



# The Salvation Army

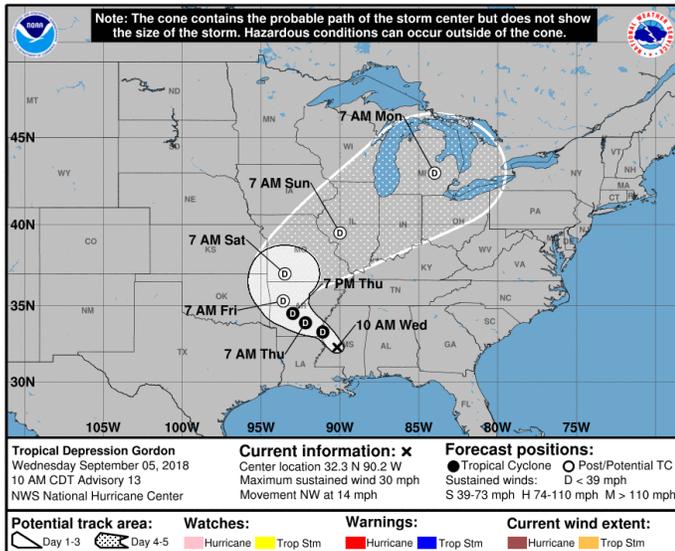
## Emergency Disaster Services

### Salvation Army Team Emergency Radio Network



06 September 2018

## The Salvation Army Remaining Vigilant As Tropical Storm Passes Through ALM



**Jackson, MS (09/05/2018)** – The Salvation Army is grateful that the Gulf Coast was spared major damage from Tropical Storm (TS) Gordon. Although initially forecasted to make landfall as a minimal category 1 hurricane, it ultimately came ashore just west of the Alabama / Mississippi border on Tuesday night (04 September) at about 10:00 PM as a strong Tropical Storm with wind speeds of 70mph.

In preparation for the storm, all 28 canteens (mobile kitchens) in The Salvation Army’s Alabama-Louisiana-Mississippi (ALM) Division were put on standby. The capacity of the homeless shelters in the Area Commands for the Alabama and Mississippi Gulf Coast and New Orleans were expanded to provide emergency shelter for additional homeless individuals.

On Tuesday, Major Ernest Hull, Greater New Orleans Area Commander, said, “The City of New Orleans has requested The Salvation Army to house the homeless and invite these individuals into our shelter for refuge during the storm. We will have the shelter open throughout the day tomorrow as well. We certainly wouldn’t want to put anyone out into the weather.”

According to Bill Feist, Divisional Disaster Liaison for the ALM Division, “The Salvation Army has Liaisons at the State Emergency Operations Centers (EOCs) in Mississippi and Louisiana which both activated at 7:00 AM this morning [Tuesday, 04 September]. Liaisons act as ambassadors for The Salvation Army to State Emergency Management helping both to share information with each other. The Liaisons will remain

at the State EOCs working twelve hour shifts until the emergency passes.”

The ALM Division is continuing to diligently monitor conditions as the system, which is now classified as a Tropical Depression, makes its way through the area. “The National Hurricane Center reports there is still a possibility of some flash flooding and sporadic tornado activity throughout the day, specifically in Alabama and Mississippi. Therefore, we still want to remain weather aware and ready to serve as needed.” said Terry Lighthart, ALM Divisional Emergency Disaster Services Director.



National SATERN Liaison’s Communications Vehicle

In his role as National SATERN Liaison, Feist (WB8BZH) reported that SATERN was not activated for TS Gordon. “The Standard Operating Procedure (SOP) is for SATERN to be activated whenever a major hurricane (category 3, 4 or 5) poses a threat to SATERN’s coverage area. TS Gordon did not meet that criteria.”, Feist said.

However, because of their different missions, some of SATERN’s national partners were activated briefly.

The ARRL ARES Nets for both Louisiana and Mississippi were activated for Tuesday night (04 September) to monitor landfall.

The Hurricane Watch Net activated for several hours that day in support of the National Hurricane Center (WX4NHC). It was closed early when it became clear that TS Gordon was not going to become a hurricane (part of the criteria for HWN activation).

