Engaging Faith-Based and Community Organizations

Planning Considerations for Emergency Managers

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FEMA

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1. Introduction

This guide provides a foundation for emergency managers to engage with faith-based and community organizations while building and maintaining sustainable partnerships. Faith-based and community organizations offer a wide variety of experiences and capabilities to address challenges while also proving invaluable in planning for, responding to, and recovering from disasters. Collaborating with these organizations and their members strengthens engagement networks that are vital to community resilience.

1.1. Background

Recent research indicates that social connectedness plays a crucial role in communities' preparedness and resilience to natural hazards. Neighborhoods and communities where individuals are connected to one another and to community institutions, such as service organizations, religious groups, or community-based organizations, are shown to respond more effectively and recover more quickly from disasters.[1]

Expanding partnerships with faith-based and community organizations enhances collective action and bolsters preparedness efforts in communities. Serving as trusted sources of information and services, these organizations work to address the most pressing needs in communities. By engaging with faith-based and community organizations, emergency managers collaborate with expert partners to address whole community preparedness, response, and recovery efforts.

2. Expanding Views of Faith-Based and Community Organizations

Faith-based and community organizations play a crucial role in providing support during and after emergency events. However, their potential as partners in enhancing overall community preparedness and resilience before an event should not be overlooked. These organizations may serve diverse segments of the population every day, including older adults, children, people with disabilities, those with transportation barriers, immigrants, individuals with limited English proficiency, those with low literacy levels, individuals experiencing homelessness, and low-income populations. Including these groups in planning and preparedness efforts supports the development of more comprehensive and effective approaches, while fostering long-term resilience in multiple areas. As communities continue to experience known and emerging stressors, it is imperative that emergency managers include the unique strengths and resources offered by faith-based and community organizations.

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[1] Department of Health and Human Services, Office of the Surgeon General, "Advisory: The Healing Effects of Social Connection" (2023). hhs.gov/sites/default/files/surgeon-general-social-connection-advisory.pdf

33 ## 2.1. Religious and Cultural Considerations

34 Informed by lessons learned and in coordination with partners, emergency managers have taken
35 significant steps to incorporate faith and community organization members into preparedness,
36 response, and recovery efforts. Through a variety of approaches tailored to meet the needs of
37 specific communities, these partnerships are crucial for increasing religious and cultural
38 considerations for emergency professionals. Simultaneously, these efforts improve awareness of key
39 emergency management concepts for organizations while encouraging participation in preparedness
40 activities.

41 Utilizing resources for religious literacy and collaborating with established outreach partners helps
42 emergency managers effectively engage with a wide range of faith backgrounds, both locally and
43 nationally. Building trust and understanding cultural traditions and practices, including those around
44 funeral considerations, is crucial in engaging diverse faith communities to strengthen community
45 resilience.

46 ### 💡 Culturally and Religiously Important Resources

47 Discuss and review places, items, or resources in the community of cultural or religious
48 importance to organization members. Items of cultural and religious value exist in many forms
49 and may hold value not reflected in standardized disaster recovery dollar valuations.

50 These discussions allow for identifying potential options for mitigation, response, and recovery
51 planning. Conducting this type of pre-event planning helps build trust among faith-based and
52 community organizations and emergency managers while increasing mutual understanding of
53 each other's priorities and existing capabilities.

54 The Heritage Emergency National Task Force[2] (HENTF) and the federal Natural and Cultural
55 Resources Recovery Support Function[3] provide additional information on planning and caring
56 for culturally or religiously important resources.

57 Heritage Emergency and Response Training: Provided by HENTF, this program allows
58 professionals to gain skills and experience in disaster response for cultural heritage through
59 training and exercises.[4]

60 Smithsonian Cultural Rescue Initiative: Protects cultural heritage threatened or impacted by
61 disasters and helps communities preserve identities and history.[5]

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[2] For more information, visit: fema.gov/emergency-managers/practitioners/environmental-historic/heritage-task-force
[3] For more information, visit: fema.gov/emergency-managers/national-preparedness/frameworks/recovery/recovery-support-functions/natural-cultural-resources-rsf
[4] For more information, visit: culturalrescue.si.edu/what-we-do/resilience/heritage-emergency-and-response-training-heart
[5] For more information, visit: https://culturalrescue.si.edu/

62 ## Funeral Considerations

63 Different religious faiths and cultural traditions conduct funerary services under varying timelines
64 and requirements. Understanding what considerations and specific needs exist in communities is
65 key to building trust and preparing responders for different scenarios. Respectfully discussing these
66 needs prior to an event meaningfully includes faith and community leaders in planning efforts. A
67 variety of trainings and resources are available to help prepare emergency managers for these
68 discussions. For more information, see Appendix B: Training and Appendix C: Additional Resources.

69 (PLACEHOLDER FOR VIGNETTE)

70

71 **Questions to Consider**

72 ▪ What culturally and religiously important resources exist in the community and how can
73 they be included in event planning and mitigation efforts?

74 ▪ How can emergency managers and other public officials work with faith-based and
75 community organizations to respect different funeral considerations and traditions during
76 potential events?

77

78 3. Steps for Engaging Faith-based and Community
79   Organizations

80 Refined from lessons learned by the Department of Homeland Security Center for Faith-Based and
81 Neighborhood Partnerships in collaboration with emergency managers, faith-based leaders,
82 community leaders, and subject-matter experts, this model supports trust-focused relationships
83 based on mutual priorities over the course of six steps:

84 1. Assess;

85 2. Engage;

86 3. Plan;

87 4. Learn;

88 5. Exercise; and

89 6. Sustain.

90 This iterative and customizable model
91 provides important benefits to emergency
92 managers, including the:

93 ▪ Development of new partnerships with
94   organizations serving a diverse range
95   of populations;

96 ▪ Identification of areas to expand
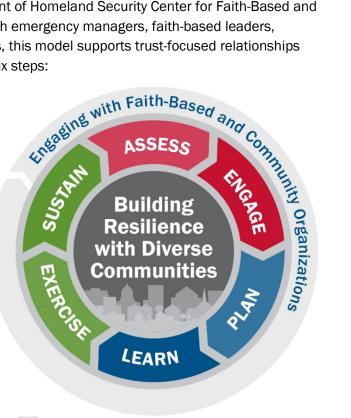97   existing engagement strategies;

Figure 1: Six-Step Engagement Model

98 ▪ Incorporation of faith-based and community organizations' priorities in planning efforts; and

99 ▪ Improvement of whole community preparedness through awareness, participation, and
100   increased social connectedness.

101 Utilizing this engagement model, emergency managers include faith-based and community
102 organizations as leaders and active participants in the whole community's preparedness, response,
103 and recovery efforts.

104 3.1. Step 1: Assess

105 Emergency managers seek to better understand existing relationships in communities and identify
106 areas to connect with new partners through initial assessments. This approach streamlines early
107 engagement and helps identify key community resources, leaders, and information channels.

