

The Diocese of West Missouri

Emergency Response Plan

I. Mission

A. Purpose, Goals, Definitions

1. Purpose

- a) The purpose of this plan is to assist the congregations and agencies of the Diocese of West Missouri to provide stewardship over the resources of the local church and to provide compassionate outreach and services to those in need during disaster response and recovery.
- b) This plan describes the basic strategies, assumptions, and mechanisms through which the churches, institutions, agencies, and departments of the diocese will mobilize resources and conduct activities to support local disaster response, relief, and recovery efforts. In order to facilitate interagency operations, this plan adopts a functional approach that groups the types of assistance to be provided under areas of responsibility to address functional needs at the local level. Each area of responsibility is headed by a primary agency based on its authorities, resources, and capabilities in the functional area. The areas of responsibility serve as the primary mechanism through which assistance is managed in an affected area.
- c) This plan provides for an orderly means to prevent or minimize, prepare for, respond to, and recover from emergencies or disaster that threaten life, property, and the environment within The Diocese of West Missouri by:
 - Identifying major, natural, and man-made hazards, threats to life and/or property that are known or thought to exist.
 - Assigning emergency management responsibilities and tasks.
 - Describing predetermined actions to be taken by churches and agencies to eliminate the effects of these threats and to respond effectively and recover from an emergency or disaster.
 - Providing for the effective assignment and utilization of local volunteers and resources.
 - Enhancing cooperation and coordination between churches and agencies of the diocese.

- Providing for an emergency planning team comprised of representatives from all agencies or institutions, as identified and utilized throughout this plan, for continued review and revision of the plan, including exercise planning and evaluation.
- d) This plan provides guidance for:
- Preparedness, response, and recovery policies and procedures;
 - Disaster and emergency responsibilities; and
 - Training and education activities.
 - This plan is strategic and “responsibility oriented” and addresses:
 - Coordinated church and inter-church post-disaster response and recovery;
 - Rapid deployment and pre-deployment of resources;
 - Communications systems;
 - Annual exercises to determine the ability to respond to emergencies; and
 - Clearly defined responsibilities for departments/agencies through a “functional annex” approach to planning and operations.

2. Goals

- a) To develop church and member self-sufficiency.
- b) To develop church response capability.
- c) To have a plan that will guide organizational response during emergencies and disasters.
- d) To create a framework of interagency and diocesan-wide cooperation to enhance disaster preparedness, response, and recovery.

3. Definitions

- a) The term “emergency” as used in this plan means a set of circumstances which demand immediate action to protect life, preserve safety, health and essential services or protect property.

- b) “Disaster” means the situation requires all available local (church) resources and/or augmentation from beyond the local church resources. The Ecclesiastical Authority¹ of the Episcopal Diocese of West Missouri will declare a state of “emergency” or “disaster” and activate all or parts of this plan.
- c) “Response stage” means the time immediately following the emergency or disaster. First Respondents in the response stage will be family, neighbors, congregants, local fire and police departments, search and rescue teams, American Red Cross, Salvation Army, and other voluntary agencies. This is usually a very dangerous time. The survivors and the professional rescue people can be endangered if nonprofessionals are in the way. Properly trained (Community Emergency Response Teams) church volunteers may be active in this phase.²
- d) “Relief stage” begins within the first week following the event. Basic human needs are cared for in a temporary way and may last days or weeks. Medical Services, food, clothing, and temporary shelters become available from relief agencies, the churches, other helping organizations, or friends and family. Basic clean up of homes, businesses, and streets begins. Utilities begin to be restored. The processes of applying for aid begins by making contact with personal insurance companies, relief agencies, and, if Presidentially declared, the Federal Emergency Management Agency (FEMA).³
- e) “Recovery stage”: People begin moving out of shelters and into temporary housing. Homes and lives begin to be rebuilt. People and communities try to return to normal. The recovery stage usually lasts about 10 times as long as the relief stage (or in catastrophic disasters – years).⁴

B. Authorities

- 1. Incident Command Center (ICC) Coordinator:
 - a) Activation of ICC.
- 2. Information Technology:
 - a) Assignment of telecommunications and IT hardware, software, and passwords.

¹ “Ecclesiastical Authority” as used in this plan means the diocesan bishop, or the chairperson of the standing committee of the diocese, in the case of the absence of a bishop.

² NVOAD Long Term Recovery Committee Manual, 1999.

