



Disaster Basics

for Reach Out America Staff and Volunteers

“And the King shall answer and say unto them, Verily, I say unto you, Inasmuch as ye have done it unto the least of these my brethren, ye have done it unto me.” *MATTHEW 25:40*

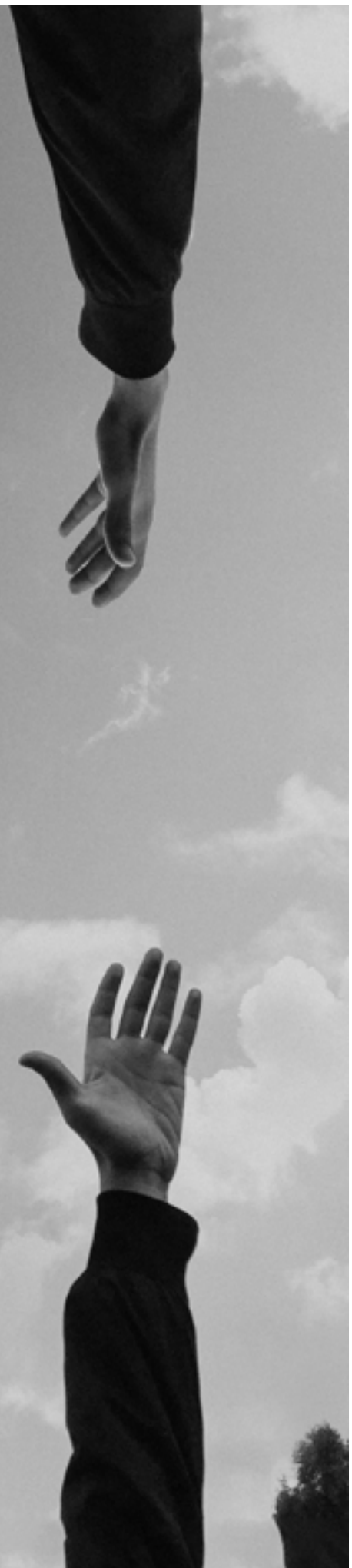


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Course Introduction

Reach Out America was born in 1995 with a vision of helping the hurting. We have developed into a disaster management organization that provides emergency supplies, bringing hope and peace during a disaster. We see this as an opportunity for an uncommon harvest.

When the world is at its worst, Christ's body is at its best.

Now is a perfect time for your congregation to step into the gap to meet the needs of your hurting community and be Christ to them. We help by providing disaster supplies through local churches and organizations, bringing in resources for distribution through local churches and organizations to hurting communities. Disasters are chaotic. Each one is unique, and the challenges of delivering products and the kinds of products are varied, depending on current situations and on our suppliers and their availability.

It is essential that Reach Out America volunteers have a basic understanding of the central concepts and principles of disaster and emergency management and how Reach Out America operates in the disaster operations environment.

This training is intended to provide fundamental information about disasters and disaster operations to Reach Out America volunteers, who may now or in the future be called upon to assist in meeting the needs of

disaster survivors. It is helpful as an educational and planning resource when completed during "sunny days" and as just-in-time training if a disaster occurs without adequate preparation time. Our training contains information and advice from UPCI peers and other experts and prompts the learner to consider how the content applies to their church and community. This Training Guide includes a Resources section containing sample job aids that can be tailored for optional operational use in any community.



Course Objectives

After this course, participants will be able to refer to the training manual and resources to find guidance and job aids to:

- 1 Differentiate between activities performed during disaster preparedness, response, recovery, and mitigation.
- 2 Discuss the impact of disasters on vulnerable populations.
- 3 Identify sources of immediate assistance.
- 4 Differentiate between the sequence of assistance delivered to survivors with and without a Presidential disaster declaration.
- 5 Recognize how the Incident Command System (ICS) facilitates interoperability and compatibility among response and recovery organizations.
- 6 Discuss the range of Reach Out America's roles during disaster response and recovery.
- 7 Training Overview

The training has five parts that align with the course objectives.

1

Phases of a Disaster

2

Impact of a Disaster

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Roles of Reach Out America (ROA) in Disaster Operations

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Roles of the Local Church in Disaster Operations

Introduction



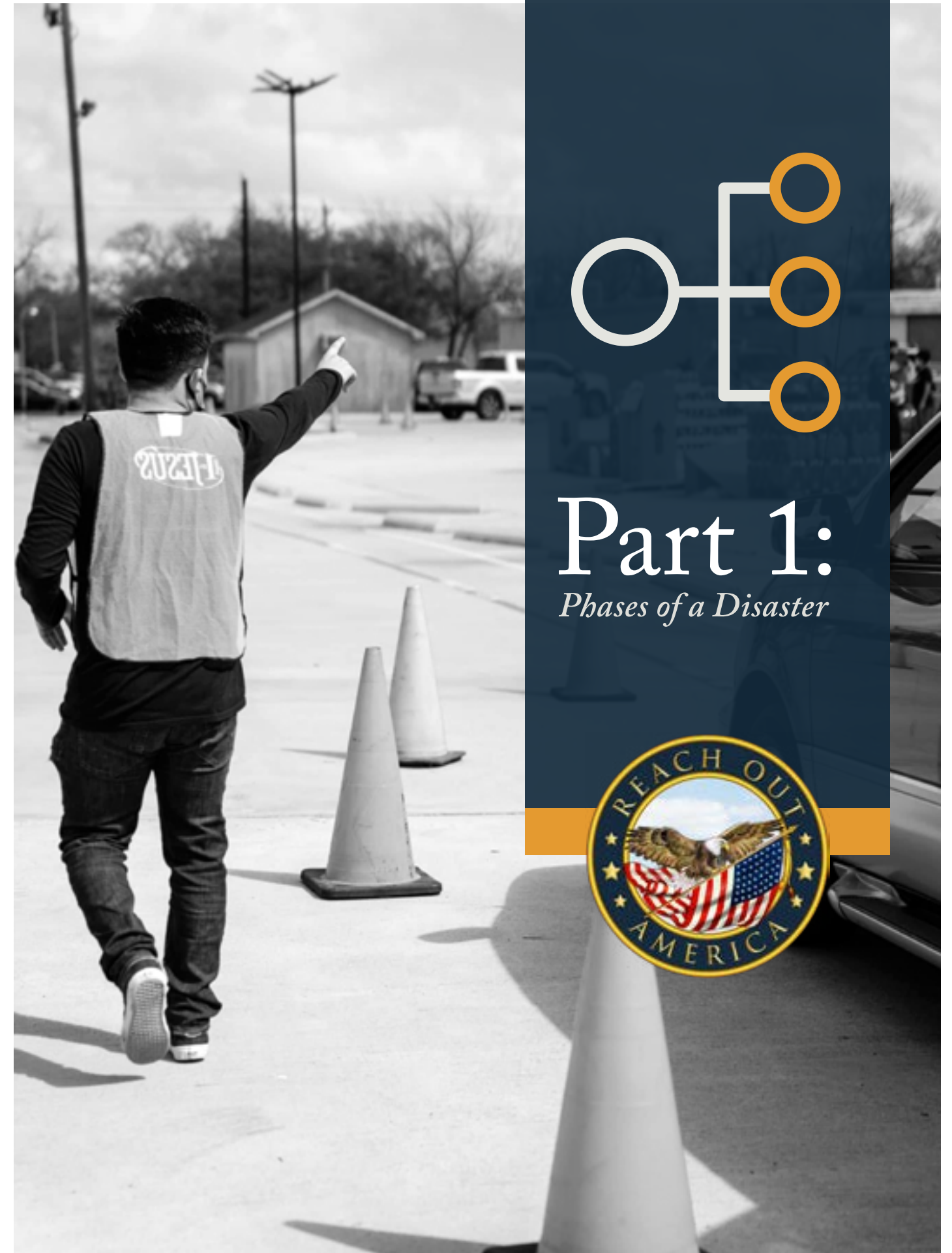
Reach Out America is the official domestic relief agency of the United Pentecostal Church International. ROA provides disaster services to anyone in need, regardless of gender, race, or religious beliefs.

Emergencies or disasters can occur at any time, with or without warning. Our first training topic on “disaster basics” is intended for churches, church leadership, staff, and volunteers who have had little or no disaster experience. It introduces basic concepts and principles of disaster and emergency management and the array of roles that ROA may fulfill in an operational disaster environment.

As you read, please stop as needed to review or consider the discussion questions in the context of your church circumstances.

The Participant Guide includes room for notetaking, and a resource section, which includes any resource links, checklists, and job aids mentioned in this training manual.

The vocabulary of disasters can be complex. A Key Disaster Terms and Definitions information sheet is also included in the resources section of the Participant Guide.





