The Disaster Timeline: A Church-Eye View

EXERCISES FOR ENGAGING CHURCH GROUPS IN DISASTER PREPAREDNESS AND RESPONSE
Acknowledgements

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Introduction

In the immediate aftermath of a disaster, neighbors mobilize. They help fellow community members to safety. They clean up yards and streets and help muck out homes. They volunteer to help provide food and shelter and meet immediate needs. And a neighbor is often around for the long-term, offering support when outside responders go home.

Very often Episcopal churches are among those neighbors. In a crisis, congregations can offer a unique set of gifts, such as people to volunteer, physical spaces for gatherings and rituals and programs that support both practical and spiritual dimensions of recovery. And churches can play an important role in helping their community to recover, not just in those first heroic days of rescue and relief, but on through the long lifecycle of a disaster.

The congregations that are most effective in responding to the needs of their vulnerable neighbors after a disaster are those that have a firm sense of their mission in the community, have taken stock of their human and physical assets, and have a sense of how to mobilize them to address the changing constellation of needs that occur in disaster recovery.

This takes some preparation long before a disaster hits. And it’s work that any church community can do.

The Disaster Timeline: A Church-Eye View is a simulation exercise that introduces church members to the various ways a disaster can impact a community and the role a congregation can play in helping people recover throughout, from the onset of a disaster to the development of a new normal.

It features two sessions, which can be done separately or back-to-back.

1. Creating a Disaster Preparedness Plan (60-90 minutes) This exercise invites small groups to create a mini-parish disaster plan that inventories their congregation’s particular human and physical assets and considers how they might be mobilized in the immediate aftermath of a disaster.

2. The Disaster Timeline (3 hours) This exercise introduces the various phases of disaster recovery and invites participants to use their work from the first exercise to examine how their congregation can respond throughout the road to recovery.

The sessions can be used with a variety of church-based groups, such as vestries, youth groups, outreach committees and faith formation programs, to explore the gifts and assets that a congregation can bring to its community. Parish Disaster Preparedness and Response Teams that have already put together a disaster preparedness plan for their congregations can use this simulation to test it.

This guide offers instructions for facilitators, including how to set up sessions, suggested wording for introductions and ideas for follow-up. Accompanying resources, listed at right, can be found at www.episcopalrelief.org/resourcelibrary.
Session I: Creating a Disaster Preparedness Plan

This exercise is best done with one or more small groups of four to six people. The group or groups role-play a parish disaster preparedness and response team. In Session I they create a parish disaster plan, which they will use in Session II to develop responses throughout the lifecycle of a disaster.

TIME 90 minutes

OBJECTIVE Create a mini congregational disaster plan that captures parish assets, brainstorms likely emergencies and plots out steps for immediate response.

MATERIALS
- Flip chart and markers
- Copies of the mini-plan pages for each participant.
- Pens

I. DEFINE THE CONGREGATION (15 MINUTES)

Note: Details about the congregation in the role-play can be pre-determined if time is limited.

Use the headings at right to brainstorm and flip-chart the demographics of a well-functioning parish with membership, staffing and outreaches typical of the region. If the participants are from different locations, brainstorm a model parish that the group can role-play from. If the participants are from the same parish, use actual parish demographics. The groups will use this basic information to develop their plans in the next exercise. Post the flip-charted information prominently.

II. FORM THE CONGREGATION TEAM(S) (10 MINUTES)

Divide the participants into one or more groups of four to six. Invite them to do the following:

- Choose someone to be the team leader.
- Make sure someone takes notes for the group.
III. FILLING OUT THE PLAN: GOALS AND ASSETS (30 MINUTES)

Facilitator: Now that you’ve formed your parish disaster preparedness and response team, your first task is to develop a parish disaster plan. You’ll use a guide provided by Episcopal Relief & Development. It’s based on the Comprehensive Planning Guide for Congregations and Parishes.

Distribute the mini-guides to all the participants.

Congregational Goals, page 2 (5 minutes)
Facilitator: You’ll notice that the congregational goals have already been filled in for the sake of time. These are the main priorities for our parish, and we should keep these in mind as we plan. Are there any additional goals, specific to our parish, that we want to add?

