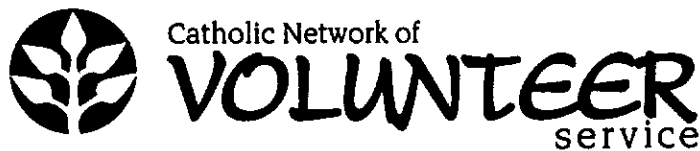


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Emergency Planning for CNVS Member Programs

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EMERGENCY PLANNING FOR CNVS MEMBER PROGRAMS

By John Pinter

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- 10) You are heading to the CNVS conference, flying there and staying at the conference hotel. What should you do as you settle into your seat on the plane (besides lamenting that you'll probably never fly first class in this job)?

As you settle into your hotel room, what should you do (after figuring out how to work the TV remote control)?

INTRODUCTION

Catholic Network of Volunteer Service member programs can proudly say that they send volunteers to all parts of the United States and most corners of the world. As a result, programs send volunteers into nearly all the high risk, hazard-prone areas of the world. Programs should provide a responsible level of anticipating and planning for such events, and providing their volunteers with the tools to survive such events and to reassure their loved ones. This chapter is intended to provide CNVS programs with a basic ability to plan for and respond to the kinds of emergencies that might affect their home office sites and/or their volunteer placement sites.

Raising the issue of the potential for emergencies can be tricky. Sometimes, simply naming the concern can cause alarm: “I thought you said we’d be safe in (*insert your program site here*).” “Your program promised me that my son/daughter would be taken care of when joining (*put your program’s name here*).” The challenge is to gently nudge the programs and volunteers into recognizing the potential, planning for it, managing the risk, and then being relatively sure that the likelihood for the emergency is slim.

CNVS programs have a good record for both safety and recovery from natural and human caused problems. The potential for problems remains, however. A poorly handled emergency could cause tragedy and long lasting effects on a program, and on the whole movement of volunteer service.

I. Definition of an Emergency:

For purposes of this chapter, an “emergency” will be defined as an event that affects at least one individual involved in the program, or a segment of the program, and is an incident that requires outside help in order for recovery on the part of those affected. That’s a broad definition, and might mean different thresholds for different people. For example, a tornado or a fire affecting a community of volunteers would probably fit the definition in all cases. A criminal act against a volunteer, however, might be shrugged off by one but devastating to another. A regional flood may cause disruption and inconvenience to volunteers in one area but might immobilize another community, even if the floodwaters never directly touch the volunteers.

While program staff is encouraged to think of the variety of possibilities for problems, it is not necessary to have a specific, unique plan to deal with each. Rather, it is important to have plans that will allow the program to respond appropriately to the variety of incidents that might occur. Emergencies are unpredictable, occur at inconvenient times, and the response of humans to the emergency cannot be overly anticipated, so the program staff and volunteers will be best served when they have a general idea of how to respond.

II. Phases of an Emergency:

The Federal Emergency Management Agency (FEMA) recommends that planners think of disasters or emergencies as having four phases. These are:

Prevention and Mitigation: this represents the time when the planner(s) can work to prevent an emergency from happening (fixing the brakes on the car) and mitigate the unavoidable to make it less destructive (seat belts). In a volunteer program, mitigative efforts might include such things as driver awareness training, preparation of '48 hour kits' for post-disaster survival, and the purchasing of insurance to cover potential losses.

Preparedness: this is the phase of getting ready for emergencies, both the anticipated and the unanticipated, with such actions as creating a plan, identifying resources, and training.

Response: the phase when one implements the plans, or if one has no plan, one responds as best as possible, using such techniques as implementing the plans, calling on common sense and doing what seems to need doing, perhaps praying, and, in a negative way, possibly ignoring or denying the emergency or becoming immobilized to action.

Recovery: the post-emergency phase, in which the planners and responders review what happened, help in the longer term recovery of the emergency's victims and survivors, and a recommitment to do more for prevention and preparation. Counseling for the survivors of emergencies and the responders is also an activity of this phase.

A straightforward emergency plan will:

- Take a reasonable amount of time to plan for, develop and write; it will be the responsibility of one or two individuals, but will be the project and product of all involved in the program:
- Be written and consist of the following sections:
 - A) Program Overview and Risk Assessment(s)
 - B) Emergency Response Plan (notifications, basic response, training, etc.)
 - C) Resources
- Be understood and be available to all its participants. Be simple, and be understood ahead of an emergency; when an emergency occurs, the written plan should long ago have been read and act merely as a resource:
- Be dynamic, readily changeable based on experiences and newly discovered concerns, and will be reviewed regularly (at least annually) and after each time it is used or implemented.