108 **Regular coordination among organizations is essential for effective emergency preparedness**. This is
109 particularly important in recognizing how established organizations regularly engage with faith-based
110 and community organizations. It is crucial for emergency managers to collaborate closely with offices
111 dedicated to community engagement, faith-based outreach, or related liaison activities. State, tribal,
112 territorial, and local public health offices, human services departments, public safety departments,
113 service commissions, governor's offices, mayor's offices, and other organizations possess a range of
114 expertise and established relationships in communities and may be helpful in identifying
115 opportunities for leveraging existing relationships and resources. Additionally, national or regionally
116 based faith-based networks, advocacy networks, and Voluntary Organizations Active in Disaster
117 (VOADs) may also provide details regarding groups active in or near the community. By partnering
118 with other government, faith-based, and community organizations, emergency managers gain
119 valuable insights into existing community relationships and potential partners.

120 **Utilize existing data sources.** Verified information sources with recent data provide valuable
121 information on the location of faith-based and community organizations and may include additional
122 details on services provided to the community or local hazard impacts. A variety of publicly available
123 data sets and tools are available, including resources developed regionally or locally that may offer
124 additional details on specific geographic areas. A selection of national data sets and tools are
125 provided in the resource box below, with additional resources provided in Appendix C: Additional
126 Resources.

127 ### Questions to Consider

128 - What government entities are already working with faith-based or community groups, and
129   how can emergency managers expand on these partnerships?

130 - What established networks would provide introductions for new connections?

131 - What populations are represented by potential engagement partners?

132 - What services does the organization provide the community, and how would an emergency
133   impact the delivery of those services?

134 - How might organizations address gaps in preparedness, response, or recovery efforts?

135 ### Assessing Resources

136 The resources below are provided for awareness and include links to non-governmental
137 websites. For additional information, see Appendix C: Additional Resources.

138 **American Community Survey**: Released by the U.S. Census Bureau, this regularly conducted
139 survey provides information on population characteristics, housing, and demographics to the
140 census tract level.[6]
141 **Community Profile Builder:** The Association of Religion Data Archives is a mapping tool that
142 assists faith and community leaders in locating facilities and information on social, economic,
143 and religious information in the area selected.[7]
144 **U.S. Religion Census**: Produced collaboratively by religious groups around the country, the
145 decadal census includes formal congregational counts, attendance, and membership by
146 county. Additionally, certain groupings of religious communities without formal national
147 headquarters are included through the use of special data collection studies.[8]

3.2.   Step 2: Engage

149 After assessing existing organization efforts and utilizing available data, emergency managers may
150 begin proactive engagement efforts.

151 **Outreach:** When possible, leverage existing connections and affiliations for introductions to new
152 organizations. As appropriate, consider scheduling time with the organizations' leaders to first
153 explain the outreach goals and review key concepts. These initial conversations are crucial in
154 establishing connections and set the tone for future collaboration efforts. Ensure conversations use
155 plain language without technical jargon and are as relevant as possible for the organization's
156 interests. Provide a dedicated point of contact for the organization to follow-up with and identify
157 activities for future engagement, such as attending regular meetings or special events.

158 **Identify the top three issues.** Understanding the mission, priorities, and focus areas for a faith-based
159 or community organization is key to effective engagement. Utilizing a variety of methods, including
160 conversations, interviews, surveys, or active participation in organization meetings, emergency
161 managers gain valuable insights on the most pressing topics for organizations. Understanding these
162 topics help emergency managers better identify potential opportunities for collaboration before,
163 during, and after events while gaining awareness of motivating factors.

164 **Select areas of alignment.** Once top issues are identified, discuss emergency management efforts
165 and select topics of mutual interest based on known priorities and capabilities. By linking
166 engagement and planning efforts to identified interest areas, organizations may set clear and
167 mutually beneficial expectations. As part of these discussions, recognize faith-based and community
168 organizations' legal and organizational approval requirements. Organizations utilize a variety of
169 governance and funding structures and may need formal approval from designated bodies to
170 formally engage in activities.

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[6] For more information, visit: census.gov/programs-surveys/acs
[7] For more information, visit: thearda.com/us-religion/community-profiles/build-a-profile-of-your-community
[8] For more information, visit: usreligioncensus.org/

171 **Ongoing communication.** Ensure communication is open and ongoing with all partners. Additionally,
172 seek to reduce barriers that may prevent organization members from attending events, such as
173 transportation or timing, and offer solutions to increase participation. Scheduling recurring meetings
174 or integrating sessions with existing community gatherings may further increase participation and
175 ensure that emerging issues are proactively recognized and addressed.

176 ### 📄 Vignette: Anne Arundel County Seminar Series

177 The Anne Arundel County (Maryland) Office of Emergency Management (OEM) hosts an annual
178 seminar series, *Protecting Our Houses of Worship*, culminating with a tabletop exercise which
179 addresses emerging topics of interest for faith-based organizations. This non-denominational
180 series invites faith-based organizations across the county to participate. To expand
181 accessibility and opportunities for collaboration, the series offers both virtual and in-person
182 sessions over the course of several months.

183 General themes for each year's series are selected in collaboration with local faith-based
184 organizations. Previous focus areas included protecting houses of worship from acts of
185 violence, the pandemic, and hate-based vandalism. Facilitated sessions are led by local, state,
186 and federal emergency management, law enforcement, public health officials, cyber and
187 infrastructure security experts, federal grant managers, and Faith-Based Information Sharing
188 and Analysis Organization (FB-ISAO) representatives. The information provided encourages
189 active discussions and strengthened partnerships. These relationships have resulted in
190 increased peer-to-peer information sharing among faith-based organizations and increased
191 collaboration with the OEM and other public safety entities.

192 By actively seeking out and engaging faith-based organizations on topics of interest, the Anne
193 Arundel County OEM has effectively increased faith-based organizations' awareness of
194 available assistance, hazard mitigation, resilience, and opportunities to collaborate.

195 ### 💡 Engaging Faith-Based and Community Organizations

196 Ongoing engagement activities are essential for maintaining and expanding trusted
197 relationships within the community. Capability and facility assessments serve as a valuable
198 method for sustaining engagement, as well as identifying resources for integration into
199 emergency planning, response, and recovery efforts.

200 Self-assessments conducted by faith-based and community organizations play a crucial role in
201 providing up-to-date capability information and ensuring accurate contact details. Various
202 assessment tools are available, or organizations may choose customized templates created to
203 suit specific needs.

204 These assessments are designed to collect information on organization's current services and
205 capabilities, as well as estimate availability during a community emergency. Organizations may

206 choose to include details on facilities, services, member skills, or other key information in their
207 assessments. Whether completed and stored as paper forms or as digital files, review and
208 update information on a regular schedule or when significant changes occur to ensure records
209 are accurate. For more information, visit Appendix D: Self - Assessments and Considerations.

210 ## Questions to Consider

211 - How can outreach efforts be tailored to ensure partners have a clear understanding of
212 emergency management terminology, resources, and infrastructure?