³ Ibid.

⁴ Ibid.

- b) Approve repair scopes.
- 3. Communications:
 - a) Approve all media contacts.
 - b) Approve all external communications.
- 4. Volunteer Coordination:
 - a) Assignment of Volunteer Teams.
- 5. Donations Coordination:
 - a) Approve assignment of all contributions in kind receivables.
 - b) Approve all distributions of contributions in kind.
- 6. Human Services:
 - a) Approve grant requests (if resources are available).
 - b) Assign case management tasks.

C. Situations

- 1. Hazard Analysis – This section lists the various hazards which affect The Diocese of West Missouri.
 - a) Natural hazards:
 - Floods and flash floods.
 - Tornados.
 - Fires.
 - Thunderstorms, windstorms, hail, snow and ice, and lightning strikes.
 - b) Unnatural (man-made) hazards:
 - Accidental explosions.
 - Intentional explosions (bombs).
 - Bomb threats.
 - Aggressive persons onsite.

- Unauthorized intrusions
- Kidnapping.
- Hostage situations.
- Hazardous materials exposure.

D. Assumptions

1. Church and agency officials will be trained to recognize their responsibilities regarding the safety and wellbeing of their constituents and property and they will assume their responsibilities when the Emergency Response Plan is implemented.
2. General conditions: When a community experiences a disaster, its surviving citizens fall into three broad categories:
 - a) those directly affected through personal or family injury or property damage;
 - b) those indirectly affected through interruption of the supply of basic needs; and
 - c) those not personally affected.
3. It is highly encouraged that each individual or head of household will develop a family disaster plan and maintain the essential supplies to be self-sufficient for a minimum of 72 hours.
4. Each church or agency of the diocese is expected to develop internal emergency plans that will integrate and cooperate with this plan.⁵

E. Limitations

1. No guarantee is implied by this plan. Preparation, response and recovery actions in any individual emergency or disaster will be dependent upon the resources available at the church or diocesan level or provided by the broader community. Because local (church) assets may be damaged, destroyed or overwhelmed, the

⁵ This plan is not intended to limit or restrict initiative, judgment, or independent action required to provide appropriate and effective emergency and disaster preparedness, response and recovery.

Emergency Planning Committee can only endeavor to make reasonable efforts to respond based on the situation, information, and resources available at the time.

II. Organization and Responsibilities

A. Organization

1. Diocesan Emergency Planning Committee (EPC)

- a) The purpose of the committee is to plan and coordinate a diocesan response to disasters.
- b) The committee will be responsible for:
 - providing initial leadership and subsequent direction in establishing a preparedness and response plan;
 - evaluating the effectiveness of the plan and assisting churches and agencies in its implementation;
 - reviewing and revising the plan, if needed, on an annual basis; and
 - coordinating, at the diocesan level, the response during times of disaster.
 - Membership targets leaders in media, risk management, facilities oversight, archives information, technology, and volunteer coordination and will be appointed by the Ecclesiastical Authority of The Diocese of West Missouri.
 - the committee will be led by a Chair and Vice Chair. The Chair is appointed by the Ecclesiastical Authority of the diocese.

2. Incident Command Structure

- a) The Emergency Planning Committee has named personnel from The Diocese of West Missouri to the incident command structure for this plan.
- b) Primary/Support flow chart (see attachment) reflects the incident command structure for The Diocese of West Missouri and indicates authorities and functions which can support emergency operations.
- c) This plan establishes the incident command structure for the diocese. All appointments and work assignments in an emergency or

disaster situation shall be documented. All agencies and churches will submit documentation as to injuries, damages, property loss, service delivery, volunteer assignments, and other emergency-related needs as requested by the ICC Coordinator.

B. Responsibilities

1. General preparedness responsibilities (all churches and agencies of The Diocese of West Missouri). The following common responsibilities are assigned to each church, or agency of the diocese. Additionally, each church or agency shall create an internal disaster preparedness and response committee and develop an emergency plan. Preparation activities Include:
 - a) Establishing departmental and individual responsibilities and assigning emergency tasks;
 - b) Working with other churches or agencies to enhance cooperation and coordination and eliminate duplication. Agencies with shared responsibilities should work to complement each other;
 - c) Establishing education and training programs for staff, volunteers and churches so that each will know where, when and how to respond;
 - d) Developing site-specific plans for facilities as necessary, including evacuations, closures and shelter-in-place;
 - e) Ensuring that employee job descriptions reflect emergency duties;
 - f) Training staff and volunteers to perform emergency duties and tasks;
 - g) Identifying, categorizing and inventorying resources;
 - h) Develop procedures for mobilizing and employing additional resources as appropriate;
 - i) Ensuring communications with the ICC;
 - j) Filling positions in the ICC as shown on the flowchart (see attachment); and
 - k) Preparing to provide internal logistical support to the church agency during the initial response phase.