Human and Physical Assets, pages 3-6 (20 minutes)
Facilitator: To begin with, your team is going to fill out the first six pages of the guide, which note the various human and physical assets that our congregation wants to protect or mobilize during a disaster. As you discuss this section, keep in mind that you are not making decisions about how to use them in a specific disaster just yet. You are just listing them and in some cases considering a variety of ways they could be mobilized. Make up names as you need to. Don’t worry about coming up with phone numbers or emails.

Check in with the Large Group (5 minutes)
Ask if they had questions or ran into snags as they planned.

IV. FILLING OUT THE PLAN: BRAINSTORM LIKELY DISASTERS AND EMERGENCIES (20 MINUTES)

Potential Disasters, page 7 (15 min)
Facilitator: Now that we have an idea of the people, the spaces and the items that we want to protect and mobilize in a disaster, we can start looking at the kinds of disasters we might face. On page 7, your group will discuss and list the kinds of disasters that could happen here. Consider what kinds of emergencies we’ve faced in the past, and the kinds of crises that communities similar to ours have endured. At the bottom, you are asked to group them by whether they would occur with or without warning.

Give the teams 15 minutes to fill out this section.

Large Group Discussion (5 minutes)
Quickly flip-chart the emergencies that are most likely to happen.
V. FILLING OUT THE PLAN: THE FIRST STEPS IN RESPONDING TO A DISASTER (30 MINUTES)

First 10 Steps, pages 8-9 (20 minutes)

Facilitator: Given what you now know about your physical and human assets, your leadership structure and your contacts, as well as what disasters you might face, what are the initial steps your parish leaders should take the first day after a disaster?

Invite the teams to fill out page 8 of the plan. They can fill out page 9 if they have time.

Large Group Discussion -- Optional (10 minutes)
If you are working with one group, flip chart the first 10 steps they came up with. Post this chart prominently.

VI. PUT IT IN CONTEXT (10 MINUTES)

Explain how this would be done in an actual parish setting.

• We’ve just done some of the important initial work that a congregation would need to prepare for a disaster. Typically this planning process would follow up with several meetings to flesh out the plan. Inventorying human and physical assets takes outside work as well, and might require the help of a congregation’s staff.

• The best plans are tested, updated and expanded regularly.

• The church’s response doesn’t end with the first 10 steps. The information in a parish disaster plan can help a congregation decide how it might best respond to community needs throughout the disaster recovery process.

• Episcopal Relief & Development offers three levels of disaster planning guides: A Comprehensive version of The Preparedness Guide for Congregations and Parishes, and more abbreviated Silver and Bronze versions.
Session II: The Disaster Timeline

This exercise introduces the many phases of disaster recovery and invites participants to use their work from Session I to examine how their congregation can respond throughout the road to recovery.

OBJECTIVE
To understand the various phases of the timeline of a disaster and how the church can respond in each.

DIRECTIONS
For each phase of the disaster timeline, the facilitator explains what is generally happening. The participants discuss what the overall response looks like during this time and who is involved. Then they discuss the disaster from in their role as the parish disaster team, discussing how the parish can respond at each interval.

If possible, plan to have two facilitators, one to read the disaster prompts and facilitate discussion and the other to put up signs and note discussion on the flip charts.

Schedule 10-minute breaks as the group requires, about every 60-90 minutes.

PREPARATION
1. Print and separate the Disaster Timeline Sheets. You might want to print each grouping of sheets on different colored paper for ease in separating them.

2. Prepare 8 sheets of flip chart paper as follows (you can leave them on the pad for now).
   • Sheet 1 headed RESCUE. Beneath, create columns headed What and Who.
   • Sheet 2 headed Disaster Committee Report: Rescue
   • Sheet 3 headed RELIEF. Beneath, create columns headed What and Who.
   • Sheet 4 headed Disaster Committee Report: Relief
   • Sheet 5 headed SHORT-TERM RECOVERY. Beneath, create columns headed What and Who.
   • Sheet 6 headed Disaster Committee Report: Short Term Recovery
   • Sheet 7 headed LONG-TERM RECOVERY. Beneath, create columns headed What and Who.
   • Sheet 8 headed Disaster Committee Report: Long-Term Recovery

Timing 3 hours

This exercise is ideally done all at once as either a morning or afternoon activity. Allow up to three hours to walk through all the phases of disaster response and chart parish actions.

