Engaging Faith-based and Community Organizations

Planning Considerations for Emergency Managers

June 2018

Homeland Security

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Introduction

This guide provides a foundation for emergency managers to engage with faith-based and community organizations that can be partners in building a culture of preparedness and enhancing the security and resiliency of our nation. Faith-based and community organizations offer a wide variety of human and material resources that can prove invaluable during and after an incident. Collaborating with these vital community members will allow emergency managers to access a multitude of local resources and ensure members of the whole community can contribute to the disaster resilience effort.

Following the whole community approach outlined in the National Preparedness System, this guide builds upon the Federal Emergency Management Agency's (FEMA) *A Whole Community Approach to Emergency Management*. The whole community approach to emergency management engages the full capacity of the private and nonprofit sectors, including businesses, faith-based and community organizations, academia, and the public, in conjunction with the full participation of state, local, tribal, territorial, and federal government partners. These organizations build an effective pathway to security and resilience when they collectively understand and assess their community needs, and then together determine how to organize and strengthen their assets, capacities, and interests.

This guide explains a seven-step process for effectively engaging faith-based and community organizations (Figure 1) developed, refined, and validated by the Department of Homeland Security Center for Faith and Opportunity Initiatives (the DHS Center) in collaboration with emergency managers in several jurisdictions, faith-based leaders, community leaders, and subject-matter experts in religious literacy and cultural competency. The seven steps are:
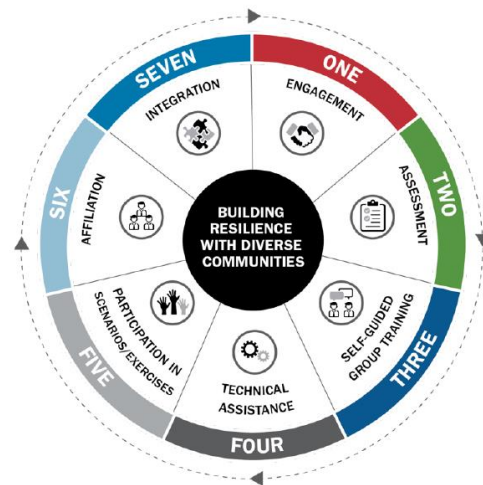
Figure 1: The 7-Step Engagement Process

1. Engagement;
2. Assessment;
3. Self-Guided and Group Training;
4. Technical Assistance;
5. Participation in Scenarios/Exercises;
6. Affiliation; and
7. Integration.

Emergency managers can view this guide as a starting point for expanding existing engagement practices with faith-based and community organizations as well as strategizing how to further implement whole community principles into emergency management activities. All disasters are local. Just as first responders from other areas defer to those in the impacted areas, faith and grassroots communities are encouraged to be involved in the response and recovery of their own communities.

Background

The Department of Homeland Security Center for Faith and Opportunity Initiatives (the DHS Center) was established in 2006 to build bridges across the whole community and to help overcome coordination challenges among faith-based and community groups, emergency managers, and other stakeholders. The immediate aftermath of hurricanes Katrina, Rita, and Wilma, in 2005, identified coordination challenges. Since then, the DHS Center has sought to engage a broader cross-section of faith-based and community groups in all stages of the disaster continuum.

Pensacola, FL, May 18, 2014 – A Spanish speaking Disaster Survivor Assistance Team (DSAT) member listens to a priest's concerns at an event at St. John Church. FEMA's DSAT disseminated incident information in Spanish after Sunday service. Torrential rain from a pair of thunderstorms triggered major flash flooding in the area. Photo by Andrea Booher/FEMA

To address coordination challenges, the DHS Center authored this guide in partnership with FEMA's National Integration Center, FEMA's National Preparedness Assessment Division, and with input from emergency managers and members of the National Voluntary Organizations Active in Disasters (NVOAD). The DHS Center "embedded" in several jurisdictions for a time working alongside emergency managers to develop and conduct this guidance process.

Some emergency managers look to external nonprofits to engage faith-based and community organizations on their behalf. Emergency managers reported; however, that such an approach, often implemented due to staffing constraints, can lead to a limited representation of the whole community.

In contrast, respondents noted that sharing engagement responsibilities among multiple organizations, including emergency management agencies, results in expansive, cross-sector partnerships. The DHS Center tested this approach through the creation of a seven-step engagement process.

Moore, OK, May 26, 2013 – Volunteers with the Missouri Lutheran Church Disaster Response team help survivors clean up after a deadly tornado. Volunteers provided much needed personal services and were important FEMA partners in disaster recovery. Photo by George Armstrong/FEMA

The DHS Center developed the seven-step engagement process in conjunction with the DHS Science and Technology Directorate to study and promote best practices on engaging faith-based and community organizations in emergency preparedness. The process can help jurisdictions improve emergency operations capabilities by helping them effectively engage faith-based and community groups. These groups, in turn, become significant force multipliers, connecting with historically underserved populations.

Through the seven-step process, emergency managers can identify and engage with faith-based and community groups in underserved communities and assess their capacity to participate in emergency preparedness activities. Based on that assessment, emergency managers can build partnerships with these groups, provide training and technical assistance to strengthen their skills, connect them with existing partners, and then integrate them into emergency management plans and exercises. The DHS Center used this process in a 2011 pilot in Miami-Dade County, Florida, and in several jurisdictions since then: City of Los Angeles/Los Angeles County, California; Lakewood Township/Ocean County, New

Houston, TX, September 6, 2017 – Faith Center of Houston's First Baptist Church, a charitable donation center for Houston's poor and disadvantaged, provides food, water, clothing, cleaning and household supplies to Hurricane Harvey survivors. FEMA partners with federal agencies, states, local communities, counties, Voluntary Organizations Active in Disaster (VOAD), and tribal entities in providing assistance to disaster survivors. Photo by Christopher Mardorf/FEMA

Jersey; Albuquerque, New Mexico and New Orleans, Louisiana. The outcomes of these pilots demonstrate that communities can effectively integrate faith-based and community groups into emergency management plans and operations by using the customizable seven-step engagement process.

