

# **Southern Baptist Disaster Relief**



## **Incident Command System Manual**

**August 4, 2014**

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## **Chapter One**

### **A Brief History of Southern Baptist Disaster Relief**

Southern Baptist Disaster Relief traces its beginnings to the actions of the Southern Baptist Convention in 1966, at which time \$50,000 was authorized for the Home Mission Board to use in relief efforts.

In 1967, Hurricane Beulah ravaged the Rio Grande Valley and northern Mexico. Robert E. (Bob) Dixon had just moved from the First Baptist Church of Memphis, Tenn., to work with Royal Ambassadors and Texas Baptist Men. Following the devastation of Hurricane Beulah, Dixon used camp craft skills and turned 1-gallon cans into miniature stoves called “buddy burners,” which were used to prepare hot food for people affected by the disaster as well as the volunteer workers. Texas Baptist Men again provided hot meals and the love of God to disaster survivors in response to a tornado that cut a deadly swath through Lubbock and to Hurricane Celia’s devastation of Corpus Christi.

The 1971 Mary Hill Davis Texas State Mission Offering allotted \$25,000 for a disaster relief mobile feeding unit for Texas Baptist Men. With these funds Dr. John LaNoue and other volunteers purchased and converted a used 18-wheeler into the first mobile feeding unit. The mobile feeding unit made its maiden voyage in 1972 when a flash flood struck the Seguin/New Braunfels area of central Texas. The unit prepared and served more than 2,500 hot meals to the disaster survivors and disaster relief workers.

So began the tradition still followed today by Southern Baptist Disaster Relief—responding quickly to needs, setting up ministry in the midst of devastation, and providing for the physical and spiritual needs of disaster survivors and relief workers. As LaNoue said in 1972, “We’re just trying to do what Jesus said to do.”

In 1973, Southern Baptist Disaster Relief volunteers responded to the first international disaster. An earthquake affected Managua, Nicaragua, and volunteers constructed buildings to house seven congregations. In 1974, the 18-wheel mobile feeding unit and volunteers responded to Hurricane Fifi in Honduras.

By 1976 four more state Baptist conventions (Oklahoma, Louisiana, Mississippi, and Kansas/Nebraska) had established disaster relief mobile units and joined Texas in this new area of ministry. By 1988 nine more state Baptist conventions had joined the disaster relief ministry: Tennessee (1979), Alabama (1981), Illinois, Arkansas, North Carolina, Missouri, Kentucky, Florida, and Ohio. A total of 17 mobile units now made up the Southern Baptist Disaster Relief fleet operated by 14 state Baptist conventions. Between 1966 and 1988 Southern Baptists responded to more than 200 disasters domestically and internationally and met the needs of thousands of disaster survivors.

As the disaster relief ministry became a part of more state Baptist conventions, the annual state leader meetings at the Brotherhood Commission included times of discussion, planning, and review. Following Hurricane Andrew (August 1992), there was a three-day debrief of the Southern Baptist response. A result of this meeting was the beginning of the development of the Disaster Relief Operational Procedures Manual (DROP) to formalize training and establish operational protocols. In 1994, the state Baptist convention disaster relief directors officially adopted the DROP Manual

during their annual disaster relief meeting. This manual continues to be the foundation of protocols and training and is currently in its third edition.

This also began the tradition of an annual DR Roundtable meeting that takes place during the last week of April. During this time policies and procedures are reviewed and approved by state Baptist convention disaster relief directors. It is also a time of fellowship, training, worship, and networking for state and national leadership. Partner organizations also participate with review of the year's activities and plans for the future.

While the Brotherhood Commission in Memphis, Tennessee had initially been responsible for the disaster relief ministry, in 1997 during the annual Southern Baptist Convention (SBC) meeting in Dallas, Texas, messengers adopted the *Covenant for the New Century*. The SBC was reorganized and three national agencies—the Brotherhood Commission, Radio and Television Commission, and the Home Mission Board—were consolidated into one new national agency called the North American Mission Board (NAMB). One of the nine ministry assignments given to NAMB was “to assist churches in the United States and Canada in relief ministries to survivors of disaster.” Disaster relief along with other ministries of the Brotherhood Commission moved to the North American Mission Board located in Alpharetta, Ga.

The ministry continued to grow as volunteers returned from the field and shared their experiences with others. The 1995 activity and fleet report of Southern Baptist Disaster Relief documented 95 mobile units and 3,000 trained volunteers ready to respond to needs around the world. The 2009 activity and fleet report documented 2,000 mobile units and more than 88,000 trained volunteers from 42 state Baptist conventions. Southern Baptist Disaster Relief has units in feeding, communication, chainsaw, rebuild, mud-out, showers, laundry, water purification, child care, and chaplaincy. While each year a report is generated that gives the numbers of volunteers who responded and the services provided, there is no way to know the full scope of ministry actually being done.

As the ministry has grown, the leadership structure has also evolved. In the beginning, a small group of volunteers with a limited ministry capacity was available. A team leader (known as the blue cap) and a few individuals would move into a community and provide hot meals, listening ears, and loving hearts. They would often enlist the members of local congregations in the serving lines. This strategy provided a link between the disaster relief ministry and the local congregation. Once the disaster relief units left the affected community, the local church and its members could continue to provide ongoing ministry to the community. With the signing of the American Red Cross Statement of Understanding in 1986, a more formal leadership team was needed. The state Baptist convention disaster relief directors developed more blue caps (unit directors) to give proper direction and guidance to each unit.

The development of the white cap position was approved by the state Brotherhood directors during the 1994 annual meeting. In addition to the national and state director, provision was made to deploy a white cap to give overall coordination to an area affected by disaster. White caps also provided coordination of multiple units of a particular ministry type (i.e., feeding, child care, or recovery). It was not unusual to need a team of eight to 12 people to give leadership and coordination to a large, multistate disaster relief response.

Another development in the operational leadership of disaster relief was the institution of the Disaster Operations Center (DOC) in 1999. The DOC is located in the NAMB Volunteer

Mobilization Center and becomes operational during a multistate response. In addition to the activation and deployment of volunteers and units, the DOC also keeps the official log of the operation. It is staffed by members of the Adult Volunteer Mobilization Team at NAMB and disaster relief volunteers who are called in to assist.

The institution of the Incident Command System (ICS) of management during Hurricane Lili in 2002 is a result of the continued growth of the disaster relief ministry. Proper stewardship of resources and good partnership principles led to using a central command system to handle the number of volunteers, state conventions, and types of ministries involved in a large response.

For example, during the September 11, 2001 response to the terrorist attacks in New York City, western Pennsylvania, and Washington, D.C., 32 state Baptist conventions were involved with more than 4,000 volunteers ministering during this very critical time in our nation's history. The need for using the ICS model was realized and steps were taken to implement the system. It was first fully used during the following major responses. In 2003, the Hurricane Isabel response in North Carolina, Virginia, Maryland, and Delaware involved 168 units and teams from 24 state Baptist conventions utilizing approximately 2,245 volunteers. In 2005, the response to Hurricane Katrina involved over 500 units from 41 state Baptist conventions utilizing over 21,000 volunteers. Since Hurricane Katrina in 2005 the ICS model has been the standard for operations involving multistate responses. The Hurricane Katrina response remains the largest deployment of units to date in the history of Southern Baptist Disaster Relief.

The growth of the disaster relief ministry is also reflected by the Statements of Understanding (SOU) that Southern Baptist Disaster Relief has signed with partner organizations. The first SOU between Southern Baptist Disaster Relief and the American Red Cross was signed in 1986, when the former Brotherhood Commission was responsible for disaster response. In 1995, an SOU was signed between the International Mission Board and the North American Mission Board to set up a process for Southern Baptists to respond to international disasters. September 11, 2001 marked another historical event for Southern Baptist Disaster Relief. In response to the terrorist attacks, Southern Baptist Disaster Relief and The Salvation Army worked hand-in-hand to staff the kitchens at Ground Zero and Staten Island. The result of this cooperative operation was an SOU signed in 2002. In 2003, Mercy Medical Airlift approached Southern Baptist Disaster Relief about the possibility of establishing an SOU to provide transportation for Southern Baptist disaster relief personnel and small cargo if the air transportation system was grounded by the Department of Homeland Security and the Federal Aviation Administration—as happened on September 11, 2001. This agreement was signed in 2004. An official agreement with the Department of Homeland Security, Federal Emergency Management Agency was signed April 2005.

Since 1967, when a handful of Texans answered God's call, Southern Baptist Disaster Relief has grown into one of the three largest volunteer disaster relief agencies in the United States (along with the American Red Cross and The Salvation Army). Trained volunteers stand ready to be called out when disaster strikes anywhere in the world. As Lloyd Jackson of Virginia states, "Disaster relief provides a unique opportunity to translate the message and person of Jesus Christ into flesh and blood as His followers respond in love and compassion to hurting people regardless of circumstances, social status, financial situation, language, political persuasion, theological stance, education or race. 'As you do unto these, you do unto me' remains the guideline for ministry to people in and through disaster relief." To God be the glory!

## **Chapter Two**

### **Introduction to the Incident Command System**

In the field of disaster relief services and organizations, the process of managing the disaster response is referred to as the Incident Command System (ICS) or Incident Management System. ICS is a disaster management process that has proven to be an effective and valuable tool. ICS is the model tool for *command, control, and coordination* of a response. ICS provides the necessary structure which is repeatable as often as necessary to manage a disaster regardless of the size of the operation. With the increase in the number of disaster responses that Southern Baptists are involved in, along with the complex issues of managing a multi-ministry response, it seemed prudent for Southern Baptists to adopt this method of disaster response management.

This course will provide you with the necessary information to understand the ICS and apply it in your setting. It will show you how ICS can be used in all types of incidents regardless of the scope and size. The basic structure of ICS will be examined and adapted to meet the needs of a Southern Baptist Disaster Relief operation. The course will also show you how to expand and contract the ICS depending on the needs and situation of a disaster relief operation.

