Southern Baptist

Unit Director (Blue Hat) Manual

North American Mission Board, SBC

Table of Contents

Section I
Biblical Foundations of Management 1

Section II
Dimensions of Leadership 1

Section III
Responsibilities of the Unit Director 2

Section IV
Review of the Units 2
- Feeding
- Communication
- Clean-up and Recovery
- Temporary Emergency Child Care
- Shower
- Water Purification
- Chaplains

Section V
Incident Command System 4

Section VI
Alert System 5

Section VII
Onsite Setup and Reporting 5

Section VIII
Principles and Skills of a Situational Leader 6

Section IX
Interpersonal Skills Training 7
- Stress Management in Crisis Situations
- Clear Communication
- Conflict Management
- Crew Consensus

Section X
Managing the Unit 9
- Responding to the Mission
- Maintaining Balance
- Making Decisions
- Working Relationships and Resources

Section XI
Devotions and Daily Meetings 12
Daily Devotions
Prayer Concerns
Witnessing
Suggested Scripture Passages

Section XII
Recovery of the Unit 14
Recovery Decision
Emotional Issues
Packing the Unit
Travel Home
Debrief and Evaluation

Section XIII
Conclusion 15

Appendices
Appendix One: Master Volunteer List Form 16
Appendix Two: Personal Information Form/Release and Indemnity Agreement 18
Appendix Three: Daily Unit Report Form 20
Appendix Four: Incident Report Form 22
Appendix Five: Property Owners Job Order Approval Form 23
Appendix Six: Vendor Form 24
Appendix Seven: Shower/Laundry/Water Purification Report Form 26
Appendix Eight: Expense Form 27
Appendix Nine: ARC Reimbursement Form 28
Appendix Ten: Personal Medical History & Medication Form 29
Appendix Eleven: Donations Card 30

Endnotes 31

I. Biblical Foundations of Management

A unit director should be a person who is committed to "Serving Christ in Crisis" by sharing the love of Christ to disaster victims in a practical manner. The unit director must be skilled and experienced in his ministry area. He must be a spiritually mature individual who is willing to meet the spiritual needs of victims, rescue workers, and his team. Finally, he must be a wise manager of both human resources and equipment.

The unit director should look to the Bible as the source and guide to be a wise and productive manager. In a disaster the unit director must be a strong leader who can manage the team and the situation. The unit director should look to our Lord Jesus Christ as an example of a wise manager. Jesus was a servant leader. He was strong, kind, directive, corrective, wise, and loving.

The greatest example of the servant leadership of Jesus can be found in the passage shortly before the death of our Lord. Jesus had a desire to eat the Passover one last time with his disciples. In John 13:12-17, we find one of the greatest examples of a servant leader where Jesus washed the feet of the disciples.

> *And so when He had washed their feet, and taken his garments, and reclined at the table again, he said to them, "Do you know what I have done to you?" You call Me Teacher and Lord; and you are right, for so I am. If I then, the Lord and the Teacher, washed your feet, you also ought to wash one another's feet. For I gave you an example that you also should do as I did to you Truly, truly, I say to you a slave is not greater then his master; neither is one who is sent grater then the one who sent him If you know these things, you are blessed if you do them.*

Jesus was a servant leader who would stoop to do the mundane, such as washing the dirty feet of his disciples. If the unit director will take the same attitude, he will be able to lead his people, help those in need, and truly demonstrate the love of Christ to a lost world.

II. Dimensions of Leadership

Ken Blanchard of the Center for Faithwalk Leadership suggests four dimensions of leadership.[1]

Heart – motivation or intent/leadership character
Head – assumptions and beliefs/leadership methods
Hand – application/leadership behavior
Habits – daily recalibration of commitment to mission and values

III. Responsibilities of the Unit Director

As one considers the job description for the unit director, remember the four functions of a biblical manager. These functions are:

Planning - predetermine a course of action
Organizing - arranging and relating work so that people can perform it most effectively
Leading - causing people to take effective action
Controlling - assessing and regulating work in progress.[2]

Job Description

- Christian, spiritually mature
- Member of a local Southern Baptist church
- Completion of *Introduction to Disaster Relief*
- Appointed by state disaster relief director
- Completion of Unit Director (Blue Hat) Training Manual
- Completion of state requirements
- Demonstrates biblical management skills
- Wise steward of resources
- Demonstrates stress management
- Mature adult

The unit director must have a complete understanding of the disaster relief organization at the national, state, and local levels. The director must know how he fits into the incident command system. The director must know *Introduction to Disaster Relief* as well as the manual of his specific unit.

IV. Review of the Units

There are various types of disaster relief units: feeding unit, communications unit, clean-up and recovery unit, child care unit, shower unit, water purification unit, chaplains, and other specialty units. Each unit has its own specific mission and responsibility; however, the units work together during a disaster in the name of the Lord.