In addition to this guide, FEMA and the DHS Center developed a self-paced online study course: IS-505: Religious and Cultural Literacy and Competency in Disaster. The course was developed in partnership with the University of Southern California Center for Risk and Economic Analysis of Terrorist Events (CREATE). This course, and its companion tip sheet resources, were developed with the University of Southern California Center for Religion and Civic Culture (CRCC) and the National Disaster Interfaith Network. In addition, FEMA personnel assisted the development of the course by providing their relevant expertise responding to disasters. The course provides emergency management professionals and faith and community leaders active in disasters with the religious literacy and competency tools needed to learn how to engage religious and cultural groups and their leaders effectively throughout the disaster lifecycle. Access the course and more information at www.fema.gov/faith-resources.

The Benefits of this Approach to Engaging Faith-based and Community Organizations

The engagement process outlined in this guide provides three important benefits to emergency managers. Using this guide, emergency managers will be able to:

- Identify potential areas for strengthening existing engagement strategies and begin to create new partnerships with local organizations, particularly those in racially, ethnically, economically, and religiously diverse communities.

- Uncover numerous untapped community resources that can help prepare for all hazards.

- Incorporate resources from faith-based and community organizations (e.g., mass communications support, feeding, counseling/emotional and spiritual care, health care) into their emergency management plans and operations.

Pacific, MO, January 12, 2016 - Jay Grim and Sheri Mott talk to a Tzu Chi volunteer about disaster aid at the Multi-Agency Resource Center. Taiwan Buddhist Tzu Chi Foundation USA is a faith-based and non-profit, non-governmental humanitarian organization that helps survivors in disasters. Catholic Charities of St. Louis and the American Red Cross of Eastern Missouri are partnering with other local disaster assistance organizations to open a "one-stop shop" for survivors of the flood in Franklin and Jefferson Counties, Missouri that happened in late December 2015. Photo by Steve Zumwalt/FEMA

Identified Outcomes from Engaging Faith-based and Community Organizations

Emergency managers using this engagement approach uncovered previously unknown assets within local faith-based and community organizations.

Faith-based and Community Organizations can:
- Serve as communication hubs to distribute trusted messages
- Host Community Emergency Response Team (CERT) classes and other trainings
- Be used as points of distribution for emergency commodities and supplies
- Provide staging area and reception sites for emergency services
- Support mobile feeding and transportation services
- Provide housing assistance and other social services
- Join a Voluntary Organizations Active in Disaster (VOAD) network

Members of these organizations can:
- Provide psychological first aid
- Provide emotional and spiritual care
- Help conduct welfare checks in the community

This guide contains tools that will make engagement more effective. The expansive, cross-sector partnerships resulting from this process will help establish a stable platform to enhance a wide array of community resilience activities.

Expanding Views of Faith-based and Community Partners Active in Disaster

Emergency managers often reach out to faith-based and community organizations to provide support during and after incidents. However, emergency managers are realizing that many of these groups can also be partners in preparing their community for emergencies. Some of these organizations may include:

- Advocacy groups
- Anti-human trafficking organizations
- Burial societies and cemeteries
- Child care provider networks
- Children and youth service agencies
- Civic and rotary clubs
- Community action programs
- Community organizations in underserved communities
- Denominations and judicatories
- Domestic violence networks
- Elder service organizations including area agencies on aging
- Ethnic/community resource centers
- Faith-based/community hospitals/clinics
- Faith-based disaster organizations
- Faith-based nonprofits
- Food banks
- Fraternity orders/organizations
- Homeless service providers
- Houses of worship
- Immigrant service organizations
- Interdenominational ministerial alliances
- Interfaith councils
- Local park and recreation departments
- Local public housing agencies/facilities
- Mutual aid associations
- Mental health professionals
- Neighborhood councils
- Organizations that serve people with disabilities
- Philanthropic organizations and community foundations
- Professional associations, federations, and networks
- Schools, colleges, and seminaries
- Social service agencies/nonprofits
- Sorority organizations
- Veterans organizations
- Voluntary Organizations Active in Disaster/Community Organizations Active in Disaster

These organizations routinely provide critical services and help prepare for, mitigate, respond to, and recover from incidents in the community. However, partnerships between emergency managers and faith-based and community organizations were not always defined in advance of an incident; rather, they were the result of ad-hoc agreements based on emerging needs. A pro-active engagement strategy helps emergency managers include what were once referred to as non-traditional stakeholders (or spontaneous unaffiliated volunteers) into their network of traditional stakeholders and incorporate them into emergency management plans and operations in advance of an incident.

For example, houses of worship, both large and small, including those in different faith-based, ethnic, and racial communities, may be able to augment their jurisdiction's emergency preparedness. Emergency managers may increase participation in all-hazards support among congregants and other community members by promoting preparedness education, Community Emergency Response Team (CERT) classes, and participation in Prepareathon. Similarly, engaging with denominations can greatly expand the partnership network.

Social service organizations and community groups serve many segments of their community, including immigrant populations, people with low literacy levels or limited English proficiency, senior citizens, children and youth, people with disabilities and others with access and functional needs, homeless populations, and low-income populations. These and other organizations can be important partners in reaching, as well as engaging, the strengths and resources of such populations in times of crisis.

La Paloma, TX, August 2, 2008 – A FEMA Disaster Survivor Assistance Team chats with a local Catholic priest about FEMA and services that may be available to members of his parish. FEMA worked with state, local, and volunteer organizations to provide services to residents affected by Hurricane Dolly. Photo by Patsy Lynch/FEMA

Traditional emergency management partners are natural collaborators for this type of engagement. These organizations may offer trainings, or other forms of support, to help build partnerships with previously unreached faith-based and community organizations. For example, local chapters of the American Red Cross may have previously engaged houses of worship and faith-based groups regarding preparedness and shelter operations.