#### **History of Incident Command System**

ICS was developed in the 1970's in response to a series of major wildfires in southern California. At that time, municipal, county, state, and federal fire authorities collaborated to form the Firefighting Resources of California Organization for Potential Emergencies (FIRESCOPE). FIRESCOPE identified several recurring problems involving multi-agency responses such as:

- Nonstandard terminology among responding agencies
- Lack of capability to expand and contract as required by the situation
- Nonstandard and nonintegrated communications
- Lack of consolidated action plans
- Lack of designated facilities

Efforts to address these difficulties resulted in the development of the original ICS model for effective incident management. Although originally developed in response to wildfires, ICS has evolved into an all-risk system that is appropriate for all types of fire and non fire emergencies. Much of the success of ICS has resulted directly from applying the following:

- A common organization structure
- Key management principles in a standardized way

#### **Objectives of ICS**

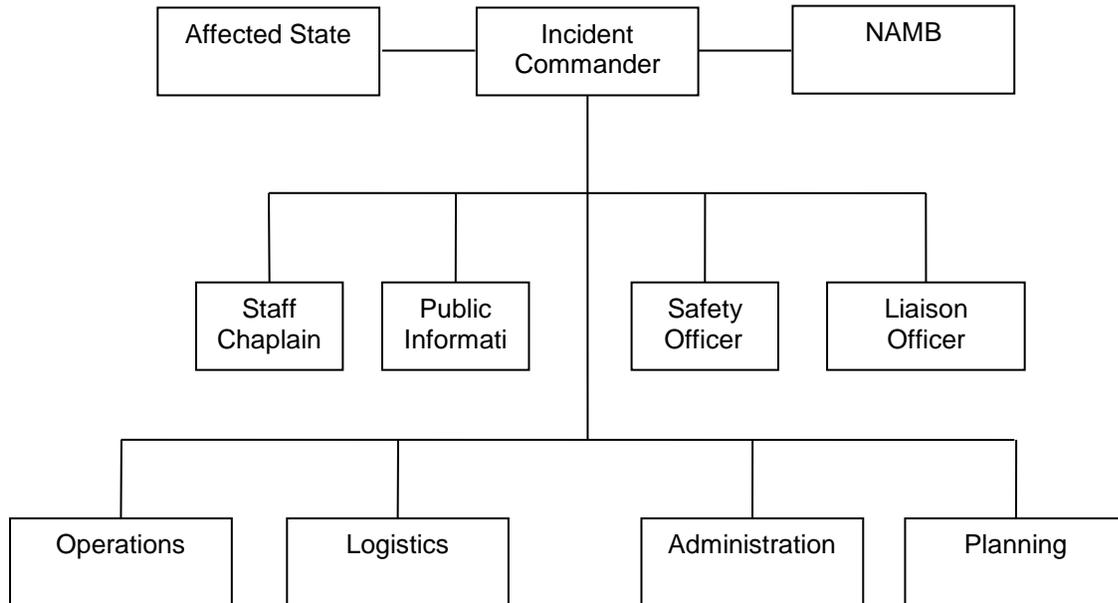
The objectives of ICS are to:

- Establish a centralized command and control structure
- Provide command level coordination
- Limit the amount of detail that one individual must deal with. This is called “span of control”
- Provide a method to mobilize and demobilize a disaster response

## Functional Components of ICS

ICS is built around five major management functions:

1. Command
2. Operations
3. Logistics
4. Administration
5. Planning



### Command

Sets objectives and priorities, has overall responsibility for the incident or event

### Operations

Conducts direct ministries to carry out tactical operations for the disaster response, the local organization, and directs all resources of the operation

### Logistics

Provides support, resources and all other services to meet the incident needs

### Administration

Responsible for reporting, data gathering, in processing, database, credentials, data processing, and financial services of the operation

### Planning

Develops actions plans to accomplish stated objectives, collects and evaluates information, maintains liaison relationships with internal and external groups. The planning section is responsible to dispatch and track assets and teams to the disaster site and coordinate the recovery of units and teams from the disaster site.

## **Adaptability/Flexibility of Southern Baptist Disaster Relief within ICS**

The incident command system was originally developed to bring direction and management to chaotic crisis situations. One of the strong points of Southern Baptist disaster relief ministry is our ability to be flexible in the midst of the disaster. Fundamental to our ability to respond is our ability to adapt to a rapidly changing situation. The ICS organization has the capability to expand and contract to meet the needs of the incident. From the simple single unit response to the large multistate response, the ICS structure is uniquely suited to adapt and be as flexible as the situation may dictate. As the disaster response operation grows, so does the ICS organization. As the response gets smaller, so does the ICS organization. The key to making the ICS organization work for Southern Baptist Disaster Relief is to make sure that we have adequately staffed the functions needed to manage the size of the disaster. Regardless of the size of the incident, all incidents will have an Incident Commander (IC). It should also be noted that any function not assigned and filled by an individual will fall back upon the IC.

The more the ICS model is used in the state conventions and in smaller operations, the easier the ICS organization will be to use in the larger, more complex responses.

The ICS organization for Southern Baptist Disaster Relief is modeled after the ICS developed and used by the National Wildfire Coordinating Group. While birthed in the fire service, the ICS is used by many disaster response agencies and emergency operations centers across the country. We have adapted the ICS to meet our specific and special needs as a faith-based disaster response organization. One of our partners, The Salvation Army, has adopted the ICS as its disaster response management system, and therefore many of the same terms and concepts will apply to both organizations.

We desire to be wise and faithful stewards of the resources that have been given to us as well as effectively partner with other agencies involved in disaster responses in a standard fashion. In short, implementing the incident command system enables us to better serve Christ in crisis.

## **Chapter Three**

### **Principles and Features of the Incident Command System**

The Incident Command System is a **management** system which can be used in any size incident—from the smallest operation to the largest multistate operation. Southern Baptist Disaster Relief has adopted this system as its disaster relief management system. ICS has the flexibility and adaptability to be applied to a wide variety of incidents and events, both small and large.

#### **Primary ICS Management Functions**

- Command
- Operations
- Logistics
- Administration
- Planning

The individual designated as the Incident Commander (IC) has responsibility for all functions. That person may elect to perform all functions or delegate authority to perform functions to other people in the organization. Delegation does not, however, relieve the Incident Commander from overall responsibility.

*Remember: Any functional assignment in the ICS structure not filled falls back on the Incident Commander.*

#### **Management by Objectives**

Within the ICS, management by objectives covers four essential steps. These steps take place during every incident regardless of size or complexity.

1. Understand SBDR disaster relief policy and direction and that of our partners.
2. Establish incident objectives.
3. Select appropriate strategy.
4. Perform tactical directions.
  - a. Apply tactics appropriate to the strategy.
  - b. Assign the right resources.
  - c. Monitor performance.

## **Unity and Chain of Command**

In the ICS, unity of command means that every individual has a designated supervisor. Chain of command means that there is an orderly line of authority within the ranks of the organization with the lower levels subordinate to and connected to higher levels.

Organizational structure should be kept as simple as possible. Many incidents will have the simple command structure:

- Command
- Single resources

However, as incidents expand, the chain of command is established through an organizational structure which can consist of several layers as needed:

- Command
- Ministry Sites (Division)
- Units
- Resources

## **Establishment of the Transfer of Command**

In Southern Baptist Disaster Relief, it must be remembered that every volunteer works with and for the affected state disaster relief director. Depending upon the state and the size of the disaster, the Incident Commander may or may not be the state disaster relief director. The affected state DR director in consultation with the National Disaster Relief staff will determine who will be the Incident Commander for the disaster response. If a state DR director chooses to be the Incident Commander for a multistate disaster response, a deputy Incident Commander may be named to help coordinate the multistate response. In most multistate responses, an Incident Commander should be named from a non-affected state. This allows the affected state DR director to manage his state and fulfill his state responsibilities.

The smooth transfer of command is essential to the operation of the disaster response. The designated Incident Commander will remain in charge of all operations until he is relieved. The transfer of command is not complete until the incoming Incident Commander has been thoroughly briefed by the acting Incident Commander. This briefing should be done using a written checklist format detailing each area of the incident's operations, personnel, and resources. By using a written format, it will provide a ready reference for the incoming Incident Commander to use as necessary.

Reasons to transfer command are as follows:

- a more qualified person assumes command
- the incident situation changes and dictates a change of command
- normal turnover of personnel on long or extended incidents

The ICS is based upon the understanding that the Incident Commander is a person who is qualified and experienced to manage the operation. The emphasis is on qualifications, not "who he is." You should not transfer command to someone who is unqualified or inexperienced.

## **Organizational Flexibility**

ICS organization adheres to the “form follows function” philosophy. In other words, the organization at any given time should reflect only what is required to meet planned tactical objectives. The size of the operation and current organization is determined through the incident action planning process. The Incident Commander will expand and contract the structure according to the plan. Each activated element must have a person in charge of it.

## **Unified Command**

Unified command is an ICS management process which allows all agencies who have jurisdictional or functional responsibility for the incident to jointly develop a common set of incident objectives and strategies.

## **Span of Control**

Span of control pertains to the number of individuals one supervisor can effectively manage. Maintaining an effective span of control is particularly important during incidents where safety and accountability have top priority. In ICS the span of control for any supervisor falls within a range of three to seven. If a supervisor has fewer than three people reporting or more than seven, some adjustment to the organization should be considered. The rule of thumb for span of control in ICS is one supervisory to five subordinates (1:5).

## **Incident Action Plan (IAP)**

The Incident Commander is responsible for overseeing the development and implementation of an IAP. Every incident needs an action plan. The purpose of the plan is to provide all incident supervisory personnel with appropriate direction for future actions. The plan may be oral or written. Written plans should be used when it is essential that all levels of a growing organization have a clear understanding of the tactical actions associated with the next operational period. At the simplest level, all Incident Action Plans must have four elements:

- What do we want to do?
- Who is responsible for doing it?
- How do we communicate with each other?
- What is the procedure if someone is injured?

## **Chapter Four**

### **Organization of the Incident Command System**

Individuals serving on the Incident Management Team (IMT) must be mature Christians with experience at various levels and in various ministries of Southern Baptist Disaster Relief.