Feeding Unit

The primary mission of the feeding unit is to feed and serve victims and relief workers during a disaster. A hot meal and cup of water in Jesus' name may be the seed to the salvation of a soul.[3]

Responsibilities: The feeding unit is to come to the disaster site with food. The unit director must have an arrival inventory. The unit director must evaluate space needs and set up the unit safely. They must follow safe food handling procedures and prepare the amount of food requested by the American Red Cross (ARC). Meals are five-part meals (meat, vegetables, fruit,

bread, and drink). The feeding support unit in the job H.Q. will support the unit. The feeding support unit is made up of the SBC feeding coordinator, ARC mass care officer, and ARC logistical officer. The unit director must assign one person to be the supply person to maintain the daily inventory of the pantry. According to our Statement of Understanding (SOU), we can set up local support if necessary. A feedback loop will be established between the unit director and H.Q. to ensure good communications.

Communications Unit

The mission of the communications unit is to provide communication for the disaster relief effort.

Responsibilities: The unit director should set up the unit on the high ground, observing safety procedures. Amateur radio (ham radio) may be the primary means of communications. The unit director must operate in accordance with FCC regulations. The communications unit will need to establish a communications network which will help fulfill its mission.

Clean-up and Recovery Unit

The primary mission of the clean-up and recovery unit is to assist individuals and churches in the initial clean-up after a disaster.

Responsibilities**:** The unit director should evaluate and assign all jobs. He must secure the proper authorization before beginning any work. The unit director should assign jobs to volunteers according to the competence and skills of the volunteer. The unit direct makes sure all equipment is working properly and that volunteers follow and observe safety rules when working.

Temporary Emergency Child Care (TECC)

The primary mission of the TECC unit is caring for children when a disaster strikes. It is a ministry where children and parents are shown the love of Jesus at a time when care and attention are vital needs in their lives. This ministry is a tremendous channel of God's love to a community trying to recover to an ordered lifestyle following a disruption of various degrees. This disruption could range from a single-family disaster to a larger scale catastrophic disaster.

Responsibilities**:** The unit director must find an appropriate location for the unit. The location must be a safe and secure place for children. The unit director must establish proper identification procedures for the children and insure that age graded material is used while teaching the children under their care. It is important to try to relieve the fears of the child. All equipment is to be cleaned and sanitized every day.

Shower Unit

The primary mission of the shower unit is to provide hot, safe, and refreshing showers for disaster relief volunteers. Furthermore, the unit is to function according to the health regulations of the state in which it is operating.

Responsibilities**:** The unit director is to find a suitable level location with access to potable water and the ability to properly dispose of gray water. He is to insure that the unit can supply hot showers for the disaster relief volunteers. He is to clean and sanitize the showers daily and observe all local health regulations.

Water Purification Unit

The mission of the water purification unit is to provide the highest quality, safe drinking water feasible for use by disaster feeding units, volunteers, and the general public. This unit will operate according to the applicable regulations of the jurisdiction in which it is operating.

Responsibilities**:** The unit director is to find a suitable surface water supply from which he will be able to make potable water for the disaster relief units, volunteers, and the general public. The unit director must follow local health regulations. He is to maintain the daily maintenance schedule and keep an accurate record of all water tests and water samples.

Chaplains

The mission of the chaplains is to provide quality assistance to victims of disaster through a holistic program of health care and compassion.

The following can be the recipients of chaplain ministry during a disaster: victims; relief workers including ARC, emergency management agencies, firemen, police, etc.; disaster relief volunteers; and other caregivers, i.e., pastors.

V. Incident Command System

We can no longer expect one man to manage the multi-ministry, complex disaster response that we are involved in today. In order for Southern Baptist Disaster Relief to be wise stewards of resources and manpower we have adopted the Incident Command System (ICS) as the disaster management model. Key to understanding ICS is where the unit director fits into the system. The disaster response will always have an incident commander. In a larger multi-state disaster the ICS team will consist of an operations, logistics, administration, public information and planning officers. Assisting these officers will be coordinators. The Unit director will be give information and contact numbers of his supervisor. Depending upon the size of the operation the unit director will answer to the incident commander, operations officer or a coordinator.

VI. Alert System

Southern Baptist Disaster Relief has three level of readiness. They are as follows:

Alert – There is a potential response for the unit. This is the lowest level of readiness. Contact is once a day.

Stand-By – There is a probable need that a unit will be needed to respond. Contact is maintained with unit twice a day.

Go/No Go – The unit is ready and available to respond. If it is activated, the unit will maintain contact every four hours with the Disaster Operations Center (DOC) during a multi-state disaster response. If not activated, the unit will be moved to another level or stood down.