The faith-based and community sectors have a wide spectrum of resources that can help make communities more resilient. By creating a broad set of partnerships, emergency managers can gain access to this wide array of force multipliers and existing networks of community members who can aid in building community resilience.

Government Partners That May Help Reach Faith-based and Community Organizations

Other government offices may have existing networks with faith-based and community organizations throughout the community. Emergency managers should collaborate with these government offices to reach the broad set of organizations discussed above.

Seaside Heights, NJ, November 24, 2012 – A member of the Mormon Disaster Relief effort clears drywall from a home in Seaside Heights, N.J. that was damaged when Hurricane Sandy came ashore. Volunteer organizations like the Mormon Church and other faith-based programs provided free assistance to survivors in the affected area. Photo by Patsy Lynch/FEMA

Government partners may include the following:

- **Faith and Community Liaisons:** Elected officials may assign a staff member to constituent services or, in some cases, appoint an official liaison to faith-based, ethnic, and cultural organizations. This person may help identify the full range of potential partnering organizations in the jurisdiction.

- **Public Safety Officials:** Police, fire, emergency medical services, and health departments, etc. often have relationships with partners throughout the community. These officials may be willing to collaborate with local emergency managers to maximize engagements with influential community activists, groups, and leaders.

- **Local, State, Tribal, Territorial, and Federal Government Offices:** Many government entities have public engagement and outreach functions within their agencies. Public health offices represent one example of faith-based and community engagement. These offices typically have well-established community engagement platforms that may already include strong networks with faith-based and community organizations. Emergency managers may collaborate with local public health officials, particularly community health and public health preparedness divisions.

"The collaborative piece, working with emergency management and the fire department, increased the value of what we were doing. We've been able to engage with people who weren't previously at the table and with others who we weren't reaching before in the community."

- Shamika Ossey, Los Angeles County Public Health Department

Steps for Engaging Faith-based and Community Organizations

This model establishes a seven-step process for effectively engaging faith-based and community organizations. The seven steps are (1) Engagement, (2) Assessment, (3) Self-Guided and Group Training, (4) Technical Assistance, (5) Participation in Scenarios/Exercises, (6) Affiliation, and (7) Integration. The model is customizable for incorporation into existing engagement strategies.

Emergency managers can use and repeat aspect(s) of the model, as well as the tools and resources in the appendices, to bolster their whole-community engagement efforts.

Step 1: Engagement

Identify as many of the faith and cultural traditions and community groups within the community as possible. Emergency managers often identify the most common faith and cultural traditions in the community, but may not regularly engage with members of lesser-known faith-based groups, cultural centers/associations, and community organizations. The organizational capacity of these latter groups may seem small, but their reach into underserved communities can be quite significant. Garnering support from the leadership of affiliated faith-based organizations can be extremely beneficial and may save time. First, search online and use census data to identify the key faith-based and cultural groups in the jurisdiction. Additional questions can assist with further analysis:

– Based on the jurisdiction's population demographics, what faith-based or community groups are missing from the agency's current engagement efforts?

– What governmental entities are already working with faith-based or community groups, and how can other entities build upon this work?

– Who do potential engagement targets represent (that is, who are their trusted partners)?

– What services do the faith-based or community groups routinely provide?

– What services or roles do the faith-based or community groups currently provide, which might be useful during local incidents?

– What gap(s) might they be able to fill during an emergency?

Consider whether there are people with language barriers, disabilities, access and functional needs, or faith-based or cultural differences to accommodate. Before approaching any given faith-based or community organization, think about how best to prepare, including considering whether an interpreter may be required. Approaching these organizations in a culturally or religiously sensitive manner may influence whether or not the engagement will be successful. For example, engaging with a group for whom English is not the primary language may hinder efforts without an interpreter, even if some members speak English. Failing to remove one's shoes before entering certain houses of worship could close off further engagement with those particular community members. FEMA's Emergency Management Institute course, "Faith-based and Cultural Literacy and Competency in Disaster," provides insights about faith-based and cultural sensitivities to consider when engaging with diverse groups. Additionally, the course, "Including People With Disabilities & Others With Access & Functional Needs in Disaster Operations," provides an overview of disabilities and access and functional needs and explains how disaster staff can apply inclusive practices in their disaster assignments.

Reach out to them. Unengaged groups may not understand the language, resources, and infrastructure of emergency management. Consider scheduling time with the organizations to meet with their leaders personally and to explain these concepts as needed. Emergency managers can also assign a staff member to attend one of the organizations' regular meetings to begin building relationships with constituents.

Start the conversation with the organization's current priorities and contributions to the community in mind. Emergency operations can often incorporate the service capabilities an organization regularly uses.

Inglewood, CA, July, 2014 – The DHS Center partners with the Council on Pakistani American Affairs, City of Los Angeles and Los Angeles County Office, and University of Southern California Center for Religion and Civic Culture (CRCC) to engage imams and leaders within the Islamic faith in disaster preparedness during Ramadan. Photo by Jannah Scott/FEMA

For example, an organization that already runs a soup kitchen likely has capabilities to support feeding efforts during an incident. Similarly, an organization that has a mobile healthcare capability could deploy in an emergency. Ask potential partners to share their experiences and areas of expertise. Discuss how the organization's activities can be (1) enhanced through partnership, technical assistance, and/or training, and (2) incorporated into the larger emergency operations framework to serve the community.

Emergency managers should recognize that non-profit organizations will likely need to check with their funders to ensure they can add a response mission, specifying the length of time and type of response work, and considering insurance and liability requirements.

Schedule periodic meetings with faith-based and community partners. In many communities, it may prove difficult for all of the partners to commit to monthly meetings given their wide array of responsibilities. However, the benefit of periodic (even bi-monthly or quarterly) check-in meetings can be significant.

