

Involving Southern Baptists in Disaster Relief



Serving Christ in Crisis

North American Mission Board, SBC

2012

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Introduction

Welcome!

You are about to embark on an adventure that has the potential to change your life. From its very modest beginnings to the well-developed organization of today, Southern Baptist Disaster Relief continues to touch the lives of thousands of disaster survivors and volunteers.

God continues to call out individuals to give of themselves in caring for those affected by disaster. Jesus used the parable of the Good Samaritan (Luke 10:25-37) to challenge people who wanted to experience eternal life to love God with all of their heart and mind, and to love their neighbors. When challenged with the question of who was considered a neighbor, Jesus responded with this parable teaching us that anyone in need is to be viewed as our neighbor.

Our world continues to experience devastation and destruction. Man-made events, as well as those called “acts of God,” continue to challenge our mind with “why.” Why did that happen? And who or what is to blame? The truth is that God does not ask us to try and figure out why things happen the way they do. He does not ask us to figure out who or what is to blame. He just says to love Him and love others.

We continue to learn how important it is to care for others. Just the simple act of listening to those who are affected by disaster initiates the healing process. By allowing others to tell the story of how an event affected them, we assist them in realizing that it does not have to be a debilitating event.

In addition to the crisis intervention that provides the beginning of healing, there are the physical ministries that assist with the necessities of life. Southern Baptist Disaster Relief provides many different types of physical assistance—food, water, child care, communication, showers, laundry, clean-up, repairs, rebuilding, or other essential tangible items that contribute to finding a way to life in the new normal that is now their world.

More than 82,000 Southern Baptist volunteers have prepared themselves to assist during a crisis event. Southern Baptist churches, associations, and conventions have purchased vehicles and equipment. Leadership has planned for disaster events. One of the areas that has assisted Southern Baptist Disaster Relief in becoming one of the top disaster response organizations in the world can be traced back to the training of volunteers. Baptist convention leaders invest many hours and dollars to provide appropriate disaster relief training. Every three years volunteers are asked to participate in retraining with new equipment, procedures, and leaders.

Southern Baptist Disaster Relief (SBDR) is one of the founding members of the National Voluntary Organizations Active in Disaster (NVOAD) and has signed national agreements with:

- The Federal Emergency Management Agency (FEMA)
- The American Red Cross (ARC)
- The Salvation Army (TSA)
- National Voluntary Organizations Assisting in Disaster (VOAD)
- Mercy Medical Airlift
- Convoy of Hope
- The Army Military Auxiliary Radio (MARS) Unit
- Baptist Global Response (BGR) – for international responses

Many aspects of disaster relief have changed in recent years. Industry has changed. Technology has changed. The needs of individuals have changed. Communities have changed. The way our nation responds to disaster has changed, especially after September 11, 2001 and Hurricane Katrina in 2005. Following the attacks on September 11, 2001 and then again in the wake of Hurricane Katrina, the number of new disaster response organizations registered with the Federal government increased exponentially. Not only are there more disaster response organizations today, there are more industries and corporations involved in responses. They collect and distribute resources and send personnel into areas hit by disaster. In addition to these, disaster response organizations must compete with many entities, including state and local governments, who are raising funds and seeking donations following disasters. As the number of entities competing for funding grows the amount of funds available to individual organizations shrinks. At the same time social networking, media, and our constantly connected world means the visibility of disasters is immediate and more widespread, the fundraising is immediate and widespread, and the competition for donors is great. Put this all together and it means disaster response organizations must learn to do more with less. For Southern Baptist Disaster Relief, this does not change our call from Christ to love our neighbor. How can we do this?

Through you – Southern Baptist volunteers! Through you as a trained volunteer force that is prepared to respond, no matter what the need, with the best equipment available, the materials and supplies to do the job, the knowledge to respond safely, and the motivation to serve in Jesus name.

More people live in disaster prone areas of the United States. Even with the emphasis to build better homes in better locations, there are more families in the line of fire for disaster than ever before in our nation. So, we need you. Thank you for joining with other trained disaster relief volunteers who stand ready to serve.

But please do not forget why we are here. We trace the beginnings of Southern Baptist Disaster Relief to the desire to represent Jesus Christ in the middle of a crisis and are committed to our motto of “Serving Christ in Crisis.”

It is the desire of Southern Baptist Disaster Relief that thousands of volunteers become “salt and light” to this world in which we live and minister. Many of those affected by disaster may not have yet been introduced to Jesus Christ. Therefore, it is necessary for you to be ready to answer the questions “who are you and why are you here?” and be able to share your faith in a very positive, practical way. Southern Baptist Disaster Relief is a tangible way to flesh out your relationship to Jesus Christ.