III. THE WRITTEN PLAN

When your program puts pen to paper (fingers to keyboard), your plan can be developed in the following steps:

STEP 1: Assessments of the Risks

a) Risk Identification At The Home Office

The first step is to identify potential risks that may occur in your home site and in your home office site, and then in your current and potential placement sites. Once identified, the organization should develop plans for preventing and responding to these disasters.

As an example, the Holy Cross Associates office is located on the campus of Notre Dame in South Bend, Indiana. One can think of a fairly low number of natural¹ disasters that are typical here: tornadoes and severe weather, floods in certain areas, blizzards, ice storms, and those kinds of events typical of the northern U.S. The area does not appear to be prone to earthquakes, hurricanes, mud slides (try to find a good-sized hill!), or tsunamis, among other maladies that our more exotic coastal friends face. There are also relatively few human-caused concerns at first appearance, but when one thinks of the possibility of fire, the number of major highways, railroad lines, the potential for some kind of crime, and other, more random acts, there are more potential concerns than a simple glance will surface.

These events may directly or indirectly affect our operation. A major power outage may seem a minor problem for some time, but on a sub-zero day, broken pipes might flood our office space. A fire could devastate our operation, even if it did no damage to our office but made our building unusable.

Thinking through the four phases of a disaster, what are the things that a program can do to protect itself from emergencies, if not fully prevent them?

Start by developing a risk analysis for your place. A program can learn about natural and human caused risks through several, simple steps. A contact to the local civil defense office², the local Red Cross Chapter, or the local fire department can likely get you a copy of their area risk analysis. These emergency planners rely on a mix of historical data and research. Climatologists can provide information on the likelihood of severe weather in a given season, geologists can provide information on the stability of the ground, and hazardous materials responders know where many chemical and other hazardous sites are located.

A lot of information is readily available on the Internet. In developing this section, for example, a quick search of the Internet with the keywords, "Indiana" and "emergency" and "services" found sites that showed weather

¹ Natural disasters are often natural events that become disasters due to human intervention; a river overflowing its banks is a flood, but a flood is only an emergency when it affects human life or property in its path.

² Often times the local versions have names like *State Emergency Management Agency* to more closely parallel the name of the Federal Emergency Management Agency (FEMA).

related hazards and forecasts, a listing of technological hazards in the immediate area (yikes!), and a listing of all the fire responders, among other information.

A resource 'grid' is included as Appendix A in the back section of this chapter, to provide you with some of the more common types of emergencies that you might need to prepare for in your community. The reader can copy this grid for each of its service sites as a starting point in identifying potential emergencies.

b) Risk Identification at Service Sites in the U.S.

Once you have identified many of the potential risks at your home office site, the next step is to undertake a similar process for the locations where your volunteers will serve. Follow the same kinds of procedures that you undertook for your home office.

As an example, Holy Cross Associates has historically placed volunteers in Hayward and Oakland, California. Springing to mind quite readily is the looming issue of earthquakes, to which the Bay Area and most of California is quite prone. However, a little bit of research determines that earthquakes are by no means the only kind of emergency that can occur there. In recent history, void of any major earthquakes in the past ten years, the area has been hit by mud slides, a major fire in the Oakland hills, many chemical spills, a fire in a freeway tunnel, and lots of other incidents.

Also having potential impact on the volunteers are the more localized issues of crime, car accidents and urban living. The Associates are potentially at higher risk for emergencies involving automobiles due to the distances they have to travel for work. They work in inner city areas that are more prone to crime and violence.

c) Risk Identification at Service Sites Overseas

The task of risk identification overseas, particularly in developing countries, is trickier and, in many ways, more fluid and dynamic. The effects of an emergency are exacerbated and heightened in many ways, due to a likely combination of distance, greater potential for destruction of infrastructure, and a greater fear of the unknown.

There are many natural hazards that affect all countries in the world, and poorer countries will have harder times in recovery and greater stresses on the infrastructure than is typical in the U.S. Additionally, there are risks in many countries from human-caused emergencies due to wars, violence, civic unrest, insurgencies, political instability, and the potential for resentment of foreigners.

Risk identification can be accomplished in many of the same ways as in the U.S., but your program will have a greater reliance on 'word of mouth' means of identification and intelligence. Natural hazards can be readily learned about by many U.S. based and overseas emergency planners. Knowledge of such things as earthquake zones is easily gained through the U.S. Geological Survey, and the National Oceanic and Atmospheric Administration (NOAA) can provide severe weather information.

STEP 2: Developing a Response Plan(s)

Organization Preparation

Start by gathering your team, which may be the staff or a subset of your staff. Set out, as a goal, the objective of developing an emergency plan by a certain date, say, three months hence. Let all know that the process is important and a priority, and that the deadline is also important, but that you are developing a plan that will naturally be dynamic and ever changing. Assure folks that they will be continually trying to improve the information, and that it will be subject to numerous changes and revisions.

