

Oklahoma Baptist Disaster Relief



Incident Command System Training Manual

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Table of Contents

CHAPTER ONE

A BRIEF HISTORY OF SOUTHERN BAPTIST DISASTER RELIEF	1
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CHAPTER TWO

INTRODUCTION TO THE INCIDENT COMMAND SYSTEM	5
History of Incident Command System	5
Objectives of Incident Command System	6
Functional Components of Incident Command System	6
Adaptability and Flexibility	7

CHAPTER THREE

PRINCIPLES AND FEATURES OF THE INCIDENT COMMAND SYSTEM	9
Primary ICS Management Functions	9
Management by Objectives	9
Unity and Chain of Command	10
Establishment of the Transfer of Command	10
Organizational Flexibility	11
Unified Command	11
Span of Control	11
Incident Action Plan	11

CHAPTER FOUR

ORGANIZATION OF THE INCIDENT COMMAND SYSTEM	13
Command Staff	13
Incident Commander	13
Organizational Chart of the ICS	14
Command Tips from General Normal Schwartzkopf	15
Safety Officer	15
Liaison Officer	16
General Staff	16
<i>Operations Section</i>	16
Operations Officer	17
Feeding Coordinator	17
Recovery Coordinator	18
Child Care Coordinator	19
Chaplain Coordinator	19
<i>Logistics Section</i>	20
Logistics Officer	20
Water Services Coordinator	21
HQ Task	21
Housing Coordinator	22
Equipment Coordinator	22

Procurement Task.....	22
Unit Support	22
<i>Administration Section</i>	<i>23</i>
Administration Officer	23
Office Manager	24
Communications Coordinator	25
Driver	25
Disaster Relief Database (DRDB) Task.....	25
In-Processing Task	26
Credentials Task.....	26
Financial Services Task.....	26
Data Processing Task	26
Documentation Task	27
<i>Public Information Section.....</i>	<i>27</i>
Public Information Officer	28
Press Releases	28
Press Kits.....	28
Human Interest Stories	28
Coordinate Unit PIO.....	29
<i>Planning Section</i>	<i>29</i>
Planning Officer	29
Mobilization Planning Task	29
Demobilization Planning Task	30
Incident Action Planning Task.....	30
Resources Task.....	31

CHAPTER FIVE

CONCLUSION.....	32
------------------------	-----------

APPENDIX A	33
-------------------------	-----------

Incident Command Implementation.....	34
HQ Setup Guidelines.....	35
DOC Glossary	36
ICS Glossary	40

APPENDIX B: CHECKLISTS & FORMS	57
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Checklists

Activation of ICS Team Checklist	58
Activation of the DOC Checklist	60
Activation of the DRDB Checklist.....	62
Affected State Checklist Guide	63

Affected State Checklist.....	66
Headquarters Checklist (ICS or DOC).....	67
Feeding Unit Checklist.....	68
Communications Unit Checklist.....	69
Child Care Unit Checklist.....	70
Cleanup and Recovery Unit Checklist.....	71
Shower Unit Checklist.....	72
Demobilization Checklist.....	73

Forms

Personal Information Form.....	74
Release and Indemnity Agreement.....	76
Daily Unit Report Form.....	77
On-Site Coordinator Daily Report Form.....	79
Incident Report Form.....	80
Property Owner Job Order Approval Form.....	81
Vendor Form.....	82
Rental Equipment Information Form.....	83
Shower/Laundry/Water Purification Report.....	84
Expense Form.....	85
Agreement between Church and NAMB.....	86
General Message Form.....	87
Incident Action Plan.....	88
Master Volunteer List.....	89
Incident Command Team Daily Report Form.....	90

APPENDIX C: EXERCISES.....	91
Incident Command Structure (blank).....	92
Operations Chart.....	93
Logistics Chart.....	94
Administration Chart.....	95
PIO Chart.....	96
Planning Chart.....	97
Incident Command Implementation (blank).....	98

A Brief History of Southern Baptist Disaster Relief

Chapter One

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 victims 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 victims 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 victims 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 victims.

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 victims 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 2004 activity and fleet report documented 586 mobile units and more than 30,840 trained volunteers from 41 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. The national offsite coordinator is housed at the DOC and provides technical and logistical support of the operation. 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 Unit 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 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 2004, the combined response to Hurricane Charley, Hurricane Frances, Hurricane Ivan, and Hurricane Jeanne involved 549 units from 38 state Baptist conventions utilizing 10,426 volunteers. This is 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 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!

Introduction to the Incident Command System

Chapter Two

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 the ICS model.

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 nonfire 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

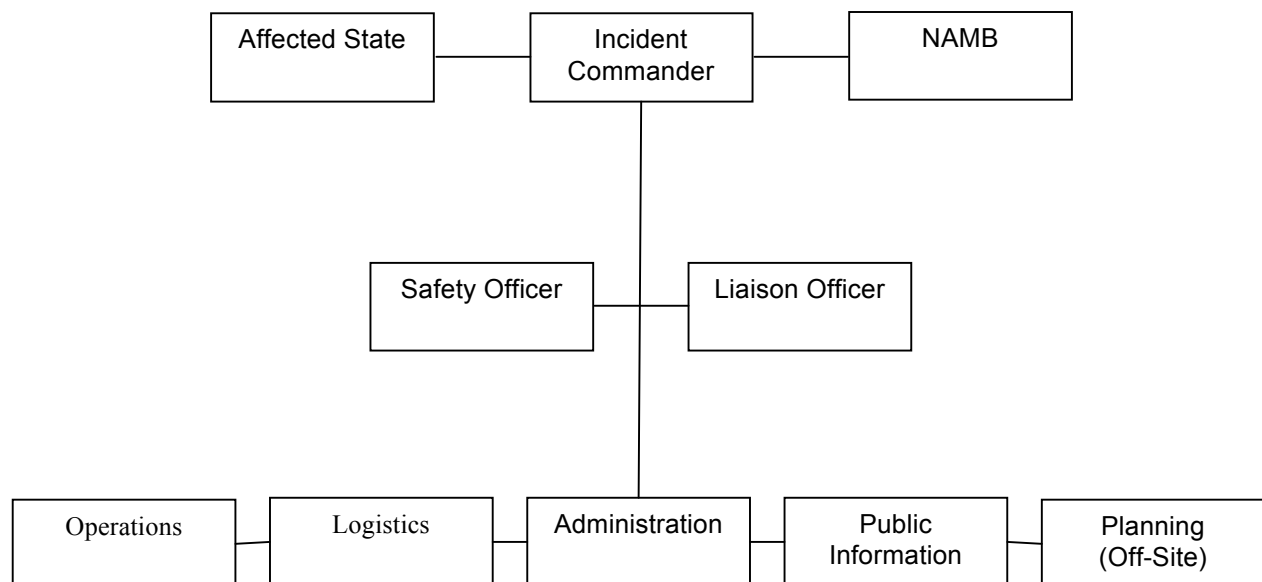
The objectives of ICS are to:

- ◆ Establish a centralized command and control structure
- ◆ Provide command level coordination
- ◆ Limit the amount of detail that one individual must deal with, limiting the range to 6-10 tasks, subordinates, or issues. This is called “span of control”
- ◆ Provide a method to mobilize and demobilize a disaster response

Functional Components of ICS

ICS is built around six major components or functions:

1. Command
2. Operations
3. Logistics
4. Administration
5. Public Information
6. Planning



Command

Sets objectives and priorities, has overall responsibility at 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 to meet incident needs, provides resources and all other service needed to support the incident.

Administration/Finance

Provides administrative support for the operation, including the operation of the DRDB and all necessary reporting for the incident or event. It will also maintain all records of the disaster. Monitors costs related to incident and tracks financial transactions.

Public Information

Coordinates the release of information from the disaster to all media (radio/TV/print) and internal sources (affected state, supporting states, NAMB, Baptist Press [BP]), along with video and photo documentation of operations and related functions. Updates e-mail and webpage information.

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

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. One of NAMB's goals is to equip the state convention disaster response leadership with the tools to become a skilled disaster management leadership team that can implement the ICS

organization at the state level and on smaller operations. Thus, the more that we use ICS, the more ICS will become second nature to all Southern Baptist disaster relief volunteers.

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.

Principles and Features of the Incident Command System

Chapter Three

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
- Public Information
- 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.

It must also be remembered that the IC is the manager of the managers—allow your people to do their jobs!

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 NAMB 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
- Sections
- Branches
- Divisions/groups
- 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 IC may or may not be the state disaster relief director. The affected state DR director in consultation with the national DR director will determine who will be the IC for the disaster response. If a state DR director chooses to be the IC for a multistate disaster response, a deputy IC may be named to help coordinate the multistate response. In most multistate responses, an IC 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 IC will remain in charge of all operations until he is relieved. The transfer of command is not complete until the incoming IC has been thoroughly briefed by the acting IC. 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 IC 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 IC 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 give 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 IC 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 IC 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 and the “KISS” principle should be applied. (KISS = Keep It Simple Stupid). 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.

Organization of the Incident Command System

Chapter Four

Command Staff

The command staff works closely with and answers directly to the IC of the operation. The liaison officer, the safety officer, and the IC make up the command staff. The IC in consultation with the affected state DR director, the general staff, and the command staff will determine the scope and extent of the operation and ministries to be rendered to the affected area. See the chart on the next page for the complete incident command system structure.

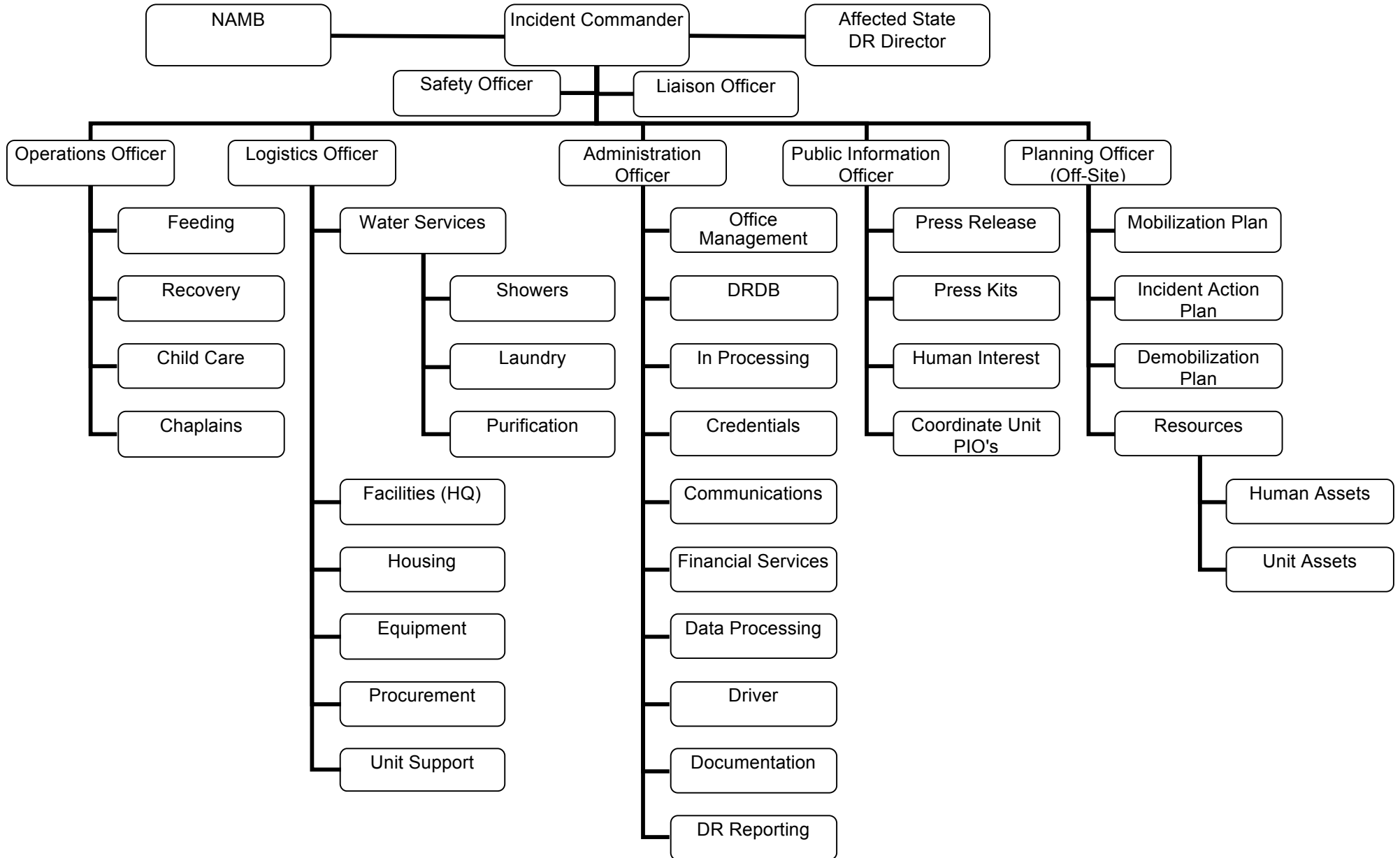
Incident Commander (IC)

The Incident Commander is an individual who is a mature Christian and an experienced disaster relief volunteer who has experience at various levels and in various ministries of Southern Baptist Disaster Relief. This individual should be able to handle stress and crisis situations. The IC must be able to make command decisions in such a manner that will further the work of our Lord. The IC must be the manager of managers and be willing to empower his staff to make decisions within their span of control. The IC is the person who is responsible for the entire Southern Baptist Disaster Relief operation.