The VoIP Weather / Hurricane Net also activated briefly in support of the National Hurricane Center (WX4NHC).

MARS monitored and had operators on standby to support other partners as needed.

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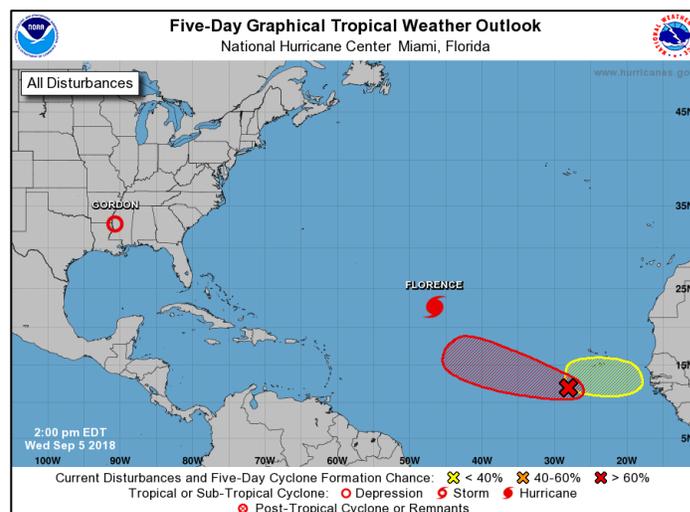
## Hurricane Activity In The Atlantic Basin Continues To Intensify – May Impact U.S.

**NHQ SATERN (09/06/2018)** – Unfortunately, Tropical Storm Gordon may only be the beginning of the increase in tropical weather activity in the Atlantic Basin during what is usually considered to be the height of the Hurricane Season.

Hurricane Florence, currently in the mid-Atlantic, became a major category 3 hurricane on Wednesday, 05 September 2018. It is the first major hurricane (category 3, 4 or 5) in the Atlantic Basin this year.

That intensification was somewhat of a surprise to forecasters who had initially predicted it would weaken to a Tropical Storm by Wednesday. Instead, it dramatically strengthened to a strong category 3 hurricane with maximum sustained winds of 125 mph - just 5 mph below category 4 status. And although it has now weakened some, it is still holding at a category 3 status and is expected to remain a strong hurricane as it moves northwest at about 12 mph.

But, as the TV marketers like to say, “But wait! There’s more!” because not far behind Florence are two more systems.

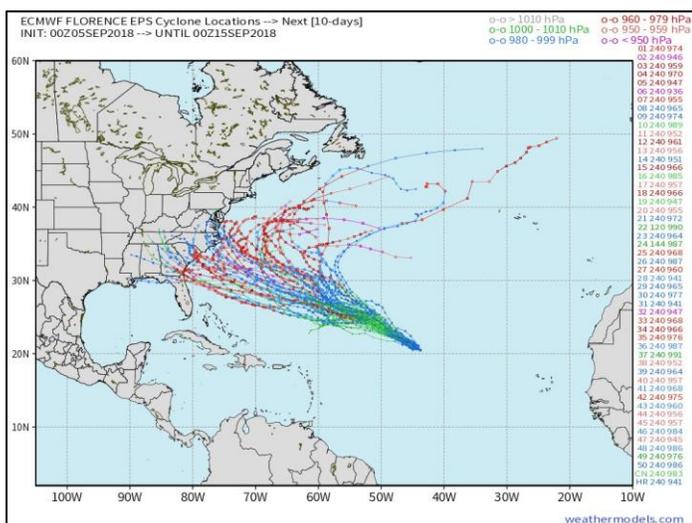


The closest is Invest 92L (Red X on the map). The National Hurricane Center (NHC) reports that there is not yet a well-defined center of circulation. However, environmental conditions are conducive for development. NHC gives Invest 92L a 70% chance of development into at least a tropical depression within 2 days and a 90% chance within 5 days. Some forecast models have this future tropical system, which may possibly become Helene, threatening the Caribbean with some of those possible paths entering the Gulf of Mexico. However, a large majority of the 70 different model ensembles have it going more to the northwest either up the East Coast of the U.S. or out into the mid-Atlantic.