Therefore, it is necessary for you to understand and apply the material that will be covered in this manual. You are also encouraged to participate in training provided by your Baptist convention and other organizations (such as the American Red Cross) to broaden your knowledge and understanding of disaster response.

May God bless you as you prepare for the ministry of disaster relief and as you respond when a crisis occurs.

Significant Events in Southern Baptist Disaster Relief (SBDR) History

1966	The Southern Baptist Convention authorized \$50,000 for the Home Mission Board to use in relief efforts.
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 one-gallon cans into miniature stoves called “buddy burners,” which were used to prepare hot food for survivors and volunteer workers. Texas Baptist Men responded to subsequent disasters and provided hot meals and the love of God in response to a tornado that cut a deadly swath through Lubbock and to Hurricane Celia’s devastation of Corpus Christi.
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.
1972	The mobile feeding unit made its maiden voyage after a flash flood struck the Seguin/New Braunfels area of central Texas. The unit prepared and served more than 2,500 hot meals to the disaster survivors and disaster relief workers.
1973	SBDR volunteers responded to the first international disaster. An earthquake affected Managua, Nicaragua, and volunteers constructed buildings to house seven congregations.
1974	The 18-wheel mobile feeding unit and volunteers responded to Hurricane Fifi in Honduras.
1976	Oklahoma, Louisiana, Mississippi, and Kansas/Nebraska had established disaster relief mobile units and joined Texas in this new area of ministry.
1979	Tennessee added disaster relief ministry.
1981	Alabama added disaster relief ministry.
1982-1988	Illinois, Arkansas, North Carolina, Missouri, Kentucky, Florida & Ohio added disaster relief ministry. **By 1988 there were 17 mobile units operated by 14 Baptist conventions, and they had responded to more than 200 disasters (domestic and international) and met the needs of thousands of victims.
1986	SBDR signed the American Red Cross Agreement of Understanding and the leadership structure of SBDR with was formalized to include unit directors (blue hats) to give proper direction to each unit.
1992	Following the response to Hurricane Andrew in August, there was a three-day debrief of the SBDR response, resulting in the creation of the Disaster Relief Operational Procedures (DROP) Manual to formalize training & establish protocols.

1994	The DROP Manual was officially adopted by the convention SBDR directors, and an annual DR Roundtable meeting was established to review policies, provide training, network, and evaluate the year's activities. The white cap position was developed to provide overall coordination to the response in an area affected by disaster and to coordinate multiple ministry units.
1995	A Statement of Understanding was signed between the International Mission Board (IMB) and the Home Mission Board (HMB) to set up a process for Southern Baptists to respond to international disasters.
1997	The Southern Baptist Convention adopted the <i>Covenant for the New Century</i> . The Brotherhood Commission, Radio & Television Commission, and the Home Mission Board were consolidated into one national agency – The North American Mission Board (NAMB). One of the ministry assignments given to NAMB was “to assist churches in the United States and Canada in relief ministries to victims of disaster.”
1999	A Disaster Operations Center (DOC) was created at NAMB that becomes operational during multi-convention responses to coordinate the activation and deployment of volunteers and keep the official log of the operation. The national offsite coordinator is based at the DOC and provides the technical and logistical support for the operations. The DOC is staffed by NAMB staff and disaster relief volunteers.
2001	Steps were taken to develop an incident command model following the challenge of coordinating 32 conventions and more than 4,000 volunteers in response to the attacks of September 11.
2002	Hurricane Lili (LA) brought the implementation of the Incident Command System (ICS) to coordinate 30 different disaster relief units from 15 conventions. A Statement of Understanding was signed with the Salvation Army following close partnership in feeding ministries during the September 11 response.
2003	Hurricane Isabel (NC, VA, MD, DE) involved 168 units from 24 conventions and included more than 2,245 volunteers.
2004	A Statement of Understanding was signed with Mercy Medical Airlift to provide transportation for SBDR and small cargo if the air transportation system was grounded by the Department of Homeland Security or Federal Aviation Administration as in 2001. SBDR documented 497 mobile units and more than 28,500 trained volunteers from 39 conventions.
2005	A Statement of Understanding was signed with the Federal Emergency Management Agency (FEMA) of the Department of Homeland Security.
2011	SBDR documented 1552 mobile units and more than 82,000 trained volunteers from 43 conventions.