Materials
• Flip chart and pens
• Disaster Timeline Sheets (available at episcopalrelief/resourcelibrary). These can be printed on colored paper.
• Tape for hanging sheets and flip chart pages on wall.
• Completed mini-parish disaster plans from Session I. (Note: If a parish disaster preparedness team is using this resource to test its actual parish plan, provide copies of the completed parish disaster plan for all participants.)
• Sets of Response Team Report pages for all. (Found on pages 16-19 of this resource.)
• Copies of The Emotional Lifecycle of a Disaster handout, found on page 20 of this guide.
I. THE RESCUE PHASE (30 MINUTES)

LAUNCH THE TIMELINE (15 MINUTES)

Note: As you post each group of Disaster Timeline Sheets, place the sheets in a continuous horizontal line to denote the timeline extending chronologically around the room. The sheets contain additional explanatory notes.

Facilitator: A disaster has struck our community!

Post the “Disaster Strikes” sheet

Facilitator: It’s Monday morning. Our community experienced a massive, sudden flood yesterday evening when a dam burst after heavy rains. Media reports indicate that many homes and businesses were damaged. There have been some deaths and many injuries. People are still being evacuated. Many people are suddenly homeless.

Post the “Local Responders” sheet

Facilitator: In our community the following is happening:

• A Red Cross shelter will open at the high school
• Schools are closed at least this week

Post the “RESCUE” sheet

Facilitator: Immediately after the disaster hits, we enter the Rescue phase, when community members, local government leaders, and emergency responders are focused on people’s survival and saving them from danger.

If we had a bird’s-eye view, what might we see at this time? What is going on? What types of people are involved?

• Collect answers from the large group and write them on Flip Chart Sheet 1 (Rescue... Who... What).
• Note: Help the group arrive at the ideas listed to the right on page 10.

TEAM RESPONSE ACTIVITY (15 MINUTES)

Facilitator: Our church is on relatively high ground. The rector lives next door and has called our team leader to say that the flood did not reach the church buildings. Electricity is out and water isn’t running. Surrounding roads are impassable.

The Disaster Committee members are all at their respective homes or evacuation sites.

Have the teams fill out the Response Report: Rescue worksheet (10 minutes)

Note: If teams get stuck here are some things to consider:

• The church is empty, no programs are going on.
• Congregation members are likely dealing with the flood’s impact on their homes, evacuating or staying off the street.

• We do not know the status of all vulnerable neighbors near the church.

• The Rector and congregational leadership are contacting each other.

• The Rector lives nearby and can most safely assess damage.

• From their homes, volunteers and staff can activate telephone trees or social media networks to contact other staff, volunteers, groups that use the building. They can also contact and check in on vulnerable congregation members as well as they can without driving.

After the teams finish their response reports:

• Have Teams report back.

• Write answers on Flip Chart Sheet 2 (Disaster Committee Report: Rescue).

• Ask: what else is the congregation and the diocese doing to respond? Add this to the flip chart, or create a new one to capture the ideas.

• When the reporting is done, tape the flip charts under the Rescue section of the timeline.

• It’s dark, power is out.

• Flood water and debris are visible.

• Search and rescue and evacuations are occurring.

• Some people are being pulled from imminent danger.

• People are milling about, congregating, moving to shelters.

• Road crews are removing debris.

• Utility companies cut power to ensure safety.

• The National Guard may be called up to assist.

• Schools and most employers close.

Additional things to consider:
The committee is not actively rescuing or evacuating people.

If there’s someone the church leaders are very concerned about, they can contact local disaster responders (police or EMTs) to have a professional responder make a visit.
II. THE RELIEF PHASE (30 MINUTES)

ADVANCE THE TIMELINE (10 MINUTES)

Facilitator: Once the rescue phase is done we enter the Relief Phase.

