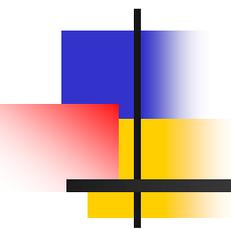




SURVIVING AND PROVIDING FOR THOSE YOU SERVE IN A PANDEMIC OR OTHER EMERGENCY

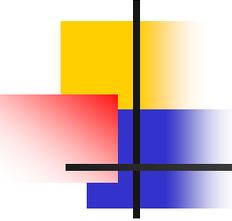


The Reverend Phillip C. Cato,
Ph.D.



DISASTERS; WHAT DISASTERS?

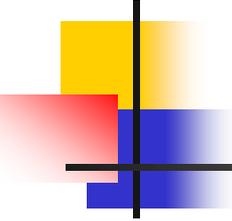
- PANDEMICS
- EARTHQUAKES
- HURRICANES
- NUCLEAR OR BIOLOGICAL INCIDENTS
- TERRORIST ATTACKS
- FLOODS
- FIRES
- CATASTROPHIC ACCIDENTS



KITTY GENOVESE PARADIGM

- We will not act to prepare for a disaster or respond when one is imminent unless we recognize how difficult a response is.
- Philip Bobbitt ([The Shield of Achilles](#), p. 415), commenting on the failure of Kitty Genovese's neighbors to come to her rescue as she was being repeatedly attacked and murdered in Queens, NY in 1964, enumerates the steps we go through when faced with something awful:
 - "(1) Notice: must become aware that some unusual occurrence is taking place;
 - (2) Recognition: must be able to assess the situation and define it as an emergency;
 - (3) Decision: must then decide that something must be done, that is, must find a convincing reason for action to be taken;
 - (4) Assignment: the bystander must then assign some person, yourself or another or some institution to be responsible for action; must answer the question "who should act in these circumstances?"
 - (5) Implementation: having decided what action should be taken, must then see that it is actually done.
- *The critical point of the whole analysis: IF AT ANY STAGE IN THIS SEQUENCE A CRUCIAL AMBIGUITY IS INTRODUCED, THEN THE WHOLE PROCESS MUST BEGIN AGAIN.*





PLANNING AHEAD

- PRUDENCE IS AN ESSENTIAL IN LEADERSHIP
- RESISTENCE TO PLANNING
- THE NEW YORK TIMES on 9/12/2001: "9/11 WAS NOT A FAILURE OF INTELLIGENCE; IT WAS A FAILURE OF IMAGINATION."

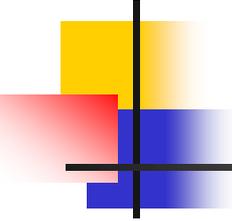




INSTITUTIONAL CONCERNS

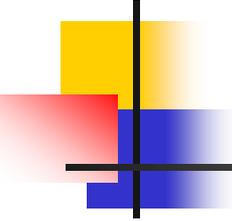
- START WITH THE OBVIOUS:

THE OBVIOUS AND USUAL THINGS ARE THE REALLY IMPORTANT STUFF; THAT IS WHY THEY ARE OBVIOUS AND USUAL.



WHAT ARE THEY?

- LEADERSHIP
- BUILDINGS
- RECORDS
- COMMUNICATIONS NETWORK
- RISK MANAGEMENT
- PERSONNEL
- INCOME
- A CONSTITUENCY



Records

- Business, organizational, and school records are of great value and succeeding generations will need them to function well.
- Records should be photocopied or electronically copied, and stored at a remote and safe location.
- This is an ongoing task and should be done periodically.



WHAT LEADERS DECIDE

- Who will be in charge and in what order of succession.
- Who will grant or deny permission to use your facilities/ decide what they can be used for.
- Who will have access and authority to dispense funds.
- Who will make personnel decisions.
- Who will be the principal contact person with authorities, and make other critical decisions.
- Who will speak for your institution.
- Who will determine your organization's reputation for the future.



