



National Emergency Management Plan - **Canada**

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EXECUTIVE SUMMARY

The signs of the times are an alarm bell signalling the increase in frequency and intensity of disasters around the world and right here at home in Canada. Some of these disasters occur suddenly with little or no warning, while others develop slowly over a more extended period. Disasters may be natural or human-made. Regardless of which, all are aggravated by a variety of factors, including climate change, urbanization, economic disparity, and violence.

To be effective in disaster response, we as the Seventh-day Adventist Church in Canada (SDACC) should plan and be prepared. When a disaster occurs, a response is often required to meet the urgent needs of those affected. The Church is well placed to do this. The Church is rich with the valuable resources of caring people, buildings, and land. Church members can help disaster survivors cope with the emotional distress of losing family, friends, and possessions.

This National Emergency Management Plan (NEMP) addresses preparedness for, response to and recovery from disaster events. It has been developed by ADRA, in close partnership with Adventist Church members, pastors, conference leaders and the SDACC. These guidelines are designed for ADRA staff and church leaders, church boards, church members and volunteers who desire to serve their community during the critical time of a slowly developing emergency or sudden onset disaster.

In early 2019, the Government of Canada released its [Emergency Management Strategy for Canada: Toward a Resilient 2030](#). This strategy charts a “collaborative, whole-of-society roadmap to strengthening Canada’s ability to assess risks, prevent/mitigate, prepare for, respond to, and recover from disasters.”¹ It stresses a grassroots approach from local to provincial/territorial and federal jurisdictions in recognition that in an emergency, the first response is almost always by the local authorities because disasters occur most often locally.

ADRA Canada’s NEMP aligns itself with this approach. It details ADRA Canada’s national plan, the Canadian Conferences Emergency Plan (CEMP), and the local Churches’ Emergency Plan (ChEMP). It provides detailed information on preparedness, outlines levels of response, shared responsibilities, and provides tools to equip local churches and conferences in disaster preparedness and response planning.

Comprehensive and responsive, this NEMP’s recommendations encompass the National Seventh-day Adventist Committee down to the smallest local Church, providing guidance for today and years into the future.

The flow diagram below summarises the key elements of the NEMP. The information provided in these guidelines explains in detail each aspect of the process



Figure 1. Key elements of the National Emergency Management Plan

¹ Public Safety: Emergency Management.
<https://www.publicsafety.gc.ca/cnt/mrgnc-mngmnt/index-en.aspx?wbdisable=true>

INTRODUCTION

The Seventh-day Adventist Church in Canada, founded in 1901, has over 73,000 members in 500 churches. The Church at large has more than 20 million members gathered in over 150,000 congregations in 213 countries around the world. The Seventh-day Adventist Welfare Service (SAWS) was created soon after the Second World War to aid those affected by severe disasters, which were becoming more and more frequent.²

The Seventh-day Adventist Church incorporated SAWS on November 13, 1956, in Maryland, USA, and was changed to Seventh-day Adventist World Service (SAWS) to reflect the Church's worldwide involvement in 1973.

The Seventh-day Adventist World Service was reorganized in 1983-1984 into Adventist Development and Relief Agency (ADRA) to reflect the professional and precise expertise applied to addressing immediate needs and longer-term projects³.

Since then, ADRA has been mandated to lead the management of development and relief efforts of the Seventh-day Adventist Church worldwide, including Canada. In solidarity with the command of Jesus to feed the hungry, shelter the homeless, clothe the poor, heal the sick, and comfort the widow and orphan, Seventh-day Adventists in Canada give generously of their time, talents, money and goods to serve victims of emergency in cooperation with appropriate government and volunteer agencies.

Figure 2. Purpose and Scope

PURPOSE

The NEMP is designed for ADRA staff and church leaders, church boards, church members and volunteers who desire to prepare and plan for a response and to serve at the time of a disaster. It aims to strengthen the resilience of church members, the Church, and the community.

The purpose of the NEMP is to serve Conferences and local churches in Canada in the development of Conference and Church Emergency Management Plans.

The NEMP activities are funded by NAD, ADRA, SDACC, Conference and Local Church. Each contributing to ensure a successful emergency preparedness and response.

This document provides:

- Detailed information about the ADRA Canada National Emergency Management Plan (NEMP)
- Tools and templates for the Conference Emergency Management Plan (CEMP)
- Tools and templates for the local Church Emergency Management Plan (ChEMP)
- Links to online training, partners, and other Emergency Management resources

SCOPE

The scope of the NEMP is comprehensive. It is strengthened by the emergency guidelines and management principles set forth by each province and municipality (for example, the [Hazard Identification and Risk Assessment Program of Ontario](#)). The NEMP will guide and support all Seventh-day Adventist Conference and local Church plans and response efforts.

² <https://www.adventist.org/who-are-seventh-day-adventists/history-of-seventh-day-adventists/>

³ <https://www.adra.ca/aboutus/our-history/>

Figure 3: Disaster Definitions

Activation: Decisions and actions taken to implement a plan, a procedure or to start a response and/or open an emergency operations centre.

Acceptable risk: The level of potential losses that a society or community considers acceptable given existing social, economic, political, cultural, technical and environmental conditions.

After-action report (AAR): A report that documents the performance of tasks related to an emergency, exercise or planned event and, where necessary, makes recommendations for improvements.

Biological hazard: A virus, bacterium, micro-organism, fungus, prion, biological toxin or micro toxin produced by organisms capable of negatively affecting humans, animals or plants.

Building code: A set of ordinances or regulations and associated standards intended to control aspects of the design, construction, materials, alteration and occupancy of structures that are necessary to ensure human safety and welfare, including resistance to collapse and damage.

Business impact analysis (BIA): A process designed to prioritize business functions by assessing the potential quantitative (financial) and qualitative (non-financial) impact that might result if an organization were to experience a service disruption.

Business continuity plan (BCP): A plan developed and maintained to direct an organization's internal response to an emergency.

Damage assessment: An appraisal or determination of the effects of a disaster on people, property, the environment, the economy and/or services.