"The 'whole community' concept is changing the way emergency management engages the faith-based groups in the community. A lot of emergency management agencies have relied on partners to engage this valuable sector of the community. We've been waiting on these groups to come to us, and that is unlikely to happen. We started going to them directly. This initiative is about more than sheltering, feeding, and mass care; it's about responding to disasters as a community. Now we plan and conduct exercises with the faith-based groups as part of Miami-Dade C.O.R.E. It's really changed how we think about community planning."

- Loubert Alexis, Miami-Dade County Office of Emergency Management

"We've created 'Disaster Intermediaries' who are our faith-based partners in preparedness, response, and recovery. Within our EOC [Emergency Operations Center], we have a Business Operations Center [BOC] that deals with public/private organizations, and the faith sector has their own seat within this center. We now have four faith-based members who are a part of the leadership team for the faith sector of the BOC. These faith-based sector leaders are now part of the EOC response team—we trained them to function in that leadership position."

- Joann Troncale, City of Los Angeles Emergency Management Department

Work with partners to schedule regular meetings. Consider convening meetings in houses of worship or community centers, or integrating their engagement sessions with existing community meetings. Hosting meetings in community facilities, or co-leading with existing gatherings, may help increase participation, especially in communities where residents must travel long distances to reach a government facility.

Finally, look for barriers that prevent community members from participating in meetings (e.g., limited access to transportation, inconvenient meeting times) and provide solutions where feasible (e.g., arrange for the meeting to be held in a location accessible by public transportation, schedule meetings to be held outside of work hours).

Build relationships with leadership and influential individuals within the organizations. Influential individuals are those whom others trust, who may have a large knowledge base, and who have a significant network. Building relationships with such influential individuals will lend credibility to the emergency manager's message.

Some emergency managers ask influential individuals to lead in the development of preparedness initiatives. Share your perspectives of emergency management strengths and limitations, and then allow partners to self-identify their strengths and limitations as well. Work with them to help coordinate how their resources might deploy to serve unreached communities.

Step 2: Assessment

Capabilities assessments may be used to determine how new partners might assist in emergency management operations. **Appendices A and B** include sample capabilities assessment forms for both organizations and individuals.

Use self-assessments to measure the organization's capabilities. Faith-based and community organizations may have a wealth of previously unidentified capabilities and resources that can be used after an incident. Self-assessments are successful tools in identifying these capabilities prior to an incident. For example, in 2013, the Miami-Dade County Office of Emergency Management used the self-assessment approach and identified several previously unreported community assets, including nearly 2,500 previously unknown volunteers.

Track the capabilities, interests, and trainings of the faith-based and community organizations. Record information from the organization assessments for future planning purposes.

Step 3: Self-Guided and Group Training

Afford new partners access to fundamental self-guided and group training. See the links in **Appendix C** for examples of basic training used throughout the emergency management field.

Coordinate trainings. Emergency managers can use the assessments to help groups identify training to build their emergency management operations capacity. In addition, quarterly meetings are a good opportunity for training, such as first aid, incident command, and volunteer and donations management. The American Red Cross or other voluntary organizations active in disaster may have existing specialized training courses as well.

Some organizations will want to take on a larger role in emergency management activities and develop a plan to scale up their training and operations. Ask groups to keep an official record of any trainings they complete, as well as any certifications or licenses they may acquire.

Step 4: Technical Assistance

Connect partners to technical assistance programs offered throughout the emergency management sector. Some groups may request help to develop relevant skills. Emergency managers can use **Appendix C** to point partners toward self-study courses and downloadable resources.

Keep partners abreast of issues affecting local emergency management. As state, local, tribal, territorial, and federal governments mandate changes, emergency management policies and processes must also evolve. What was once an acceptable policy and/or process may become inadequate and irrelevant. Keep groups updated on such matters to ensure a common understanding of issues.

Step 5: Participation in Scenarios/Exercises

With the help of the FEMA Individual and Community Preparedness Division and FEMA's Office of External Affairs, standardized exercises are available for use with faith-based and community groups. In addition, the [Homeland Security Exercise and Evaluation Program (HSEEP)](#) provides guidance for jurisdictions to develop their own exercises. See the links in **Appendix C** for sample exercises.

Los Angeles, CA, April 2014 – Los Angeles Fire Department and LA County Public Health conduct CERT training with South Los Angeles youth and young adults. Photo by Jannah Scott/FEMA

Incorporate faith-based and community partners in exercises. Help organizations test their increased skills and capabilities by making them a part of the jurisdiction's exercises and scenario planning. The exercises can greatly enhance familiarity and coordination between partner organizations and emergency responders. In accordance with the standard exercise cycle, emergency managers may begin incorporating partner organizations into tabletop exercises and then move toward incorporating them into full-scale exercises. These activities may emphasize partner capabilities and the communication protocols among organizations, emergency responders, and emergency management.

Step 6: Affiliation

Affiliate with exemplary organizations. Consider establishing formal relationships with the organizations that significantly increase their capabilities in community preparedness activities. An affiliation, or more formal affiliate program status, can (1) help fortify the groups' involvement in emergency management activities, and (2) help the public identify organizations that have demonstrated their capability and willingness to help in times of crisis.

Memoranda of Understanding (MOUs) can outline the role each organization

Pratt City, AL, January 17, 2012 – Habitat for Humanity and Jewish and Muslim New York University student volunteers rebuilding homes after deadly tornadoes struck the Southeast. Photo by Tim Burkitt/FEMA

will play before, during, and after an incident, and explain the processes for coordination. Common components of MOUs are organizational details, goals and objectives, operating principles, expectations, roles and responsibilities, and accountability.

