



Emergency Plan Writing Guide

Prep4Faith City of Los Angeles

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How to use this guide

This Emergency Plan Writing Guide is useful for many types and sizes of houses of worship and faith communities. Because it is based on recommended methods and information, it can also work for other types of community organizations. We have created it with houses of worship and faith communities in mind, because these groups have special considerations for emergency planning. They also play a unique part in the life and health of the surrounding community. It was developed as a supplement to the Emergency Plan Writing Template.

If you and your house of worship or faith community have never written an emergency plan, we recommend that you read the guide in order, and fill in the template pages as you go. **There are notes for customizing your emergency plan to your individual house of worship and/or community, marked with *[brackets and green italic text]*.** A customized plan is the key to an effective plan that works for the most people, during all different kinds of disasters. There are lots of places in the emergency plan to write something specific for your own situation.

The Guide is organized to show houses of worship and faith communities how to do all the activities involved in writing emergency plans:

1. Putting together a group to help write the plan
2. Deciding what types of emergencies to plan for
3. Writing a Basic Plan
4. Writing customized Plan Annexes
5. Finding more resources for improving and customizing planning



We are including lots of tools in the Guide, and many recommendations for further reading and more learning opportunities. Examples of emergency plans, online classes, more planning resources, and information about ways that faith communities help after disasters are included. Find those bonus tools near the wrench icon.

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Many very experienced people have contributed to these materials. Our subject matter experts included public safety professionals, Certified Business Continuity Planners, emergency managers with significant disaster response and recovery experience, and an expert in faith-based organizations. Where they wanted to highlight a “pro tip” for writing a great emergency plan, we’ve marked it with a star.

Refer to the Guide whenever you want to evaluate, improve, or update your plan. If you currently have a plan, you will find tools in the Guide to help you determine how well your plan suits your needs, and to suggest ways to make it better. You can shop for the topic that interests you in the Table of Contents, or flip through as you like.

The Guide includes a Glossary of definitions for key terms; in addition:



A blue arrow will highlight a key point or define a concept.

[Sources will be here](#)

There is a substantial Supplemental Materials section where you will find tools to help keep your House of Worship or Faith Community doing the work it was meant to do, every day.

You can always visit the City of Los Angeles Emergency Management Department (EMD)’s website for the latest tools, messaging, and to sign up for alerts: www.emergency.lacity.org, and <http://www.readyla.org/>.

I. How to Get Started Writing an Emergency Plan

Build Consensus

Figure out who in the HOW/FC is interested in/already involved in emergencies for the HOW/FC, day-to-day or during something more serious. Talk to senior leadership about the effort; the most successful plans are incorporated into the culture of the HOW/FC, and this culture shift happens with the support of a trusted champion.

Get Help

Determine what relationships your organization has or needs to plan effectively. Do you already know local fire and police personnel? Now is the time to develop those relationships if not. It is possible that another HOW/FC that is similar to yours has already done their disaster plan, and could mentor your organization during the process. Who do you know, or know about, that might fit this description?

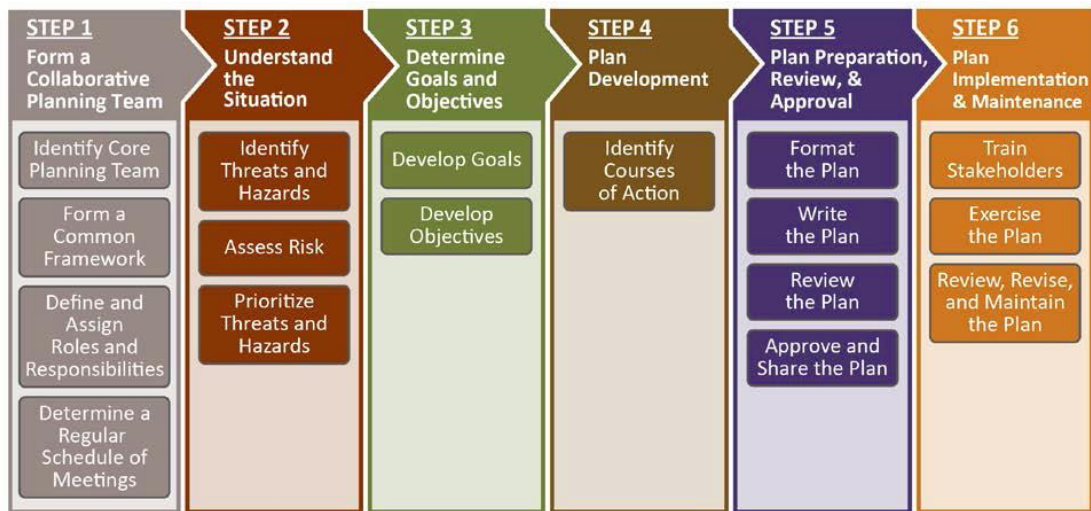
Gather resources

Take a look into your HOW/FC's history. Are there any old plans, checklists, or other reference documents that could help? Does anyone have building plans, evacuation route maps, or other reference materials that you'll want to include? Committee rosters, contact lists, other items?

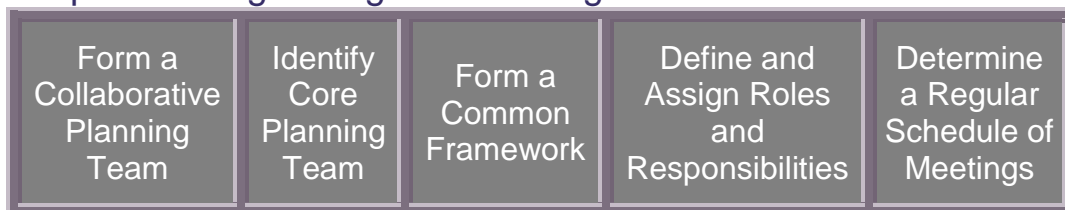
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Planning Steps

If you have already written a technical document as a group, you may have a good idea how to get started, and just need to choose some reference materials to help organize your thoughts. If you'd like more guidance on this process, here is a standardized set of processes:



Step One - Organizing the Planning Team



Identify the Core Team

Writing an emergency plan doesn't have to take a long time, but usually takes more than one or two work sessions. You'll want to invite people to participate who have an interest in the topic, or previous skills in the areas of security or safety, and who have a willingness to work together for a while.

Planning for the whole community within your HOW/FC works best if you hear from the people in it. Whether you include them in the core planning team, or ask for their review and feedback on materials created, including people with disabilities or access and functional needs, seniors, and families with small children can help ensure a variety of viewpoints are included in your plan.

Plan for Change over Time

Because an emergency plan is what we call a “living document”, that is, it changes and grows with your HOW/FC, it’s something that will always require some maintenance. This means that the emergency planning team will likely change over time too. Expect changes in membership, learn how to recruit and retain new team members, and take advantage of learning opportunities when they arise. Training opportunities can help keep people interested and engaged in the plan maintenance process.

Find Common Ground

Build some general guidelines (common framework) for the group to use when working out a difficult problem or disagreeing about a sensitive subject. Use the tools your community has developed over its lifetime to help planning team members work together. Practice active listening, and try to take another person’s perspective to make sure you understand their priorities.

Who’s doing What, When?

Planning team roles will likely rotate amongst group members over the long term. Each team has different roles, depending on the skills of team members, planning needs, and other considerations. In general, a team needs someone to:

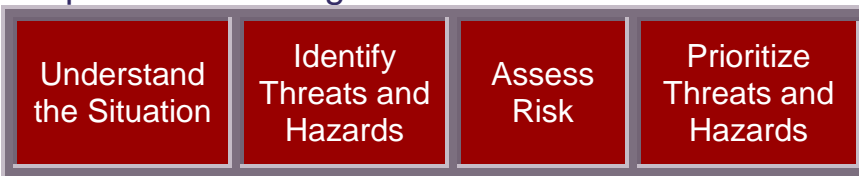
1. Organize the meetings (help set dates, secure locations, send reminders).
2. Record the ideas of the group (this can be taking notes, or literally recording meetings for people to listen to later).
3. Take on research (building information, for example) and other specific tasks (shopping for and recommending a particular piece of equipment, for example).
4. Write the actual plan (see Basic Plan).
5. Review the plan document (for grammar and general correctness).

One way to help the group stay on track and engaged is to not let action items go undone for long periods of time. A typical way to manage this is to always put someone’s name next to a task, and to assign a due date (even an estimated one can be useful). Rather than putting pressure on a team member, this helps the group remember to do things between meetings, and can indicate that someone needs help with a task if it didn’t get done by the due date. This also helps spread the work across the group.

Keep It Going

Regular meetings can make or break the health of long-term projects. This doesn't mean *frequent* meetings are necessary, just *regular*. During the planning process, the group may only be available to meet monthly. The plan will still get done, just more slowly. After the plan is written, the planning team may get together once or twice a year to work on it. Whatever works for your HOW/FC will keep the planning team functioning and your emergency plan on track.

Step Two - Planning to Plan



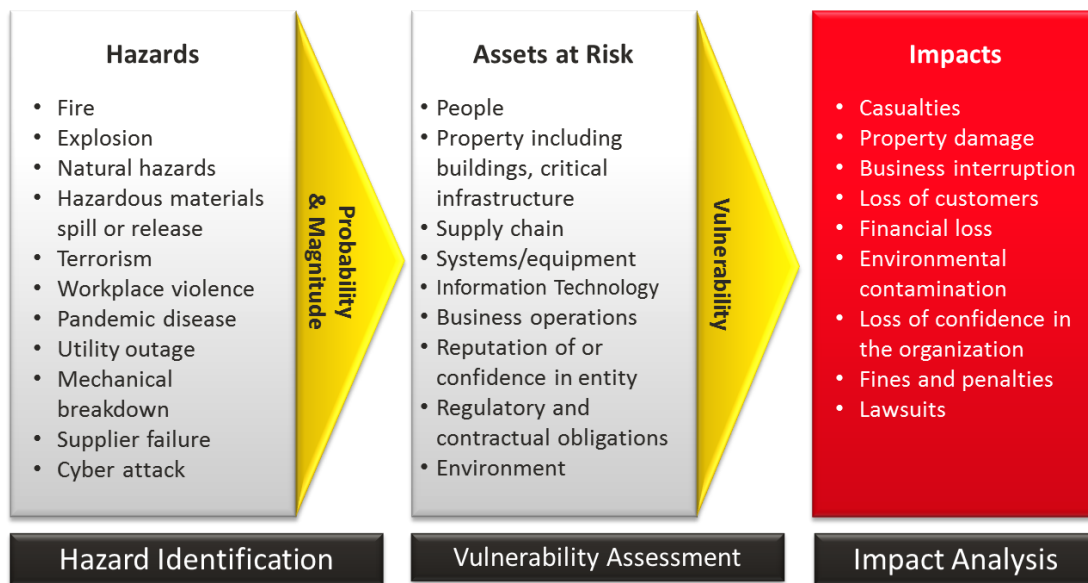
Write Down What You Know

An emergency plan needs a foundation of basic information to rest upon. The background facts in the following worksheets will give the emergency plan writing team an overview of the organization that will help them write a plan that addresses everyone. It can also provide useful background to volunteers who are helping after a really large emergency, and have not been trained in your plan.

Besides documenting how your organization works, make a list of threats or hazards that have happened, or do happen in your area, to organizations like yours, and/or members like yours. These could be naturally-occurring, such as weather or earthquakes; they could also be human-caused, like chemical spills or urban fires. You may want to speak with your planning mentor and/or local police and fire about particular types of emergencies that are important for your HOW to plan for.

You will most likely write a separate plan for each location. Do what makes sense for your organization; you may also want Plan Annexes for particular programs. Address what to do for each hazard based on time of day and day of the week.

Figure out What Your Vulnerabilities Are



(from www.ready.gov)

This process is called **risk assessment**; it starts with identifying *hazards* and *threats* to your HOW/FC, and then deciding how likely they are happen, and how large an impact they are likely to have on the activities you do. It sounds a little complicated, but so does riding a bicycle if someone just describes all the steps instead of showing you how. There are many helpful charts and tables the planning team can use to organize this information quickly. Once team members can see the potential impacts that likely hazards and threats may have, they can figure out which ones are most important to plan for first (this is called prioritization).



RISK ASSESSMENT:

Identifying threats and hazards faced by a community; assessing the vulnerability of the community to those hazards; estimating the consequences of those hazards impacting the community and planning to eliminate, change, or manage those consequences.

Based on the [FEMA CPG 201 THIRA Guide](#)

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Here is an example of a Risk Assessment Matrix. For each threat that your organization examines, decide how likely it is to occur in your location, to your membership. Is it almost certain? Unlikely? Then think about the impact that a particular hazard is likely to have on your organization. Is it a high, medium, or low impact? See the example page below that describes this simple method of risk assessment in more detail.