Disaster: A disaster occurs when a hazard affects people who are in a vulnerable situation and who are unable to cope with its impact and/or usual government response systems are overwhelmed.

Hazard: A natural or man-made event that can cause harm.

HIRA: Hazard Identification and Risk Assessment, is a part of the process used to evaluate if any situation, item, thing, etc. may have the potential to cause harm. In the risk assessment we seek to identify hazards and risk factors that have the potential to cause harm.

IMS: Incident Management System, is a tool that provides a standard framework for responding to internal and external events that require an immediate reordering of daily priorities and deployment of human or material resources.

Risk assessment: is a process to identify potential hazards and analyze what could happen if a hazard occurs which may adversely affect individuals, assets, or the environment.

Vulnerable: A person or people who are likely to suffer serious loss, damage, injury or death as result of exposure to a hazard.

DISASTER PREPAREDNESS

It is estimated that one dollar spent on disaster preparedness saves on average six dollars in response. With damage to personal property from flooding, fires, tornadoes and the like calculated in the billions, we must do more to protect ourselves and our communities from natural disasters. One way to do that is by anticipating the threats and acting in advance to reduce risk and limit losses. These are investments with proven returns.

MAPPING TO BETTER UNDERSTAND THE DISASTER CONTEXT

Mapping is effectively identifying high-risk areas. With access to the Canadian Disaster Database, information published by Public Safety Canada, websites like [Get Prepared](#) and online tools like Google Maps and Google Earth, it is relatively easy to map and build a picture of your local disaster response context. Extreme weather patterns, fire hazards, critical infrastructure and other threats are identified and assessed to determine if church buildings, conferences or community members might be exposed and vulnerable to known hazards.

Within any high-risk area, there are likely to be more vulnerable community members than others. Neighbourhoods contain seniors' residences, group homes, community centres, social services and neighbourhood policing outlets. Local churches need to get to know their communities and allow neighbours, including police and fire services, ward councillors and others, to get to know the church and its members. The church will find that there is a crucial role to play and a gap to be filled. By responding, the local church will enhance their visibility in being a refuge and resilience centre in the community, when needed most.

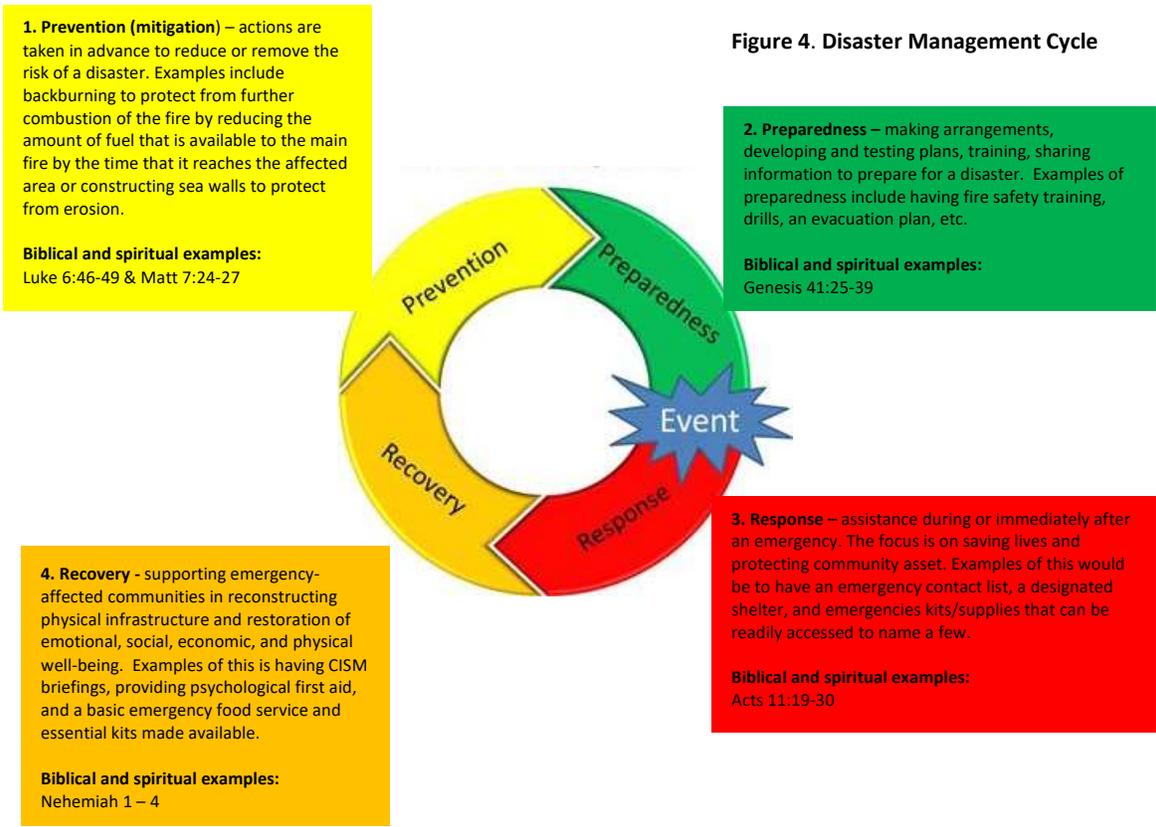
Within any community, there are also key resources and features strategic for disaster relief. These critical infrastructures might include local hospitals, medical clinics, police stations, high ground in public spaces and community halls. These can also be accounted for and added to a map as part of planning.

By creating maps with this information, the Church or Conference will be better informed to undertake

more effective planning to ensure a targeted, timely and efficient response to a disaster event. The [Hazard Identification and Risk Assessment Program Methodology Guidelines, 2019 of Ontario](#) can be used as a Mapping Tool.

DISASTER MANAGEMENT CYCLE

The Disaster Management Cycle (also known as the Emergency Management Cycle) identifies key components by which governments and civil society plan for managing disasters. It is useful to be familiar with the four phases as they are part of the emergency management sector's everyday language and inform the design and allocation of emergency management planning responsibilities. The National Emergency Management Plan is founded on this cycle. The four phases of the Disaster Management cycle are shown below.