Part 1: Phases of the Disaster Cycle

There are many different definitions. Reach Out America has defined disaster as occurrences or situations that cause human suffering or create human needs that survivors cannot alleviate without assistance. The causes of these disastrous circumstances are widely varied.

A natural disaster is an event that is caused by the natural forces of the Earth. Other events that may become disasters are more directly linked to human involvement. These are known as “human caused” disasters.

While the events may vary, communities and individuals experiencing disasters need help and support from others.

Many different governments and non-government entities and organizations are involved in the efforts to reduce the impacts of disasters and emergencies on people and communities. All use common terminology that enables better communication.

Most emergency management and disaster relief agencies define four phases of activities that, if performed, reduce the harmful effects of disasters.

The Disaster Cycle



Preparedness

Preparedness activities occur before an emergency occurs, and communities, organizations, and families all have a role.

- Assessing hazard risks
- Assessing resources and capabilities
- Identifying vulnerable populations



Stocking food and water, sandbagging to reduce flooding, opening shelters, and evacuating risk areas are all preparedness activities that occur when an event is anticipated or imminent. One important preparedness activity, developing emergency plans, is followed by training and exercises to test and practice the plans.

Preparedness planning begins with assessing hazard risks, resources, and capabilities and identifying vulnerable populations.

Do you know your area’s hazards and the populations they are likely to affect?

The Catholic Charities USA Disaster Operations Map tool provides Information about social vulnerability, housing, transportation vulnerability, and other demographics in areas likely to be affected by disasters. If you would like to access the Disaster Operations Map, the link can be found in the resources section of the Participant Guide.

Is your agency ready for disaster response and recovery?

The Pre-Disaster Community Assessment Tool in the resources section of your Participant Guide is one example of the type of information your agency and community can compile to assess their disaster readiness.

Response

The response phase begins when plans are implemented to save lives and prevent further property damage.

Community and other first responders perform actions such as rescuing people stranded in flooded areas, fighting fires, turning off gas valves and power after earthquakes, and providing emergency medical services.

Entities such as search and rescue, fire, police, and emergency medical technicians are always called “First Responders.”



Reach Out America is identified as an “Early Responder.” Early response organizations, such as the American Red Cross, Salvation Army, and Reach Out America, provide immediate resources that disaster survivors require.

Reach Out America responds to disasters by providing in-kind items, such as food, water, hygiene kits, tarps, tools, clean-up supplies, etc. They also provide immediate essential services such as crisis counseling, spiritual care, information and referral, and initial disaster casework.



Recovery

Short-term recovery actions return vital life support systems like essential utilities to minimum operating efficiency.

Short-term recovery actions return vital life support systems like essential utilities to minimum operating efficiency. Reach Out America’s short-term recovery activities may include assistance with clean-up and cleaning kits, other resources that help families get back into homes, and continued assistance with immediate needs.



During the early stages of recovery, information and referrals, and casework continue to be provided; intake for disaster case management may begin. Long-term recovery actions restore and improve conditions in the disaster-affected community. This can take months or years.

Through partnerships with other disaster case management services, Reach Out America helps partner churches and disaster relief supplies to plan and pursue recovery.

Other agencies provide direct services such as home repairs, housing relocation assistance, replacement furniture, other household items, transportation, or medical and counseling expenses.

Mitigation

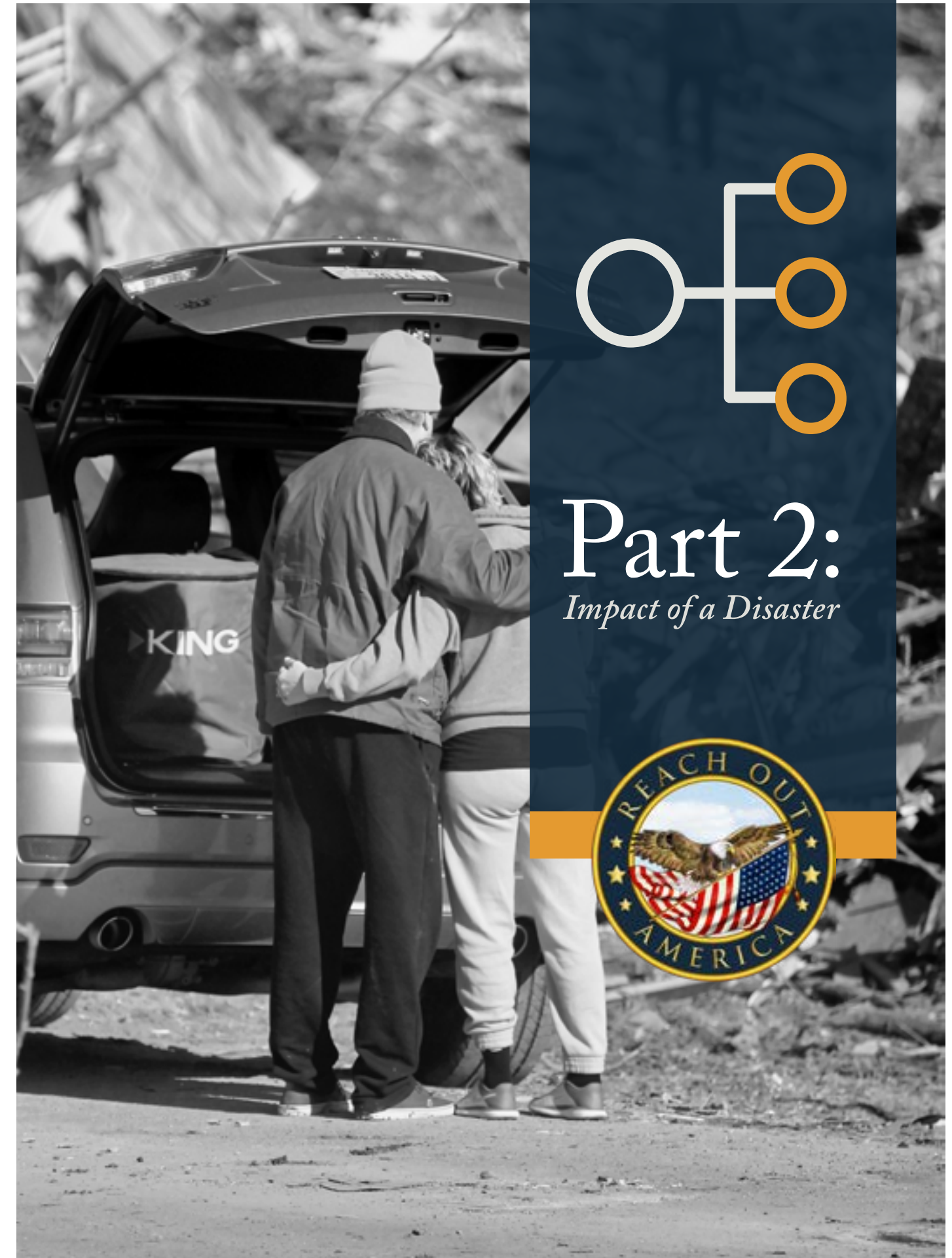
Actions in the Mitigation phase are geared toward preventing, eliminating, or reducing risks to life and property in future disasters. These activities may take place before and after emergencies.

- Elevating heating, ventilating, and air conditioning (HVAC) systems
- Creating defensible space for homes in wildfire-risk areas
- Reinforcing roofs in high-wind areas
- Adopting more stringent building codes and passing ordinances



Risks can also be reduced by elevating heating, ventilating, and air conditioning (HVAC) systems and water tanks in flood zones, creating defensible space for homes in wildfire-risk areas, and reinforcing roofs in high-wind areas. Some communities decide to protect future generations by adopting more stringent building codes and passing ordinances that prevent or control the development of hazard areas.

If communities are vulnerable to various threats and basic disaster management practices are ignored, then every hazard has the potential to become a disaster. The impact of any disaster can be reduced by taking appropriate steps through mitigation, preparedness, response, and recovery.



Part 2: Impact of a Disaster

Every year millions of Americans face physical danger and the potential loss of their homes and communities to disasters. Disasters affect people differently, but disaster survivors experience some level of physical and emotional stress, sadness, grief, and anger.

Others who were not even directly impacted by the disaster have similar reactions to the suffering of neighbors or friends and the intensive media coverage of the event. They may feel “survivor’s guilt.” Even disaster relief workers often experience emotions and stress like those of the survivors.

A Pre-Disaster phase characterized by fear and uncertainty.



Impact, characterized by a variety of very intense emotions, shaped by the type of disaster and the amount of advance warning time.



A Heroic phase during which a high level of adrenaline-induced activity occurs with a low level of productivity.