Your CNVS program will need some time to make some plans and then get them committed to written form. Generally, in the process of creating the plan, a lot of the necessary actions work themselves out. For example, the realization that the volunteer might be forced to temporarily relocate if they ever had a house fire will likely surface lots of resources that the program inherently knows it has; now is the chance to work out a slightly formalized agreement (the local parish? A local motel?), find out their availability in the event of an emergency, write down their contact information, and put this in the plan. (Won't the volunteers be glad to know that someone is planning for their well being ahead of time?)

A 'Checklist for Emergency Plans' is included as Appendix B, to assist your program in developing the plan. A sample outline for a possible written emergency plan is included as Appendix C. There are also some sample Resource guides, Appendix D, and a sample emergency log form, Appendix E.

Items For Thought In Developing The Organization Response

Some basic tips on things to think through as you prepare your organization:

- If your organization is affected by an emergency, what will you do? For example, have you been backing up your computer files and storing them somewhere offsite?
- Is there a place you can relocate your office in the event of a fire or emergency?
- Will your volunteers or their families be able to locate you?
- How long can your organization function on a temporary basis?

Among things that should be thought through:

1. Make arrangements to relocate your office, even temporarily, to another site so you can stay operational or become operational soon after an emergency.
2. Store key documents, such as insurance papers, computer back-up disks, financial records, and the like, in a safe, off-site location.
3. Determine who will be in charge of the event. Most CNVS programs have small staffs, so usually the Director will be in charge of the response. However, what do you do if that person is on vacation or otherwise unavailable? Will the sponsoring body's structure insert its authority?

4. Manage information carefully, determining the differences between 'reports' and 'confirmed reports.'
5. Handle any risks that can be eliminated at the time they are surfaced. For example, you may determine that you have blocked an exit from your office with file cabinets that might be an emergency exit in the event of a fire; move the cabinets!
6. As you think through the potential emergencies, talk about how your program would hope to respond to them; write these ideas down, and use them as the starting point to your written plan.

STEP 3: Volunteer Preparation

One of the harder aspects of emergency planning that the programs will likely face is convincing the volunteers of their exposure. The program must strike a careful balance between alarming volunteers and their loved ones of the potential for problems with the feeling of invincibility that many volunteers face. The balance is formed by mixing a dose of reality with training, with the idea of providing the volunteers with the strength and knowledge to survive emergencies.

a) Events in Volunteers' Service Areas

At your program's orientation, spend some time talking about some of the risks that they may face. This can be done in a brainstorming sort of way; ask them what risks they think might be 'out there,' and then talk about the various responses to them. Make sure they identify both the widespread kinds of disasters (earthquakes) and the more personal kinds (crime against an individual volunteer).

Be ready for questions about whether things have happened in the past; they will find out about these incidents, and better they hear the truth from you than the mistruths from the rumor mill. Protect the innocent and the private, and avoid blame, but try to be as up front about the incidents as you can.

b) Communications By Volunteers to Home Office and Families

The program will need to set expectations on the volunteers and service sites concerning when and under what circumstances the program should be notified. These notifications are intended to assuage fears that families of volunteers might face, provide reassurance to the home office, help determine when a response might be necessary, and to simply share information. Volunteers need to be trained to remember to provide notification when they are not affected by disaster.

For example, if an earthquake occurs in a community near where volunteers are stationed, it is a natural reaction for families and staff to assume the worst. Perhaps the earthquake has not affected the volunteers directly (or they are safe and their home undamaged, for example). A simple, short phone call, fax, or E-mail message, if phones are operating, will provide reassurance to all.

A (non-exhaustive) list of notification requirements that one program, Holy Cross Associates, uses for its volunteers is included as an appendix.

c) Volunteer Community Home Preparation

Your program might consider providing the following kinds of preventative or mitigative training for volunteers during orientation or during the year:

- Personal Safety Training: First Aid, CPR, Safety training--the American Red Cross offers first aid training and CPR training; other organizations, including local Heart Associations and (frequently) local fire departments also offer CPR. There are also simple courses in personal safety training that can be found by contacting neighborhood associations or local law enforcement (note: this author is not advocating any kinds of physical self-defense course; that is the decision of the programs).
- House Disaster Plans and Drills: The Red Cross and local fire departments can provide the community with help and written resources in developing a simple household emergency plan. For example, Midwesterners going to California should learn what to do in the event of an earthquake, and Californians should, in turn, learn about tornadoes when they move to Kansas.
- Smoke and Other Detectors: you might find out what the local municipalities require in the way of smoke detectors, carbon monoxide detectors, and such, but you might do as well to simply provide them to the volunteers and instruct in their usage.

d) Special Considerations in Overseas Programs

Programs which send volunteers or missionaries into service in overseas places, particularly in the developing world, have special considerations that have to be taken. International communications through telephone and other means have improved enormously over the past few years, and will continue to do so. However, these communications systems remain mostly dependent upon systems that are subject to the elements and, often, to political manipulation and control.