METHODOLOGY

Effective Emergency Management results from a coordinated approach and a more uniform structure across institutions. This plan will achieve these results by:

- outlining national, conference and local church plans,
- creating awareness of the national, conference and local church objectives, approaches and structure,
- providing training and meaningful exercises to volunteers at all levels
- coordinating with relevant federal and provincial government and non-government disaster response institutions.

Figure 4. Disaster Management Cycle

CODE OF CONDUCT FOR ORGANIZATIONS WORKING IN DISASTER RESPONSE

ADRA globally is a signatory to a Code of Conduct for organizations working in disaster response. This code outlines ten general principles of conduct when working in disaster relief. The primary purpose of the code is to guarantee community centred standards of behaviour when responding to disasters.

All ADRA staff, Seventh-day Adventist church staff and volunteers acting on behalf of the organization must understand and sign on to this Code of Conduct.

Figure 5. The ten principles for conduct in disaster response

1. The humanitarian imperative comes first (an obligation to provide disaster relief when people are in need).
2. Aid is given regardless of the race, creed or nationality of the recipients and without adverse distinction of any kind. Aid priorities are calculated on the basis of need alone.
3. Aid will not be used to further a particular political or religious standpoint.
4. We shall endeavour not to act as instruments of government foreign policy.
5. We shall respect culture and custom.
6. We shall attempt to build disaster response on local capacities.
7. Ways shall be found to involve community participants in the management of disaster relief.
8. Relief aid must strive to reduce future vulnerabilities to disaster as well as meeting basic needs.
9. We hold ourselves accountable to both those we seek to assist and those from whom we accept resources.
10. In our information, publicity, and advertising activities, we will recognize disaster victims as dignified humans, not hopeless objects.

VOLUNTEERS

Volunteers are the backbone of any organization, and so much more the Church. Their willingness to work unitedly and sacrificially for the betterment of others makes them a vitally important resource. Volunteers are also an essential element of Conference and local Church Emergency plans. Careful attention to the recruitment and training of volunteer teams available for local and remote deployment will yield dividends in small emergency or large-scale disasters. All volunteers will be vetted for eligibility in line with the government requirements such as Vulnerable Sector Screening (VSS) and/or Criminal Record Check (CRC), signing ADRA documents such as Prevention of Sexual Exploitation and Abuse (PSEA), child abuse, code of conduct.

If your church members are interested in becoming disaster emergency response (DER) volunteers, we offer training and recommendations of how they can get involved.

1. Learn how to prepare yourself for emergencies
2. Register as a volunteer in your area to respond to major emergencies within your conference
3. Become a team leader or area DER Coordinator to assist in the national response to disasters
4. Learn how to prepare your church for emergencies
5. Prepare your church to support the local community in minor emergencies
6. Donate to ADRA Canada for Canadian Projects

Volunteer Training

At ADRA, we offer several areas of training (see Figure 6). A Truth and Reconciliation Commission training (TRC) offered by the SDACC in partnership with First Nations University is also available.

EMERGENCY RESPONSE TEAM (ERT)

The role of the Emergency Response Team (ERT) is to ensure a good flow of communication between the church, Conference and ADRA emergency contact persons, operational personnel and support providers. This includes identifying what response or course of action will be taken to address the emergency from the pre-approved ChEMP. All details, including each team member's role and responsibilities, duration and methodology of the response would be already pre-approved in the ChEMP, hence, eliminating any ambiguity. This clarity from the ChEMP will enable the ERT to respond in a timely manner and to operate as a productive team, reducing duplication of effort and enhancing collaboration benefits.

The Emergency Response Team will need to fulfil **nine** essential core functions (Figure 7). Note that one person could double or triple in more than one function, depending on their capacity, training, and experience. Also, not all functions need to be filled for every disaster: There is support from the Conference ADRA/ACS Director or Coordinator to the ERT and team members. Refer to *Annex 1 – Emergency Response Team Roles and Responsibilities* for more on the structure and components of the ERT.

Figure 6. Areas of volunteer training

1. Disaster Emergency Response (DER) training certificate (Basic, Enhanced and Advanced available)
2. Crisis Care (Psychosocial support)
3. Psychological First Aid (Certificate from the Red Cross)
4. Leadership and Development
5. Cultural sensitivity (including Indigenous training)

Please visit our website for information:

<https://www.adra.ca/volunteer-in-emergencies/>

COMMUNICATION

When a disaster occurs, it will often draw local and even national attention. Suddenly, your church activities in helping those in need might become the focus of news and print media. The local church represents the larger church and ADRA. It is easy to be more than a little overwhelmed if unprepared. The important thing is to have your communication point person or lead identified, trained, and equipped ahead of time. For churches that already have their crisis communication plan, they would continue with that as usual. Refer to *Annex 2 - Crisis Communication Plan template*.

Figure 7. Nine essential roles and core functions of ERT

- 1) **Emergency Response Coordinator** – functions as the team leader
- 2) **Planning Officer** - leads required assessments that would inform the modality of response and what is needed for a successful response.
- 3) **Program Officer** – leads the implementation of the response.
- 4) **Logistics Officer** – leads the purchasing, transportation and inventory, following the approved plan.
- 5) **Human Resource Officer** – ensures essential functions are filled by appropriate staff.
- 6) **Finance Officer** - manage finances, assets and other resources.
- 7) **Communications Officer** – leads in creating awareness about the disaster response to all stakeholders.
- 8) **Safety and Security Advisor** - leads in ensuring that all volunteers and community participants are safe.
- 9) **Pastoral/Psychosocial support** - provides spiritual nourishment and psychosocial support to the volunteers and community participants.

A more detailed description of responsibilities for each position (or function) can be found in *Annex 1 – Emergency Response Team Roles and Responsibilities*.