Guidelines and responsibilities of the IC:

- assigned by NAMB and/or the affected state
- manager of managers; allows the command and general staff to function within their span of control
- in consultation with the affected state DR director and the planning officer, responsible to develop the Incident Action Plan
- responsible to assess the situation and adjust the Incident Action Plan accordingly
- responsible for the day-to-day operation of the Southern Baptist response
- responsible for all reports and flow of information from the operation to NAMB and the affected state
- responsible to maintain relationships with the local church, association, government, and disaster relief partners (ARC, TSA, FEMA, EMA, EOC, others)
- responsible for two daily staff briefings (morning and evening)
- responsible to act as a liaison to the Adult Volunteer Mobilization Unit of NAMB

Southern Baptist IC Organization



Command Tips from General Norman Schwartzkopf

General Norman Schwartzkopf was the commander of the U.S. forces in the Persian Gulf War. Consider what he says about command and leadership.

General H. "Stormin' Norman" Swartzkopf's
Eleven Commandments for Leaders

- 1. You must have clear goals. You must be able to articulate them clearly to others.**
- 2. Give yourself a clear agenda. Every morning write the five most important things to accomplish that day and get those five done.**
- 3. Let people know where they stand.**
- 4. What's broken, fix now. Don't put it off. Problems that aren't dealt with only lead to more problems.**
- 5. No repainting the flagpole. Make sure all the work your people are doing is essential to the organization.**
- 6. Set high standards. People won't generally perform above your expectations, so it's important to expect a lot.**
- 7. Lay the concept out, but let your people execute it. Tell them in the clearest terms what you want done, but let them suggest the best way to do it.**
- 8. People come to work to succeed. So don't operate on the principle that if they aren't watched and supervised, they'll bungle up the job.**
- 9. Never lie. Ever.**
- 10. When in charge, take command. Some leaders who feel they don't have adequate information put off deciding to do anything at all. The best policy is to decide, monitor the results, and change course if it's necessary.**
- 11. Do what's right. The truth of the matter is that you always know the right thing to do. The hard part is doing it.**

Taken from *Sharpening the Sword* by Stephen D. Hower (CPH, 1996)

Safety Officer

The Safety Officer is an individual who is a mature Christian with experience with various disaster relief operations at various levels of service. The safety officer's function is to assess hazardous and unsafe situations and develop measures for assuring personnel safety. The safety of the personnel is his or her primary responsibility, and 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 assistants as necessary, depending on the size and scope of the operation.

- This person is responsible for the safety of personnel.
- This person is responsible to do a safety inspection of all disaster sites and housing sites.
- This person is responsible to make sure that all unit directors are aware of any special safety hazards or concerns of the operation.
- This person can act with emergency authority in life-threatening situations.

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 assistants with specific assignments.

- This person is the point of contact for the cooperating agencies, partners, and local government.
- This person is the point of contact for the National Voluntary Organizations Active in Disaster (NVOAD) during the disaster operation.
- This person is the point of contact for the hosting church and association.
- This person will be responsible to communicate with other agencies or DOCs during an operation. This may include ARC, TSA, FEMA affected state EOCs, and other government and state convention agencies.

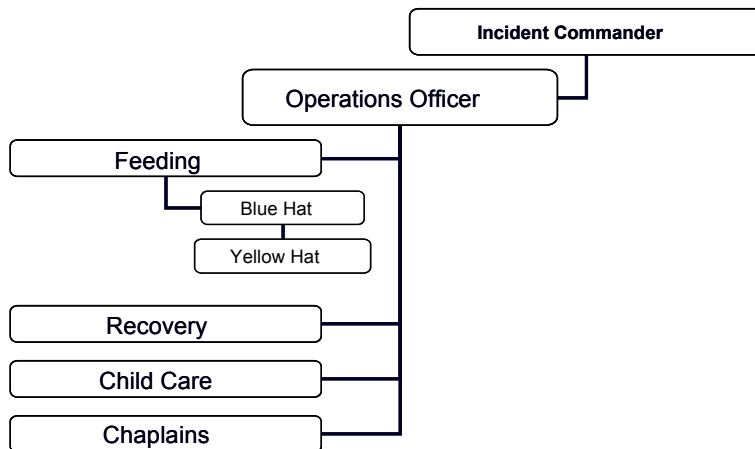
General Staff

The general staff is led by the IC and consists of five functions:

- Operations
- Logistics
- Administration
- Public Information
- Planning

Each function is led by an “officer” who is responsible for all activity, services, and ministry related to their specific assignment. They have command authority and responsibility for their area. The general staff answers directly to the IC.

Operations Section



Operations Officer

The operations officer leads the operations section. The operations section is responsible for the direction and coordination of all incident tactical operations. In short, this section provides direct ministry to the disaster victims in the affected area. For Southern Baptist Disaster Relief this includes the ministry areas of feeding, recovery, child care, and chaplains. The operations officer is directly responsible for the operation of each of these ministry areas. In larger operations the operations officer will have assistants responsible for each of the specific ministry areas and in some cases may have several assistants in each area depending upon the size, scope, and geographical size of the disaster response.

- This person is responsible for ministry and services that directly help disaster victims.
- This person answers directly to the IC.
- This person has command authority in his area of responsibility.

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 assistants working with him or her.

- Will be responsible to 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.
- Will be responsible to make sure that all responding feeding units have the necessary support services to fulfill their mission.

- Will manage those serving as deputy feeding coordinators for the ARC.
- Will manage those serving as deputy feeding coordinators for TSA.
- Will manage deputy feeding coordinators assigned to other agencies and organizations.
- Will manage those serving as our agency representatives to other agencies that need feeding support (EMA, local churches, and so forth)
- Will provide support teams for the states responding with units should they need assistance with staff and the offsite coordinator at NAMB.
- Will assist the responding units with technical support during the response.
- Will receive reports and narratives from the responding units to be compiled for the IC.
- Will provide feeding support for headquarters (HQ) and other volunteers when a feeding unit is not operational or can not service HQ or other volunteers.
- Will 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 may have several assistants working with him.

- Will assist local Southern Baptist leadership to do a needs assessment.
- Will inspect job sites and assign priority to job assignments.
- Will call for the appropriate recovery units through the Incident Commander and the DOC.
- Will work with all responding recovery units to ensure that the needs of the responding units are met.
- Will work with local Southern Baptist leadership and responding units to establish a place where clients can register for assistance.
- Will secure all information, forms, reports, etc. from the responding recovery units.
- Will work with responding units, local churches, and other agencies to manage unsolicited volunteers.
- Will manage any deputy recovery coordinators as needed or assigned.
- Will 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 assistants working with him or her.

- Will provide coordinator and liaison with the requesting agency for all child care activities.
- Will work with the child care units and feeding coordinators to ensure all needs of the units are being met.
- Will work with all responding child care units to ensure that the needs of the responding units are met.
- Will secure all information, forms, and reports from the responding units and keep the IC and operations officer informed of the customer service.
- Will assist the responding units in securing volunteers from other states should they need additional volunteers by working with the Incident Commander and the DOC.
- Will manage any deputy childcare coordinators as needed or assigned.
- Will assist the PIO to discover appropriate stories to be shared with the general public and Southern Baptists.

Chaplain Coordinator

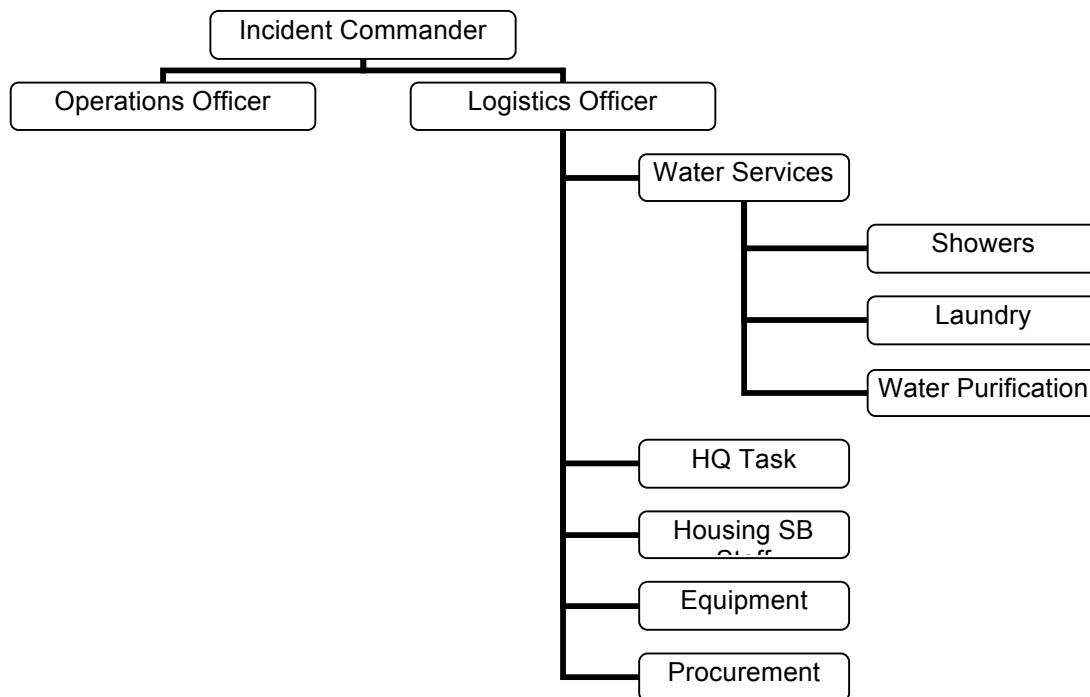
The chaplain coordinator is directly responsible for the chaplains responding to the operation. Depending upon the scope and size of the operation, he or she may have several assistants working with him or her.

- Will work with the IC and the Operations Officer to determine the need for chaplains and their placement during the response.
- Will be responsible to determine the skill level and specific skill set needed to fulfill the assessed needs.
- Will coordinate with our disaster responding partners, local governments, local churches, associations, and other disaster response organizations to determine the assignment and placement of chaplains.
- Will be responsible to ensure that all the needs of the chaplains are met.
- Will secure all information, forms, and reports from the responding chaplains.
- Will secure additional chaplains as needed by working with the IC and DOC.

- Will work with the IC manager to ensure that the IC staff is provided appropriate spiritual, emotional and physical care during the operation.
- Will provide personal crisis interventions for the IC staff as appropriate.
- Will manage any deputy chaplain coordinators as needed or assigned.
- Will assist the PIO to discover appropriate stories to be shared with the general public and Southern Baptists.

Logistics Section

Units and functions in the Logistics section are responsible for providing services and support to meet all incident or event needs.



Logistics Officer

The logistics officer is directly responsible for the operation of each of these service and support areas. In larger operations the logistics officer will have assistants responsible for each of the specific areas and in some cases may have several assistants in each areas depending upon the size, scope, and geographical size of the disaster response. It is important to remember that logistics section tasks are geared to support personnel and resources directly assigned to the incident.

- This person answers directly to the IC.
- This person is responsible for support and services to units and personnel directly assigned to the incident.

- This person has command authority in his area of responsibility.
- This person is responsible for supervision of the water services for the operation.
- Will be responsible for setting up HQ.
- Will be responsible to secure all facilities arrangements and agreements needed to respond to the operation.
- Will be responsible to provide housing for all volunteers and IC staff responding to the operation.
- Will be responsible to secure all equipment and supplies needed for the response except for the feeding units.
- Will be responsible to secure all vehicles needed for the response.
- Will assist the feeding coordinator and incident commander in choosing the site and supplying support services for the feeding units.
- Will supervise the in-kind donation process.

Water Services Coordinator

The water services coordinator is responsible for providing all water services to the disaster operation. These water services include shower units, laundry units, and water purification units.

- The water services coordinator will work with the logistics officer and IC to determine the water service needs of the operation.
- Will be responsible for the location and placement of all water services units.
- Will be responsible to ensure that all local, state, and federal water standards are met by all water services units.
- Will be responsible to ensure that all gray water removal is in accordance with local, state, and federal standards.
- Will be responsible to help procure potable water for the operation as needed.

HQ Task

- To procure a building or office to use as the ICS HQ during the operation.
- To procure a location for the mobile command unit (if used).
- To procure local services to support the HQ task, such as power and phones.
- Will work with the IC and the IC Administration Officer to provide adequate space, equipment, and supplies for the IC operations.

Housing Coordinator

The housing coordinator will work for the logistics officer to provide adequate housing for volunteers who are responding to the disaster.

- Will work to secure housing for the ICS staff.
- Will work with the logistics officer and feeding coordinator to secure housing for the volunteers with the feeding units. When possible, housing of the feeding unit volunteers should be at the same site as the physical location of the feeding unit.
- Will be responsible to provide housing for all other volunteers responding to the operation.
- Will be responsible to provide adequate housing for the various types of volunteers who are responding (i.e., recovery and feeding volunteers need to be housed differently due to work schedules).

Equipment Coordinator

The equipment coordinator will work for the logistics officer to provide the necessary equipment needed in the operation.

- Will be responsible for any rental equipment needed for the operation.
- Will be responsible to coordinate any equipment assigned to the operation by local agencies and governments.
- Will procure any specialized equipment needed for the operation.