213 - In what ways can organizations' priorities and services to the community be supported?

214 - How can organizations' capabilities integrate with emergency management priorities?

215 - How can emergency management support the organization's priorities?

216 - What legal or organizational approvals do faith-based and community organizations have,
217 and how does this impact their engagement commitments?

218 - What barriers may prevent community members from participating in emergency
219 management meetings, and how can they be addressed to promote more inclusive
220 engagement?

221 - How can emergency managers promote open communication with faith-based and
222 community organizations to encourage ongoing engagement?

223 ## Engaging Resources

224 Building Alliances for Equitable Resilience: Information on insights and perspectives for
225 effectively engaging with a range of groups.[9]

226 Cultural and Religious Literacy Tip Sheets: Engagement guidelines and other helpful
227 information for interacting with a variety of faith traditions.[10]

228 The Pluralism Project: An academic research center providing interfaith dialogue resources and
229 detailed information on different faith-traditions.[11]

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[9] FEMA, "Building Alliances for Equitable Resilience" (2021). fema.gov/sites/default/files/documents/fema_rnpn_building-alliances-for-equitable-resilience.pdf
[10] For more information, visit: fema.gov/emergency-managers/individuals-communities/faith/cultural-and-religious-literacy-tip-sheets
[11] For more information, visit: pluralism.org/home

3.3.   Step 3: Plan

230
231 Planning is a process that requires the active participation and open communication of everyone
232 involved. This structured dialogue builds additional familiarity with partner organization priorities,
233 capabilities, and restrictions. Through planning centered conversations, relationships are
234 strengthened, and overall community preparedness enhanced.

235 Planning may take various forms based on the identified priorities and interests of organizations. For
236 example, organizations may be interested in developing emergency or continuity plans for their
237 memberships, connecting to larger efforts in the community, or committing to formal roles in disaster
238 activities. No matter which combination of interests exist, tailoring planning efforts based on each
239 organization is crucial for long-term success. In developing plans, it is important to consider who is
240 required to formally review and approve a plan for the organizations involved. Depending on the
241 complexity and formality of the plan, this may include senior leadership, governing bodies, and legal
242 counsel for the organizations involved. Once established, regular reviews and updates of plans
243 ensure they remain relevant and effective for achieving desired outcomes.

244 A central aspect of successful planning is effective communication. This may include regular
245 meetings, informal conversations, designating primary points of contact, and being responsive to
246 messages. Understanding when and how partners prefer to receive information is key to developing
247 and maintaining productive relationships. Additionally, flexible meeting formats, times, and locations
248 further encourages participation while being respectful of organizations' differing needs.

249 **(PLACEHOLDER FOR VIGNETTE)**

250

251 **Affiliate with Organizations**

252 Establishing formal relationships between organizations allows for more effective
253 communication, coordination, and resource allocation when planning for, responding to, or
254 recovering from an event. Memoranda of Agreement (MOA) and Memoranda of Understanding
255 (MOU) are formal written relationships and establish or clarify roles and responsibilities among
256 different organizations. If appropriate, MOAs and MOUs may also help establish defined
257 timelines and funding information. Faith-based and community organizations may benefit from
258 developing clear MOAs or MOUs with partner organizations to aid in operational scoping and
259 resource prioritization.

260 Include legal counsel throughout the MOA or MOU development process to ensure strong and
261 clear agreements which consider the unique governance structures, roles and responsibilities,
262 funding, and resource needs of the organizations involved.

263 For additional information on developing MOAs and MOUs, visit FEMA's How to Develop
264 Agreements for Mass Care Services: A Guide for State, Local, Tribal, and Territorial
265 Governments and Non-Governmental Organizations.[12] or Disaster-Specific Memorandum of
266 Understanding.[13]

267 ### Questions to Consider

268 ▪ How can active participation and open communication be encouraged?

269 ▪ What is needed for accessible meetings and information sharing?

270 ▪ What strategies exist to better understand partner organization priorities, capabilities, and
271   restrictions?

272 ▪ Who is required to review and agree to formal plans?

273 ### Planning Resources

274 FEMA Planning Guides: Planning resources on a range of topics providing a methodical way to
275 engage the whole community in determining required capabilities, identifying roles, and
276 responsibilities.[14]

277 Comprehensive Preparedness Guide 101: Developing and Maintaining Emergency Operations
278 Plans: Foundational guidelines to develop emergency operations plans and promote a
279 common understanding of community-based and risk-informed decision making to produce
280 integrated, coordinated, and synchronized plans.[15]

281 Guide for Developing High-Quality Emergency Operations Plans for Houses of Worship:
282 Provides houses of worship with information regarding emergency operations planning for
283 threats and hazards they may face.[16]

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[12] FEMA, "How to Develop Agreements for Mass Care Services: A Guide for State, Local, Tribal, and Territorial Governments and Non-Governmental Organizations" (2022). nationalmasscarestrategy.org/wp-content/uploads/2022/08/DvlpngMssCareAgrmntsGuide_20220727_508.pdf

[13] FEMA, "Disaster-Specific Memorandum of Understanding" (2020). fema.gov/sites/default/files/2020-06/Disaster-Specific_MOU.pdf

[14] For more information, visit: fema.gov/emergency-managers/national-preparedness/plan

[15] FEMA, "Developing and Maintaining Emergency Operations Plans, Comprehensive Preparedness Guide 101" (2021). fema.gov/sites/default/files/documents/fema_cpg-101-v3-developing-maintaining-eops.pdf

[16] FEMA, "Guide for Developing High-Quality Emergency Operations Plans for Houses of Worship" (2013). fema.gov/sites/default/files/2020-07/developing-eops-for-houses-of-worship.pdf

3.4.   Step 4: Learn

Partners at all experience levels benefit from training to enhance skills in emergency management and related topics. Providing information and access to relevant training opportunities also encourages exploration of new interest areas, interaction with other partners, and fosters long-term engagement efforts.

Understand training needs. Through ongoing conversations, gap analysis, and assessments with faith-based and community organizations, emergency managers help identify what training needs exist and available options. Locations, accessibility, and timing for trainings are key considerations. If offered, regular organization meetings may provide a convenient location for training. Similarly, emergency managers may have training space available for partners and be able to facilitate more technical emergency management courses.

Connect partners to available training programs. A variety of trainings on emergency management, community preparedness, and related topics exist from government, nonprofit, and other sources. Appendix B: Training and Appendix C: Additional Resources provide a selection of available trainings and other resources that may be most relevant to faith-based and community organizations. State, local, tribal, and territorial governments may offer additional training resources specific to their jurisdictions. As a best practice, encourage organizations to keep an official record of trainings completed by members, as well as any certifications or licenses held.

Keep partners updated on emergency management topics. Emergency management plans, policies, and processes evolve over time in response to changing needs. Ensuring partners are updated on topics helps maintain common understanding and awareness of opportunities.