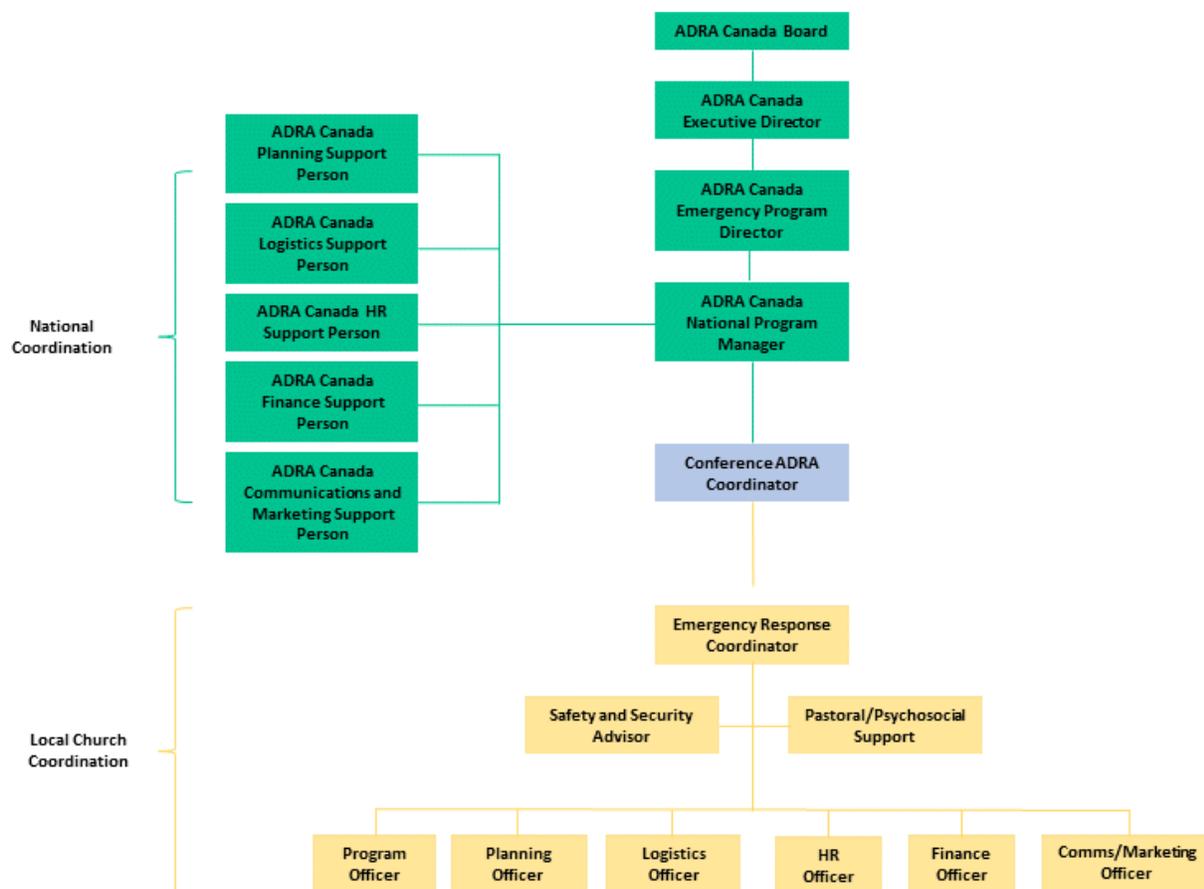
NATIONAL EMERGENCY MANAGEMENT PLAN (NEMP)

ADRA's Emergency Management Plan has two components. The first relates to how ADRA would continue to operate as an agency if faced with a disaster, which is fully detailed in ADRA Canada's Business Continuity Plan (BCP). The second is ADRA's national responsibility as mandated by SDACC to lead the humanitarian response in Canada. The NEMP is null and void without the CEMPs and ChEMPs. It is of paramount importance that pre-approved plans are in place in order to ensure timely quality responses for each participating church, from coast to coast to coast. Helping those in need, when they need it the most.

As Christians, we have a duty to protect the assets we have been entrusted, and we must provide an environment that is safe for employees, members, guests, and volunteers so the work can be done effectively and efficiently. Complacency regarding emergency management is one of the greatest threats we face. This can be remedied by leaders at Conference and Church level making emergency preparedness a key priority, and by providing more clearly intentional education for leaders, staff, and local volunteers. This is something we can accomplish together.⁴

It is important for the leadership of Conferences and Churches to set up time and resources to address the protection and stewardship of the assets entrusted. For example, the implementation of a safety committee should set the tone that identifying risks

Figure 8. National Emergency Management Structure



⁴ North American 2020 Risk Management Initiatives. Retrieved from <https://adventistrisk.org/en-ca/region-initiatives#nad-section-1>

and managing them is important to the long-term ministry of our organizations.

The NEMP aims to aid conferences and local churches to achieve a level of operational readiness (OR) that enables relevant, effective and timely response to those around us. The chart below shows the NEMP stages.



Figure 9. Stages of the National Emergency Management Plan

All preparedness plans begin with the individual. Emergencies, by definition, happen when we least expect them, and often when families are not together. Suddenly, you need to think about your kids at school or elderly parents across town. If phones don't work or some neighbourhoods aren't accessible, what will you do?

The best way to help ensure your family's safety in these situations is to have an emergency plan. Having a plan and discussing it with loved ones will save time and make real situations less stressful. Having a plan is also part of being a responsible community member. Local authorities will react swiftly, but they cannot reach everyone at once. Every family needs to be prepared to withstand the first 72 hours of an emergency, while emergency workers focus on gaining access to those in urgent need. Being prepared allows these responders to help the most vulnerable first. So, do your part! Learn about the emergencies that can happen where you live and plan

for situations that are more likely to occur (See *Annex 3: Self Assessment Questionnaire of Readiness*).

ADRA Canada is one of many public, faith-based, and private organizations working cooperatively to respond to emergencies and disasters in Canada. ADRA Canada is a member of the Emergency Management NGO Consortium of Canada (EMNCC) who, along with other national NGOs in January 2019, formalized their terms of reference and codified their collaboration mechanisms.

ADRA Canada is also a recognized partner and contributor among provincial emergency management groups and alliances and local municipalities and indigenous communities across Canada. Through these memberships, conference officials and local church members can be assured that the coordination information received from ADRA Canada in times of emergency or disaster is consistent with that of other groups and consistent with ADRA Canada's overall national emergency management plan.