When sending missionaries into overseas work, it is strongly advised that they 'register' with the U.S. Embassy (or their national embassy) in their new country upon their arrival and departure. The Embassy is responsible for looking after the interests of its nationals in a foreign land. It will be a source of information for the missionaries and in the event of an emergency, for families and the program of the missionaries.

Other resources are potentially available. The International Red Cross, for example, is a multi-faceted organization. The International Committee of the Red Cross (ICRC) is the body that one regularly hears of as visiting hostages and prisoners of war, as well as being involved in international relief efforts. It is a non-partisan, Swiss-based organization that relies on mostly Swiss nationals as a means of establishing neutrality.

In addition, each nation has its own Red Cross organization (Red Crescent in many Islamic countries and the Magen David in Israel). Each nation's Red Cross has a different function that may be a departure from that of the function in the U.S., and the sending organization should determine the usefulness of a Red Cross society in a country. Each is generally tasked with helping to reunite victims of disasters. If missionaries are in an area affected by a disaster, one avenue is to have the missionaries let the Red Cross officials know of their names, nationalities and home towns, and of their status as safe from the emergency. Through the International Red Cross, this information will be passed along to the American National Red Cross and then through the home area Chapter to the individual's loved ones.

Other resources may include Catholic Relief Services, Peace Corps, and the United Nations. Catholic Relief Services (CRS) has ongoing development efforts in many parts of the world, and is a responder in disaster situations. It is a sophisticated organization, and it would be wise for the sending organization to determine if there is an ongoing CRS operation in the country where the missionaries are being sent and if CRS would be a resource in the event of an emergency. The United Nations, similarly, is involved in worldwide development and relief work, and can often be helpful.

Mission sending groups that happen to share a country should be ready to work together as well. The Maryknoll Mission Association of the Faithful, for example, is in many countries. This organization has always been good to other mission sending groups in this writer's experiences, and is an established resource for providing help.

As likely as not, however, the sending program will have to create and develop means for communications. If your program is sending volunteers into areas where your sponsoring group has staff or religious, they will be the obvious best source for information. If not, have them establish a relationship with the closest Diocese or unit of the sponsoring group's religion.³ These units or Diocese, while often poor, will have direct access or the possibility of indirect access to members or parishioners with sophisticated communications devices, like satellite phones.

A final, and more failsafe option, is to provide the volunteers with the technology. Many such satellite phone systems are quite expensive to purchase and use, but if the risks are high it may be worth the investment.

When to Pull out of an International Site

As unfortunate as the situation may sound, each sending group should make a determination about what circumstances might cause a program to leave a country. Severe food shortages, unstable or hostile governments, and guerrilla fighting all should cause sufficient alarm to at least provide consideration for a pull out, especially if response to these conditions is not the focus of the sending body.

e) Working with Volunteers' Families and Loved Ones

Many volunteers or missionaries do not fully inform their loved ones of the risks involved in lay volunteering. Experiences have, generally, favored this lack of insight. However, sending programs need to consider finding a balance for working with the families of volunteers in both the preparation phase and when an emergency strikes.

Many times, you as the sending group will be as in the dark as the families for at least some period of time.

Pre-emergency

Let families know your plans and how to contact you or your office. If it helps, let them know that the organization has means of constant communication (voice mail, pagers, home phone numbers, etc.) and when/how to use this communication.

Encourage them to understand that, in an emergency, information will always seem painfully slow and inadequate. By its nature, an emergency is a mix of chaos and confusion, and you should reassure the family that you will be up-front and forthright

³ Note: Membership in the Catholic Network of Volunteer Service should be a means for member programs of all faith persuasions to have a relationship with the local Diocese; contact CNVS for ideas on how to establish this.

about what you are reasonably sure to be true. You will all have to be patient to get the needed information.

Let the loved ones know that there may be situations in which you or the program cannot divulge information without the permission of the affected. For example, a volunteer of majority age who does not want his/her family to know personal conditions may have a right to privacy. Generally speaking, breaking privacy rules requires a reasonable belief that harm will come to the person or that he/she may do harm to others without breaking this confidence. It will help to have a release of information from each volunteer, allowing you to release information to a family member(s).

STEP 4: Responding to Emergencies

If, or when, an emergency occurs, draw upon your plans to respond. Remember that the reason you wrote the plan was so that you would not have to remember everything. It is intended to allow you to do your regular work, contented (somewhat) with the knowledge that you can react appropriately if an emergency occurs.