Recognize outstanding organizations. Recognizing faith-based and community organizations and their members for their dedicated service is important. Recognition can convey to volunteers that their commitment is valued and encourage them to maintain or increase their involvement. For example, emergency managers in Georgia invited local elected officials to present certificates to volunteer organizations that participated in the Georgia Praise and Preparedness program. Similarly, in both Los Angeles, California, and Miami-Dade County, Florida, numerous partner organizations received recognition for their continued involvement in emergency management efforts.

Step 7: Integration

A significant part of institutionalizing the engagement of faith-based and community groups is integrating them into plans, policies, and standard operating procedures. See the link in **Appendix C** for a template developed by Miami-Dade Communities Organized to Respond in Emergencies. Jurisdictions can customize the template to meet their needs and should work with their legal counsel to ensure compliance with relevant data collection laws and policies.

Integrate affiliated groups into existing emergency operations plans. Writing affiliated groups into existing emergency operations plans can support the full integration of these engagement benefits into day-to-day emergency management practices. Furthermore, by outlining the roles and responsibilities of these non-traditional partners within emergency operations plans, subsequent emergency managers can both recognize and continue to build upon the work already begun.

Sustainability

To sustain engagement efforts with faith-based and community organizations, consider how to support the effort from an emergency management staffing standpoint, and how to maintain the groups' interest during non-disaster periods. Jurisdictions that participated in the initiative took a number of steps to accomplish these objectives, such as those outlined below.

New Orleans, LA, December 10, 2015 - This word cloud represents key words and themes from all of the participants at the 2015 Public-Private Partnerships Conference. Photo by FEMA News

Keeping Emergency Management Engaged

1. **Staffing:** Using the seven-step engagement process, some emergency managers maintain financial support by repurposing existing sources. One jurisdiction used a percentage of their discretionary funding to establish a Whole Community Planner position responsible for sustaining engagement activities. Another jurisdiction integrated this effort into its internship program, supporting certain functions such as geo-mapping, research, and periodic follow-up.

2. **Seeking Additional Support through Partnership:** Some emergency managers find support from other government sectors and organizations (e.g., public health, police and fire departments). In addition, private-sector partners bolster this type of community engagement through in-kind and direct support.

3. **Shared Engagement Responsibility:** Some emergency managers share incident leadership and coordination roles with local community leaders. By co-vesting community leaders with these responsibilities, emergency managers can still function in a support role to the community while redirecting some of their time to other agency initiatives.

Keeping the Faith-based and Community Organizations Engaged

1. **Maintain Consensus:** Seek consensus about the role of each member in the partnership; encourage partner communication and joint problem solving.

2. **Maintain Contact:** Establish periodic meetings and send regular emails and/or newsletters to keep partners engaged; answer any questions they may have.

3. **Increase Contacts with Government Partners:** Invite government partners to engage with disaster networks during non-disaster periods. For instance, FEMA's Voluntary Agency Liaisons use seasons with low disaster activity as an opportunity to deliver information, tools, and other guiding, collaborative resources to educate and empower internal and external partners.

Fernley, NV, January 13, 2008 – A FEMA Disaster Survivor Assistance Team (DSAT) member tells the Calvary Chapel congregation about available FEMA services for residents affected by flooding. DSAT workers contact groups to explain FEMA programs and assistance. Photo by George Armstrong/FEMA

4. **Connect Activities to the Groups' Inherent Missions:** Help tailor group initiatives to their existing priorities and work in the community. If group members are able to view their emergency management work as a natural extension of their existing service to the community, they may be more inclined to continue working with the emergency management office.

5. **Practice Preparedness Actions:** During steady state, keep groups engaged by participating in preparedness events and activities such as Prepareathon, National Preparedness Month, and You Are the Help Until Help Arrives.

6. **Maintain Skills:** Include groups in training and exercise plans and events to help maintain their newly acquired skills. Go on FEMA's website at www.fema.gov/faith-resources for some sample exercises to use.

By incorporating these sustainability tips focused on long-term and continuous partner engagement, emergency managers can effectively build resilience across diverse communities.

Faith-based and community organizations offer a wide variety of human and material resources that can prove invaluable during and after an incident. By following the seven-step process outlined above and using the tools contained in the appendices, emergency managers can more effectively engage with faith-based and community organizations and better prepare their jurisdictions for all threats and hazards.

Appendix A: Organizational Capabilities Assessment Form

Use this customizable self-assessment form to aid in determining how partner organizations might assist in emergency management operations. Elements of this form were developed in collaboration with partners in Miami-Dade County Communities Organized to Respond in Emergencies (C.O.R.E.), the National Disaster Interfaith Network, and the University of Southern California Center on Religion and Civic Culture.

Partnering Organization's Information

Name of Organization: _____ Date of Contact: _____

Name of Contact: _____ Position in Organization: _____

Telephone Number: _____ Email: _____

Organization Address: _____

Organization Main Telephone Number: _____

Organization Main Email: _____ Web URL: _____

Organization Type (e.g., Faith-Based Organization, Community Based Organization):
_____

Number of Members Total: _____ Number of Adult Members: _____

Does your organization have a Disaster or Emergency Plan in place? Yes_____ No _____

What services/resources do you provide on a daily basis to your members or community?