Figure 10. Other members of the EMNCC

- Canadian Red Cross
- The Salvation Army
- Samaritan's Purse
- Team Rubicon
- Amateur Radio of Canada
- Mennonite Disaster Services
- Humane Canada
- Food Banks Canada
- Coast Guard Auxiliary
- Billy Graham Rapid Response
- World Renew
- SARVAC
- Civil Air Search and Rescue
- St John's Ambulance

EMNCC members coordinate and communicate in response to disasters.

The individual, the Church, the Conference that participates in the planning and preparation for emergency management, are by association, part of EMNCC to ensure an organized and coordinated response across Canada.

CONFERENCE EMERGENCY MANAGEMENT PLAN (CEMP)

The Seventh-day Adventist Church in Canada consists of seven regional headquarters called conferences. These conferences facilitate and strengthen the work of the Seventh-day Adventist Church in Canada from coast to coast to coast.

Conferences wishing to become a Disaster Ready Conference will:

- Have an ADRA representative
- Participate in the training coordinated with ADRA.
- Promote the Disaster Ready Church program to their local churches and coordinate training events to ensure each Church has been trained, including volunteers who are ready to respond in the event of a disaster.
- Share resources such as a compiled list of Disaster Ready churches, trained/certified volunteers, updated contact information etc.,
- Have a Conference board approved CEMP (See attached *Annex 4 – Conference Emergency Management Plan (CEMP) template*)

Upon completion, the CEMP would be approved by ADRA. The conference needs to share their CEMP with ADRA for financial and technical support planning.

If a Conference does not have an approved CEMP, funding for an emergency response can still be accessed, however a written proposal and a detailed budget will need to be submitted and approved before funds can be released.

Figure 11. Key components of a Disaster Ready Church

- Know and understand the hazards and risks of your locality.
- Establish an Emergency Management Team (EMT) also can be a part of the local church Safety Committee that is appointed by the Church Board.
- Identify and develop relationships with key local players that also respond to disasters (e.g. local government, churches, fire and police services, or voluntary groups).
- Avoid duplication by identifying what other key local players have planned for their disaster response.
- Develop a plan for what the Church would like to do to assist their community when a disaster strikes.
- If there is a gap in what the church would like to do and what you are able to do, prepare a list of training topics and/or other support needed by the church in order to get you to the level of capacity to reach your desired disaster response goal. Take action to increase resilience as a church in the context of known hazards.
- Access training for those who volunteer for the Disaster Ready Church program.

CHURCH EMERGENCY MANAGEMENT PLAN (ChEMP) – DISASTER READY CHURCH

To be effective in a disaster response, churches should have a plan and be prepared to respond. Part of the preparation includes taking steps to reduce the church's vulnerability. Figure 11 lists key components of a Disaster Ready Church.

Putting together the ChEMP should be a fun activity for all those involved in the church. All the Annexes in this document provide all the information needed. All the team needs to do, is to fill in *Annex 5 – Church Emergency Management Plan (ChEMP) Template* and voila! The ChEMP is ready. The church is disaster ready!

A church can choose to have a Disaster Management Committee (DMC), to specifically work on the ChEMP (see *Annex 6 – Terms of Reference for a DMC*). Other churches can simply ask for interested persons in the church to meet and work on the ChEMP. Whatever methodology the church uses will be up to each church, as long as it is participatory, fun and taken seriously.

ADRA Canada in partnership with SDACC and the Conference will provide technical and financial support along every step of the way as this is an ongoing partnership with each Conference and local Church that decides to become a Disaster Ready Church.

Funding

Funding for disaster preparedness and planning and response will be made available to churches after they have completed their ChEMP and it has been approved by the Conference. The type of disaster preparedness activities that could be funded under this mechanism might include pre-positioning of disaster response equipment or supplies needful for a particular response.

Response activities might include soup kitchens, food banks, non-food item distributions or other non-traditional responses. Churches are encouraged to be creative and relevant in their response.

Response

Pre-planning and pre-approval will enable the local Church to commence an initial response immediately to meet the urgent needs of a community.

If a church does not have an approved ChEMP funding for an emergency response can still be accessed, however a written proposal and a detailed budget will need to be submitted and approved before funds can be released. This minimises effective and efficient disaster response.

ADDITIONAL RESOURCES

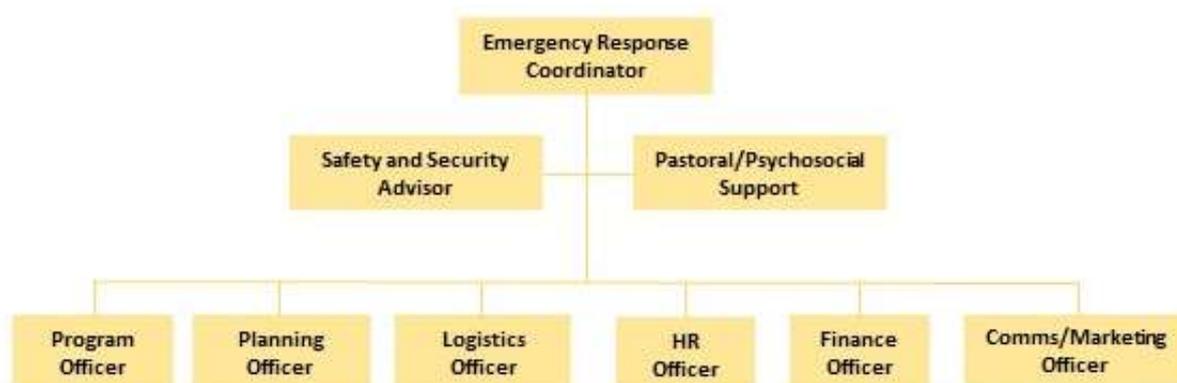
Disaster Ready Church. ADRA Australia. March 2020 Version 4a

Hazard Identification and Risk Assessment Program. Methodology Guidelines 2019. Office of the Fire Marshall and Emergency Management, Ontario