Post the “Relief Phase” sheets

Facilitator: Relief usually begins the first week after a disaster but can last much longer. The cavalry arrives in the form of agencies from outside of the area, such as the Red Cross, Salvation Army, Operation Blessing, etc., Meanwhile, the community is working to meet people’s immediate needs for food and shelter. Rescue was about people’s safety. Relief is about finding short-term solutions to immediate problems.

From our bird’s eye view, what is going on right now and who is involved?

• Write these on Flip Chart Page 3: “Relief… Who What”
• Note: Help the group arrive at the ideas listed to the right.
• When the reporting is done, tape the flip charts under the Relief section.

TEAM RESPONSE ACTIVITY (20 MINUTES)

Facilitator: It is Wednesday. The roads are passable and people, including our team members, can access the church buildings. Electricity is on at the church, though it is still out in many parts of the area. The church buildings also have running water.

News reports indicate that without electricity, gas and water, many people can’t charge phones, get hot meals, take a hot shower, do laundry or clean their flood-damaged items.

• Teams fill out Response Report: Relief worksheet. (10 min)

Note: If teams get stuck, here are some things to consider:

• Sunday is coming. The team should discuss how worship and Sunday programs are affected. How will the liturgy speak to the disaster?
• Information gathering and sharing is occurring between the parish and the diocese; bishop and diocesan staff have checked in. What sort of information do we need, or do they need from us?
• Groups that use the church will be affected. Can they return? Will their needs change? What can they tell the committee about their populations?

After the teams have finished their response reports:

• They report back. Write answers on Flip Chart Page 4 (Disaster Committee Report: Relief)
• Ask: what else is the congregation and the diocese doing to respond? Add this to the flip chart, or create a new one to capture the ideas.
• When the group is done reporting, post the flip-chart sheets under Relief.

Additional ideas to consider:

• Local road crews, utility workers, etc. are continuing their work.
• Additional workers from around the country arrive to begin to clean up and restore power.
• Red Cross and others open shelters and distribute food.
• Schools and many businesses remain closed.
• Insurance adjustors are on site.
III. SHORT-TERM RECOVERY (30 MINUTES)

ADVANCE THE TIMELINE (10 MINUTES)

Facilitator: Within a week or two we enter the Short-Term Recovery Phase.

Post the “Short-Term Recovery” sheets.

Facilitator: In short-term recovery our community is moving from meeting immediate needs to meeting intermediate needs. This might take from one to six weeks, or longer. From our birds’-eye view, what does the community look like now? What kind of things are going on and who is doing them?

• Write the group’s ideas on Flip Chart Sheet 5 (Short-Term Recovery... Who.... What).

• Note: Help the group arrive at the ideas listed to the right.

• When the reporting is done, tape the flip charts under the Short-Term Recovery section of the timeline.

TEAM RESPONSE ACTIVITY (20 MINUTES)

Facilitator: It’s about three weeks after the disaster. Your team is meeting again to assess the church’s response and to anticipate next steps.

• Teams fill out Response Report: Short-Term Recovery worksheet. (10 minutes)

Note: If teams get stuck, here are some thing to consider

• How are we finding out what the unmet needs are in our congregation and in our neighborhood?

• What ministries or assets do we have that are useful right now? How are we adapting or using them?

• What’s the emotional and physical health of our Rector, vestry, committee members and volunteers at this point? What can be done to offer care to the caregivers?

• What groups are we working with in our community? How are we coordinating our efforts?

After the teams have finished their response reports:

• They report back. Write answers on Flip Chart Sheet 6 (Disaster Committee Report: Short-Term Recovery).

• Ask: What else is the congregation and the diocese doing to respond? Add this to the flip chart, or create a new one to capture the ideas.

• When the reporting is done, tape the flip charts under the Short-Term Recovery section of the timeline.

SHORT-TERM RECOVERY: WHO/WHAT?

• All roads are cleared.

• Power and utilities have been restored for residents whose homes weren’t damaged.

• Red Cross transitions families without homes to motels and apartments.

• Undamaged schools and businesses reopen.

• People are beginning to receive insurance, loans and government aid.

• Scammers arrive.

• Donations continue to pour in, but aren’t always for what’s needed.