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

Chapter One: Sharing Christ in Crisis

The motivation behind Southern Baptist Disaster Relief efforts can be summed up in one phrase: “A cup of cold water in Jesus’ name.” Southern Baptist Disaster Relief is following the example Jesus established when He fed the 5,000 and the 4,000 and His teachings in the parable of the Good Samaritan and Matthew 25:31-46.

Southern Baptist Disaster Relief is Christian love in action. It is meeting the urgent needs of hurting humanity in crisis situations with loving care and a timely response as James 2:15-16 instructs us to do.

The Southern Baptist Disaster Relief logo incorporates two types of ministry, physical and spiritual, exemplified by Christ:



- The arch of the Southern Baptist Convention is our worldwide link.
- The wheat symbolizes physical help.
- The fish symbolizes spiritual help.
- The convention name depicts the Baptist conventions that make up the team.

Why are Southern Baptists involved in disaster relief?

Believers are under scriptural and moral obligation to all mankind to provide a positive witness of the love of Jesus. He calls for Christians to demonstrate love to those affected by disasters through the efficient and immediate use of the resources, talents, and time entrusted to them.

Matthew 25:34-40 (HCSB) is Jesus’ description of the judgment where the sheep and the goats are divided: “Then the King will say to those on his right, ‘Come, you who are blessed by My Father; inherit the kingdom prepared for you from the foundation of the world. For I was hungry and you gave Me something to eat; I was thirsty and you gave Me something to drink; I was a stranger and you took Me in; I was naked and you clothed Me; I was sick and you took care of Me; I was in prison and you visited Me.’ Then the righteous will answer Him, ‘Lord, when did we see You hungry and feed You, or thirsty and give You something to drink? When did we see You a stranger and take You in or without clothes and clothe You? When did we see You sick, or in prison, and visit You?’ And the King will answer them, ‘I assure you: Whatever you did for one of the least of these brothers of Mine, you did for Me.’”

When humanity is judged, one of the decisive factors will be how well we responded to the needs of our neighbors. We must help those in need around us. The greatest demonstration of our faith in Jesus is that we act like Him. He did not turn individuals away who were hurting. But it is impossible to help everyone. The needs are overwhelming. The problems are so great. How are we to care for those who are in need in the way Jesus would have us? Where can we find the resources, time, and talents for such a large task?

Through the development of a cooperative team effort, those needs can be effectively and efficiently met for the glory of God. We can cooperate with fellow Christians by pooling our resources, time, and talents to meet needs beyond our individual abilities and resources. Southern Baptists have developed such a cooperative system over the past 37 years. Every Southern Baptist convention in North America now has a disaster relief ministry. They vary in their abilities, number of units, number of trained volunteers and resources. This cooperative nature of Southern Baptist Disaster Relief allows communities affected by disasters to call for needed resources from wherever they exist across North America.

Disasters affect many people. Christians naturally respond to the hurts of those around them and feel an obligation to minister in the name of Jesus Christ. Christians working together can accomplish much for the glory of God. The example of this kind of cooperation is demonstrated in the New Testament church: "And they devoted themselves to the apostles' teaching, to the fellowship, to the breaking of bread, and to the prayers. Then fear came over everyone and many wonders and signs were being performed through the apostles. Now all the believers were together and held all things in common. They sold their possessions and property and distributed the proceeds to all, as anyone had a need. Every day they devoted themselves to meeting together in the temple complex, and broke bread from house to house. They ate their food with a joyful and humble attitude, praising God and having favor with all the people. And every day the Lord added to them those who were being saved" (Acts 2:42- 47, HCSB).

The New Testament believers "held all things in common." Their desire to care for others prompted them to sell "their possessions and properties" and give "to all as anyone had need." Each year, as thousands of volunteers respond to disasters, their faith and commitment to Jesus is used by the Holy Spirit as a means to draw others to Him. Through an effective, efficient, and immediate response, resources are pooled to meet the needs of communities.

Sometimes the affected population may number in the millions. Meeting the needs of large numbers of disaster survivors requires the cooperation of many ministries. Individual efforts are sometimes helpful but can be counterproductive. One person's efforts can be rendered useless by the misguided efforts of another. Both may mean well, but the greatest good will be accomplished through unity of purpose. A cooperative team effort can harness the desires and energies of individuals into a productive, effective, and efficient force for Christ. Through planning, training, and practicing, disaster response teams can be positioned to provide the leadership and expertise necessary to facilitate a coordinated and multi-faceted response in times of disaster.