A Honeymoon phase, when disaster assistance becomes readily available, optimism exists that everything will return to normal quickly. The honeymoon period often includes a noticeable increase in neighbors helping neighbors.



Disillusionment emerges when people realize that there is a gap between need and assistance. Feelings of abandonment occur among those whose needs have not been met while other parts of the community begin to resume normal activities.



In the last phase, **Reconstruction**, individuals and communities assume responsibility for rebuilding their lives, and people adjust to a new “normal” while continuing to grieve losses.



In disasters, people in poverty, seniors, the very young, immigrants, and people with disabilities and their medical issues, are usually at greater risk than the general population. Reach Out America assists ALL individuals affected by a disaster regardless of their religious, social, or economic backgrounds. The ability to recover from the effects of a disaster can be limited by:

- **Poverty**
- **Communications Difficulties**
- **Transportation**
- **Medical Care**
- **Need for Assistance**

Those vulnerable are often limited by poverty, communication difficulties, access to transportation and medical care, and the need for assistance or supervision to accomplish recovery tasks like clean-up and applying for assistance.

Questions to ponder:

What vulnerable populations live in your church?

How will they be affected by a hazard event likely to occur in your area?





Part 3: Disaster Assistance

With a clear picture of the effects of the disaster, Reach Out America and our regional partners with local assistance begin to determine the scope of the community's immediate needs, such as food and water, housing, medical services, counseling or spiritual care, basic hygiene facilities and supplies, clothing, clean-up, and repairs.

Agencies must assess their capabilities against the needs of the community. Reach Out America provides a Rapid Post Disaster Impact Assessment and Planning Tool, which can be used as the basis of a church's capacity assessment. The first and last providers of disaster assistance to the community are local government and non-governmental organizations.



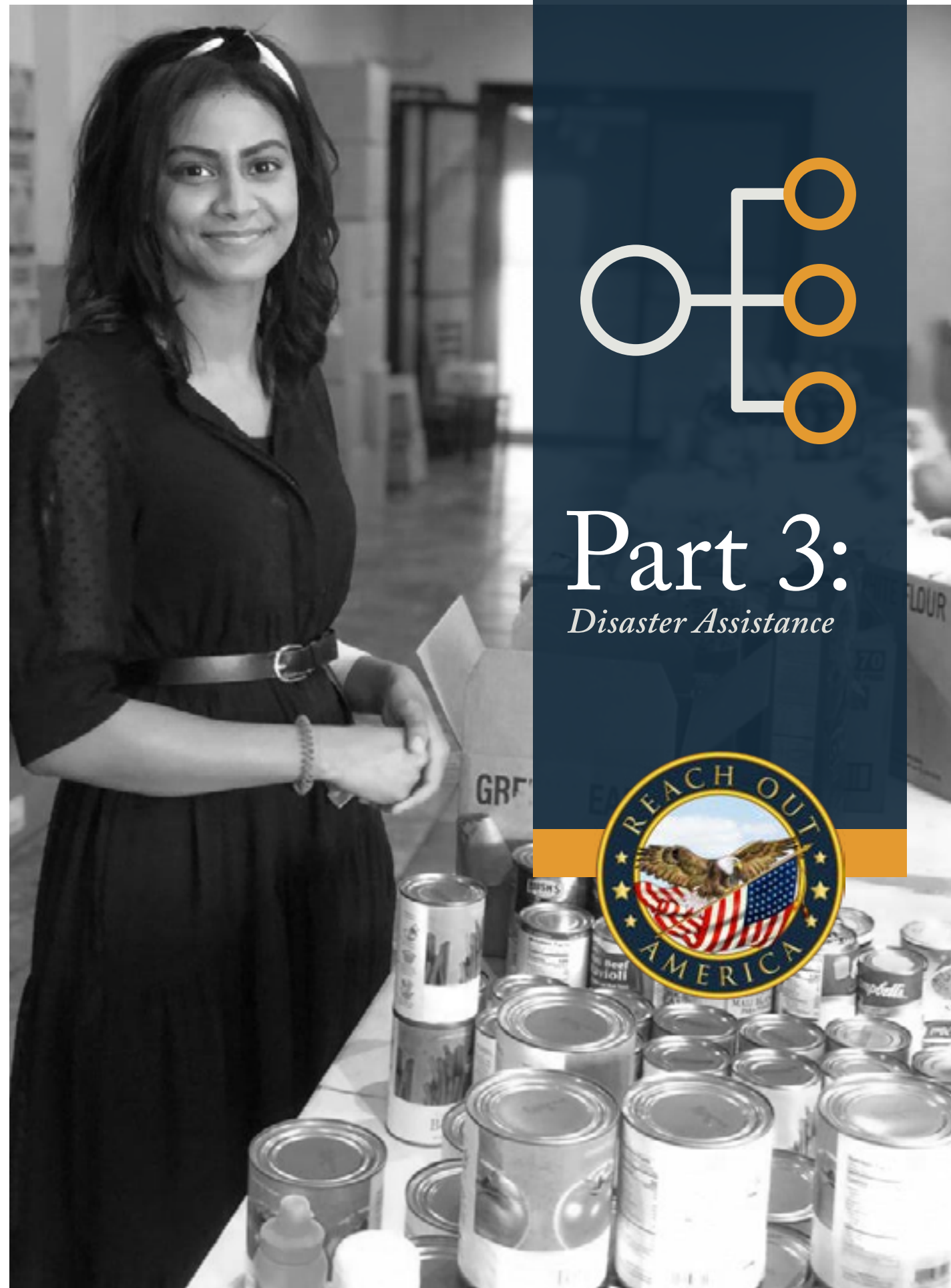
With roots in the community, these groups have the flexibility to respond to local events; their staff and volunteers can address the community's unique needs. Reach Out America collaborates and coordinates with numerous organizations to mitigate and alleviate the impact of disasters. Many of us are part of National Voluntary Organizations Active in Disasters or National VOAD.

There are VOAD, (Volunteers Assisting In Disasters), structures at every level - State, Territory, Regional, and sometimes individual community level, which represent hundreds of other non-governmental disaster response member organizations. National VOAD promotes cooperation, communication, coordination, and collaboration among community and voluntary agencies. This helps avoid duplication of services in some areas and gaps in service in others.

For more information on the National Voluntary Organizations Active in Disaster, access the National VOAD website using the link in the resources section of your Participant Guide. The local government and its NGO partners develop strategies to meet the immediate needs of the community collaboratively.

Questions to ponder:

- What local community, voluntary agency, or faith-based partners would likely take an active role if a disaster affected your area?
- Has there been any pre-disaster planning with these organizations to coordinate response and recovery services?



Part 3: Disaster Assistance





Disaster Assistance Continued

While local governments rely on their non-governmental partners in emergencies and disasters, they have other avenues for requesting resources to meet response and recovery needs. Local governments activate their **Emergency Operations Centers (EOCs) and Emergency Operations Plans (EOPs)** when a disaster is imminent or occurs without warning. They request assistance through the state emergency management agency when the level of need exceeds or is anticipated to exceed the capacity of the local government to provide it.

When a disaster is severe and/or it affects many jurisdictions, states receive multiple requests for assistance, and their resources may also become overwhelmed. After declaring a state of emergency, the governor works through the state emergency management agency to request assistance from the federal government through the Federal Emergency Management Agency, known as FEMA.

Normally FEMA, the State, and the local jurisdictions conduct joint damage assessments and evaluate resources, including the amount of insurance coverage, to determine if the event meets the threshold for a Presidential declaration. This process can take a few days or a few weeks.

The amount and type of federal assistance that communities receive depend on the federal disaster the President declares. The criteria for each declaration are specified in the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

A State can receive no declaration, an “Emergency” declaration, or a “Major Disaster” declaration.

Emergency Declaration: In an Emergency declaration, States may receive reimbursement under the Public Assistance (PA) program for supplies, equipment, and personnel required to take emergency protective actions and for debris removal. PA provides grants to state, tribal, territorial, and local governments.

Emergency declarations do not assist individuals or families but rather for community infrastructure, first responders, and operational support. With a Major Disaster declaration, the President can make more assistance available in the jurisdictions that meet the criteria for the declaration.

If the threshold for costs of uninsured damages to homes and businesses, as well as other criteria, are met, the President can make the Individual Assistance program available in the declared jurisdictions.

- Refer to the **Individual Assistance Public Policy Guide (IAPPG) and the Individuals and Households Program Unified Guide (IHPUG)** using the link provided in the resources section for more information.
- Remind disaster survivors to register with FEMA for assistance.

States, tribes, and territories can access funding for mental health assistance and training activities through FEMA's Disaster Case Management Program (DCMP). DCMP often relies on nonprofit providers, such as Catholic Charities or Salvation Army, to help survivors reach their recovery goals through a dedicated case manager.