If you are asked to respond you will be given information to assist you to fulfill your mission and ministry. The following acrostic will be helpful:

S – Situation: specific circumstances at the location
E – Environment: location and how to get there or to the staging area
M – Mission: specific assignment of services
A – Administration: contact person, who to report to
C – Communication: report to state director and national offsite coordinator ever four hours en route. [4]

VII. Onsite Set-up and Reporting

The local director, state director, or national coordinator may activate the disaster relief unit. Once the unit is activated, the unit director will receive specific instructions as to the operation and onsite location. While in transit to the disaster site, the unit director must contact the unit's offsite coordinator. Furthermore, it is the responsibility of the unit director to insure that contact is made with the national offsite coordinator or the DOC in transit during a multistate response. Once a unit arrives and is assigned to a multistate disaster response, it must work within the chain of command of the incident command system.

The unit director will be responsible for setting up the unit in the most ideal location to fulfill the mission of the unit. For example, a communications unit does not need to set up under a covered walk way. Rather, the communications unit needs the "high" ground and clear spaces for its antennas. Yet, a feeding unit should seek a covered walkway to set up and feed disaster relief victims. A clean-up and recovery unit, depending upon the nature of its assignment, could set up in either location.

In setting up the disaster relief unit the unit director will need to set up the unit in accordance with the specific policy and procedure manual for the unit. Some basic guidelines apply to all units:

1. Set up the unit to make optimum use of its equipment.

2. Set up the unit to make optimum use of the total site. (parking lot, office space, sleeping space, storage, garbage, drainage, etc.)
3. Set up the unit in a safe manner where team members and non-members can safely work with and around equipment.
4. Insure that the onsite coordinator is aware of your specific location and mission.
5. Insure all team members are manifested and registered onsite.[5]

The unit director is responsible for the completing and submitting all the necessary paperwork and forms in accordance with the standard operating procedures. Furthermore, the unit director is responsible for daily reporting to the incident commander while operating in the disaster response. Forms to manage the unit and operation are found in Appendix One through Ten at the back of this manual.

VIII. Principles and Skills of a Situational Leader

Jesus was a situational leader! He led as the situation dictated. If he needed to be kind he was kind, when He needed to be firm He was firm. Ken Blanchard writes, "As Jesus transformed and trained his disciples in the task of becoming fishers of men, He used a variety of leadership styles."[6] Blanchard defines situational leadership as a "model for developing people over time so they can reach their highest level of performance on a specific goal or task." [7]

Three skills of the situational leader are:

Skill 1 – Diagnosis: Assessing an individual's need for direction and support. Keys – competence and commitment.

- The Enthusiastic Beginner
- The Disillusioned Learner
- The Capable but Cautious Performer
- The Self-Reliant Achiever
-

Skill 2 – Flexibility – Using a variety of leadership styles comfortably**.** Keys – directive behavior and supportive behavior.

- Directing
- Coaching
- Supportive
- Delegating

Skill 3 – Partnering for Performance – reaching agreements on what the leader and the individual need from each other as they work together and then follow through on the agreement. Keys – agree on key responsibility areas, goals, and objectives.

- Concerned about the development of people
- Investment of the leader's life into the lives of those who follow

IX. Interpersonal Skills Training

The unit director should have good interpersonal skills in four areas:

- crisis counseling
- clear communication
- conflict management
- crew consensus

The unit director will be required to demonstrate these skills.

Stress Management in Crisis Situations

It is recommended that a unit director complete a course in stress management. H. Norman Wright defines crisis as:

> A person's internal reaction to an external hazard. A crisis usually involves a temporary loss of coping abilities, and the assumption is that the emotional dysfunction is reversible. If a person effectively copes with the threat, he then returns to prior levels of functioning.

Wright says, “The Chinese character of crisis is made up of two symbols: one is for despair and the other for opportunity.”

The unit director's primary responsibility in stress management is to the team members. A team with all the proper training will still not be totally prepared for the reality of an actual disaster. As unit director you must apply your stress management skills toward your team members and help them as they view, assist, minister, and share with the disaster victims. While you can use your skills to help disaster victims, your primary responsibility is the team.

Clear Communication

Confusion, disorder, panic, and shock are all a part of a disaster. In the midst of the disaster, communication often is lacking or misunderstood. The unit director is responsible to make sure that every team member understands the mission of the unit and the specific job assignment.