Threat	Likelihood	Impact
<i>Power outage</i>	<i>Moderately likely</i>	<i>Medium impact</i>
<i>Severe storm</i>	<i>Unlikely</i>	<i>High impact</i>

The planning team brainstorms a list of hazards and threats. Then they look at each one individually, deciding where the threat falls in the scoring tool above. For example, for many Houses of Worship a fire inside the building is only “somewhat likely” (probability), but the effect it would have may be “high” (impact). The team will do this with each threat or hazard they think may happen, and then they will decide which to plan for first.

They may decide to plan only for the “high” risk hazards first, to get the planning process started. They may decide to do some “high” and some “serious”, if the threat or hazard is especially likely. Each House of Worship or Faith Community will plan differently. These scoring tools and tables are provided to help the team organize the information in a way that may help them make this decision.

STEP 3 SCOUT YOUR AREA

3.1 THREATS AND RISKS

Get to know what disasters or other emergencies your neighborhood might experience. Here are some helpful hints:

Identify the threats.

Earthquakes, power outages, extreme weather, and disease outbreaks happen everywhere, but tsunamis, landslides, and floods only happen in some places. List the threats that might occur in your neighborhood.

Rate the risk. Is the disaster very likely, somewhat likely, or not very likely to occur?

Assess the risk.

How vulnerable is your neighborhood to injuries, death or property damage? Classify these risks as high, medium or low. Use the directions under *Likelihood of Occurrence* and *Level of Impact* to assess your risks.

Likelihood of Occurrence.

Almost Certain:

Greater than 90% chance

Likely:

50 – 90% chance

Moderate:

10 – 50% chance

Unlikely:

3 – 10% chance

Rare:

3% chance or less

Level of Impact.

Minor:

Some disruption of service possible. Little or no property damage, personal injury, or loss of life, injuries, and fatalities.

Moderate:

Disruption of some services. Minimum property damage, injury, and loss of life.

Major:

Many services disrupted and/or structures severely damaged. Multiple persons injured and significant loss of life.

Use a table like the one below to list these threats and risks.

THREAT	LIKELIHOOD OF OCCURRENCE	LEVEL OF IMPACT (HIGH, MEDIUM, LOW)

(From the City of Los Angeles 5 Steps Program (www.5steps.la))

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Here is an alternate way of assessing risk using a table:

Impact to Important Systems				
Type of Event / Hazard	People 1=Low 2=Medium 3=High	Buildings 1=Low 2=Medium 3=High	Operations 1=Low 2=Medium 3=High	Total Score
<i>Earthquake</i>	1 2 3	1 2 3	1 2 3	6
<i>Wildfire</i>	1 2 3	1 2 3	1 2 3	7
<i>Flooding</i>	1 2 3	1 2 3	1 2 3	3
<i>Power Outage</i>	1 2 3	1 2 3	1 2 3	5
Totals	7	6	8	
Priority	2	3	1	

(from [Planting the Seeds for Recovery](#))

This table provides room for each hazard to be listed; the team then estimates the likely impact of the hazard on people, buildings, and general operations. They circle the score of each hazard in each category, and can make some planning decisions from there. Notice that this particular risk assessment tool does not take into account how *likely* a hazard is to occur...this may be something the planning team will want to incorporate in their decision-making in some other way.

These are not the only risk assessment tools available, so if neither of these seems to suit your House of Worship or Faith Community, refer to some of the planning tools in the Appendix of this Guide, seek advice from your planning mentor or public safety partners, or do some research on the internet. At the end of the day, the planning team must plan for hazards that the HOW/FC is most concerned about, and the members of the HOW/FC know more about this than any emergency management expert.

Choose one of the Risk Assessment Worksheets below to try the process. You can customize the worksheets to your needs, or look for other risk assessment tools to use.

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Worksheet – Risk Assessment A

Add in as many threats or hazards as the group feels is important to talk about. List the hazard in the left column, the likelihood of its occurrence in the middle column, and the potential impact in the right column.

Likelihood (chance of occurrence)	Level of Impact
90% - Almost Certain 50-90% - Likely 10-50% - Moderate 3-10% - Unlikely 3% chance or less – Rare	Minor: Some disruption of service possible. Little or no property damage, person injury, or loss of life. Moderate: Disruption of some services. Minimum property damage, injury, and loss of life. Major: Many services disrupted and/or structures severely damaged. Multiple persons injured and significant loss of life.

Hazard or Threat	Likelihood of Occurring	Likely Impact

Worksheet – Risk Assessment B

Use this worksheet to assess hazards based on the parts of your organization they may affect most. List the hazard in the left column, then choose which systems or parts of your organization might be affected by the hazard, and at what level. The total score in the right-hand column tells you how much the hazard may affect your organization as a whole. If you add up the scores at the bottom of each impact column (people, buildings, and operations), you will get an idea of which systems are most vulnerable in general to emergencies, and may need to be better protected (made higher priority in the preparedness areas of your planning).

Impact to Important Systems				
Type of Event / Hazard	People	Buildings	Operations	Total Score
	1=Low 2=Medium 3=High	1=Low 2=Medium 3=High	1=Low 2=Medium 3=High	
	1 2 3	1 2 3	1 2 3	
	1 2 3	1 2 3	1 2 3	
	1 2 3	1 2 3	1 2 3	
	1 2 3	1 2 3	1 2 3	
Totals				
Priority				

Step Three - Deciding What to Plan For

Determine Goals
and Objectives

Develop
Goals

Develop
Objectives

What's Most Important?

Identifying planning priorities is a little different than identifying threats and hazards; the idea is to look at all the activities the HOW/FC does, and decide which ones are the most important to try to keep running, or get back up and running quickly after they are interrupted. Knowing these priorities can help you make decisions like how to stockpile supplies, which facilities to upgrade first, and others.

And the Winner Is...

Sometimes there will be a tied vote, or the group gets really stuck in the process of making a decision about planning priorities. Here is a way to break a tie, or give everyone a fresh perspective on things.



Take a look at the background planning pages, at the lists of all the HOW/FC's programs and activities. Write them all on a white board or big piece of paper. Give everyone on the emergency planning team three sticky notes (or five, or seven) and have them put their notes on the three programs/activities (or five, or seven) they think are most important. Now make a list of just those items, and begin discussing these potential priorities for emergency planning.

Plan for Everyone

The planning team will use the Organization Overview information to ensure that it is making a plan that will serve everyone in the congregation. Here is some important information about inclusive planning:

How and Why Should People with Disabilities Be Included in Planning for Emergencies?

As required by [Title II](#) of the ADA, emergency planning, response and recovery services provided by state and local agencies must be accessible for people with disabilities. The Center for an Accessible Society provides an outline of the [key principles](#) emergency managers and state and local agencies should take into consideration when planning for disasters, including accessibility of emergency services and facilities, access to emergency communications systems and education and training about disaster preparedness. The following resources can help emergency planners and state and local agencies plan for the needs of everyone in their state or community, including people with disabilities, before, during and after an emergency.

ADA-Related Resources:

- The U.S. Department of Justice’s (DOJ) “[An ADA Guide for Local Governments: Making Community Emergency Preparedness and Response Programs Accessible to People with Disabilities](#)” includes specific examples of how emergency services can be made accessible.
- The [ADA Emergency Management Checklist](#) can be used to conduct a preliminary assessment of emergency management programs, policies, procedures and shelter facilities to see if there are any potential problem areas in meeting the requirements of the ADA. The [ADA Checklist for Emergency Shelters](#) includes suggestions for making sure shelters and emergency medical care are accessible for people with disabilities.
- The DOJ fact sheet “[Emergency Management under Title II of the ADA](#)” provides detailed information about accessibility requirements of state and local emergency services.
- The [ADA Design Requirements for Accessible Routes](#) include specifications for accessible means of egress, entering and exiting, emergency alarms and signage.
- The [ADA National Network](#) has a series of free [online trainings](#) to help national, state, and local government agencies and communities include the needs of people with disabilities when planning for and responding

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to emergencies and natural disasters. Watch [archived trainings](#) on topics such as evacuating people with disabilities from high rise buildings, accessible emergency transportation and emergency communications.

- The U.S. Equal Employment Opportunity Commission’s (EEOC) fact sheet “[Pandemic Preparedness in the Workplace and the ADA](#)” provides information and guidance on how Titles I and V of the ADA apply to development and implementation of workplace emergency plans in the event of pandemic flu.

Access to Emergency Alerts:

- Learn about accessibility issues related to emergency alert systems by reading “[Access to Emergency Alerts for People with Disabilities.](#)”
- The National Association of the Deaf offers suggestions for [accessible emergency notification, response and recovery](#).

Other Resources:

- FEMA’s “[Guide to Developing and Maintaining Emergency Operations Plans](#)” helps state and local emergency managers develop and maintain emergency operations plans. It explains the fundamentals of the emergency planning process, including planning for the needs of people with disabilities.
- The [Inclusive Preparedness Center](#) offers information and resources for emergency managers and state and local government agencies to ensure that the needs of people with disabilities are included in emergency planning and disaster response and recovery services. Find information on [fire safety](#), [disaster readiness](#) and [training](#) for organizations and agencies that provide emergency shelters for people with disabilities or medical needs.
- “[Functional Needs of People with Disabilities: A Guide for Emergency Managers, Planners and Responders](#)” includes information on how to involve people with disabilities in the emergency planning process. It also

has information on the need for accessible temporary housing and how to evacuate people with disabilities, including those who use service animals.

- The Center for Disease Control and Prevention’s (CDC) “[Public Health Workbook to Define, Locate and Reach Special, Vulnerable and At-Risk Populations in an Emergency](#)” helps emergency planners define, locate and reach at-risk populations, including people with disabilities, in an emergency. You can [download](#) the workbook in PDF format.
- The Substance Abuse & Mental Health Services Administration’s (SAMHSA) [Behavioral Health Disaster Response Mobile App](#) helps behavioral health responders organize and share disaster preparation, response and recovery resources. It includes a directory of behavioral health service providers in affected areas. Download the app for [Apple](#) or [Android](#) devices.

Visit Disability.gov’s [Including People with Disabilities when Planning for Emergencies](#) and [Making Emergency Services and Facilities Accessible](#) for more resources.

What Laws Protect the Rights of People with Disabilities to Have Equal Access to Emergency Services and Facilities?

- [Title II](#) of the Americans with Disabilities Act (ADA) forbids discrimination against people with disabilities in state and local government services, which includes emergency planning, response and recovery services provided by state and local government agencies. The U.S. Department of Justice guide “[Emergency Management under Title II of the ADA](#)” provides further information about accessibility requirements of state and local emergency services. It has information about making [emergency shelters](#) accessible for people with disabilities, including a “[ADA Checklist for Emergency Shelters](#)” and an “[Emergency Management Checklist](#).” For more information read “[An ADA Guide for Local Governments: Making Community Emergency Preparedness and Response Programs Accessible to People with Disabilities](#).”
- FEMA has information on [non-discrimination](#) and equal access requirements for people with disabilities as they relate to disaster services and facilities. Includes descriptions of key nondiscrimination concepts applicable under federal laws and examples of how these concepts apply to all phases of emergency management.
- The Federal Communications Commission (FCC) “[Emergency Communications](#)” guide explains what emergency personnel, telephone service providers and broadcast systems must provide to the public during emergencies. It also includes information about what is required for people with visual or hearing disabilities.
- Emergency housing, including transportable housing such as mobile homes, is also required to be accessible for people with disabilities. The U.S. Access Board is developing [guidelines for temporary housing](#) provided by the federal government during and after emergencies and natural disasters.
- For answers to questions about how the ADA applies to emergency services, call the U.S. Department of Justice’s [ADA Information Line](#) at 1-800-514-0301 (TTY: 1-800-514-0383) Monday – Friday from 9:30 a.m. – 5:30 p.m. Eastern Time, except for Thursday, when the hours are 12:30 – 5:30 p.m. Eastern Time.

Where are We Going?

FEMA recommends that HOWs/FCs **set at least three goals for each hazard** they have decided to plan for: at least one goal before, one during, and one after the emergency. Your organization may set more or less, but it's helpful to know what the official guidance is. Goals are larger statements that describe a desired outcome of activities taken in response to a hazard or threat. For example, a set of goals for the Earthquake Annex might be:

1. (before) Prevent injuries caused by objects and furniture inside the House of Worship
2. (during) Protect people from falling debris
3. (after) Prevent fires

How Do We Get There?

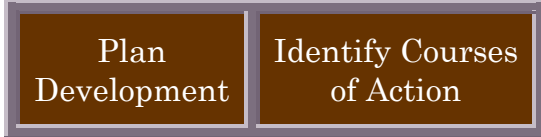
Objectives are the things we do to achieve goals. As the emergency planning team sets goals for planning, the group may easily develop the objectives that support those goals. Sometimes, the group is not quite sure how to “get there from here”. That may be the time to call upon a mentor or expert in a particular field for advice. Someone who has already developed a plan may be able to shed some light on the subject, or someone with skills in that particular area may have advice on how to move forward.