Procurement Task

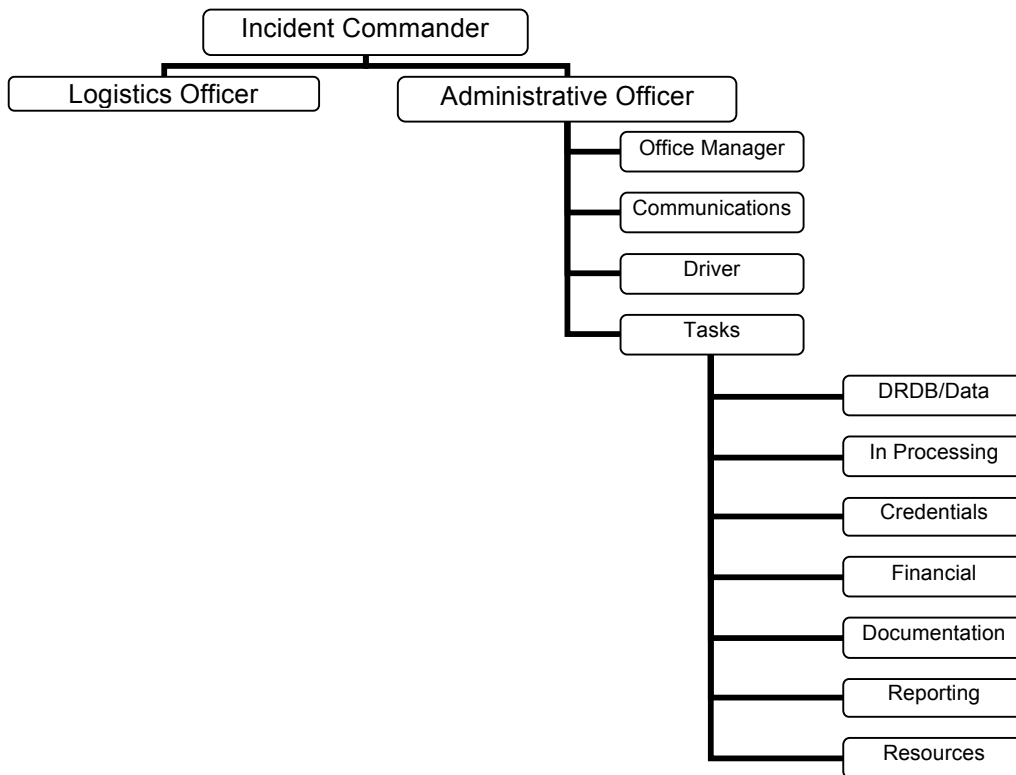
The procurement task is established to procure supplies needed to fulfill the ministry and mission of the disaster relief operation. The person fulfilling this responsibility will work with financial services to ensure proper record keeping of all expenses incurred during the operation. The procurement task is responsible for all in-kind donations made to the operation.

Unit Support

The unit support task is established to provide any support necessary to ensure that the various units assigned to the operation can fulfill their ministry and mission.

Administration Section

Units and tasks in the administrative section are responsible to provide administration and communication support for 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 assistants responsible for specific areas and in some cases may have several assistants in each area depending upon the size, scope, and geographical size of the disaster response. The administration section is responsible for all reporting, data gathering, in processing, DRDB, credentials, data processing, and financial services of the operation.

- The administration officer answers directly to the IC.
- The administration officer is responsible to ensure all the records and financial records are managed and stored for the operation. At the conclusion of the operation, all records will be forwarded to the NAMB DOC.

- Will be responsible for the DR field kit and/or DR computer network when it arrives on site and will ensure that it is shipped back to NAMB.
- Will be responsible to establish communications with the affected state DR director, NAMB and/or State Baptist Convention's DR director, NAMB DOC Manager, and the IC.
- Will be responsible to set up and establish the operations HQ.
- Will be responsible to ensure all established NAMB financial policies are followed during the operation.
- Will be responsible to ensure all volunteers are processed and briefed before they begin working.
- Will be responsible to ensure that all volunteers have proper credentials.
- Will be responsible to maintain all status boards and reports in the IC.
- Will be responsible to receive and maintain the DRDB reports sent in from the units.
- Will be responsible for the documentation of the operation. This includes all documents generated by the units, IC Team and other partners. Will be responsible to send these documents to the DOC.
- Will be responsible for maintenance of the operational log and all documentation.
- Will be responsible for staffing the DOC on a 24/7 basis when units and teams are mobilizing, demobilizing, and in transit to the disaster area.
- Will be responsible to archive all documents at the end of the operation.

Officer Manager

The office manager answers to the administration officer and is responsible for the smooth operation of the HQ office.

- The office manager will establish appropriate record keeping for the operation.
- The office manager will ensure that all personnel have a safe location in which to work.
- The office manager is responsible to maintain a clean office and ensure that the work area is cleaned daily.
- The office manager, in cooperation with the administration officer, is directly responsible for the in processing task and will establish procedures for the in processing of all volunteers.
- The office manager is responsible to receive volunteers after normal office hours.

- Will manage all IC volunteers and staff and assign them shifts, tasks, and workstations.

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. The communications coordinator will answer to the administration officer and will provide communications services to the operations.

- This person will be responsible to operate in accordance with FCC regulations and the SBC communications plan.
- This person will coordinate all communicators and communications units assigned to the operation.
- Will be responsible to establish any communications network needed to fulfill the operation.
- Will ensure that all assigned operators are aware and follow the SBC communications plan.

Driver

This person is responsible to drive the truck and pull the NAMB mobile command center. This person should be able to drive and pull a 45-foot gooseneck trailer. A CDL is required for this position.

- Will answer to the administration officer.
- Will be responsible to move and locate the mobile command center.
- Will be responsible to set up the mobile command center.
- Will be responsible for the maintenance of the mobile command center.
- Will ensure that the mobile command center is packed and ready for service at the end of the operation.
- Will act as a courier as needed.

Disaster Relief Database (DRDB) Task

The disaster relief database is an Access-based database used by Southern Baptist Disaster Relief to assist in the management of records and reporting. Every volunteer should be registered in the DRDB. The DRDB is capable of generating a wide variety of reports necessary for the operation. The office manager, in cooperation with the administration officer, will ensure that the DRDB is operating and maintained during the operation. The administration office is to ensure that all necessary reports

are generated every day and given to the IC, state DR director, and DOC and that the DRDB is archived daily at NAMB.

In Processing Task

The in processing task is the responsibility of the office manager. The in processing task will ensure that every volunteer is registered at the operation and entered into the DRDB. The in processing task will provide the volunteer with a briefing concerning the operation and any special information needed, including any special cultural considerations. If credentials are required, the volunteer will receive his credentials during the in processing. The in processing task will ensure that every volunteer has a place to sleep and shower.

Credentials Task

In some disaster relief operations volunteers may need to be credentialed before they can work. This task will provide volunteers with the necessary credentials to enable them to work in disaster areas. Credentials may be required for aircraft incidents, crime scenes, acts of war, and large urban disasters.

Financial Services Task

The financial services task is to ensure that all expenses, check requests, and disbursements are done in accordance with the financial policies of NAMB. This task is responsible to ensure all documentation required by NAMB, ARC, TSA, state conventions, or any other entity is properly executed, recorded, and filed. 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.

Data Processing Task

The data processing task is to ensure that all information and documentation concerning volunteers, reports, meetings, DRDB, word processing, spreadsheets, or any other needs are correctly entered into the disaster relief computer(s) and as needed into the DRDB.

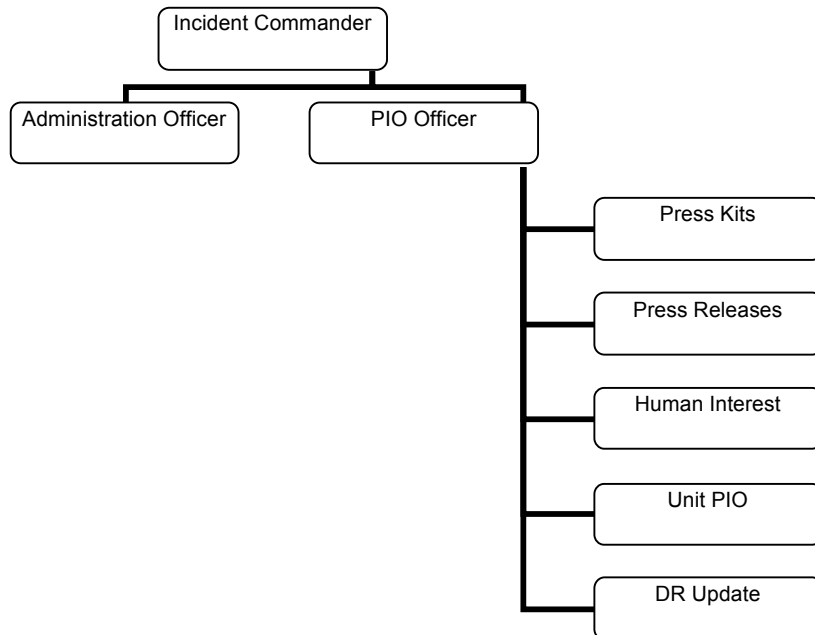
- Will be responsible for the DR computers and/or computer network assigned to the operation.
- Must be a competent computer operator and familiar with laptop computers and know how to use e-mail and access the Internet.
- Must know how to use various software programs including Access, Excel, Word, and Outlook.
- Must understand and be able to operate the DRDB.

Documentation Task

The administration officer and the DOC staff will be responsible for documenting the operation. The administration officer is responsible to ensure that a continuous operation log is maintained during the operation. The administration officer will also keep a record of all DR Updates and e-mails pertaining to the operation. At the close of the operation the administration officer will ensure that all records pertaining to the operation are catalogued and stored.

- Will be responsible to maintain the operational log.
- Will be responsible to maintain the permanent records of the operation.
- Will be responsible to catalog all reports, data, records, expenses, and other documentation at the close of the operation.
- Will assist the IC and NAMB DR director to develop and present the final after action report for the operation.
- Will be responsible to collect all data and documents from the DR computer including the DRDB. The administration officer will archive all computer documents and then purge the computer and ensure that it is ready to be used in the next operation.

Public Information Section



Public Information Officer

The public information officer is responsible for the public information section. The PIO is directly responsible to act as the liaison between the IC and public, private, and SBC media outlets. In larger operations the PIO may have assistants or unit PIOs assisting during the operation. The PIO is the public relations spokesman for the operation.

- The PIO answers directly to the IC.
- The PIO is responsible for all news releases generated by the operation.
- The PIO is responsible to take digital pictures of the operation and supply these pictures to media outlets and the DOC as requested.
- The PIO will work directly with the DOC and NAMB convention relations.
- The PIO will assist any media person in securing necessary information concerning the operation.
- The PIO will coordinate any unit PIOs assigned to the operation.
- The PIO will work with the affected state's public relations department concerning the operation.
- Will be responsible to work with the DOC PIO for the posting of the DR Update. This update will be published as often as needed depending upon the scope and size of the operation.

Press Releases

The PIO is responsible for all press releases issued by the operation. The PIO will issue press releases in accordance with guidelines established by NAMB and the affected state public relations department. All press releases must be verified and approved by the IC in consultation with the affected state DR director and/or DOC.

Press Kits

This task is to ensure that press kits are available to all media outlets including local, state, national, secular, and sacred media outlets. Press kits will be a standard press kit with an update for the current operations and units involved.

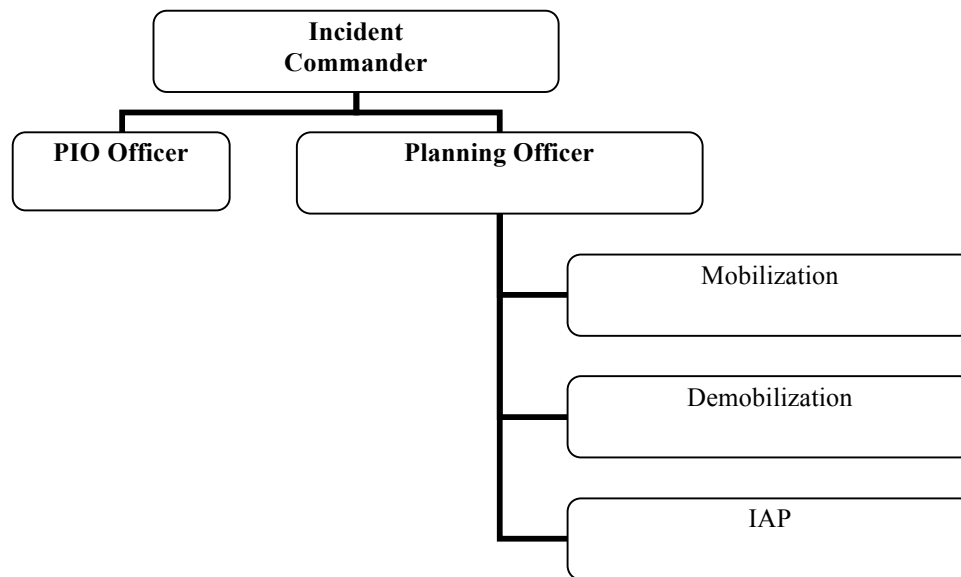
Human Interest Stories

This task is to develop and share human interest stories with media outlets. The PIO should work with the IC, affected state DR director, the DOC, all function officers, and unit leadership to find and develop good human interest stories which can be used in both sacred and secular media outlets.

Coordinate Unit PIO

The PIO will be responsible to coordinate any disaster unit's PIO. The PIO will assist the unit PIO in developing and filing any stories concerning their specific unit. The PIO will contact the unit PIO to obtain specific information and news releases about their unit. The PIO will assist the unit PIO as requested.

Planning Section



Planning Officer

The planning officer is responsible for the mobilization and demobilization of the operation, the daily incident action plans, and management of DR resources including both human and unit assets. The planning officer may have assistants 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.

Mobilization Planning Task

The planning officer is responsible for the mobilization of the IC command team, various responding units and teams, and other assets as needed to make the disaster response operational. The planning officer, in coordination with the affected state DR director and the NAMB DR director, will assign the Incident Commander to the operation, who will then in consultation with the affected state DR director, requesting

agencies, and disaster response partners determine the scope and size of the initial response.

- Will be responsible to develop the scope and size of the initial response in conjunction with the affected state, requesting agency, or partner.
- Will determine the type and number of units to activate.
- Will be responsible to activate the NAMB mobile command center.
- Will be responsible to request the shipment of the DR field kit.
- Will be responsible for tracking responding units through the DOC from their point of origin to the disaster site. Responding units and teams are to report ETD, ETA, and every four hours enroute to the DOC planning officer (800-462-8657 ext 6133).
- Will be responsible to confirm the arrival of all units on site with the administration officer.
- Transfer responsibility for responding units to the (ICS Team) Operations Officer upon their arrival onsite.

Demobilization Planning Task

The planning officer is responsible for assisting in the development of the demobilization plan for the operation in conjunction with the IC, the affected state DR director, the DOC, and the requesting agencies or partners.