• Relief groups are leaving, and local longer-term recovery organizations are beginning to form.
IV. LONG-TERM RECOVERY (30 MINUTES)

ADVANCE THE TIMELINE (10 MINUTES)

Facilitator: Now we’re in it for the long haul: Long-Term Recovery.

Post the “Long-Term Recovery” Sheets

Facilitator: Long-term recovery can take anywhere from several months to several years. Our community members are working together to create a “new normal”. That ideally means “safe, sanitary and secure” housing for everyone. What does the community look like now? What is going on and who is doing it?

• Write answers on Flip Chart Sheet 7 (Long Term Recovery…who...what?).

• Note: Help the group arrive at the ideas listed to the right.

• When the reporting is done, tape the flip charts under the Long-Term Recovery section of the timeline.

TEAM RESPONSE ACTIVITY (20 MINUTES)

Facilitator: Three months have passed. You can tell that many people are tired of the stress and just want to move on. People in the hardest-hit parts of town are still in temporary housing. Families in which parents had to miss work are still struggling financially to catch up. Families without a financial cushion are unable to pay bills. Some people are having trouble with insurance companies. Some are on public assistance for the first time. Financial donations are waning, and the disaster is no longer in the national media.

Your committee meets to evaluate what the congregation has been doing and what it should be working on now.

• Teams fill out Response Report: Long-Term Recovery worksheet. (10 min)

Note: if teams get stuck, here are some thing to consider

• How do we find out what the current unmet needs are?

• What long-term activities can we support? What assets can we mobilize?

• What is the emotional/physical health of our Rector, volunteers and members?

• What groups are we working with? How do we coordinator our efforts?

• How are the liturgical and the spiritual ministries of the church continuing to respond to the needs of people affected by the disaster?

After the groups have finished their response reports:

• They report back. Write answers on Flip Chart Sheet 8 (Disaster Committee Report: Long-Term Recovery)

• Ask: What else is the congregation and the diocese doing to respond? Add this to the flip chart, or create a new one to capture the ideas.

• When the reporting is done, tape the flip charts under Long-Term Recovery.
V. THE EMOTIONAL LIFECYCLE OF A DISASTER (15 MINUTES)

Distribute the Emotional Lifecycle of a Disaster handout (page 20).

Facilitator: During the lifecycle of a disaster, there is an emotional lifecycle as well. Take a moment to look over the ups and downs of this cycle.

Discuss:
• How does this map to the timeline we’ve just created?
• For those of you who’ve been through a disaster, what are your reactions to this illustration?
• How might our congregation respond to those highs and lows? What assets do we have that address these needs?
• How might we be affected or limited by these highs and lows?
• What kind of help might we need in order to continue to serve effectively?

V. THE NEW NORMAL (15 MINUTES)

Put up the “Done = New Normal” Sheet.

Facilitator: Eventually a community will have to consider a disaster “Done.”

Not everyone will return to the standard of living that they had before. For some, things may have improved because they had skills needed in a post-disaster environment or because their home was improved somehow during the reconstruction. Others may never again return to the higher standard of living they had before the disaster; after years of home ownership, they might now be renters. They might have tapped into their retirement funds to pay to rebuild and struggle to ever repay it.

But whatever happens, eventually equilibrium returns. Life will never be what it was before, and this new community and these new conditions are called the New Normal. That can be hard for folks.

The disaster cycle we’ve been looking at is, in many ways, ideal.

Discuss:
• What are some of the points where you think real life might differ from this timeline?
• What are some of the points where you think folks might fall off this track and never get to the stability we hope for them in the end?
VI. COMPLETING THE DISASTER TIMELINE (20 MINUTES)

Facilitator: We have been discussing just one part of the disaster timeline—the part after a disaster. But there are two other pieces of the timeline that also require our attention.

Post the “Mitigation” sheet in the center of the wall above all the other sheets.

Facilitator: Mitigation refers to the actions we do before, during and after a disaster that decrease the impacts of future disasters and increase a community’s resilience to crises. Mitigation efforts might show up in how and where a community rebuilds its structures, for example. In a church, mitigation might inform what ministries a church develops, or how it allocates the use of its rooms or expands its building.