	To organization members	To broader community
Care for people with disabilities or access and functional needs	☐	☐
Child Care	☐	☐
Clothes Distribution	☐	☐
Commercial Kitchen	☐	☐
Community Center	☐	☐
Counseling	☐	☐
Food/Commodities Pantry	☐	☐
Medical Services	☐	☐
Security	☐	☐
Shelter	☐	☐
Shelter Management	☐	☐
Transportation	☐	☐
Other _____	☐	☐

Would your organization be willing to provide these services in an emergency? Yes ___ No ___

How is your facility/organization equipped to fulfill the services that you provide? (e.g., space, kitchen, equipment) _____
_____
_____

Is your facility equipped with a generator? Yes ___ No ___

Please provide information regarding the occupations and skills of members of your organization who may be able to serve the community in a crisis (please note any training or certifications obtained, as applicable/available):

☐ Chaplain / Spiritual Care Providers: _____

☐ Crisis Counselors: _____

☐ Individuals Trained in Cardiopulmonary Resuscitation (CPR)/First Aid:_____

☐ Interpreters (please include languages, to include American Sign Language): _____
_____

☐ Medical Doctors: _____

☐ Nurses / Licensed Vocational Nurses: _____

☐ Paramedics/ Emergency Medical Technicians: _____

☐ Retired Public Safety Personnel: _____

☐ Teachers/Child Care: _____

☐ Veterinarian or Animal Care Services: _____

☐ Other (e.g., amateur radio operators): _____

Does your organization have the ability to distribute food or other commodities to the community during a small or large-scale incident? Yes ___ No ___

- If yes, how many meals can your organization prepare and serve each day? _____

- Does your organization have the ability to deliver food? Yes ___ No ___

Does your organization have a shelter space available for use during a small or large-scale incident? Yes ___ No ___

- If yes, what is the size (including square footage) and type of space that is available for sheltering?
_____
_____

- How many people can be sheltered? _____

- Can people with disabilities and others with access and functional needs use this facility? Yes ___ No ___   (Please provide details) _____

- Are non-service animals permitted in or around the shelter space? (Please provide details.)

  _____

  _____

Does your organization have a licensed or certified childcare facility? Yes ___ No ___

- If yes, is your organization willing to serve community members and children who need assistance following an incident? Yes ___ No ___

- What is your maximum childcare capacity?

  _____

Can your organization provide mental, emotional counseling during a small or large-scale incident? Yes ___ No ___

- If yes, what types of counseling (mental, emotional)?

  _____

- If yes, how many licensed/certified/trained counselors will your organization be able to provide?

  _____

Does your organization have a communication system to activate in response to a small or large-scale incident? Yes ___ No ___

- If yes, what type of system do you have (e.g., amateur radio, phone tree)?

  _____

- Who does the system reach (e.g., community members, employees)?

  _____

Does your organization accept donations? Yes ___ No ___

- If yes, what type (e.g., food, clothing, money)?

  _____

Does your organization distribute donations through case management? Yes ___ No ___

- If yes, what type (e.g., food, clothing, money)?

  _____

Does your organization have the ability to mobilize volunteers to assist the community during a small or large-scale incident? Yes ___ No ___

- If yes, how many volunteers could your organization provide at one time?

  _____

Are there additional services that your organization would be able to provide during a small or large-scale incident? Yes ___ No ___

If yes, please explain:

_____

_____

_____

What type of assistance do you believe your organization will need to prepare in advance for organizational preparedness/continuity?

☐   Communications

☐   Developing Partnerships

☐   Donations Management

☐   Mass Care Feeding

☐   Organizational Preparedness/Continuity

☐   Service Coordination

☐   Sheltering

☐   Spiritual and Emotional Care/Counseling

What type of assistance do you believe your organization will need to respond to or recover from a small or large-scale incident (e.g., debris removal, interpreters)? _____

_____

Are you a part of, or aware of, other organizations/networks that provide similar community services? Yes___ No ___

- If yes, please provide their contact information:_____

Is your organization interested in learning more about one or more of the following?

- Disaster Response and Emergency Operations   Yes___ No ___
- Emergency Preparedness Fairs   Yes___ No ___
- Community Emergency Response Team (CERT) Training   Yes___ No ___
- American Red Cross CPR / First Aid Training   Yes___ No ___
- Communications   Yes___ No ___
- Donations Management in Disasters   Yes___ No ___
- Volunteer Management in Disasters   Yes___ No ___
- Sheltering   Yes___ No ___
- Mass Care Feeding   Yes___ No ___

- Spiritual and Emotional Care/Counseling   Yes___ No ___
- Service Coordination   Yes___ No ___
- Developing Partnerships   Yes___ No ___
- Preparedness Activities   Yes___ No ___
- Protecting Houses of Worship   Yes___ No ___
- Continuity Planning and Operations   Yes___ No ___

Additional Comments or Notes: _____

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Appendix B: Individual Skills Survey

Partner organizations can use this customizable form to inventory the current emergency skills of individuals within their organizations.

Name: _____   Over 18 years of age? Yes____ No____

Home Address (Street/City/Zip): _____

Home Phone: _____ Work / Cell Phone: _____ Email: _____

Position or service activity with current organization, if any: _____

Special Skills / Training / Work Experience (please check the boxes that apply to you):

☐   Accounting

☐   Community Emergency Response Team

☐   Chainsaw Operator

☐   Child Care Worker

☐   Clergy (religious affiliation): _____

☐   Clerical

☐   Commercial Driver's License

☐   Construction (type): _____

☐   Counseling (type): _____

☐   CPR/AED Certification: Child / Adult (please circle) Expiration: _____

☐   Elderly/Access and Functional Needs Care Worker

☐   First Aid Certification   Expiration: _____

☐   Food Preparation

☐   Forklift Operator

☐   Amateur Radio Operator

☐   Heavy Equipment Operator (type): _____

☐   Medical/Nursing (list certifications): _____

☐   Mountain Climbing/Rappelling

☐   Pilot License (type): _____

☐   Red Cross Volunteer

☐   Shelter Management

☐   Social Media: _____

☐   Specialized Search and Rescue Training

- ☐ Trucking/Hauling
- ☐ Veterinarian or Animal Care Services
- ☐ Volunteer Management
- ☐ Warehouse/Inventory/Donations Sorting and Management
- ☐ Access to and Trust of Underserved Communities
- ☐ Other Special Skills and Licenses (list):_____

_____

Transportation (please check the boxes that apply to you):
- ☐ I have a valid driver's license
- ☐ I own a personal vehicle
- ☐ I use public transportation only
- ☐ I rely on friends/family for transportation