Questions to Consider

- How can emergency managers help identify training needs for faith-based and community organizations?
- What methods can be used to keep partners updated on evolving emergency management topics and best practices?
- How can faith-based and community organizations easily maintain records of completed trainings and certifications for their members?

Learning Resources

A variety of no-cost training options are available from federal, state, local, tribal, territorial, and other organizations. The example below highlights one of the options provided by FEMA's

315 Emergency Management Institute[17], which offers general and topic specific emergency
316 management courses.

317 **IS-505: Concepts of Religious Literacy for Emergency Management**

318 Available online, this self-paced course emphasizes the importance of collaborating with
319 religious and cultural communities to enhance disaster resilience efforts. By the end of the
320 course, participants are able to define religious and cultural literacy, and identify skills needed
321 to engage religious and cultural leaders.[18]

322 Additional training options are provided in Appendix B: Training.

3.5. Step 5: Exercise

324 Exercises are a key component of preparedness and provide the whole community the opportunity to
325 shape planning, validate capabilities, and address areas for improvement. Participating in exercise
326 development and play greatly enhances coordination and understanding among organizations.
327 Additionally, observing or participating in exercises improves partners' understanding of how
328 decisions are made in different scenarios and provides an opportunity to participate outside of a
329 real-world event.

330 **Incorporate faith-based and community partners in exercises.** Including a variety of organizations
331 enhances exercise development, play, and overall preparedness efforts. Emergency managers may
332 identify opportunities to progressively incorporate faith-based and community organizations in the
333 development and participation of different types of exercises based on experience, interest, and
334 exercise complexity.

335 **Questions to Consider**

336 - Are existing exercise programs available for partner organizations' specific interests?
337 - What exercises are being planned where faith-based and community organizations may
338 support development or participate in exercise play?
339 - Are organizations interested in adapting or developing exercises for their facilities or
340 members?

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[17] For more information, visit: training.fema.gov/
[18] For more information, visit: training.fema.gov/is/courseoverview.aspx?code=IS-505&lang=en

341
> ### 📋 Exercising Resources
>
> 342 Drills and exercises provide excellent opportunities to practice, assess, and improve
> 343 capabilities while keeping participants actively engaged. A variety of no-cost exercise resources
> 344 available for use with faith-based and community organizations are provided below.
>
> 345 Cybersecurity and Infrastructure Security Agency (CISA) Tabletop Exercise Packages:
> 346 Developed by CISA, these customizable packages include template exercise objectives,
> 347 scenarios, discussion questions, references, and resources. Packages cover a wide-range of
> 348 topics, including faith-based organizations and natural disasters.[19]
> 349 Community Emergency Response Team (CERT) Drills and Exercises: This program educates
> 350 volunteers on disaster preparedness and practices concepts through exercises.[20]
> 351 Homeland Security Exercise and Evaluation Program: Fundamental principles for exercise
> 352 programs and a common approach to program management, design and development,
> 353 conduct, evaluation, and improvement planning.[21]
> 354 National Exercise Program: Provides exercise design, development, conduct, evaluation
> 355 support, and other related resources to state, local, tribal, territorial, and other partners.[22]
> 356 Preparedness Toolkit (Prep Toolkit): Online portal providing a variety of tools, including exercise
> 357 resources, to aid in implementing the National Preparedness System.[23]

3.6.   Step 6: Sustain

359 Sustaining partnerships established through engagement initiatives remains critical for the long-term
360 success of community preparedness, response, and recovery efforts. Using the iterative six-step
361 engagement model provides a basis for maintaining meaningful partnerships over time.

362 Continuing to use assessment strategies and collaborating with community outreach and liaison
363 offices enable emergency managers to stay informed on changing needs and to identify new
364 partners within the community. Working closely with existing liaison offices and associations may
365 also create opportunities for joint outreach initiatives. Regularly reviewing and updating plans with
366 faith-based and community organizations ensures that goals and activities remain aligned over time.

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[19] For more information, visit: cisa.gov/resources-tools/services/cisa-tabletop-exercise-packages
[20] For more information, visit: fema.gov/emergency-managers/individuals-communities/preparedness-activities-webinars/community-emergency-response-team
[21] For more information, visit: fema.gov/emergency-managers/national-preparedness/exercises/hseep
[22] For more information, visit: fema.gov/emergency-managers/national-preparedness/exercises/about
[23] For more information, visit: preptoolkit.fema.gov/

367 Training and exercises present numerous opportunities for engagement with partners, allowing them
368 to take on different roles based on their experience and interests.

369 Working together, emergency managers, faith-based and community organizations foster
370 transparent communication and cooperation aligned with the mission areas of each partner. By
371 following these strategies, organizations continue to actively participate in collaborative emergency
372 management efforts that enhance whole community capabilities.

373 **Questions to Consider**

374 ▪ What activities or interactions would be meaningful for partners to sustain engagement?
375 ▪ What partnership events and strategies are other government organizations planning that
376 would benefit from faith-based and community organization participation?
377 ▪ What partnerships would benefit from the development of MOUs or MOAs?

378 **Sustaining Resources**

379 Different strategies are used for sustaining meaningful partnerships based on the needs of
380 individual communities and the priorities and capabilities of partner organizations. In addition
381 to materials provided in Appendix B: Training, Appendix C: Additional Resources, and Appendix
382 D: Assessments and Actions, local events and partner activities may provide opportunities for
383 engagement.

4. Conclusion

384

385 Faith-based and community organizations play a crucial role in providing support and resources in
386 communities before, during, and after disaster events. By following the six-step engagement model
387 outlined in this guide and utilizing available tools and resources, jurisdictions may effectively engage
388 with organizations and enhance whole community preparedness for a range of threats and hazards.

389 Further, the partnerships formed and strengthened during this process create an enduring
390 foundation for overall community resilience. Incorporating faith-based and community organizations
391 into emergency preparedness, response, and recovery efforts leads to more comprehensive and
392 representative decision-making to address the specific needs of individual communities. Cultivating
393 stronger relationships with faith-based and community organizations is an essential element of
394 whole community engagement and supports ongoing emergency management practices.