Pull your plan off the shelf, take a deep breath, say a prayer for wisdom and guidance, and respond to the best of your ability. Here are some suggestions that may assist:

During and after an Emergency

- Be as calm and strong as you can; get some help to manage the situation. You will be hit with lots of information and lots of requests for information; have help to sort out what's left to be addressed and what's already handled.
- Pull out your emergency plans and start to develop your disaster log; begin notifications and the exploration of what has occurred.
- Encourage families to contact you and your office with their concerns and to share information they have gained. Gently discern what you are hearing that falls into the categories of 'fact' and 'speculation.'
- Develop a 'log' of the event, with dates and times of each communication; create a paper trail, and include on the log the unknown things that you are trying to find out about, as well as the known items.
- Provide or pass along only known and verified information; don't pass along speculation or unjustified assurances. Avoid the very human desire to reassure by saying things like "I'm sure we would have heard by now if there was a problem." Don't let wishful thinking turn into unworthy speculation.
- Be available; in an emergency, the most common reaction of those affected is the need to talk. The farther away the emergency has occurred, the more time that will be necessary to get answers.
- Discourage the family, gently, from heading to the site of the emergency, at least in the immediate phase. It is a phenomenon of human emergencies that loved ones often trek to the site in hopes that their loved one missed the plane that went down or has miraculously

survived and has not checked in. It can be very detrimental to the relief effort to have more people to care for.

- Develop a plan to determine if you or a staff member will respond to the scene, or how this will be handled. If there is a tragedy requiring the recovery of bodies, for example, the sponsoring group's presence may not be legally required but morally necessary in support of the loved ones.
- Be prepared to be awkward for some time. The program will, inevitably, be blamed for the emergency in some way or blamed for not preventing it or from preventing the individual from going. It is very hard to take this kind of criticism, especially unjustified, but an overly defensive position by the staff will only hurt in the long run. Try to stay as supportive as possible at all times, and make sincere efforts at letting the family know that you share in some part of their sorrow.

STEP 5: Emergency Recovery

It is hard to assess when the process turns from one of response to one of recovery. Once the initial phases of an emergency have occurred and life seems to be turning toward a less crisis-oriented state, however, your program and your participants will be involved in the process of recovery. Many factors may come into consideration, from a return by the volunteers to a disaster-affected area, perhaps the departures of the volunteer(s) from the program, hospitalizations, a need for counseling, and the possibility for criminal proceedings, lawsuits and other recriminations. Lots of things can happen, many not at all pleasant, and the process of personal and organizational recovery can be a long process.

Here are some things to consider establishing as a part of your program's recovery process:

- 1) Hold a debriefing for those involved in the emergency. The size of the group may vary, depending upon the incident. A debriefing of an act of violence against a volunteer, for example, might be a more confidential occurrence, where the response to a major disaster in an area might involve volunteers, the organization's board of directors, parents, and others. Questions to ask include:
 - How prepared were we? Were we able to respond to individual and organizational needs? How might our preparedness improve in the future?
 - Could this event have been prevented, or its effects mitigated or lessened in some way?
 - What have we learned from this incident that will cause changes on the organization's part in the future?
 - Are there individuals or organizations that need our recognition or gratitude?
- 2) Allow for the affected individuals to talk about the experiences. This may involve the debriefing process, but as likely will be the need for

informal opportunities to talk and process the event. If an emergency occurs at a mission site, a staff member should consider making a visit when safety and practicality will allow this. Something that unifies almost all survivors of emergency incidents is the desire and need to tell their story to others; your organization's allowing this to occur will help greatly.

3) Consider offering formal counseling to survivors of the incident. This should be offered by individuals who are outside of the program so that the individual(s) receiving the counseling have an independent ability to talk about the incident.

4) After time has allowed these events to occur, and some clarity as to what should occur in the future seems to have set in, the program should consider making any formal changes to its programs to adopt any of its new learning.

IV. Summary

This chapter's intent is to call attention to the inevitability of emergencies, both personal and, of the more disastrous type, to programs to allow for planning. It is not intended to provide answers to all questions, but instead encourages its readers to devote at least some small part of their ministry and their own personal intentions and time to planning for emergencies. By their nature, emergencies are unplanned and unexpected events, but spending a minimum level of time in the pre-emergency phase will allow for a much better response when one really occurs.

This author hopes that your program develops plans that never get used, but hopes you develop the plans anyhow. We are already accustomed to the knowledge in our spiritual lives that we have to be prepared because we "won't know the date and time," and this knowledge should be a part of our program's planning for emergencies, too!