Are You Ready? Personal Emergency Preparedness. ADRA Canada

ANNEXES

ANNEX 1 – EMERGENCY RESPONSE TEAM ROLES AND RESPONSIBILITIES



Position	Key responsibilities
Team Leader or Emergency Response Coordinator (ERC)	<ul style="list-style-type: none"> To coordinate an effective response To monitor progress of the response and troubleshoot any issues To hold regular meetings to ensure the team are well informed To ensure all team members are well cared for and are safe Liaison with the ADRA Regional Coordinator (ARC) Liaison with the local government and other responding agencies
Planning Officer	<ul style="list-style-type: none"> Ensure a needs assessment is done to plan the most appropriate response Collect and provide information, as required by the National Emergency Planning Support Person
Program Officer	<ul style="list-style-type: none"> Implement the planned emergency response intervention(s) Keep an accurate record of all activities/distribution numbers and communicate to the ERC Ensure opportunity is provided for the beneficiaries to provide feedback, including complaints, and that the management and outcome of these is documented.
HR Officer	<ul style="list-style-type: none"> Ensure a needs assessment is done to plan the most appropriate response Collect and provide information, as required by the National Emergency Planning Support Person
Treasurer or Finance Officer	<ul style="list-style-type: none"> To assist with the development of budgets

	<p>To oversee the use of the church's funds and funds donated from other sources</p> <p>To ensure there is good stewardship of the church's resources and money</p> <p>To produce simple financial reports to show how funds have been used</p>
Logistics Officer	<p>To oversee the purchase and provision of relief goods e.g. food, water, bedding, etc.</p> <p>To hire or arrange transport for the moving of relief goods and volunteers</p> <p>The management of any equipment that is used</p> <p>The storage and management (warehousing) of relief goods</p>
Comms/Marketing Officer	<p>Liaison with National Emergency Comms/Marketing Support Person</p> <p>Collect human interest stories</p> <p>Take photos of the Church's ERT (Emergency Response Team) in action</p>
Safety and Security Adviser	<p>Assess and identify any risks or hazards and determine risk reduction strategies</p> <p>Provide advice to the ERC and team members on how to operate safely</p> <p>Implement and manage an incident reporting mechanism</p>
Pastoral and Psycho-social Support	<p>Provide spiritual and emotional support to Emergency Response Team members</p> <p>Locate a calm and safe place for people to share how they are feeling and what they are experiencing</p> <p>Be an active listener</p> <p>Pray for the Emergency Response Team members, church members and the community</p> <p>Contact church members to ascertain how they are, identify any needs, facilitate the meeting of those needs</p>

ANNEX 2 – CRISIS COMMUNICATION PLAN TEMPLATE

Crisis is inevitable for just about any type of organization, so identifying the people, systems, messaging and other standards in advance makes good business sense. Here are steps you can take in advance to take control:

IDENTIFY PEOPLE

Identify the crisis communications team: ideally, the organization’s CEO will head up the team, with the top public relations executive (or outside agency or consultant) and legal counsel as chief advisers. Senior executives, usually the heads of major divisions, should be identified to serve as your organization’s Crisis Communications Team.

Crisis communications team		
Name and Title	Role and responsibility	Contact information

Identify spokespersons: The pool of potential spokespersons/subject matter experts should be identified and trained in advance, even though you will make the ultimate decision about who will speak will be made once the crisis breaks. Consider all the different channels of communications both internal and external, that you may need to cover.

Crisis spokespersons		
Name and Title	Expertise	Contact information

Identify and know your stakeholders: Create a complete database of internal and external stakeholders to guarantee that they obtain the exact messages you want them to hear and potentially repeat to other individuals or media outlets. Use the Smartsheet Stakeholder Communication Plan Template and update it frequently.

Stakeholder communication plan					
Stakeholder	Power/interest	Key interest and issues	Communication vehicle	Frequency	Comments

IDENTIFY POTENTIAL CRISES AND A PLAN

Brainstorm potential crises in advance: the Crisis Communications Team should identify ever potential threat based on your known vulnerabilities. It may become clear that some crisis stations may be preventable by shifting existing conditions or operational methods. You should consider possible responses, and best and worst case scenarios. Often organizations are aware of an upcoming event like layoffs, a merger or a move, so you can begin to plan well in advance of the actual event.

Advance crisis planning	
Potential scenarios	
Security breach, product/technology failure, natural disaster, financial crisis, workplace violence, environmental crisis	
Scenario 1	
Scenario 2	
Scenario 3	
Upcoming events	
Mergers, acquisitions, moves, layoffs	
Scenario 1	
Scenario 2	
Scenario 3	

Crisis communication response plan: Your brainstorming and assessment process should lead to the creation of a crisis response plan tailored to your organization.

Crisis communication response plan template	
Event name	
Communication goal	
Target audiences	
Issues analysis and verification	
What happened?	
Which credible information sources confirmed?	
What additional facts are needed to put the event into perspective?	
When did it happen?	
Who is involved?	
How did it happen?	
What is currently being done?	

IDENTIFY SYSTEMS

Establish notification systems: Set up notification systems to rapidly reach your stakeholders. Employing more than one type of communications platform (email plus text for example) the chances are much greater that the message will go through. Using your stakeholder database, you can purchase or rent an emergency notification system to automatically contact pre-established database.

Notification systems description

Establish monitoring systems: Monitoring what’s being said about you on traditional and social media can alert you to negative messages that could foment a crisis. Monitoring all stakeholder feedback during a crisis supports logical changes to strategy and tactics. Free services include Google Alerts and Hootsuite, but you can also use paid monitoring services to report results in various formats. Train personnel, such as Customer Service reps, who have front-line contact with stakeholders to immediately report to the Crisis Communications Team.

Monitoring systems description

Establish crisis verification system – what, when, who, how and why: The first step is to determine what has happened and immediately identify and document as many facts as possible based on essential questions: what happened and has the situation been confirmed by credible information sources? What additional facts are needed to put the event into perspective? When did it happen? Who is involved? How did it happen? What is currently being done?

IDENTIFY MESSAGING

Develop and use “holding statements”: You’ll need to develop full messages based on the facts and that may take some time. Using pre-determined “holding statements” immediately after a crisis gives you breathing space and communicates that you’re aware and working on the matter. For example: “Expect a statement from our CEO within two hours” or “Check Twitter or our website for updates.” Holding statements should be reviewed regularly.