Appendix A: Federal Funding Programs

A non-exhaustive selection of federal funding options with applicability to emergency managers and faith-based and community organizations are provided below. Emergency managers may share funding information with faith-based and community organizations to raise awareness for available programs. A more comprehensive resource on disaster related funding sources and financial management is provided in FEMA's Disaster Financial Management Guide[24] and at FEMA Grants.[25]

Hazard Mitigation Grant Program (FEMA)

FEMA's Hazard Mitigation Grant Program (HMGP) provides funding for eligible mitigation activities that protect life and property from future disaster damage. Certain private nonprofit organizations, houses of worship, and religious nonprofit organizations may be eligible for HMGP funding following a presidentially declared major disaster. Hazard mitigation includes long-term efforts to reduce risk and the potential impact of future disasters. HMGP assists communities in rebuilding in a better, stronger, and safer way in order to become more resilient overall.

fema.gov/grants/mitigation/hazard-mitigation

Individual Assistance Program (FEMA)

Following a presidentially-declared major disaster, the Individual Assistance program may provide a variety of financial and direct assistance to state, local, tribal, and territorial governments, and non-governmental organizations. While the specific types of Individual Assistance available vary based on the needs of the disaster, options may include community service financial awards, such as the Crisis Counseling Assistance and Training Program (CCP)[26] or the Disaster Case Management (DCM)[27] grant. These financial awards provide supplemental funding to assist disaster-impacted individuals and communities. fema.gov/assistance/individual

Nonprofit Security Grant Program (FEMA)

The Nonprofit Security Grant Program (NSGP) provides funding support for target hardening and other physical security enhancements or activities to nonprofit organizations at high risk of terror attack. The intent is to integrate nonprofit preparedness activities with broader state and local preparedness efforts. It is also designed to promote coordination and collaboration in emergency preparedness activities among public and private community representatives, as well as state and local government agencies. fema.gov/grants/preparedness/nonprofit-security

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[24] FEMA, "Disaster Financial Management Guide" (2020). fema.gov/sites/default/files/2020-07/disaster-financial-management-guide.pdf

[25] For more information, visit: fema.gov/grants

[26] For more information, visit: samhsa.gov/dtac/ccp

[27] For more information, visit: fema.gov/assistance/individual/disaster-survivors#case

Public Assistance Program (FEMA)

Certain private nonprofit organizations, houses of worship, and religious nonprofit organizations may be eligible for FEMA's Public Assistance program following a presidentially-declared major disaster. Provided eligibility conditions are met, funding provided under this program may address costs for emergency protective measures, debris removal or repairing or replacing facilities damaged during the declared disaster. For information specific to private nonprofit organizations, visit FEMA Public Assistance: Private Nonprofit Organizations Factsheet[28], or for additional information on the Public Assistance Program, visit: fema.gov/assistance/public.

Disaster Loan (Small Business Administration)

The Small Business Administration (SBA) provides disaster loans to private nonprofit organizations, including charitable organizations and faith-based communities, to help recover from declared disasters. The SBA offers both the Business Disaster Loan and the Economic Injury Disaster Loans (EIDL). Business Disaster Loans may be used for assets including structural improvements while EIDLs may be used to help meet working capital needs or normal operating expenses during disaster periods. sba.gov/funding-programs/disaster-assistance

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[28] For more information, visit: fema.gov/sites/default/files/documents/fema_private-non-profit-houses-worship-eligibility-fact-sheet.pdf

440 Appendix B: Training

441 A non-exhaustive selection of courses with broader application to faith-based and community
442 organizations is provided below. Additional training resources are available from other federal, state,
443 local, tribal, territorial, and non-governmental partners. As course options change frequently, verify
444 information with the training provider for the most current offerings.
445

446 Independent Study Courses (self-paced, free of charge)

447 **IS-26: Guide to Points of Distribution.** Detailed information on the planning, operations, and
448 demobilization stages of a POD mission. training.fema.gov/is/courseoverview.aspx?code=IS-
449 26&lang=en
450

451 **IS-244: Developing and Managing Volunteers.** Strategies for identifying, recruiting, assigning,
452 training, supervising, and motivating volunteers before, during, and after a disaster. Includes
453 discussion of spontaneous volunteers and those affiliated with community-based, faith-based, and
454 nongovernmental organizations. training.fema.gov/is/courseoverview.aspx?code=IS-244.b&lang=en
455

456 **IS-288.a: The Role of Voluntary Organizations in Emergency Management.** Provides a basic
457 understanding of the history, roles, and services of disaster relief voluntary agencies in providing
458 disaster assistance. training.fema.gov/is/courseoverview.aspx?code=IS-288.a&lang=en
459

460 **IS-289: Voluntary Agency Liaison Overview.** Familiarizes participants with the voluntary agency liaison
461 role and provides a basic understanding of their responsibilities and importance in coordinating with
462 partners across the disaster spectrum in support of survivor needs.
463 training.fema.gov/is/courseoverview.aspx?code=IS-289&lang=en
464

465 **IS-360: Preparing for Mass Casualty Incidents: A Guide for Schools, Higher Education, and Houses of**
466 **Worship.** Provides leading practices and resources to assist elementary and secondary schools,
467 institutions of higher education, and houses of worship in developing emergency plans for preparing
468 for, responding to, and recovering from mass casualty incidents.
469 training.fema.gov/is/courseoverview.aspx?code=IS-360&lang=en
470

471 **IS-366: Planning for the Needs of Children in Disasters.** Guidance for emergency managers and
472 implementers of children's programs about meeting the unique needs that arise among children as
473 a result of a disaster or emergency. training.fema.gov/is/courseoverview.aspx?code=IS-
474 366.a&lang=en
475
476
477
478
479

480 **IS-0368: Including People with Disabilities and Others with Access & Functional Needs in Disaster**
481 **Operations.** Increases awareness and understanding of the need for full inclusion of people with
482 disabilities, and people with access and functional needs. The course provides an overview of
483 disabilities and access and functional needs and explains how disaster staff can apply inclusive
484 practices. training.fema.gov/is/courseoverview.aspx?code=IS-368
485
486 **IS-0393: Introduction to Hazard Mitigation**. Introduction for those new to emergency management or
487 hazard mitigation and are interested in reducing hazard risks in their states, communities, or tribes.
488 training.fema.gov/is/courseoverview.aspx?code=IS-393.b
489
490 **IS-403: Introduction to Individual Assistance** Provides FEMA personnel and partners with a basic
491 knowledge of the Individual Assistance Program and activities that help individuals and households
492 recover following a disaster. training.fema.gov/is/courseoverview.aspx?code=IS-403&lang=en
493
494 **IS-0505: Religious and Cultural Literacy and Competency in a Disaster:** Provides emergency
495 managers and faith and community leaders with the religious literacy and competency tools needed
496 to effectively engage religious and cultural groups and leaders throughout the disaster lifecycle.
497 training.fema.gov/is/courseoverview.aspx?code=IS-505&lang=en
498
499 **IS-650.b: Building Partnerships with Tribal Governments.** Provides a basic understanding of tribal
500 governments in the United States, history of the relationship between the federal government and
501 tribes, and general information about tribal governance and cultures.
502 training.fema.gov/is/courseoverview.aspx?code=IS-650.b&lang=en
503
504 **IS-660: Introduction to Public-Private Partnerships.** Introduces the role of public-private partnerships
505 in emergency preparedness and planning. Provides a common vocabulary for public sector agencies
506 and private sector organizations interested in utilizing partnerships to improve response, recovery,
507 and resilience. training.fema.gov/is/courseoverview.aspx?code=IS-660&lang=en
508
509 **IS-0908: Emergency Management for Senior Officials.** Introduces senior officials to the important
510 role they play in emergency management. training.fema.gov/is/courseoverview.aspx?code=IS-908
511
512 **IS-909: Community Preparedness: Implementing Simple Activities for Everyone.** Presents a model
513 program for community preparedness. In addition, resource materials are available to help
514 organizations conduct simple preparedness activities for everyone.
515 training.fema.gov/is/courseoverview.aspx?code=IS-909&lang=en
516
517 **IS-1000: Public Assistance Program and Eligibility.** Overview of Public Assistance project eligibility. By
518 the end of the course, state, local, tribal, and territorial applicants and recipients are able to
519 understand all aspects of Public Assistance Program and project eligibility.
520 training.fema.gov/is/courseoverview.aspx?code=IS-1000&lang=en
521