- Will be responsible to inform responding units of demobilization plan.
- Will be responsible to require the DOC to track returning units and teams.
- Will be responsible to ensure that all units and teams arrive safely to their home bases.
- Will consult with other agency DOCs to inform them of the demobilization plan and if needed to coordinate the demobilization of the response units, especially the feeding units.
- Will be responsible to close the IC Headquarters at NAMB.
- Will be responsible to receive and inventory the DR field kit and ship the DR field kit for back to NAMB.

Incident Action Planning Task

The planning officer in consultation with the IC will develop the daily Incident Action Plan (IAP). This plan is consider a broad outline of the operation period and is subject to change and updates during the operation period. 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 and should follow the KISS principle.

- Will be responsible to have a morning phone briefing with the IC, affected state DR director, and the DOC manager to discuss the operation and the IAP.
- Will be responsible to assist in the development of the IAP for each 24-hour operational period. This plan is the broad operational outline and action plan for the operational period.
- Will activate other assets as needed through the DOC and determined by the IAP.
- Will document the IAP in written form or log entry.

Resources Task

The NAMB offsite coordinator is responsible for maintenance of the DRDB unit assets list and DRDB disaster relief directory. NAMB will not maintain a contact list of human resources other than the DR directory. All assets are mobilized by the planning officer, who will contact the state DR director to activate the needed assets for the response.

- Will be responsible in consultation with the IC to determine the needed assets for the operation.
- Will be responsible to update the unit assets list in the DRDB.
- Will be responsible to request any special human or unit assets as requested by the IC that are needed for the operation from the DOC.
- Will be responsible to call the DOC to mobilize human resources in the event that the responding state or unit needs assistance with manpower resources.

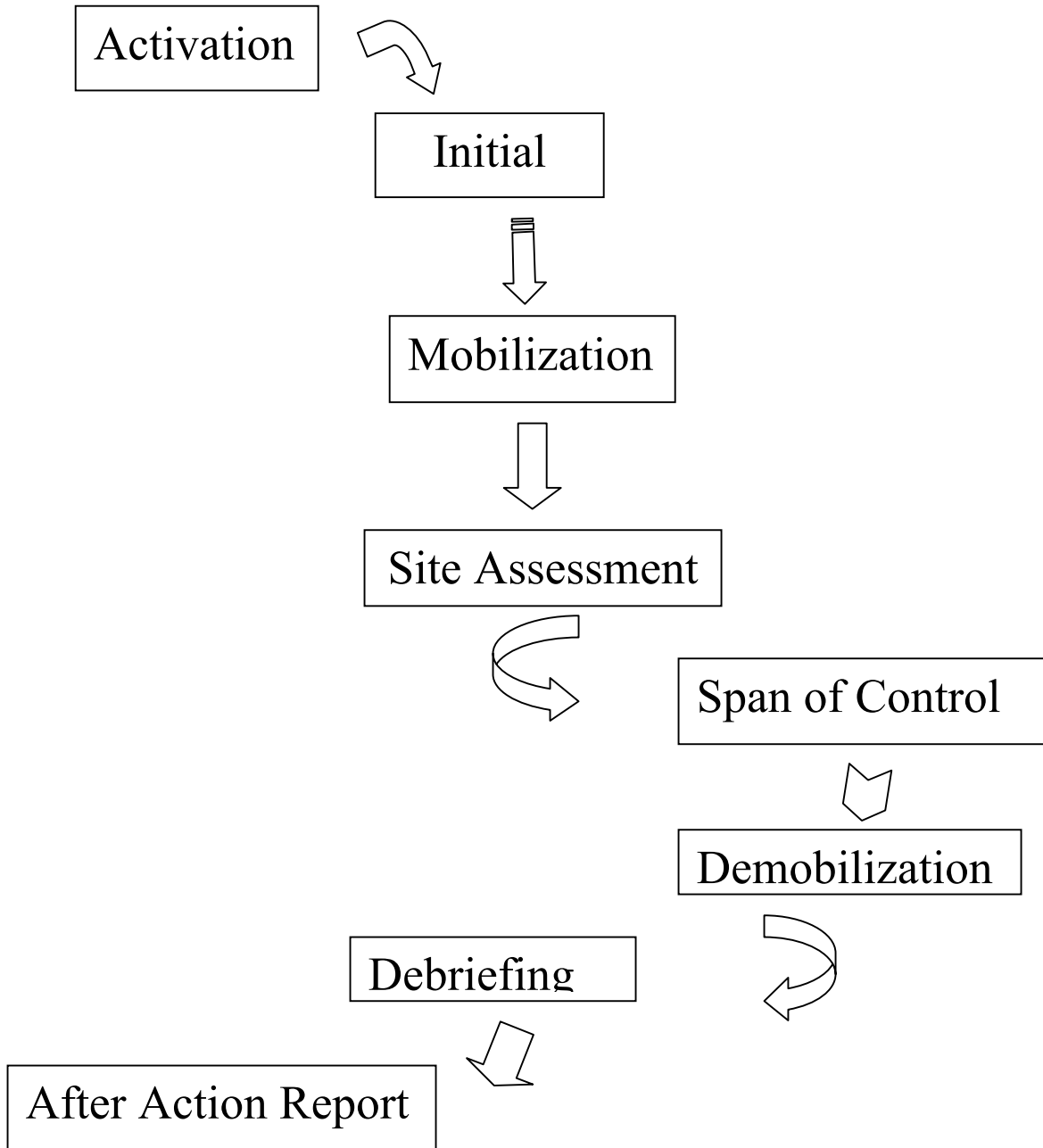
Conclusion

Chapter Five

The ICS was developed to bring a sense of order, direction and management out of a chaotic situation. Southern Baptist Disaster Relief has adopted this method of disaster response management because we need to be wise and faithful stewards of the resources that we have been given. The ICS will help us to better serve Christ in crisis.

Appendix A

Incident Command Implementation



**Southern Baptist
Disaster Relief
Incident Command System
HQ Setup Guidelines**

1. Find a location for the ICS HQ
 - a. If mobile command center is used location large enough to handle the unit and support equipment
 - b. If a fixed location is used try to use a room at least 20 x 40 or larger
2. Sign Agreement form
 - a. Be sure pastor understands the full implantations of serving as a host for a disaster relief operation
 - b. Be sure to give a pastor a copy of the agreement
3. Organize HQ
 - a. Team Assignments
 - b. Physical set up
 - i) Focal point
 - ii) Status board
 - iii) Main Room
 - (1) IC Desk
 - (2) Office Manager
 - (3) DRDB
 - (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. Paper work
 - 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

Glossary

Adult Volunteer Mobilization (AVM) A unit of work in the Volunteer Mobilization Team that provides adult pathways to missions.

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.

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.

Combination Recovery Unit - A disaster relief unit that is equipped to provide appropriate support to the general public in the removal of mud or trees and in making temporary repairs. This unit has trained support volunteers assigned to the unit. There are four types of recovery units: chainsaw, mud-out, temporary repair, and combination.

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 ICS Team.

Disaster Relief Operational Procedures (DROP) - A manual that contains the operational procedures used by Southern Baptist Disaster Relief. This manual contains more than 400 pages of information and policies and is used by NAMB, state Baptist conventions, and units during trainings and responses.

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 Database (DRDB) - the software application used by the DOC and ICS Team to document, track, report, and archive activities associated with a disaster relief response. The DRDB is housed at NAMB and is also on the computer network deployed with the ICS Team.

Disaster Relief Kit (DR Kit) - two kits equipped with a computer, printer, and other supplies that are used at the field ICS headquarters during a disaster response. The computer is loaded with the Disaster Relief Database and communicates with the NAMB network by email and Internet protocols. The kits are owned by NAMB.

Disaster Relief Computer Network - a network of eight computers which can be shipped to the ICS Team for management of a response. The network is owned by NAMB.

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. This website is maintained by the AVM unit (national DR director and communication specialist) and is updated regularly during a disaster relief response.

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 Command System Team (ICS Team) - 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 provides nine 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.

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.

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 combination.

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

Volunteer Mobilization Center (VMC) - a unit of work at the North American Mission Board that supports church planting and evangelism efforts through short-term volunteerism. The Volunteer Mobilization Center serves as a liaison between people who have a heart to serve and people in need.

Volunteer Mobilization Team (VMT) – the area of work at the North American Mission Board that has responsibility for volunteer pathways for church planting and evangelism initiatives, including disaster relief.

**INCIDENT COMMAND SYSTEM
NATIONAL TRAINING CURRICULUM**

ICS GLOSSARY

October 1994

PREFACE

The ICS Glossary contains definitions of terms used in the Incident Command System (ICS) National Training Curriculum. It does not contain terms or definitions related to specific resources for particular application areas. Users should supplement this glossary with agency-specific terms and definitions as appropriate.

ACTION PLAN:

(See Incident Action Plan)

AGENCY:

An agency is a division of government with a specific function, or a non-governmental organization (e.g., private contractor, business, etc.) that offers a particular kind of assistance. In ICS, agencies are defined as jurisdictional (having statutory responsibility for incident mitigation) or assisting and/or cooperating (providing resources and/or assistance). (See Assisting Agency, Cooperating Agency, and Multi-agency.)

AGENCY EXECUTIVE OR ADMINISTRATOR:

Chief executive officer (or designee) of the agency or jurisdiction that has responsibility for the incident.

AGENCY DISPATCH:

The agency or jurisdictional facility from which resources are allocated to incidents.

AGENCY REPRESENTATIVE:

An individual assigned to an incident from an assisting or cooperating agency who has been delegated authority to make decisions on matters affecting that agency's participation at the incident. Agency Representatives report to the Incident Liaison Officer.

AIR OPERATIONS BRANCH DIRECTOR:

The person primarily responsible for preparing and implementing the air operations portion of the Incident Action Plan. Also responsible for providing logistical support to helicopters operating on the incident.

ALLOCATED RESOURCES:

Resources dispatched to an incident.

AREA COMMAND:

An organization established to: 1) oversee the management of multiple incidents that are each being handled by an Incident Command System organization; or 2) to oversee the management of a very large incident that has multiple Incident Management Teams assigned to it. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources based on priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed.

ASSIGNED RESOURCES:

Resources checked in and assigned work tasks on an incident.

ASSIGNMENTS:

Tasks given to resources to perform within a given operational period, based upon tactical objectives in the Incident Action Plan.

ASSISTANTS:

Title for subordinates of the Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be used to supervise unit activities at camps.

ASSISTING AGENCY:

An agency directly contributing tactical or service resources to another agency.

AVAILABLE RESOURCES:

Incident-based resources which are ready for deployment.

- B -

BASE:

The location at which primary logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be collocated with the Base.

BRANCH:

The organizational level having functional or geographic responsibility for major parts of incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Branches are identified by the use of Roman Numerals or by functional name (e.g., medical, security, etc.)

- C -

CACHE:

A pre-determined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

CAMP:

A geographical site, within the general incident area, separate from the Incident Base, equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

CHECK-IN:

The process whereby resources first report to an incident. Check-in locations include: Incident Command Post (Resources Unit), Incident Base, Camps, Staging Areas, Helibases, Helisports, and Division Supervisors (for direct line assignments).

CHAIN OF COMMAND:

A series of management positions in order of authority.

CHIEF:

The ICS title for individuals responsible for command of functional sections: Operations, Planning, Logistics, and Finance/Administration.

CLEAR TEXT:

The use of plain English in radio communications transmissions. No Ten Codes or agency-specific codes are used when utilizing Clear Text.

COMMAND:

The act of directing and/or controlling resources by virtue of explicit legal, agency, or delegated authority. May also refer to the Incident Commander.

COMMAND POST:

(See Incident Command Post.)

COMMAND STAFF:

The Command Staff consists of the Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander. They may have an assistant or assistants, as needed.

COMMUNICATIONS UNIT:

An organizational unit in the Logistics Section responsible for providing communication services at an incident. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to provide the major part of an Incident Communications Center.

COMPACTS:

Formal working agreements among agencies to obtain mutual aid.

COMPENSATION UNIT/CLAIMS UNIT:

Functional unit within the Finance/Administration Section responsible for financial concerns resulting from property damage, injuries, or fatalities at the incident.

COMPLEX:

Two or more individual incidents located in the same general area which are assigned to a single Incident Commander or to Unified Command.

COOPERATING AGENCY:

An agency supplying assistance other than direct tactical or support functions or resources to the incident control effort (e.g., Red Cross, telephone company, etc.).

COORDINATION:

The process of systematically analyzing a situation, developing relevant information, and informing appropriate command authority of viable alternatives for selection of the most effective combination of available resources to meet specific objectives. The coordination process (which can be either intro- or inter- agency) does not involve dispatch actions. However, personnel responsible for coordination may perform command or dispatch functions within the limits established by specific agency delegations, procedures, legal authority, etc.

COORDINATION CENTER:

Term used to describe any facility that is used for the coordination of agency or jurisdictional resources in support of one or more incidents.

COST SHARING AGREEMENTS:

Agreements between agencies or jurisdictions to share designated costs related to incidents. Cost sharing agreements are normally written but may also be oral between authorized agency or jurisdictional representatives at the incident.

COST UNIT:

Functional unit within the Finances/Administration Section responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures.

CREW:

(See Single Resource.)

- D -

DELEGATION OF AUTHORITY:

A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents.

DEPUTY:

A fully qualified individual who, in the absence of a superior, could be delegated the authority to manage a functional operation or perform a specific task. In some cases, a Deputy could act as relief for a superior and therefore must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

DEMOBILIZATION UNIT:

Functional unit within the Planning Section responsible for assuring orderly, safe, and efficient demobilization of incident resources.

DIRECTOR:

The ICS title for individuals responsible for supervision of a Branch.

DISPATCH:

The implementation of a command decision to move a resource or resources from one place to another.

DISPATCH CENTER:

A facility from which resources are assigned to an incident.