Available Equipment and Resources (please check the boxes that apply to you):
- ☐ Chainsaw
- ☐ Citizens Band (CB) Radios/Walkie-Talkies
- ☐ Four-Wheel Drive Vehicle
- ☐ Amateur Radio Call Sign: _____ Expiration: _____
- ☐ Portable Generator or Solar Power
- ☐ Trailer
- ☐ Water Pump
- ☐ Other (list): _____

_____

Language Skills (please indicate proficiency level – Beginner, Intermediate, Advanced):

	Reading	Speaking	Writing
Arabic			
American Sign Language			
Armenian			
Chinese Dialect_____			
French			
French Creole			
German			
Haitian			
Italian			
Japanese			
Korean			
Portuguese			
Russian			
Spanish			
Tagalog			
Vietnamese			
Other (List): _____			
Other (List): _____			

Please provide additional details about the skills and resources selected above (use back of page if necessary):

_____

_____

_____

_____

_____

_____

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Appendix C: Resources

This appendix contains a list of resources available to both emergency managers and partner organizations. Organizations are not expected to complete all trainings listed before becoming involved in emergency preparedness. The following information and links to third party sites are provided for reference. FEMA does not endorse any non-government website, company, or application.

Agenda topics (examples) for group meetings with new faith-based and community partners:

- Ask the leaders to share their vision of what they think they can do to help in times of crisis.

- Encourage connection with the local emergency managers, American Red Cross chapters, and first responders (e.g., police, fire, public health) to learn how they can contribute to the community's preparedness.

- Consider sharing local resources and materials, as well as content from https://www.ready.gov/ and http://www.disasterassistance.gov.

- Share information about and encourage participation in Prepareathon: www.ready.gov/prepare.

- Ask for suggestions on the best way to stay in touch (e.g., periodic emails, conference calls, visits to faith-based and community centers, visit the emergency operations center).

- Leverage the resources of FEMA Independent Study Courses: https://training.fema.gov/is/crslist.aspx.

- Complete IS-505: Religious and Cultural Literacy and Competency in Disaster.

Community Preparedness Resources:

- Complete IS-909: Community Preparedness: Implementing Simple Activities for Everyone.

- Complete You Are the Help Until Help Arrives training.

- Visit www.ready.gov and www.ready.gov/prepare.

- Download the FEMA mobile app and/or local emergency management app on your cell phone; instructions for the FEMA app can be found at www.fema.gov/mobile-app.

- Complete a family communications plan: https://www.ready.gov/make-a-plan.

- Leverage FEMA continuity training, exercises, and planning resources: https://www.fema.gov/continuity-resource-toolkit.

Disaster Assistance Resources:

- Complete IS-403: Introduction to Individual Assistance (IA) (DF-103).

- Complete IS-634: Introduction to FEMA's Public Assistance Program.

- Visit www.dissasterassistance.gov.
    - Download the Disaster Survivor Application Checklist.

Emergency Management Fundamentals Resources (found at <u>www.training.fema.gov/is</u>):

- Complete <u>IS-2000: National Preparedness Goal and System Overview</u>.
- Complete <u>IS-100.b: Introduction to Incident Command System.</u>
- Complete <u>IS-700.a: National Incident Management System (NIMS), An Introduction.</u>
- Complete <u>IS-366: Planning for the Needs of Children in Disasters.</u>
- Complete <u>IS-368: Including People with Disabilities & Others with Access & Functional Needs in Disaster Operations.</u>
- Complete <u>IS-650.A: Building Partnerships with Tribal Governments.</u>

Exercise Resources:

- Download Prepareathon Tabletop exercise materials from <u>www.fema.gov/media-library/assets/documents/100098</u>.
- Take advantage of Community Emergency Response Team (CERT) Drills and Exercises from <u>https://www.fema.gov/media-library/assets/documents/27997.</u>
- Download the Homeland Security Exercise and Evaluation Program (HSEEP) from <u>www.fema.gov/media-library/assets/documents/32326.</u>

Financial Preparedness Resources:

- Visit <u>www.ready.gov/financial-preparedness.</u>
  - Download the Emergency Financial First Aid Kit (EFFAK).
  - Download <u>Recovery After Disaster: The Family Financial Toolkit.</u>
  - Connect with Operation Hope (a member of the National Voluntary Organizations Active in Disasters) at <u>www.operationhope.org.</u>

Hazard-specific Resources:

- Download Prepareathon's hazard-specific resources for earthquakes, floods, hurricanes, tornadoes, wildfires, and winter storms from <u>www.ready.gov/prepare.</u>
- Visit <u>www.ready.gov/be-informed.</u>

Increasing an Organization's Role in Emergency Response and Recovery Training Resources:

- Complete <u>IS-660: Introduction to Public-Private Partnerships.</u>
- Complete <u>IS-244.b: Developing and Managing Volunteers.</u>
- Complete <u>IS-26: Guide to Points of Distribution.</u>
- Complete <u>IS-800.b: National Response Framework, An Introduction.</u>
- Complete <u>IS-2900: National Disaster Recovery Framework (NDRF) Overview.</u>

Organizational Planning Resources:

- Complete <u>IS-546.a: Continuity of Operations Awareness Course.</u>
- Complete <u>IS-547.a: Introduction to Continuity of Operations.</u>

- Download the *Continuity Guidance Circular* to assist in identifying strategies to build and maintain organizational resiliency through the development of continuity plans: https://www.fema.gov/continuity-guidance-circular-cgc.

- Complete IS-360: Preparing for Mass Casualty Incidents: A Guide for Schools, Higher Education, and Houses of Worship.

- Complete IS-906: Workplace Security Awareness.

- Complete IS-914: Surveillance Awareness: What You Can Do.

- Download House of Worship Guide Emergency Operations Planning tools from www.fema.gov/faith-resources.

- Download Prepareathon hazard-specific Prepare Your Organization Playbook from www.ready.gov/prepare.