2. General Response Responsibilities (all churches and agencies of The Diocese of West Missouri).
 - a) Upon receipt of an alert or warning, initiate notification actions to alert employees, volunteers and visitors.
 - b) As appropriate:
 - Suspend or curtail normal business activities.
 - Recall essential off-duty employees.
 - Send nonessential employees home.
 - Evacuate facilities.
 - Keep the ICC informed of actions and maintain a communications link with the ICC.
 - Facilitate department response activities, maintain events log and report Information to the ICC as requested.
 - Report damages and status of facilities to the ICC
 - Coordinate with the ICC to establish protocols for interfacing with local, state, And federal responders.
 - Coordinate with the ICC Information Officer before releasing information to the media.

III. COORDINATED RESPONSE

A. General

1. The Incident Command Center (ICC) is the central point for disaster response operations for the diocese. The purpose of this central point is to ensure coordinated response when the emergency involves more than one church or agency and requires resources from several areas. Coordination and allocation of all resources will be through the ICC function leaders and the ICC Coordinator to provide for the most efficient management of response resources.
2. Agency heads or other officials legally administering their office may perform emergency function(s) on their own initiative if, in their judgment, the safety or welfare of others (particularly visitors

or clients) are threatened. The ICC Coordinator should be notified as rapidly as possible.

3. During an ICC activation, the appropriate agencies will be represented in the ICC and will coordinate their activities under the supervision of the ICC Coordinator.

B. Levels of Emergency

1. Graduated response. Most emergencies or disasters will require a graduated response involving only those persons necessary to handle the situation. For this purpose, four levels of response will be used:
 - a) Level One Emergency. A level one emergency is a common emergency situation that occurs on a frequent basis (e.g. “unruly” visitor who can be “talked down” by staff, minor property damage such as an accidental window breakage). The responsibility for control of the incident rests with the responding department. Completion of an incident report is necessary.
 - b) Level Two Emergency. Should an incident remain unresolved, the emergency status will rise to a level two emergency (e.g., intruder becomes violent, serious Injury or property damage requiring medical or police intervention). Level two Incidents involve routine assistance from other agencies (police, ambulance, etc.). Control is still the responsibility of the responding department. Notification of the diocesan center is necessary. Completion of an incident report is necessary.
 - c) Level Three Emergency. Should the incident begin or escalate to a situation where non-routine assistance is required or anticipated, a level three emergency will be declared. The ICC will activate at this level. A level three could be a major single site event or a widespread disaster. This level of emergency will be used for all natural or man-made disasters.
 - d) Level Four Emergency. This level of emergency is used for catastrophic diocesan-wide or regional events. The ICC may not be activated until the immediate danger is passed.

C. Incident Notification Tree

1. Churches and other diocesan organizations experiencing reportable incidents should follow the following procedures:

- a) The rector or other church contact will notify the diocesan center at (816) 471-6161 or if that number is not responsive on the dedicated Emergency contact number (816) 945-2956, or by e-mail to emergency@diowestmo.org.
- b) Emergency planning committee personnel will be automatically notified of the incident and will initiate an appropriate response.
- c) In the event of an incident requiring the assistance of more than one church, the planning committee will notify the appropriate deanery deans and sub-deans, who, in turn, will notify the churches of their deaneries.

D. Crisis Monitoring

1. Diocesan personnel will monitor level one and two events within their own areas of responsibilities. If a level two event is anticipated to escalate to level three, the ICC Coordinator should be contacted immediately for possible opening of the ICC.
2. The ICC Coordinator is responsible for monitoring other potential level three emergency situations (weather events, non-natural events, etc) and will consult with Ecclesiastical Authority regarding opening the ICC.