Appendix A

Risk Analysis Worksheet

PROGRAM: _____

SERVICE SITE: _____

EMERGENCY	HISTORY (Frequency of Occurrence)	POTENTIAL LEVEL OF RISK	DO YOU HAVE A PLAN?
Airline Crash			
Avalanche			
Blizzard/severe winter weather			
Car Accident			
Chemical Accident/Hazardous Materials Incident			
Crime			
Dam Break			
Drought			
Earthquake			
Electrical Power Outage			
Emotional Outbreaks			
Fire			
Flood (flash flood, other)			
Fog/Smog Emergency			
Forest or Brush Fire			
Gas or other pipeline break			
Hail, Ice Storm			

Risk Analysis Worksheet

EMERGENCY	HISTORY (Frequency of Occurrence)	POTENTIAL LEVEL OF RISK	DO YOU HAVE A PLAN?
Hurricane			
Industrial Explosion			
Insect/Pestilence			
Oil Spill			
River Flood			
Tornado			
Volcanic eruption			
Water disruption			
Wind damage			
Others:			

Checklist for CNVS Program Emergency Plans

Introduction

Explaining the organization's mission

Purpose of the plan

How the plan is distributed.

Risk Analysis

Risks to Home Office Site

Risks to Placement Sites: Domestic

Risks to Placement Sites: Overseas

Response Plan

Response upon Initial Awareness of Emergency; Emergency Log Started

Verification of Emergency

Notifications (staff, volunteers, families, etc.)

Other responses (site visits, etc.)

Resource List

Program Contact Information

Program Site Information

Local Community Information

Other Resources

Plans for Emergency Plan Revisions/Changes

Sample Emergency Plan Outline

1) RISK IDENTIFICATION

Organization's Mission/Purpose of the Plan

The Zamboni Mission Corps, based in Duluth, Minnesota, annually sends 25 volunteer missionaries into one and two year service placements in Duluth, Los Angeles, Wichita, and overseas to Ethiopia and the Philippines.

The purpose of this plan is to develop a basic strategy to respond to emergencies, such as disasters, criminal acts against volunteers, and other crises that might occur.

Risk Assessment

Staff and volunteers of the program, at the home office site in Duluth, face a number of natural emergency possibilities. Most notably, these include severe winter weather, cabin fever induced civil unrest, and mosquito outbreaks in the summertime.

Volunteers at other sites face other risks. In Los Angeles, these include the threat of earthquakes, being caught up in high-speed auto chases, and celebrity fixation, as well as the potential for crime that faces major cities. In Wichita, notable risks include tornadoes, locusts and boredom-induced depression.

Overseas, risks include the potential for many more difficulties. In Ethiopia, there remains a concern about food shortages, unreliable communications and transportation, and political problems. The country has engaged in civil war in its recent past, and has had skirmishes with neighboring countries. In the Philippines, the natural threats include concern about typhoons and related flooding, volcanic eruptions, as well as a generally unsettled political climate.

2) RESPONSE PLAN

Whenever a staff member, sponsor, volunteer, family member, or other contact person becomes aware of an emergency or a potential emergency, the following actions will be taken:

A) Notification of the Emergency

When the home office becomes aware of the incident or potential incident, a communications log will be started. Information on the source of the initial report, including name and phone number (where possible), will be included.

In the initial report, the following will be determined:

- 1) Information on the incident/potential incident
- 2) Status of the volunteers, if known
- 3) If the volunteers have temporarily relocated, the information on their temporary location will be noted.

B) Verification of the Incident

The incident will be considered as verified if the contact comes directly from the affected individual(s). If it cannot be immediately determined that the potential incident has affected the volunteers or the home office, attempts to verify will occur.

If the emergency is a widespread one (a disaster affecting/potentially affecting the volunteers or the home office, political instability in the area, etc.), staff will conduct efforts to determine the status of the emergency via telephone calls, other electronic messaging.

C) If the incident affects primarily one volunteer, the following will be determined:

- 1) Nature of the incident:
- 2) If a health emergency:
 - Current health status: hospitalization? Prognosis?
 - Nature of the health problem: injury? Illness? Workplace incident?
 - If hospitalized, gather the location of the hospital, phone number, medical professional(s) names,
 - What other information can be provided, and what information should be protected as confidential?
- 3) If another type of disaster or emergency:
 - Nature of the incident: criminal action? If criminal, was a police report made? Injury involved? Was the suspected offender(s) apprehended?

- If a vehicle accident, who else was involved? Was there an injury(s) to either the volunteer or the other party involved? Was a police report made? Ticket given?
- If another emergency, provide details.
- Will the office or volunteers need to be relocated? Are there other resources or helpers that can assist?

D) Notifications

As the incident unfolds, it may take a significant amount of time to determine what has occurred or what is still occurring. Notifications of affected parties should start as soon as there is a reasonable determination of the emergency's affects.

Notifications should be compassionately made, and should include only that which is known and verified and should include an explanation of what the program is doing to find out more about the incident. The notifier should be cautious about speculation or about providing unwarranted assurances.

To be included:

- 1) Program Director
- 2) Program Board Chairperson
- 3) If the incident involves a volunteer or a number of volunteers, contacts to those individuals' emergency contact persons or family members should be made.