Holding statement planner	
Acknowledge the crisis Give yourself some time Show commitment	
Statement samples	Delivery modality/modalities

Key messages: The crisis communications team should aim to develop three crisis-specific messages based on verified information for all stakeholders, and, if needed, some targeted messaging for specific stakeholder groups based on identified scenarios. These can be modified based on the actual crisis. Messaging will also need to be adapted to different forms of media. For example, Twitter may require links because of character limits.

Key message planner		
Audience	Top three key messages	Delivery channels and spokesperson
All stakeholders		
Audience 1		
Audience 2		
Audience 3		

IDENTIFY KEY LEARNINGS

Post-crisis review: once the crisis has passed, a best practice is to conduct a formal analysis in team meeting by the full Crisis Communications Team. Review what worked, what failed and what could be improved prior to the next event and use the results to update the Crisis Communication Response Plan.

Crisis Review Form			
Strategy/Tactic	Description	Result	Improvement possibilities
Successful			
Successful			
Problematic			
Problematic			

ANNEX 3 – SELF-ASSESSMENT QUESTIONNAIRE OF READINESS

Name: _____

Personal and at home

Abilities/preparedness	Yes	No	Unsure	N/A
I know what emergencies or disasters are most likely to occur in my community.				
I have a personal disaster plan and have practiced it.				
I have a family disaster plan and have practiced it.				
I have an identified meeting place for my family.				
If you have children, do you know your kids school emergency plans?				
If you have children, do they have emergency contact cards they carry or information in their phone?				
I have an emergency preparedness kit.				
I have a go bag to keep in my vehicle.				
I keep emergency supplies at home (e.g. extra food, water, batteries, etc.)				
Do you keep critical carry-with-you supplies? (Medication, small flashlight, fully charged portable devices, paper/pen/pencil, emergency health information).				
At least one member of my household is trained in first aid and CPR/AED.				
I have a fire extinguisher at home				
I regularly check my smoke and CO2 detectors.				
I have a secure location to keep all important documents.				
If you wear contact lenses, what will you do if and when smoke, dust or fumes become painful or dangerous. Do you keep glasses with you?				
If you are hard of hearing, will you be able to hear over the sound of very loud emergency alarms?				
Have you anticipated the types of reactions you may have in an emergency situation and planned for coping with them (i.e. stress, confusion, fear).				
Do you have an emergency health card or in case of emergency (ICE) designation in your phone?				
I have emergency response related apps downloaded on my phone (e.g. Red Cross, weather, ReadyNC, etc).				
I am aware of ways to stay healthy.				
I have a first aid kit at home.				
I am signed up to receive emergency alerts (social media, text, email).				
I have taken action to help my community prepare.				

Planning

Abilities/preparedness	Yes	No	Unsure	N/A
If an employee on campus, my until/area has a Pack Plan for emergency preparedness.				
I am familiar with the disaster preparedness cycle.				
I understand an Incident Command Structure (ICS).				

On campus

Abilities/preparedness	Yes	No	Unsure	N/A
Do you know the location of fire alarms and extinguishers?				
Can you operate a fire extinguisher?				
Have you practiced operating a fire extinguisher?				
Do you know the location of exits in buildings you spend the most time?				
Do you know how to reach emergency personnel and facility response staff in case of an emergency after normal business hours?				
Do you know where the facility's designated meeting place located for the buildings you spend the most time?				
Do you know how you would be signaled/told to evacuate buildings on campus?				
Do you have a personal support network? (Those that will help you if you are sick or unable to respond in an emergency).				
Have you labeled essential equipment or documents that you may need and keep them in a place where they can be removed from the facility during an evacuation?				
Are important documents backed up at any other location?				
Do you have an up-to-date contact list, including office, home phone numbers, email addresses for employees?				
Do employees have secure remote access to applications/files they need to access on a day-to-day basis?				
Do you have important information accessible via hardcopy?				
Do you have the ability to work remotely?				
Do you know how to access AND use virtual systems for web conferencing, conference calls, etc?				
Do employees understand their work designation during adverse weather and/or emergencies?				
Do employees know whom to contact if they have questions or need information?				
I know what to do if there is an active shooter/hostile threat.				
I am signed up to receive Wolf alerts.				
I have downloaded the NC State on Campus app.				

ANNEX 5 - CHURCH EMERGENCY MANAGEMENT PLAN (CHEMP) TEMPLATE

Church Name:

Date approved (Conference to complete):

Church Pastor Contact Details

Name:		Mobile Phone:	
Address:		Email:	

Emergency Response Team Leader Contact Details

Name:		Mobile Phone:	
Address:		Email:	

Contents of Plan

Section	Description	Page
1.	Context and Risk Analysis	
1.1a	Known natural and manmade hazards	
1.1b	History of disasters	
2.	Resources Analysis	
2.1	Key volunteers' skills and experience	
2.2	Equipment	
3a.	Coordination (internal)	
3b.	Coordination (external)	
3.1	Government contacts	
3.2	Other CSO contacts	
4.	Communication	
6.	Response Plans	
6.1	Needs-based intervention #1	
6.2	Needs-based intervention #2	

Section 1. Context and Risk Analysis

1.1 Risk Management

1.1a Known Natural and Man-made Hazard

Ref	Hazard e.g. flood, fire, etc. (What can happen)	Frequency (How often)	Location (Where)	Likely Impact (Consequences)
1				
2				
3				
4				
5				

1.1b History of Disasters

Ref	When did it happen (date)	Type of Hazard	Location	Impact (Deaths, injuries, displacement, economic cost)
1				
2				
3				
4				
5				

1.2 Risk Management Plan

Ref	Potential Risk	Likelihood	Impact	Risk	What can be done to eliminate or reduce the risk
1	e.g. high air pollution from the bushfires	High	High	High	issue volunteers with face masks (prevention) advise volunteers with respiratory conditions to stay indoors (eliminate)
2					
3					
4					

1.3 Risk Score Calculation			
	LOW Impact / Consequences	MEDIUM Impact / Consequences	HIGH Impact / Consequences
HIGH Likelihood / chance of it happening	MEDIUM RISK	MEDIUM RISK	HIGH RISK
MEDIUM Likelihood / chance of it happening	LOW RISK	MEDIUM RISK	HIGH RISK
LOW Likelihood / chance of it happening	LOW RISK	LOW RISK	HIGH RISK

Section 2. Resources Analysis

2.1 Key Volunteer Skills and Experience

No.	Volunteer Name	Primary Skill / Talent (finance, comms, logistics, etc.)	Other Skills/Talents	Training Needs
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

2.2 Equipment

No.	What	Number of Units	Location	Who has Access?
1				
2				
3				
4				
5				

Section 3a. Coordination (Internal)

Enter the names of volunteers who can fill each position (or function) within the emergency response team. It is good practice to have a back-up for each person.