AN ORDER OF SUCCESSION

- LEADERLESS INSTITUTIONS FALTER
- A SUCCESSION OF LEADERSHIP PLAN SHOULD BE FORMULATED *NOW* BEFORE THE PRESSURES OF A DISASTER ARRIVE



WHO WILL USE YOUR FACILITIES AND FOR WHAT?

- Decide *now* who will be allowed to use your facilities and decide *now* what they may be used for.
- Possible uses: emergency shelters, overflow medical or morgue facilities, control centers, distribution centers for food or medical supplies.
- Determine requirements for cleaning and restoration after use, liability for damage.



SECURITY

- Determine *now* how your facilities will be maintained and secured during a shutdown.
- Who will do this, and in what order?
- Will it be volunteers or employees?
- If employees, are they entitled to overtime or hazardous duty pay?
- Utilities are of value only if they are in good working order.



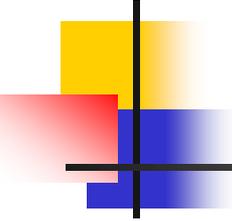
Employee contracts

- Review employee contracts and indemnify your organization from the fiscal liability of carrying salaries and benefits beyond a specified period of time.
- Contact your health insurance provider and see what their time limitations are as well.
- Be certain that employees are aware of these limitations before they have to be implemented.



CONTACT INFORMATION

- Encourage employees or other constituent members to provide up-to-date contact information, and urge them to keep this current: cell phone, land-line numbers, and email addresses.
- Keep in mind that not all have all these resources. Find out how best to contact them in an emergency.
- Urge individuals and families to develop their own emergency plans. You may need to prepare a template for such plans.



REVIEW BUDGETS

- Contingency funds provide flexibility
- Vulnerabilities: income, operations, security



INCOME STREAM

- In a disaster situation, there likely will be an interruption of an income stream:
- Normal organizational life will be interrupted or impaired, leading to a loss of income.
- Institutions dependent on voluntary contributions need to plan *now* a means for those contributions to continue.



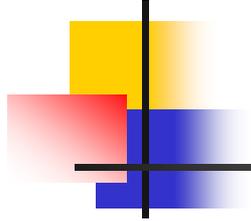
EQUIPMENT

- Maintenance and Security
- Availability during an emergency:
decide *now* and plan a tracking system;
review insurances on equipment,
prepare no liability forms for those who
use equipment or facilities.

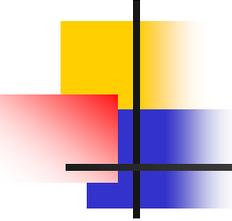


RISK MANAGEMENT

- Regularly review insurance policies.
- If others use your facilities during a disaster, is your coverage adequate?
- Will users indemnify you against losses?
- Photograph and write descriptions of all valuables in the event of loss or damage.
- Copy records of all kinds and store in a remote location.
- Maintain a secured record of essential passwords.

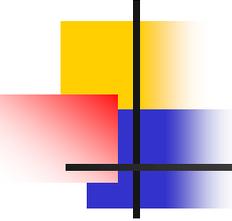


Care for Others



A CONSTITUENCY

ALL INSTITUTIONS HAVE MEMBERS, CUSTOMERS, VISITORS, PUBLICS, ALL OF WHOM MAY LOOK TO YOU, EVEN DEPEND ON YOU, FOR SERVICE IN A DISASTER.



EXPECTATIONS

- Organizational, business, religious, political, and community leaders are expected to have had the prudence to plan.
- In an emergency, leaders will be expected to be prepared to lead and to serve. Failure to serve effectively will undermine your reputation for a long time.



STOCKPILING

- Your institutions and organizations need to decide *now* whether they will lay in supplies of non-perishable food, water, paper, and sanitary products.
- When a disaster comes, these items will either not be available or will be in short supply.
- Those who belong to you and those in your physical proximity will turn to you for assistance.
- A triage plan – who will get what and how much and how often and in what order – should be decided at the same time.