E) Press Contacts

The local and other media may contact the program for information on how the volunteer(s) or program has been affected. General verified information may be provided, but at all times the privacy of those affected will be protected. Press inquiries should be directed to the Director of the program.

F) Site Visit(s)

A site visit to the affected area will be scheduled as soon as is practical. If the incident involves or affects primarily one or a few volunteers and was not caused by a disaster that might prevent travel, the Director will determine whether he/she will visit or ask for a visit by a local program staff member or helper.

G) Post Emergency Phase

Following the emergency response, the Director will conduct a debriefing for all those involved. Included will be an evaluation of the response, a determination of future needs of those affected, and a subsequent recommendation for revisions to the disaster plan (to be submitted to the Board of Directors).

RESOURCES

1) PROGRAM CONTACT NAMES/NUMBERS

PROGRAM HOME OFFICE

Contact: _____
Address: _____
City/ST/Zip: _____
Telephone Number: _____
Alternative Number: _____
Fax Number: _____
E-mail: _____
Pager: _____
Mobile Telephone: _____
Other Contact: _____

Information*: _____

(* any information on office hours, procedures, etc., that might help if the home office is difficult to reach)

PROGRAM SITES

Contact: _____
Volunteer Name(s) _____

Address: _____
City/ST/Zip: _____
Telephone Number: _____
Alternative Number: _____
Fax Number: _____
E-mail: _____
Pager: _____
Mobile Telephone: _____
Other Contact: _____
Information* _____

(*Include information on emergency contacts for volunteers, hometown information, or other relevant data)

Appendix D
(Continued)

Sponsoring or nearby church(es):

Church Name: _____
Contact Person(s): _____
Phone Numbers: _____
Address: _____

Church Name: _____
Contact Person(s): _____
Phone Numbers: _____
Address: _____

Local Staff Contact Information:

Contact Person(s): _____
Phone Numbers: _____
Address: _____

Local Police Department Number: _____

Local Fire Department Number: _____

Local Hospitals:

Phone Numbers: _____
Address: _____

Phone Numbers: _____
Address: _____

Health Insurance Provider Information: _____

Home/Auto Insurance Information: _____

Community Resources:

American Red Cross Chapter: _____
Salvation Army: _____
Other Emergency Responders: _____

Relocation Resource: _____

Alternate Relocation Resource: _____

Appendix D
(Continued)

Nearby Program 'Friends':

Mental Health Providers:

Bank/Financial Institution of Program Volunteers:
(Include account information)

Emergency Funds Transfer Info:

Travel Agency Information:

Other Resources:

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**Holy Cross Associates Notification Listing
(provided as a sample)**

EMERGENCY PROCEDURES

The Home Office staff is very aware and tries to make a point of having Associates understand that they "own" this year. We make an effort not to insert our wishes or opinions except when needed, asked, or when something seems to have gone far astray from the programs basic tenets and pillars. With the advent of voice mail, we can generally be reached 24 hours a day. However, we expect to be informed of the following issues (this list is not exhaustive, but should give you an idea of when there is an important type of development):

- a. Any emergency involving "life or limb" occurs to one or more Associates, including a natural disaster, accident, or other event. The Home Office staff expects a phone call ASAP, no matter the time of day;
- b. Whenever there is an emergency in the area, we expect a call to let us know everyone's condition. For example, if there is an earthquake in your community but Associates are not affected, make a quick call to let us know.
- c. If an Associate is injured or ill to the point of needing emergency care or hospitalization, but the situation is stable, please call right away or during the next business day.
- d. If an Associate is released from a placement for any reason, or is notified of a pending release, or anticipates leaving the placement, a call is expected during the closest business day.
- e. Other situations may arise in which the community feels a need to inform the Home Office, such as financial problems, disputes, and other incidents. In these cases, we welcome the call, and will assist with developing potential solutions for the community to review.
- f. In the event of an automobile accident, once immediate care has been provided, complete the Accident Information form, which should be in your glove compartment. Call this information in to the Provincial Accounting Office as instructed.

HERE ARE SOME EMERGENCY NUMBERS FOR YOUR INFORMATION AND REFERENCE (as of July 28, 1999):

HCA OFFICE: (219) 631-5521
JOHN PINTER'S DIRECT LINE: (219) 631-8016
FAX NUMBER: (219) 631-3444
JOHN PINTER HOME NUMBER (for truly urgent situations): (219) 287-3558
HOLY CROSS PROVINCIAL HOUSE: (219) 289-6850; 631-6196

HOLY CROSS ACCOUNTING OFFICE:

(219) 631-3700

PROVINCIAL FAX NUMBER: (219) 287-7307

HUMANA EMPHESYS HEALTH INSURANCE: (800) 247-2898

Emergency Planning Resources

Here are a few planning resources that will assist programs; provided are the website addresses as of August, 1999. Even if your organization does not have direct access to the Internet, it is worth a visit to a library or other place that does have access to speed your planning along.