Additional examples of **Individual Assistance Programs** include:

- The Individuals and Households Program, which assists with temporary housing and other disaster-caused needs
- Low-interest disaster loans from the Small Business Administration
- Disaster Unemployment Assistance through the Department of Labor
- Disaster Legal Service and Disaster Supplemental Nutrition Assistance through the Department of Agriculture

FEMA also makes the Hazard Mitigation Grant Program (HMGP) available when there is a Major Disaster declaration. This program pays 75% of the cost of actions to prevent or reduce long-term risk to life and property from natural hazards.

Individuals and private non-profits apply directly to their local government, which works with its respective state, tribe, or territory to apply for the grant. A few examples of projects that might be funded by HMGP include elevating or moving flood-prone buildings to a safer elevation, installing wind-resistant glass or storm shutters, or fire-resistant roofing.



The Department of Housing and Urban Development (HUD) may provide grants to help the long-term recovery of cities, counties, and states, especially in low-income areas. HUD may offer a Community Development Block Grant Disaster Recovery Program, or CDBG-DR, to help communities and neighborhoods that otherwise might not recover due to limited resources.

What happens if a federal disaster is not declared?

The ongoing involvement of non-governmental organizations becomes even more crucial when the community receives no, or minimal federal assistance. Local government, voluntary agencies, churches, professional groups, and local recovery organizations must become the backbone of both the immediate and long-term recovery efforts.

Donations to Reach Out America and other voluntary organizations become a significant funding source, providing services for the survivors of non-declared and declared disasters. The lack of recovery resources can have an emotional impact on survivors, especially the most vulnerable.

Regardless of whether the disaster receives a Presidential Declaration, Reach Out America has an important role in helping meet the long-term recovery needs of the most vulnerable in their community.

Question to ponder:

- How might your agency's response change if a major disaster declaration is issued by the President?

Communicating and Coordinating with Partners in Disasters: Coordinating response and recovery actions after a large disaster is a daunting task. Learning the common disaster terminology and “rules of engagement” used by federal, state, local and NGO partners is one way to make the experience less difficult.

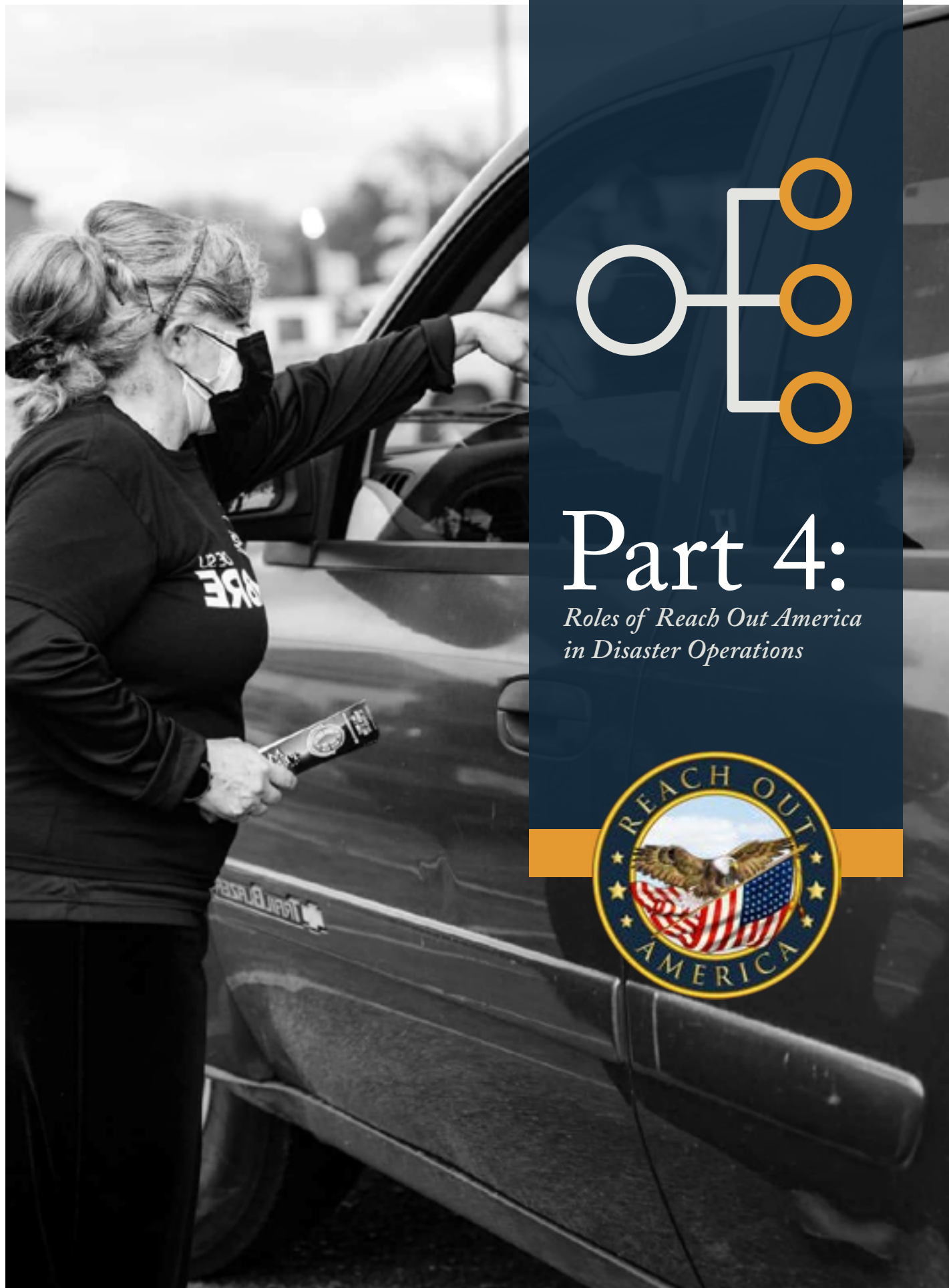


Part 4: Roles of *Reach Out America* in Disaster Operations

ROA is a volunteer organization that provides help and support from corporate donors to damaged and devastated communities.

When a disaster strikes, Reach Out America . . .

- Connects** with local communities, FEMA, and congregations to assess the damage
- Connects** with Corporate donors to provide resources and if possible multiple Points Of Distribution, which may be a church, a donated warehouse space, or a community center.
- Train** ROA brings in trainers to train and equip local volunteers on distribution efficiently and simplify, eliminating bottlenecks and speeding the distribution of products into the hands of people in the affected community. That person will work continually with the local organizations throughout the disaster response.
- Manages logistics** ROA has highly skilled logistics managers who help us manage the red tape of distribution, providing resources directly to the locations with the greatest needs.
- Guides** ROA team members on the ground and around the country join together to guide the response of volunteers. We have a daily call to constantly monitor the needs and the distribution of volunteers and resources to help meet those needs.



Part 4: *Roles of Reach Out America in Disaster Operations*





ROA Responsibilities:

Resources

- ROA provides food, water, hygiene products and other disaster supplies to your church and community.
- We supply training on best methods of distribution
- We connect with national resources such as FEMA, Red Cross, and NGOs, we also help bridge the gap to state and local emergency management services to provide guided aid.

Communication

- ROA communicates with the national organizations that provide disaster aid and communicates their information to you.
- ROA provides a daily call to find out needs and outages, and to communicate the delivery of our resources, and the distribution of those resources.

Volunteers

- ROA's goal is to communicate the need for volunteers and coordinate their efforts to help in the local community. We connect with Districts, Men's Ministry Leaders, Ladies Ministry leaders and national volunteers to provide targeted aid in disasters.

Signage

- ROA provides banners communicating to the community the availability of resources.

The National Incident Management System's Incident Command System (ICS) provides a framework that enables all groups participating in disaster work to team more effectively. Regardless of whether your agency uses ICS internally, it is helpful to have someone familiar and fluent with the terminology and structure when working with local, state, and federal emergency management partners.

Reach Out America can act as part of an external incident command structure. Reach Out America, in collaboration with our local churches, may also use ICS internally to manage disaster response efforts.

For additional training on the Incident Command System, refer to the participant guide and click on the link to the FEMA Independent Study Course, [Introduction to the Incident Command System, ICS 100](#).

The coordination and collaboration structure for community partners supporting disaster response and recovery is called a Multi-Agency Resource Center, or MARC. It brings multiple community partners together to provide on-site assistance to community members at a single location MARC participating organizations assess disaster impacts and disaster-caused needs together and develop an operational plan for providing services.