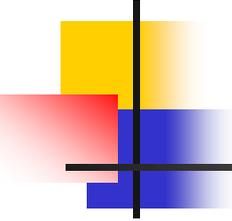
INDIVIDUAL AND FAMILY STOCKPILING

Individuals and families should be encouraged to stockpile non-perishable food, water, paper products, hygiene products, essential prescription and over the counter drugs, *and adequate cash to see them through* an extended quarantine and non-functioning bank machines.



CARING FOR THE ISOLATED

- Isolation and dislocation are likely results of any disaster; they have their own debilitating effects: a sense of abandonment, depression, fear, anxiety, uncertainty, aggression.
- Preparing your constituents to cope with the unknowns can only be helpful: *Talk about it ahead of time; deal with people's questions and worries.*
- If possible, organize neighborhood mutual assistance groups, and update or create lists of the elderly, the infirm, and those living alone.
- Make sure you know how to contact them; many do not have the internet or cell phones.
- Isolated folks may need assistance stockpiling food, water, paper and sanitary products, and essential prescription medicines.



GATHERING NOT POSSIBLE

WORKING FROM HOME MAY BECOME A NECESSITY
UNTIL SOME NORMALCY CAN BE ESTABLISHED



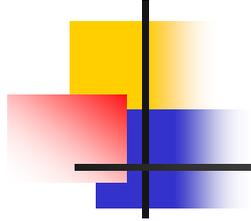
CARE BY OTHERS

- Members of religious groups cannot assume that they will be ministered to by their own religious leaders.
- These leaders may be co-opted by other authorities, civil or military.
- Now is the time to inform members that someone they do not know may be taking care of their religious and pastoral needs.

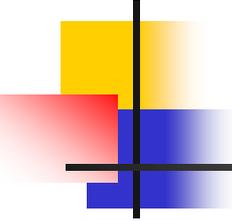


MORGUE AND BURIAL

- Morgue services will be overwhelmed.
- Mass burials may result from a severe disaster. This means the loss of identity in death and may make grieving far more severe.
- Leadership means talking about this possibility before it occurs.

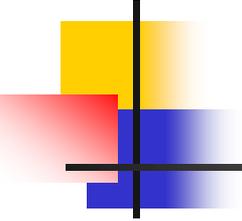


Care for Self



PERSONAL PREPARATION

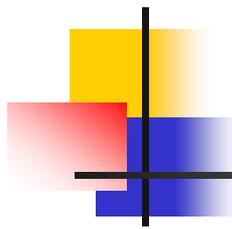
- Have personal planning done.
- Cannot serve others if concerned most with yourself and those who depend on you.
- Physical fitness, and emotional and spiritual health are invaluable resources. Develop them now; disasters usually come quickly and unannounced. They will demand all we have to give.



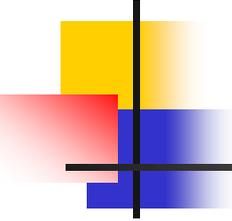
MORAL ISSUES



ETHICAL AND MORAL ISSUES DURING A DISASTER

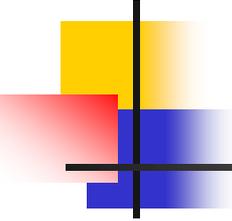


- *Now* is the time to begin discussions in all our organizations about the ethical and moral dilemmas posed by a disaster:
- Allocation of Scarce Resources:
 - Access to medications, emergency rooms, physicians and other healthcare personnel, morgue services, food, water and other necessary supplies, and transportation.
 - Adjudicating inequities in the distribution of resources.
 - Understanding the apparent inequities in triage.
- Useful to explore the question, "To whom is duty owed, and in what order of priority?" Do the people we serve take priority over our families?
- Explore how we make difficult choices when we are under stress. Teaching clear processes of moral reasoning will be helpful since this is not familiar territory for most people.
- Explore the issues of autonomy and community in the search for and claiming of resources.



