PROJECT FOR NACBA CERTIFICATION

THE DISASTER READY CHURCH

FIELD OF STUDY
STRATEGIC PLANNING / THEOLOGY OF STEWARDSHIP

BY

THOMAS E. FOUNTAIN

BUSINESS ADMINISTRATOR

CHURCH OF THE COVENANT
UNIVERSITY CIRCLE / CLEVELAND, OHIO

JANUARY 2003

UNION THEOLOGICAL SEMINARY AND
PRESBYTERIAN SCHOOL OF CHRISTIAN EDUCATION
CERTIFICATION CENTER

THE DISASTER READY CHURCH

TABLE OF CONTENTS

ACKNOWLEDGEMENTS

O *Give thanks unto the* **LORD***; for he is good: for his mercy endureth forever.* **O** *Give thanks unto the* **GOD** *of gods: for his mercy endureth forever.* **O** *Give thanks to the* **LORD** *of lords: for his mercy endureth forever.* **To** *him who alone doeth great wonders; for his mercy endureth forever.* **To** *him that by wisdom made the heavens: for his mercy endureth forever.*

PSALM 136: 1 - 5

I extend a most heartfelt thanks to the members of the Church of the Covenant for their cooperation in this project, to the members of my office staff for their assistance, to my family for understanding my necessary absences and missed dinners, and to Rev. James Dowd for being a visionary and encouraging my forging ahead to completeness with this activity, whose time has come the

DISASTER READY CHURCH.

ABSTRACT

The Disaster Ready Church Project was born as a result of the realities of Y-2K, the advent of 9/11, and the understanding that somehow, somewhere, it is a healthy point of view for us to be prepared should a disastrous event befall Church of the Covenant. After all, disasters come in all shapes and sizes; knows not color, race, creed, or prosperity. However, it is not hard for those of us placed in a position that requires the overseeing of the assets of the church to realize that the need for arranging for disaster recovery (the day after), backing up data and securing a host site or contingency space, is both sagacious and necessary. We also realize that the recovery of things is not enough. But rather, that churches require a plan to recover so that we can continue day-to-day business of the **LORD**.

Today's legal and protective services environment requires a preventive strategy. For many churches the strategy is to do nothing. Many church leaders function with the belief that the church will never have a legal or disastrous situation. It is truly a strategy engulfed in risk – both for the church and its leaders.

This project is designed to facilitate a speedy and cost effective recovery in the event of disaster ***– be it natural or man made.***

The Proverbs of Solomon, the Son of David, the King of Israel:

To know wisdom and instruction; **To** perceive the words of understanding; **To** receive the instruction of wisdom, justice, and equity**; To** give subtilty to the simple, **T**o the young man, knowledge and discretion. A wise man will hear, and will increase learning; and a man of understanding shall attain unto wise counsels.

Proverbs 1: 1 - 6

PREFACE

"Everyone then who hears these words of mine and acts on them will be like a wise man who built his house upon a rock." ***Matthew 7:24***

"Ask, and it will be given you; search, and you will find; knock, and the door will be opened for you." ***Matthew 7:7***

My work at the Church of the Covenant began eleven years ago in December, 1991, as Financial System Administrator. My position progressed to Office Manager at which time I was given responsibility for the custodial and secretarial staff. My construction rehabilitation and project management experience has given me the ability to work hand-in-hand with the Buildings & Grounds Committee in the Church of the Covenant's recent extensive renovations.

My job goal was to learn more in-depth the mechanism of how a church functioned; hence, my decision to enroll in the Church Administrator Program, to learn more about the infrastructures of church management and operations in relationship to my position.

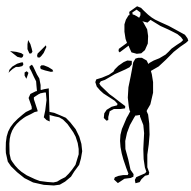
The roots of the Church of the Covenant were planted before the American Civil War. As a result of a session of mergers, the Church of the Covenant emerged as we know it today. Beginning in 1844 with the establishment of the Second Presbyterian Church; followed by the change over to the Euclid Street Presbyterian Church in 1853, then the Beckwith Memorial Presbyterian Church founded in 1885. The sanctuary and the attached Beckwith Parish Hall were built in 1909-1911, prior to the final merger resulting in the Church of the Covenant in 1920.

I am proud to be an employee of the Church of the Covenant and glad that I am part of its journey into the 21st century.

"From ghoulies and ghosties
and long-leggity beasties
and all things that go
bump in the night …
deliver us."

Old Cornish prayer (Anonymous)

INTRODUCTION
THE DISASTER READY CHURCH



Churches today do not look like the churches of twenty-five years ago and they certainly have technology that wasn't dreamed of twenty-five years ago. As the look of our church communities have changed, so do the face of disasters which challenge them. Where once catastrophe meant storm, fire, and rubble, now it can mean terrorism, a computer virus or a power grid failure.

A ***disaster ready church*** is one that is prepared to respond to a disaster whether it is man-made, technological or natural. This paper will describe disasters, how they impact a church and community, and ways in which a church can respond to and prepare for disasters.

The act of a church entering into the process of business recovery planning is what I think of as the science and the art of anticipating the unforeseen. Preparing for the unexpected

and having tangible solutions for the shadows of indefinite events, that might or might not happen some day or some night, is the target of this document.

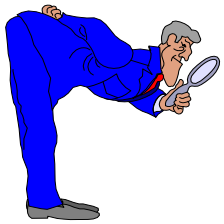
You, me and everyone else in our church communities needs to know *what to do*, *how to do it,* and *when to do it*, in the event of a disaster. It is the disaster recovery plan that can mean the difference between orderly resumption or chaotic loss. Knowing that planning and preparedness is crucial to the process of what to do following a disaster, planning is the part of disaster recovery most often resisted for good reason. Many churches are unfamiliar with the process and unsure of the outcome, they are literally afraid of the "dark."

It's not the idea of a major catastrophe that presents the problem. It's worrying about every small detail – the essence of recovery planning – fitting the pieces together and making them work – that can be daunting. It's how you'll respond to the problems in the sprinkler system that makes it go off, short-circuiting a LAN which in turn shuts down the computer center which sets off a domino effect in the heart of church operations, our offices. We don't think of how dependent we are upon newly found technologies. What if a disaster should occur? The fact is, most church communities have neither the experience nor the expertise to foretell that sort of future; which is why developing and implementing a true fail-safe disaster plan is the best device we can offer modern day churches as we strive to carry out day-to-day activities.

It is very likely that Church of the Covenant will someday be faced with some type of disaster. My paper and plan will have the church better prepared and knowledgeable on how to handle the disaster and to enable it to move forward.

Christians are called by God to be stewards. Being a good steward involves preparing and protecting the facility and the people that gather to worship from unexpected emergencies and disasters.

STATEMENT OF OBJECTIVES:
THE DISASTER READY CHURCH



"Security and Safety have always been important matters for churches. However, not all churches take this issue as seriously as they should", says Jeff Hanna, Executive Director of the Church Division of the GuideOne Center for Risk Management, in the Winter 2001 NACBA Ledger.

This paper will guide church communities through the steps and procedures that they could follow should they be faced with a disastrous situation. Guiding the church through the stages of the development of the plan, implementation of the plan, and provisioning a schedule for consistent preparedness. For clarity, included is a complete definition of what is considered to be a disaster, and a listing of the different types of disasters that a church community might encounter.

Having the church community prepared with a tool-kit that they can readily access in response to a disaster be it man-made or natural, I believe is essential in today's society;

especially since the Advent of 9/11.

In the appendix black line masters of several forms have been provided so that the church community can easily determine the degree/level of disaster preparedness their organization is operating at and where they need to be.

During the development of this document, I was able to adapt the University of Tennessee Safety Center's Ten-Point Checklist for Emergency Preparedness to meet the immediate needs for a layman's timely assessment of their facility; thus defining for them their needs and a cache organizations they should approach for further assistance.

THE PROCESS OF PLANNING THE PLAN

Step 1: Establish a Planning Team

Step 2: Analyze Capabilities and Hazards

Step 3: Develop the Plan

Step 4: Implement the Plan

Step 1. Establish a Planning Team

There must be an individual or group in charge of developing of the disaster management plan. The following can be used as a template for making appointment(s) to the management team. *Form the Team*: The size of the planning team will depend on the size of your church, its operations, requirements and resources.

An ideal disaster management team will include between three and eight members and may assign necessary sub-committees. This primarily depends on the size of the church, number of members and the type of ministries involved.

Members may include those who are current or former:

- **Law enforcement officers**
- **Facilities managers**
- **Personnel directors**
- **Medical professionals**
- **Construction contractors**

- **Public relations professionals**
- **Accountants; and**
- **Others who have a desire to be involved in the area of disaster management**

The church administrative body should officially endorse the formation of the team and give it the authority to act. It is important that the team also be provided with the necessary resources (equipment, funds, and support staff) to carry out their ministry. Most teams can be formed with minimal costs, sometimes as little as $500 - $1,000 in initial set-up fees. These costs might include funds for training and an initial resource library.

The disaster management team also will need the funds necessary to make any physical changes needed to adequately protect the members, visitors and property. These costs can range from minimal to quite extensive, depending on the size and commitment of the congregation and leadership, and will be determined over a period of time as the team develops a comprehensive plan.

Usually involving a group of people is best because:

- It encourages participation and gets more people invested in the process,
- It increases the amount of time and energy participants are able to give,
- It enhances the visibility and stature of the planning process, and
- It provides for a broad perspective on the issues.