Communication takes on two basic forms: verbal and nonverbal. Verbal communication involves all that we say and write. This form of communication must be very clear. The unit director must be able to verbally instruct his team and share information with the team. An important part of verbal communication is to be a good listener. One writer wrote, "God gave us two ears and one mouth on purpose." Thus, the unit director must be willing to listen to his team and other disaster workers. The unit director must be careful of not only the words he uses but also the tone of his voice when speaking to the team. The writer of Proverbs says, "A soft answer turneth away wrath, but grievous words stir up anger." (Prov. 15:1) Anger is the last thing we need in a disaster. Nonverbal communication involves facial expressions and body language. If your voice says one thing and your body language something else, you will communicate two

different messages. The result will be misunderstanding and confusion. The key is to make sure your communication is clear to all team members.

Conflict Management

Because of our sinful nature, we as humans are bound to have conflict. Conflict can be either good or bad. Conflict between two people proves that both individuals are deeply concerned about a specific subject or action. Love and hate are basically similar emotions at two ends of the same spectrum (the opposite of love is not hate but apathy). When conflict arises the unit director must act to manage conflict so that the results will please our Lord and help fulfill the unit's mission. Anger results if conflict is not managed properly[8]. Most people handle anger either by venting (I just blow up and then I'm okay) or by withdrawing (I will just ignore it and it will go away). Neither of these methods will resolve the problem! The conflict must be resolved!

Timing is essential in conflict management. Because of the nature of a disaster, the unit director may have to postpone handling the conflict. If this is done, the unit director must choose a suitable time for both parties to work through the conflict.

There are four steps to resolving conflict.

1. Sharing thoughts and feelings. Allow the parties to share their perspective of the problem and their feelings (perspective is reality).

2. Listening to the other person's view. Listen from their viewpoint. We must face the fact that the other person may have a valid point. Give the other your undivided attention. Do not plan your rebuttal mentally while someone else is speaking

3. Define the problem or issue. Each party understands the issues from their perspective. Defining the problem will often suggest a workable solution.

4. Find possible solutions and try one. Pick the best solution and see if it works. Be willing to try another solution if the first attempt does not work.

Proper conflict management allows the team to build unity. Team unity is facilitated when individuals know that problems are dealt with in a proper manner (and problems will arise).

Crew Consensus

Crew consensus is a means to bring about team unity. The best method of bringing about crew consensus is the team meeting. There should be at least two meetings a day with the team. The morning meeting (devotional, details, concerns, jobs, and prayer) will set the pace and agenda for the day. The evening meeting (reflection, renewal, rest, debrief, scripture, and prayer) will allow

the team to debrief build crew consensus. Section XI gives specific outlines and suggestions to use for the team devotions.

X. Managing the Unit

Responding to the Mission

Your unit will have a specific responsibility in a disaster. As the unit director, you will have to be able to adapt to your mission. The key is to be flexible, open, listening, and decisive. The mission might change during the operation and the unit director will have to respond to the changes.

Each unit (feeding, communications, clean-up/recovery, etc.) will have special concerns that need to be addressed. The feeding unit's incoming supplies will be a constant concern. The unit director will need to assign a team member to take care of the supplies. For the communications unit, traffic volume is a special concern to the operators. This task will have to be well-managed for the unit to function effectively. It is important that the unit director insure that the operators get proper breaks away from the equipment. The clean-up/recovery unit will have a primary concern about damage assessment. How bad is the disaster? The danger is that the team members will be as overwhelmed as the victims. The unit director will have to make sure that those doing damage assessment are emotionally able to face the destruction and only make promises that can be fulfilled. The child care unit's primary concern is providing appropriate safety and security for the children entrusted to their care.

Maintaining Balance

No one is an island or superman. This simply means that as a unit director you must realize that you are not alone and that you can not do all the work yourself. That is why you have a team. You must maintain balance. There are three areas that need to be considered: physical, emotional, and spiritual.

1. Physical Balance – You and your team must get enough rest. We realize that during a disaster the hours will not be 9-5, but they should also not be 23 ½ hours! When people are physically tired, mistakes are made and accidents happen. A physically tired person will also become strained emotionally and spiritually, which could jeopardize our ministry.

2. Emotional Balance – In order to maintain emotional balance, crisis situations in the team must be relieved, misunderstandings cleared up, and communication must be clear. Emotional balance means being able to think clearly in the midst of disaster. Another way to establish emotional balance is to allow team members to share their feelings daily—the evening team meeting is a good time to do this. Finally, emotional balance is allowing team members to express their emotions (sadness, anger, hurt, guilt, etc.) in the protected environment of the team meeting.