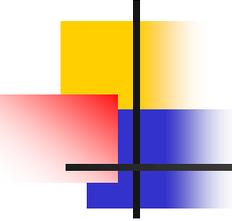
APPENDIX: "Getting Your Affairs in Order"

- Each of us will die. When we die it falls to members of our family, or to friends, or to distant relatives, or to total strangers to plan our services and burials.
- Planning such things when you are grieving is both hard and time-consuming. Often members of the surviving family live far apart and have never discussed these matters; when the time for planning comes they can have very different ideas about what the deceased person would have preferred or about what would be appropriate.
- The best way to avoid all this struggle and even disagreement about what should be done is to make your own plans. It is a very thoughtful gift both to your family and to yourself. You simply leave a form saying, "This is what I prefer."



GETTING YOUR AFFAIRS IN ORDER

- This document is an open-ended list of questions and you are invited to add to it as other important questions occur to you.



GETTING YOUR AFFAIRS IN ORDER: WHILE WELL AND HEALTHY, IT WILL BE OF ENORMOUS HELP TO YOUR SURVIVORS IF YOU PROVIDE THE FOLLOWING INFORMATION.

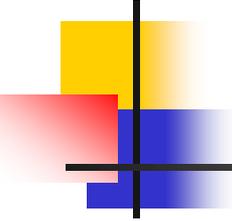
- 1. Do you wish to be buried in a casket? _____
- 2. Do you prefer to be cremated? _____
- 3. Where do you wish to be buried? _____
- 4. Who should be notified of your death? _____
- (In addition to family and friends, list Social Security, pension funds, especially military pension funds, insurance companies, organizations, schools and colleges, professional associations, and other associations known only to you.)
- 5. Are you entitled to military honors? _____
- 6. Are you eligible for burial in Arlington or any other national cemetery? _____
- 7. If so, where are your discharge papers? _____
- 8. If you own a burial site, where is the deed? _____
- 9. Whom do you wish to conduct your funeral? _____
- 10. Who should be invited to speak about you? _____
- 11. Is there anyone who should not be invited to participate or to attend? _____
- 12. Have you made a will or created a revocable trust? _____
- 13. Does your will make prudent provision for the well-being of family, with clear directions about the guardianship of any minor children, and the arrangements for their nurture and education? _____
- 14. Does your will or trust leave bequests for charitable purposes, and particularly for the Church?

Getting your affairs in order, continued.

- 15. Where are your will and other important papers? _____
- 16. Where is your lock-box and where is the key? _____
- 17. Where is your passport? _____
- 18. Do you have valuable papers that need to be kept? _____
- Where are they? What are they? _____
- 19. Where are bank books, stock certificates, titles and deeds of ownership?

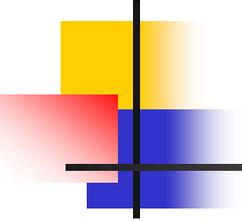
- 20. Have you compiled a list of valuable things and their proposed recipients apart from your will? Where is that list? _____
- 21. Whom have you designated as your executor? _____
- 22. Does anyone have any outstanding obligations to you about which your family or executor should be aware? _____
- 23. Who has your power of attorney? _____
- 24. Who has your healthcare power of attorney? _____
- 25. Do you have a living will or other written instruction regarding end of life issues?

- Where is it? _____ Who has copies? _____
- 26. Do you own property of which others may not be aware? _____
- Where is it? _____
- 27. Do you have partnerships in properties or businesses of which others may not be aware?
_____ Where are the corporate offices? _____
- 28. Do you have death benefits of which others may not be aware? _____



Getting you affairs in order, Continued

- Do you have a list of passwords? Where is it?
- Signature _____
Date: _____



IMPORTANT RESOURCES

WWW.READY.GOV (FEMA)

- See “Disaster Types”

- WWW.CDC.GOV