Determine the active members that can serve in an advisory capacity. In most cases, one or two people will be doing the bulk of the work. At the very least, you should obtain input from all of the functional areas of concern. Develop duty descriptions of the team members. Have participants appointed in writing by church leadership, and approved by the congregation. This will help to solidify the importance of the group and its commitment to a ***Church Disaster Management Plan.***

STEP 2: Analyze Capabilities and Hazards

When a disastrous issue emerges, the team should have the authority to correct the problem without having to spend excessive time getting numerous approvals or waiting for an upcoming meeting.

A disaster can strike quickly and without warning. If a congregation waits until a disaster happens to make critical decisions, they will most likely make wrong decisions. It is important to identify possible disaster situations that could impact the church, and to develop a response plan for each one. Another important decision is identifying who will serve as the spokesperson for the church during a disaster.

One way to increase response capabilities is to identify the skills of the disaster team's members (medical, engineering, communications, foreign languages) that might be needed in the event of a disaster.

- Identify codes and regulations such as Church Policy, Occupational Safety and Health Regulations (OSHA), Fire Codes, and Environmental Regulations.
- Identify critical services and operations of the church. You'll need this information to assess the impact of potential disasters and to determine the need for backup systems. You will need to look at lifeline services such as electrical power, water, sewer, gas, telecommunications and transportation.
- Identify internal resources and capabilities. Resources and capabilities that could be needed in a disastrous situation would include **personnel** (fire brigade, hazardous materials response team, emergency medical services, security, emergency management group, evacuation team, public information officer); **equipment (**fire protection and suppression, communications, first aid supplies, warning systems, emergency power equipment); **facilities** (emergency operating area, shelter areas, first-aid stations); **organizational capabilities** (training, evacuation plan); **backup systems** (emergency power, recovery support, communications).

- **Identify external resources**. There are many external resources that could be needed in the event of a disaster. In some cases, formal agreements may be necessary to define the facility's relationship with the local fire department, hospitals, local police, utilities, contractors, and insurance carriers.
- Do an insurance review. Meet with your insurance carrier to review all of your policies. Pay close attention to the recovery and restoration section.
- Conduct a vulnerability analysis. It is very important that you assess the vulnerability of your church – the probability and potential impact of each disaster on your facility. Use the Vulnerability Analysis Chart in the appendix section to guide this process, which entails assigning probabilities, estimating impact and assessing resources, using a numerical system. The lower your score the better.

STEP 3: Develop a Plan

We are now ready to develop a disaster management plan. The plan should include the following basic components:

- Executive summary: The executive summary gives the disaster management team a brief overview of the purpose of the plan, the church's disaster management policy, authorities and responsibilities of the team members, the types of disasters that could occur, and where response operations will be managed.
- Disaster Management Elements: This section of the plan briefly describes the churches approach to the core elements of disaster management, which are direction and control, communications, life safety, property protection, community outreach, recovery and restoration, and administration and logistics. These elements are the foundation for the emergency procedures that a church will follow to protect personnel, equipment and resume daily operations.
- Disaster Response Procedures: These procedures spell out how the church will respond to disaster or emergency situations. Whenever possible, develop

them as a series of checklists that can be quickly accessed by disaster team members. Determine what actions would be necessary to:

- assess the situation
- protect the church, its records and equipment
- get the church back up and operating
- managing response activities
- conducting an evacuation and accounting for all persons in the church
- fighting fires
- restoring operations.

- Support Documents: 1) Documents that may be needed in case of a disaster are an emergency call list. 2) Lists, wallet size if possible, of all persons on and off site who would be involved in responding to a disaster. 3) Building and site maps that indicate utility shutoffs, water hydrants, water main valves, water lines, gas main valves, gas lines, electrical cutoffs, electrical substations, floor plans, alarm enunciators, fire extinguishers, fire suppression systems, exits, stairways, designated escape routes, restricted areas, hazardous materials (including cleaning supplies), high valve items. 4) Resource list of major resources (equipment, supplies, services) that could be needed in an case of a disaster.

In case of a disaster, all disaster management team members should know:

1. **What is my role?**
2. **Where should I go?**

In summary the following can be used as a template for the development process of a Disaster Management Plan:

- Identify Challenges and Prioritize Activities. Determine specific goals and milestones. Make a list of tasks to be performed, by whom and when. Determine how you will address the problem areas and resource shortfalls that

were identified in the vulnerability analysis. Write the plan. Assign each member of the planning group a section to write. Determine the most appropriate format for each section.

- Establish an aggressive timeline with specific goals. Provide enough time for completion of work, but not so much as to allow assignments to linger.
- Establish a schedule for first draft, review, second draft, tabletop exercise, final draft, printing, and distribution.
- Establish a training schedule. Have one person or committee responsible for developing a training schedule for the church.
- Coordinate with outside organizations. Meet periodically with local government agencies and community organizations. Inform appropriate government agencies that the church is creating a disaster management plan. While official approval may not be required, it will likely have valuable insights and information to offer.

  Determine state and local requirements for reporting disasters and emergencies, and incorporate them into your procedures.

  Determine protocols for turning control of a response over to outside agencies. Some details that may need to be negotiated are:

  * Which gate or entrance will responding units enter and exit?
  * Where and to whom will they report?
  * How will they be identified?
  * How will church personnel communicate with outside responders?
  *Who will be in charge of response activities?

  Determine what kind of identification outside responders will be required to present to key church personnel to gain access to the church facility in the event of a disaster.

STEP 4: Implement the Plan

Implementation means more than simply exercising the plan following or during a

disaster. It means acting on recommendations made during the vulnerability analysis, integrating the plan into church operations, training disaster management team members, and evaluating the plan.

- Disaster planning must become part of the church's culture. Look for opportunities to build awareness; to educate and train disaster team members; to involve all levels of church management in the planning process; and to make disaster management part of what the church does on a day-to-day basis. Test how completely the plan has been integrated by asking:
    * How well does church leadership support the responsibilities outlined in the plan?
    * Have disaster planning concepts been fully incorporated into the church's accounting and financial procedures?
    * Are there opportunities for distributing disaster preparedness information through church bulletins, newsletters, or mailings?
    * What kinds of safety posters or other visible reminders would be helpful?
    * How can all levels be involved in evaluating and updating the plan on an on-going basis?

- Conduct training for everyone who works at the church or attends the regularly scheduled sessions. Below are basic considerations for developing a training plan.

PLANNING CONSIDERATIONS

1. Determine for a 12-month period who will be trained, who will do the training, what activities will be used, when and where each session will take place, how the session will be evaluated and documented.

2. Use the training drills and exercises chart in the appendix section to schedule training activities or create one of your own.

3. Consider how to involve community responders in training activities. Conduct reviews after each training activity. Involve both disaster management team

members and community responders in the evaluation process.

TRAINING ACTIVITIES

Training can take many forms:

1. Orientation and Education Sessions – these are regularly scheduled discussion sessions to provide information, answer questions and identify needs and concerns.

2. Tabletop Exercise – members of the disaster management team meet in a conference room setting to discuss their responsibilities and how they would react to a disastrous scenario. This is a cost effective and efficient way to identify areas of overlap and confusion before conducting more demanding training activities.

3. Walk-through Drill – the disaster management team and rapid response groups actually perform their functions. This activity generally involves more people and is more thorough than a tabletop exercise.

4. Functional Drills – these drills test specific functions such as medical response, emergency notifications, warning and communication procedures and equipment, though not necessarily at the same time. Team members are asked to evaluate the systems and identify problem areas.

5. Evacuation Drill – membership walks through the evacuation route to a designated area where procedures for accounting for all participants are tested. Participants are asked to make notes as they go along of what might become a hazard during an emergency resulting from a disastrous event, e.g., stairways cluttered with debris, smoke in the hallways. Plans are modified accordingly.

6. Full-scale Exercise – a real life-like emergency situation is simulated as closely as possible. This exercise involves church disaster response team members, membership, leadership, and community response team organizations.

DISASTER MANAGEMENT TRAINING

General training for all church participants should address:

1. Individual roles and responsibilities
2. Information about threats, hazards and protective actions
3. Notification, warning and communications procedures
4. Means for locating family members
5. Emergency response procedures
6. Evacuation, shelter and accountability procedures
7. Location and use of common emergency equipment
8. Emergency shutdown procedures.

The scenarios developed during the vulnerability analysis can serve as the basis for training events. To ensure that disaster management becomes integrated into the life of the congregation, it is necessary for the team be involved in training. This training should include staff, members, youth and children, and volunteers. Teams should have a general oversight of risk management practices. They should receive more intensive training in the areas of concern. The team can then act as "trainers-for-the-trainers." For instance, the team can train the core leaders of the children's ministry so they can in turn train the volunteers and workers that report to them.

KEEPING THE DISASTER MANAGEMENT TEAM FUNCTIONAL

Step 1: Regularly Scheduled Meetings

Step 2: Regular Inspections

Step 3: Open Lines of Communication

Step 4: Positive Reinforcement

Step 5: Replacing Members

Step 6: Resources

Step 7: On-going Training

Keeping the Disaster Management Team Functional

Nearly as important as the formation of a risk management team and having the proper procedures in place is making sure the team and the importance of church disaster management continues. Many times, due to turnover and poor management, ministries in the church fade in importance and eventually die. To make sure this does not happen we purpose the following steps.