Other Relevant Trainings (Variety of formats, free of charge)

MGT-405: Mobilizing Faith-Based Community Organizations in Preparing for Disasters. Provided by the Rural Domestic Preparedness Consortium, this 8-hour planning and management-level course trains faith-based community organization representatives, management-level emergency managers, and first responders from small and rural communities to strategically mobilize and engage members of these organizations, including religious charities, nonprofits, churches (both affiliated and unaffiliated), temples, synagogues, mosques, etc., in a reciprocal approach to disaster planning that is integrated into current local and statewide emergency management efforts. ruraltraining.org/course/mgt-405/

G-426: Building a Roadmap to Resilience: A Whole Community Training. Provided by FEMA and requested through state, territorial, or tribal training officers, this 18-hour, in-person course focuses on implementing inclusive emergency management principles in local communities to increase resilience in the face of disasters. Course activities include examining social capital and preparedness in students' communities, developing strategies to leverage various community structures for resilience, and creating a roadmap for increasing community preparedness. firstrespondertraining.gov/frts/npccatalog?id=6412

Organizations Preparing for Emergency Needs (OPEN). Developed by FEMA, OPEN includes self-guided web-based training and a downloadable instructor kit to guide participants on how to identify risks, locate resources, and take disaster preparedness actions. When community organizations are unable to sustain operations during an emergency incident, individuals who rely on them are exponentially impacted. Because of their importance in keeping the community going, OPEN is designed to empower these organizations with emergency preparedness training to better prepare for incidents. community.fema.gov/PreparednessCommunity/s/open-training?language=en_US&tabset-bc2e8=e90c5

547 # Appendix C: Additional Resources

548 The following resources and links to third party sites are provided for reference[29], but is not a
549 comprehensive list of possible resources. Emergency managers and partner organizations are
550 encouraged to consider other materials as part of engagement and capacity development.

551 ## Federal Emergency Management Agency

552 **Case Study Library (FEMA):** Search by title, keywords, or generally browse case study reports and
553 best practice articles from across FEMA's areas of expertise. fema.gov/emergency-
554 managers/practitioners/case-study-library

555 **Building Alliances:** The FEMA Resilient Partnership Network collaborates with partners across the
556 whole community to share stories of best practices and address challenges.
557 fema.gov/partnerships/resilient-nation-partnership-network/building-alliances

558 **Emergency Food and Shelter Program:** A non-disaster related grant, this program supplements and
559 expands ongoing work of local nonprofit and governmental social service organizations to provide
560 shelter, food, and supportive services to individuals and families who are experiencing or at risk of
561 hunger and/or homelessness. fema.gov/grants/emergency-food-and-shelter-program and
562 efsp.unitedway.org/efsp/website/index.cfm

563 **Faith-Based and Volunteer Partnership Resources:** Information to support faith-based and
564 community organizations on issues related to natural hazards, security threats, training, exercises,
565 capacity-building, and other topics. fema.gov/emergency-managers/individuals-communities/faith-
566 volunteer

567 **Guide for Developing High Quality Emergency Operations Plans for Houses of Worship:** Supports
568 planning efforts against violence and emergencies in houses of worship.
569 fema.gov/sites/default/files/2020-07/developing-eops-for-houses-of-worship.pdf

570 **Guide to Expanding Mitigation: Making the Connection to Cemeteries:** Learn how cemetery experts
571 can help mitigation build community resilience by planning for the future while preserving the past
572 and these important cultural resources. fema.gov/sites/default/files/documents/fema_region-2-
573 guide-connecting-mitigation-cemeteries.pdf

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[29] This document contains references to non-federal resources. Linking to such sources does not constitute an
endorsement by FEMA, the Department of Homeland Security, or any of its employees of the information or products
presented.

576 **Guide to Expanding Mitigation: Making the Connection to Faith-Based Partners:** Learn how leaders in
577 hazard mitigation and in faith-based and religious organizations make communities stronger and
578 more resilient. [fema.gov/sites/default/files/documents/fema_making-connection-faith-](fema.gov/sites/default/files/documents/fema_making-connection-faith-based_012024.pdf)
579 [based_012024.pdf](fema.gov/sites/default/files/documents/fema_making-connection-faith-based_012024.pdf)

580 **Guide to Supporting Engagement and Resiliency in Rural Communities:** Provides strategies for
581 successful engagement with rural communities and their unique capacities and challenges.
582 fema.gov/sites/default/files/documents/fema_rural-guide_jan-2021.pdf

583 **Resilience Analysis and Planning Tool:** A free, interactive web map allowing users to examine census
584 data, infrastructure locations and hazards, including real-time weather forecasts, historic disasters,
585 and projected hazard risk. fema.gov/about/reports-and-data/resilience-analysis-planning-tool

Cybersecurity and Infrastructure Security Agency
586

587 **Protecting Houses of Worship:** Resources to support faith-based organizations and houses of
588 worship in securing physical and cyber infrastructure. [cisa.gov/topics/physical-security/protecting-](cisa.gov/topics/physical-security/protecting-houses-worship)
589 [houses-worship](cisa.gov/topics/physical-security/protecting-houses-worship)
590 [:~:text=Protecting%20Houses%20of%20Worship%201%20Overview%20CISA%20is,...%204%20Prot](cisa.gov/topics/physical-security/protecting-houses-worship)
591 [ecting%20Houses%20of%20Worship%20Video%20](cisa.gov/topics/physical-security/protecting-houses-worship)

National Mass Care Strategy
592

593 **National Mass Care Strategy: How to Develop Agreements for Mass Care Services:** Detailed
594 information to better understand formal agreements and improve the delivery of mass care services
595 and emergency assistance. Includes guidance and resources on developing agreements prior to an
596 event. [nationalmasscarestrategy.org/wp-](nationalmasscarestrategy.org/wp-content/uploads/2022/08/DvlpngMssCareAgrmntsGuide_20220727_508.pdf)
597 [content/uploads/2022/08/DvlpngMssCareAgrmntsGuide_20220727_508.pdf](nationalmasscarestrategy.org/wp-content/uploads/2022/08/DvlpngMssCareAgrmntsGuide_20220727_508.pdf)