#### **These individuals...**

- must be fluid and able to adapt to changing conditions
- must be a problem solver instead of a problem creator
- must be an encourager instead of making negative comments
- must be able to function in stressful conditions
- are generally able to respond on short notice
- are in good physical condition
- are physically able to work long hours
- are able to function with minimum direction
- are able to endure hardship living conditions
- must have a sense of humor
- must have a customer service attitude
- must work well with others
- must be sensitive to people (volunteers, fellow IMT members and others)
- must be able to multi task
- must have good verbal and written communication skills
- must be computer literate (email, Microsoft Word and Excel)
- must be emotionally stable
- must be wise steward of resources

#### **Required training:**

- Yellow Cap
- Current Blue Cap (Incident Commander, Staff Chaplain, Operations and Logistics Officer)
- SBDR ICS Training
- FEMA ICS 100, 200, 700 and 800

#### **The IMT staff consists of:**

##### Command Staff

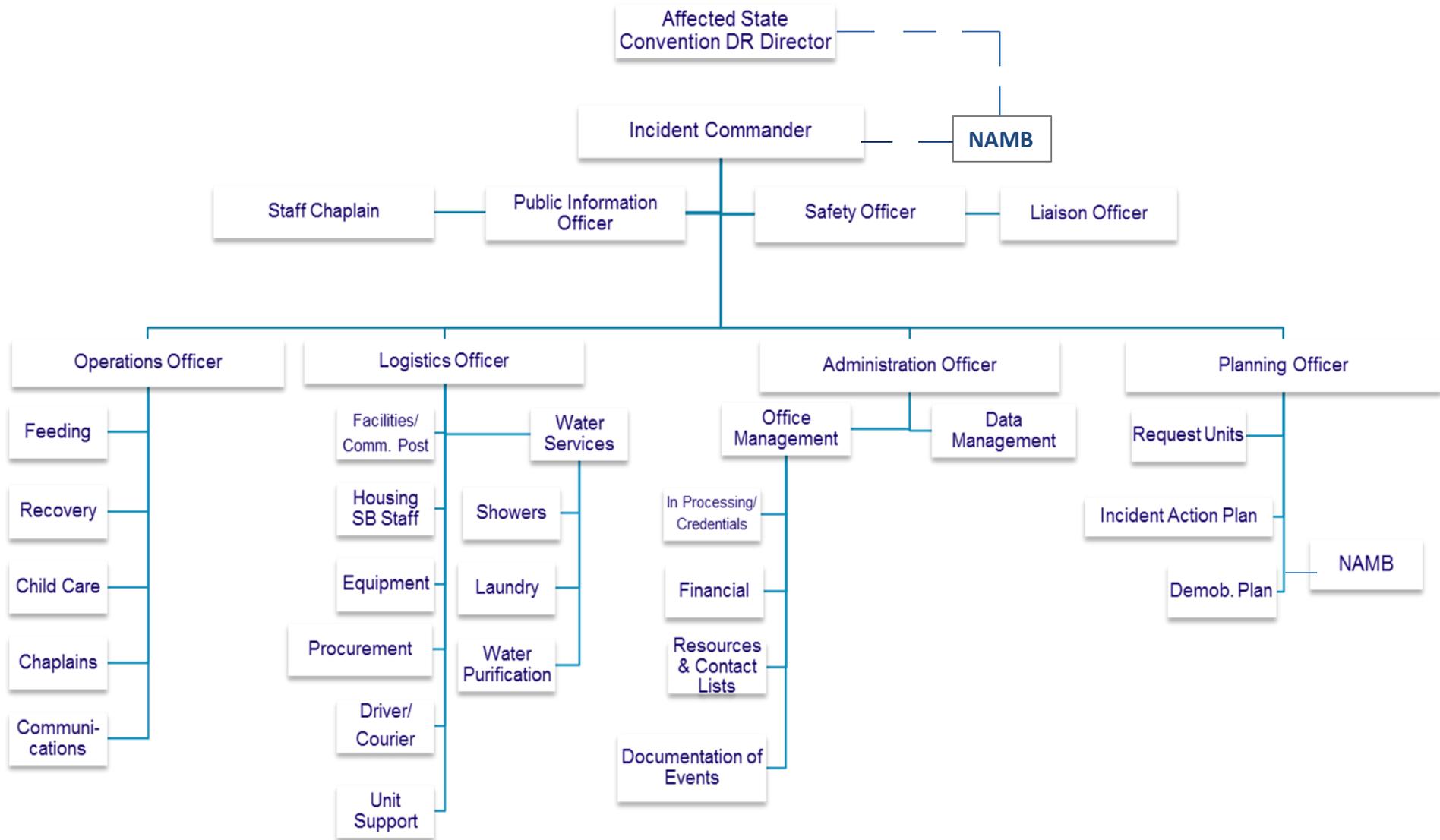
Incident Commander  
Staff Chaplain  
Public Information Officer  
Safety Officer  
Liaison Officer

##### General Staff

Operations  
Logistics  
Administration  
Planning

The IMT staff is led by and answers directly to the Incident Commander of the operation. Each officer is responsible for all activities, services, and ministries related to their specific assignment. They have command authority and responsibility for their area.

# SBDR Organization Chart



## COMMAND STAFF DESCRIPTIONS AND RESPONSIBILITIES

### **Incident Commander (IC)**

The Incident Commander must be able to make command decisions in a manner that furthers the work of the Lord. The Incident Commander is assigned by the affected state and/or NAMB and is responsible for the assigned Southern Baptist Disaster Relief operation. The Incident Commander is a manager of managers allowing the command and general staff to function within their span of control.

*Any functional assignment in the ICS structure not filled falls back on the Incident Commander.*

### **Responsibilities:**

- Day-to-day operation of the Southern Baptist response
- In consultation with the affected state DR director, command staff and general staff, will determine the scope and extent of the operation and ministries to be rendered
- In consultation with the affected state DR director and planning officer develop the Incident Action Plan
- Assess and adjust the Incident Action Plan daily needed
- Ensure adequate space and resources for IMT (with Logistics Officer)
- Ensure adequate staffing of the IMT
- Assign duties to all members of the IMT based on work load and available resources
- Assign TBM telephones to IMT as needed
- Assign Deputy IC when away from IMT location
- Attend local emergency management meetings as needed
- Conduct two daily staff briefings (morning and evening)
- Conduct evening debrief
- All reports and flow of information from the operation to the affected state and NAMB
- IMT (Non Unit Specific) Daily Report (may be assigned to Administration)
- Daily Summary
- Monitor and approve all credit card purchases
- Maintain relationships with the local church, association, government, and disaster relief partners (ARC, TSA, FEMA, EMA, EOC, and others)
- Liaison to the Disaster Operations Center (DOC) manager

### **Staff Chaplain**

The Staff Chaplain is responsible for managing spiritual and emotional support services during a disaster operation. This support includes internal care for staff and volunteers as well as external care for disaster survivors, rescue workers, and the public. The Staff Chaplain provides support to all functions, but relates most closely with the operations, administration and safety sections.

Chaplains are particularly susceptible to compassion fatigue as stress and trauma from disaster survivors may be transferred to the caregiver. Chaplains must be mentally and spiritually healthy before assisting others.

Chaplains should be culturally sensitive and prepared to interact with people from different cultures, family compositions, faiths, and value systems that may be markedly different from their own; the chaplains must be prepared to meet these individuals “where they are” and be capable of interacting compassionately regardless of person’s beliefs or circumstances.

### **Responsibilities:**

- Develop a plan to provide emotional and spiritual care, both internally and externally, during the operation.
- In cooperation with the operations section, ensure chaplains are embedded in each ministry service area
  - Ministry sites, feeding units, childcare units, recovery units, assessment teams
  - Shelters, emergency operations centers, command center, morgue staff support, and stress reduction centers
  - This may include allowing chaplains to ride Salvation Army canteens or working alongside casework specialists in a Disaster Assistance Center or in shelters.
- In cooperation with the safety officer and chaplain coordinator, ensure emotional and spiritual care services are available to disaster relief volunteers.
  - Monitor fatigue and stress among staff members and recommend to the Incident Commander and/or safety officer time off for personnel who are particularly fatigued or “burnt-out.”
  - One-on-one informal consultations
  - Formal defusing as part of exit process for volunteers returning home
- Plan morning and evening devotions
- Conduct Chaplain debrief meetings
- Provide on-site orientation for chaplains
- Maintain client confidentiality.
  - However, the Staff Chaplain must also respect the limits and capabilities of chaplain staff and be prepared to make immediate referrals to professional mental health providers for those who require a more extensive level of care.
- Work closely with the local community to assist survivors connect with faith communities and indigenous support systems for emotional and spiritual care.
- When appropriate, arrange or assist with public or private worship or memorial services
- When appropriate, provide support to coroner offices, morgues, and Disaster Mortuary Operational Response Teams (DMORT). Be prepared to assist government officials and families with issues of victim identification or death notification.
- Report statistical data of chaplain activities daily to Administration
- Maintain supply of decision cards and implement plan to provide local churches with decision information for follow up
- Other duties as assigned by Incident Commander

### **Additional Training**

- Southern Baptist Disaster Relief Chaplain—Advanced
- CISM/NOVA

## **Public Information Officer (PIO)**

The Public Information Officer is public relations spokesperson for the operation. In larger operations the PIO may have deputies or unit PIOs assisting during the operation.

### **Responsibilities:**

- Liaison between the Incident Commander and public, private, and SBC media outlets
- Work directly with the DOC.
- Assist any media person in securing necessary information concerning the operation.
- Coordinate any unit PIOs assigned to the operation.
- Work with the affected state's public relations department concerning the operation.
- All press releases issued by the operation
  - In accordance with guidelines established by the affected state and NAMB public relations department
  - Must be verified and approved by the Incident Commander in consultation with the affected state DR director and/or DOC
- Ensure that press kits are available to all media outlets including local, state, national, secular, and Christian media outlets. Press kits will be a standard press kit with an update for the current operation and units involved.
- Human Interest Stories
  - Develop and share human interest stories with media outlets. The PIO should work with the Incident Commander, affected state DR director, functional officers, and unit leadership to find and develop good human interest stories which can be used in both Christian and secular media outlets.
- Take digital pictures of the operation (respectfully) and supply these pictures to media outlets and the DOC as requested.
- Other duties as assigned by Incident Commander

## **Safety Officer**

The Safety Officer's function is the safety of personnel. He or she *may exercise emergency authority to directly stop unsafe acts if personnel are in imminent, life-threatening danger!* Usually only one safety officer is named per incident, but there may be deputies as necessary, depending on the size and scope of the operation. The Operations Office will serve as Safety Officer if one has not been assigned.

### **Responsibilities:**

- Safety of personnel
- Safety inspection of all disaster sites and housing sites
- Assess hazardous and unsafe situations and develop measures for assuring personnel safety.
- Ensure appropriate personal protection equipment (PPE) is available according to job function. For example, food preparers should wear hats, aprons and gloves.
- Ensure first aid kits, fire extinguishers, and other safety equipment are appropriately located in case of an accident or other emergency.
- Ensure local ordinances, such as fire code and public health regulations, are followed.
- In conjunction with the logistics function, arranges security guards, public or private, for SBDR facilities as necessary.
- Ensure that accident reports are filled out immediately when an accident/injury occurs and reported to the Southern Baptist insurance company, Incident Commander, and the DOC. The safety officer will work in conjunction with these entities should a detailed investigation process be deemed necessary.
- In remote locales, develops procedures for contacting emergency medical services in the event of an injury or medical emergency.
- Assist the logistics officer in ensuring that forklifts and other heavy equipment are operated by properly qualified staff
- Other duties as assigned by Operations Officer or Incident Commander

## **Liaison Officer**

The Liaison Officer is the point of contact at the incident for personnel from assisting or cooperating agencies. This individual represents Southern Baptist Disaster Relief to our disaster relief partners, local churches, associations, and local government. In large disasters the liaison officers may have deputies with specific assignments.