DIVISION:

Divisions are used to divide an incident into geographical areas of operation. A Division is located within the ICS organization between the Branch and the Task Force/Strike Team. (See Group.) Divisions are identified by alphabetic characters for horizontal applications and, often, by floor numbers when used in buildings.

DOCUMENTATION UNIT:

Functional unit within the Planning Section responsible for collecting, recording, and safeguarding all documents relevant to the incident.

- E -

EMERGENCY MANAGEMENT COORDINATOR/DIRECTOR:

The individual within each political subdivision that has coordination responsibility for jurisdictional emergency management.

EMERGENCY MEDICAL TECHNICIAN (EMT):

A health-care specialist with particular skills and knowledge in pre-hospital emergency medicine.

EMERGENCY OPERATIONS CENTER (EOC):

A pre-designated facility established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency.

EMERGENCY OPERATIONS PLAN:

The plan that each jurisdiction has and maintains for responding to appropriate hazards.

EVENT:

A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

- F -

FACILITIES UNIT:

Functional unit within the Support Branch of the Logistics Section that provides fixed facilities for the incident. These facilities may include the Incident Base, feeding areas, sleeping areas, sanitary facilities, etc.

FIELD OPERATIONS GUIDE:

A pocket-size manual of instructions on the application of the Incident Command System.

FINANCE/ADMINISTRATION SECTION:

The Section responsible for all incident costs and financial considerations. Includes the Time Unit, Procurement Unit, Compensation/Claims Unit, and Cost Unit.

FOOD UNIT:

Functional unit with the Service Branch of the Logistics Section responsible for providing meals for incident personnel.

FUNCTION:

In ICS, function refers to the five major activities in the ICS, i.e., Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function.

- G -

GENERAL STAFF:

The group of incident management personnel reporting to the Incident Commander. They may each have a deputy, as needed. The General Staff consists of:

- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Finance/Administration Section Chief

GENERIC ICS:

Refers to the description of ICS that is generally applicable to any kind of incident or event.

GROUND SUPPORT UNIT:

Functional unit within the Support Branch of the Logistics Section responsible for the fueling, maintaining, and repairing of vehicles, and the transportation of personnel and supplies.

GROUPS:

Groups are established to divide the incident into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. (See Division.) Groups are located between Branches (when activated) and Resources in the Operations Section.

- H -

HELIBASE:

The main location for parking, fueling, maintenances, and loading of helicopters operating in support of an incident. It is usually located at or near the incident base.

HELISPOT:

Any designated location where a helicopter can safely take off and land. Some helispots may be used for loading of supplies, equipment, or personnel.

HIERARCHY OF COMMAND:

(See Chain of Command.)

- I -

ICS NATIONAL TRAINING CURRICULUM:

A series of 17 training modules consisting of instructor guides, visuals, tests, and student materials. The modules cover all aspects of ICS operations. The modules can be intermixed to meet specific training needs.

INCIDENT:

An occurrence either human caused or by natural phenomena, that requires action by emergency service personnel to prevent or minimize loss of life or damage to property and/or natural resources.

INCIDENT ACTION PLAN:

Contains objectives reflecting the overall incident strategy and specific tactical actions and supporting information for the next operational period. The Plan may be oral or written. When written, the Plan may have a number of forms as attachments (e.g., traffic plan, safety plan, communications plan, map, etc.).

INCIDENT BASE:

Location at the incident where the primary logistics functions are coordinated and administered. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be collocated with the Base. There is only one Base per incident.

INCIDENT COMMAND POST (ICP):

The location at which the primary command functions are executed. The ICP may be collocated with the incident base or other incident facilities.

INCIDENT COMMAD SYSTEM (ICS):

A standardized on-scene emergency management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries.

INCIDENT COMMUNICATIONS CENTER:

The location of the Communications Unit and the Message Center.

INCIDENT MANAGEMENT TEAM:

The Incident Commander and appropriate Command General Staff personnel assigned to an incident.

INCIDENT OBJECTIVES:

Statements of guidance and direction necessary for the selection of appropriate strategy(s), and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives.

INFORMATION OFFICER:

A member of the Command Staff responsible for interfacing with the public and media or with other agencies requiring information directly from the incident. There is only one Information Officer per incident. The Information Officer may have assistants.

INITIAL ACTION:

The actions taken by resources which are the first to arrive at an incident.

INITIAL RESPONSE:

Resources initially committed to an incident.

INCIDENT SUPPORT ORGANIZATION:

Includes any off-incident support provided to an incident. Examples would be Agency Dispatch centers, Airports, Mobilization Centers, etc.

- J -

JURISDICTION:

The range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority for incident mitigation. Jurisdiction authority at an incident can be political/geographical (e.g., city, country, state, or federal boundary lines) or functional (e.g., police department, health department, etc.). (See Multijurisdiction.)

JURISDICTIONAL AGENCY:

The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

- L -

LANDING ZONE:

(See Helispot.)

LEADER:

The ICS title for an individual responsible for a Task Force, Strike Team, or functional unit.

LIAISON OFFICER:

A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

LOGISTICS SECTION:

The Section responsible for providing facilities, services, and materials for the incident.

LIFE-SAFETY:

Refers to the joint consideration of both the life and physical well being of individuals.

- M -

MANAGERS:

Individuals within ICS organizational units that are assigned specific managerial responsibilities, e.g., Staging Area Manager or Camp Manager.

MANAGEMENT BY OBJECTIVES:

In ICS, this is a top-down management activity which involves a three-step process to achieve the incident goal. The steps are: establishing the incident objectives, selection of appropriate strategy(s) to achieve the objectives, and the tactical direction associated with the selected strategy. Tactical direction includes: selection of tactics, selection of resources, resource assignments, and performance monitoring.

MEDICAL UNIT:

Functional unit within the Service Branch of the Logistics Section responsible for the development of the Medical Emergency Plan, and for providing emergency medical treatment of incident personnel.

MESSAGE CENTER:

The Message Center is part of the Incident Communications Center and is collocated or placed adjacent to it. It receives, records, and routes information about resources reporting to the incident, resource status, and administrative and tactical traffic.

MOBILIZATION:

The process and procedures used by all organizations federal, state, and local for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

MOBILIZATION CENTER

An off-incident location at which emergency service personnel and equipment are temporarily located pending assignment, release, or reassignment.

MULTI-AGENCY INCIDENT:

An incident where one or more agencies assist a jurisdictional agency or agencies. May be single or unified command.

MULTI-AGENCY COORDINATION (MAC):

A generalized term which describes the functions and activities of representatives of involved agencies and/or jurisdictions who come together to make decisions regarding the prioritizing of incidents, and the sharing and use of critical resources. The MAC organization is not a part of the on-scene ICS and is not involved in developing incident strategy or tactics.

MULTIJURISDICTION INCIDENT:

An incident requiring action from multiple agencies that have a statutory responsibility for incident mitigation. In ICS these incidents will be managed under Unified Command.

MUTUAL AID AGREEMENT:

Written agreement between agencies and/or jurisdictions in which they agree to assist one another upon request, by furnishing personnel and equipment.

- N -

NATIONAL INTERAGENCY INCIDENT MANAGEMENT SYSTEM (NIIMS):

An NWCG-developed program consisting of five major subsystems which collectively provide a total systems approach to all-risk incident management. The subsystems are: The Incident Command System, Training, Qualifications and Certification, Supporting Technologies, and Publications Management.

NATIONAL WILDFIRE COORDINATION GROUP (NWCG):

A group formed under the direction of the Secretaries of the Interior and Agriculture to improve the coordination and effectiveness of wildland fire activities, and provide a forum to discuss, recommend appropriate action, or resolve issues and problems of substantive nature. The NWCG has been a primary supporter of ICS development and training.

- O -

OFFICER:

The ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Information.

OPERATIONAL PERIOD:

The period of time scheduled for execution of a given set of operational actions as specified in the Incident Action Plan. Operational Periods can be of various lengths, although usually not over 24 hours.

OPERATIONS SECTION:

The Section responsible for all tactical operations at the incident. Includes Branches, Divisions and/or Groups, Task Forces, Strike Teams, Single Resources, and Staging Areas.

OUT-OF-SERVICE RESOURCES:

Resources assigned to an incident but unable to respond for mechanical, rest, or personnel reasons.

OVERHEAD PERSONNEL:

Personnel who are assigned to supervisory positions which include Incident Commander, Command Staff, General Staff, Directors, Supervisors, and Unit Leaders.

- P -

PLANNING MEETING:

A meeting held as needed throughout the duration of an incident, to select specific strategies and tactics for incident control operations, and for service and support planning. On larger incidents, the planning meeting is a major element in the development of the Incident Action Plan.

PLANNING SECTION:

Responsible for the collection, evaluation, and dissemination of tactical information related to the incident, and for the preparation and documentation of Incident Action Plans. The Section also maintains information on the current and forecasted situation, and on the status of resources assigned to the incident. Includes the Situation, Resource, Documentation, and Demobilization Units, as well as Technical Specialists.

PROCUREMENT UNIT:

Functional unit within the Finance/Administration Section responsible for financial matters involving vendor contracts.

- R -

RADIO CACHE:

A supply of radios stored in a pre-determined location for assignment to incidents.

RECORDERS:

Individuals within the ICS organizational units who are responsible for recording information. Recorders may be found in Planning, Logistics, and Finance/Administration Units.

REINFORCED RESPONSE:

Those resources requested in addition to the initial response.

REPORTING LOCATIONS:

Location or facilities where incoming resources can check-in at the incident. (See Check-in.)

RESOURCES UNIT:

Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. The Unit also evaluates resources currently committed to the incident, the impact that additional responding resources will have on the incident, and anticipated resource needs.

RESOURCES:

Personnel and equipment available, or potentially available, for assignment to incidents. Resources are described by kind and type, e.g., ground, water, air, etc. and may be used in tactical support or overhead capacities at an incident.

- S -

SAFETY OFFICER:

A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations, and for developing measures for ensuring personnel safety. The Safety Officer may have assistants.

SECTION:

That organization level with responsibility for a major functional area of the incident, e.g., Operations, Planning, Logistics, Finance/Administration. The Section is organizationally between Brand and Incident Commander.

SECTOR:

Term used in some applications to describe an organizational level similar to an ICS Division or Group. Sector is not a part of ICS terminology.

SEGMENT:

A geographical area in which a task force/strike team leader or supervisor of a single resource is assigned authority and responsibility for the coordination of resources and implementation of planned tactics. A segment may be a portion of a division or an area inside or outside the perimeter of an incident. Segments are identified with Arabic numbers.

SERVICE BRANCH:

A Branch within the Logistics Section responsible for service activities at the incident. Includes the Communications, Medical, and Food Units.

SINGLE RESOURCE:

An individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified work supervisor that can be used on an incident.

SITUATION UNIT:

Functional unit within the Planning Section responsible for the collection, organization, and analysis of incident status information, and for analysis of the situation as it progresses. Reports to the Planning Section Chief.

SPAN OF CONTROL:

The supervisory ratio of from three-to-seven individuals, with five-to-one being established as optimum.

STAGING AREA:

Staging Areas are locations set up at an incident where resources can be placed while awaiting a tactical assignment. Staging Areas are managed by the Operations Section.

STRATEGY:

The general plan or direction selected to accomplish incident objectives.

STRIKE TEAM:

Specified combinations of the same kind and type of resources, with common communications and a leader.

SUPERVISOR:

The ICS title for individuals responsible for command of a Division or Group.

SUPPLY UNIT:

Functional unit within the Support Branch of the Logistics Section responsible for ordering equipment and supplies required for incident operations.

SUPPORT BRANCH:

A Branch within the Logistics Section responsible for providing personnel, equipment, and supplies to support incident operations. Includes the Supply, Facilities, and Ground Support Units.

SUPPORTING MATERIALS:

Refers to the several attachments that may be included with an Incident Action Plan, e.g., communications plan, map, safety plan, traffic plan, and medical plan.

SUPPORT RESOURCES:

Non-tactical resources under the supervision of the Logistics, Planning, Finance/Administration Sections, or the Command Staff.

- T -

TACTICAL DIRECTION:

Direction given by the Operations Section Chief which includes the tactics appropriate for the selected strategy, the selection and assignment of resources, tactics implementation, and performance monitoring for each operational period.

TASK FORCE:

A combination of single resources assembled for a particular tactical need, with common communications and a leader.

TEAM:

(See Single Resource.)

TECHNICAL SPECIALISTS:

Personnel with special skills that can be used anywhere within the ICS organization.

TEMPORARY FLIGHT RESTRICTIONS (TFR):

Temporary airspace restrictions for non-emergency aircraft in the incident area. TFRs are established by the FAA to ensure aircraft safety, and are normally limited to a five-nautical-mile radius and 2000 feet in altitude.

TIME UNIT:

Functional unit within the Finance/Administration Section responsible for recording time for incident personnel and hired equipment.

TYPE:

Refers to resource capability. A Type 1 resource provides a greater overall capability due to power, size, capacity, etc., than would be found in a Type 2 resource. Resource typing provides managers with additional information in selection the best resource for the task.

- U -

UNIFIED AREA COMMAND:

A Unified Area Command is established when incidents under an Area Command are multijurisdictional. (See Area Command and Unified Command.)

UNIFIED COMMAND:

In ICS, Unified Command is a unified team effort which allows all agencies with responsibility for the incident, either geographical or functional, to manage an incident by establishing a common set of incident objectives and strategies. This is accomplished without losing or abdicating agency authority, responsibility, or accountability.

UNIT:

The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

UNITY OF COMMAND:

The concept by which each person within an organization reports to one and only one designated person.