E. ICC Activation and Staffing

1. The Incident Command Center (ICC) is key to the successful response operation. With decision and policy makers located together, personnel and resources can be used efficiently, coordination of activities ensures that all tasks are accomplished and duplication of effort is minimized.
2. Depending upon the severity and magnitude of the emergency or disaster (see levels of emergency described above), activation of the ICC may not be necessary, may only be partially required or may require full activation. Partial activation would be dictated by the characteristics of the disaster and would involve only those persons needing to interact in providing coordinated response. In some emergencies, this may involve only a Crisis Action Team (CAT) comprised of the personnel in the responding agencies.
3. The ICC may be fully activated by decision of the Ecclesiastical Authority, and the ICC Coordinator. When the decision is made to activate the ICC, The ICC Coordinator will notify the appropriate

personnel appointed to the ICC. Once activated, the ICC Team will take appropriate action to mobilize other resources.

4. ICC activation will generally follow the emergency levels as discussed in Section B above.
5. ICC staffing (see flowchart attached): diocesan Incident Command Center Coordinator, information systems, communications officers, volunteer/donations management coordinators, human services coordinator. Representatives of the diocesan chancellor, diocesan treasurer, and Episcopal Relief and Development should be on hand to advise the ICC staff.

F. Incident Leadership

1. In an emergency during which the ICC is activated, there will be two levels of leadership. The first level will be at the scene of the incident and will be led by the responding agency. The second level will be at the ICC where overall coordination will be exercised.
2. In a level one or two emergency the responding agency will have responsibility for leadership of the incident. The senior representative at the scene will be the “incident commander” and will make decisions regarding the management of the incident.
3. During level three and four emergencies, decision-making authority and control of the emergency is retained by the ICC Team.
4. To ensure full staffing of the ICC, each agency appointed to the ICC will name one primary and at least one alternate staff member to the ICC.

G. Facilities

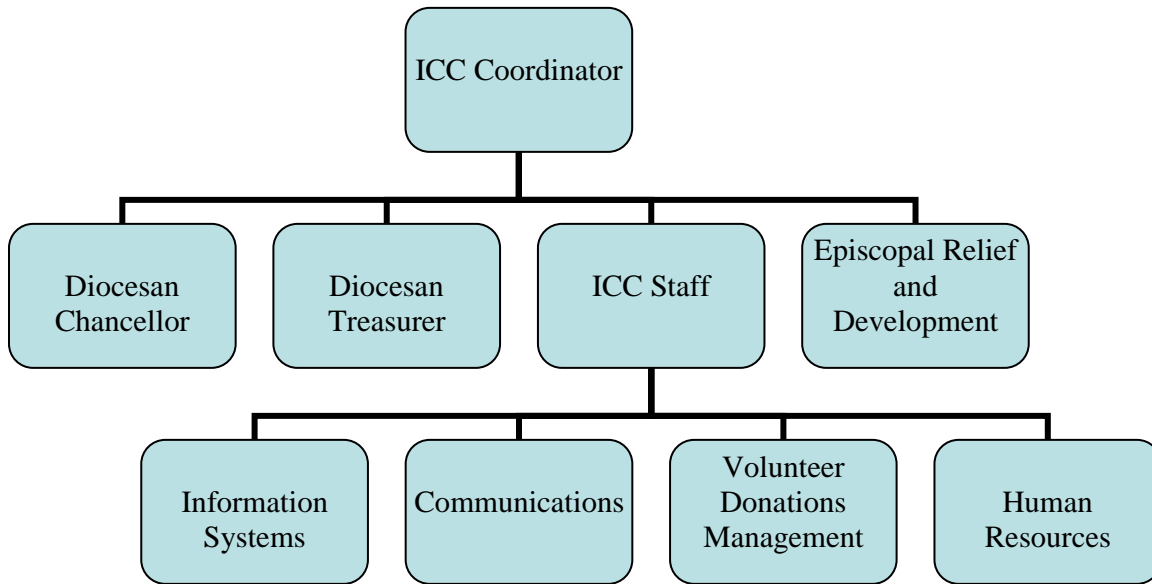
1. Primary location: The Diocese of West Missouri, 420 West 14th Street, Kansas City, MO.
2. Alternates: Christ Church, 601 E. Walnut, Springfield; Grace Church, 820 Howard, Carthage; Christ Church, 138 E. Gay, Warrensburg; Christ Church, 207 N. Seventh, St. Joseph.
3. The ICC Coordinator is responsible for communicating which location will activate to the ICC team.

