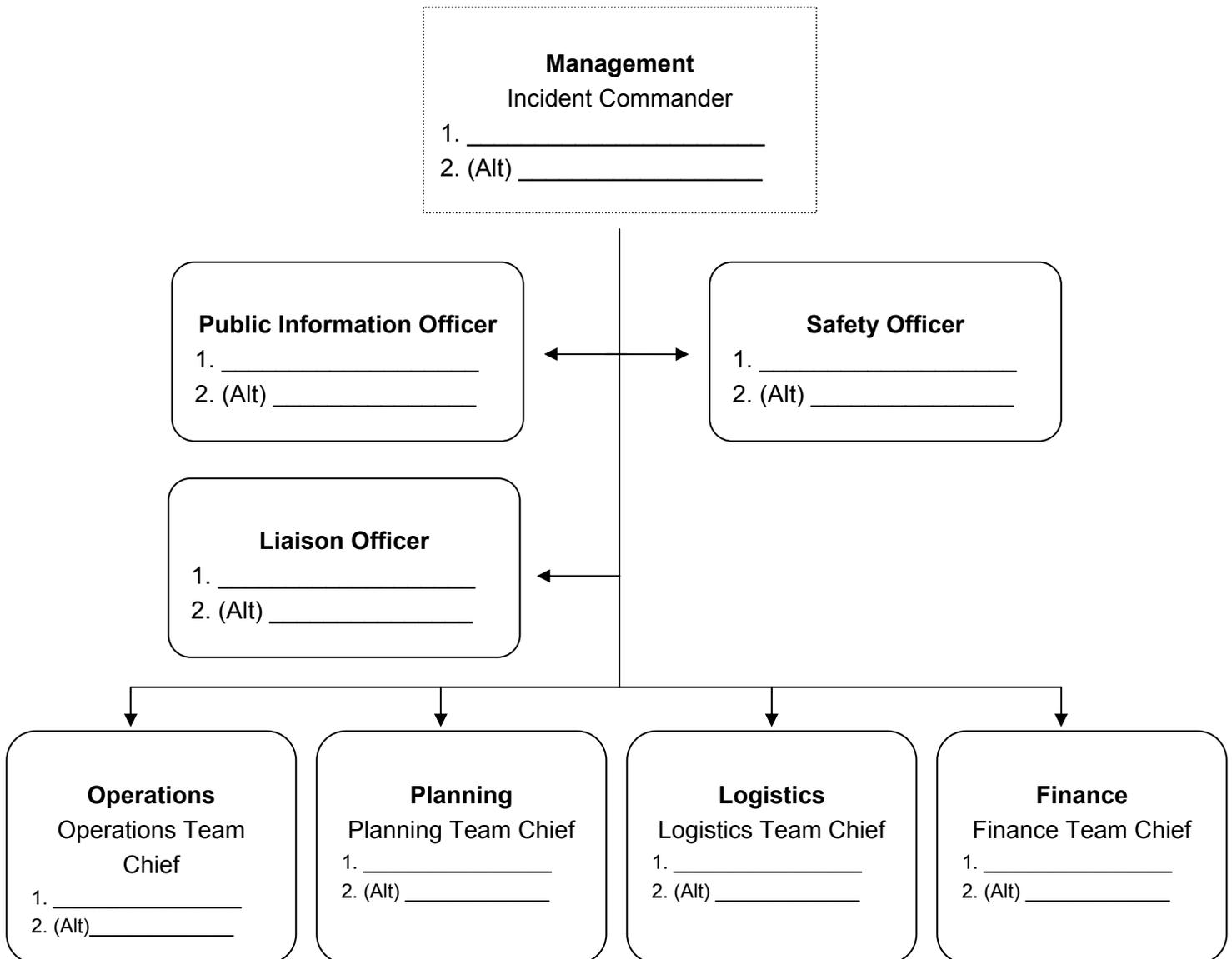
To improve collaboration with Emergency Responders, several opportunities should be considered by the Emergency Planning Team as part of all-hazards preparedness:

1. Arrange meetings with Emergency Responders at your House of Worship or organization and in the community. Invite the Emergency Management Director for your municipality to speak to the congregation. Inquire about Sunday School or Youth Group visits to the local Fire Station, Police Station and Emergency Medical Services.
2. Join your Local Emergency Planning Committee (LEPC), Regional Emergency Planning Committee (REPC) or Metropolitan Medical Response System (MMRS) as a member or observer. Ask to review your city/town/region emergency plans.
3. Encourage your staff and members of your congregation to consider volunteering with citizen organizations such as: Medical Reserve Corps (MRC), Community Emergency Response Team (CERT), American Red Cross and other Citizen Corps groups (<http://www.citizencorps.gov>). They will receive training—including the Incident Command System (ICS)—to help in caring for their families, assisting the congregation and serving the community in emergencies.
4. The Incident Command System (ICS) used by federal, state and local emergency responders as part of the National Incident Management System (NIMS), is the federal standard for responding to disasters. Incident Command System trainings are available at no-cost online through the Federal Emergency Management Agency (<http://www.fema.gov>) and through courses with the Massachusetts Emergency Management Agency. Members of your congregation should be encouraged to also become familiar with this system to help coordinate with emergency response partners and to understand/speak their language in a disaster.
5. Take advantage of opportunities to participate in exercises, drills, workshops and other training (including Psychological First Aid). These courses are offered by local, regional and state government agencies and emergency management committees.