Examples of objectives for the goals above might include:

1. (before) Prevent injuries caused by objects and furniture inside the House of Worship.
 - a. Strap furniture, artwork, mirrors and shelves to the walls.
 - b. Do not store heavy items on high shelves.
2. (during) Protect people from falling debris.
 - a. Regularly practice “duck, cover and hold” to give members the protective instinctive reaction.
 - b. Shield stained glass windows with clear Plexiglas, shatter-proof glass panels, or protective film.
3. (after) Prevent fires.
 - a. Check gas lines and appliances for leaks (sounds of gas escaping, smell of gas in the air, or runaway gas meter).
 - b. Train members not to use matches, lighters or candles immediately after an earthquake.

II. Create the Plan

Step Four – Putting It All Together



Once the Planning Team has done the foundational work of collecting information, identifying planning priorities, and setting goals and objectives, it's time to write the plan. The plan includes all of the information developed during the planning process, plus the actions that are identified as those which will make the plan objectives happen.

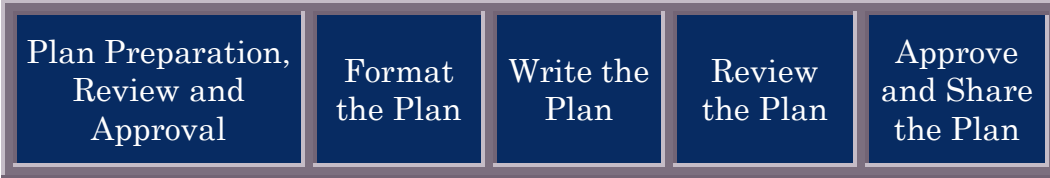
Choosing and writing down courses of action for each hazard planned for will provide the planning team with a good place to start in figuring out what is needed to get the courses of action completed. In a nutshell, this part of the planning process is as follows:

1. List the hazards you are planning for
2. For each hazard, make a list of possible courses of action to be taken to prepare for, respond to, and recover from that hazard
3. Start to figure out what is needed to get those activities done; money, supplies and equipment are important resources, but don't forget about time, training, volunteers, and partnerships as you work through this part of the process

Emergency Checklist

It can be very helpful to create a one-page checklist that works for any emergency and contains very basic information about what to do during an emergency. This checklist can help someone overcome panic or distraction by focusing their attention on a few important things that they should do. It is simple, one page, typically large print, and can be laminated and put in each room for reference when something goes wrong.

Step Five – Finally! Time to Start Writing



You made it! Writing an emergency plan takes some preparation, but as you start to put all the pieces together, the value of the early planning activities will become more obvious. The planning team may want to think about dividing up the sections of the plan, so that one person is not taking on too much. This also makes it easy to review the sections; team members just trade, so that they're each reading a part of the plan they've never seen before.

Format the Plan

Any training document works best if it's easy to read and user-friendly, and an emergency plan is essentially a large training document. This Guide lays out a system for organizing a disaster plan based on FEMA guidance, but individual Houses of Worship should use whatever format works for them. The traditional format is:

1. Basic Plan
2. Plan Annexes – Functional
3. Plan Annexes – Threat or hazard-specific



There are many options for plan parts in the sections above. It is very important for a HOW/FC to use the parts that they need, regardless of whether they are traditional or unusual. A custom plan is one that will work the best for the most people in the HOW/FC, so the planning team members need to remember that they are experts in their own organization. Take out sections that don't apply, add in supplemental materials as you need to. Guidance is guidance, but your plan must be your own to serve you well.

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Speaking of guidance, there is some very good guidance on the traditional emergency plan parts. It is reproduced below:

<u>Basic Plan</u>	<u>Functional Annexes</u>
<ol style="list-style-type: none">1. Introductory Material<ol style="list-style-type: none">1.1. Promulgation Document/Signatures1.2. Approval and Implementation1.3. Record and Changes1.4. Record of Distribution1.5. Table of Contents2. Purpose and Situation Overview<ol style="list-style-type: none">2.1. Purpose2.2. Situation Overview3. Concept of Operations4. Organization and Assignment of Responsibilities5. Direction, Control, and Coordination6. Information Collection, Analysis, and Dissemination7. Training and Exercises8. Administration, Finance, and Logistics9. Plan Development and Maintenance10. Authorities and References	<p>(Note: This is not a complete list; however, it is recommended that all plans include these functional annexes.)</p> <ol style="list-style-type: none">1. Evacuation2. Lockdown3. Shelter-in-Place4. Recovery5. Security
	<p><u>Hazard-, Threat-, or Incident-Specific Annexes</u></p> <p>(NOTE: This is not a complete list. Each house of worship's annexes will vary based on their threat and hazard identification and risk assessment.)</p> <ol style="list-style-type: none">1. Severe Storm2. Earthquake3. Tornado4. Fire5. Hazardous Materials Incident6. Active Shooter

(from the [FEMA Guide for Developing High-Quality Emergency Operations Plans for Houses of Worship](#))

Write the Plan

As previously stated, the plan should be easy to read. Choose fonts that are large enough for most people to see easily. Try to ensure that the main topics are also easy to find. Use plain language, define new terms, and spell out acronyms. It is recommended that acronyms be used in the proper places, but spelled out so that plan users can learn the terms. For example, the Table of Contents above was taken from the FEMA (Federal Emergency Management Agency) Guide.

Drawing diagrams and maps and including photos can help people understand clearly where things are and where to go. Summarizing long sections of information with bullet points at the beginning or at the end can help with quick reference. Charts, graphs, and other images may make complicated ideas easier to understand.

Worksheet - Disaster Mission Statement A

A Disaster Mission Statement, like a regular mission statement, should focus on very specific activities that you can plan to carry out, pay for, and continue for the length of time your group thinks is necessary. It usually describes who the plan covers, and may describe methods of doing these activities that align with your group's beliefs or day-to-day mission. It is often helpful to list your House of Worship or Faith Community's immediate priorities during and after an emergency.

[*House of Worship*] plans to do these things before an emergency (preparedness):

1. [*Activity*]
2. [*Activity*]
3. [*Activity*]

These things during an emergency (response):

1. [*Activity*]
2. [*Activity*]
3. [*Activity*]

These things after an emergency (recovery):

1. [*Activity*]
2. [*Activity*]
3. [*Activity*]

And these things in the community after an emergency (relief):

1. [*Activity*]
2. [*Activity*]
3. [*Activity*]

After completing this worksheet, combine the activities into a short paragraph that describes the activities listed, when they are meant to be done, and for whom if applicable. **Enter that paragraph into the Emergency Plan Template, and if necessary, have it signed and dated by senior leadership.** On the next page you will find some excellent, real-world examples from nonprofits in the San Francisco area. Note that disaster mission statements are not long.

Disaster Mission Statement (DMS) Examples

(from [San Francisco CARD](#), a nonprofit helping community organizations plan for disaster)

A Childcare Organization with Multiple Sites:

In case of a disaster, ABC leaders will be there to assist and offer shelter to all children attending the program until each one of them are accounted for, found their parents or have been relocated to a shelter/hospital if needed.

A Large-Multi Service Provider in a Lower-income Urban Area:

1. Ensure safety and status of staff, volunteers and clients on-site.
2. Ensure clients in residential programs are safe. Check their status and assist as needed.
3. Treat and/or refer people with emergency medical needs.
4. Establish a temporary communications and assistance center (information and referral for clients, volunteers, donors, and others).
5. Establish food program as soon as possible.

An Example from a Multi-Site, Multi-Service Provider

- Protect the lives of our employees, program residents, participants of our services, and visitors.
- Continue ABC operations and service delivery to the extent possible.

The order of priorities are:

1. To ensure the safety of staff, participants and volunteers on-site at the time of and immediately following the event, and to assist in accessing medical attention, as needed;
2. Continue to provide residential participants continued safe and supportive shelter and housing following the event;
3. Assist non-residential participants in their efforts to access safe emergency shelter or housing, as needed.

An Example from a Large Foundation & Church:

In a disaster, ABC Foundation/ABC Church will maintain hope and aid the community by providing emergency services: short-term shelter, food, and health and mental health services.



community
agencies
responding to
disaster

Worksheet - Disaster Mission Statement B

[*HOW Name*] Disaster Mission Statement Worksheet

We plan to do these things before an emergency (preparedness and mitigation):

1. Form an emergency team.
2. Write and implement a disaster plan.
3. Make all our locations safe based on common hazards in our area.

We plan to do these things during an emergency (response):

1. Keep everyone at our locations safe to the best of our abilities.
2. Provide first aid to the best of our abilities.
3. Cooperate with public safety and rescue personnel.
4. Identify missing, injured, and deceased persons to authorities for further action.

We plan to do these things after an emergency (recovery):

1. Assess the damage and work with our insurance company to get a full financial understanding of our losses.
2. Provide support to our members in ways our house of worship/faith community decides are possible.
3. Re-start programs and services that were interrupted by the emergency.
4. Make decisions about rebuilding, replacing, and recovering as a house of worship or faith community.

We plan to do these things in the community after an emergency (relief):

1. [*List activities here*]
2. [*activity*]
3. [*activity*]

[*Name of House of Worship*]

[*Enter name and title of signer above*]

[*Enter name and title of signer above*]

Date

Overview

Description of Our Organization

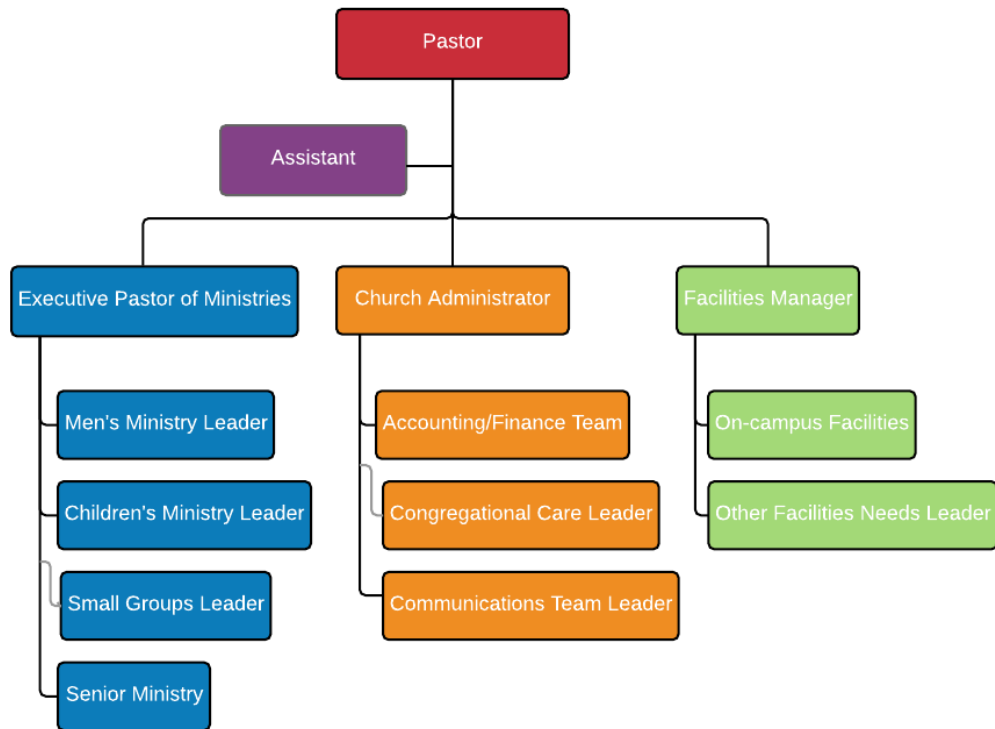
Information here supports your ability to get things done during an emergency, which makes it possible to continue providing services important to your congregants and community. Record things like the general structure of the organization, how decisions get made (and/or how disagreements get resolved), how funds are raised and spent, and anything else you think will be important to know when training people for emergencies.

Example:

HOW XYZ is led by a five-person board, in partnership with the rabbi. Decisions regarding finance, programs, and facilities are made with a majority vote of the board, based on the recommendations of the rabbi. Day-to-day decisions are made by the rabbi, who keeps the board informed of such. If the synagogue members find themselves in disagreement with a board decision, they may request a community meeting to discuss the situation, and form a committee for further research and fact-finding activities if necessary. The majority of temple funds are raised through membership fees and member donations.