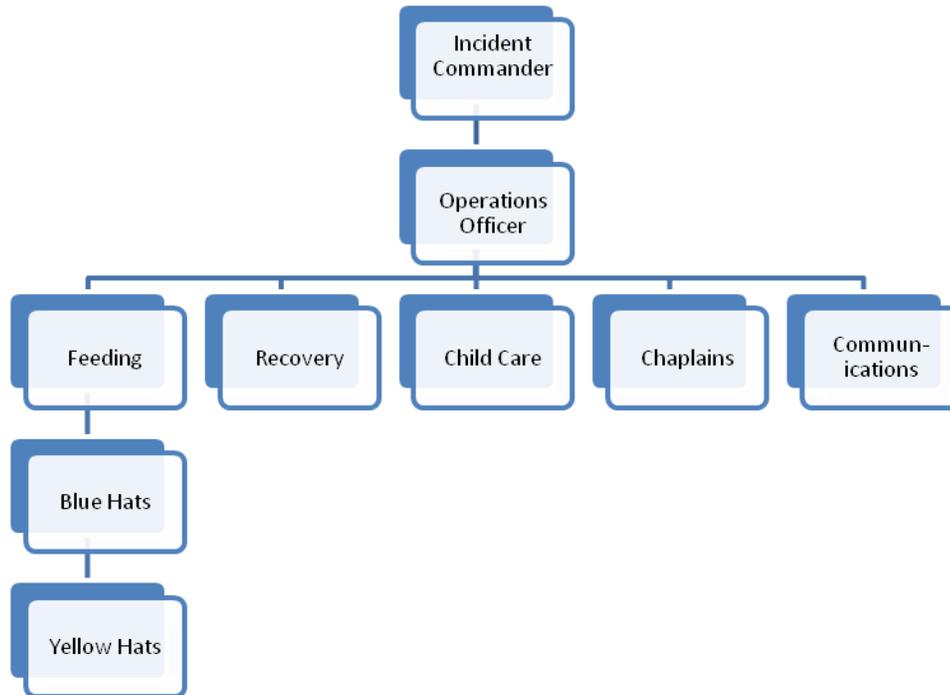
### **Responsibilities:**

- Point of contact for the cooperating agencies, DOCs, partners, National Voluntary Organizations Active in Disaster (NVOAD) and/or state Voluntary Organizations Active in Disaster (VOAD), FEMA, affected state EOCs, and other government and state convention agencies.
- Other duties as assigned by Incident Commander

## GENERAL STAFF DESCRIPTIONS AND RESPONSIBILITIES

### OPERATIONS SECTION

Conducts direct ministries to carry out tactical operations for the disaster response, the local organization, and directs all resources of the operation.



#### Operations Officer

The Operations Officer is responsible for the direction and coordination of all incident tactical operations. In larger operations the operations officer will have deputies responsible for each of the specific ministry areas.

#### Responsibilities:

- Develop tactical plan and priority of work response
- Develop site specific information (debris disposal, etc) Provide to Administration for publication
- With Staff Chaplain, insure all teams have a TBM chaplain
- Implement work order tracking system (see forms and templates for instruction and examples)
  - Columns may be added as needed to the tracking system
  - Data system should be updated as needed and backed up to a flash drive daily
- Develop filing system for paper copy work orders
  - Work order received – not assessed
  - Work order assessed – ready for assignment
  - Work orders assigned
  - Work orders completed
  - Others as needed

- Conduct daily unit leader meetings
- Assign and track all work orders
- Monitor resource report and advise IC of needs
- Scan all work orders into a master file. (This file is optional but is valuable in maintaining back-up copies of all work orders.) Operations in consultation with the Incident Commander will determine need for database.
- Assign Assessors as needed
- Recruits Safety Officer as needed
- Back up all operations files on a daily basis
- Responsible for receipt and maintenance of reports sent in from the units.
- Create folder on ICP computer for Work Order data base and other operation information. Folder name should include location and date of deployment (i.e. Dallas.Operations.12.2013)
- Other duties as assigned by the Incident Commander

### **Feeding Coordinator**

The Feeding Coordinator is directly responsible for the feeding operation of the response. Depending upon the scope and size of the operation, he or she may have several deputies working with him or her.

#### **Responsibilities:**

- Interact with other agencies involved with the feeding operation. This may include but is not limited to ARC, TSA, EMA, and local Southern Baptist and responding units.
- Ensure all responding feeding units have the necessary support services to fulfill their mission.
- Manage those serving as deputy feeding coordinators for the ARC and/or TSA
- Manage deputy feeding coordinators assigned to other agencies and organizations.
- Manage those serving as SBDR agency representatives to other agencies that need feeding support (EMA, local churches, and so forth).
- Assist the responding units with technical support during the response.
- Receive reports and narratives from the responding units to be compiled for the Incident Commander.
- Provide feeding support for the command post and other volunteers when a feeding unit is not operational or cannot service the command post or volunteers.
- Assist the PIO to discover appropriate stories to be shared with the general public and Southern Baptists.

## **Recovery Coordinator**

The Recovery Coordinator is directly responsible for the recovery operation of the response. Depending upon the scope and size of the operation, he or she may have several deputies working with him or her.

### **Responsibilities:**

- Assist local Southern Baptist leadership with needs assessment.
- Ensure job sites are inspected and jobs are prioritized.
- Request appropriate recovery units through the planning officer.
- Work with responding recovery units to ensure that the needs of the responding units are met.
- Work with local Southern Baptist leadership and responding units to establish a place where clients can register for assistance.
- Secure information, forms, reports, etc. from the responding recovery units.
- Work with responding units, local churches, and other agencies to manage unsolicited volunteers.
- Manage any deputy recovery coordinators as needed or assigned.
- Assist the PIO to discover appropriate stories to be shared with the general public and Southern Baptists.

## **Child Care Coordinator**

The Child Care Coordinator is directly responsible for the child care operation of the response. Depending upon the scope and size of the operation, he or she may have several deputies working with him or her.

### **Responsibilities:**

- Provide coordinator and liaison with requesting agencies for child care activities.
- Work with the responding child care units and feeding coordinators to ensure the needs of the units are being met.
- Secure information forms and reports from the responding units and keep the Incident Commander and operations officer informed of customer service.
- Manage any deputy child care coordinators as needed or assigned.
- Assist the PIO to discover appropriate stories to be shared with the general public and Southern Baptists.

## **Chaplain Coordinator**

The Chaplain Coordinator is directly responsible for the chaplain teams responding to the operation. Depending upon the scope and size of the operation, he or she may have several deputies working with him or her.

### **Responsibilities:**

- Work with the Incident Commander and the operations officer to determine the need for chaplains and their placement during the response.
- Determine the skill level and specific skill set needed to fulfill the assessed needs.
- Coordinate with disaster relief partners, local governments, local churches, associations, and other disaster response organizations to determine the assignment and placement of chaplains.
- Ensure that all needs of the chaplains are met.
- Provide consultation for chaplains working individually and in teams.
- Ensure that chaplain teams are properly balanced and each team has a unit director.
- Secure information, forms and reports from the responding chaplains.
- Secure additional chaplains as needed by working with the Incident Commander.
- Manage deputy chaplain coordinators as needed or assigned.
- Assist the PIO to discover appropriate stories to be shared with the general public and Southern Baptists.

## **Communications Coordinator**

The Communications Coordinator is a general class amateur radio operator. This person is responsible to activate the SBC communications plan and to manage the communications ministry supporting the operation.

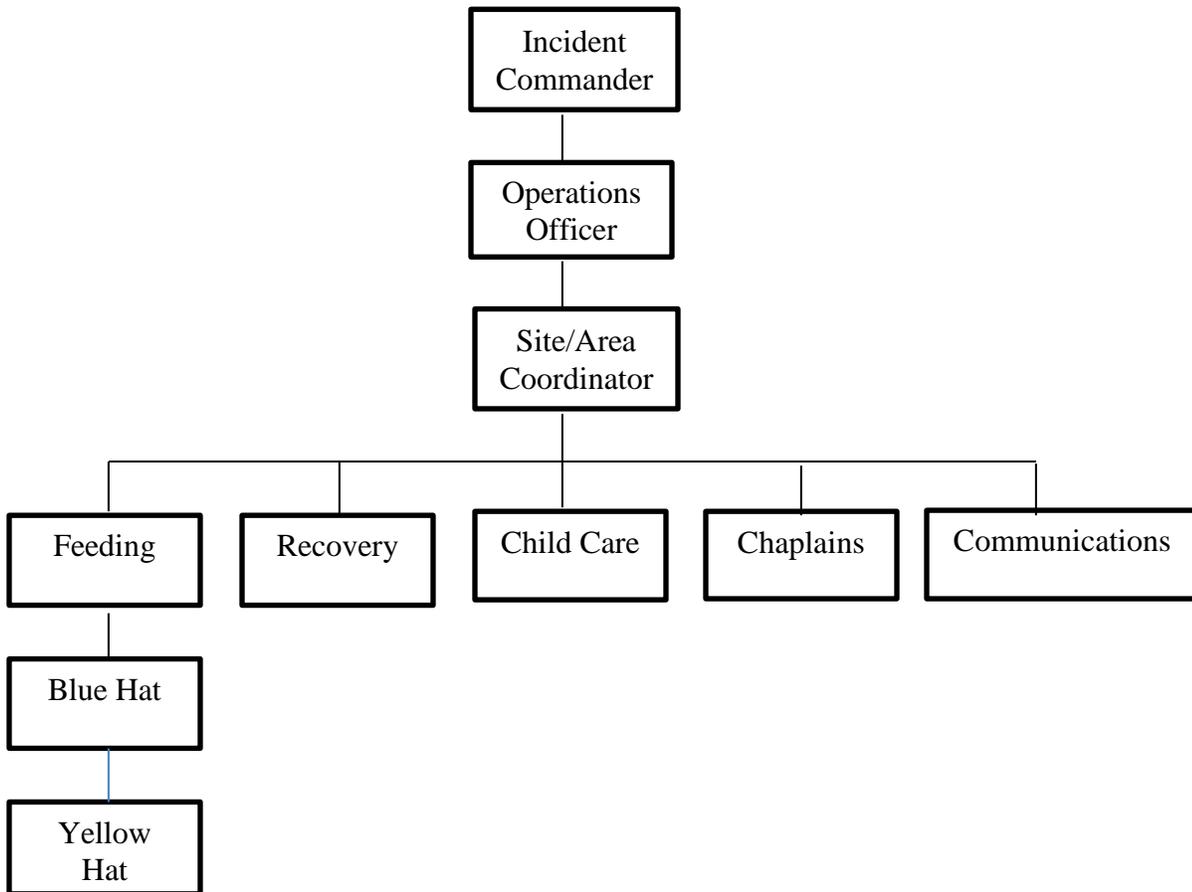
### **Responsibilities:**

- Operate in accordance with FCC regulations and the SBC communications plan.
- Coordinate all communicators and communications units assigned to the operation.
- Establish communications network needed to fulfill the operation.
- Ensure all assigned operators are aware of and follow the SBDR communications plan.