3. Spiritual Balance - the unit director should set the example in his daily quiet time and team devotions. We should never lose sight that we are in the disaster area because of the love of Jesus. We must draw on the power of the Holy Spirit to have the grace to minister during this difficult time. Maintaining your quiet time will insure that you will be able to maintain your spiritual balance. There is nothing better than a moment to read the Word of God and to pray to the Father for personal spiritual refreshment. Remember when David had a disaster at Ziklag[9] (city on fire, everyone and everything taken, men wanted to stone David)? What was David's response? He encouraged himself in the Lord (1 Sam 30:6). He took the time in the middle of a disaster to maintain spiritual balance. Afterwards, he could fulfill his mission to defeat his enemies and recapture that which was taken from him. A special effort will have to be made to maintain your spiritual balance during a time of disaster.

Making Decisions

Decision making is a skill that every unit director must practice. There are five types of decisions:

1. Choosing between alternatives (for or against).
2. Accidental (i.e., drifting to a decision).
3. Based on insight (through experience).
4. Progressive decision (mulling over the problem for awhile).
5. Based on evidence.[10]

The decision making process can be broken down into three major operations:

- attention phase
- analysis phase
- application phase

Attention Phase: The first task of the unit director is to find out what the problem is. The problem must be defined. This is usually a statement of symptoms—something is wrong, a situation needs correction, or someone is unhappy.

Analysis Phase: Once the problem is defined, you enter the next phase, which is analysis. This step is often neglected. Sound decisions follow intelligent analysis. To analyze the problem you must have the facts. Get as many of the facts as possible. Once you have the facts, list possible solutions. Brainstorming possible solutions will help make a decision. List the various options that might solve the problem.

Application Phase: Then you move to the final phase, which is that of application. Make a decision and act on it! Ask yourself several questions as you make your decision. What steps need to be taken and when? What are the difficulties? What could go wrong? By anticipating possible sources of trouble, the unit director will plan to avoid them and ensure success in his

decision making.[11] Remember to rely on the Holy Spirit for wisdom and guidance. Our Lord sent Him to us to help us in these situations.

Not only should the unit director make decisions, but he must also clearly communicate his decisions to the team. The team meeting is the proper place to share decisions. At times a decision will need to be made which may not be fully supported or understood by the team. In these times the unit director should postpone discussion of the decision until the appropriate time. Ultimately, all final decisions rest with the unit director. It is understood that he will make some wrong decisions. When this occurs, the team should practice forgiveness and reconciliation as taught in the Bible. Likewise the unit director must have a forgiving heart and understanding spirit when wrong decisions are made.

Working Relationships and Resources

The Southern Baptist Disaster Relief units have working agreements with several different organizations including the American Red Cross, Salvation Army, Mercy Medical Airlift, the International Mission Board, and Homeland Security. The unit director is responsible to insure that the unit is operating within the standard operations procedures of the partner they have been assigned to support. It is vital that we demonstrate our integrity by following the procedures that we have adopted.

If the unit is a part of a large scale response, it may be one of many different units operating in the disaster area. It will be vital to the smooth running of the operation to understand the chain of command. While the unit is onsite, the unit director will answer to the incident commander or his designated ICS officer or coordinator. The unit director will be told to whom he needs to report and will be given a contact number for support and reporting purposes.

XI. Devotions and Daily Meetings

Daily Devotions

Daily devotions are vital to the spiritual well-being of the unit director and the team. You must set an example by having a daily quiet time. It is important to set the tone of the day and focus of your ministry during the daily morning devotion. The unit director is responsible to lead the devotions or have one of the team members lead the devotion. Remember, as the unit director you are responsible for the spiritual well-being of the team. The team should have two devotional times during the day. The morning devotional time should take place during the morning team meeting and should help set the spiritual tone for the day. The evening devotion should take place during the evening team meeting and could very well become a powerful spiritual experience as team members share how the Lord worked during the day. Below are suggested devotional plans and resources.

Morning Devotion Plan

- Praise chorus
- Welcome

Scripture/devotion (brief, about five minutes)
Prayer requests and closing prayer

Evening Devotion Plan

Praise choruses
Thank the team for work
Scripture (read morning scripture again)
Sharing experiences (Did you see God's power at work? What did the Scripture mean to you today? How did you experience God's presence today?)
Prayer requests
Closing prayer

Prayer Concerns

Many Christians neglect prayer and wonder why they have no power with God or no real peace from God. The primary reason is prayerlessness. During a disaster, the unit director needs to spend much time in prayer. Be sure to write down prayer requests and answers. Remember, Jesus was known as a man of prayer. Prayer should be done regularly and often. Prayer is the source of our daily power. If we are going to have the strength to face the disaster before us, we will need to spend time in prayer. The unit director must be the prayer leader of his team.

Witnessing

We are in the disaster area because of the love of Jesus. We must never forget that fact. The unit director must realize that he and his team will always be a witness for Christ. You and your team will either witness for or against Christ. By your actions, attitudes, words, and deeds you are witnesses. The question is not if you are going to witness, but rather what kind of witness will you be. Remember that communication is as much nonverbal as it is verbal. You should not say one thing and do something else—your witness should be consistent. Actions and words should match.