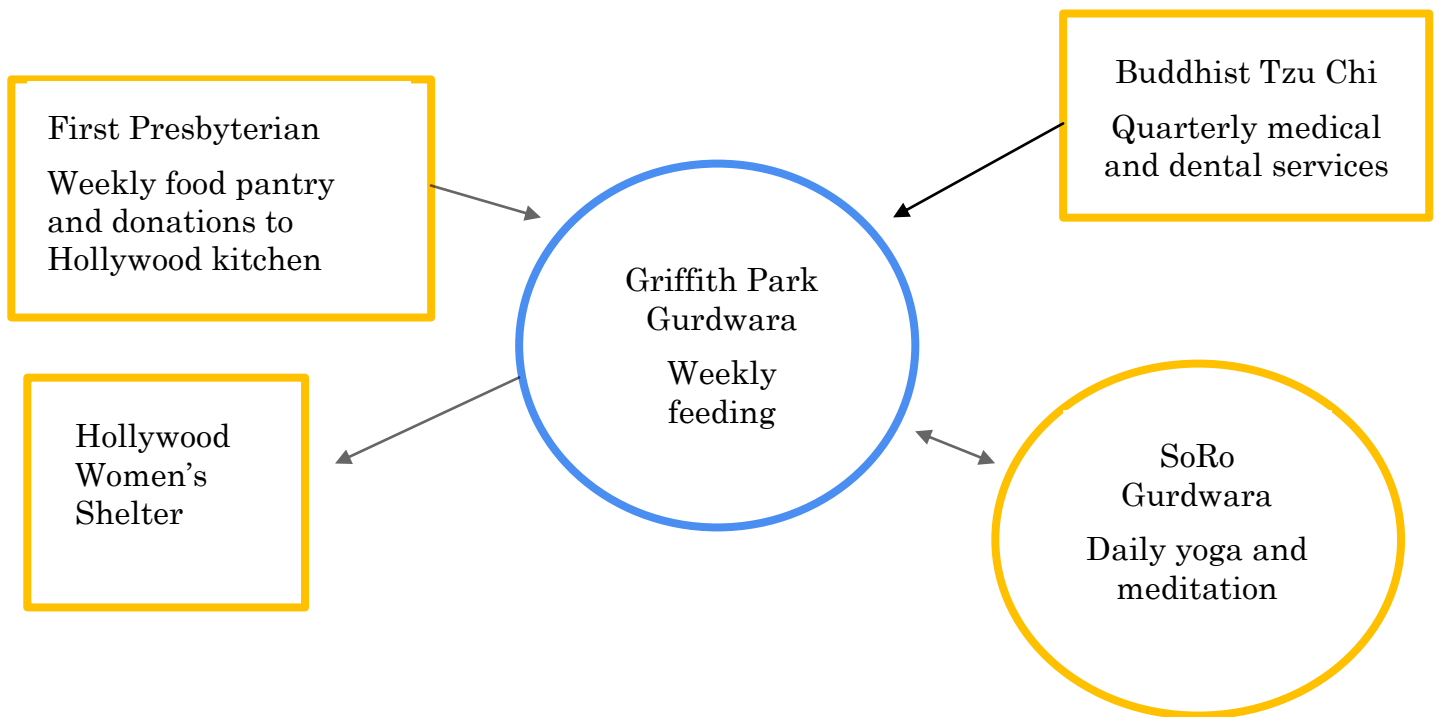
Organization Chart & Network Map

It can be helpful to see a picture of the structure or relationships that keep things functioning. Draw your organization's structure, and/or partnership network in this part of the Template.



This **sample organizational chart** for a Christian church is from the [Christian Church Development](#) website. Click the link for an interesting discussion on finding the right structure for your church.

Here is a simple, example partnership network map. The Griffith Park Gurdwara, the fictional house of worship, has made itself the center of the network map (although this is a matter of preference and logic for your organization). It has shown the partner organizations in a different color, and a different shape for the non-Sikh partners (again, all a matter of preference). The arrows represent services or resources going from one organization to another, or in one case, being exchanged. These arrows are also optional; your organization can just use lines to connect the organizations, or dashed lines to indicate relationships without concrete agreements, etc. This is for your own use in planning and training current and new members in your plan. It should be highly customized to the way your organization works.



NETWORK MAP

...network mapping is a tool for examining and analyzing the social connections between...groups of people. These maps help to...examine network relationships and interactions.

[From Vanderbilt Institute for Digital Learning](#)

About Our Members

Describing your membership in terms of numbers and approximate attendance at worship and other services provides additional context. In the previous section with the example risk assessment table, the fictional congregation there would have prioritized the people in the congregation second in its planning activities. Knowing how many members, numbers of families with children, numbers of people with disabilities or access and functional needs, numbers of commuter members, etc. would help that fictional organization decide how to protect those members better. List the information in the Template table, and the paragraph below.

Other important information about our members:

Enter the information you need to record, like homebound members, people with disabilities, those who live within walking distance and can assist during an emergency, and anything else you think will be important.

Our Locations

List all your locations. With few exceptions, each HOW/FC will create a separate plan for each location, and having them all listed in one place can help with response and standardization of procedures.

Our Programs

List your programs, ministries, or types of activities by order of priority, so you can plan to adjust and restore them as needed if something interrupts them.

Our Partners

List the organizations we work with outside the HOW that we depend on for supplies, services, etc.

III. Basic Plan

1. Emergency Operations

The people directly involved in an emergency will be the “first responders”, providing help and leadership.

- **Senior Leadership** during an emergency is responsible for overseeing the emergency operations, providing guidance and making critical decisions.
- **The Emergency Team** is the group of people who manage the emergency. The members are asked to participate by the Team Leader and/or Senior Leadership. In the absence of Senior Leadership, the Team Leader, who is present at the emergency, makes decisions on behalf of the House of Worship until Senior Leadership can be reached. The Team members try to understand what is happening during the emergency, communicate with the people affected, and decide on what to do.
- **The Location Emergency Team(s)** assists the Emergency Team in carrying out emergency activities, especially when there is more than one location.

List the hazards that your emergency team has identified as those your organization is especially vulnerable to. Then list any organizations you coordinate with in your area, either on a day-to-day basis, or in emergencies. These may be your partners in a larger-scale emergency.

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List any groups your organization is a member of or affiliated with, that focus on recovery after an emergency or disaster, including Long Term Recovery (see glossary). Be sure to include how you coordinate, in case the main people doing the coordinating are not available and others need to step in and take over these duties.

Example:

ABC Mosque is a member of the Los Angeles County VOAD (recovery). The head of security usually attends this meeting. We are on the mass care and shelter committee because we plan to provide shelter for families in the community after a large earthquake.

We also belong to the LA County Citizens Corps group (Long Term Recovery). The head of security usually attends this meeting.

We are part of the Women's Interfaith of SoCal (recovery). The head of women's programs usually attends this meeting. We chair the housing committee.

If your organization has agreements that are relevant to emergencies in the community, list them here.

Example:

ABC Mosque is an American Red Cross Shelter Partner. See attached signed agreement.

We are a member of the Los Angeles Regional Food Bank program, as a disaster shelter location. See attached signed agreement.

SAMPLE MEMORANDUM OF UNDERSTANDING

MEMORANDUM OF UNDERSTANDING (MOU) BETWEEN
[Organization Name 1 Here]

AND

[Organization Name 2 Here]

This agreement, while not legally binding, stands as evidence that [Organization Name 2 Here] (Participant) agrees to work together to participate in the [Project Name Here]. This project addresses [Project Description Here].

Participant agrees to:

1. [Item 1]
2. [Item 2]
3. [Item 3]
4. [Item 4]
5. [Item 5]

[Organization Name 1 Here] agrees to:

1. [Item 1]
2. [Item 2]
3. [Item 3]
4. [Item 4]
5. [Item 5]

Signed on this day _____ by

[Organization 1 Name Here]

[Organization 2 Name Here]

[Name of Org 1 Signatory Here]

[Name of Org 2 Signatory Here]

[Title of Org 1 Signatory Here]

[Title of Org 1 Signatory Here]

2. Emergency Organization

These are examples of typical roles in an emergency situation. Your HOW/FC may have more or fewer people involved, and the name of the role may be different. Customize this for your use**.

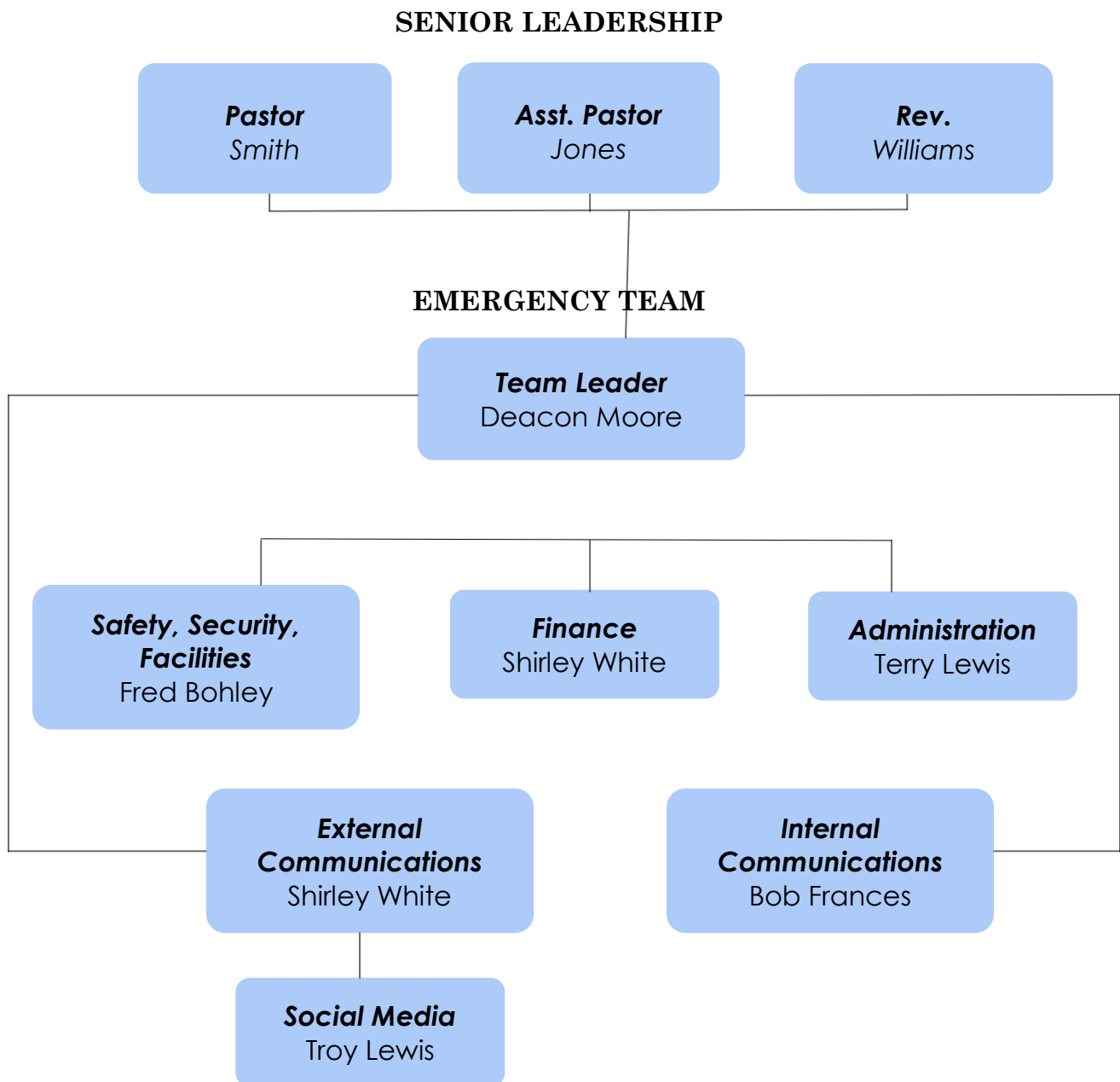


ROLE	PRIMARY	ALTERNATE
SENIOR LEADERSHIP		
EMERGENCY TEAM		
Team Leader		
Communications		
Facilities Coordinator		
Safety Coordinator		
Security Coordinator		
Crisis Counseling		
Family/Congregation Liaison		
Finance Support		
Administrative Support		
IT Support		
LOCATION EMERGENCY TEAM		
Facilities Staff		
Safety Staff		
Security Staff		
Family Liaison/ Congregation Staff		

**Refer to Contact Information in Appendix

3. Emergency Operations Org. Chart

As mentioned, this is highly unique to your organization. Put people wherever they should go, based on your needs and understanding of the situation. Note in this example, several people are responsible for more than one role. **Example:**



4. Emergency Team Roles and Responsibilities

Following is a description of our Emergency Team member roles and responsibilities. Customize each list for your requirements. You can format the pages so there is one page for each team member that can be referred to easily during an event.

Team Leader

Team Leader's role is to manage the emergency team during the emergency and act as the single point of contact for senior leadership. The Team Leader will:

- ☐ Coordinate the overall emergency response effort.
- ☐ Provide updates to senior leadership and asks for decisions as required.
- ☐ Inform the Emergency Team about incident specifics and response operations.
- ☐ Work with emergency team members to evaluate the emergency.
- ☐ Ensure that all team members are assigned duties and understand all emergency procedures.
- ☐ Delegate needed emergency actions.
- ☐ Ensure proper emergency communication including all notifications.
- ☐ Identify him or herself as the Team Leader to the appropriate public safety personnel responding to the incident.
- ☐ Remain in close proximity to the incident location (at the facility or as close as possible).
- ☐ Act as a liaison between the House of Worship and public safety personnel.

Communications Liaison

The Communications Liaison is responsible for all communications outside of the House of Worship including local authorities, the media, other organizations and the public. The Communications person will:

- ☐ Develop messaging with the Team Leader and the Family/Congregation Liaison.
- ☐ Provide information to local authorities, media and the public as authorized by the Team Leader and Senior Leadership.
- ☐ Monitor news and social media for information.
- ☐ Respond to media requests for information.