There is also a potential 93L (marked in yellow on the map) forecasted to move off of the West Coast of Africa. If it does develop – and many models say it won’t – it is likely to follow a similar path of development as 92L. NHC gives this system a 0% chance of development in the next 2 days and only 30% in the next 5 days. If this does develop into a named tropical system it will most likely be named Isaac – a name people in the northern Gulf of Mexico know only too well from 2012.

And if that were not enough, the Pacific basin also remains very active. Hurricane Norman, formerly a category 4 hurricane but now category 3, is currently passing to the north of Hawaii. It has not had a significant impact on that island State although some of the islands will experience large swells.

Of more concern is currently category 2 Hurricane Olivia which may (or may not) threaten Hawaii next week, most likely as a tropical storm or a category 1 hurricane. However, that is not a certainty as many of the models show differing results and paths.



The real concern with Hurricane Florence is that at least half of the long-range tracking models have Florence impacting the U.S. East Coast as a major hurricane sometime next week with either a landfall or passing close enough to have an impact from off-shore.

Before that, though, Florence will pass south of Bermuda. Swells from Florence will begin to affect that island on Friday, 07 September and then the U.S. East Coast later in the weekend. These swells have the possibility of producing “life-threatening surf and rip current conditions”, according to the National Hurricane Center.

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## Keeping Up In A Changing Landscape For Professional Level Disaster Relief

**Western Territory HQ (08/31/2018)** - California Gov. Jerry Brown recently issued a stern warning about the West Coast's recent fire season, the worst on record: "This is the new normal that we will have to face."



Last year, U.S. natural disasters cost \$306 billion, the most expensive year since the National Oceanic and Atmospheric Administration started keeping track in 1980. And it's having wide-reaching effects on the disaster relief industry, which is adjusting to its own "new normal."

In a sector that tends to downplay competition and point instead to partnerships, more nonprofits are facing the reality of a disaster relief industry that's grown increasingly crowded. Over the past five years, the industry has grown an average of 3.3 percent annually, and over the next five years revenue is projected to continue its growth, albeit at a slower pace, according to research from IBISWorld.

Major Rio Ray, Santa Rosa Corps Officer, helped coordinate the response to the October 2017 fires in Santa Rosa as well as the more recent Carr Fire. He's noticed the change firsthand. "It's certainly something we're seeing. When the fires broke out up here, I can't tell you how many nonprofits sprung up ready to serve," he said. "Just in Santa Rosa."

But it's not just charities entering the market. Some credit FEMA's "Whole Community" approach as the advent of a major shift. The program surfaced in 2011 with a goal of building stronger social infrastructure by tapping the full capacity of every sector. In other words, if it wasn't already, disaster relief was now everybody's business: nonprofits, mom-and-pops, corporations, disability organizations, the general public and government partners at every level. And gradually, the landscape of what was, for many years, a low-budget patchwork community effort, began to change.

"Now [disaster relief] is big business that's become highly professionalized," said John Berglund, Emergency Disaster Services Director for The Salvation Army USA Western Territory. "And it keeps moving in that direction."



*Del Oro Divisional Commander Major Ivan Wild works with celebrity chef and restaurateur Guy Fieri to develop a plan for the Carr Fire feeding operation in Northern California.*

Perhaps the best known example of the transition is the emergence of World Central Kitchen (WCK), which was recently named one of *Fast Company's* "Most Innovative Companies of 2018" in the food sector. Formed by restaurateur and chef José Andrés, WCK entered the scene in 2010 after the Haiti earthquake, and has steadily built a network of world-renowned chefs to be matched with communities in need around the world. Since the Haiti earthquake, WCK has deployed teams to serve in the wake of numerous large-scale disasters, including Hurricane Harvey, Hurricane Maria and, most recently, at the Mendocino Complex Fire in Northern California.