598 **National Mass Care Strategy: Multi-Agency Resource Center Planning Resource:** Information on
599 developing an effective centralized service delivery system in disasters.
600 [nationalmasscarestrategy.org/wp-](nationalmasscarestrategy.org/wp-content/uploads/2017/11/MultiAgency_Resource_Center_Planning_Resource_JT_V-1-0_2017_06_12-.pdf)
601 [content/uploads/2017/11/MultiAgency_Resource_Center_Planning_Resource_JT_V-1-](nationalmasscarestrategy.org/wp-content/uploads/2017/11/MultiAgency_Resource_Center_Planning_Resource_JT_V-1-0_2017_06_12-.pdf)
602 [0_2017_06_12-.pdf](nationalmasscarestrategy.org/wp-content/uploads/2017/11/MultiAgency_Resource_Center_Planning_Resource_JT_V-1-0_2017_06_12-.pdf)

National Voluntary Organizations Active in Disaster
603

604 **National Voluntary Organizations Active in Disaster (NVOAD):** A national coalition of organizations
605 responding to disasters. nvoad.org

606 **Long-Term Recovery Guide:** Resource for disaster organizations to support long-term recovery for
607 survivors and communities. nvoad.org/wp-content/uploads/National-VOAD-LTR-Guide-2023.pdf

608 **Tools for Equitable Communication:** Tools for improving information distribution after a disaster.
609 nvoad.org/wp-content/uploads/Tools-for-Equitable-Communication-1.pdf

Other Organization Resources

611 **Center for Disaster Philanthropy:** Philanthropic organization providing funds for disaster recovery.
612 disasterphilanthropy.org/

613 **Department of Justice, Office for Victims of Crime:** Resources to support victims, their families, and
614 first responders and professionals providing support to them after a mass violence incident.
615 ovc.ojp.gov/news/announcements/view-resources-victims-recent-mass-violence-incidents

616 **Social Vulnerability Index:** Employs U.S. Census Bureau variables to help users identify communities
617 that may need support in preparing for hazards or recovering from disasters. The tool is particularly
618 useful for emergency response planners and public health officials, as it can identify and map the
619 communities that are most likely to need support before, during and after a hazardous event.
620 atsdr.cdc.gov/placeandhealth/svi/index.html

621 **Substance Abuse and Mental Health Services Administration Disaster Preparedness, Response, and**
622 **Recovery:** Behavioral health materials for communities and responders to help them prepare,
623 respond, and recover from disasters. samhsa.gov/disaster-preparedness

624 **The Aspen Institute Religion & Society Program Publications:** Materials on building religious pluralism
625 and strengthening partnerships. aspeninstitute.org/programs/religion-society-program/religion-
626 society-program-publications/

627 **U.S. Fire Administration Protecting Houses of Worship Against Arson:** Resources to help communities
628 reduce the occurrence of arson and safeguard their houses of worship.
629 usfa.fema.gov/prevention/arson/houses-of-worship/

630

Appendix D: Self - Assessments and Considerations

631

632 The following information and considerations are provided to assist faith-based and community
633 organizations complete capabilities based self-assessments to prepare for, respond to, and recover
634 from emergencies in their communities. The considerations provided are not exhaustive, and
635 assessments should consider a mix of organizational readiness, individual preparedness, and needs
636 within the community. Customizing assessments to meet the needs of individual organizations and
637 communities is expected and encouraged. Records of completed assessments should be kept with
638 the organization and with emergency management partners. Suggested actions to improve
639 preparedness are also provided for reference.

Before Disaster

640

641 Faith-based and community organizations regularly provide a range of services to their members and
642 the broader community. Understanding what those services are and who relies on them prior to a
643 disaster, highlights critical lines of service and potential resources during or after a disaster.

644 **Capabilities Assessment Considerations**

645 ▪ Verify and record organization information - points of contact, appropriate contact times,
646   preferred communication methods. Include telephone number, email, role of designated points of
647   contact, facility address, organization type, web address, and other relevant contact or
648   organizational information, as appropriate.

649 ▪ What services or resources does the organization provide on a regular, recuring basis for
650   members or the larger community? (e.g., care for people with disabilities or access and functional
651   needs, childcare, clothes distribution, community center, counseling, financial assistance,
652   medical services, pantry, shelter, transportation, or other services).

653 ▪ How is the organization equipped to provide these services? (e.g., facility space, kitchen,
654   warehouse, equipment, trained staff)

655 ▪ Are applicable licenses, credentials, or inspections valid (e.g., child/adult care centers, food
656   services, shelter facilities, medical centers)

657 ▪ Does the organization have a current inventory of facilities, equipment, and supplies?

658 ▪ Are contact lists for members current?

659 ▪ Do members have specialized skills that support the organization? Record relevant credentials.
660   (e.g., spiritual care providers, counselors, interpreters (include languages and proficiency),
661   medical and veterinary providers, care workers, educators, food service workers, equipment
662   operators, construction-, logistics-, administrative-, marketing-, or nonprofit professionals.

663 ▪ Does the organization accept donations?

664   ○ If yes, what types and quantities does the organization regularly manage?

665 ▪ How does the organization distribute donations or other resources?

666   ○ Is a case management process used?

667 ▪ Does the organization have a current disaster, emergency, or continuity plan?

668 ▪ How does the organization communicate to staff, members, and the community served?

669   ○ Does the organization have a formal communications or emergency contacts plan?

670 ▪ Are key facilities equipped with generators?

671   o How many hours of fuel is available on site?

672 ▪ What information would help the organization in improving preparedness? (e.g., continuity
673   planning, communications, expanding partnerships, volunteer or donations management, mass
674   care services, personal preparedness resources.)

675 ▪ Are there other organizations that provide similar services to the community?

676 **Actions and Considerations**

677 ☐ Prioritize planning for disasters or other service interruptions.

678 ☐ Work with emergency managers to review emergency operations plans and continuity of
679   operations plans. Ensure plans are current and socialized.

680 ☐ Develop an emergency communications plan with accessible messaging for the organization.

681 ☐ Coordinate with any third-party entities who provide services to the organization, or rely on the
682   organization for services, to discuss contingencies in the event of a service disruption.

683 ☐ Review applicable legal authorities and responsibilities relevant to disasters and emergencies.

684 ☐ Meet with emergency managers to share information and resources; learn about hazards for
685   the community; and prioritize efforts.

686 ☐ Learn about available preparedness, mitigation, and other disaster assistance programs.

687 ☐ Create strategies to support preparedness, response, and recovery planning, as appropriate.

688 ☐ Identify topics of interest to organization members and information sources, which may include
689   preparedness activities, protecting houses of worship, trainings, exercises, or grants.

690 ☐ Participate in emergency drills, trainings, and exercises. Encourage other community partners
691   involvement.

692 ☐ Coordinate with other faith and community organization leaders to review relevant emergency
693   plans, share mitigation and planning strategies, or collaborate on preparedness, response, or
694   recovery activities.

695 ☐ Encourage individuals to develop personal emergency plans and kits for their household for
696   the first 72 hours after an event.

697 ☐ Register for weather alerts and public warning systems for the community.