Step 1: Regularly Scheduled Meetings

It is suggested, if possible, that the disaster management team meet once a month. There should be a minimum of four meetings per year.

The disaster management team should not meet simply for the sake of having a meeting. All meetings should take place to get work done and make sure correct procedures are being followed. To accomplish this it is helpful to send an agenda to team members ahead of time. The agenda should reflect responsibilities that should be shared by team members. Expect that each team member will be making a contribution (report) on his or her area of responsibility. When team members do not show up the team leader should follow-up with a call and minutes should be sent to all members following the meeting. Members who consistently miss meetings should be replaced.

Meetings should move through the agenda and be completed without excessive discussion on minor issues. Most meetings should be completed in less than two hours. In addition, deadlines should be placed on all assigned tasks. Follow-up on these tasks are quite important.

Step 2: Regular Inspections

As stated previously all inspections should be done on a scheduled basis. Sudden concerns should include an immediate inspection. Proper inspection documentation is important. Once again selecting proper inspectors is critical. It is wise to have a team member responsible for oversight of each specific inspection, even if the inspection is not conducted by a team member. This includes accompanying the inspector, documenting the inspection, and reporting results or outcomes to the team at regular meetings.

In addition to regular safety inspections, building and content limits should be evaluated on an annual basis. Many churches find themselves underinsured after a loss has occurred. They will be able to avoid the surprise of not being able to recover as soon as they thought if they take the time to review the coverage amounts prior to the loss.

Also, knowing what the church owns and where it located is important if a loss should occur. An accurate annual inventory (written, photos, videotapes) can help speed the claim settlement process at the time of loss.

Step 3: Open Lines of Communication

It is important to communicate wherever and whenever possible to keep any ministry of the church vital. Regular use of the church newsletter, posters, congregational announcements, small group presentations, and reports to the staff and administrative bodies are each important in keeping open lines of communication. Also, there should be a way to allow church members and staff to communicate concerns and suggestions to the disaster management team.

Communicating about and engaging in disaster management does not have to be boring. Finding fun and creative ways to share the message can aid in the longevity of the team and disaster management emphasis. Presenting skits, creating a mascot to offer

safety tips and having bright, fun safety signs can all help team members stay excited, while church and staff members remain informed.

Step 4: Positive Reinforcement

Good communication should be followed by positive reinforcement. It is possible that the disaster management team will be viewed as the people who always say, "no" to fun activities. Therefore, finding people practicing good disaster management procedures and affirming them publicly can help erase the negative image. Also, making training sessions and presentations fun as well as informative can aid in the team being viewed as helpers not hindrances to the ministry.

Step 5: Replacing Members

In my research I found that some churches have policies requiring members to rotate off of committees on a scheduled basis. If this policy applies, ensure that only a small number of members rotate off each year.

It is also important to keep the team fresh and active if they do not have a rotation system. As long as they remain highly functional and active, the disaster management team can remain intact. However, looking for new members with special skills should never cease.

Step 6: Resources

As addressed earlier, it is important to provide quality resources for the team. These include hiring inspectors, buying needed equipment, conducting or attending training events, and purchasing resources such as books, videos and safety posters. Also, it is helpful if office workers create reports, prepare agendas and make needed copies.

If this team is directly responsible for physical disaster management changes or

building maintenance and repairs, they should have a budget. In many cases, the church trustees are responsible for this task. Regardless, funds should be provided to ensure changes and repairs are conducted in a timely and proper fashion.

Step 7: On-going Training

Many of the principles of disaster management, once learned, will apply well into the future. However, some aspects continually change. New local, state, and federal laws and regulations are passed every year. On-going training and education of the team is necessary to ensure compliance with all regulations. Training should always be provided to new members of the team.

TYPES OF DISASTERS

NATURAL AND MAN MADE DISASTERS

A. Fire, Smoke Damage and Water Damage

B. Winter Storms & Thunderstorms

C. Terrorism

Types of Disasters

This paper is designed to assist in taking the proper action until professional assistance arrives and will increase the chances for a successful restoration.

After fire and/or water damage, it is natural to want to clean a building and its contents. Timely action can be a great help, but incorrect or delayed action can jeopardize or seriously impede satisfactory recovery.

A. Fire, Smoke Damage and Water Damage

Do's…

- Limit the movement in the building to prevent soot particles from being impregnated into upholstery and carpets. Keep hands clean. Soot on your hands can impregnate upholstery, walls and woodwork, causing more damage.
- Blow off or brush-vacuum looses soot particles from upholstery, drapes and carpets.
- Place clean towels or old linens on rug and carpet traffic areas to prevent more soiling.
- If electricity is off, empty freezers and refrigerators completely and prop doors open to prevent unwanted growth of mold and mildew. Unplug all electrical equipment.

- Clean and protect chrome on kitchen appliances with a light coating of Vaseline or oil.
- Pour anti-freeze in sinks, toilet bowls and tubs if heat is off during freezing season.
- Wash off live leafy plants on both sides of leaves (water softener helps.)
- Change furnace filter.
- Cover upholstery with sheets before use.
- Tape double layers of cheesecloth over air/heater registers.
- Remove as much excess water as possible by mopping and blotting.
- Wipe as much excess water from wood furniture after removal of lamps and tabletop items.
- Remove and prop up wet upholstery cushions for even drying (check for possible bleeding).
- Place aluminum foil, glass coasters, or wooden blocks between furniture legs and wet carpeting.
- Turn air conditioning on for maximum drying in summer; open windows to speed drying in winter.
- Remove Orientals or other colored rugs from wet wall–to–wall carpeting.
- Open drawers and cabinet doors for complete drying. (Do not force, however.)

- Remove valuable paintings and art objects to a safe place.
- Punch small holes in sagging ceilings to relieve trapped water. (Don't forget to place pans underneath.)

Don't's…

- Do not attempt to wash any walls or painted surfaces without first contacting a professional restoration service.
- Do not attempt to shampoo carpet or upholstered furniture without first consulting a professional restoration service.
- Do not attempt to clean any electrical appliances, TV sets, radios, computers, copy machines, etc. that may have been close to fire, heat or water without consulting an authorized repair service.
- Do not use any canned or packaged food or beverages that may have been stored close to fire, heat, or water. (They may be contaminated.)
- Do not turn on ceiling fixtures if ceiling is wet. Wiring may be wet or damaged.
- Do not send robes or garments to ordinary dry cleaner. Improper cleaning may set smoke odor.
- Do not leave wet fabrics in place; dry as soon as possible.
- Do not leave wet books, magazines or other colored items on wet carpets, wooden floors, or wet shelving.
- Do not use a regular vacuum to remove water.

- Do not use electrical appliances or equipment while standing on wet floors; especially concrete floors.
- Do not turn on ceiling fixtures if ceiling is wet, and keep out of rooms where ceilings are sagging from retained water.

The fundamental principle in the protection of life and property against electrical surges and power outages caused by winter storms and lightning strikes is to provide a means by which the electrical surge can be safely diverted to the earth or neutralized.

Lightning's ability to produce extremely high temperatures and electrical voltage makes it one of nature's most deadly and damaging phenomenon. Lightning's damaging effects can be minimized if one would identify and reduce the risks. Know how to protect against one of nature's most destructive and unanticipated forces.

B. Winter Storms and Thunderstorms (Lightning Strikes and/or Power Outages):

Are Your People At Risk? Remember these points when lightning is evident:

- Go to a safe shelter immediately.
- Do not take cover in small open topped corridors or open-sided sheds or under trees.
- Do not use the telephone.
- Unplug all electrical equipment.

Is Your Building At Risk? Consider these common exposures:

- Motor and compressor components are susceptible.
- Electrical wiring, circuit breakers and switches are subject to electrical burnout due to power surges.
- Computer equipment is susceptible to failure.

How Can a Church Reduce Its Risks? Utilize these precautions:

- **Lightning Protection System**: Buildings with steeples, spires and bell towers are at risk of lightning strikes. An effective protection system includes three key components:
    1. **Air Terminal** (i.e. lightning rod) initiates an upward connecting charge to intercept the current flow.
    2. **Down Conductor** diverts lightning current around the building.
    3. **Ground Rod or Plate** provides a low resistance path for current to flow into the ground.

  Design of an effective system requires experts. A single lightning rod will not provide protection for roof peaks, ridges and chimneys.

- **Surge Protection**: Electrical surges caused by lightning strikes to power lines can be prevented by the installation of a surge protection system. Data transmission lines such phone/fax, cable or satellite

systems and local area networks (LAN) also must be protected. Surge protection should be installed in three areas:

1. Service entrance
2. Distribution panel
3. Each piece of susceptible electrical equipment (e.g. heating, ventilating, and air conditioning [HVAC] systems, computer, phone, radio, etc.)

- **Preventative Maintenance:** Electrical connections are subject to thermal expansion and contraction causing the connections to loosen. Over time dust and dirt accumulate on the connections. Preventative maintenance, performed by a qualified and licensed professional, is needed to ensure that your electrical system, HVAC system and protection systems are safe, efficient and performing their intended function.

Fig. 1: <u>"Top 5 Causes of Fire Loss"</u>

SERVPRO Insurance

C. Terrorism (Arson, Bombs and Bomb Threats, Sabotage, Biological Toxins – Atmospheric Releases)

Devastating acts, such as attacks on the World Trade Center and the Pentagon, have left many concerned about the possibility of future incidents in the United States and their potential impact. These senseless acts have raised uncertainty about what might happen next, increasing stress levels. Nevertheless, there are things that church communities can do to prepare for the unexpected, thus reducing existing stress levels and later should another disaster arise.