- Visit www.Readyrating.org.

Social Media and Emergency Preparedness Resources:

- Complete IS-42: Social Media in Emergency Management.

- Follow FEMA, state, and local emergency management Twitter accounts. For handles, visit https://www.fema.gov/social-media.

- Download Seasonal Preparedness Messaging Calendar from www.ready.gov/calendar.

Standard Operating Procedure (SOP) Samples for Connecting Faith-based and Community Organizations with Emergency Management Agencies:

- Visit Miami-Dade Communities Organized to Respond in Emergencies: http://www8.miamidade.gov/core/important-information.asp.

Resources for Youth in Preparedness:

- Connect with FEMA Youth Preparedness Technical Assistance Center by emailing fema-youth-preparedness@fema.dhs.gov.

- Download and share FEMA's youth preparedness tools: www.ready.gov/youth-preparedness.

- Become part of The National Strategy for Youth Preparedness Education: Empowering, Educating, and Building Resilience (www.ready.gov/youth-preparedness).

- Encourage youth to apply to become a member FEMA's Youth Preparedness Council (www.ready.gov/youth-preparedness-council).

- Encourage youth to take IS-317: Introduction to Community Emergency Response Teams.

- Start a Teen CERT program (www.ready.gov/cert).

- Encourage youth to take You Are the Help Until Help Arrives training.

Religious Literacy and Cultural Competency Resources[1]:

- Complete IS-505: Religious and Cultural Literacy and Competency in Disaster.

- Download *National Disaster Interfaith Network Disaster Tip Sheets for U.S. Religious Leaders*: http://www.n-din.org/.

- Download *National Disaster Interfaith Network Disaster Tip Sheets for Faith Community Partners*: http://crcc.usc.edu/report/tip-sheets-sheltering-and-mass-care-of-religious-minorities-in-a-disaster/.

- Download *Working with U.S. Faith Communities During Crises, Disasters and Public Health Emergencies. A Field Guide for Engagement, Partnership and Religious Competency*: http://crcc.usc.edu/report/working-with-u-s-faith-communities-during-crises-disasters-and-public-health-emergencies-a-field-guide-for-engagement-partnerships-and-religious-competency/.

- Download *Religious Literacy Primer: For Crises, Disasters, and Public Health Emergencies*: http://crcc.usc.edu/report/the-religious-literacy-primer-for-crises-disasters-and-public-health-emergencies/.

- Visit University of Southern California Center for Religion and Civic Culture Resources and Tools for Religious Literacy and Competency Webpage: http://crcc.usc.edu/.

- Visit Health and Human Services Think Cultural Health Webpage: https://www.thinkculturalhealth.hhs.gov/.

- Download *Faith-based and Community Organizations' Participation in Emergency Preparedness and Response Activities:* https://sites.duke.edu/ihss/files/2011/12/Faith-Based_DeskStudyFinalReport_3-16-10.pdf.

- Download *Heralding Unheard Voices, The Role of Faith-Based Organizations and Nongovernmental Organizations During Disasters:* http://www.homelanddefense.org/downloads/Herald_Unheard_Voices.pdf.

- Download *LLIS Innovative Practice: Community Resilience: Using a Religious Primer to Improve Engagement with Faith Communities* https://www.hsdl.org/?abstract&did=758942.

Staff Self-Care and Compassion Fatigue Resources:

Compassion fatigue and vicarious or secondary trauma can be a problem for those working with disaster survivors in the field. The following contain stress management and self-care techniques:

- FEMA Coping with Disaster Webpage: https://www.fema.gov/coping-disaster.

- National Voluntary Organizations Active in Disaster Resource Page: https://www.nvoad.org/resource-center/member-resources/.

- Substance Abuse and Mental Health Administration (SAMHSA) Store – Free Disaster Preparedness and Recovery Resources: https://store.samhsa.gov/term/Disaster-Preparedness-Recovery.

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[1] This guide references engagement concepts and ideas covered more in-depth in these resources.

- *Tips for Disaster Responders: Preventing and Managing Stress* – This SAMHSA tip sheet helps disaster response workers prevent and manage stress. It includes strategies to help responders prepare for their assignment, use stress-reducing precautions during the assignment, and manage stress in the recovery phase of the assignment. http://store.samhsa.gov/shin/content/SMA14-4873/SMA14-4873.pdf.

  This tip sheet is available in Spanish at: http://store.samhsa.gov/shin/content/SMA14-4873SPANISH/SMA14-4873SPANISH.pdf.

- *Tips for Disaster Responders: Understanding Compassion Fatigue* – This SAMHSA tip sheet defines and describes compassion fatigue, which is composed of burnout and secondary traumatic stress. It identifies signs of compassion fatigue, presents tips for coping with compassion fatigue and self-care techniques, and highlights signs of the need for professional behavioral health assistance. http://store.samhsa.gov/product/Understanding-Compassion-Fatigue/SMA14-4869.

  This tip sheet is available in Spanish at: https://store.samhsa.gov/product/Tips-for-Disaster-Responders-Understanding-Compassion-Fatigue-Spanish-Version-/SMA14-4869SPANISH.

- *Understanding Compassion Fatigue and Compassion Satisfaction: Tips for Disaster Responders* – This SAMHSA Disaster Technical Assistance Center podcast can help disaster behavioral health professionals learn about the positive and negative effects of helping disaster survivors. https://www.youtube.com/watch?v=aSJ0Lk8MsIQ&list=PLBXgZMI_zqfRcTt9ndxkbieQ-pQslk-R6.

- *Coping With a Disaster or Traumatic Event: Emergency Responders* – **Tips for Taking Care of Yourself** – This Centers for Disease Control and Prevention webpage notes the positive and difficult aspects of responding to disasters, and it offers tips for coping with stress and fostering personal resilience before, during, and after disasters. https://emergency.cdc.gov/coping/index.asp.