Appendix B

Checklists & Forms

Activation of ICS Team Checklist

1. National DR director is notified of a need for assistance.
2. National DR director consults with the affected state.
 - Will the affected state DR director field an ICS Team?
 - Has the affected state DR director requested a national ICS Team?
3. The national DR director activates an ICS Team.
 - What size ICS Team is needed?
 - Where will ICS Headquarters be established?
 - Where will the ICS Team stage?
 - Who will secure the facilities?
 - Who will provide for financial arrangements?
 - Who will be invited to serve in the ICS Team positions?
 - Incident Commander
 - Safety Officer
 - Liaison Officer
 - Operations Officer
 - Logistics Officer
 - Administration Officer
 - Public Information Officer
 - Planning Officer
 -
 - Will deputies and/or assistant officers be needed?
 - Incident Commander
 - Safety Officer
 - Liaison Officer
 - Operations Officer
 - Logistics Officer
 - Administration Officer
 - Public Information Officer
 - Planning Officer

- Recruit the ICS Team
 - Provide assignment of positions.
 - Provide information about the response.
 - Note time of team members availability.
 - Note any special circumstances.
 - How will the team member travel?
 - Departure city
 - Estimated time of departure
 - Estimated time of arrival
 - Provide information on housing.
 - Secure contact information while in transit.
 - Cellular phone number
 - Satellite phone number
 - Ham radio frequencies
 - Provide travel authority.
 - Contact NAMB's travel agent
 - Provide MMB to travel agent
 - Airline ticket
 - Rental car
 - Motel
 - Establish communication with the team.
 - Ham radio
 - Cellular phone number
 - Satellite phone number
 - Email information
 - Establish team rotation schedule.

Activation of the DOC Checklist

1. National DR director is notified of an impending response (by the affected state, ARC, TSA).
2. National DR director establishes the need for DOC coordination.
3. National DR director notifies Volunteer Mobilization Center manager, Adult Volunteer Mobilization manager, and Volunteer Mobilization director of the disaster and requests activation of the DOC.
4. National DR director, in consultation with AVM manager, recruits DOC coordinator and other DOC staff as needed.
5. In the event of a large or catastrophic event where a very large response is anticipated, more DOC staff will be recruited.
 - a. National DR director, AVM manager, Volunteer Mobilization Center coordinator, and the Volunteer Mobilization Team director establish the number of staff needed for the response.
 - b. The DOC manager and VMC manager establish if NAMB staff will be requested to assist with the DOC operation.

c. Possible positions to be recruited

DOC Manager	
Safety Officer	
Liaison Officer	
Operations Officer	
Logistics Officer	
Administration Officer	
Public Information Officer	
Planning Officer	

d. Will deputies and/or assistant officers be needed?

DOC Manager	
Safety Officer	
Liaison Officer	
Operations Officer	
Logistics Officer	
Administration Officer	
Public Information Officer	
Planning Officer	
Volunteers	

6. VMC manager activates the DOC staffing.

a. Recruit the DOC team.

- Provide assignment of positions.
- Provide information about the response.
- Note time of team members' availability.
- Note any special circumstances.
- How will the team member travel.
- Note departure city.
- Note estimated time of departure.
- Note estimated time of arrival.
- Provide team member available information on housing.
- Secure contact information while in transit.

b. Provide travel authority.

- Contact NAMB's travel agent.
- Provide MMB to travel agent.
 - Airline ticket
 - Rental car
 - Motel

7. DOC manager establishes operation hours. DOC manager and VMC manager establish shifts for DOC staff.

8. DOC manager establishes a state convention conference call schedule.

9. DOC manager notifies state convention DR directors of the conference schedule.

10. DOC manager or VMC manager establishes team rotations.

11. DOC manager establishes a plan for scaling down the operation of the DOC as the response scales down.

12. The DOC develops a date to release NAMB staff from the operation.

13. DOC manager secures all records and reports of the operation and files them for safe keeping.

DRDB Activation Checklist

As soon as the national DR director is notified of the need for a response, he will open a DRDB.

1. Assign a national number.
2. Assign a national name.
3. Establish day one (beginning date).
4. Assign usernames and passwords for DOC staff who will be entering information in the DRDB.
5. Establish reporting process with the field (ICS Team and/or units deployed).
6. Establish the status boards.
7. Open the log to provide a permanent record of all operation information.

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 – National disaster relief director or his representative

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

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?

HQ – Will a headquarters be set up at the Baptist building?

HQ Advance Command Center – Is an HQ 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)

Offsite HQ Advance Command Center – Will the state need an advance command center to coordinate the work that is taking place in the disaster area? This advance command center could be in the disaster area or out of the disaster area.

Location – An actual physical location of the state advance command center.

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

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

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

Utilities – Does the advance command center have utilities working?

Water – Is potable water available?

Electricity – Is the electricity working?

Sleeping – Have sleeping arrangements been made for staff?

National HQ – If the disaster is a multistate operation and the host state has asked for national assistance, a national ICS Team will be sent into the disaster area. The national ICS Team will need an HQ and will also usually work at ARC Job Headquarters..

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.

ICS Team – Personally debrief and receive after action reports from all members of the ICS Team.

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.

NAMB – Submit a copy of the after action report to the national disaster relief director at NAMB.

ARC – Submit a copy of the after action report to national ARC.

State ARC – Submit a copy of the after action report to the state ARC.

State convention office – Submit a copy of the after action report to the state executive officer or direct supervisor.

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
 - Other

Disaster Event

- Assessments
 - Scope
 - Area
 - Needs
 - Damage
- Mobilization
 - Feeding
 - Recovery
 - Communications
 - Child Care
 - HQ
 - Shower
 - Shelters

- Other
- Advance Command Center
 - Location
 - Communications
 - Support staff
 - Equipment
 - Utilities
 - Water
 - Electricity
 - Sleeping
- National HQ
(Use HQ Checklist)
- Logistical Support

Post Event

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

Headquarters Checklist (ICS or DOC)

<p style="text-align: center;">Office</p> <p>Location <input type="checkbox"/></p> <p>Electricity <input type="checkbox"/></p> <p>Phone <input type="checkbox"/></p> <p>Fax <input type="checkbox"/></p> <p>Internet Access <input type="checkbox"/></p> <p>Office Supplies <input type="checkbox"/></p> <p>Status Board <input type="checkbox"/></p> <p>Onsite Kit Ordered <input type="checkbox"/></p> <p style="text-align: center;">Staff Concerns</p> <p>Lodging <input type="checkbox"/></p> <p>Transportation <input type="checkbox"/></p> <p>Meals <input type="checkbox"/></p> <ul style="list-style-type: none"> • Feeding Unit <input type="checkbox"/> • Church <input type="checkbox"/> • Local Restaurants <input type="checkbox"/> <p style="text-align: center;">Meetings</p> <p>Affected State <input type="checkbox"/></p> <p>ARC <input type="checkbox"/></p> <p>Local Government <input type="checkbox"/></p> <p>FEMA <input type="checkbox"/></p> <p>SBC <input type="checkbox"/></p> <p style="text-align: center;">Needs Assessment</p>	<p>Feeding <input type="checkbox"/></p> <p>Clean-up and Recovery <input type="checkbox"/></p> <p>Child Care <input type="checkbox"/></p> <p>Communications <input type="checkbox"/></p> <p>Command <input type="checkbox"/></p> <p>Shower <input type="checkbox"/></p> <p>Water Purification <input type="checkbox"/></p> <p>Other Units <input type="checkbox"/></p> <p style="text-align: center;">Contacts</p> <p>National Director <input type="checkbox"/></p> <p>State Onsite <input type="checkbox"/></p> <p>Mass Care Officer <input type="checkbox"/></p> <p>Logistics Officer <input type="checkbox"/></p> <p>Feeding Support Unit <input type="checkbox"/></p> <p>Address:</p> <p>Directions:</p>
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Feeding Unit Checklist

Site Identification

- Local SBC Church
- Local Armory
- Local Civic Center
- Local Shelter
- Other Site

Feeding Unit Needs

Water

- City
- Transported Water
- Water Purifier
- Grey Water

Electricity

- Utility
- Generator

Communications

- Phone
- Fax
- Cell Phone
- Ham Radio

Fuel

- LP (Large Tank)
- Gas
- Diesel

Storage

- **Onsite Building**
- Dry Box
- Refrigerated Box
- Freezer Box

Garbage

- Dry
- Wet
- Recycle

Food Packs

Logistics Support

Team Needs

Sleeping Accommodations

Showers

Site Needs

Parking for Unit

Parking for ERVs

Parking for Storage Trailers

RV Hook-Ups

Address and Directions:

Communications Unit Checklist

Ham Operators

- Number
- Unit

Unit Needs

- Electricity
 - Utility
 - Generator
- Water
 - Utility
 - Transported
- Office Space
- Business Phone
- Cell Phone
- Fax
- Antenna Space
- High Ground

Local Repeater

Frequency

Repeater Trustee

Team Needs

- Sleeping Accommodations
- Showers
- Food

Child Care Checklist

Child Care Needs

Full Day Care

Short Term Care

Unit Needs

Electricity

- Utility

- Generator

Water

- Utility

- Transported

Administrative Needs

Office Space

Phone

Cell Phone

Fax

Bathroom

Kitchen

Child Safety

Security

Team Needs

Sleeping Accommodations

Shower

Food

Full Day Care

Age-graded Rooms

Baby Beds

2-3 Yr. Old

4-5 Yr. Old

6-7 Yr. Old

Play Area

Outside Playground

Gym

Large Room (25 x 30)

Short Term Care

Large Room (25 x 30)

Fellowship Hall

Gym

Address:

Directions:

Clean-up and Recovery Unit Checklist

Clean-up and Recovery Needs

- Chainsaw
- Mud-out
- Emergency Construction

Unit Needs

- Electricity
 - Utility
 - Generator
- Water
 - Utility
 - Transported
- Office Space
- Phone
- Cell Phone
- Fax
- Copier
- Office Supplies
- Ham Radio

Team Needs

- Sleeping Accommodations
- Showers
- Food

Location:

Directions:

Shower Unit Checklist

Shower Unit Needs

- Electricity
- **Utility**
- Generator
- **Water**
- Utility
- Transported
- **Grey Water**
- Ground
- Storm Drains
- Sewer System
- Holding Tank

Team Needs

- Sleeping Accommodations
- Showers
- Food

Demobilization Checklist

Following a disaster relief response, the operation must be closed in an orderly fashion. During the response the planning officer will work with the ICS Team 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, DRDB, the operational log and the tracking software should be intentional and reflect a clear and accurate report of the disaster relief response. All equipment and furniture that was loaned for the DOC operation should be returned to the proper person.

1. Receive information from the ICS Team 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 ICS Team.
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 ICS Team to ensure all expenses are paid or provided for regarding the facilities used during the response.
8. Verify with the ICS Team and all responding units that accurate information and reporting of their response activity have been given to the ICS Team and entered into the DRDB.
9. Reduce the number of DOC staff 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. Close the DRDB and log at the close of business on the last day of the operation.
13. Notify the Technology Services Team to secure computer and telephone equipment assigned to the DOC during the response.
14. Notify the Facilities Management Team to secure equipment and furniture loaned to the DOC for the response.

15. Provide a detailed report of the DOC activity and response activity to the Volunteer Mobilization Center manager, national disaster relief director and Adult Volunteer Mobilization manager.
16. Verify all expenses are paid for equipment, meals, volunteers, and any other associated costs during the DOC operation.
17. Verify the Volunteer Mobilization Center manager has accepted the conditions of the Center upon closing the DOC.

**Southern Baptist Disaster Relief
Personal Information Form/Release and Indemnity Agreement**

DR # _____

Name: _____ Date: _____

Address: _____

City: _____ State: _____ Zip: _____

Home Phone: _____ Work Phone: _____

Cell Phone: _____ E-mail: _____

Church: _____ Association: _____

Unit: _____ Amateur Call Sign: _____

Emergency Notification

Name: _____

Relationship: _____ Phone: _____

Are you allergic to any medication or other substances? No ___ Yes ___ If so, what?

Other Information: _____



Release and Indemnity Agreement

Having fully read the Release and Indemnity Agreement on the back of this form or accompanying this form, this waiver, release and indemnity agreement is fully understood by me and I enter the same willingly for the purposes herein stated.

Print Name: _____ **Date:** _____

Signature: _____

Southern Baptist Disaster Relief Release and Indemnity Agreement

I do hereby represent and acknowledge I am entering a missionary venture with others; as a volunteer I am paying my own expenses, including insurance,^[1] for the purpose of helping in times of disaster for the glory of God and to demonstrate my faith in Christ; that the work may at times be hazardous and somewhat arduous and will be preformed by concerned by volunteers and qualified professionals trained in disaster relief work; that vehicles transporting these volunteers will be operated by licensed volunteers, who may or may not be professional drivers.

I recognize and acknowledge potential accidents at the disaster site, involving motor vehicles, in or about the living, sleeping and eating areas, or during activities of the disaster relief team; am fully aware of possible injuries to members of the disaster relief team, including myself.

Therefore, I desire to protect, release, acquit, indemnify and hold harmless from any and all claims, injuries, damages, losses, expenses or attorney fees incurred by me, my heirs, administrators, executors or assigns.

For and on behalf of myself, my heirs, administrators, executors, assigns and all other persons, firms, or corporations, I do hereby release and discharge from liability all other persons on the disaster relief team with me, those who notified, selected or assigned me to said team, the _____ (State Convention), state Disaster Relief director or department, the Southern Baptist Convention, their employees and representatives, successors or assigns, from any claims, demands, damages, actions, causes of actions which I, the undersigned, have or may hereafter, and on account of, or any way growing out of injuries or damages both to persons or property resulting or that may hereafter result from the voluntary venture.

This waiver, release and indemnity agreement is fully understood by me and I enter the same willingly for the purpose herein above stated.

Witnessed, my hand on this the _____ day of _____ 20_____.

Print Name: _____

Signature: _____

Volunteer:

Print Name: _____

Signature: _____

^[1]Each Volunteer is expected to have insurance in case of accident, injury or illness. **NO** insurance coverage is provided volunteers by the (_____ Convention). Personal liability is the responsibility of the volunteer.