What Can We As a Church Community Do To Prepare Against Terrorist Acts?

We must first, through open dialogue with church leadership, congregation, local law officials, and surrounding community organizations, develop a list of the most probable acts that would occur in church. Once this list of events has been established we must develop a disaster plan together.

1. **<u>Create an emergency communications plan.</u>**
    - Choose an out-of-town contact to partner with. The location of this facility should be far enough away so that it would be unlikely that they would fall prey to the same act.
    - Record e-mail addresses, cell phone numbers, and pager numbers of members.

- Advise your family members that if telephones are not working, they should be patient and try again later.
- Try e-mail; sometimes it is easier to send than making telephone calls.

2. **Establish a gathering place in the church should an act of terrorism occur.**
3. **Assemble a disaster supplies kit and identify its location.**
4. **Copies of essential church documents should be placed in a secured container.**

GLOSSARY OF TERMS RELATED TO DISASTER MANAGEMENT

Glossary

Access Control - The process whereby a property owner controls people movement within a facility. Access control is accomplished through the use of doors, locks, signage, and technology.

Active Record - A record that is regularly referred to and required for current use.

Airmover - A specialized, mechanically operated, evaporative drying unit, incorporating an electric motor, fan (usually squirrel cage) and specially designed housing for use in drying carpet and/or cushion, and subfloors or structural components (wood floors, crawlspaces, etc) by injecting copious air movement under the carpet or inside the structural cavities or air spaces.

Alternate Site - A location, other than the normal facility, used to process data and/or conduct critical business functions in the event of a disaster.

Antimicrobial - Literally, "against microorganisms." A general term used to describe various compounds that have the ability to limit, control, or stop the growth of microorganisms (fungi, bacteria, viruses and other small organisms).

Application Recovery - The component of disaster recovery which deals specifically with the restoration of system software and data after the processing platform has been restored or replaced.

Archival Record - The records of an organization preserved because of their continuing value; the agency responsible for selecting, preserving, and making available archival materials.

Biometrics - Any in a line of access control devices which recognize facets of the human body (e.g. fingerprint readers or retina scanners).

"Black" water - Grossly unsanitary water, such as sewage backup or rising water with silt from rivers and streams that enters a structure in a water damage situation. Sewage contains the expected urine and feces but could also contain dangerous chemical or medical wastes. Further "gray" water situations, given the proper temperature and time, may degenerate into "black" water situations due to enhanced microorganism development. Replace installed carpet and cushion, as a minimum, in "back" water situations.

Business Impact Analysis - The process of analyzing all business functions and the affect that a specific disaster may have on them.

Business Interruption - Any event, whether anticipated or unanticipated, whether intentional or accidental, which disrupts the normal course of business operations.

Cable Identifications - Cabling used to connect Information Systems devices should be identified with a data outlet number and a logical I.D. Cables used to connect peripheral equipment (i.e. printer cable, modem cable, etc.) should be tagged to identify its owner and its primary purpose.

Card Reader - An access control device which opens doors via programmed cards. Newer "proximity readers" do not require cards to be slid through a reader.

Checklist Testing - A method of testing a disaster recovery plan. With this testing approach, the recovery teams review the plan and identify key components that should be current and available.

Closed File - A file on which action has been completed and to which further documents are not likely to be added.

Cold Site - An alternate facility for processing data that is void of resources or

equipment. Company specific hardware is shipped in to a cold site within a pre-determined time frame upon notification of activation of a recovery plan.

Communications Recovery - The component of disaster recovery which deals with the restoration or rerouting of an organization's telecommunication network, or its components, in the event of a loss.

Confidential Record - A record or information requiring protection against unauthorized disclosure.

Configuration - A listing of parameters that pertain to either one piece of computer equipment (i.e. printer, terminal, etc.) or to all the devices connected to a server (main system). A System Configuration contains information not only about the devices connected to the system but also information relative to the system itself (i.e. installed system utilities, communication lines, general system parameters, etc.).

Cooperative Planning - Planning which takes place between multiple organizations that allows mutual access to resources one possesses.

Critical Functions - Business activities or information that could not be interrupted or unavailable for several business days without significantly jeopardizing the continuing operation of the organization.

Custom Applications - A custom application is software that was either developed by a company's internal staff or by a consulting firm specifically for that company.

Data Center Recovery - The component of disaster recovery which deals with the restoration of data center services and computer processing capabilities.

Dedicated Line - A pre-established point-to-point communication link between computer terminals and a computer processor, or between distributed processors, that does not require dial-up access.

Dehumidification - The process of reducing the moisture content of air.

Dehumidifier - A mechanical device that promotes dehumidification. Two classes of dehumidifiers are used in water damage restoration: refrigerant (operating on the condensation principle), and desiccant (operating on the absorption principle).

Desiccant - A chemical agent that absorbs moisture (e.g. lithium chloride, silica gel).

Dial Backup - The use of dial-up communication lines as a backup to dedicated lines.

Dial-Up Line - A communication link between computer terminals and a computer processor, which is established on demand by dialing a specific telephone number.

Disaster - Any event that creates an inability on an organization's part to provide critical business functions for some predetermined period of time.

Disaster Preparedness - Measures employed to ready the organization to respond to an emergency, recover, and rebuild the business in the event of a disaster.

Disaster Prevention - Measures employed to prevent, detect, or contain incidents that if unchecked, could result in a disaster.

Disaster Recovery - The ability to respond to an interruption in services by implementing a disaster recovery plan to restore an organization's critical business functions.

Disaster Recovery Plan - The document that defines the resources, actions, tasks, and data required to manage the business recovery process in the event of a business

interruption. The plan is designed to assist in restoring business functions within the stated disaster recovery goals (also called business continuity plan, business recovery plan, or contingency plan).

Disaster Recovery Teams - A structured group of teams ready to take control of the emergency response and recovery operations in the event of a disaster.

Emergency Preparedness - The discipline that ensures an organization's readiness to respond to an emergency in a coordinated, timely, and effective manner.

Emergency Procedures - A plan of action that begins immediately to prevent the loss of life and minimize injury and property damage.

Entry - The record of a document or other item in a catalog or index. It may give a description of the item and the location.

File Backup - The practice of systematically copying files to disks or tapes as a means of protection in case the active file is damaged or lost.

File Recovery - The restoration of computer files using backup copies.

File Integrity - Maintaining the accuracy, completeness, and original order of the records in a filing system.

File Management - Centralized and systematic control of forms within an organization, including design, utilization, revisions, and stocking.

Full Interruption Testing - A method of testing a disaster recovery plan. A worst-case scenario is generally used, with the areas to be tested "roped off" as if they no longer existed.

“Gray” Water - An unsanitary (non-potable) water condition encountered on many water damage claims. “Gray” water is that which would cause substantial discomfort or sickness if consumed by humans, and it carries microorganisms or nutrients for microorganisms; however, comparatively “gray” water is not as grossly unsanitary as “black” water. Examples of “gray” water may include overflows from dishwashers, washing machines or toilet bowls with minor urine contamination. It also includes water from broken aquariums, punctured water beds, horizontally traveling rainwater (without substantial silt and debris) and sea water (salt, algae and microorganisms). Of course, the amount of contaminant entering a structure often is as important as the source. Under conditions of increased temperature and exposure time, "gray" water situations may degenerate into “black” water situations.

Hard Copy - Paper copy of a record as opposed to microfilm or magnetic tape; documents that is immediately available for use without special processing.

Hot Site - An alternate facility for processing data that is pre-equipped with the hardware and resources needed by the organization to recover the business functions affected by a disaster.

Hot Water Extraction - A restorative cleaning method that begins with dry soil removal (vacuuming) and preconditioning (detergent application to heavily soiled areas, with agitation for even distribution, and dwell time of 10-15 minutes). The hot water from a holding tank incorporated into the cleaning unit (often combined with detergent) is injected under pressures ranging from *35-500* psi. Suspended soil is removed from carpet or fabrics through a combination of the flushing action of injected solutions, coupled with wet vacuuming. Excess solution and suspended soil is collected within a recovery tank.

Human Threats - Threats to an organization that could result in a disaster situation that are caused by human action or inaction, either intentionally or unintentionally.

Humidity - The measure of moisture in the atmosphere. From an air quality standpoint, maintain humidity in a built environment between 30 and 50%. Excessive humidity is encountered above 60%, with humidity above 70% creating an atmosphere that's highly conducive to rapid microorganism growth.

Image- A representation of an object such as a document or other information sources produced by light rays.

Inactive Record - A record that does not have to be readily available but that must be kept for legal or historical purposes.

Information Value - The value of a record derived from the information it contains on persons, places, etc., and not on the originating agency itself.

Intangible Losses - Losses, generally expressed in terms of confidence, image, or opportunities, that an organization may experience in the event of an interruption of the ability to conduct business.

Integrated Life/Safety System - A computerized system that combines burglar, fire, and other life safety systems into one control system. The most elaborate of these systems can track everything from open doors to building elevator use.

LAN - Abbreviation for Local Area Network, usually pertaining to the Personal Computer platform. Examples of LAN's include Novell and Lantastic.

LAN Access or Gateway - Users on a LAN can be given access to a larger computer system through several methods, including an individual emulation board, a LAN adapter interface, or through a Gateway interface.