Post the “Preparedness” sheet on the wall in front of the “Disaster Strikes” sheet.

Facilitator: Preparedness is where we are right now. It is the training, the planning, the inventorying of assets that allows us to respond quickly and to be effective in the long haul.

Now take a look at the entire timeline, and all the things that our parish has been doing.

Discuss:

• How does this make you feel?
• What makes this doable? What makes it difficult?
• How does church life change as a result of a disaster?
• What part of our mission stays consistent before, during and after a disaster?

VII. WRAPPING UP

• Thank the participants for their hard work and their observations.
• Discuss how they might follow up on what they learned. For example:
  * A diocesan team might consider how the view from the parish level informs their work.
  * Parish leaders might call for the parish to continue preparedness efforts.
  * A parish group might report on their insights in an adult forum.
• Point out that if they are interested in learning more about Episcopal Relief & Development’s work in US Disaster Response, they can visit the organization’s website at www.episcopalrelief.org/usdisaster. There they can also sign up for Ready to Serve, a volunteer database that allows diocesan disaster coordinators to contact volunteers to assist in disaster response.
• Conclude with a time of prayer. Consider asking the participants to offer their own intentions before ending with the litany at the right.

The response after each line is: “You walk with us”

God of compassion …
From age to age …
Through the dark nights of our souls …
In our times of joy and wonder …
In our times of heartbreak and helplessness …
To bring hope to the struggling …
To bring relief in times of crisis …
To accompany those on the long road to recovery …
To welcome those who would tend our own wounds …
Through the wide-open doors of your Kingdom …
With you at our side we will never be alone as …
And for this we are truly thankful.

Amen.
Response Report: Rescue

It’s Monday morning. Our community experienced a massive, sudden flood yesterday evening when a dam burst after heavy rains. Media reports indicate that many homes and businesses were severely damaged. There have been some deaths and many injuries. People are still being evacuated. Many people are suddenly homeless.

Our church is on relatively high ground. The Rector lives next door. Electricity is out and water isn’t running. Surrounding roads are impassable.

The disaster team members all have cell phone service.

• How is everyone? What have you been doing in the wake of the storm?

• Report Back: What needs to be done now?
Response Report: Relief

It is Wednesday. The roads are passable, and people can access the church buildings. Electricity is on at the church, though it is still out in many parts of the area. The church buildings also have running water.

News reports indicate that people without electricity, gas and water can’t charge phones, get hot meals, take a hot shower, do laundry or clean their flood-damaged items. The Disaster Committee is meeting.

- How do we determine what the needs in our congregation and community are right now?

- What congregational and community needs do we know of?

- What assets does the congregation have to address them?

- Report back: Given those needs and assets, what kinds of things could our congregation do to respond?
Response Report: Short-Term Recovery

It’s about three weeks after the disaster. Your team is meeting again to assess the church’s response and to anticipate next steps.

• How do we determine what the needs in our congregation and community are right now?

• What congregational and community needs do we know of?

• What assets does the congregation have to address them?

• Report back: Given those needs and assets, what kinds of things could our congregation do to respond?
Response Report: Long-Term Recovery

Three months have passed. You can tell that many people are tired of the stress and just want to move on. People in the hardest-hit parts of town are still in temporary housing. Families in which parents had to miss work are still struggling financially to catch up. Families without a financial cushion are unable to pay bills, etc. Some people are having trouble with insurance companies. Some are on public assistance for the first time. Financial donations are waning, and the disaster is no longer in the national media.

Your committee meets to evaluate what you’ve been doing and what you should be working on now.

- How do we determine what the needs in our congregation and community are right now?

- What congregational and community needs do we know of?

- What assets does the congregation have to address them?

- Report back: Given those needs and assets, what kinds of things could our congregation do to respond?
Emotional Lifecycle of a Disaster

Predisaster
- Threat
- Warning

Heroic
- Impact

Honeymoon (Community Cohesion)

Disillusionment
- Coming to Terms
- Working Through Grief

Trigger Events and Anniversary Reactions

Reconstruction
- A New Beginning

Inventory

Episcopal Relief & Development
Healing a hurting world