## Site/Area Coordinator

Site/Area coordinators are used in larger operations with multiple ministry sites to maintain span of control. The area is divided into ministry sites as determined by the needs of the disaster. The site commander is the person in charge of each ministry site.

The Site/Area Coordinator must be a manager of managers and willing and able to empower his/her staff to make decisions within their span of control.

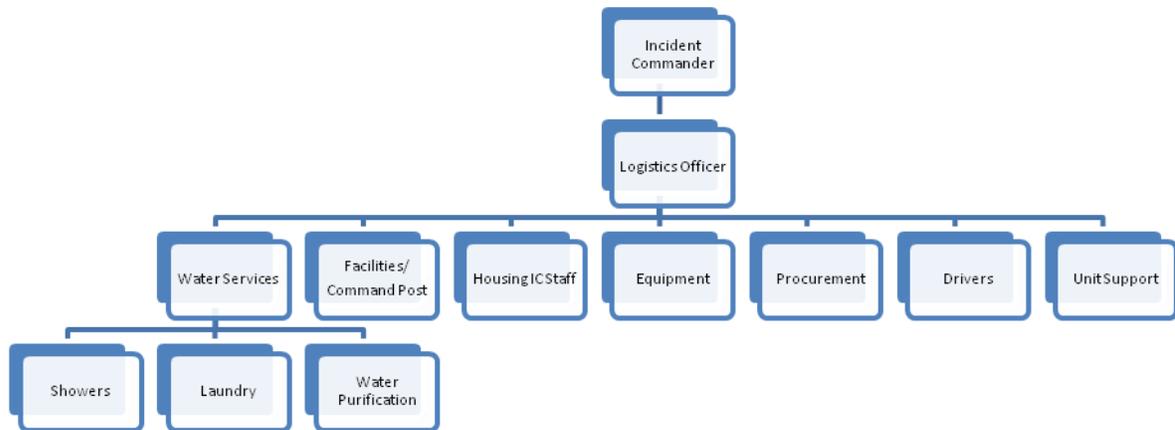


### Responsibilities:

- Refer to Incident Commander section

## LOGISTICS SECTION

Provides support, resources and all other service needed to meet the incident needs.



### Logistics Officer

The Logistics Officer supports personnel and resources directly assigned to the incident. In larger operations the logistics officer will have deputies responsible for each of the specific areas and in some cases may have several deputies in each area depending upon the size, scope, and geographical size of the disaster response.

### Responsibilities:

- Water Services
  - Provide all water services to the disaster operation including shower units, laundry units, and water purification units.
  - Work with the logistics officer and Incident Commander to determine the water service needs of the operation.
  - Location and placement of all water services units.
  - Ensure all local, state, and federal water standards are met by all water services units.
  - Ensure all gray water removal is in accordance with local, state, and federal standards.
  - Procure potable water for the operation as needed.
- Facilities/Command Post
  - Procure a building or office to use as the command post during the operation
    - Secure all facilities arrangements and agreements needed to respond to the operation.
      - Form SBDR R3ICS Church Agreement
    - Walk through of all facilities, before and after use (form SBDR R3 ICS Facilities Walk Through)
      - Provide church with one copy of each form
      - Maintain files of all forms and include in final “package” to TBM
  - Procure a location for the mobile command unit if used

- Procure local services to support the facilities/command post task, such as power and phones
- Work with the Incident Commander and the administration officer to provide adequate space, equipment, and supplies for the command post
- Set up the command post.
- Housing
  - Secure housing for the Incident Management Team
  - Work with logistics officer and feeding coordinator to provide housing for volunteers
    - When possible, housing of the feeding unit volunteers should be at the same site as the physical location of the feeding unit.
    - Provide adequate housing for the various types of volunteers who are responding (e.g., recovery and feeding volunteers need to be housed differently due to work schedules).
    - Assign housing for all volunteers and IMT at check in.
    - Primary point of contact with housing host
    - Monitor host location supplies (toilet paper, paper towels, etc) and replenish as needed
- Equipment
  - Work with logistics officer to provide the necessary equipment needed
  - Procure any specialized equipment needed for the operation.
  - Responsible for any rental equipment needed for the operation.
  - Coordinate any equipment assigned to the operation by local agencies and governments.
- Procurement
  - All equipment and supplies needed to fulfill the ministry and mission of the operation
- Unit Support
  - Ensure that the various units assigned to the operation can fulfill their ministry and mission.
- Set up and monitor weather radio. If unavailable develop plan to monitor changing weather conditions
- Secure all vehicles needed for the response.
- Develop and implement parking and unit location plan
  - Manage vehicle traffic in facility parking lots
- Assist the feeding coordinator and Incident Commander in choosing the site and supplying support services for the feeding units.
- In consultation with chief cook , develop IMT volunteer feeding plan
- Coordinate location and distribution of donated equipment and supplies
- In-kind donation process
- Work with financial services to ensure proper record keeping of all expenses incurred
- Locate first aid and hospital locations
- Other duties as assigned by Incident Commander

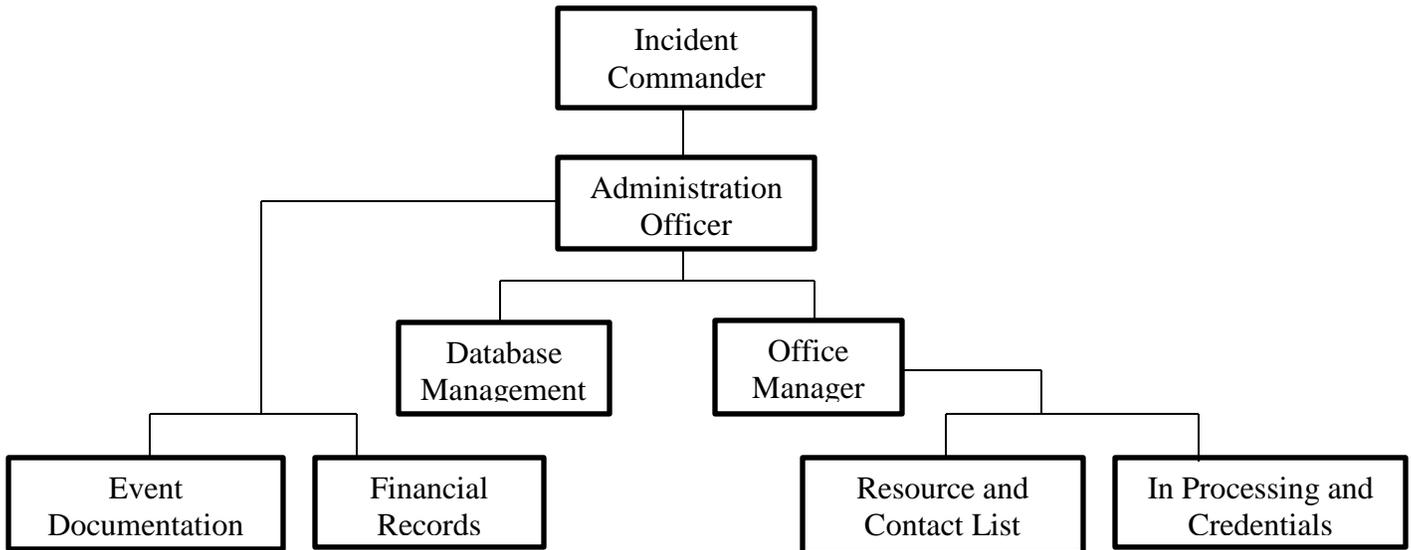
## **Driver/Courier**

This person is responsible to transport the mobile command post. This person should be capable of pulling large trailers and driving large vehicles including semis, busses, or RVs.

- Answers to the logistics officer.
- Responsible to move and locate the mobile command post.
- May be responsible to set up the mobile command post.
- Act as a courier as needed.

## ADMINISTRATION SECTION

The administration section is responsible for reporting, data gathering and processing, in processing, database, credentials, and financial services of the operation.



### Administration Officer

The Administration Officer is directly responsible for the administrative tasks and services of the operation. In larger operations, the administration officer will have deputies responsible for specific areas and in some cases may have several deputies in each area depending upon the size, scope, and geographical size of the disaster response.

#### Responsibilities:

- Set up and establish the operations of the command post.
- Event documentation
  - Ensure all records, including documents generated by the units, incident command team, and other partners are managed. At the conclusion of the operation, ensure all records are properly catalogued, distributed and stored.
- Financial records
  - Ensure that all expenses, check requests, and disbursements are properly executed, recorded, and filed in accordance with the financial policies of NAMB/state conventions.
  - The documentation collected by this task will be a part of the permanent record of the operation and will be turned over to the DOC at the completion of the operation.
- Ensure all volunteers are processed and briefed before they begin work.
- Manage DR field kit. Ensure all items are returned.
- Set up DR computer network, printers and internet (local service if available, otherwise hot spot)
- Manage incident management team and assign shifts, tasks, and workstations.
- Obtain Disaster number if available from TBM, ARC, TSA or FEMA

- Maintain all status boards and reports in the Command Post.
- Assist the Incident Commander to develop and present the final after action report for the operation.
- Other duties as assigned by Incident Commander

## **Office Manager**

The Office Manager answers to the administration officer and is responsible for the smooth operation of the command post.

### **Responsibilities:**

- Establish appropriate record keeping for the operation.
- Maintain a safe, clean office
- In Processing and Credentials
  - Implement a volunteer check in process
    - Maintain volunteer sign in sheet (see forms and templates)
    - Collect forms from each volunteer
      - Release & Indemnity
      - Personal Information
      - Medical Release (give to team leader and return or shred upon departure)
    - Provide the volunteer with a briefing concerning the operation and any special information needed, including any special cultural considerations.
    - Provide volunteers with credentials if required (In some operations volunteers may need to be credentialed to enable them to work in disaster areas)
  - Receive volunteers after normal office hours
  - Maintain filing system for all completed forms
  - Ensure volunteers sign out upon departure
  - Begin master volunteer information database (see forms and templates)
    - This database is optional but is valuable in accurately tracking volunteers and their information. Administration in consultation with the Incident Commander will determine need for database.
- Create an Excel contact and resources spreadsheet relative to the disaster (see forms and templates).
  - Include names, addresses, phone and fax numbers, and email addresses for resources such as  
IC personnel, NAMB and DOC staff, state DR director, local churches including pastor and appropriate staff, association DOM, ARC, TSA, FEMA, local EOC personnel, government officials, propane, etc. Other contacts should include nearest hospital and walk-in clinics in operation, white hat, and blue hat information for responding teams with unit numbers, dates of arrival and anticipated departure for each, etc.