Magnetic Media - Various recording materials coated with magnetic material on which data can be stored by selective magnetization of the surface (e.g., magnetic tape, floppy

disks, etc.)

Maximum Acceptable Downtime (MAD) - The maximum time an organization can do without a specific business function and continue to operate or continue the recovery process.

Mechanical Threats - Threats to an organization that could result in a disaster situation that are caused by failure of a mechanical system or systems.

Mildew-A fungus growth that requires an organic host, moisture, moderate temperatures, darkness, stagnant air, oxygen and time to thrive.

Mobile Hot Site - A large trailer containing hardware and peripheral devices that is delivered to the scene of a disaster and connected to existing communication lines, which enables the organization to recover the business functions affected by a disaster.

Natural Threats - Threats to an organization that could result in a disaster situation that are caused by nature.

Non-Essential Record - A record listed on the records retention and disposition schedules for routing destruction as it has no predictable value to the organization after its initial use.

Official Record - A record that is legally recognized as establishing some fact.

Off-The-Shelf Applications - Off-the-shelf applications are published software generally purchased from a retail source or directly from a software consulting firm.

Operating Software - System software that "supervises" and directs the hardware and all other software components.

Optical Character Recognition - Machine-reading of printed characters through the use of light-sensitive materials or devices.

Pathogen - A specific microorganism, such as bacterium or virus, that causes disease in humans, animals or plants; e.g. influenza, chicken pox, measles, pulmonary tuberculosis, small pox. Although an infected individual is usually the source of most pathogens, many are communicated by airborne transmissions.

Peripheral Equipment- Devices connected to a computer processor which perform auxiliary functions, such as communications, storage, printing, etc.

Permeance Factor - A measure of water flow through material(s) of specific thickness. Permeance factors specify the vapor flow in grains of moisture per hour, through one square foot of material surface, at one inch of mercury (1" Hg) of vapor pressure.

Permanent Record- Information that is required by law to be retained indefinitely or that has been designated for continuous preservation because of reference or historical or administrative significance to the organization.

Platform - Hardware or software architecture of a particular model or family of computers.

Psychometry - The study of relationship between air, humidity and temperature, and their effect on materials and comfort levels.

Reciprocal Agreement - An agreement between two organizations with compatible computer platforms and configurations allowing either organization to utilize the other's excess processing capacity in the event of a disaster.

Records Appraisal- The assessment of fiscal, legal, administrative, or informational value of records.

Records Disposition - The final removal, whether for destruction or formal transfer to another agency, of records that have reached the end of their retention period.

Records Management - The systematic control of all records from their creation or receipt, through their processing, distribution, organization, and retrieval to their ultimate disposition.

Records Manager-The individual within an organization who is assigned the responsibility of systematically managing the recorded information generated and received by the organization.

Records Retention Schedule- A comprehensive list of records series by department, indicating for each series the length of time it is to be maintained in office areas, records centers, and when and if such series may be destroyed.

Recovery Capability- All of the components necessary to achieve recovery. These components include the plan, an alternate site, change management process, networking rerouting, and others.

Recovery Coordinator - The primary person responsible for the writing, implementation, testing and maintenance of a company's recovery plan. In most firms, this position is a collateral duty, although it is becoming more popular to have staff dedicated to the function. The Recovery Coordinator does not usually write the entire recovery plan, he or she is simply responsible to insure its development by the appropriate staff members.

Recovery Strategies - Alternative operating method for facilities and system operations in the event of a disaster.

Regional Planning - Emergency Planning which takes place between multiple organizations (either public or private sector or both) for the betterment of their region.

Relative Humidity *(rh)* - The relationship between air volume and the amount of moisture it holds at a specific temperature expressed as a percentage of that air's total moisture holding capacity; i.e. the amount of moisture in a given volume of air, expressed as a percentage of the total moisture holding capacity of that volume of air, at a given temperature. As temperature increases and volume of air expands, humidity "relative" to total air volume decreases; conversely, as temperature decreases and air volume contract, *rh* increases.

Restorative Drying - The removal of water and excess moisture and humidity from a structure and damaged materials following an unwanted release of water from several possible sources, and returning that structure and its components and contents to a pre-damage state of moisture content and humidity. There are four principles involved in restorative drying: mechanical extraction of excess water; promotion of evaporation through air movement, dehumidification, and temperature control.

Retention Period - The period of time records must be kept according to legal and/or organizational requirements.

Risk Assessment - The process of identifying, analyzing, and minimizing the exposures to certain threats that an organization could experience. Measures criticality and probability.

Secure Off-Site Storage- Typically, a facility used for storage of records, data, and materials, located at least 5 miles (in any direction) from the company with the following characteristics:

- Insured
- Construction Integrity
- Secured/Limited Access
- Hazard Detection/Suppression
- Environmentally Controlled
- Accessible
- Controlled Access
- Bonded Courier Services

Semi-Active Record - A record that is infrequently referred to and is not in active use. A semi-active record is often removed to a lower cost holding or storage area.

Simulation Testing - A method of testing a disaster recovery plan. This test sets up a worst case scenario. Recovery teams (appropriate to the scope of the scenario) meet to discuss responsibilities and actions to be taken under the given scenario.

Stand-Alone Processing - Processing typically on a personal computer or mid-range system which does not require any communication link with a mainframe or other processor.

Tangible Losses - Actual losses, generally expressed in terms of money, that an organization may experience in the event of an interruption of the ability to conduct business. These include contractual losses, legal actions, lost sales, and others.

Uninterruptible Power Supply (UPS) - A backup power supply with enough power to allow a safe and orderly shutdown of the central processing unit in the event of a power outage.

Unscheduled Records - Records for which no ultimate disposition has yet been determined.

Vital Record - A record containing information essential for:

a. Emergency operations during a disaster;
b. The resumption and/or continuation of operations;
c. The re-establishment of the legal, financial, and/or functional status of the organization;
d. The determination of the rights and obligations of individuals and corporate bodies with respect to the organization.

Walk-Through Drill - A method of testing a disaster recovery plan. This test sets up a worst-case scenario. Having established a disaster scenario, the recovery teams actually walk through their functions in real-time.

Warm Site - An alternate facility for processing data that is only partially equipped with the hardware and resources needed by the organization to recover the business functions affected by a disaster.

Workplace Violence - Any act of violence or threat of violence in the workplace. The three most common types of workplace violence are "domestic spillover," disgruntled former employees, and employee on employee.

CONCLUSION & EVALUATION

The readings and research that I have sifted through to write this paper have been very enlightening. When I was thinking of a subject to write about, I never came across the topic,

Disaster Ready.

I feel that this subject is very important in light of today's world. To be **disaster ready** we cannot depend on "split second decisions". We need to plan ahead and be ready. Just as I began to put my church's plan together a very important source of information, the church's Building Superintendent, had to go on medical leave for three months. My church has done some preliminary evaluation on this subject but not near enough to implement drawing a plan on paper. One of the things we have done is have some preliminary talks with our electrical contractor, stained glass window contractor, computer tech contractor, and lay member architects to see how they would be able to meet our needs in a disaster situation.

This is a team building process. I have come to realize and now understand that attending seminars and doing research does not end the planning process. We must continually test and make appropriate adjustments to keep the plan up-to-date and efficient.

When the church's Building Superintendent returns, we will begin to extensively evaluate our one hundred year old church, starting with the Ten-Point Checklist for Disaster Preparedness, continue working with various contractors and educate and work with session, trustees and church members.

This paper shows how the Lord can guide us, and you, in a direction that needs to be followed. I believe this paper will benefit churches in trying to put together a **disaster ready** plan. Although there are many more details that can be addressed, I believe this to be a good starting point. Following the completion of this paper, I plan to devote time and effort into implementing a church's plan for being

Disaster Ready.

The role of the Church Business Administrator continues to grow, but with God's help, all can be accomplished.

APPENDIX

FORMS FOR ACCESSING THE STAGES OF DISASTER MANAGEMENT

TRAINING DRILLS AND EXERCISES

	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
MANAGEMENT ORIENTATION/REVIEW												
EMPLOYEE ORIENTATION/REVIEW												
CONTRACTOR ORIENTATION/REVIEW												
COMMUNITY/MEDIA ORIENTATION/REVIEW												
MANAGEMENT TABLETOP EXERCISE												
RESPONSE TEAM TABLETOP EXERCISE												
WALK-THROUGH DRILL												
FUNCTIONAL DRILLS												
EVACUATION DRILL												
FULL-SCALE EXERCISE												

VULNERABILITY ANALYSIS CHART

TYPE OF EMERGENCY	PROBABILITY	HUMAN IMPACT	PROPERTY IMPACT	BUSINESS IMPACT	INTERNAL RESOURCES	EXTERNAL RESOURCES	TOTAL
	High Low 5 ► 1	High Impact 5 ► 1 Low Impact			Weak 5 ► 1 Strong Resources Resources		

The lower the score the better

TEN POINT CHECKLIST FOR DISASTER PREPAREDNESS

NOTE*: Evaluators should indicate the status of facilities inspected to help ensure that repairs, upgrades, and replacements are made as needed.*

Rating Key:

S/A = SUBSTANDARD OR ADQUATE
W/B = WORKS OR BROKEN
N/A = NOT APPLICABLE

1.0 WARNING SIGNALS	**YES**	**W / B**	**S / A**	**NO**	**N / A**
VISUAL ALARMS					
1.1 Are visual alarms present and detectable from work areas? Comments:					
1.2 Are visual alarms operational? Comments:					
1.3 Are visual alarms activated automatically by a sensor system? Comments:					
1.4 Are visual alarms activated manually? Comments:					
1.5 Are visual alarms placed 80 inches above the highest floor level or 6 inches below the ceiling, whichever is lower? Comments:					
1.6 In large rooms and spaces exceeding 100 feet across, are the visual alarms spaced around the perimeter no more than 100 feet apart or are they suspended from the ceiling? Comments:					

1.0 WARNING SIGNALS (con't)	**YES**	**W / B**	**S / A**	**NO**	**N / A**
AUDIBLE ALARMS					
1.7 Are audible alarms present? Comments:					
1.8 Are audible alarms operational? Comments:					
1.9 Are audible alarms: Comments:					
1.9.1 Activated automatically by a sensor system? Comments:					
1.9.2 Electric powered? Comments:					
1.9.3 Electric powered with battery backup? Comments:					
1.10 Are smoke / heat detection systems present? Comments:					
1.11 Are smoke / heat detection systems operational? Comments:					
1.12 Are there separate alarms or signals for different kinds of emergencies? Comments:					
1.13 Are units installed with tamper-proof screws to prevent tampering and injury? Comments:					
1.14 Is there a regular maintenance schedule for alarms and detectors? Comments:					
1.15 Does the fire alarm automatically notify security? Comments:					

1.0 WARNING SIGNALS (con't)	YES	W / B	S / A	NO	N / A
1.6 Does the fire alarm have an "ALL CLEAR" signal? Comments:					
1.7 Does the fire alarm automatically notify the fire department? Comments:					
1.8 Is the alarm control panel accessible when the building is occupied? Comments:					
1.9 Does the control panel show where the fire is located? Comments:					

2.0 COMMUNICATION	**YES**	**W / B**	**S / A**	**NO**	**N / A**
2.1 Is there a phone accessible on every floor? Comments:					
2.2 Is the phone equipped with a TDD (telecommunication device for the deaf?) Comments:					
2.3 Are emergency numbers attached to or posted near the phones? Comments:					
2.4 Is there an alternate means of communication in case of a power outage? Comments:					
2.5 Is there access to two-way radio communication? Comments:					
2.6 Is there access to Doppler Radar? Comments:					

3.0 EVACUATION	YES	W / B	S / A	NO	N / A
3.1 Are evacuation routes posted? Comments:					
3.2 Are evacuation routes properly marked? Comments:					
3.3 Are secondary routes of exit identified? Comments:					
3.4 Are the evacuation routes the proper width (at least 22" wide)? Comments:					
3.5 Are exits marked with an exit sign? Comments?					
3.6 Are exit signs illuminated? Comments:					
3.7 Are exit signs provided with the word "EXIT" in lettering at least 5" high and stroke lettering of at least ½" wide? Comments:					
3.8 Are emergency lights present? Comments:					
3.9 Are emergency lights working properly? Comments:					
3.10 Are exits supported with emergency lighting? Comments:					
3.11 Is there an emergency light in each hallway? Comments:					

3.0 EVACUATION (con't)	**YES**	**W / B**	**S / A**	**NO**	**N / A**
3.12 Is there an emergency light in each lobby? Comments:					
3.13 Are exit routes well lighted? Comments:					
3.14 Are exit routes unobstructed? Comments:					
3.15 Are there at least two exits in all occupied rooms? Comments:					

4.0 UTILITIES/ ELECTRICAL	**YES**	**W / B**	**S / A**	**NO**	**N / A**
4.1 Is the building equipped with gas shut-off valves? Comments:					
4.2 Are the gas valves marked? Comments:					
4.3 Are the gas valves accessible? Comments:					
4.4 Is the building equipped with shut-off switches for electricity? Comments:					
4.5 Are the electrical switches accessible? Comments:					
4.6 Are the electrical switches marked? Comments:					
4.7 Do junction boxes close properly? Comments:					
4.8 Are electrical cords in good condition, not frayed, etc.? Comments:					
4.9 Are extension cords located so they do not present a trip hazard? Comments:					
4.10 Are electrical outlets overloaded? Comments:					
4.11 Are electrical enclosures such as switches, receptacles, etc., provided with tight-fitting covers or plates? Comments:					
4.12 Is storage around electrical equipment safely arranged? Comments:					

5.0 FIRE SUPPRESSION	YES	W / B	S / A	NO	N / A
5.1 Are the appropriate type of fire extinguishers: Comments:					
5.1.1 Available in the correct number? Comments:					
5.1.2 Located in all appropriate places? Comments:					
5.1.3 Charged? Comments:					
5.1.4 Inspected annually? Comments:					
5.1.5 Free from obstruction? Comments:					
5.1.6 Visible? Comments:					

5.2 Are fire alarm pull stations:	YES	W / B	S / A	NO	N / A
5.2.1 In place? Comments:					
5.2.2 In a good state of repair? Comments:					
5.2.2 Free from obstruction? Comments:					
5.2.3 Visible? Comments:					
5.3 Is there a sprinkler system? Comments:					
5.4 Are the sprinkler heads free from obstruction? Comments:					

6.0 SEVERE STORM / TORNADO	YES	W / B	S / A	NO	N / A
6.1 Is there a plan to provide shelter in an alternative facility in case of severe weather? Comments:					
6.2 Will this shelter accommodate the number and type of individuals designated or assigned to it? Comments:					
6.3 Does the shelter provide adequate protection from severe storms/tornadoes/earthquakes? Comments:					
6.4 Are emergency evacuation routes communicated? Comments:					
6.5 Are the appropriate shelter areas properly marked? Comments:					
6.6 Is there a means of communication available for the entire building or designated shelter area? Comments:					
6.7 Is an alternate source of power available for the entire building or designated shelter area? Comments:					
6.8 Is survival equipment (food, water, first aid equipment, blankets, flashlights) available in the shelter? Comments:					

7.0 MANAGEMENT ISSUES	YES	W / B	S / A	NO	N / A
7.1 Does the facility have an emergency preparedness and evacuation plan? Comments:					
7.2 Are evacuation drills performed regularly? Comments:					

8.0 HOUSEKEEPING	YES	W / B	S / A	NO	N / A
8.1 Are floor finishes in a good state of repair? Comments:					
8.2 Is the building interior clean orderly? Comments:					
8.3 Are storage areas clean and orderly? Comments:					
8.4 Is equipment properly stored? Comments:					
8.5 Does furniture restrict egress from the building? Comments:					
8.6 Is the outside of the building clearly marked with a name and number? Comments:					
8.7 Are all rooms numbered? Comments:					
8.8 Are cleaning materials stored in a secure cabinet or room? Comments:					
8.9 Are elevated surfaces more than 30 inches above the floor or ground provided with a standard guardrail? Comments:					

8.0 HOUSEKEEPING (con't)	**YES**	**W / B**	**S / A**	**NO**	**N / A**
8.10 Are stairwells being used for the storage of materials? Comments:					
8.11 Are flammable liquids appropriately stored? Comments:					
8.12 Is the area free of an accumulation of combustible materials? Comments:					

9.0 BOMB THREATS	YES	W / B	S / A	NO	N / A
9.1 Are telephones equipped with recording devices? Comments:					
9.2 Are call-in Bomb Threat Checklists available at telephones? Comments:					
9.3 Is a bomb threat procedure in effect? Comments:					
9.4 Is an emergency contact list available? Comments:					
9.5 Have prearranged signals been established to announce bomb threats? Comments:					
9.6 Does the Facility Crisis Coordinator conduct threat assessments? Comments:					
9.7 Are all rooms numbered? Comments:					
9.8 Have bomb search teams been trained? Comments:					
9.9 Are employees trained in letter/parcel bomb recognition? Comments:					
9.10 Are withdrawal distances to evacuation assembly areas "safe" from bomb blast and fragmentation? Comments:					
9.10 Has a Crisis Command Center been identified? Comments:					

10.0 SECURITY ISSUES	**YES**	**W / B**	**S / A**	**NO**	**N / A**
10.1 Does the organization have a written critical incident and business continuity plan? Comments:					
10.2 Has an emergency procedures and evacuation plan been written and provided to employees with training? Comments:					
10.3 Have backup plans for securing office space, equipment, etc. been developed? Comments:					
10.4 Have integrated protocols with emergency services been developed? Comments:					
10.5 Does every employee have a photo ID? Comments:					
10.6 Does building security permit anyone on-site after hours without current ID? Comments:					
10.7 Are individuals who do not have a photo ID directed security? Comments:					
10.8 Are employees empowered/trained to challenge anyone on site to present their badge or call security/management? Comments:					
10.9 Are employee calendars maintained as well as client/guest sign-in logs? Comments:					
10.10 Is mandatory security and response training in place for all receptionists? Comments:					

10.0 SECURITY ISSUES (con't)	YES	W / B	S / A	NO	N / A
10.11 Are panic alarms installed on each floor? Comments:					
10.12 Have call-in procedures been established for after emergencies? Comments:					
10.13 Are procedures in place for client contact after an emergency? Comments:					
10.14 Are security escort procedures in place for employees working during "off" hours? Comments:					
10.15 Have mail room procedures been evaluated? Comments:					
10.16 Are procedures/protocol in place for family notification and grief counseling? Comments:					

_____ _____

Building Director/Representative Date Evaluator Date

_____

Evaluator Date

The Ten-Point Checklist for Emergency Preparedness was reviewed and distributed by the Educational Resources Division of the National Safety Council.