**Southern Baptist Disaster Relief
Daily Unit Report Form**

DR # _____

Date _____ Time _____

Unit Name/Number _____

Type of Unit _____ Location _____

Reporting Individual's Name and Cell Phone: _____

Volunteer Count

- a. _____ Number of team members at start of day
 - b. _____ Number of team members who arrived today
 - c. _____ Total number of team members onsite today
 - d. _____ Number of local community volunteers who worked today
- _____ **Total volunteers who worked today** (add lines c and d)
- _____ Number of team members who departed today

Food Service Report

Meals Prepared (a)	Serving Line (b)	ERVS (c)
Breakfast _____	Breakfast _____	Breakfast _____
Lunch _____	Lunch _____	Lunch _____
Dinner _____	Dinner _____	Dinner _____
Total (a) _____	Subtotal (b) _____	Subtotal (c) _____

_____ **Total meals served today** (add columns b and c)

Cleanup and Recovery Report

- a. Number of jobs completed to date (from beginning) _____
- b. Number of jobs completed today _____
- c. Number of jobs remaining _____

Child Care Report

Total number of children served _____

Shower/Laundry/Water Units Report

Total number of showers _____

Total number of laundry loads _____

Total number of gallons of water purified _____

Communications Report

a. HF messages _____

b. Reports _____

c. Hours on duty (per operator) _____

d. Total Traffic _____ (a + b)

Illnesses, Accidents, Problems, Suggestions or Concerns

- a. If illness or injury, give name of person and nature of problem and file an incident report.
- b. if an equipment problem, give name and nature of problem.

Staff Meetings and Debriefings

Morning Meeting/Devotions ____ yes ____ no Evening Meetings/Devotions ____ yes ____ no
Other Meetings: (list topics discussed)

Evangelistic/Ministry Opportunities

**Southern Baptist Disaster Relief
On-Site Coordinator
Daily Report Form**

Date:
Day # _____

Name:

Location:

Time:

Staff:

Total Volunteers On-Site:

Total Meals Served:

Total Jobs Completed:

Total Children Served:

Total Message Traffic:

Other Unit Reports:

Incident Reports Filed

Unit:

Problems:

Meetings:

Narrative: (Stories, PR, ETC.)

Southern Baptist Disaster Relief Incident Report Form

Date _____ Time _____

Name of Unit _____ Unit # _____

Type of Unit _____ Location of Incident _____

Unit Director (Blue Cap) _____ Phone _____

Injuries _____

Emergency Notification Made By _____

Property Damage _____

Owner of Property _____

Address _____

Home Phone _____ Work Phone _____ Cell Phone _____

Narrative _____

Unit Director Signature _____

State Disaster Relief Director Signature _____

Other Signature (as needed) _____

Date Reviewed _____

**Southern Baptist Disaster Relief
Property Owners Job Order Approval Form**

Date _____ Priority: 1 2 3 (Highest: 1)

Property Owner's Name _____

Address _____

City _____ State _____ Zip _____

Home Phone _____ Work Phone _____ Cell Phone _____

Insurance Carrier _____

Insurance Address _____

Job Description _____

Special Instructions _____

Release

I hold the assigned volunteers of Southern Baptist Disaster Relief, or their representatives, agents, and/or employees harmless for any damage or injury that may occur on my property, including personal property, during the clean-up operations. Furthermore, there is no warranty or guarantee given or implied for the work done by volunteers.

Signature of Property Owner _____

Date _____

Sign when job is complete:

Signature of Unit Director/Blue Cap _____

Date: _____

All volunteers sign off on back after the work is completed.

Southern Baptist Disaster Relief Vendor Form

Date: _____

Open Account **In-Kind** **Rental**

Vendor Name: _____

Vendor Address: _____

City: _____ State: _____ Zip: _____

Phone: _____ Fax: _____

Account Information

Type of Account: _____

Purpose of Account: _____

Person(s) Allowed to Use Account: _____

Organization Opening Account: _____

In-Kind Information

Type of In-Kind Donation: _____

Identification of Donation: (trailer number, license number etc.) _____

VIN (if needed): _____

Description of Donation (if needed): _____

Value of Donation: _____

**Southern Baptist Disaster Relief
Rental Equipment Information Form**

Type of Rental: _____

Purpose of Rental: _____

VIN (if needed): _____

ID Number (if needed) _____

Unit Assigned To: _____

Name of Responsible Organization: _____

Name of Responsible Individual: _____

Address: _____

City: _____

State/Province: _____ Zip/Postal Code: _____

Phone: _____ FAX: _____

Cell: _____ Pager: _____

Signature: _____ Date _____

Southern Baptist Disaster Relief Shower/Laundry/Water Purification Report

DR # _____ Date _____

Name _____

Unit _____

Location _____

Showers

Water Source _____

Number of showers for DR volunteers _____

Number of showers for other DR workers _____

Number of showers for public _____

Total number of showers _____

Laundry

Number of laundry loads washed _____

Water Purification

Equipment type/model _____

Source of Surface Water _____

Total gallons of water purified _____

Distributed: (check all that apply)

Feeding Unit

Shower Unit

Laundry

Public

Truck

**Southern Baptist Disaster Relief
Expense Form**

Name of Disaster _____ Date of Request _____

DR # _____

Name of person making request: _____

Reason for request:

Total amount: _____

Approved: _____ Date: _____

**Southern Baptist Disaster Relief
Expense Form**

Name of Disaster _____ Date of Request _____

DR # _____

Name of person making request: _____

Reason for request:

Total amount: _____

Approved: _____ Date: _____

Southern Baptist Disaster Relief Agreement between Church and NAMB

Church: _____ Telephone: _____

Address: _____ on (month,

day, year) _____ agrees to allow the North American Mission Board to

use the church facilities as a disaster relief operational facility for the _____

_____ (name of disaster response), DR # _____.

We have agreed to make the following available for the purposes stated below: (The following are offered as examples only and are not intended to set priorities.)

Facility

Purpose

All except auditorium

Emergency shelter for victims

Kitchen

Food preparation

Dining/fellowship hall

Food service, DAC center

Fellowship hall

Collection/distribution center

Nursery and classrooms

Child care center

Classrooms/restrooms

Mass care shelter

We have agreed to make the following equipment available for disaster response for the purposes stated below: (The following are offered as examples only and are not intended to set priorities.)

Equipment

Purpose

Church van

Transporting displaced people

Electric generator

Emergency electrical service

Wheelchair

Transporting injured or handicapped people

Pastor

Date

Incident Commander

Date



Southern Baptist Disaster Relief General Message Form

URGENT Important Return Call ASAP FYI Only

Date: _____

Time: _____

To: _____

From: _____ Phone _____

Subject: _____

Message:

Received by _____



Southern Baptist Disaster Relief Incident Action Plan

Incident Name: _____

Date Prepared: _____ Time Prepared: _____

Operational Period (Date/Time): _____

General Objectives of the Incident: _____

Weather Forecast for Operational Period _____

Safety Concerns _____

**Southern Baptist Disaster Relief
Master Volunteer List**

Unit Name/Number _____

Name (Please Print)	Date In	Date Out	Available	SBC/ARC/other

**Southern Baptist Disaster Relief
Incident Command Team Daily Report Form**

Date: _____ **Day #** _____

Name:

Location:

Time:

Staff:

Total Volunteers Onsite:

Total Meals Served:

Total Jobs Completed:

Total Children Served:

Total Message Traffic:

Other Unit Reports:

Incident Reports Filed

Unit:

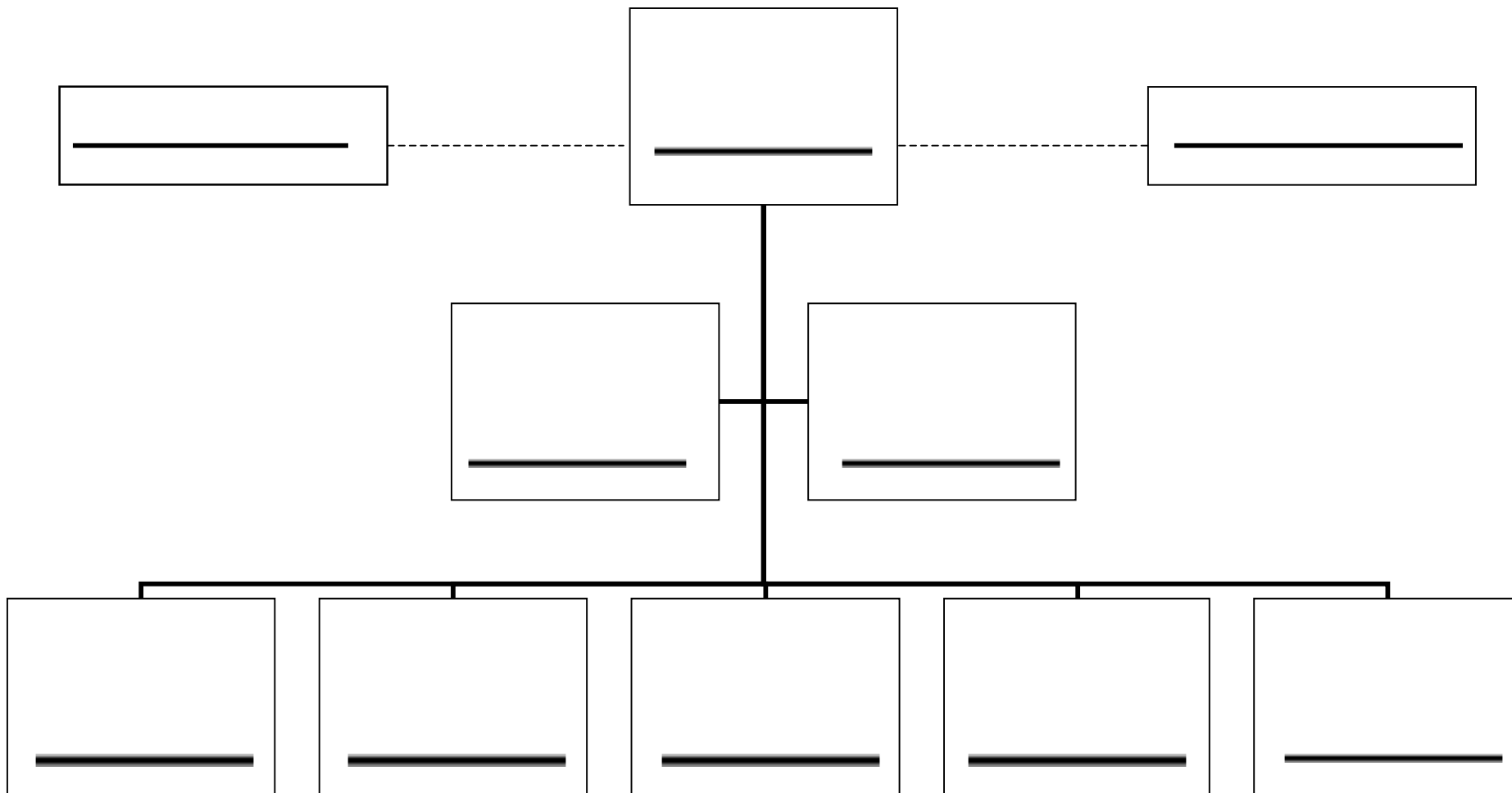
Problems:

Meetings:

Narrative: (stories, PR, etc.)