Services provided at a MARC commonly include:

- Assistance with locating temporary housing and information about the casework process, including how to obtain assistance and referrals to other off-site services.
- A MARC may also provide emotional, spiritual, health, and mental health services, access to email accounts, social media sites, and reunification tools, and a meeting place for families, friends, and community members.

For more specific information, the link to the [Multi-Agency Resource Center Planning Resource](#) is provided in the resources section of the Participant Guide.

In every disaster, Reach Out America uses its expertise in disaster to assess the needs of disaster areas and then work with churches or organizations to meet possible needs such as:

- Communication with state officials, area pastors, FEMA, and State and Local Emergency Management Officials
- Creating a POD, Point of Distribution, with assistance from local churches. A POD is a central point for distribution, typically a larger church that could provide a place to unload Semi truck quantity food, water and emergency supplies for distribution through that church and to other local churches.
- Find needs and opportunities for the church to provide resources for, allowing the church to serve the community around it with ROA supplied resources.
- Information and resources to assist with mitigation efforts
- Clean-up and debris removal, and home repair and rebuilding





What does ROA Supply?

Product

- A. Emergency supplies, such as food, water, cleaning supplies, medical supplies (Non prescription),
- B. Occasionally building supplies to repair and rebuild. This is generally limited availability.
- C. Leadership and guidance to you on availability of resources, delivery and distribution methods, and guidance throughout.
- D. Coordination of volunteers within the congregation or community.
- E. Recruiting outside volunteers, from within the state the disaster is in, and even outside from neighboring states.
- F. We gather information from FEMA, National Weather Service, State and Local partners on the scope of the disaster, and the needs of the community. We also find resources from the Government and NGOs that we can apply locally through your congregation or group.

Training

- A. ROA personnel have years of experience in disaster management. We want to help you:
 1. **Simplify** - The process can be chaotic and overly complicated.
 - We will simplify the systems to create a smooth flow of product into your facility,
 - We help you organize the preparation of the product for delivery,
 - We will train you to simplify the flow of product to your community through a vehicle loading process that creates a flowing process to load as many people as safely as possible.

Leadership

- A. We have an Incident Command Director for every disaster we respond to. He/She may be onsite or work remotely, depending on the incident.
- B. We have procurement and logistics personnel who have been gathering and delivering supplies for many years.
- C. We have chaplains that can train your local chaplains on how to best respond to the community in need during a disaster, which takes a unique response, and opens unique opportunities for ministry.
- D. We will provide an onsite operations director on site to provide guidance during the initial stages of supply delivery and setup. This person is highly skilled and trained in this and can prove invaluable to the organization of your local response. Trust them. They have the knowledge and creativity and connections to simplify and direct your team's response.

Communication

- A. ROA** connects with local and national leaders and organizations to provide a measured response according to the need.
- B. FEMA** - We are connected to FEMA and state and local governments and disaster response organizations. We gather information from them daily, and that often guides our response, and provides resources to help us respond.
- C. National VOAD Partner** - We are a national partner with VOAD (Volunteer Organizations Assisting in Disasters), who exist to provide resources in disasters. Organizations such as the Red Cross, Catholic Charities, Lutheran Charities, Feed The Hungry, Feed The Children, Samaritan's Purse, and many other organizations. We communicate daily with the State VOAD and FEMA on a call to understand the need and responses provided, along with opportunities to meet the needs of the greater community around you.
- D. Daily Call** - Often, we provide a daily call for every incident as long as we are actively responding to that incident. We cover logistics, volunteer opportunities, outside communication to recruit volunteers, current needs assessment, and to try to understand available resources, or creatively develop an appropriate response to unfolding needs. Flexibility is a key success factor in disaster management, and the daily call helps us to pool our expertise and find solutions. This Should be attended by a point person in your leadership team, so they can provide a local perspective on unmet needs. Our expertise needs to be matched with local knowledge to prevent us from providing unwanted solutions to unneeded problems.
 - Daily call is led by the Incident Command. Ideally, a member from each section of ROA's disaster response team will be on the call, along with state leaders.
 - Men's ministry leader,
 - A representative who communicates to the organization's state leadership.
- E. Media Connections** - We will connect with the media, and put them in contact with you as a community resource.
- F. Social Media** - Give us your church twitter handle, web site, facebook links and we can include them in our communications. We also ask that you include us in your congregation's social media response. Use **@reachoutameric1** for twitter posts.

Questions to ponder:

- What agencies or organizations will you need to plan with in advance of the next disaster to best coordinate delivery of services?
- What additional capabilities do you want to develop?



Part 5: Roles of the Local Church in Disaster Operations

Pastor's or Key Contacts Responsibilities:
POD (Point Of Distribution) training video - [Click Link](#)

Volunteers:

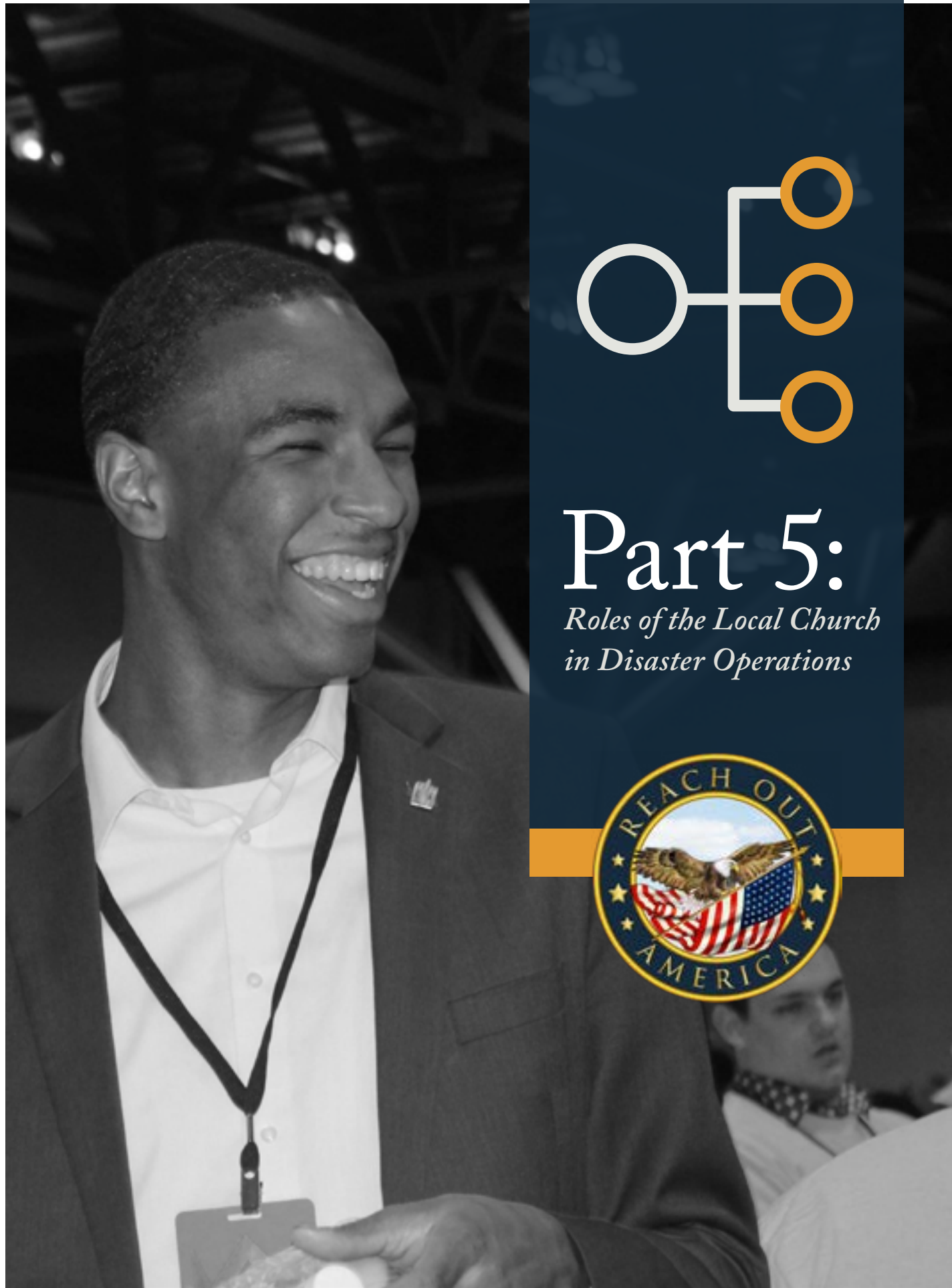
- The number of volunteers varies with each incident. ROA works with local organizations to scale their response according to their ability to manage the incident.
- You gather local volunteers from within and without your congregation to help with unload trucks, organizing the materials from mass quantities into distributable packages. We train and help lead the volunteers through the process to simplify it, and reduce wasted manpower.
- Pastors use their connections with local media to advertise the opening of the resource center. ROA helps suggest and guide your efforts
- Pastor provides for the volunteers during their service. It may include food, water and such, as they serve during the days to help the community. ROA often can get local businesses to help through donations to offset costs if local businesses will help.