H. Plan Maintenance

1. If the plan is to be effective, its contents must be known and understood by those who are responsible for its implementation. The Emergency Planning Committee is responsible for the dissemination of the plan to the appropriate personnel.
2. All agencies will be responsible for developing and maintaining their respective “functional annex” of the plan. The ICC Coordinator will be responsible for ensuring all agencies involved in this plan conduct an annual test and review of the plan.
3. The Emergency Planning Committee ensures that necessary revisions to the plan are prepared, coordinated, published and distributed. The plan will undergo revision whenever:
 - a) It fails during emergency.
 - b) Drills reveal deficiencies in the plan.
 - c) Annually if review indicates a need for revision.
4. The Emergency Planning Committee will maintain a list of individuals and organizations that have received copies of the plan. These individuals and organizations will receive updates and revisions of the plan.

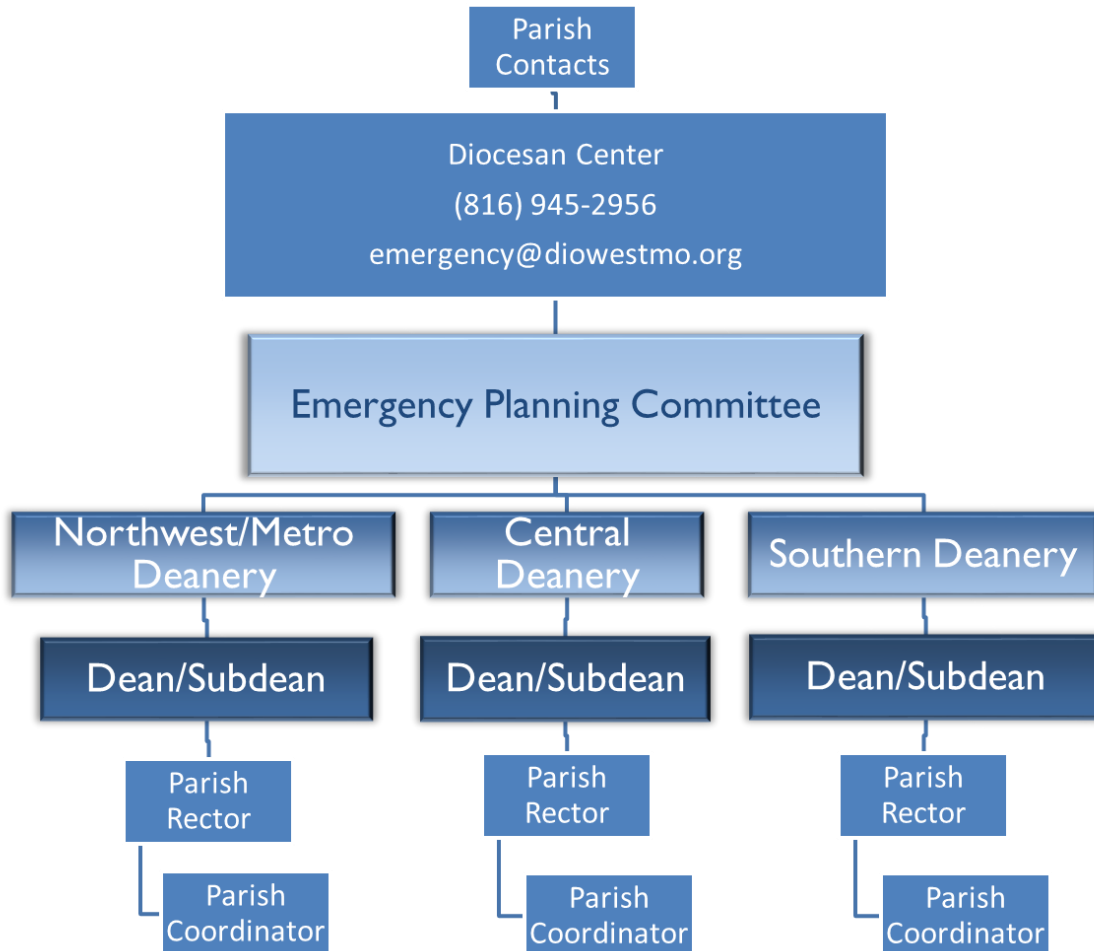
IV. Attachments

Incident Command Center Organization Chart⁶



⁶ The number of personnel and departments of the ICC Staff can expand and contract as needed to meet the circumstances of the incident.