God wants each of us to be ready to give an answer of the hope that is in us. One of the best ways is the simple Romans Road to Salvation (see *Hope in Crisis* tract).

Romans Road

All have sinned – Romans 3:23
Wages of sin is death – Romans 6:23
Christ died for us – Romans 5:8
Confess and be saved – Romans 10:9-10; 13

Another good way to witness is your personal testimony. Use the following points to build your testimony and invite someone to know Christ:

- what my life was like before Christ

- how I met Christ
- how Christ changed me
- what a difference Christ has made in my life
- Would you like to meet Christ?

The key is to have a way to share the good news of Jesus Christ as often as you can during the disaster.

Suggested Scripture Passages

Praise and Proverbs Project – Read five Psalms and one chapter of Proverbs every day. Use the day of the week to pick the Psalms (every 30 psalms, skipping Psalm 119) and chapter of Proverbs to use. For example, on the 5th of the month, read Psalms 5, 35, 65, 95, 125 and Proverbs 5. On the 31st of the month, read Psalm 119 and Proverbs 31.
Other Suggested Scriptures:

Luke 15:11-32	John 15
Matthew 5-7	James 1
John 6:5-14	Matthew 17:1-9
Acts 2	Hebrews 11
1 Kings 18	1 Samuel 17
Genesis 1-2	Psalm 47
Psalm 1	Psalm 100

XII. Recovery of the Unit

Recovery Decision

One of the most difficult decisions that will be made is to recover the unit. Many factors must be considered before the decision is made to recover the unit. This decision should be under the direction of the incident commander, the affected state DR director, and any partner we are working with. If the unit is to be relieved, you will need to know whom your relief is and when will they be on site.

If you feel that you need to recover the unit, remember that this decision is a difficult one to make because of the real needs that exist. There are several considerations that you must weigh.

Do you have the manpower to continue? Do you as unit director have the strength (physical, emotional, spiritual) to continue? Has the mission been accomplished? Should the unit director and members be relieved and the unit remain? Do you have the material resources necessary to continue the mission? The unit director should be in constant contact with the incident commander until the final decision is made. Under no circumstances should the unit director make the decision to recover and close the unit without checking with the incident commander.

Emotional Issues

In a disaster our emotional state will have to be monitored closely. We will experience the highs and lows of those we are ministering to. The long hours may be taking their toil on us and we simply cannot continue. Yet, we feel like we must. The unit director will need to allow each member to express his/her emotions about the recovery of the unit. The best time for this is the evening meeting before the unit is packed up. Allow time to share inner feelings. Understand that there may be tears and sorrow over having to leave. Allow these emotions to be expressed and remember to turn to God's Word for strength and help during these times.

Packing the Unit

Every unit should be packed in accordance with their policy and procedures manual for the unit and the unit's standard operations procedures. The unit director is to make sure that all equipment is packed properly. He will insure that all team members have packed their personal items and that all have transportation back home. The unit director should inspect the area where the unit was set up to make sure all trash and garbage is removed and that the site is clean. Pack the unit at the direction of the incident commander. Once the unit is packed and you are ready to depart, you must have authorization from the incident commander to leave the disaster area.

Travel Home

Once your unit is packed you need to contact the Disaster Operations Center with your ETD, ETA, and contact numbers. The DOC will track the unit until it returns home.

Debrief and Evaluation

After the team has returned home, you need to debrief with the state disaster relief director. The state disaster relief director will debrief the entire team, making a written report for the file. This is important to help the team members to adjust after returning from a disaster area. As the unit director, you should share freely with the state disaster relief director your feelings, concerns, actions, and corrections that need to be made before the unit has to respond again. You need to make sure that the whole team has been debriefed.

Once the debrief is complete, the unit director and the state disaster relief director should file a written report of the operation. This report will help the local and state disaster relief organization be better prepared for the next disaster. If the unit was involved in a national operation, a written after action report should be sent to the national disaster relief director.

XIII. Conclusion

The Southern Baptist Disaster Relief motto is "Serving Christ in Crisis." As the unit director you are directly responsible for the smooth operation of your unit in such a way that the people around us will know that we serve a risen and living Savior. Remember, we are working to show a lost and dying world a Savior who loves them dearly. We can as we take our motto to heart!

Appendix One

Disaster Relief
Master Volunteer List

No	Name (Please Print)	Cell Phone #	Date In	Date Out	Team # or Name	Team Leader

Revised March 2012

Appendix Two

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

Name: _____ Date: _____

Address: _____

City: _____ State: _____ Zip: _____

Cell Phone: _____ Home Phone: _____

E-mail: _____

Church: _____ Association: _____

DR Unit #, Team Name or Team Leader: _____

Date of Birth: _____

Whom to notify in case of emergency:

Name: _____

Relationship: _____

Phone(s): _____

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

_____

Other Information: _____

Read and sign the Release and Indemnity agreement on the back side of this sheet.