Equipment needed for distribution:

- **Forklift & Hand jack** -The most important price of equipment is a forklift to unload pallets from a semi, typically 45,000 lbs of supplies, per truck. A Hand jack is also invaluable. This is used to move pallets inside the building. These can often be borrowed from local businesses. ROA may be able to help you with these items by finding a discount on renting the Forklift, or a creative opportunity to borrow one, and we will try to minimize your costs at every opportunity.
- **Tables and chairs** are important. How many depends upon the size of the incident.
- **Basic Supplies** - ROA may be able to provide some initial supplies, such as tape, markers, and misc. Items to begin transitioning supplies, but we really run on a shoestring budget, and anything you can help supply as we move through the distribution process will be helpful.



Part 5: *Roles of the Local Church in Disaster Operations*





ROA POD Supply Checklist

- | | |
|--|--|
| <ul style="list-style-type: none"> <input type="checkbox"/> Boxes or bags for distributing supplies. One pallet = 100 bags on average, 24 pallets on a semi-truck = 2,200 bags, recycle boxes/bags from drop-off <input type="checkbox"/> Lots of box cutters <input type="checkbox"/> Boxes/Packing Tape <input type="checkbox"/> Black Felt Permanent Markers <input type="checkbox"/> Extension cords <input type="checkbox"/> Large Fans <input type="checkbox"/> Notepads, Copy Paper, Writing Paper <input type="checkbox"/> Read Duties and Responsibilities document: Click Here for the Pastoral responsibilities paper <input type="checkbox"/> Forklift and Operators and/or a Box Truck with a liftgate for local distribution in your community (rented or borrowed) | <ul style="list-style-type: none"> <input type="checkbox"/> Pallet jacks to move pallets around after semi is unloaded (rented or borrowed) <input type="checkbox"/> ROA Tags (thanks to ROA....QR code, webpage, contact, etc.) <input type="checkbox"/> ROA Disaster Banner for community awareness <input type="checkbox"/> Large sign/banner that says NO USED CLOTHES ACCEPTED (staples, local print shop) <input type="checkbox"/> WiFi connection is a must for ROA <p>In the event that you do not or cannot get access to these items, we recommend that you partner with local churches, networks, and rental centers to receive a discount or donation often available in a disaster.</p> |
|--|--|

No Used Clothing:

We do not handle used clothing. Occasionally our suppliers will provide new clothing that we can distribute, but the variety of needs, sizes and expectations are so varied, that clothing can be problematic. Used clothing presents its own challenges. It has to be cleaned, sorted for viability, and then presented, which is too gargantuan of a task for your personnel to manage during a disaster.

Pastor/Local Leader, we ask that you provide:

1. A place to receive product

- A. Prefer a space with a dock to ease the unloading of semi's.
 - ▶ Hand unloading 45,000lbs of food, water and other supplies exhausts your volunteers and delays drivers who are working to provide the resources to you and others in a timely manner.
- B. Space to temporarily store the product in preparation for distribution. We have used church hallways, gymnasiums, fellowship halls and other out buildings. A borrowed warehouse space of 5,000 to 10,000 square feet would be ideal, depending on the size of the response.
 - ▶ We recommend storage be set up to ease the second phase of distribution. We bring in cases of product, which need to be broken down into boxes or bags that can be easily distributed.
 - ▶ Boxes or bags would then contain similar items, which can be grouped for easy distribution.
 - » Food and canned goods can be divided into family food packets, containing one of each supplied food, or some variation.



- » Baby products then can be bagged according to what would supply a family's needs for a couple days or a week of supplies.
- » Cleaning Supplies can be grouped to supply a household with an item from each category to help restore a clean environment for that family.

2. Volunteers

- A. Unloading** - Volunteers to unload the semi. Forklifts and operators who can easily and quickly unload a semi. Often, members of a congregation can ask if their work will temporarily supply a fork truck and operator for a few hours at a time when needed. If you find a shared warehouse space, they will often provide that as a service to their community.
- B. Setup** - Volunteers to transition from pallets and cases of product into distribution packs that can be quickly loaded into the cars of folks as they pull up to a drive through distribution event. This is a sizeable task, which often takes place over multiple days. You can have people organizing the distribution packs as others are at the doors or in the parking lots passing out the distributable packs. This provides a constant flow of prepared distribution packs and can prevent bottlenecks.
- C. Local Connections** - Organization of location and connection with local contacts which can be used to bolster your efforts of providing resilience to your community.
- D. Distribution** - Distribution comes at the end of lots of organization and work, but it is our greatest opportunity to impact the community. We do not desire just to pass out products, but to minister to people. It is your opportunity to be Christ to them.
 - You may want to have a designated chaplain on hand to provide spiritual support.
 - Have your volunteers ask people if there is something they can pray with the recipient about. Everyone is a soul winner. It may be a few seconds, but our approach may impact a soul.
 - Smile. Smile through your exhaustion.
 - Spiritual - Provide an opportunity for a spiritual connection. People may not immediately take advantage, but they won't soon forget a kindness offered.
- E. Cleanup** - Depending on the size of the response, it might be a good idea to order a dumpster. You will have wood pallets and misc damaged boxes, and miscellaneous items that need to be hauled off. Pallets have value in some people's eyes. Offer them for free in a neat pile, and someone may clean it up for you.
 - We provide guidance to limit any damage from use to your local facility. We have learned how to protect your facilities. Before you start a new use of your current facility, let's work to mitigate any negative impact from lack of forethought.

3. Long Term goodwill

Responding with a servant's heart to your community can generate lots of long lasting positive feedback and response from your community. We pray that revival starts and people are saved through your efforts to be Christ in the middle of a storm, and the worst day in people's lives.

ROA Job Descriptions

Incident Command = ROA Incident Coordinator

Job Description

Incident Command – Incident command holds responsibilities for the overall incident direction and operational guidance. He or his appointee runs daily calls, and directs operations for an incident. The incident commander may be different at different events, depending on operational availability.

Incident Command has responsibilities to coordinate and direct team operations for a declared incident. The incident command is the person leading a particular incident.

Each incident has a single incident command position. We may have consecutive incidents that need incident command roles, and they are chosen by the president or board to operate throughout a declared incident.

Responsibilities

The Incident Command role is responsible for coordinating all operations during a given incident. He or she may delegate responsibilities to the sections under their direction to fulfill the declared mission of a singular incident. Each incident has unique and special needs that must be identified, understood and met.

Daily Call

Incident Command must direct daily calls. Each incident may or may not have daily calls depending on the scope of the incident. If not a daily call, at least gather the onsite team with the operations team to coordinate the scope of the ROA response, and identify what resources will be deployed. A conference/zoom call is important to communicate and eliminate misunderstandings, and to gather information about the scope of response, opportunities for improvement, and finding outages that can be mitigated.

Daily calls include at least 1 member from each operational section involved in the incident, and representatives from the local area who are responsible to coordinate the local response. The number of individuals needed on the call should be kept to those with direct leadership involvement, or people who are being trained for future roles.

Participants should be able to summarize their area of responsibilities and the activities engaged or opportunities viewed for future involvement, and also to add their expertise when needed when outages are presented. ROA teams can stay past the end of the call to deal with nitty gritty operational details.

Planning

Incident Command should direct the planning of the scope of operations with the Planning Section.

Communication

Primary role for the Incident Command is clear communication between Operations Team, and local volunteer providers. Pastors often need careful leading in our capabilities and needs from them and their volunteers. Leading the team in effective communication is a priority. Undercurrents left alone to fester and become problems. Open, honest and clear communication is beneficial to solve problems before they blossom into real difficulties.

Operations Section Director = Onsite ROA Coordinator

Role and Responsibilities

To oversee the logistics and operations on the ground when there is a disaster and to work hand in hand with the ROA Operations Team who will help guide me as I work through all operations.

- Finding the first POD to get set up and running.
- Work with the Pastor of the church and/or owner if it's a warehouse and find out what we can and can't do.
- Get volunteers assembled and trained.
- Work with Logistics on what supplies are coming in.
- Work with the Pastor on getting equipment needed such as forklifts & pallet jacks.
- Get the layout and flow ready for the supplies coming in – and then the logistics of getting them out.
- Contact other Pastors in the area who need supplies and have them send people to come get them from the POD.
- Control the generators as they come in – and as they go out.
- As the supplies come in abundance, start finding other PODS to set up and start the process all over again at the new PODS.
- Travel between the PODS making sure everything is running smoothly and troubleshoot any areas of concern.
- Work with ROA on getting daily information & pictures for all our social media.