THE DISASTER READY CHURCH BIBLIOGRAPHY

BICEPP (*Business and Industry Council for Emergency Planning and Preparedness*) American Red Cross: Greater Cleveland Chapter, 3747 Euclid Avenue, Cleveland, Ohio 44115 -- June, 2002

GuideOne Center for Risk Management: http://www.guideonecenter.com/Church/Articles/firearson_0202.htm

Risk Management Handbook for Churches and Schools: James F. Cobble, Jr. and Richard R. Hammar; Christian Ministry Resources, P.O. Box 1098, Matthews, NC 28106; http://www.iclonline.com

SERVPROBrochure: Nationally Known Fire and Water Damage Restoration Specialists of Medina, Canton and Western Lake County, Ohio

SUNGARD Planning Solutions: The Disaster Recovery Experts, 1285 Drummers Lane, Wayne, PA 19087-- (610) 341-8790 – www.sungard.drexperts.com

The Ten-Point Checklist for Emergency Preparedness: Educational *Resources Division of the National Safety Council, University of Tennessee Safety Center, 2001*

Witter Publishing Corporation: *The National Fire Protection Association*, 84 Park Avenue, Flemington, NJ 08822, CPMmagazine@WitterPublishing.com

NATIONAL SAFECY COUNCIL LIBRARY:

COMPUTER GENERATED BIBLIOGRAPHY

Depending on the community and location of a church that might be in the process of planning to; or embarking upon the development of a 'disaster management plan' I thought that the partial listing of the Safety Council Library Computer Generated Bibliography might be a helpful tool, as it relates to disaster and emergency management.

As a member of this council I do have permission to use it as a helpful tool. Included is a listing of my membership and involvement.

National Safety Council

INTRODUCTION

This material is being provided to you as a National Safety Council member benefit.

Due to recent events, organizations have started to question if their current emergency action plans are effective and do their employees know what to do in the event of an emergency.

The National Safety Council has assembled this material to assist in your implementation or review of your Emergency Preparedness Program for your facilities. We want to assist you with this important project.

NATIONAL SAFETY COUNCIL LIBRARY

Following is a computer-generated bibliography made from our collection in response to your recent request. According to your instructions, the bibliography may reflect a search throughout the entire year span of our library database (1965 to the present), or it may be limited by years (i.e., 5 years, 10 years), or some other search variable.

Citations are composed of the following information:

- Accession Number (B=Book, C = Periodical Article or Report, S = Research Study)
- Title
- Author/s
- Source of the document, including pagination and date/year of the document (please note "N.D." refers to "No Date Given."
- Keywords plus their quality numbers. Keywords highlight the content of a document; quality numbers are assigned by the indexer and rate the significance of each keyword.

The quality numbers 1, 2, and 3 are used for informative documents.

#1 indicates that the keyword is highly relevant to the document.
#2 indicates that the keyword is moderately relevant to the document.
#3 indicates that the keyword is slightly relevant to the document.

The quality numbers 6, 7, and 8 are used for statistics in documents.

#6 indicates that the keyword is highly statistical to the document.
#7 indicates that the keyword is moderately statistical to the document.
#8 indicates that the keyword is slightly statistical to the document.

A local library (university, college, or public) may have some of the documents listed on the bibliography. Or you can contact us for help in locating documents (630-285-1121, extensions 2199 or 2194).

General Members

Chardon Rubber Company
John Vinson
Director Human Resources
373 Washington Street
Chardon OH 44024-1191
440-285-2161
440-286-8422 fax
jvinson@chardonrubber.com
Alternate Contact: Randy Cooke
440-285-2161
Member since: 9/1/1998

Chase Financial Corporation
Glen Bricker
Business Continuity Coordinator
250 E. Huron Road
Cleveland OH 44113
216-479-2931
216-479-2573 fax
glen.bricker@chase.com
Alternate Contact: Kate Fulkert
614-422-4360
Member since: 3/1/1997

Church of the Covenant
Thomas Fountain
Church Business Administrator
11205 Euclid Avenue
Cleveland OH 44106
216-421-0482
216-791-2228 fax
fountain@core.com
Alternate Contact: James Dowd
216-421-0482
Member since: 1/3/2002

City Mission
Dale Hartman
Supervisor Transitional Housing
5310 Carnegie Avenue
Cleveland OH 44103
216-431-3510 x212
216-431-3513 fax
dhartman@thecitymission.org
Alternate Contact: Duane Helmick
216-431-3510
Member since: 6/28/2000

Cleveland Browns
Todd Argust
Assistant Operations Manager
1085 W. 3rd Street
Cleveland OH 44114
440-824-3650
440-891-5054 fax
argust@browns.nfl.com
Alternate Contact: Ross Benjamin
440-891-5017
Member since: 2/15/2001

Cleveland Institute of Music
Mark Isom
Director of Building & Grounds
11021 East Boulevard
Cleveland OH 44106
216-795-3139
216-791-3063 fax
mx21@po.cwru.edu
Alternate Contact: Sean Garrigan
216-795-3124
Member since: 6/1/2001

C 99- 1206
ON-SITE EMERGENCY RESPONSE PLANNING GUIDE FOR OFFICE, MANUFACTUFJNG & INDUSTRIAL OPERATIONS Author(s): VULPITTA RT
Source: NATL SAFETY COUNCIL, ITASCA, IL, 67PP. 1999
Keywords: EMERGENCIES 1/MANAGEMENT 1/RESPONSES I / GUIDELINES 1/ SITES 1/OFFICES 1/
MANUFACTURING I / INDUSTRIES 1/PROCEDURES 1 / PLANNING 1/BOMBS 1/EARTHQUAKES 1 / PUBLICATIONS
NSC I / SPILLS 1

C99- 1184
EGRESS FOR ALL
Author(s): PEACE S
Source: OCCUPATIONAL SAFETY & HEALTH V.29 *NO.5*, PP.4748, MAY 1999
Keywords: EXITS 1/ HANDICAPPED I / DISABLED 1/EVACUATIONS 1 / EMERGENCIES 1 / BUILDINGS 1 /
ELEVATORS 1/FIRES I / WHEELCHAIRS 1/PLANS 1/REFUGE CHAMBER I / BLINDNESS 1 / DEAFNESS 1/DESIGN I

C 99 - 0957
EXERCISES BRING COMPETENCY TO BOTH DAILY EMERGENCIES AND LARGE DISASTERS
Author(s): CAMPBELL TR
Source: THE VOICE V.28 NO.3, PP.9-1 I,MAR 1999
Keywords: DISASTERS 1 / EMERGENCIES I / DRILLS I / EXERCISE I / PRACTICES 1 / PLANS 1 / SKILLS I / SAFETY PROGRAMS 1 / TRAINING 1

C 99 - 0636
DEVELOPING AN INCIDENT COMMAND SYSTEM
Author(s): COWHERD S
Source: FACILITYCARE V.4 NO.2, PP.14-IS, FEB 1999
Keywords: DEVELOPMENT 1 / MASS CASUALTY INCIDENTS 1 / EMERGENCY RESPONSE SYSTEMS 1 / COMMUNICATIONS I / COMMANDS I / DECISIONS 1 / PLANS 1 / STANDARDS 1 / EMERGENCIES 1 / HOSPITALS 1

C 99 - 0531
PERSONAL PREPAREDNESS: THE FOUNDATION FOR AN EXPEDITED RECOVERY
Author(s): PORTER D
Source: DISASTER RECOVERY JOURNAL V.12 NO.1, PP.22, 24, 26, 28, WINTER 1999
Keywords: PREPARATIONS 1 / PERSONAL 1 / DISASTERS 1/HOMES I / PLANS 1 / PLANNING 1/EMERGENCIES 1/ SUPPLIES I / KITS 1 / FIRST AID 1 / RECORDS 1 / BUSINESSES I / COMMUNITIES I / TESTS 1

C 00-0787
EVALUATING CHEMICAL HAZARDS IN THE COMMUNITY: USING AN RMP'S OFFSITE CONSEQUENCE ANALYSIS
Author(s): NO*AUTHOR*
Source: ENVIRONMENTAL PROTECTION AGENCY, WASHINGTON, DC, I lPP. MAY 1999
Keywords: CHEMICALS I / COMMUNITIES 1 / RISK MANAGEMENT I / PROGRAMS 1 / HAZARDS I / EPA I / EVALUATION I / ACCIDENTS INDUSTRIAL 1 / EMERGENCIES 1/RISKS I / PREDICTIONS I / PLANNING 1/RIGHT TO KNOW 1

C 00 - 0573
ANTICIPATING THE WORST
Author(s): MURRAY D
Source: ACCIDENT PREVENTION V.46 NO.6, PP.23-27, NOV/DEC 1999
Keywords: DISASTERS 1/EMERGENCIES 1 / PLANS I / PLANNING I / READINESS 1 / RISK ASSESSMENT I / CANADA 1 / STANDARDS I / PREVENTION 1 / RESPONSES 1 / TEAMS I