Facilities Coordinator

The Facilities Coordinator is responsible for coordinating any activities related to facilities during an emergency. The Facilities Coordinator will:

- ☐ Have access and be familiar with the floor plans of each building and the emergency evacuation procedures for any emergency.
- ☐ Provide any information and assistance requested to first responder agencies.
- ☐ Act as the liaison to the landlord for the facilities.
- ☐ Coordinate any actions necessary for adjusting the building systems during an emergency.
- ☐ Maintain the emergency equipment and supplies (fire extinguishers, smoke alarms, PA systems, phone equipment, food, water etc.) prior to an emergency.
- ☐ Communicate with evacuation wardens during an evacuation.
- ☐ Assess safety of the facility with local authorities after the emergency.
- ☐ Manages the repair of the facility with landlord during recovery.

Safety Coordinator

The Safety Coordinator is responsible for ensuring the safety of the House of Worship staff, congregants, students, visitors and others during an emergency. The Safety Coordinator will:

- ☐ Coordinate building evacuations with evacuation wardens.
- ☐ Identify him or herself as the safety coordinator to any personnel responding to the incident.
- ☐ Help to implement and announce lockdown and shelter-in-place procedures.
- ☐ Performs other intervention procedures as the situation dictates.
- ☐ Work in coordination with the facility coordinator to minimize hazards, ensuring exit routes are clear, emergency equipment is operating properly, and facilities are safe.
- ☐ Conducts safety drills in preparing for emergencies.

Security Coordinator

The Security Coordinator is responsible for ensuring the premises of the House of Worship is secure as possible from intruders. The Security Coordinator will:

- ☐ Develop security measures with senior leadership in preparing for emergencies.
- ☐ Validate any threats to the House of Worship and advise senior leadership on actions.
- ☐ Coordinate security activities during any emergencies including evacuations and lockdowns.
- ☐ Act as liaison with law enforcement during security emergencies and provide any information and assistance.

Crisis Counseling Coordinator

The Crisis Counseling Coordinator is responsible for managing the well-being of those from the House of Worship who are responding to the incident, congregants, and staff. The Crisis Counseling Coordinator will:

- ☐ Assess the need for onsite mental health support.
- ☐ Determine if there is a need for outside agency assistance.
- ☐ Provide onsite intervention/counseling.
- ☐ Provide reports to the Team Leader and senior leadership.

Family/Congregation Liaison

The Family/Congregation Liaison is responsible for providing support to parents, congregants and staff during an emergency. The Family/Congregation Liaison will:

- ☐ Serve as a liaison between parents/congregation and the senior leadership team.
- ☐ Act as the internal communication person for House of Worship staff.
- ☐ Collaborates with the Communications person and the Team Leader to develop messaging for staff, parents, congregants and others at the House of Worship.
- ☐ Provide information to staff, parents, congregants or caregivers about loved ones as required during the emergency.
- ☐ Coordinate response to parents or caregivers who may arrive at the house of worship with inquiries about the incident and the well-being of the children or loved ones involved.
- ☐ Advise parents/caregivers of the situation and advises them whether their child/loved one was involved in the emergency.
- ☐ After the emergency has been cleared, assist those who wish to take their family member home.
- ☐ Responsible for supporting people with disabilities and access and functional needs during the emergency.

Finance Support

The Finance Support person is responsible for resources needs and for maintaining financial records during an emergency. The Finance Support person will:

- ☐ Find and track resources that may be needed to help the house of worship and/or congregants respond and recover from an event.
- ☐ Track the source (who the resource came from) and use of resources (who used/are using the resources).
- ☐ Acquire ownership of resources.
- ☐ Compensate the owners of private property used by the House of Worship.
- ☐ Maintain recording keeping for possible reimbursement by insurance agencies or a government entity.

Administrative Support

The Administrative Support person is responsible for providing any administrative support the Emergency Team requires during the emergency. The Administrative Support person will:

- ☐ Provide any staff contact information as required.
- ☐ Assist the senior leadership and Team Leader in contacting Emergency Team members.
- ☐ Provide any support for copying, faxing and printing for the Emergency Team.
- ☐ Act as the scribe to log key events during the emergency.

IT Support

The IT Support person is responsible for providing any technology support required by the Emergency Team during the emergency. The IT Support person will:

- ☐ Provide any support to the Emergency Team on computer, network, software and communication issues.
- ☐ Ensure technology equipment is properly maintained and operational in preparation for an emergency.

Facility Information

Facilities Needed

The Crisis Teams typically require conference rooms to hold meetings. Following are a list of rooms that are preferred:

1. A meeting room for Senior Leadership with a TV monitor, speaker phone and internet/network access.
2. A meeting room for the Crisis Management Team with a TV monitor, speaker phone and internet/network access.
3. If an Onsite team is required, a meeting room with a speaker phone is preferable.

5. Our Standard Emergency Response Activities

When an event happens, here are our activities to respond to the event:

1. Identify what the emergency is.
2. Assess the seriousness of the emergency.
3. Call 9-1-1 if necessary and/or other authorities.
4. Notify senior leadership.
5. Decide whether to activate the emergency plan based on the following event triggers:
 - a. Any emergency that requires a call to 9-1-1.
 - b. Any emergency that requires evacuation of the building.
 - c. Any emergency on or involving the grounds that requires shelter-in-place or lockdown.
 - d. An earthquake large enough to make people in the facility feel unsafe in the building or to cause injuries.

Prep4Faith Emergency Plan Writing Guide

Once the emergency plan is activated:

1. Notify the Emergency Team members. Describe how your organization notifies the group.
 - a. Team gets on the phone or gathers in person.
 - b. Here's how we get them all on the phone:
[*Conference call number, 800#, webinar link, out-of-state number*]
2. Transition from the people immediately involved with the emergency to the emergency team:
 - a. Get as much information about what happened as possible, as soon as is possible, from the HOW/FC personnel who were present.
 - b. Describe in as much detail as possible what actions have already been taken.
 - c. Provide a list of actions that are in progress and need to be monitored, or actions that still need to be taken.
3. Decide on priorities for the emergency:
 - a. Life safety of all staff, congregants, students, visitors and others on the premises.
 - b. List other priorities here.
4. Get more information and understand the situation better.
5. Communicate with the congregation, staff and volunteers, and others involved about what has happened, how it is affecting the House of Worship and what to do.
6. Decide what to do about the emergency, who is going to do it, and what you will need to get it done.
7. Coordinate with staff and others to work on these activities.
8. Continue to communicate with the congregation, staff and volunteers, and others involved.
9. Work on getting personnel, materials and money to get activities done.
10. Evaluate what got done. Did it work? (After Action meeting)
11. Change or update the plan as necessary. (Corrective Actions Plan)
12. Coordinate with staff and others to work on these activities. (monitoring)

If the emergency is large, or takes a long time to deal with, the team may do some of these steps over and over, in a cycle.

Prep4Faith Emergency Plan Writing Guide

Response Budget and Other Resource Tracking

These are immediate expenses that help you get through the emergency. There is no “hard and fast” line for when response turns into recovery, but the general rule of thumb is once the event itself is over, recovery has begun. You will want to create a recovery budget as well, see the Recovery section of the Template and Guide.

The people taking the Finance role on the Emergency Team will track the amount of work and money it takes to respond to an emergency. Here is a log format for keeping track of these activities. You may keep track of activities, supplies, or anything else related to your response activities that makes sense for your organization.

Sample Response Budget format

Date:	[Add Date]				
	Activity/Item Description	Amount	Account	Payee	Notes
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					

Keeping records of donated items:

Item	Donator	Description	Value	Notes
1				
2				
3				
4				
5				

Emergency Activity Cycle Example

For example, in a power outage, typically it's obvious when the power goes out (**Identify Emergency**). It's also pretty common not to know at first how long the outage will take, or what effect it will have on the group (**Assess Seriousness**).

Let's say the outage happens during a weekday, not during a time of prayer. There are only a few people in the HOW facility. It's light outside, so there is little danger of injuries. There is no one in the facility who depends on electricity for a medical device, and the facility's refrigerator is full of food for the weekly community meal tomorrow.

Calling the power company is a next logical step, as they may know about the outage and be able to provide more information. For our example, the recorded message states that the outage is likely to last for at least three hours. At this point, the Team Leader in the building calls someone in Senior Leadership to let them know what's going on (**Notify Authorities**). As it's after lunch anyway, the Senior Leadership person suggests that most people in the building go on home, and one person stay to monitor the situation in case the power doesn't come on and the food in the fridge spoils.

(**Set Initial Priorities**) This allows people to start their homeward journey sooner, which will help those driving (traffic lights are likely to also be out of order). It also provides a way to know what to do about the planned event the next day; will it be held as planned? If so, will the food need to be replaced?

As people head to the parking garage to get into their cars, they are notified by the building management that the garage gate is locked in the "down" position, and while it can be raised without power, a technician is required to raise it. The technician has been called, but no ETA is available yet. (**Gather More Information**) Everyone goes back to the HOW part of the building and tells the person who is left. That person calls Senior Leadership again to notify them that the people currently in the HOW will either have to stay a while, or find another way home (**Communicate**).

What now? Depends on each person's resources and needs. The group talks a little more about who would like to leave and who doesn't mind waiting (**Develop Plan of Action**). The outcome of the conversation is:

1. The choir director can take the train home, and will take the Sunday School director with him, to give her a ride with his wife's car when they get there (she has to get home to meet her children after school).
2. The office manager and facilities people have things to do that they can do either with a flashlight, or near a window. They don't mind staying until they can get their cars.
3. The religious education staff is going outside to finish their meeting. They were using books and a laptop that was fully charged anyway, so they may as well see if the parking situation has improved by the time they're done with their project. If not, more than one spouse of the group members has volunteered to come get everyone.

The group calls Senior Leadership to let them know, and everyone goes about their business (**Take Action**). After about an hour and a half, the choir director has taken the Sunday School director home. The religious education staff is done with their meeting. The office manager has spoken with the building management, and there's something seriously wrong with the garage gate. They don't think anyone will be able to get their cars out before the end of the business day.

The group gets back together to discuss what needs to be done (**Evaluate Action**).

1. It's still within the three hour window for the power coming back on, and that's still in the safe zone for the food in the fridge. The facilities person is going to stay to make sure the power comes back on within the predicted timeline.
2. It's close to the end of the day, and the rest of the group doesn't want to be on the road in the dark with traffic lights flashing red. Three people call their spouses to come pick up everyone in the group and take them home. (**Change Plan**)
3. Family members arrive to pick up the remaining staff and the office manager takes a bus home. (**Take Action Again**)

Facility Information

1. Site and floor plans with exit routes, places of refuge, evacuation assembly points:

Add your House of Worship site and floor plan showing these routes and locations. Don't have site or floor plans? Ask your landlord or visit your local city's planning department to ask for copies. Do a basic drawing of the location of all rooms, closets, hallways, stairwells and elevators.

Putting these areas onto paper, to the best of your ability, will still help you plan. See the next page for an example of a simple site plan.