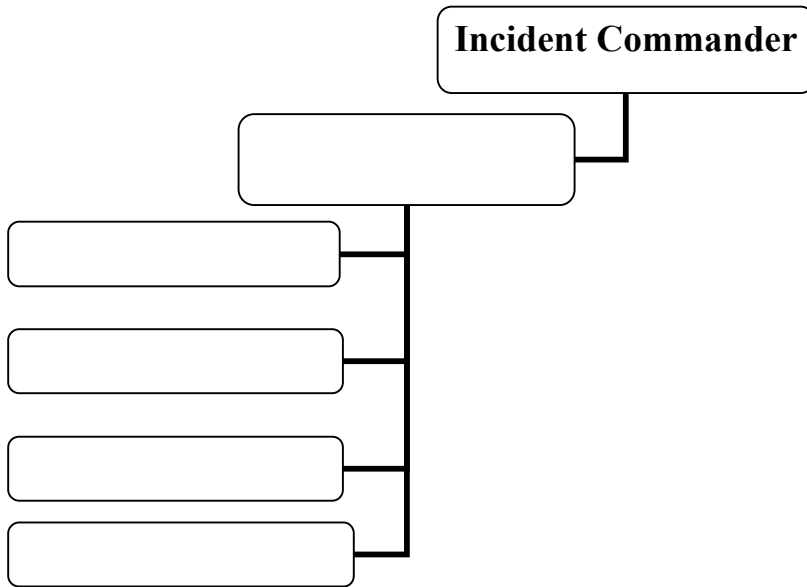
Appendix C

Exercises

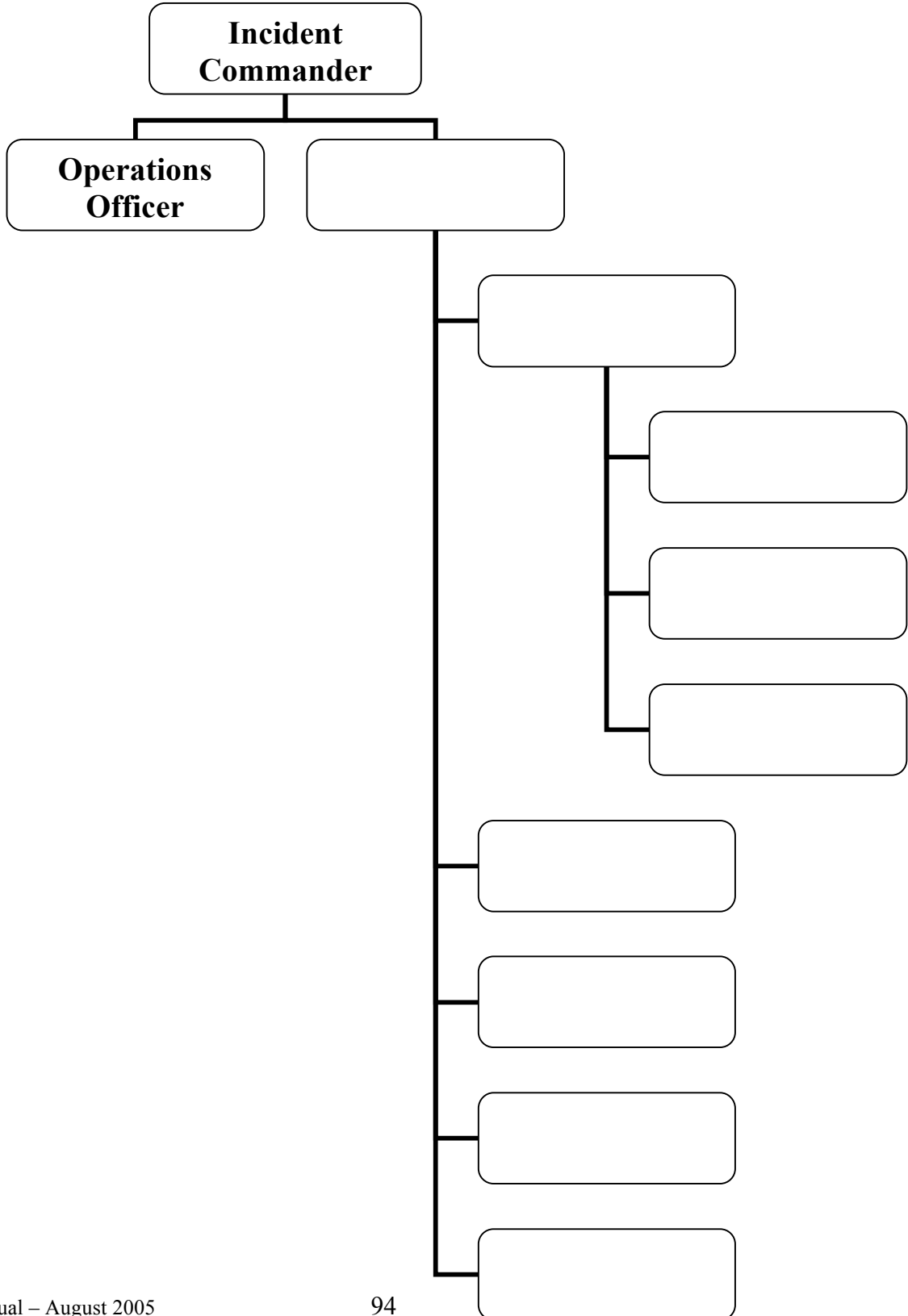


**Incident Command
Structure**

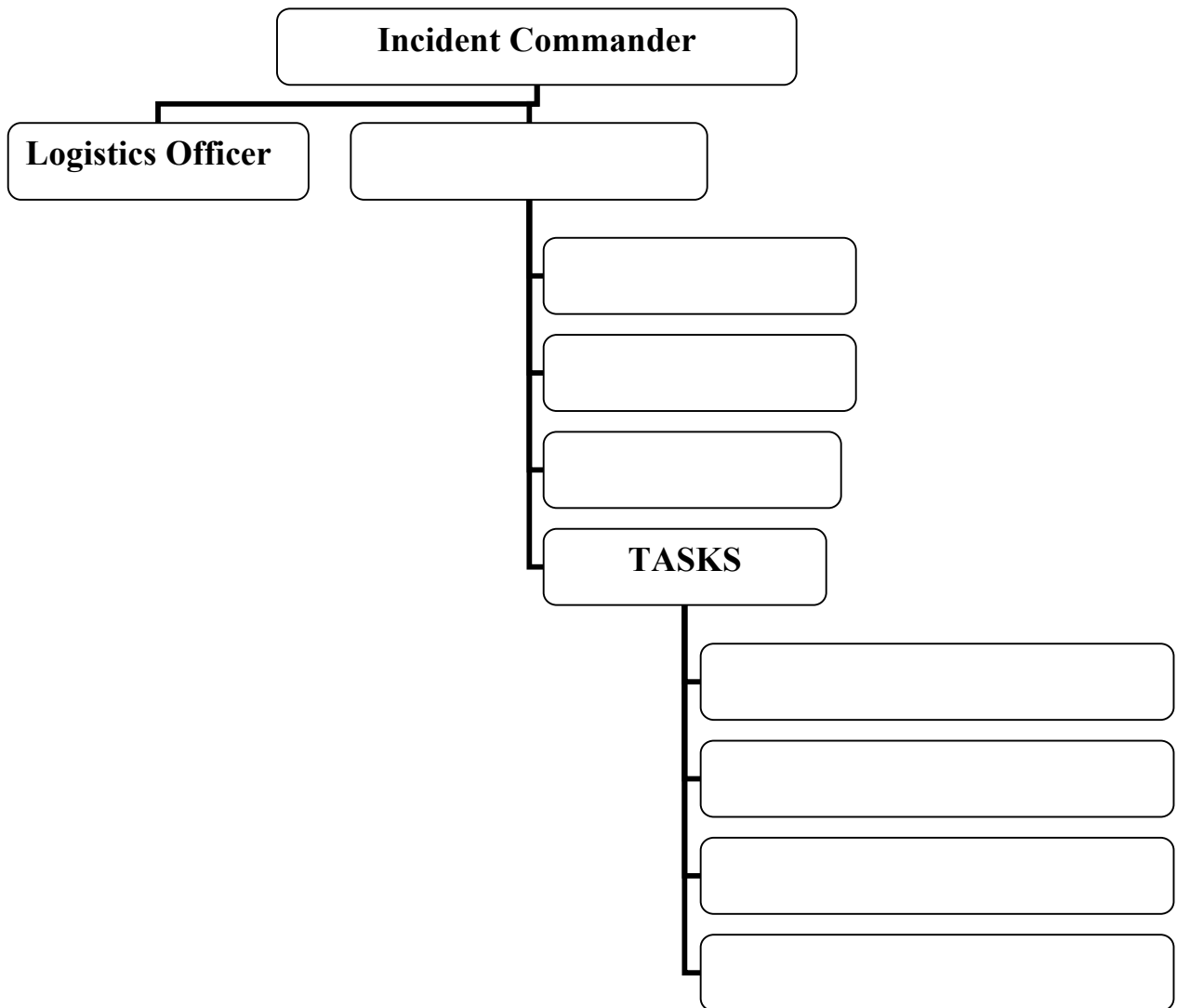
**SBC Disaster Relief
Incident Command Training
Exercise 4
Operations Chart**



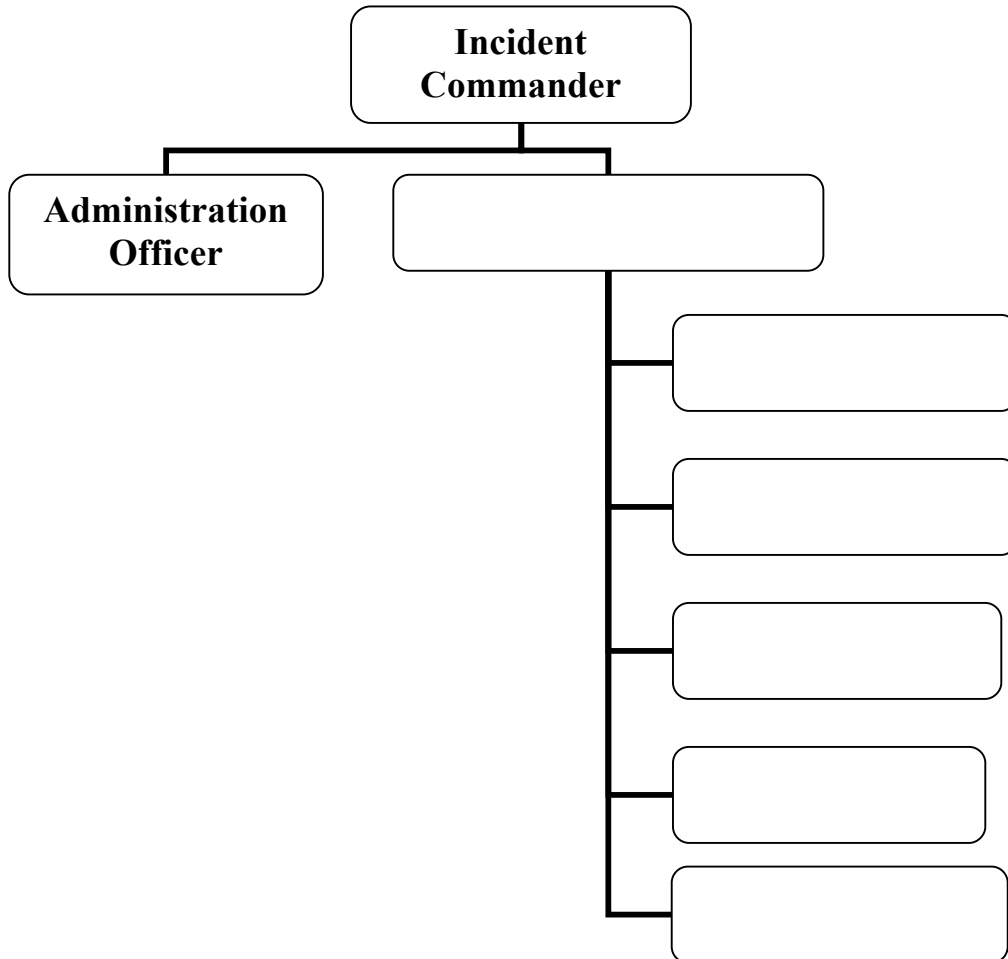
**SBC Disaster Relief
Incident Command Training
Exercise 5
Logistics Chart**



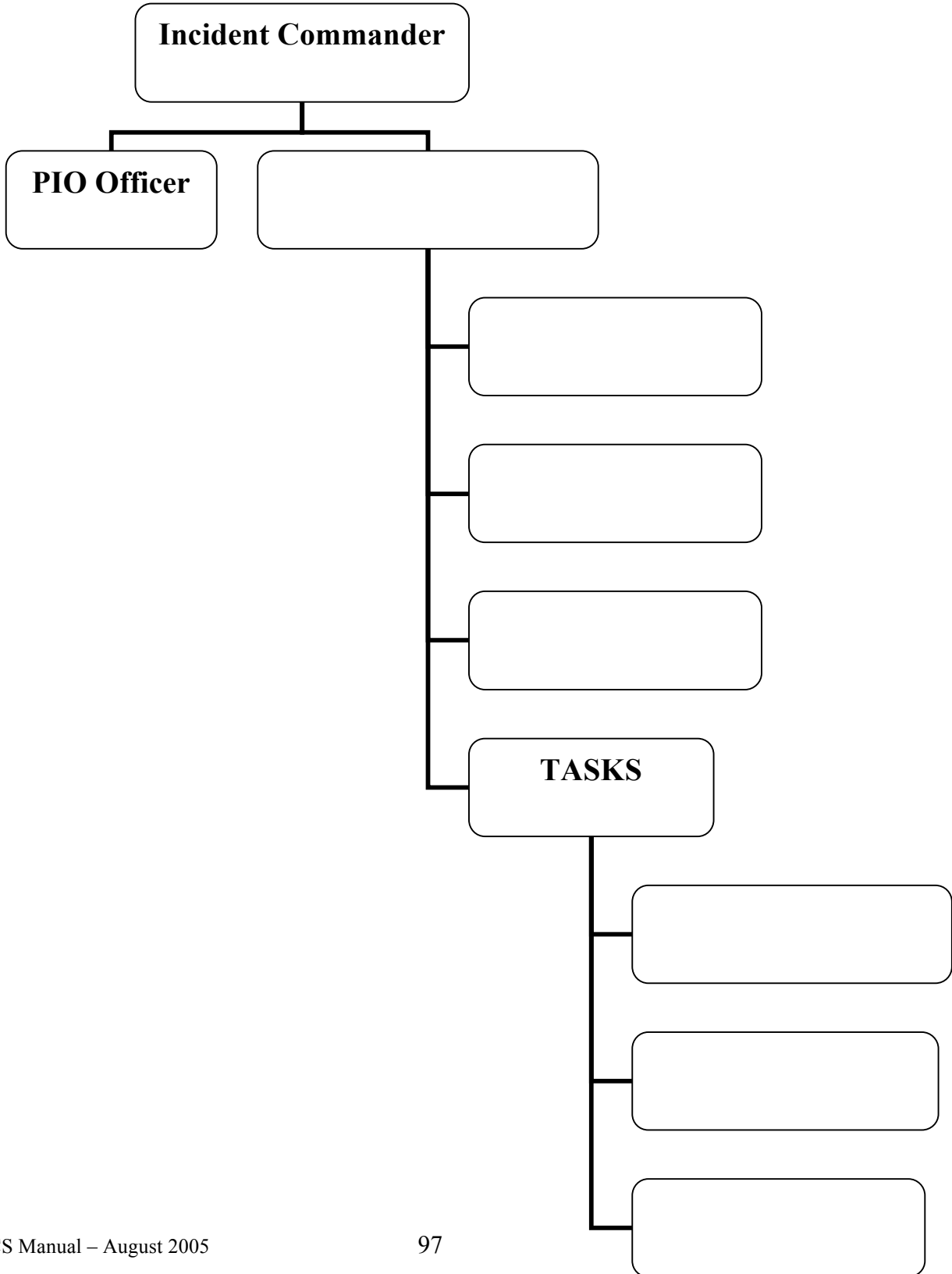
**SBC Disaster Relief
Incident Command Training
Exercise 6
Administration Chart**



**SBC Disaster Relief
Incident Command Training
Exercise 7
PIO Chart**



**SBC Disaster Relief
Incident Command Training
Exercise 8
Planning Chart**



Incident Command Implementation Exercise 9