- 1) National Oceanic and Atmospheric Administration (NOAA): www.noaa.gov

Contains much information on severe weather, drought, flooding, hurricanes, and other planning information. Many links to other pertinent sites as well.
- 2) Disaster Center: www.disastercenter.com

A company site that includes many links to disaster service providers from public, non-profit and private sources.
- 3) American Red Cross: www.redcross.org

Many sites on disaster planning, plus links to International Red Cross.
- 4) Federal Emergency Management Agency: www.fema.gov

The U.S. government's disaster agency, with numerous planning, mitigation, and other links. Look for the National Voluntary Agencies Involved in Disaster (NVOAD) link.
- 5) U.S. Geological Survey: www.usgs.gov

Information on earthquakes and other land disaster planning measures.
- 6) Catholic Relief Services: www.catholicrelief.org

Information on Catholic Relief Services efforts in development and emergency relief.
- 7) National Council of Churches: www.nccusa.org

Links to the Church World Service web page, which oversees various denominations' involvements in domestic and overseas disasters.

Quiz Responses

Possible suggestions to answer some of the questions in the quiz:

- 1) Many people can describe feelings of disorientation, fear, and slow-motion responses to their reactions. These are very normal reactions. Planning for and thinking about emergencies can empower individuals to react better and to better control situations faster.
- 2) Make it a practice, particularly in potentially crowded or new locations, to know how you will evacuate in the event of an emergency. When you see unsafe situations, like blocked exit doors, insist that they be cleared.
- 3) In general, the best reaction is to get under a sturdy structure, such as a strong desk, or stand in a doorway. Stay away from windows. Before evacuating, make sure that you can safely get out without coming into contact with such dangers as moving furniture, breaking glass, or live electrical wires. In some situations, being indoors is safer, as falling glass from tall buildings can cause more damage than the slighter fear of a building collapse. Use the Red Cross and FEMA resources to assist you in your planning.
- 4) Smoke detectors can be checked by using the test button on their outside. Always change the batteries at least once a year, such as on your birthday or some other memorable event.

In many cities, local ordinances require that a building's owners install smoke detectors, but leave maintenance responsibilities to the tenants. Check local rules, but remember that these are inexpensive, lifesaving devices.

- 5) A tornado *watch* means that conditions for a tornado are favorable, and plans should be prepared to find safety. A tornado *warning* means tornadoes have been sighted, and immediate action to find safety should be taken. Most people killed or injured in tornadoes are hit by flying objects. If you are in a car, you should make every effort to get to a safe indoor location. If there is nowhere to escape to, drive in a direction perpendicular to the tornado's path.
- 6) Most natural gas pipelines have a safety cutoff valve near the entry to the building; gas lines are a concern due to the possibility of fire following an earthquake. Check with your local gas provider for their advice about when to cut off the supply, and know where a pipe wrench is located. In earthquake prone areas, many recommend that a dedicated pipe wrench be tied to the gas line near

the valve. However, some gas companies recommend against turning off the supply unless you detect a gas leak, as they advise against or prohibit the resident/owner turning the gas back on.

- 7) It is wise to keep bedroom doors closed while you are asleep. If the detector goes off while you are in bed, drop out of the bed to the floor. Staying low, go to the door and feel it; if it is hot, keep the door closed. If it is not hot, with the door remaining shut, reach for the doorknob. If it is hot, keep closed.

If the doorknob is not hot, brace your body against the door and open it very slowly. If you do not detect heat or smoke, quickly leave by the closest exit. When you (and your family/community) are outside, go to a neighbor and contact the local fire department. Tell them your name, address, and phone number, indicate the situation, and do not return indoors until it has been cleared.

If a fire is detected, be very cautious about trying to fight it. Small fires can quickly escalate, and it is often best to let the professionals handle the situation.

- 8) If your smoke detector goes off only when you are cooking, resist the urge to disable your smoke detector. Clean your oven instead!
- 9) Every family should have a pre-determined meeting place, such as a tree in front of the house or a central community spot. This way, even if each member is away for the day, they can physically attempt to get to the meeting place and avoid the need to search the entire city for each other.
- 10) While seating yourself on a plane, physically locate the exits, and count the number of rows to the exit. Remember, in a disorienting crash, when smoke may block your view, you can count the chair backs to the exit.

Similarly, in your hotel, you can find exits and count the number of doorknobs to the exits. If you have to evacuate due to fire, follow the rules in number 7, and take your key with you in case you have to return to your room due to blocked exits. You can barricade yourself into your room by placing wet towels at the bottom of the door, opening a window, and placing a towel or sheet out the window to let firefighters know of our presence.