Revised March, 2012

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 Illinois Baptist State Association, 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.

Volunteer:

Print Name: _____ (Volunteer)

Signature: _____ (Volunteer)

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

Witness:

Print Name: _____ (Witness)

Signature: _____ (Witness)

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

Appendix Three

Day # _____

Southern Baptist Disaster Relief
Daily Unit Report Form

(Each Blue Cap/Unit Leader must complete this form at the end of each working day. NAMB requires this form to be completed for each team each day. Attach completed job orders).

Date _____ Time _____

Name of Unit _____ Unit # _____

Type of Unit _____ Location _____

Name of Reporting Individual _____

Volunteer Count
(All units are required to submit this section)

A. _____ Number of team members at start of day
B. _____ Number of new team member arrivals today
C. _____ Total number of team members on-site today
D. _____ Number of local community volunteers who worked today
Add line C _____ to line D _____ = total volunteers who worked today
E. _____ Number of team members who departed today

Food Service Count

Meals Prepared (A)	Serving Line (B)	ERVS (C)
Breakfast_____	Breakfast _____	Breakfast _____
Lunch _____	Lunch _____	Lunch _____
Dinner _____	Dinner _____	Dinner _____
Total (A) _____	Subtotal (B)_____	Subtotal (C)____

(D) Grand Total Meals Served Today _____ (Column B + C)

Clean Up And Recovery Report

A. Number of jobs completed to date (from beginning) _____(A)
B. Number of jobs completed today. _____(B)
C. Number of jobs remaining. _____(C)

Ministry Contacts

Decisions____ Bibles Distributed____ Tracts____ Prayers Offered____

Child Care

Total number of children served _____

Shower/Laundry/Water Units

Total number of showers _____Total number of laundry loads _____
Total number of gallons of water purified_____

Communications Report

A. HF messages _____(A)
B. Reports _____(B)
C. Hours on duty (per operator) _____(C)
D. Total Traffic _____(A + B)

Problem Report

A. Illness and Injuries (give name and nature of illness or injury and file an incident report)

B. Equipment Problems (give name and nature of equipment problems)

C. Other Problems

Staff Meetings and Debriefings

Morning Meeting and Devotions ___Yes___ No (check one)
Evening Meetings and Devotions ___ Yes ___ No (check one)
Other Meetings: (list topics discussed)

Evangelistic/Ministry Opportunities (brief description)

Suggestions/Concerns

(List any questions, suggestions or concerns about the operation.)

Revised March, 2012

Appendix Four

Southern Baptist Disaster Relief
Incident Report

Date _____ Time _____

Name of Unit _____ Unit # _____

Type of Unit _____ Location of Incident _____

Unit Director (Blue Cap) _____

Injuries _____

_____

_____

_____

Emergency Notification Made By _____

Property Damage _____

_____

_____

_____

Owner of Property _____

Address _____

Home Phone _____ Office Phone _____

Narrative_____

_____

_____

_____

_____

_____

Unit Director Signed _____

State Disaster Relief Director Signed _____

Other Signature (as needed) _____

Date Reviewed _____

Appendix Five
SOUTHERN BAPTIST DISASTER RELIEF
PROPERTY OWNERS
REQUEST FOR VOLUNTEER ASSISTANCE

Job No. ____

Chainsaw/Mud-Out

Priority: 1 2 3

Team A B C D **(A=Most Capable)**

Date:_____

Property Owner's Name _____

Address: _____

City: _____State_____ Zip Code _____

Phone(s): Home/Work/Cell _____

How many people reside at this home? ____ Ages of oldest and youngest resident _____

Do you have Insurance? Yes / No If Yes, Name of Carrier: _____

Will owner be present? Yes / No If No, should work be done? Yes / No

Special Circumstances: _____

Description of Job:_____

RELEASE (Must be signed before work begins)

I, _____ hereby release from liability and agree to hold harmless the volunteers for any damage or injury that may occur on my property, to any of my property or to my person, which may occur during the cleanup operation. I further understand and agree that there is no warranty, implied, written or oral, for any work performed on my property by said volunteers. I understand that the Southern Baptist Disaster Relief teams are a volunteer organization that has limited volunteers, limited financial and material resources, and makes no guarantee that said service will be provided. Additionally, I further understand **THAT THIS IS NOT A CONTRACT TO PROVIDE SERVICES!**

Property Owners Signature: _____ Dated this ___ day of _____,20__

Unit assigned _____ Date: _____
Work Completed _____ Work Incomplete (list remaining items)
_____
Unit Leader's Signature: _____
Volunteers' signatures:
_____

Vender Form
Date: _____

Open Account ☐ In-Kind ☐ Rental ☐

Vendor Name: _____

Vendor Address: _____

City: _____

State/Providence: _____ **Zip/Postal Code:** _____

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: (i.e. Trailer number, License number etc.)