S n S Adviser

Pastoral Support

Emergency Response Coordinator	
	Primary Back-up

EM Planning Co.	Community Co.	Treasurer	Volunteer Co.	Bulletin/Media

Section 3b. Coordination (External)

3b.1 Government Contacts

Name	Title	Department	Phone	Email

3b.2 Other CSO Contacts

CSO*/Organisation	Name	Title	Phone	Email

*Civil Society Organisation

Section 4. Communication

Which Organisation	Which person	What is communicated	How communicated (phone, email, etc.)	When communicated

Section 5. Minimum Criteria for the Activation of a Response Plan	
1	
2	
3	
4	
5	

Section 6. Response Plans

6.1 Needs-based Intervention #1: (e.g. Dry food distribution)
What might cause the need for this intervention? e.g. bushfires or floods where affected people have no access to food supplies
What do you plan to achieve? e.g. provide a pack of food to each of 300 affected families within 5 days
Which location or area are you likely to target?
Who might you coordinate with? e.g. the local government emergency response unit and the mayor of the target area
Who do you plan to assist? e.g. those who are most in need of help, especially those families with small children or disability, the elderly
What do you plan to do? e.g. Distribute packs of food that contain at least the following: 2 loaves of wholemeal bread, 500gm of margarine, 200gm jar of marmite, etc.

Budget for intervention #1		
Item	Cost (\$)	Details
Relief items purchase		
Transport costs		
Volunteer support costs		
Overhead costs		e.g. stationery, mobile phone
Other		
TOTAL Cost		

6.2 Needs-based Intervention #2:
What might cause the need for this intervention?
What do you plan to achieve?
Which location or area are you likely to target?
Who might you coordinate with?
Who do you plan to assist?
What do you plan to do?

Budget for intervention #2		
Item	Cost (\$)	Details
Relief items purchase		
Transport costs		
Volunteer support costs		
Overhead costs		e.g. stationery, mobile phone
Other		
TOTAL Cost		

ANNEX 6 – DISASTER MANAGEMENT COMMITTEE (DMC) TERMS OF REFERENCE

CHURCH

APPOINTED BY	Church Board
RESPONSIBLE TO	Church Board

Membership shall consist of the following persons, with a maximum of five (5) members:

- XXX will chair this committee, or in his/her absence, as designated
- Members of the Committee shall continue only as long as the Church Board approves their membership, and the person chooses to remain
- The Church Board will review membership as necessary
- The DMC chairperson has the discretion to invite other persons to sit in on meetings and participate as an invitee with no voting rights.

MEMBERSHIP

Committee Members as at (enter date):

Member Positions
Chairperson
Recording Secretary
Treasurer
Member
Member

PURPOSE

- The DMC shall serve as an advisory body to the Church Board.
- During times when there is no disaster the DMC will organise and promote disaster preparedness for the church.
- When the church is responding to a disaster the DMC will make strategic decisions for the response.
- The terms of reference for the DMC, its membership, and any subsequent revisions, shall be determined by the Church Board.

FREQUENCY AND CONDUCT OF MEETINGS

- Meetings will be held at least twice per year. The chairperson has the discretion to call meetings as and when required. This will likely include at the time of a disaster response.
- At least three members of the committee must be present to constitute a quorum; and must include the chairperson or his/her designee.
- Actions of the DMC shall be determined by consensus. If this cannot be reached, such issues shall be arbitrated through voting. Preferably, a majority vote exceeding the usual 51% of the full membership will carry a motion.

Agenda

- Where possible, the agenda will be circulated at least 3 days prior to the meeting.
- Copies of the agenda and previous minutes will be provided to attendees at the meeting.

Minutes

- Draft minutes will be prepared by the Recording Secretary.
- Before minutes are finalised, they will be checked and confirmed by members of the DMC.

- The official hard copy of the minutes will be signed by the chairperson and filed with the agenda and support documentation.
 - A copy of approved minutes will be provided to the Church Board.
-

SCOPE OF AUTHORITY

- Manage all matters related to the Disaster Ready Church program
- At the time of a disaster the Church Board will approve for the church to respond to the disaster. This Board Action authorises the DMC to make strategic decisions related to the response.

Responsibilities to the Church Board

- Report on progress for meeting the requirements of the Disaster Ready Church program as measured against the Essential Attributes of a Disaster Ready Church
- Submit the completed ChEMP to the Church Board for approval
- Submit any disaster-related proposals requesting funding to the Church Board
- Report on the church's overall response to a disaster
- Report on project progress and the completion of project reports.

POWER TO ACT

General Management

- Ensure the ChEMP is kept up to date
- Allocation of tasks, workspace and equipment in preparation for disaster response
- Promote disaster preparedness actions e.g. family emergency planning
- Provide strategic oversight to disaster responses

Finance

- Ensure financial systems are in place for the management of disaster-related funding
- Monitor and ensure finance reports are completed on time

Programs

- Review of project reports to ensure they meet reporting requirements
- Review and recommend project alterations/amendments.

Human Resources

- Recommend for the recruitment of volunteers.
- Monitor workplace health and safety.

Security and Safety

- Monitor the security situation.
 - Make recommendations to ensure security and safety at all times.
-

TERMS OF REFERENCE