Liaison Section Director = ROA Liaison

Role and Responsibilities

A member of the command staff responsible for facilitating the integration of coordination of activities via local, state, and national governmental and non-governmental resources into the organization while being a point of contact for representatives from assisting and cooperating agencies.

- Work with the site commander and logistics director utilizing supplies available on VOAD/FEMA calls.
- Must be an excellent communicator and negotiator
- Act as a go-between for different entities.
- Resolve disputes or disagreements and negotiate a plan of action or service that works for all parties.
- Single point of contact for those that are not part of the command staff
- Ensures that those who are not part of the command staff, but who contribute to the incident's prevention, protection, mitigation, response, and recovery, receive appropriate information and exchange com-

- munications with the Incident Management Team (IMT) or EOC staff
- Be up to date on Reach Out America disaster and recovery plans including project leadership.
- Active in liaison organizations and attending key meetings of those organizations.
- Responds coherently to relevant disaster questions regarding ROA.
- Supports strategic partnerships by providing the following:
 1. Top quality advice
 2. Facilitating effective knowledge management
 3. Provide technical assistance to project planning.
 4. Coordination, monitoring and reporting in any collaboration
- Representative to liaison organizations with the aim of providing a clear and coherent message to the outside NGO/GO agencies.
- Builds and maintains mutually beneficial relationships with NGO's/GO's.
- Facilitates communications and coordinates activities among two or more people, NGO's/GO's.
- Streamline operations
- Handle public communications, coordination efforts and incident response between NGO's/GO's.
- Technical subject matter expert
- Point of contact
- Reviews and works on promotional and brand perception.
- Keeps lists of the agencies or personnel representing the NGO's/GO's in disasters
- Identify problems in communication
- Collaborates and communicates with necessary constituents and the public.
- Conducting post-mortems after an event is over.
- Prepare and deliver verbal communications such as press conferences, interviews, phone calls, face-to-face meetings, and written communications.

Logistics Section Director = ROA Logistics

Roles and responsibilities

Directors of logistics take responsibility for ensuring that goods get where they need to be in an efficient manner. ... They are responsible for the day-to-day operations of the logistics department, as well as expected to be strategic planners involved in helping the company progress.

- Identify the damage of a disaster
- Determine the needs of the victims

- Handle the Procurement- Approach organizations for products and services
- Secure products: once granted - correspond through emails to receive release numbers, procurement numbers and reference numbers. Verify the products have not expired and are in compliance with the FDA
- Seek out transportation opportunities - once confirmed, submit request, via application, and wait for approval. (Before submitting your application you must have, the organization name, physical address, contact person, phone numbers, email address, date and time the organization would like to receive their shipment.) Many of these shipments are time sensitive and need to be picked up and delivered by a certain date
- Wait for approval - could take up to three days. Do not promise anyone - anything. The product could be canceled, someone else could get their transportation Confirmed before your application is approved, things are very fluid in this industry
- Communication - once you confirm you have transportation, Advise boots on the ground when the truck / trucks are arriving.
- Make sure the organization receiving the products has a forklift, pallet jacks, and manpower, if there's no loading dock
- Be available at all times for calls from truck drivers. There could be delays regarding weather or truck breakdowns.
- Once the truck has arrived at its designated location and has been offloaded, you must sign off on the bill of lading and send it to the logistics director. The bill of lading will then be sent with other documents required by the vendors to their headquarters of the organization to complete the process and close the order.
- Keep a spreadsheet of the date



Resources

The resources below are hyperlinked. They may be used as needed and may be an excerpt or revised as needed.

Key Disaster Terms and Definitions – list of terms commonly utilized in the disaster operations environment and explanations for use

Pre-Disaster Community Assessment Tool – a form that includes the type of information your agency and community can compile to assess their disaster readiness.

Rapid Post Disaster Impact Assessment and Planning Tool – a resource used as the basis of a church/organization capacity assessment.

The resources below are hyperlinked to the source webpage, which may be referenced for additional information.

CCUSA Disaster Operations Map – a tool developed by CCUSA that provides information about the social vulnerability, housing, transportation vulnerability, and other demographics in areas likely to be affected by disasters. https://ccusa.github.io/Disaster_Vulnerability_Map/#3/38.91/-76.92

CCUSA Short-Term Grant Application – agencies may submit a grant application up to 60 days immediately following the disaster and request up to \$10,000.00. <https://www.catholiccharitiesusa.org/resource/disaster-immediate-funding/>

FEMA Independent Study Course, Introduction to the Incident Command System, ICS 100 – provides training on the Incident Command System. This framework enables all groups participating in disaster work to team more effectively. <https://training.fema.gov/is/courseoverview.aspx?code=IS-100.c>

Individual Assistance Public Policy Guide (IAPPG) - intended to provide a comprehensive policy resource for state, local, territorial, and tribal governments, non-governmental partners, and other entities who assist disaster survivors with post-disaster recovery. <https://www.fema.gov/media-library/assets/documents/177489>

Individuals and Households Program Unified Guide (IH-PUG) – a single, comprehensive reference containing policy statements and conditions of eligibility for all forms of Individuals and Households Program (IHP) assistance. <https://www.fema.gov/media-library/assets/documents/124228>

Multi-Agency Resource Center (MARC) Planning Resource - describes duties and responsibilities of individu-

als, agencies, and volunteer organizations in the event of a disaster. <https://www.preparecenter.org/sites/default/files/multiagencyresourcecenterplanningresourcejobtool.pdf>

National Voluntary Organizations Active in Disaster (VOAD) - homepage for a national organization that promotes cooperation, communication, coordination, and collaboration among community and voluntary agencies. <https://www.nvoad.org/>

US Dept. of Health and Human Services, Phases of Disaster - a model describing evolving community reaction to a disaster. <https://www.samhsa.gov/dtac/recovering-disasters/phases-disaster>

US Dept. of Housing and Urban Development (HUD) Video, Community Development Block Grant Disaster Recovery Program – a video that uses illustrations to describe how HUD helps communities recover after a disaster. <https://www.hudexchange.info/programs/cdbg-dr/>

FEMA - Linked here - Disaster Operations Team Structure

FEMA Faith Based - Linked Here - Information and training for faith based organizations

Team Rubicon - Linked here - Ex-Military Volunteer Disaster Response Team, Paid training

The Sphere Project - Linked here - Humanitarian Standards in Response

Feed The Children - Linked Here - Distribution Training

Southern Baptists - Linked Here - Training for Muck Out, Feeding communities in Crisis

Church & Tax Law - Linked Here - Explanation on accessing FEMA help, SBA Disaster Loans and others specifically for churches



Key Disaster Terms and Definitions

Accountability: The responsibility to demonstrate to stakeholders, foremost of whom are a disaster-affected people, that disaster assistance complies with agreed standards. (Sphere Handbook)

Capacity building: Any intervention designed either to reinforce or create strengths upon which communities can draw to offset disaster-related vulnerability.

Community Resource Site: also known as a POD: Point of Distribution

POM: Point of Ministry

DRS: (Disaster Resource Site) A place where disaster resource supplies are coordinated for distribution to affected community members. Sites can be singular agency sites or places where multiple agencies convene for the joint distribution of disaster resources such as meals, cleaning supplies, hygiene kits, etc.

Complex Emergency: Internal political crises and/or armed conflict complicated by an array of political, social, and economic factors.

Contingency Planning: A planning process in a state of uncertainty in which scenarios and objectives are agreed upon, managerial and technical actions defined, and potential response systems put in place to prevent or improve response to a disaster.

Continuity of Operations Plan (COOP): A COOP plan is a written document in which an agency captures how to ensure the continued performance of critical business and functions during a wide range of potential emergencies. The benefits of COOP planning include the ability to: anticipate events and necessary response actions, improve performance through the identification of agency essential functions that must be supported in an emergency, and improve communication to support essential functions throughout the agency.

Coping Strategy/Mechanism: Various activities that individuals, households and communities develop to overcome poverty, adversity and crisis. Coping strategies vary by region, community, social class, ethnic group, gender, and according to the nature and duration of the risk or emergency occurring at the time. Patterns of coping behavior as well as household assets utilized to cope with a crisis, will depend on who makes the decisions.