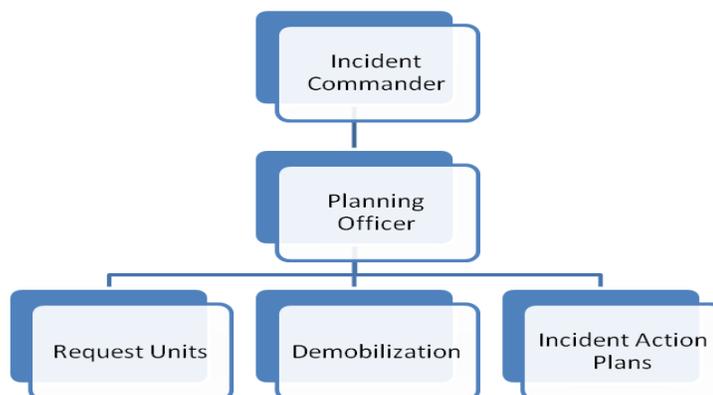
- Update on an ongoing basis and distributed to the IMT, NAMB and DOC personnel, state DR Director, local churches including pastor and appropriate staff, association DOM, etc.
- Update TBM flyer of services as needed
- Print/copy all anticipated forms
- Ensure adequate office supplies on hand
- Set up file for credit card and cash purchases. Develop spreadsheet and manage all receipts.
- Daily post day information in command post. Include day, date, and incident day number
- Ensure all deployed units submit daily reports. Assist Unit Leaders in preparation of daily reports.
- Backup all administration files on a daily basis.
- Monitor IMT email ([tbmresponse@gmail.com](mailto:tbmresponse@gmail.com)) and provide appropriate IMT members with information
- Update minutes, as needed on IMT telephones and hot spots
- If TBM ICP bus is used, inventory bus contents upon arrival and prior to departure of bus
- Monitor ICP telephone
- Upon “Stand Down” of ICP, prepare and send package of forms and information to DR Administrative Assistant.
  - Personal Information forms
  - Release & Indemnity forms
  - Volunteer Data Base (printed copy) and/or Check-In lists
  - Work order data base (printed copy)
  - Incident reports
  - Church agreements
  - Walk Through Facilities forms
  - Other information as requested
- Create folder in ICP computer for all Administration documents and reports. Folder name should include location and date of deployment (i.e. Dallas.Admin.12.2013)
- Create folder of ICP computer for photographs. Folder name should include location and date of deployment (i.e. Dallas.Photos.12.2013)
- Other duties as requested by Logistic or Operations Officer or Incident Commander

## **Database Management**

Database is capable of generating a wide variety of reports necessary for the operation. The office manager, in cooperation with the administration officer and NAMB DOC staff, will ensure that the information in Database is kept up to date during the operation. This includes creating site records for all locations where units are assigned and activity records for all responding units; ensuring that all tracking information and daily reports from units are entered into Database in a timely fashion; closing out activities as units are deactivated, and making sure the information on the Site Summary Report is accurate. The administration office is responsible for making sure all reports are accurate and that the Incident Commander, state DR director, and DOC all have the latest information at hand. This may require printing and/or emailing reports generated by Database to the appropriate personnel who do not have access to Database.

## PLANNING SECTION

Develops actions plans to accomplish stated objectives, collects and evaluates information, maintains liaison relationships with internal and external groups. Responsible to dispatch and track assets and teams to the disaster site and coordinate the recovery of units and teams from the disaster site.



### Planning Officer

The Planning Officer is responsible for requesting teams/units from the DOC, demobilization of the operation, daily incident action plans, and management of disaster relief resources, both human assets and unit assets. The planning officer may have deputies who will assist in these functions depending upon the size and scope of the operation. The planning officer will work in conjunction and consultation with the Incident Commander and the affected state DR director.

#### Responsibilities:

- Request teams and units other assets as needed
  - Determine the type and number of units to activate.
  - Confirm arrival of all units on site with the administration officer.
- In consultation with the Incident Commander develop the daily Incident Action Plan for each 24-hour operational period. The plan may be oral or written.
- Request other assets as needed through the DOC as determined by the incident action plan.
- Maintain status board showing all resources. This information should also be available in digital form.
- In consultation with Operations, determine future needs (meals, teams, childcare, etc)
- In conjunction with the Incident Commander, the affected state DR director, the DOC, and the requesting agencies or partners assist in the development of the demobilization plan
  - Inform the Site/Area Coordinator or unit directors of the demobilization plan.
- Other duties as assigned by Incident Commander

# Appendix A

## Glossary

**Affected State** – The state Baptist convention that has experienced a disaster in the jurisdiction and is responding to the needs of the affected area

**American Red Cross (ARC)** – The national organization given a Congressional Charter to provide disaster relief in the United States

**Assisting State** – The designation for a state Baptist convention that has been called upon to provide disaster response assistance to another state that has been affected by a disaster

**Baptist Global Response** – A global Southern Baptist relief and development organization

**Base Camp** – The designation used by The Salvation Army for the large feeding units used during disaster responses. There are four of these units in the U.S. These are often staffed by trained Southern Baptist Disaster Relief volunteers

**Canteen** – One of the feeding units used by The Salvation Army. This unit is designed to travel into the affected area and serve from its resources. They can be restocked or come out of the area each evening to restock. Food served by the canteen is often much like fast food. It is staffed by two or more volunteers

**Chainsaw Unit** – A disaster relief recovery unit that is equipped to provide tree removal from homes and/or yards damaged by a disaster. This unit has trained chainsaw operators assigned to it.

**Child Care Unit** - A disaster relief unit that is equipped to provide appropriate care for children of families affected by a disaster. The unit usually cares for children up to seven years of age. This unit uses trained child care volunteers and a leadership team assigned to the unit.

**Command/Communication Unit** - A disaster relief unit that is equipped to provide appropriate communications, command, and control during a disaster response. This unit has trained communication volunteers and a leadership team assigned to the unit.

**Database** –Used by the DOC and IMT to document, track, report, and archive activities associated with a disaster relief response

**Disaster Operation Center (DOC)** - The offsite location where command and control of a disaster relief response by Southern Baptists has been established by the North American Mission Board or a state Baptist convention. The DOC supports the onsite IMT

**Disaster Relief (DR), or Southern Baptist Disaster Relief (SBDR)** - the partnership between the 42 state conventions and the North American Mission Board which provides a cooperative, coordinated response to communities affected by disaster in the United States and around the world

**Disaster Relief Kit (DR Kit)** - kits equipped with a computer, printer, and other supplies that are used at the field command post during a disaster response

**Disaster Relief Operational Procedures (DROP)** - A manual that contains the operational procedures used by Southern Baptist Disaster Relief. This manual contains information and policies and is used by NAMB, state Baptist conventions, and units during trainings and responses

**Disaster Relief Update** – The daily (sometimes more often) report developed by the PIO which is posted to the disaster relief website (<http://www.namb.net/dr>) and the disaster relief e-newsletter. The update documents information about the response, requests for donations of in-kind goods, services or funds, etc.

**Disaster Response Unit (DRU)** - a vehicle used by The Salvation Army to deliver food and other supplies into communities affected by disaster. The DRU usually has a two-person crew and is assigned to a feeding unit and/or warehouse.

**Disaster Relief Website** – NAMB’s disaster relief website (<http://www.namb.net/dr>) provides information and resources pertaining to disaster preparation, responses, and reports

**Emergency Management Agency (EMA)** - the agency assigned by the government (city, county, state and/or federal) to manage a response to a disaster and/or crisis. The agency has jurisdiction and authority for the government entity’s response

**Emergency Operations Center (EOC)** - The designation use by the emergency response community for their headquarters. An EOC can be operational for any government entity (local, county, state, regional, or federal) or department of these entities (fire, police, etc.).

**Emergency Response Vehicle (ERV)** - a vehicle used by the American Red Cross to deliver food and other supplies into communities affected by disasters. The ERV usually has a two-person crew and is assigned to a feeding unit.

**Federal Emergency Management Agency (FEMA)** - the agency assigned by the federal government to manage the response to disasters and/or crises. The agency is a part of the Homeland Security Department and has jurisdiction and authority for the federal government’s response to a crisis event. FEMA works in support of the state emergency management agencies.

**Feeding Unit** - A disaster relief unit that provides appropriate feeding support to the general public in support of Southern Baptist partners and Southern Baptists. This unit has trained feeding support volunteers assigned to it.

**Incident Action Plan (IAP)** - A plan of action developed by the ICS Team and DOC on a daily basis to establish priorities for the work of that day.

**Incident Management Team (IMT)** - A team of trained volunteers appointed, deployed, and empowered to staff a field command post and provide appropriate management to a response for an affected state and/or the North American Mission Board.

**International Mission Board (IMB)** - The Southern Baptist Convention's agency assigned responsibility for international mission activity.

**Laundry Unit** - A disaster relief unit that is equipped to provide appropriate support to the general public and volunteers in the washing and drying of clothes. This unit has trained laundry support volunteers assigned to it.

**Mercy Medical Airlift (MMA)** - The Homeland Security Emergency Air Transportation System (HSEATS) along with trained volunteer pilots is prepared to launch and conduct missions with either a two-hour or six-hour advance notification. Mercy Medical Airlift administers this program at the national level, and individual Angel Flight regional organizations provide the volunteer pilot services and means to notify said pilots in times of emergency.

**Mud-out Unit** - A disaster relief recovery unit that provides for appropriate support to the general public in the removal of mud and other debris following a flood or other invasion of water into a building. This unit has trained mud-out support volunteers assigned to it.

**North American Mission Board (NAMB)**  
The domestic agency assigned by the Southern Baptist Convention which supports ministries in the United States and Canada, including sending missionaries, evangelism, church planting, volunteering in missions, and disaster relief.

**Public Information Officer (PIO)** - The PIO is the spokesman for the operation, state, or unit to the news media. The PIO develops press releases, news stories, and photos for Baptist and public media outlets. The PIO works under the authority and is responsible to the Incident Commander and DOC manager.

**Recovery Unit** - A disaster relief unit that provides appropriate support to the general public in the removal of mud, trees, or other debris and makes temporary repairs. This unit has trained support volunteers assigned to it. There are four types of recovery units: chainsaw, mud-out, temporary repair, and roofing.