Incident Notification Tree



Glossary of Abbreviations and Acronyms

| | |
|----------|---|
| AC | Area Command |
| ALS | Advanced Life Support |
| CBRNE | Chemical, Biological, Radiological, Nuclear, and Explosives |
| DHS | Department of Homeland Security |
| DOC | Department Operations Center |
| DOD | Department of Defense |
| DRC | Disaster Recovery Center |
| EMAC | Emergency Management Assistance Compact |
| EOC | Emergency Operations Center |
| EOP | Emergency Operations Plan |
| ERT-A | Emergency Response Team-Advance Element |
| FEMA | Federal Emergency Management Agency |
| FOG | Field Operations Guide |
| GIS | Geographic Information System |
| HAZMAT | Hazardous Material |
| HSPD-5 | Homeland Security Presidential Directive-5, Management of Domestic Incidents |
| HSPD-7 | Homeland Security Presidential Directive-7, Critical Infrastructure, Identification, Prioritization, and Protection |
| HSPD-8 | Homeland Security Presidential Directive-8, National Preparedness |
| IAP | Incident Action Plan |
| IC | Incident Commander |
| ICP | Incident Command Post |
| ICS | Incident Command System |
| IC or UC | Incident Command or Unified Command |
| IMT | Incident Management Team |
| JFO | Joint Field Office |
| JIC | Joint Information Center |
| JIS | Joint Information System |
| MACS | Multi-Agency Coordination Systems |
| MOA | Memorandum of Agreement |
| MOU | Memorandum of Understanding |
| NDMS | National Disaster Medical System |
| NGO | Nongovernmental Organization |
| NIMS | National Incident Management System |
| NOC-NRCC | National Operation Center and Response Coordination Center |
| NRP | National Response Plan |
| Ops | Operations |
| R&D | Research and Development |
| ROSS | Resource Ordering and Status System |
| SCO | State Coordinating Office |
| SDO | Standards Development Organizations |
| TCL | Target Capabilities List |
| SOP | Standard Operating Procedure |
| UAC | Unified Area Command |
| UC | Unified Command |
| US&R | Urban Search and Rescue |
| WMD | Weapons of Mass Destruction |

Contacts

Incident Command Center Coordinator

The Diocese of West Missouri

420 West 14th Street

Kansas City, MO 64105-1355

Emergency Phone 816-945-2956 *(This number is only available during times of need)*

Phone 816-471-6161

E-mail: Emergency@diowestmo.org

Episcopal Community Services

11 East 40th St.

Kansas City, MO 64111

Phone 816-561-8920

Fax 816-561-4939

E-mail: infor@episcopalcommunity.org

Episcopal Relief and Development

Director of Domestic Disaster Preparedness and Response

Episcopal Relief and Development

815 Second Avenue

New York, NY 10017

Phone: 855-312-4325

E-mail: info@episcopalrelief.org

State Emergency Management Agency

<http://sema.dps.mo.gov/>

State Duty Officer 573-751-2748

Federal Emergency Management Agency Regional

9221 Ward Parkway, Suite 300

Kansas City, MO. 64114-3372

Telephone: (816) 283-7063

Acknowledgements

- Diocese of Galveston-Houston, Disaster Response Plan.
- Long Term Recovery Committee Manual, National Voluntary Organizations Active in Disaster, July 1999.

Links to Preparedness Material for Dioceses and Congregations



Church World Service:

Cooperative Faith-Based Disaster Recovery in Your Community

<http://www.cwserp.org/training/interfbklt/interfbklt.pdf>

Heat Deaths: A Summer Disaster

<http://www.cwserp.org/training/heat/heat.pdf>

Prepare to Care: Guide to Disaster Ministry in Your Congregation

<http://www.cwserp.org/training/ptc/carecon.pdf>

Congregational Preparedness Documents

<http://www.cwserp.org/congregations/>

National Voluntary Organizations Active in Disasters:

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

United States Government:

Federal Emergency Management Agency

<http://www.fema.gov/>

Ready.gov – U.S. Department of Homeland Security

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

Citizen Corps – Uniting Communities Preparing the Nation

<http://www.citizencorps.gov/>

Disaster Help

<https://www.disasterhelp.gov>

Pandemic Flu and Avian Flu information

<http://www.pandemicflu.gov/>

Center for Disease Control and Prevention – Emergency Preparedness and Response

<http://www.bt.cdc.gov/>

American Red Cross:

<http://www.redcross.org/index.html>