The very reason groups such as WCK are being called upon more and more, even if they come at a higher price tag, is because they offer a first-class professionalized service that doubles as humanitarian aid.

Of course, that doesn't mean every organization involved in disaster relief has to develop its own network of culinary powerhouses to compete with the likes of Tom Colicchio. But it does suggest that it's becoming more difficult for traditional non-profit disaster relief organizations to rely on their incumbency, and more crucial to form strategic partnerships, like the one the Del Oro Division formed with Guy Fieri.

"That's how the industry has matured," Berglund said. "There is a barrage of agencies that want to come in and get a piece of the action. That's the playing field...Some of the partners that we've had for years are now looking at this and asking, 'Is this the best partnership? Is it the most effective, efficient partnership?'"

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## The Changing World of Disaster Relief (continued)

That, according to Berglund, underscores the need for The Salvation Army to be constantly evolving its approach—building local capacity and refining its niche in specific communities.

How that niche takes shape in Phoenix, which was recently battered by a string of heat waves, might look very different from how it does in Hawaii, which is still dealing with the effects of the Puna lava flow and the recent impact of Hurricane Lane. Yet, some of the recent disasters are helping lend guidance to several ways The Salvation Army can fine-tune its EDS work and maintain some “skin in the game” in communities across the territory.



### Serving

The Salvation Army is finding that it must become increasingly more accommodating to more people in its feeding operations. When a person scans most restaurant menus nowadays, they tend to see a few more gluten-free and vegan options than they used to. Disaster relief is being more frequently asked to provide more culinary alternatives out of a canteen or in a shelter. This can show someone that The Salvation Army cares, and that they are adapting to meet the individual needs of individual survivors — not just the needs of the masses.

This is an issue being faced by many State Mass Feeding Task Forces in which The Salvation Army is often a primary partner or, in some states, the lead agency. There is an increasing call for voluntary agencies to not only provide traditional disaster meals but meals that meet specific dietary requirements.

### Training.

Continuous training of upper leadership continues to prove critical. Staff turnover can cause losses in institutional memory, particularly when officers receive new appointments. That’s why it’s important to regularly conduct training from the top down, so that when a disaster strikes, everyone’s on the same page and there’s no ambiguity as to who’s responsible for what.

As Ray suggested, it’s also not a bad idea for corps officers to be a part of their local Voluntary Organizations Active in Disaster (VOAD) coalition, so they’re well-acquainted with the other key players in town before the fire lets loose.

### Staffing

In the past, government emergency managers were often assigned their emergency management duties as an add-on to “their real job” for the city or county. However, over time, this has changed and for many, even at the local level, emergency management has become a full-time position and responsibility.

The same is quickly becoming true EDS professionals in The Salvation Army with their position becoming a full-time job even when there’s not an active disaster. Like government emergency managers of 20 years ago, many Divisional EDS Directors used to hold some other position which took up the majority of their time. When EDS responsibilities are tacked on to an already lengthy job description, sometimes it can inhibit a division’s ability to plan, train and respond, rather than merely react.

Designating more staff solely to disaster relief can pay dividends, as the “downtime” poses an excellent opportunity to get out in the community and build relationships with non-profit, for-profit and government partners—in hopes that when the disaster does arrive, everyone will be more prepared. The EDS response can no longer be reactive; there is an increasing need for full-time staff dedicated to providing effective and efficient help in times of disaster.

### Professional Standards & Accreditation

In a similar vein, emergency management and disaster relief has become a professional field all of its own. In the past there was little or no professional training or credentials needed to be an emergency manager. Today, most states have a professional emergency managers association which establishes professional standards to be accredited as an emergency manager.

There are also full Bachelor and even Master degrees available in emergency management as well as professional standards and accreditation at the national and international level. The Salvation Army is gradually encouraging, even demanding in some areas, that their EDS professionals be accredited.

At the end of the day, every group out in the field has to know its role in a given disaster relief operation, and it has to do it extremely well and professionally to continue to be a part of the conversation. Because as paramount as it is to find good partners, it’s just as important to be one, too.

As Berglund put it, “If you’re not at the table, you’re getting eaten.”

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