**Repair Unit** - A disaster relief recovery unit which provides appropriate support to the general public in making temporary repair to homes, churches, and other building. This unit has trained support volunteers assigned to it.

**Shower Unit** - A disaster relief unit that provides appropriate support to the general public and volunteers for showering. This unit has trained volunteers assigned to it.

**Stages of Activation** - Southern Baptist Disaster Relief uses four stages of activation when mobilizing units.

- **Alert** - There is a possibility the unit will respond to a disaster.
- **Stand-by** - There is a probability the unit will respond to a disaster.
- **Go/No Go** - The unit is requested to respond to a disaster. Information about the assignment is given to the unit at this time. Should the unit not be needed, it is released or placed on standby or alert.
- **Closing** - Conditions are such that the unit can return home. A closing time is established and the units are released from the operation.

**Status Boards** – An information mechanism that provides quick-glance, real-time information about a disaster response. A status board might be a white board, a wall, projector screen, newsprint, or electronic mail to name a few.

**The Salvation Army (TSA)** - A religious denomination with a very large emergency services component that often responds to the same disasters that Southern Baptist Disaster Relief does. The Salvation Army became involved in disaster relief in 1900 during the Galveston, Texas hurricane response. TSA is a national partner with Southern Baptist Disaster Relief.

# Appendix B

## *Checklists and Guides*

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## Affected State Checklist Guide

The Affected State Checklist Guide was designed to help a state disaster relief director respond to a disaster in his state. This is not an exhaustive list; rather it is a guide to assist the state director in implementing a disaster response plan in his state.

There are three areas of concern: **pre-event, disaster event, and post-event.**

### Pre-Event

*That time before an actual disaster event. This may be days in the case of hurricanes or floods or mere minutes in the case of tornadoes and earthquakes. It is that time before you actually have a disaster to which you must respond.*

State Assets – What type of equipment and trained manpower do you have that will be able to respond to a disaster.

Activate State DR Plan – Is the disaster of the type that your state disaster plan should be activated?

Readiness – What is your manpower/equipment level of readiness? Are your people and the equipment ready to respond?

DR-friendly Churches – A DR-friendly church is a church in your state that is supportive of the disaster relief ministry and is willing and ready to help in the disaster effort. DR-friendly churches are also those churches that the state DR director has pre-event agreements to use their facilities in the event of a disaster within or near their community.

Contacts – Who do you need to contact in case of a disaster?

State Baptist convention – Executive director or other convention leadership

State ARC – Lead chapter or state DR specialists

State EMA – The state emergency director or authority

NAMB – Disaster relief staff

Other – Anyone else you may need to contact in the event of a disaster

The Salvation Army – Regional representative

### Disaster Event

*That time when the disaster takes place and the state responds to the disaster.*

Assessments – An assessment determines how extensive the disaster event is and will give the state director an idea of how he will need to respond.

Scope – How big is the disaster? Who does it affect? What utilities and infrastructure have been affected? In short, how bad is it?

Area – Where did the disaster take place? What part of the state is affected (associations, counties, or churches).

Needs – This refers to a needs assessment. What needs can be met by your disaster relief units and/or manpower? This is a state DR ministry assessment.

Damage – Damage assessment is an ARC function; however, the state DR ministry may choose to do its own damage assessment to assist the state DR director in determining the scope of the state response to the disaster. In short, how much damage has been done to the affected area? This is usually given as a monetary value for personal property and an injury/death report for human suffering.

Mobilization – Once the assessment is complete, the state DR director will have some idea how he can respond. When he responds, he moves into the mobilization section.

Feeding – Are feeding units needed and dispatched?

Recovery – Are recovery units needed and dispatched?

Communication – Are communication units needed and dispatched?

Child Care – Are child care units needed and dispatched?

Disaster Operation Center – Will a DOC be set up at the Baptist building and/or NAMB?

Command Post – Is a command post unit needed and dispatched?

Showers – Are shower units needed and dispatched?

Shelters – Are shelters needed and opened?

Other – Are other units needed and dispatched? (i.e., water purification, generators)

Command Post – The command post could be in the disaster area or out of the disaster area.

Location – An actual physical location of the state command post.

Communication – Is communication reliable at the command post? Ham radio may be necessary.

Support staff – Does the command post have the support staff needed to fulfill the mission?

Equipment – Is office equipment available such as copier, fax, phones, etc.?

Utilities – Does the command post have utilities working?

Water – Is potable water available?

Electricity – Is the electricity working?

Sleeping – Have sleeping arrangements been made for staff?

Logistical Support – What kind and type of logistical support and systems will you be able to supply? Will you be able to support the different units' needs?

## **Post-Event**

*That time after the disaster response closes and completes its operation.*

Close Operations – The actual closing of the disaster response has taken place.

Recovery of the units – Does a team need to be sent into the affected area to recover any units or will the last team recover the units? Have all units been cleaned and prepared for another response? Has all equipment been returned to the vendors? Have all bills been paid or a process established to have the bills paid?

Debrief – A time of reporting, analyzing, and evaluating the disaster response. This includes the spiritual, physical, and emotional responses of those involved along with an evaluation of the actual operation.

- IMT – Personally debrief and receive after action reports from all members of the IMT.
- Unit Directors – Debrief all unit directors by the state DR director, task force directors, or his designated person. This includes the spiritual, physical, and emotional responses of those involved along with an evaluation of the actual operation.
- Volunteers – Unit directors are responsible to debrief all volunteers on their unit. This should include the spiritual, physical, and emotional responses of those involved along with an evaluation of the actual operation.

After Action Report – The report that the state director makes at the end of the operation. This report is to include all phases of the disaster response, including a summary of the operation, any problems encountered, and any suggestions or recommendations about the disaster operation. A summary of human interest stories or evangelistic stories should be included in this report.

File all paper work – Archive all reports from the field, all paper work from the field, and the after action report.

## Affected State Checklist

### Pre-Event

- State Assets
- Activate State DR Plan
- Readiness
- DR-friendly Churches
- Contacts 
  - State Leadership
  - State ARC
  - State EMA
  - NAMB
  - TSA Region
  - Other

### Disaster Event

- Assessments 
  - Scope
  - Area
  - Needs
  - Damage
- Mobilization 
  - Feeding
  - Recovery
  - Communications
  - Child Care
  - Command Post
  - Shower

### Shelters

- Other
- Command Post 
  - Location
  - Communications
  - Support staff
  - Equipment
  - Utilities
  - Water
  - Electricity
  - Sleeping
- Logistical Support

### Post Event

- Close Operations
- Recovery of Units
- Debrief 
  - Site Commander
  - Unit Directors
  - Volunteers
- After Action Report 
  - NAMB
  - ARC
  - State Office
- File all paperwork

## Command Post Setup Guide

1. Find a location for the command post.
  - a. If mobile command center is used, find a location that is large enough to handle the unit and support equipment.
  - b. If a fixed location is used, try to use a room 20 x 40 or larger.
2. Sign agreement form.
  - a. Be sure the pastor understands the full implications of serving as a host for a disaster relief operation.
  - b. Be sure to give the pastor a copy of the agreement.
3. Organize the command post.
  - a. Team assignments
  - b. Physical setup
    - i) Focal point
    - ii) Status board
    - iii) Main room
      - (1) Incident Commander desk
      - (2) Office manager
      - (3) Database
      - (4) Functions desks
        - (a) Operations
        - (b) Logistics
        - (c) Administration
        - (d) PIO
    - iv) In processing
    - v) Team briefing area
4. Establish communications
5. Establish power source
6. Determine operation parameters and briefing
  - a. Paperwork
  - b. Housing/meals
  - c. Showers
  - d. Credentials
  - e. Cultural considerations
7. Get functions operational
8. Set up needs/ministry assessment
9. Schedule and post work hours and assignments
10. Manage the operation

## Command Post Setup Checklist

<b>Office</b>		<b>Needs Assessment</b>	
Location	<input type="checkbox"/>	Feeding	<input type="checkbox"/>
Electricity	<input type="checkbox"/>	Clean-up and Recovery	<input type="checkbox"/>
Phone	<input type="checkbox"/>	Child Care	<input type="checkbox"/>
Fax	<input type="checkbox"/>	Communications	<input type="checkbox"/>
Internet Access	<input type="checkbox"/>	Command	<input type="checkbox"/>
Office Supplies	<input type="checkbox"/>	Shower	<input type="checkbox"/>
Status Board	<input type="checkbox"/>	Water Purification	<input type="checkbox"/>
Onsite Kit Ordered	<input type="checkbox"/>	Other Units	<input type="checkbox"/>
<b>Staff Concerns</b>		<b>Contacts</b>	
Lodging	<input type="checkbox"/>	State Director	<input type="checkbox"/>
Transportation	<input type="checkbox"/>	Incident Commander Team	<input type="checkbox"/>
Meals	<input type="checkbox"/>	NAMB DR Team	<input type="checkbox"/>
• Feeding Unit	<input type="checkbox"/>		
• Church	<input type="checkbox"/>		
• Local Restaurants	<input type="checkbox"/>		
<b>Meetings</b>			
Affected State	<input type="checkbox"/>	<b>Address:</b>	
ARC	<input type="checkbox"/>		
Local Government	<input type="checkbox"/>	<b>Directions:</b>	
FEMA	<input type="checkbox"/>		
TSA	<input type="checkbox"/>		

## **Demobilization Checklist**

Following a disaster relief response, the operation must be closed in an orderly fashion. During the response the IM planning officer will work with the IMT and the DOC manager to establish an orderly process to scale down the DOC and to close it at the appropriate time. Coordination and tracking of the units as they return home must be considered.

The closing of the DOC should be intentional and reflect a clear and accurate report of the disaster relief response. All equipment and furniture that was loaned for the command post operation should be returned to the proper person.

1. Receive information from the IM planning officer about the impending closing of the response.
2. Verify the information with the affected state Baptist convention, national partners, and other response organizations.
3. Develop a DOC demobilization plan in consultation with the IMT.
4. Adjust the operational hours of the DOC to support tracking of the units being demobilized.
5. Assign staff to cover the operational hours of the DOC during the demobilization.
6. Develop a plan to ensure the cleaning and repair of the facilities used by Southern Baptist Disaster Relief during the response. This plan should include the facilities used to support other organizations during the response.
7. Develop a plan with the IMT to ensure all expenses are paid or provided for regarding the facilities used during the response.
8. Verify with the IMT and all responding units that accurate information and reporting of their response activity has been given to the IMT and entered into Database.
9. Reduce the number of IMT as appropriate during the final days of the operation.
10. Update all notebooks, logs, status boards, and other information systems with an accurate final report of the response activity.
11. Provide a final report of activity of the operation to the affected and assisting states.
12. Verify all expenses are paid for equipment, meals, volunteers, and any other associated costs during the operation.