C 00 - 0428
CONTINGENCY PLANS IV: PREPAREDNESS
Author(s): HATHAWAY RA
Source: CHEMICAL HEALTH & SAFETY V.6 NO.6, PP.8-Il, NOV/DEC 1999
Keywords: CONTINGENCY I / PLANS 1/ PLANNING 1/READINESS I / TRAINING I / DRILLS 1 / OBSERVATIONS I / EMERGENCIES 1 / DISASTERS 1

C 99- 1730
EMERGENCY RESPONSE PLANS: THE BENEFITS OF INTEGRATION: EMERGENCY PLANNING: THE KEY REGULATIONS
Author(s): BORAK J / SILVERSTEIN BD
Source: OCCUPATIONAL HAZARDS V.61 NO.9, PP.44-46,48, SEP 1999
Keywords: WORKERS I / EMERGENCIES 1/EMERGENCY RESPONSE SYSTEMS 1 / PLANS I / PLANNING 1/ INTEGRATION 1 / REGULATIONS I / EPA I / CONTINGENCY 1 / JURISDICTION 1 / HAZWOPER I / OSHA 1 / EMERGENCY PLANNING A86 I / RESOURCE CONSERVATION A I

C 99-1637
DISASTER PREPAREDNESS: PLANNING FOR THE UNEXPECTED
Author(s): NO*AUTHOR*
Source MAYO CLINIC HEALTH LETTER V.17 NO.8, PP.4-5, AUG 1999
Keywords: DISASTERS 1 / PLANNING 1/PREPARATIONS I / EMERGENCIES 1/ COMPUTERS I / PROBLEMS I / SOFTWARE I

C 99- 1630
RISK ASSESSMENT AND MANAGEMENT IN THE 21ST CENTURY MARINE TRANSPORTATION SYSTEM Author(s): GRABOWSKI M
Source: TRNEWS NO.203, PP.13-I 8,43, JUL-AUG 1999
Keywords: RISK ASSESSMENT 1 / MANAGEMENT 1 / MARINE TRANSPORTATION 1 / RISKS I / CHANGES I / REGULATIONS 1 / GUIDELINES I / TECHNOLOGY 1 / FACTORS I / MONITORING 1 / REQUIREMENTS 1 / EMERGENCIES 1/PLANNING I

C 99- 1598
PICKING UP THE PIECES
Author(s): SWARTZ N
Source: WASTE AGE V.30 NO.8, PP.42-44,46,48-52, AUG 1999
Keywords: EMERGENCIES I / TORNADOES I / PLANNING 1 / OKLAHOMA CITY 6 / FATALITIES 6/ INJURIES 6/ PROPERTY DAMAGE 6/WASTE DISPOSAL I / OPERATIONS 1 / PREPARATIONS 1 / RECOVERIES 1 / CLEAN UP I / MANAGEMENT 1

C 99- 1591
CRISIS IN THE WORKPLACE: MASS CASUALTIES AND THE AFTERMATH
Author(s): FAGEL MI
Source: OCCUPATIONAL HAZARDS V.61 NO.7, PP.33-35, JUL 1999
Keywords: EMERGENCIES 1 / WORKPLACES I / PLANNING 1 / COMMUNICATIONS I / INVESTIGATIONS I / MASS MEDIA 1 / MANAGEMENT 1 / ROLES 1 / HANDLING 1 / FATALITIES I / INJURIES I

C *99-1574*
EMERGENCY MANAGEMENT: TO BE OR NOT TO BE
Author(s): LUNSFORD DS
Source: DISASTER RECOVERY JOURNAL V.12 NO.3, PP.42-44,46, SEP 1999
Keywords: EMERGENCIES 1/ RESPONSIBILITIES I / PLANNING 1 / RISK ASSESSMENT I / RISK MANAGEMENT 1 / ATTITUDES 1 / CITIES I / PLANS 1 / DISASTERS 1/EMERGENCY RESPONSE SYSTEMS I / SAFETY PROGRAMS I / TRAINING I / READINESS I

C 99- 1252
CONTINGENCY PLANS I: INTRODUCTION
Author(s): HATHAWAY RA
Source: CHEMICAL HEALTH & SAFETY V.6 NO.3, PP.16-17, MAY/JUN 1999
Keywords: EMERGENCIES 1/PLANNING I / PLANS 1/ DISASTERS 1/ COMPANIES I / WRITTEN I / POLICIES I / SAFETY PROGRAMS 1 / CONTINGENCY I

C 99- 1220
THE EVACUATION OF DISABLED PEOPLE FROM PUBLIC BUILDINGS
Author(s): PEACE S
Source: SAFETY & HEALTH PRACTITIONER V.17 *NO.5,* PP.22-24, MAY 1999
Keywords: EVACUATIONS I / DISABLED 1 / HANDICAPPED 1 / PUBLIC 1 / BUILDINGS 1 / DESIGN 1 / FIRES 1 /
EMERGENCIES 1/REFUGE CHAMBER 1 / ELEVATORS 1 / STAIRWAYS 1 / EXITS I / PLANS I / TRAINING I
COI -0089
IN CASE OF EMERGENCY
Author(s): INDELICATO G
Source: ENVIRONMENTAL PROTECTION V.11 NO.9, PP.36,38-39, SEP 2000
Keywords: EMERGENCIES 1 / PLANNING I / READINESS I / REGULATIONS 1 / DISASTERS 1/EPA 1 / PLANS 1/ RISK
ASSESSMENT 1 / TESTING 1 / TRAINING I / EVALUATION I / MODIFICATIONS I

C 00- 1628
THE CURE FOR THE COMMON CRISIS
Author(s): CAPONIGRO JR
Source: DISASTER RECOVERY JOURNAL V.13 NO.3, P.70, SUMMER 2000
Keywords: PLANNING I / COMPANIES I / DISASTERS 1/ RECOVERIES I / READINESS 1 / PREVENTION 1 / RISK
ASSESSMENT I / PUBLIC RELATIONS I

C 00 - 1333
STEERING CLEAR OF DISASTER
Author(s): LEENHOUTS JA
Source: OCCUPATIONAL HEALTH & SAFETY V.69 NO.6, PP.112-113, JUN 2000
Keywords: EMERGENCY CREWS 1 / EMERGENCIES 1/ FIRST RESPONDERS 1 / TRAINING I / EXPERIENCE I / PLANNING 1/PREPARATIONS I

C 00- 1104
EMERGENCY RESPONSE AND DISASTER PLANNING
Author(s): MANSDORF Z
Source: OCCUPATIONAL HAZARDS V.62 NO.5, *PP.45-47,* MAY 2000
Keywords: EMERGENCY RESPONSE SYSTEMS I / EMERGENCIES 1/DISASTERS 1/ PLANNING I / WORKPLACES 1 /
HAZARDOUS MATERIALS 3/TRAINING 2/IDENTIFICATIONS 3/FREQUENCY 3/ RESULTS 2/PLANS 1 / RISKS 2/
PROCESSES 1 / DRILLS 2

C 00 - 1034
TEAMWORK: EMERGENCY RESPONSE
Author(s): NO *AUTHOR*
Source: DISASTER RECOVERY JOURNAL V.13 NO.2, PP.44,46,48-50, SPRING 2000
Keywords: DISASTERS 1/ TEAMS I / EMERGENCY RESPONSE SYSTEMS I / READINESS 1 / PLANNING 1/RISK
ASSESSMENT 1 / POLICIES I / WRITTEN 1 / ROLES 1 / RESPONSIBILITIES 1 / TRAINING I / WORKERS 1 / AUDITS 1

C 00- 1021
CONTINGENCY PLANS VI: RECOVERY
Author(s): HATHAWAY RA
Source: CHEMICAL HEALTH & SAFETY V.7 NO.2, PP.19-21, MAR/APR 2000
Keywords: CHEMICALS I / WORKERS 1 / CONTINGENCY 1 / PLANS 1/ PLANNING I / DISASTERS 1/FOLLOWING I /
RECOVERIES I / AFTER EFFECTS 1 / CLEAN UP 1 / RESPONSIBILITIES 1 / ROLES I

C 00 -0839
PREPARING FOR EMERGENCIES
Author(s): FINNEGAN L
Source: SAFETY & HEALTH V.161 NO.5, PP.54-58, JUN 2000
Keywords: EMERGENCIES I / EMERGENCY RESPONSE SYSTEMS 1 / PROGRAMS I / SAFETY PROGRAMS I /
READINESS I / PLANS 1/ PLANNING 1 / DISASTERS 1 / SPILLS I / FIRES 1 / BOMBS 1 / VIOLENCE 1 / WORKPLACES I /
WORKERS 1

C 00 -0782
CONTINGENCY PLANS V: RESPONSE
Author(s): HATHAWAY RA
Source: CHEMICAL HEALTH & SAFETY V.7 NO.1, PP.10-14, JAN/FEB 2000
Keywords: CONTINGENCY 1 / PLANS I / PLANNING I / RESPONSES I / EMERGENCIES 1/ RESPONSIBILITIES 1 /
ROLES 1 / ACCOUNTABILITY 1 / EVACUATIONS I / PUBLIC INFORMATION I / COMMUNICATIONS 1 / PROCEDURES 1
/ MASS MEDIA 1 / MASS CASUALTY INCIDENTS 2

You are not alone!

We know the mission of developing and writing a comprehensive, fail-safe DISASTER MANAGEMENT PLAN is daunting. Knowing that you must deal with both the process and the product, and that one takes little comfort in confronting those that doubt, those that if allowed, will send your entire enterprise awry.

Be not afraid!