2. Emergency & medical equipment and emergency supplies location plans

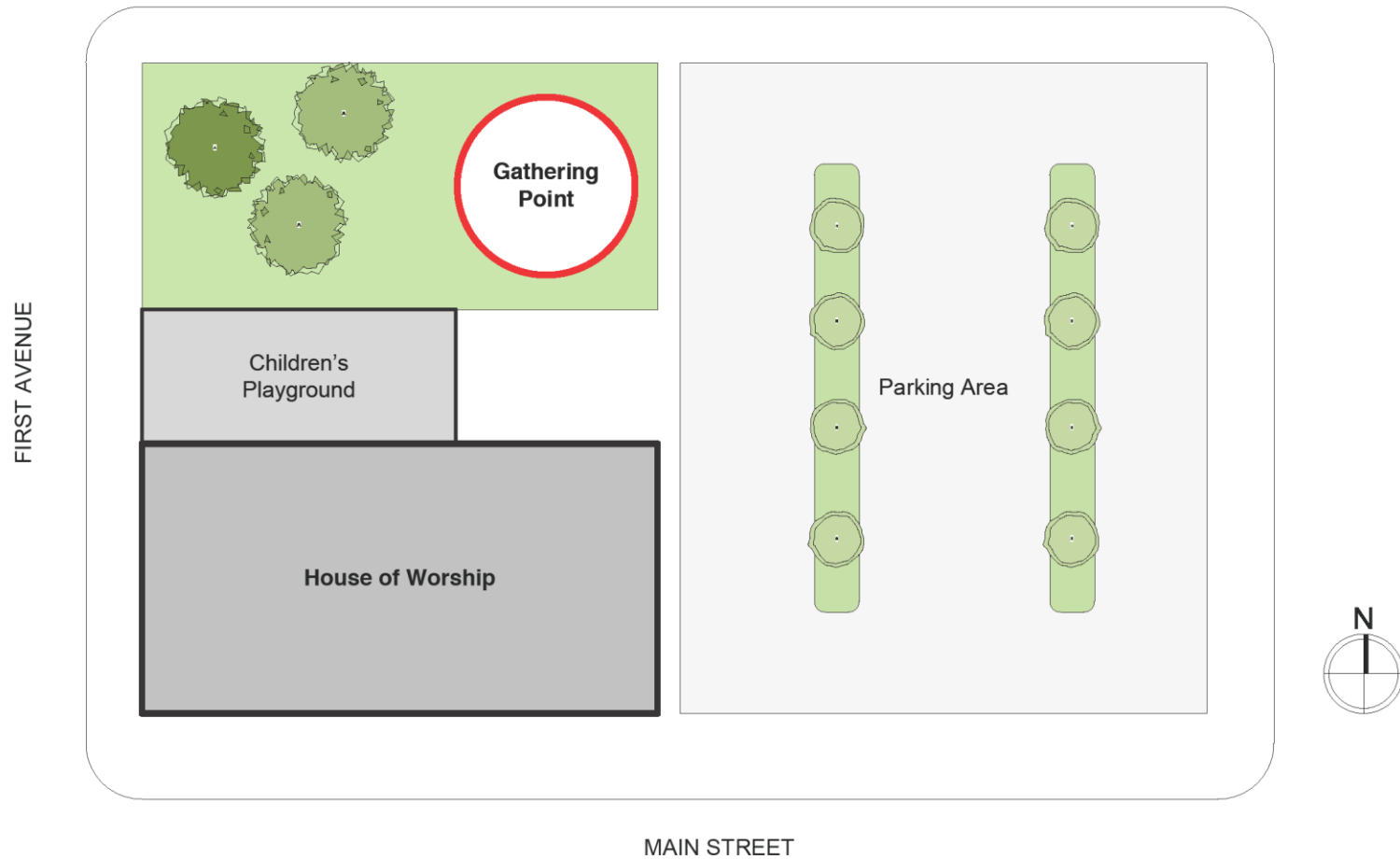
Add your House of Worship floor plan showing locations of emergency equipment and supplies. You may also want to include photos of equipment locations and/or photos of the correct use of special wrenches, etc.

3. Emergency Team gathering location

Identify the location where your Emergency Team will meet during an emergency

Prep4Faith Emergency Plan Writing Guide

EVACUATION SITE PLAN



6. Communication

There are several types of communication that the Emergency Team is likely to perform during emergencies, large or small. The Emergency Team should have people assigned to the internal and external communication positions. They should work with the Team Leader to develop clear, consistent messaging for staff, congregation, authorities, the media and the public.

Communications Planning

1. Work with Senior Leadership to decide on how quickly and often messages should be sent to media and the general public.
2. Assign a spokesperson to speak to the media.
3. Develop pre-written messages ahead of time for different types of emergencies and get them pre-approved.
4. Plan methods to communicate with people with disabilities or access and functional needs, including non-English speakers, those who do not own or use technology, and those with difficulty seeing, hearing or understanding.
5. Check and maintain communications equipment regularly to ensure operation during an emergency.

Internal communications

1. Talk to the people directly involved in the emergency to tell them what is happening, what to do or not to do, and help them to stay calm.
2. Talk to people involved with the House of Worship such as other people in the building, family members/caregivers of the people involved in the emergency, or other members not present.
3. Keep senior leadership informed of the event and the activities. Ask for guidance and decisions as needed.

Prep4Faith Emergency Plan Writing Guide

External communications

1. Call any necessary authorities: 911, utility company, building management or ownership, etc.
2. The press may call for more information or ask to conduct an interview. Decide what to say (and what not to say) ahead of time, in partnership with faith and other leaders. It is always your decision whether to speak to the press at all.
3. The public may benefit from knowing what is happening at your HOW/FC, especially if you need community help or plan to help the community in some way. It is always your decision whether to communicate with the public.

Technology Information

Technology Needed

Certain technologies are needed to support an emergency team. Following is a list of recommended technologies:

- Cell phones and a telephone landline
- Portable radios, TV monitors, Cable TV, or Satellite TV to monitor news broadcasts and public service announcements
- An internet connection connected to a House of Worship computer
- A bullhorn that recharges its batteries when not in use
- A printer, copier and scanner
- A USB or portable hard drive with a current backup of all computer files
- A PA system to make announcements

There are also optional technologies that are useful during emergencies:

- Mobile radios or satellite phones since cell phones may not work during a regional emergency
- A speaker phone and conference phone lines
- A secure Wi-Fi connection
- A laptop computer
- A portable generator
- An uninterruptable power supply (UPS)

Prep4Faith Emergency Plan Writing Guide

List vital records that need to be preserved:

List sacred items that need to be preserved:

List sources for replacement of assets:

Review the Plan

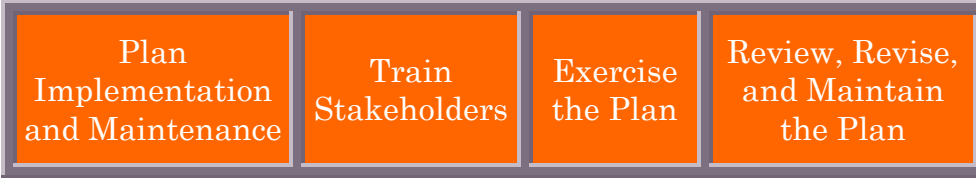
For any document, it is important for less-involved people to read the text, catch errors in spelling or grammar, and generally confirm that everything makes sense. Now is the time to re-engage your planning mentor if you have one, and/or your public safety partners like local police and fire personnel.

They can form a very helpful review committee, even if they only review a section or two, and provide an outside perspective. An emergency plan is not a simple document to create, and the planning team will need some fresh eyes on the draft. Another good way to ensure that you are effectively planning for and with everyone is to include different stakeholders in this review process – people with disabilities and access and functional needs, seniors, families with small children, non-English speakers, etc.

Approve the Plan

Approval really depends on how a House of Worship or Faith Community makes decisions and commits to a course of action. Going through that formal process ensures that all the necessary support for the plan is provided by people in leadership and other influential positions.

Step 6: Put the Plan into Action, Improve and Maintain It



7. Training

Here is how we plan to train everyone (in the congregation, in the other programs/ministries, those that use our facilities for their activities, etc.). This includes training in our emergency plans, but also periodic refresher training and individual training for new people as they join the group.

This section reflects the day-to-day practices of your HOW/FC; how do you typically provide training to staff, volunteers, members and visitors? You may need to adapt these processes to your emergency plan, but it's likely that your emergency plan training approach will be based on your regular training strategies.

8. Practice

Practice is just as important as training. People do not know for sure that they can accomplish a task until they try it, and your organization won't know if the plan is complete and appropriate to your membership until you try it out.

Develop a specific time-related goal for how often you practice, both individual skills and different parts of the plan.

It may be helpful to relate your identified hazards to the skills you will need to practice:

Example:

Because we have planned for these hazards:

1. Fire
2. Earthquake
3. Power outage

We will need to regularly practice these skills:

1. Evacuation
2. Duck, cover and hold
3. Starting and operating the generator, turning off all but essential devices

9. Maintaining and Improving the Plan

In order to keep your plan complete and accurate for your needs, you'll need to review and practice it regularly. Make a specific goal for the frequency with which you will take a look at the plan, and calendar regular practice sessions.

1. List types of information here that are "perishable", or that expire quickly or regularly
2. *[Information]*
3. *[Information]*

Things that we'll be checking over time are:

- Growth or change in the number of programs, staff, locations, etc.
- Changes in our locations or facilities.
- Turnover among staff, volunteers, or leadership.
- New hazards that we did not plan for before, that seem more likely to happen or more likely to greatly impact us and our services.
- Lessons learned from an emergency.

Lessons Learned (Debrief, After Action and Corrective Action Report)

After an emergency, it is important for us to have an honest, non-blaming conversation about what went right and what we could do better next time. It may be beneficial to a particular committee or the whole congregation to hear about this, so they know that emergency planning serves a continued purpose and helps our community.

This is not always a comfortable conversation to have, and your HOW/FC may decide not to make a permanent record of it (no meeting minutes, no formal written report, etc.). That's ok. What is important is having the conversation, and then documenting the outcome of the conversation (changes – these are called “corrective actions”, improvements, updates to the Emergency Plan and/or processes and procedures). Be sure to assign tasks to people right away, with deadlines (even estimated). Don't wait a full review cycle (whether you decided you would review the plan every six months, every year) to make the changes in the document or activities.

1. What happened (Debrief)?
2. What worked (Debrief)?
3. What would we do differently (After Action)?
4. What did we need that we did not have? (equipment, resources, training, other?)
5. What are we going to change? Who is going to do that? By when (Corrective Action Report)? How will we monitor these activities, to be sure they are completed or provide assistance to move them forward? Be sure to reflect any changes in the emergency plan.

IV. Plan Annexes

Plan Annexes are documents that get attached to the Basic Plan; they describe what the House of Worship or Faith Community will do in case of a particular type of emergency (hazard-specific annex), or in the event that a particular activity needs to take place to deal with an emergency (functional annex).

All annex topics are typically mentioned in the body of the Basic Plan, and then the Plan Annex is referenced, where the planning team can devote much more detail to the topic. Customizing Plan Annexes is very important, as the Plan Annexes contain lists of actions to take, checklists of things to get done or consider, and other important information. They must be adapted to an individual HOW/FC's needs and situation

Annexes may refer to each other. That's ok. For example, a Fire Annex is quite likely to make reference to an Evacuation Annex; it's very typical for a fire to cause the need for evacuation. Dividing the two topics into their own Plan Annexes provides the opportunity to document procedures, resources, and any other information in great detail without causing either the Basic Plan or any individual Plan Annex to get too large and complicated. Think of Plan Annexes as a way to get all this important information into one document, in more bite-sized pieces.

At the very least, develop a Plan Annex for each hazard the planning team decided to plan for. All the Plan Annexes listed below are recommended for inclusion by FEMA; as previously stated, recommendations are meant to provide support for decision-making. Individual HOW/FCs will decide what Plan Annexes to include.

1. Functional Annexes

Functional Annexes describe the specific tasks planned by an individual organization to take a particular action. They may include specific preparedness tasks, lists of actions to take and checklists for particular Emergency Team members or other HOW/FC personnel, maps, diagrams, equipment lists, and anything else that will help the organization train the members to handle that type of emergency.

- a. Evacuation
- b. Lockdown
- c. Shelter-in-place
- d. Recovery
- e. Relief
- f. Security

Relate Plan Annex activities to the day and time the emergency occurs; for example, your HOW/FC may need more support people assisting an evacuation process during a crowded prayer service, but a regular day (non-prayer time) would require much less effort to evacuate.

Evacuation

For more information on evacuation, visit:

<http://www.bepreparedcalifornia.ca.gov/BePrepared/Businesses/Pages/EmergencyandEvacuationPlanningGuideforEmployers.aspx>

<http://www.nfpa.org/safety-information/for-consumers/occupancies/high-rise-buildings/faqs-about-building-evacuation>

<https://www.disability.gov/resource/emergency-evacuation-planning-guide/>

Evacuation Planning

1. Consult with local authorities on evacuation planning
2. Develop an evacuation diagram showing exit routes and post evacuation diagrams in prominent locations on each floor
3. Identify and train evacuation wardens
4. Designate meeting places for each exit route
5. Regularly test safety and emergency equipment including fire extinguishers, fire alarms, emergency lighting, and communication systems
6. Conduct evacuation drills regularly
7. Post emergency numbers near telephones
8. Identify people with disabilities or access and functional needs who may need help evacuating
9. Check that exits or doorways are not blocked

Occupant Evacuation Procedures

1. Listen carefully for instructions via any communication methods available (PA, text, email, bullhorn, etc.)
2. Leave the area quickly but in an orderly manner
3. Follow the evacuation routes identified in the evacuation diagram
4. Go directly to the nearest safe, fire-free and smoke-free exit
5. Crawl low under the smoke to breathe cleaner air if there is a fire
6. Test doors for heat before opening them. Do not open a hot door, but find another exit route.
7. Avoid using elevators when evacuating a building
8. Report to the designated meeting place
9. Account for staff, congregants, students and visitors
10. Do not re-enter the building until directed by authorities

Evacuation Warden Procedures

1. Call 9-1-1
2. Activate the alarm if there is a need to evacuate
3. Alert people in the danger area of the potentially life-threatening situation using all communication methods possible (PA, text, email, bullhorn, etc.)
4. Direct people to the safe exits
5. Assist people with disabilities or access and functional needs and visitors to exit safely
6. Check offices, bathrooms and other spaces before leaving if it is safe to do so
7. If it is a fire evacuation, close doors after you to slow down the spread of smoke or fire
8. Direct people to the designated meeting place
9. Account for staff, congregants, students and visitors
10. Listen for instructions from the Emergency Team

If an emergency occurs during a prayer or worship service, we will:

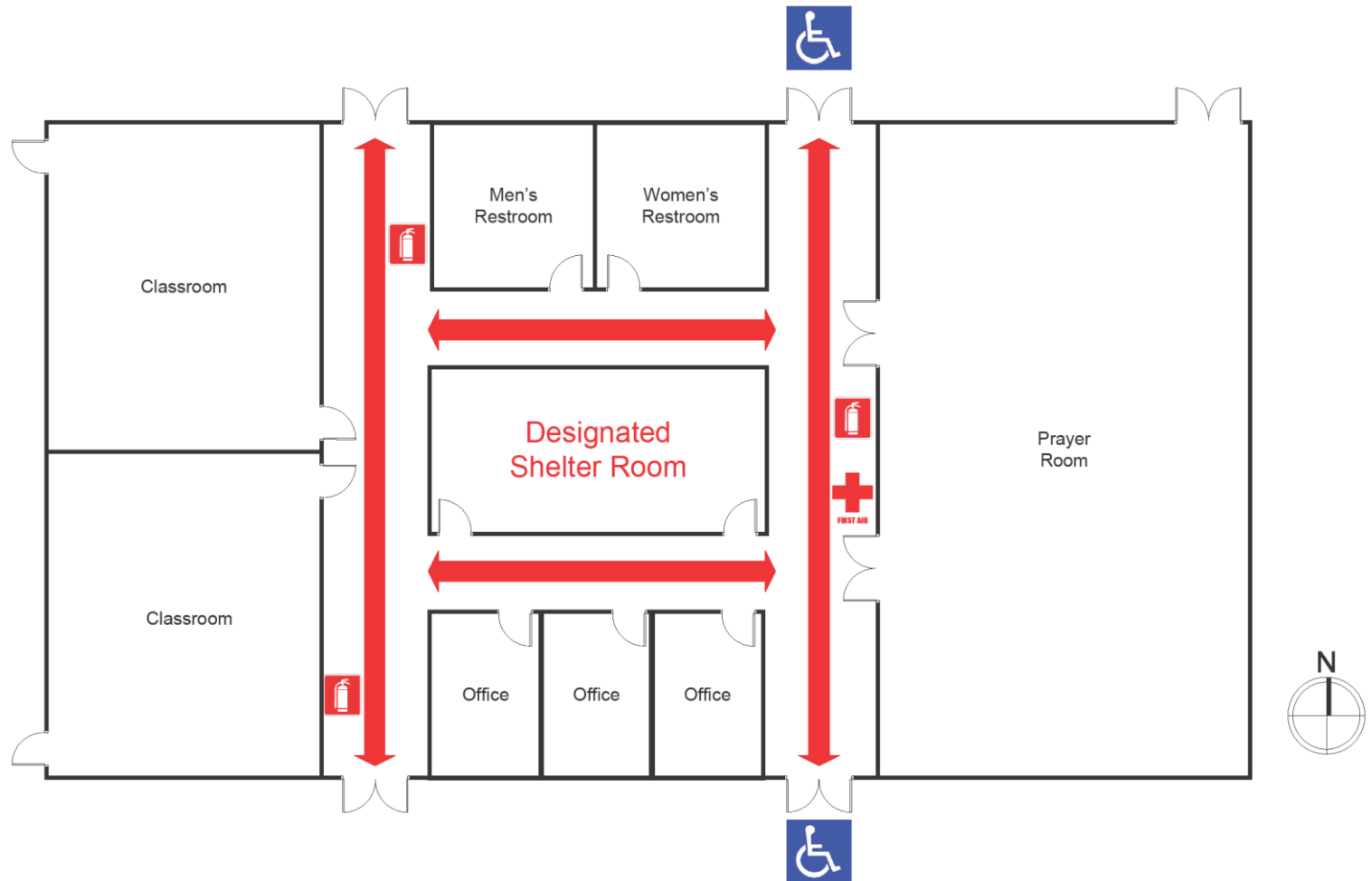
If an emergency occurs just before everyone arrives for a prayer/worship service, we will:

If we have to evacuate during a school day or when there are children present:

Include a floor plan or other evacuation map. See the next page for a sample evacuation map.

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EVACUATION PLAN



Lockdown

A lockdown is used when there is an immediate threat of violence in or around the House of Worship. A lockdown minimizes access and visibility and can staff, congregants, children and visitors in better secured locations until law enforcement arrives.

<http://www.caloes.ca.gov/for-individuals-families/school-emergency-planning-safety>

<http://www.calhospitalprepare.org/active-shooter>

Lockdown Planning

1. Consult with local authorities on lockdown planning
2. Train staff on lockdown procedures
3. Conduct drills regularly

Lockdown Procedures

1. Bring everyone inside the building, if necessary
2. Lock the door from the inside if possible
3. Try to keep calm
4. Barricade the room by stacking desk/tables/anything in front of the door
5. Move to a location away from the door and get behind cover
6. Cover the glass on door or windows and shut blinds
7. Turn off the lights
8. Silence all cell phones
9. Account for everyone in the room
10. Let emergency responders come to you; don't approach them.
11. Prepare to evacuate if needed
12. Do not unlock the door for anyone
13. Prepare to counter with anything you can use to disrupt the shooter as you create an escape or as a group swarm the shooter in a last ditch effort for survival

Staff Lockdown Procedures

1. Alert people in the danger area of the potentially life-threatening situation using all communication methods possible (PA, text, email, bullhorn, etc.)
2. Assist people with disabilities or access and functional needs
3. Follow lockdown procedures
4. Call 9-1-1 and tell exactly what you observed: who, what, when, where
5. Don't end the call if possible
6. Notify first responders of what you know including the last known location of the intruder
7. Listen for any instructions from the Emergency Team

Shelter-In-Place

Shelter-in-place procedures are used to keep occupants of a building safe when there is an emergency such as hazardous materials being released in the air or an earthquake. Listen for instructions by local authorities to advise you to shelter-in-place.

For more information on shelter-in-place, visit:

<https://www.osha.gov/SLTC/etools/evacuation/shelterinplace.html>

Shelter-In-Place Planning

1. Consult with local authorities on shelter-in-place planning
2. Designate an interior room with no or few windows as a place of refuge. The room should have adequate space for everyone to sit.
3. If possible, have a hard-wired telephone in the room you select.
4. Store essential disaster supplies, such as nonperishable food, bottled water, battery-powered radios, first aid supplies, flashlights, batteries, duct tape, plastic sheeting and plastic garbage bags.
5. Train staff on shelter-in-place procedures
6. Conduct drills regularly.
7. Identify people with disabilities or access and functional needs who may need help

Shelter-In-Place Procedures

1. Close the House of Worship.
2. Bring everyone into the designated room and shut the doors. Assist anyone with disabilities or access and functional needs to the room.
3. If there are visitors in the building, provide for their safety by asking them to stay.
4. Unless there is an imminent threat, ask occupants to call their emergency contact to let them know where they are and that they are safe.
5. Close and lock all windows, exterior doors and any other openings to the outside.
6. If you are told there is danger of an explosion, close the window shades, blinds or curtains.
7. Turn off all fans, heating and air conditioning systems if advised.
8. Call emergency contacts if you need to report a life-threatening condition.
9. If recommended, use duct tape and plastic sheeting to seal all cracks around the doors and any vents in the room.
10. Write down the names of everyone in the room and report to senior leadership who is in the room with you.
11. Listen to the radio or television until you are told all is safe or you are told to evacuate.
12. If sheltering in place during and after an earthquake, be aware of items shifting around you, including above you. Stay in a safe place and continue to duck, cover and hold during any aftershocks, which may be larger than the initial earthquake.

Recovery

Recovery is the process of returning a House of Worship to functionality after an emergency or disaster. This new state is not likely to be identical to the previous way of functioning, and is often called “the new normal”. Recovery activities are those that can restart programs and services that were interrupted by the event.

For more information on disaster recovery, visit:

<https://www.fema.gov/national-disaster-recovery-framework/community-recovery-management-toolkit>

<https://www.business.qld.gov.au/business/running/risk-management/developing-recovery-plan>

Recovery Activities for our House of Worship/Faith Community

Priorities for the recovery plan:

1. What are the first programs and services to get restarted? Can some programs or services wait, or be provided by partners? Do we need to get ready to move, or do some other unusual activity for us? It is likely you will need to make a priority list to deal with all the time and expense involved over time.
2. *[priority]*
3. *[priority]*

Activities we will have to complete for recovery:

1. This is a simple list of tasks
2. *[task]*
3. *[task]*

Projected expenses for recovery plan:

1. This is a list of expenses that will have to be incurred
2. *[expense]*
3. *[expense]*

Resources (human, financial, material) we will need to complete recovery projects:

1. This is a list of people, money, and stuff you will need
2. *[resource]*
3. *[resource]*

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You may prefer to record this information in a spreadsheet or table. Here is an example of a Recovery Budget:

Date:	July 2016				
	Activity/Item	Amount	Account	Payee	Notes
1	Replace glass in front door	\$200.00	checking	Wilson Glaziers	Invoice a234
2	Purchase of generators for daycare and preschool	\$1,200.00	checking	Harbor Freight Tools	
3	Extra electric bill for hosting the Red Cross blood drive on Saturday night	\$20.00	checking	PG&E	Facilities usually closed Saturday night
4	Reimbursement for ice	\$40.00	cash	Loni Jones	Wednesday soup kitchen
5					
6					
7					
8					
9					
10					
	TOTAL	\$1,460.00			

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Recovery plan timeline example:

This is a simple representation of when tasks and programs will get done. Your HOW/FC could certainly provide more detail, tie dates to budget or expenses, and include information on the people doing the work. As always, making the timeline unique to your organization is most important to ensuring it will help.

ACTIVITY	June	July	August	September	October	November
<i>Replace windows</i>						
<i>Repair toilets</i>						
<i>Clean out and demolish kitchen</i>						
<i>Kitchen remodel</i>						
<i>Replace school books</i>						
<i>Clean school rooms</i>						
<i>Reopen Sunday school</i>						
<i>Reopen Bible study</i>						
<i>Reopen preschool</i>						
<i>Reopen feeding program</i>						

Relief

Relief are the efforts taken by the House of Worship to help the community after an emergency or disaster.

For more information on providing relief after an emergency or disaster, visit:

<http://n-din.org/>

<http://www.nvoad.org/resource-center/?mdocs-cat=mdocs-cat-62>

Do-ahead relief plan:

1. Relief activities that are important to us
2. Relief partnerships we have or would like to develop
3. Skills we will need to acquire
4. Materials and equipment we will need to acquire
5. Timeline for us to become proficient
6. Budget for us to get ready to provide this kind of relief

Just-in-time relief plan:

1. Relief activities we will take on
2. Relief partnerships we have or would like to develop
3. Skills we will need to acquire
4. Materials and equipment we will need to acquire
5. Timeline for us to become proficient
6. Budget for us to get ready to provide this kind of relief
7. Timeline for us to deliver the relief
8. Budget for providing the relief for the amount of time needed

Security

Security are the efforts taken by the House of Worship to minimize the risk to its occupants including staff, congregants, students, visitors and others of the threat of unwanted intruders.

For more information on security for houses of worship, visit:

<http://training.fema.gov/is/courseoverview.aspx?code=is-906>

[http://www.illinois.gov/ready/plan/Documents/DHS Houses of Worship Security Practices Guide.pdf](http://www.illinois.gov/ready/plan/Documents/DHS_Houses_of_Worship_Security_Practices_Guide.pdf).

Security Planning

1. Consult with local authorities on security planning
2. Form a HOW security group to discuss possible security options
3. Perform a risk assessment of the facilities (with local authorities if possible) and decide on what measures to implement
4. Develop a security communications plan with two-way communication devices (for example, radios)
5. Hold formal training with assigned personnel on security procedures
6. Implement a check-in system for children and for events
7. Equip your emergency supplies with life-saving items such as first aid kits
8. Have trained staff greet unfamiliar people to assess their intent (“aggressive friendliness”)

Security Procedures

1. Make an assessment of the threat
2. If the threat is credible, call 9-1-1
3. If the threat is outside the HOW, implement a lockdown if necessary
4. If the threat is inside the HOW, implement an evacuation if necessary
5. Notify others of the situation
6. Meet with law enforcement when they arrive to describe the situation
7. Account for all occupants at the House of Worship

2. Hazard-specific Annexes

Hazard-specific Plan Annexes provide an opportunity to write in greater detail about the potential likelihood and impact of a particular hazard, as well as include supplemental materials for training and exercise. You may choose to include tip sheets from trusted authorities on a topic, like a one-page illustration of “duck, cover and hold” for earthquakes by the Earthquake Country Alliance (creators of the Great Shake Out www.shakeout.org).

As mentioned for functional annexes, maps, diagrams, rosters and other records should be included whenever useful. You will see in the sample annex below, a pictorial guide for protective measures during an earthquake is included. We have included fill-in templates for your use in developing Plan Annexes. It will be just as important to customize the Plan Annexes as it has been to customize the Basic Plan. All the text in the document is editable for your use.