# Appendix C

## *Quick Reference Pullout*

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## QUICK REFERENCE PULLOUT

*This pullout section is written as a quick reference for the IMT. For detailed procedures and assignments, refer to the SBDR ICS Manual. All procedures and assignments are subject to change from the Incident Commander as dictated by the operation.*

### TBM Contact Information

Texas Baptist Men  
5351 Catron  
Dallas, Texas 75227

Terry Henderson      214-676-7201 (cell)  
Alicia Enriquez          214-275-1177 (office)  
TBM Fax                  214-381-7900  
Survivor Hotline      866-826-2600 (if assigned to response)

### Report Distribution

Unit Daily Reports, Master Volunteer List and IMT Daily Reports

- [reportsdr@TexasBaptistMen.org](mailto:reportsdr@TexasBaptistMen.org)
- [Alicia.enriquez@texasbaptistmen.org](mailto:Alicia.enriquez@texasbaptistmen.org)
- [tbmresponse@gmail.com](mailto:tbmresponse@gmail.com)

Incident Reports

- [Alicia.enriquez@texasbaptistmen.org](mailto:Alicia.enriquez@texasbaptistmen.org)
- [Terry.Henderson@TexasBaptistMen.org](mailto:Terry.Henderson@TexasBaptistMen.org)
- [tbmresponse@gmail.com](mailto:tbmresponse@gmail.com)

Incident Commander Daily Summary Report

- [Terry.Henderson@TexasBaptistMen.org](mailto:Terry.Henderson@TexasBaptistMen.org)
- [tbmresponse@gmail.com](mailto:tbmresponse@gmail.com)

### Incident Management Kit (IC Computers)

- TBM forms, process, policies (TBM Forms)
- All SB ICS forms (ICS Forms)
- Work Order database (WODataBase)
- Volunteer Sign In sheet (VolCheck)
- Volunteer database (VolDataBase)
- Contact list (ContactList)
- Resource tracking (SB ICS211 – Modified)
- Day posting (DayPost)
- Flyer (Flyer)
- IMT handbook (IMT Handbook)
- SBDR ICS position details (SBDRICS)

*All forms are available on ICP computer or may be downloaded from the TBM website. All database or document examples may be modified as needed to meet the needs of a specific deployment. The example files should not be modified but “save as” with a deployment specific name.*

## **Incident Commander (IC)**

*Any functional assignment in the ICS structure not filled falls back on the Incident Commander.*

### **Responsibilities:**

- Day-to-day operation of the Southern Baptist response
- In consultation with the affected state DR director, command staff and general staff, will determine the scope and extent of the operation and ministries to be rendered
- In consultation with the affected state DR director and planning officer develop the Incident Action Plan
- Assess and adjust the Incident Action Plan daily needed
- Ensure adequate space and resources for IMT (with Logistics Officer)
- Ensure adequate staffing of the IMT
- Assign duties to all members of the IMT based on work load and available resources
- Assign TBM telephones to IMT as needed
- Assign Deputy IC when away from IMT location
- Attend local emergency management meetings as needed
- Conduct two daily staff briefings (morning and evening)
- Conduct evening debrief
- All reports and flow of information from the operation to the affected state and NAMB
- IMT (Non Unit Specific) Daily Report
- Daily Summary
- Monitor and approve all credit card purchases
- Maintain relationships with the local church, association, government, and disaster relief partners (ARC, TSA, FEMA, EMA, EOC, and others)
- Liaison to the Disaster Operations Center (DOC) manager

## **Staff Chaplain**

### **Responsibilities:**

- Develop a plan to provide emotional and spiritual care, both internally and externally, during the operation.
- In cooperation with the operations section, ensure chaplains are embedded in each ministry service area
- In cooperation with the safety officer and chaplain coordinator, ensure emotional and spiritual care services are available to disaster relief volunteers.
- Plan morning and evening devotions
- Conduct Chaplain debrief meetings
- Provide on-site orientation for chaplains
- Maintain client confidentiality.
- Work closely with the local community to assist survivors connect with faith communities and indigenous support systems for emotional and spiritual care.
- When appropriate, arrange or assist with public or private worship or memorial services
- When appropriate, provide support to coroner offices, morgues, and Disaster Mortuary Operational Response Teams (DMORT). Be prepared to assist government officials and families with issues of victim identification or death notification.
- Report statistical data of chaplain activities daily to Administration
- Maintain supply of decision cards and implement plan to provide local churches with decision information for follow up
- Other duties as assigned by Incident Commander

## **Public Information Officer (PIO)**

### **Responsibilities:**

- Liaison between the Incident Commander and public, private, and SBC media outlets
- Work directly with the DOC.
- Assist any media person in securing necessary information concerning the operation.
- Coordinate any unit PIOs assigned to the operation.
- Work with the affected state's public relations department concerning the operation.
- All press releases issued by the operation
- Ensure that press kits are available to all media outlets including local, state, national, secular, and Christian media outlets. Press kits will be a standard press kit with an update for the current operation and units involved.
- Human Interest Stories
- Take digital pictures of the operation (respectfully) and supply these pictures to media outlets and the DOC as requested.
- Other duties as assigned by Incident Commander

## **Liaison Officer**

### **Responsibilities:**

- Point of contact for the cooperating agencies, DOCs, partners, National Voluntary Organizations Active in Disaster (NVOAD) and/or state Voluntary Organizations Active in Disaster (VOAD), FEMA, affected state EOCs, and other government and state convention agencies.
- Other duties as assigned by Incident Commander

## **Safety Officer**

### **Responsibilities:**

- Safety of personnel
- Safety inspection of all disaster sites and housing sites
- Assess hazardous and unsafe situations and develop measures for assuring personnel safety.
- Ensure appropriate personal protection equipment (PPE) is available according to job function
- Ensure first aid kits, fire extinguishers, and other safety equipment are appropriately located in case of an accident or other emergency.
- Ensure local ordinances, such as fire code and public health regulations, are followed.
- In conjunction with the logistics function, arranges security guards, public or private, for SBDR facilities as necessary.
- Ensure that accident reports are filled out immediately when an accident/injury occurs and reported to the Southern Baptist insurance company, Incident Commander, and the DOC. The safety officer will work in conjunction with these entities should a detailed investigation process be deemed necessary.
- In remote locales, develops procedures for contacting emergency medical services in the event of an injury or medical emergency.
- Assist the logistics officer in ensuring that forklifts and other heavy equipment are operated by properly qualified staff
- Other duties as assigned by Operations Officer or Incident Commander

## **Operations Officer**

### **Responsibilities:**

- Develop tactical plan and priority of work response
- Develop site specific information (debris disposal, etc)
- With Staff Chaplain, insure all teams have a TBM chaplain
- Implement work order tracking system
- Develop filing system for paper copy work orders
- Conduct daily unit leader meetings
- Assign and track all work orders
- Monitor resource report and advise IC of needs
- Scan all work orders into a master file. Assign Assessors as needed
- Recruits Safety Officer as needed
- Back up all operations files on a daily basis
- Responsible for receipt and maintenance of reports sent in from the units.
- Create folder on ICP computer for Work Order data base and other operation information.
- Other duties as assigned by the Incident Commander

## **Logistics Officer**

### **Responsibilities:**

- Water Services
- Facilities/Command Post
- Housing
- Equipment
- Procurement
- Unit Support
- Set up and monitor weather radio. If unavailable develop plan to monitor changing weather conditions
- Secure all vehicles needed for the response.
- Develop and implement parking and unit location plan
- Assist the feeding coordinator and Incident Commander in choosing the site and supplying support services for the feeding units.
- In consultation with chief cook , develop IMT volunteer feeding plan
- Coordinate location and distribution of donated equipment and supplies
- In-kind donation process
- Work with financial services to ensure proper record keeping of all expenses incurred
- Locate first aid and hospital locations
- Other duties as assigned by Incident Commander

## **Administration Officer**

### **Responsibilities:**

- Set up and establish the operations of the command post.
- Event documentation
- Financial records
- Ensure all volunteers are processed and briefed before they begin work.
- Manage DR field kit. Ensure all items are returned.
- Set up DR computer network, printers and internet (local service if available, otherwise hot spot)
- Manage all incident command volunteers and staff and assign shifts, tasks, and workstations.
- Obtain Disaster number if available from TBM, ARC, TSA or FEMA
- Maintain all status boards and reports in the IC.
- Assist the Incident Commander to develop and present the final after action report for the operation.
- Other duties as assigned by Incident Commander

## **Office Manager**

### **Responsibilities:**

- Establish appropriate record keeping for the operation.
- Maintain a safe, clean office
- In Processing and Credentials
- Create an Excel contact and resources spreadsheet relative to the disaster
- Update and distribute TBM flyer of services as needed Print/copy all anticipated forms
- Ensure adequate office supplies on hand
- Set up file for credit card and cash purchases. Develop spreadsheet and manage all receipts.
- Daily post day information in command post. Include day, date, and incident day number (see forms and templates)
- Ensure all deployed units submit daily reports. Assist Unit Leaders in preparation of daily reports.
- Backup all administration files on a daily basis.
- Monitor IMT email ([tbmresponse@gmail.com](mailto:tbmresponse@gmail.com)) and provide appropriate IMT members with information
- Update minutes, as needed on IMT telephones and hot spots
- If TBM ICP bus is used, inventory bus contents upon arrival and prior to departure of bus
- Monitor ICP telephone
- Upon “Stand Down” of ICP, prepare and send package of forms and information to Cindy Finn
- Create folder in ICP computer for all Administration documents and reports
- Create folder of ICP computer for photographs
- Other duties as requested by Logistic or Operations Officer or Incident Commander

## **Planning Officer**

### **Responsibilities:**

- Request teams and units other assets as needed
- In consultation with the Incident Commander develop the daily Incident Action Plan for each 24-hour operational period.
- Request other assets as needed through the DOC as determined by the incident action plan.
- Maintain status board showing all resources.
- In consultation with Operations, determine future needs
- In conjunction with the Incident Commander, the affected state DR director, the DOC, and the requesting agencies or partners assist in the development of the demobilization plan
- Other duties as assigned by Incident Commander

## **Commonly used acronyms**

ARC - American Red Cross  
DOC - Disaster Operation Center  
EMA - Emergency Management Agency  
EOC - Emergency Operations Center  
ERV - Emergency Response Vehicle  
FEMA - Federal Emergency Management Agency  
IAP - Incident Action Plan  
IC - Incident Commander  
ICP - Incident Command Post  
ICS - Incident Command System  
IMT - Incident Management Team  
NAMB - North American Mission Board  
PIO - Public Information Officer  
SOC - State Operation Center  
TSA - The Salvation Army