698

699 During Disaster

700 When disasters strike a community, faith-based and community organizations are often key sources
701 of information for members and the populations they serve. Understanding how regular services may
702 be impacted during a disaster, whether from reduced capability or from increased demand, is critical
703 for organizations to effectively plan with emergency managers and other partners.

704 **Capabilities Assessment Considerations**

705 ▪ Will the organization be able to continue providing existing services during a community
706 emergency?

707 o If the organization is unable to provide existing services, what are the impacts to the
708 community (Will needs be filled from another source? Is that other source aware of the
709 potential increase in demand? How many people are impacted by unavailable or restricted
710 services? What other impacts exist?)

711 o If the organization continues offering services, can services be offered to additional community
712 members temporarily during an emergency event?

713 ▪ Is contact information and availability of staff, members, suppliers, vendors, and community
714 served accurate and current?

715 ▪ Does the organization have a communication plan or system to activate in response to an
716 emergency event? If yes,

717 o What type of system is used (e.g., messaging app, phone tree, amateur radio)?

718 o Who does the system reach (e.g., community members, staff)?

719 ▪ Are organization members, particularly those with specialized skills and applicable credentials,
720 able and willing to support community needs, potentially as a volunteer?

721 o Specialized skills may include but are not limited to spiritual care providers, counselors,
722 interpreters (include languages and proficiency), medical and veterinary providers, care
723 workers, educators, food service workers, equipment operators, construction-, logistics-,
724 administrative-, marketing-, or nonprofit professionals.

725 o Is any organization equipment available for use during an emergency event (e.g., chainsaws,
726 radios, portable generators, water pump/filtration, vehicles/hitch, trailers)?

727 ▪ Would the organization accept donations in an emergency?

728 o If yes, what types and quantities would the organization be prepared to manage?

729 ▪ How would the organization distribute emergency donations or other resources?

730 o Would a case management process be used?

731 ▪ Does the organization have the ability to distribute food or other commodities? If yes,

732 o How many meals can the organization prepare and serve each day?

733 o Does the organization have the ability to deliver food?

734 o What supply or funding considerations exist for distributing and/or delivering items?

735 o Are needed permits and/or licenses valid? (e.g., food handling, drivers' licenses)?

736 ▪ Is the organization able and willing to serve as an emergency shelter during an event? If yes,

737 o Does the organization have an existing sheltering agreement in place? With whom?

738 o Has the organization previously completed a shelter survey?

739
740   ○ Is the shelter space accessible for people with disabilities and others with access and functional needs?

741   ○ Are non-service animals permitted in or around the shelter space?

742 ▪ Does the organization have a licensed or certified childcare facility?

743
744   ○ If yes, is the organization willing and able to serve community members and children who need assistance following an emergency event?

745 ▪ Is the organization able and willing to provide mental or emotional counseling during an event?

746   ○ If yes, what types of counseling? How many credentialed counselors are available?

747 ▪ Is the organization able to mobilize volunteers to assist the community?

748   ○ If yes, how many volunteers could the organization provide?

749
750 ▪ Are there additional services the organization would be able to provide during an emergency event? If yes, please provide more information.

751 **Actions and Considerations**

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757 Faith-based and community organizations' most important responsibilities are ensuring the safety and well-being of organization staff, members, and the people they serve. Additionally, organizations should communicate clear, accurate, and verified information with their communities, and may consider offering expanded services to the general public. Faith-based and community organization leadership may consider the following actions and consult with emergency management to provide additional support as needed.

758 ☐ Verify the safety of staff, members, and community members served.

759 ☐ Understand the situation and is it improving, stabilizing, or getting worse?

760 ☐ What area is impacted and how are organization staff, members, and community affected?

761 ☐ Ensure continuity of essential services—which may be provided or supported by third parties.

762 ☐ Are healthcare, schools, transportation, utilities, or businesses (e.g., groceries) impacted?

763 ☐ Are there immediate community needs (e.g., personnel, equipment, commodities, services)?

764 ☐ How can the organization support the community and current response activities?

765
766 ☐ Coordinate with emergency management or a designated point of contact to provide verified and accessible messaging to the community, including language interpretation as needed.

767
768
769 ☐ Collaborate with emergency managers to support response efforts as needed (e.g., information distribution, sheltering services, feeding operations, commodity distribution, debris removal teams, childcare).

770 ☐ As requested, assist in coordinating additional resources from organization networks.

After Disaster

Faith-based and community organizations may return to regular activities or change the services provided after an incident. Whether considering options for restoring previous services or adding new activities as a result of an incident, organizations may proactively assess and plan.

Capabilities Assessment Considerations

- Do members have specialized skills that would support the recovery efforts in the community?
- Would the organization accept donations for long-term recovery efforts?
  - If yes, what types and quantities would the organization be prepared to manage?
- How would the organization distribute recovery related donations or other resources?
  - Would a case management process be used?
- What information would help the organization in improving recovery efforts? (e.g., grant management, communications, expanding partnerships, volunteer or donations management).
- Does the organization have a licensed or certified childcare facility?
  - If yes, is the organization willing and able to serve community members and children who need assistance during recovery efforts?
- Is the organization able and willing to provide mental or emotional counseling during recovery?
  - If yes, what types of counseling? How many credentialed counselors are available?
- Is the organization able to mobilize volunteers to assist the community during recovery?
  - If yes, how many volunteers could your organization provide at one time?
- Are there additional services the organization can provide? If yes, provide more information.

Actions and Considerations

- ☐ Assist in the recovery process or long-term recovery groups in coordination with emergency or designated recovery managers, as needed.
- ☐ Work collaboratively to promote inclusive and accessible community outreach and address relevant recovery and mitigation topics.
- ☐ Continue to assess unmet needs in coordination with government agencies and other partners.
- ☐ Host informational meetings for the organization and general public.
- ☐ Identify opportunities to rebuild the community to mitigate impacts of future incidents.
- ☐ Review what recovery and mitigation funding is available from public or private sources.
- ☐ If the organization manages any finances, donations, or other resources for the event, ensure accurate and complete records are maintained in accordance with applicable directives.
- ☐ Revise the organization's plans based on lessons learned from the emergency event.
- ☐ Restock any supplies or goods used during the emergency event.

805 # Appendix E: Acronyms

806 CCP   Crisis Counseling Assistance and Training Program

807 CERT   Community Emergency Response Team

808 CISA   Cybersecurity and Infrastructure Security Agency

809 DCM   Disaster Case Management Grant

810 EIDL   Economic Injury Disaster Loan

811 FEMA   Federal Emergency Management Agency

812 HENTF   Heritage Emergency National Task Force

813 HMGP   Hazard Mitigation Grant Program

814 MOA   Memorandum of Agreement

815 MOU   Memorandum of Understanding

816 NSGP   Nonprofit Security Grant Program

817 NVOAD   National Voluntary Organizations Active in Disaster

818 OEM   Office of Emergency Management

819 OPEN   Organizations Preparing for Emergency Needs

820 SBA   Small Business Administration

821 VOAD   Voluntary Organizations Active in Disaster