- a) Earthquake
- b) Fire
- c) Active shooter
- d) Power outage
- e) Severe storm
- f) Hazardous materials incident

(sample) Earthquake Annex

Before an Earthquake

1. Consult with the local authorities to develop an earthquake plan.
2. Create an all-hazards supply kit.
3. Fasten shelves securely to walls.
4. Store breakable items in low cabinets and latch or fasten doors securely.
5. Place any large, heavy objects on lower shelves or the floor.
6. Secure large objects such as the refrigerator, water heater, and furnace to wall studs.
7. Locate safe spots to shelter in place such as a closet or bathroom with no windows in the center of the building.
8. Practice earthquake drills.

During an Earthquake

1. Get under a sturdy table or desk and hold on to it. If you're not near a table or desk, cover your face and head with your arms; and stand or crouch in a strongly supported doorway, OR brace yourself in an inside corner of the building.



2. Stay clear of windows or glass that could shatter or objects that could fall on you.
3. Remember: If inside, stay inside. Many people are injured at entrances of buildings by falling debris.
4. Obtain your all-hazards supply kit when safe to do so.
5. Listen to local radio or television station for information and instructions from local health officials.
6. Go to the ground level if possible. DO NOT use elevators.
7. If outdoors, move away from buildings and utility wires. The greatest danger from falling debris is just outside doorways and close to outer walls. Once in the open, stay there until the shaking stops.

After an Earthquake

1. Listen to your NOAA weather radio receiver, battery-powered radio, or TV for information.
2. You may need to evacuate a damaged area after an earthquake occurs. If advised to evacuate, do so immediately.
3. Go to a designated shelter if you have been told to evacuate or feel your building is unsafe.
4. Help injured or trapped persons by calling 9-1-1 for help. Do not attempt to move injured persons unless they are in immediate danger of further injury.
5. Expect aftershocks. These secondary shockwaves are typically less forceful than the main earthquake, but can cause further damage to already weakened structures.
6. If you live in a coastal area, be aware of possible tsunamis and listen for local weather alerts.
7. Only return inside your building after local authorities say it is safe.
8. Your safety is more important than any possession. Open cabinets cautiously, check for gas leaks, and inspect utilities. If you smell smoke, gas, or fumes, evacuate the area immediately and contact local authorities.

Earthquake Annex

For more information about earthquakes, visit the following:

<http://www.shakeout.org/>

http://www.usgs.gov/natural_hazards/

<http://www.earthquakecountry.org/>

- Identify House of Worship's vulnerabilities to the hazard
- Identify and implement actions to prepare for the hazard such as training, drills, food and water storage, etc.
- Identify and implement methods to mitigate the impact of an event such as attaching bookshelves to walls, clearing obstacles to exit paths, moving flammable materials from ignition sources, etc.
- Develop actions to take when the hazard occurs
- Refer to related Annexes or documents

Fire Annex

For more information about building or urban fires, visit:

<http://www.nfpa.org/safety-information/safety-tip-sheets>

<http://kidshealth.org/en/parents/fire.html>

<https://www.usfa.fema.gov/prevention/outreach/>

<https://www.safekids.org/fire>

For more information about wildfires or woodland fires, visit:

<http://www.readyforwildfire.org/>

<http://www.nfpa.org/safety-information/for-consumers/outdoors/wildland-fires/wildfire-safety-tips>

- Identify House of Worship’s vulnerabilities to the hazard
- Identify and implement actions to prepare for the hazard such as training, drills, food and water storage, etc.
- Identify and implement methods to mitigate the impact of an event such as attaching bookshelves to walls, clearing obstacles to exit paths, moving flammable materials from ignition sources, etc.
- Develop actions to take when the hazard occurs
- Refer to related Annexes or documents

Active Shooter Annex

For more information about active shooter preparedness, visit:

<https://www.dhs.gov/active-shooter-preparedness> for Houses of Worship

<http://www.alicetraining.com/learning-center/resources/> for schools

- Identify House of Worship's vulnerabilities to the hazard
- Identify and implement actions to prepare for the hazard such as training, drills, food and water storage, etc.
- Identify and implement methods to mitigate the impact of an event such as attaching bookshelves to walls, clearing obstacles to exit paths, moving flammable materials from ignition sources, etc.
- Develop actions to take when the hazard occurs
- Refer to related Annexes or documents

Power Outage Annex

For more information about managing a power outage, visit:

Your local power utility website

<http://emergency.cdc.gov/disasters/poweroutage/needtoknow.asp>

<https://www.ready.gov/power-outage>

- Identify House of Worship's vulnerabilities to the hazard
- Identify and implement actions to prepare for the hazard such as training, drills, food and water storage, etc.
- Identify and implement methods to mitigate the impact of an event such as attaching bookshelves to walls, clearing obstacles to exit paths, moving flammable materials from ignition sources, etc.
- Develop actions to take when the hazard occurs
- Refer to related Annexes or documents

Severe Storm Annex

For more information on severe storm preparedness and response, visit:

<http://www.srh.noaa.gov/oun/?n=safety-severe-checklist>

https://www.wunderground.com/prepare/disaster_supply_kit.asp

<http://www.disastercenter.com/guide/thunder.html>

- Identify House of Worship's vulnerabilities to the hazard
- Identify and implement actions to prepare for the hazard such as training, drills, food and water storage, etc.
- Identify and implement methods to mitigate the impact of an event such as attaching bookshelves to walls, clearing obstacles to exit paths, moving flammable materials from ignition sources, etc.
- Develop actions to take when the hazard occurs
- Refer to related Annexes or documents

Hazardous Materials Incident Annex

For more information about hazardous materials safety, visit:

<http://www.disastercenter.com/guide/chemical.html>

<https://www.ready.gov/hazardous-materials-incidents>

- Identify House of Worship's vulnerabilities to the hazard
- Identify and implement actions to prepare for the hazard such as training, drills, food and water storage, etc.
- Identify and implement methods to mitigate the impact of an event such as attaching bookshelves to walls, clearing obstacles to exit paths, moving flammable materials from ignition sources, etc.
- Develop actions to take when the hazard occurs
- Refer to related Annexes or documents

V. Appendices

Glossary

Acronym	An abbreviation formed from the initial letters of other words and pronounced as a word (e.g., <i>ASCII</i> , <i>NASA</i>).
Administrative Support	The Emergency Team member (or group) responsible for providing any administrative support the Emergency Team requires during the emergency.
After Action Report (AAR)	This may be a report, or just a conversation; it is a way to discover what happened during an emergency, what the people present did, what actions were successful and helpful, and what actions the group would like to do differently next time. The actions your group would like to change will go in a Corrective Action Report (see Corrective Action Report).
All Hazards Approach	An emergency planning approach that considers the potential threats and hazards that may impact an organization or community. A basic plan is developed that can respond to these threats and hazards and hazard-specific sections (annexes) are developed to address individual hazards.
Annexes	Sections of the emergency plan that addresses specific actions (functional annexes) such as evacuation, lockdown and shelter-in-place and hazards (hazard-specific annexes) such as earthquakes, fires and floods.
Command Structure	The unique way that a particular organization decides to connect leadership responsibilities to roles and programs.
Common Framework	‘All team members should consider taking time to learn each other’s vocabulary, command structure and culture in order to facilitate effective planning. (from FEMA Guide to Developing Effective EOPs for Houses of Worship)

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Communications Liaison	The Emergency Team member responsible for all communications outside of the House of Worship including local authorities, the media, other organizations and the public.
COOP	Continuity of Operations Plan
Corrective Action Report	This report will include the actions taken before, during and/or after an emergency that your HOW/FC would like to do differently next time. In addition to the list of actions actually taken, create a list of the new actions or procedures that should replace the ones that were done in the last emergency. Finally, create a table, calendar, or timeline to show when the new changes will be made and be sure to include the name(s) of the person(s) making the changes. Decide how to monitor the change activities, so assistance can be provided if they stall, and to ensure that they are completed.
Crisis Counseling Coordinator	The Emergency Team member (or group) responsible for managing the well-being of those from the House of Worship who are responding to the incident, congregants, and staff.
De-escalation	Reduce the intensity of (a conflict or potentially violent situation).
Disaster	A calamitous event, especially one occurring suddenly and causing great loss of life, damage, or hardship, as a flood, airplane crash, or business failure.
Elicitation	Elicitation is a technique used to discreetly gather information. It is a conversation with a specific purpose: collect information that is not readily available and do so without raising suspicion that specific facts are being sought.
Emergency	A sudden, urgent, usually unexpected occurrence or occasion requiring immediate action.
Emergency Team	The team responsible for coordinating the emergency response for the House of Worship.
EOP	Emergency Operations Plan

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Facilities Coordinator	The Emergency Team member (or group) responsible for coordinating any activities related to facilities during an emergency.
Faith Community (FC)	Religious organizations and other charitable organizations affiliated or identified with one or more religious organizations.
Federal Emergency Management Agency (FEMA)	A federal agency, part of the Department of Homeland Security, formed to coordinate a response to a disaster that overwhelms the resources of local and state authorities. FEMA provides guidance for organizations to better prepare, mitigate, respond and recover from disasters.
Finance Support	The Emergency Team member (or group) responsible for resources needs and for maintaining financial records during an emergency.
Hazard	An event that threatens lives, property and other assets.
House of Worship (HOW)	A building where individuals or a group of people such as a congregation come to perform acts of devotion, veneration, or religious study.
IT Support	The Emergency Team member (or group) responsible for providing any technology support required by the Emergency Team during the emergency.
Lessons Learned	The process for those involved in the response and/or recovery of an emergency to discuss what things went well, what things could be improved, and what should be changed in the plan.
Liaison	A relationship that allows different organizations or groups to work together and provide information to each other.
Mitigation	Mitigation is the effort to reduce loss of life and property by lessening the impact of disasters. This may include efforts such as a seismic retrofit of the building, a check that sufficient insurance covers potential losses, or clearing debris around drains and gutters.

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Natural Disaster	A natural disaster is a major event resulting from natural processes of the Earth. Examples include floods, tornadoes, thunder and lightning storms, and hurricanes.
Network Map	A diagram showing the House of Worship's network of relationships with partners that help in keeping the organization operational.
Parent/Congregation Liaison	The Emergency Team member (or group) responsible for acting as a liaison between HOW senior leadership, the Emergency Team Leader, the parents and the congregation.
People with Disabilities, Access and Functional Needs	Individuals in need of additional response assistance may include those who have disabilities; who live in institutional settings; who are elderly; who are unaccompanied children; who are from diverse cultures; who have limited English proficiency; or who are non-English speaking; or who lack transportation.
Phishing	The act of acquiring private or sensitive data from personal computers for use in fraudulent activities. Phishing is usually done by sending emails that seem to appear to come from credible sources (however, they are in no way affiliated with the actual source/company), which require users to put in personal data such as a credit card number or social security number. This information is then transmitted to the hacker and utilized to commit acts of fraud. Some of the criminals behind phishing scams have even gone so far as to create websites that appear to be operated by government agencies.
Programs	The organized activities that the House of Worship provides for its congregants and surrounding community.
Recovery	Recovery is the process of returning a House of Worship to functionality after an emergency or disaster.
Relief	Relief are the efforts taken by the House of Worship to help community after an emergency or disaster.

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Safety Checks	Safety checks involve making sure that important equipment around the house of worship are functioning properly as well as making sure that all exits are free of any obstructions. Devices to check include fire alarms, security alarms, fire extinguishers and emergency door locks (used during lockdowns).
Safety Liaison	The Emergency Team member (or group) responsible for ensuring the safety of the house of worship facility and congregation.
Security Coordinator	The Emergency Team member (or group) responsible for ensuring the premises of the House of Worship is as secure as possible from intruders.
Senior Leadership	The leaders of the house of worship including faith and lay leaders who are the ultimate decision makers for the house of worship.
Stakeholder	A stakeholder is anybody who can affect or is affected by an organization, strategy or project.
Team Leader	The leader of the Emergency Team responsible for overall management of the response to an emergency.
Voluntary Organizations Active in Disaster (VOAD)	A coalition of organizations in the United States that voluntarily respond to community needs in all phases of disaster response and recovery.

Additional References and Resources

These are internal to your HOW/FC

Contact List

These are internal to your HOW/FC

Pre-planned Messages

These are internal to your HOW/FC

Planning Tools and Resources

City of Los Angeles [Comprehensive Guide to Family Preparedness](#)

City of Los Angeles [NotifyLA Program](#)

www.readyla.org

www.5Steps.LA

<http://enla.org/training/>

Los Angeles County [Emergency Survival Program](#)

<http://myhazards.caloes.ca.gov/>

<https://www.fema.gov/multi-hazard-risk-assessment>

<https://www.ready.gov/>

<http://www.shakeout.org/>

<https://www.fbi.gov/about-us/office-of-partner-engagement/active-shooter-incidents/run-hide-fight-video>

<http://www.caloes.ca.gov/cal-oes-divisions/planning-preparedness/standardized-emergency-management-system>

<http://www.caloes.ca.gov/cal-oes-divisions/recovery/disaster-mitigation-technical-support/technical-assistance/state-private-nonprofit-organizations-assistance-program>

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South Coast Interfaith Council

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Los Angeles Interfaith Committee



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