_____

VIN (if needed): _____

Description of Donation (if needed): _____

Value of Donation: _____

Rental Information

Type of Rental: _____

Purpose of Rental: _____

Vin(if needed): _____

ID Number(if needed) _____

Office Use

Unit Assigned To: _____

Name of Responsible Organization: _____

Name of Individual Responsible: _____

Address: _____

City: _____

State/Providence: _____ **Zip/Postal Code:** _____

Phone: _____ **FAX:** _____

Cell: _____ **Pager:** _____

Signature: _____ **Date** _____

Notes:

Appendix Seven

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 of gallons of water purified _____

Distributed: (Check all that apply)

Feeding Unit ☐ Shower Unit ☐ Laundry ☐ Public ☐ Truck ☐

Appendix Eight

Southern Baptist Disaster Relief
American Red Cross Reimbursement Form

DR Name: _____ **Date Submitted:** _____

DR Number: _____

Name of Southern Baptist Organization: _____
(as it should appear as payee on check)

Mailing Address: _____

City: _____ **State:** _____ **Zip:** _____

Total Due: _____

- Expenditures must be itemized
- The original receipts must be taped to an 8x11 size sheet of white paper

Dates of Operation: _____

Location of Operation: _____

Departure City: _____ **State:** _____

Dates of Travel: _____

Unit Director Name: _____

Unit Director Signature: _____

ARC Site Supervisor Name: _____

ARC Site Supervisor Signature: _____

Office Use

Unit File Copy Made ☐ State DR Director Notified ☐ Expenses Itemized ☐ Receipts Attached ☐

ARC Logistics Notified ☐ ARC Mass Care Notified ☐ SBC Feeding Coordinator Notified ☐

Personal Medical History & Medication Form

Last Name _____ First Name _____ DOB _____

Address_____ ☐ Male ☐ Female

Phone (Home) _____ (Cell) _____

ALLERGIES to Medications: ☐ Yes ☐ No If Yes, list allergies _____

ALLERGIES to Foods, Man-Made Materials, etc.: ☐ Yes ☐ No If Yes, list allergies _____

Insurance Co. _____ Policy No. _____

Emergency Contact: Name _____ Relationship _____

Phone (Home) _____ (Work) _____ (Cell) _____

Physicians (Health Care Provider(s)):

Name _____ Specialty _____ Phone _____

Name _____ Specialty _____ Phone _____

Present Medical History: _____

_____

_____

Past Medical History (include major surgeries) _____

_____

_____

_____

_____

Medications: (Prescription, Supplements, Vitamins, Herbal Supplements, Over-the-Counter)

Pharmacy Name & Phone Number _____

Name:	Dose (# milligrams, etc.):	No. of Times Day:	Route (By mouth, injection, etc.):

Use back if necessary

What a joy it is for our Indiana Southern Baptist Disaster Relief Team to work in your area during this time of need. The ministry comes at no cost to you. However, since you asked, individuals may send a donation to:

Indiana Baptist Disaster Relief
State Convention of Baptist in Indiana
7805 State rd. 39
Martinsville Indiana 46151

We perform this ministry to assist people who need it, because Jesus Christ has done so much for us, that we feel this is the least we can do for Him and the people He loves. You can learn more about Southern Baptists on our website: IBSA.org

Thank you and may God bless you,
Your Southern Baptist Disaster Relief Volunteers

ENDNOTES

[1] Ken Blanchard, Phil Hodges, Lee Ross, The Center for Faithwalk Leadership, Participant Workbook, (Augusta, GA: 2003) 7.

2. Engstrom and Mackenzie, Managing, 110-111.

3. Modified from Georgia Baptist Disaster Relief, Feeding Unit Policy and Procedures Manual, (Atlanta: Men's Ministry Dept, GBC, 1993), 1.

[4] DROP., 2.

9. Required paper work: Manifest team by State Off-Site Director and Unit director; Personal Information Update/Release.

[6] Lead Like Jesus, 34.
[7] IBID.
8. Conflict = difference that affects one or both. Anger = conflict and tension and my interpretation of what happened.

9. See 1 Samuel 30 for the context of this disaster.

10. C. P. Davis, "Decision Making: Keeping on an Even Keel", in Basic Small Church Administration, (Nashville: Convention Press, 1981), 22.

11. Administration, 25.