Disaster: A situation or event which overwhelms local capacity, necessitating a request to the national or international level for external assistance; an unforeseen and often sudden event that causes significant damage, destruction, and human suffering. Though often caused by nature, disasters can have human origins. Wars and civil disturbances that destroy homelands and displace people are among the causes of disasters. Other causes can be building collapses, blizzards, drought, epidemics, earthquakes, explosions, fire, floods, hazardous material or transportation incidents (such as a chemical spill), hurricanes, nuclear, tornados, or volcanoes (Disaster Relief).

Disaster-Affected People/Population: All people whose life or health are threatened by disaster, whether displaced or in their home area.

Early Responders: provides emergency response during the initial hours of natural or accidental disasters and terrorist attacks, serving a support role to the community that enables fast and an effective response to victims. Early Responders include state and local responders and community based agencies that provide initial information regarding site and size of damages instigate emergency operational support services to provide comfort to people affected by the disaster that may include provisions of first aid, water, sanitation, shelter, counseling for recovery, and coordination of relief materials. The extended role of Early Responders makes them active players during the process of recovery by providing information, networking amongst disaster-related organizations, tending to the needs of particular groups such as disabled persons, children, elderly pregnant women, etc., assisting in the return of evacuated populations, monitoring client support, providing referrals to partner agencies and other community-based groups, participating in the evaluation of services delivery, preparedness activities, and determining post-incident and recovery support towards the development of future strategy.

Early Warning: A process of information gathering and policy analysis to allow the prediction of developing crises and action either to prevent them or contain their effects. The critical elements of early warnings are the collection of information, analysis of that information, dissemination of findings, and action.

Emergency: An emergency is an extraordinary situation, present or imminent, in which there are severe and immediate threats to human life, dignity, and livelihoods.

Emergency/Disaster Preparedness: Emergency/Disaster preparedness activities aim to protect lives and property from an immediate threat to promote rapid reaction in the immediate aftermath of a disaster, and to structure the response to emergency and longer-term recovery operations.

Emergency Management: As a subset of incident management, the coordination, and integration of all activities necessary to build, sustain, and improve the capability to prepare for, protect against, respond to, recover from, or mitigate against threatened or actual natural disasters, acts of terrorism, or other manmade disasters.

Emergency Operations Centers (EOCs): The physical location at which the coordination of information and resources to support domestic incident management activities usually occurs. An EOC may be a temporary facility located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

Evacuee: Someone who has evacuated from a dangerous place, especially during a disaster or a war.

First Responders: Individuals or entities that are trained and equipped in the event of a natural or accidental disasters and terrorist attacks, to arrive on the scene and take action immediately. In the first hours of an event, first responders from various disciplines, which could include police, fire, emergency medical personnel and public works must attempt to enter the scene, set up a command center, establish safe and secure perimeters around the disaster site to save lives and protect property, evacuate those within or near the site, tend to the injured and dead, restrict and redirect traffic and pedestrians, reroute and restore public utilities, remove debris, and begin the process of recovery.

Fusion Center: A facility that brings together into one central location law enforcement, intelligence, emergency management, public health, and other agencies, as well as private-sector and nongovernmental organizations when appropriate, and that have the capabilities to evaluate and act appropriately on all available information.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Humanitarian Assistance: The provision of basic requirements which meet people's needs for adequate water, sanitation, nutrition, food, shelter, and health care. (Sphere Handbook)

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a typical organizational structure, designed to aid in managing resources during incidents. It is used for emergencies and applies to small and large, and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Internally Displaced Person: persons or groups of persons who have been forced or obliged to flee or to leave their homes or places of habitual residence, in particular as a result of or to avoid the effects of a natural or human-made disaster, and who have not crossed an internationally recognized the State border. (Cohen, Roberta and Francis Deng. Masses in Flight: The Global Crisis of Internal Displacement, Brookings Institution Press, Washington, D.C., 1998)

Joint Field Office (JFO): The primary Federal incident management field structure. The JFO is a temporary Federal facility that provides a central location for coordinating Federal, State, tribal, and local governments and private-sector and nongovernmental organizations with primary responsibility for response and recovery. The JFO structure is organized, staffed, and managed in a manner consistent with National Incident Management System principles and is led by the Unified Coordination Group. Although the JFO uses an Incident Command System structure, the JFO does not manage on-scene operations. Instead, the JFO focuses on supporting on-scene efforts and conducting broader support operations that may extend beyond the incident site.

Joint Information Center (JIC): A facility that coordinates all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should co-locate at the JIC.

Livelihood: Means of support or subsistence; adequate stocks and flows of food and cash to meet basic needs. Livelihood strategy refers to how a household allocates its members' labor time in pursuing various means of earning to meet basic needs.

Long-term Recovery: Transition occurs between the presence of national organizations and the local community. Implementation begins for disaster case management and recovery initiatives administered by the local community. Construction activities to include repairing, rebuilding, and/or relocation of homes proceeds during this phase. The resumption of the routines of daily life characterizes this phase.

Long-Term Recovery Group (LTRG): A long-term recovery group (LTRG) is a cooperative body that is made up of representatives from faith-based, non-profit, government, business, and other organizations working within a community to assist individuals and families as they recover from disaster. LTRGs are as varied in their structure as the communities in which they work. The personality and operation of each group is unique and reflect local needs, available resources, cultural diversity, leadership style, and community support. No matter how a group is structured or what it calls itself— unmet needs committee, interfaith, organization, coalition, roundtable, partnership, coordinating council, etc.—the goal is the same: to unite recovery resources with community needs to ensure that even the most vulnerable in the community recover from disaster.

Mass Care: Mass Care is comprised of services that are typically the first assistance provided following a disaster. These services are intended to minimize the immediate, disaster-caused suffering of people through the provision of food, clothing, shelter, and supplies. Based on the community, culture, economy, and geography of the affected region and the scope of the disaster relief operation, service providers will determine the most effective service delivery strategies for meeting the needs of those affected. Fundamental to providing assistance is listening to and observing the needs of the community, individuals, and families and facilitating referrals for other activities such as health services and emotional and spiritual care services.

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often formed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include educating governments, businesses, and the public on measures to reduce loss and injury.

Multi-Area Resource Center: A central location where those affected by large-scale disasters can receive assistance from as many governmental agencies and Non-Governmental Organizations (NGOs), and Faith-Based Organizations (FBOs) as possible in one place at one time.

Natural Disaster: Emergencies that are generated by phenomena such as hurricanes, floods, earthquakes, volcanic eruptions, drought, and winter storms.

National Incident Management System (NIMS): A system that provides a consistent nationwide approach for Federal, State, local, and tribal governments; the private sector; and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. These are identified as the Incident Command Structure (ICS); multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

Needs Assessment: a multi-stage process of understanding the immediate needs of a population to prevent loss of life, stop the deterioration of and restore household food and livelihood security status following a disaster.

Point of Distribution (POD): (also known as a Community Resource Site; POM: Point of Ministry; DRS: Disaster Resource Site) A place where disaster resource supplies are coordinated for distribution to affected community members. Sites can be singular agency sites or a place where multiple agencies convene for the joint distribution of disaster resources such as meals, cleaning supplies, hygiene kits, etc.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training, and exercises, personnel qualification and certification, equipment certification, and publication management.

Recovery: is the period following a disaster and the community's early response to that disaster, whereby things return to a new normal. After neighbors move from shock to action, communities organize by implementing plans and structures aimed at bringing help to affected individuals and families in a holistic, integrated process that brings needed resources to the most vulnerable. Recovery following each disaster is unique and may last weeks or years. Disasters are never welcome, but they allow communities to build back stronger. Often, damages sustained in a disaster can be prevented from recurring by implementing a long-term recovery strategy grounded in risk reduction analysis and mitigation.

Refugee: A refugee is someone who is outside his/her country of origin; has a well-founded fear of persecution because of his/her race, religion, nationality, membership in a particular social group, or political opinion; and is unable or unwilling to avail him/herself of the protection of that country, or to return there, for fear of persecution. The 1951 Geneva Convention is the leading international instrument of refugee law. The Convention spells out who a refugee is and the kind of legal protection, other assistance, and social rights he or she should receive from the countries who have signed the document.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity and apprehending actual perpetrators and bringing them to justice.

Transparency: openness and accessibility of humanitarian agencies, their systems, and information. (The Sphere Handbook).

Tribal: Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established under the Alaskan Native Claims Settlement Act that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

Voluntary Organizations Active in Disaster (VOAD): Voluntary Organizations Active in Disaster (VOAD) is a nonprofit, nonpartisan membership organization that serves as the forum where organizations share knowledge and resources throughout the disaster cycle—preparation, response, recovery and mitigation—to help communities prepare for and recover from disasters. Members of the National VOAD collaborative includes dozens of the most reputable national non-governmental organizations in the country and 55 State and Territory VOADs, representing local VOADs and hundreds of additional organizations.





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