INCIDENT COMMAND SYSTEM FOR EMERGENCY PLANNING/RESPONSE

The following section describes the different ICS roles and how they function in a disaster. This modular system of organization offers built-in flexibility that can adapt to the size, type and complexity of the incident (or the planning project). On the following chart and lists, note that in a small organization, one person can take on many roles and that some roles may not be required for every activity. On the other hand, if extensive participation is needed, ICS provides a manageable span of control that can expand the chain of command in an orderly way with each person reporting to and receiving assignments from only one incident supervisor.

INCIDENT COMMAND SYSTEM – DIAGRAM OF LEADERSHIP ROLES



## INCIDENT COMMAND SYSTEM – FUNCTIONS

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### MANAGEMENT - INCIDENT COMMANDER

Leads the response; appoints and empowers team leaders; sets tone and standards for response. The Incident Commander (IC) encourages teamwork and communications.

1. \_\_\_\_\_ Emergency Phone \_\_\_\_\_

2. (Alternate) \_\_\_\_\_ Emergency Phone \_\_\_\_\_

### SAFETY OFFICER

Focuses on the safety of all people responding to the incident. Assesses hazards of the situation for the congregation and those with functional or access needs. Reports to the Incident Commander (IC).

1. \_\_\_\_\_ Emergency Phone \_\_\_\_\_

2. (Alternate) \_\_\_\_\_ Emergency Phone \_\_\_\_\_

### PUBLIC INFORMATION OFFICER

Creates and distributes messages to congregation and to the local community. It is helpful for Public Information Officers to have training in crisis communication and accessible formats to disseminate information to diverse populations. Reports to the IC.

1. \_\_\_\_\_ Emergency Phone \_\_\_\_\_

2 (Alternate) \_\_\_\_\_ Emergency Phone \_\_\_\_\_

### LIAISON OFFICER

Coordinates and communicates with all jurisdictions and agencies responding to the incident. Also, acts as the liaison between the Incident Commander/Command Staff and all relevant partners that are not on-site. Reports to the IC.

1. \_\_\_\_\_ Emergency Phone \_\_\_\_\_

2. (Alternate) \_\_\_\_\_ Emergency Phone \_\_\_\_\_

**OPERATIONS TEAM**

Handles basic actions including first aid, search and rescue, fire suppression and securing the site. Evacuation and sheltering would be the responsibility of this team.

1. \_\_\_\_\_ Emergency Phone \_\_\_\_\_

2. (Alternate) \_\_\_\_\_ Emergency Phone \_\_\_\_\_

**LOGISTICS TEAM**

Finds, distributes, and stores all necessary resources (supplies and people) to respond appropriately. Collaboration with local and regional agencies/organizations and vendors can help identify and secure resources in advance as well as during/after a disaster.

1. \_\_\_\_\_ Emergency Phone \_\_\_\_\_

2. (Alternate) \_\_\_\_\_ Emergency Phone \_\_\_\_\_

**PLANNING TEAM**

Gathers information, thinks ahead and keeps all team members informed and communicating.

1. \_\_\_\_\_ Emergency Phone \_\_\_\_\_

2. (Alternate) \_\_\_\_\_ Emergency Phone \_\_\_\_\_

**FINANCE TEAM**

Tracks all expenses, claims and activities and is the record keeper for the incident.

1. \_\_\_\_\_ Emergency Phone \_\_\_\_\_

2. (Alternate) \_\_\_\_\_ Emergency Phone \_\_\_\_\_

## COMMUNICATION

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How will you and members of your congregation receive warnings about impending emergencies? How will you be informed about updates during and after a disaster? Impending major natural disasters are usually well publicized by national and state media, but a local traffic or train accident resulting in hazardous materials threat is not likely to hit the national headlines.

Inquire with your municipal Emergency Management Director what means of communication they will use to warn about a potential emergency or to provide instructions to the public during and after a disaster. Learn details of communication sources and register to get on appropriate call-down lists or email lists.

- Connect CTY/Reverse 911 (register cell phones as well as land lines)
- Phone Call-Down Lists (register cell phones as well as land lines)
- Mass 2-1-1 (statewide toll-free information center with translation available)
- Mass211help.org (statewide website and database)
- Information Phone Lines -Toll-Free 800 numbers
- Twitter, Facebook Postings and/or other Social Media
- Email Outreach
- Website (Municipal? Hospital? Other?)
- Fax
- Door-to-Door Canvassing (In person or driving with bullhorn?)
- Newspaper websites
- Radio – Which stations? Do they have emergency generators? What hours will they be broadcasting updates during an emergency?
- Television – Which stations? Do they have emergency generators? What hours will they be broadcasting updates during an emergency?

In addition to these specialized and mass media outlets, how do Emergency Management Directors and Emergency Responders plan to reach those who may have access or functional needs (e.g., foreign language, deaf/hard of hearing, visually impaired, etc.)? Follow up with Emergency Managers to make them aware of the needs of *all members* of your faith community and have appropriate plans for outreach.

Reach agreement with Emergency Managers and Responders about the best way to contact them before, during and after an emergency. Calling 9-1-1 should be reserved only for immediate public safety, fire or medical emergencies, not for other requests.