Mission action is taking Christian love into all situations and places of need. It is demonstrating concern and becoming involved in meeting the needs of people in the name of Christ. Disaster relief is mission action through the organized efforts of a church or association to minister and witness to people with special needs or circumstances.

The Gospel of Luke describes for us how Jesus organized His followers to provide ministry to a community. He commissioned the twelve to "preach the kingdom of God and heal the sick." As representatives of Jesus, they

were to proclaim His message and meet the needs of those they encountered. Jesus related the same message to 72 of His followers.

In both cases, Jesus assigned His disciples a mission, an area, and a message. It was not enough to preach the kingdom of God. The healing for those in need was to accompany the proclamation of the good news. For a ministry to be the most effective, it needs to be organized.

Southern Baptists have developed plans on the local, associational, convention, regional, and national levels for disaster relief. Not only are these plans in coordination with other Baptist entities, they also engage with other organizations like the American Red Cross, The Salvation Army, other voluntary agencies, local government emergency agencies, and the Department of Homeland Security. Families and churches should develop a plan of action to minister to their community in the event of a disaster. They also should plan how they will work with others in ministry in the aftermath of a disaster.

Christ, by His example, set the pattern for us to follow. He told us that our mission to share His love was to be accomplished through the servant role (see Mark 10:43-45). The servant role plays an important part when we respond to a disaster. It is there that we personally are able to share some of our blessings by ministering to the needs of anyone who comes our way. The servant's heart is flexible and caring.

Volunteers must be careful to guard against a "savior complex" influencing their ministry. The "savior complex" is present when an individual sees himself as the only source of help for those affected by disaster. The "savior complex" will always complicate the task, cause hurt feelings, and prevent effective ministry. This mindset promises unrealistic plans and actions from the caregiver.

When we have a servant's heart, we are living out the message of 1 John 3:17-18 (HCSB): "If anyone has this world's goods and sees his brother in need but closes his eyes to his need - how can God's love reside in him? Little children, we must not love with word or speech, but with truth and action." When we care for others we become not just people who talk of missions, but people who put our words into deeds.

Chapter Two: The Crisis

SBDR Definition of Disaster:

"An occurrence that causes human suffering or creates human needs that the survivors can not alleviate without assistance. A disaster normally affects more than one person. Typically there is an element of danger.

Types of Disaster

Blizzard	Explosion	Natural Gas Attack
Boat Accident	Famine	Nuclear Accident
Bombing	Fire	Power Failure
Bridge Collapse	Flood	Riot
Chemical Spill	High Wind	Terrorist Attack
Crash	Highway Accident	Tidal Wave
Drought	Hurricane	Tornado
Drowning	Ice Storm	Transportation Accident
Earthquake	Industrial Accident	Typhoon

Classifications of Disaster

Extent of Destruction

- Regardless of area affected, the duration of the event and reconstruction help classify disasters as local, widespread, or catastrophic. A fire in a single-family dwelling can be as tragic and disastrous to those involved as a massive earthquake is to its survivors.

Primary/Secondary Disasters

- A primary disaster is the initial or triggering event, and a secondary disaster is a consequence of the original occurrence.
- Earthquakes, tornadoes, floods, and winter storms, although caused by nature, are usually primary. These may trigger secondary disasters like tidal waves, power failures, dam failures, or fires.

Natural/Man-made Disasters

- Natural disasters include tornadoes, hurricanes, drought, snow, ice—any crisis event due to weather conditions. Volcanic eruption and earthquakes are other examples of natural disasters.
- Man-made disasters can be of major consequence as well—fires, riots, explosions, transportation accidents, terrorist attacks, war.

Categories of Disaster Response

Based on reaction time and length of response...

Response

The immediate response to the disaster. Usually begins within the first 24 to 48 hours and lasts up to 6 weeks.

Emergency relief may include: communication, feeding, crisis counseling, first-aid, transportation, medical care, shelter, salvage, and security.

Recovery

Recovery may last a few days or a few months. It is marked by the resumption of utilities. People start trying to put their lives back in some sort of order.

Includes services listed under Emergency Relief, but also may include clean-up, repairs, and short-term financial assistance.

Long-term Rebuild

Rebuild usually lasts 4 months to more than 2 years and takes a good bit of emotional support.

Includes financial assistance, reconstruction, rebuild, insurance claim assistance, etc.

Southern Baptists send chaplains, feeding units, childcare specialists, medical teams, and are usually involved in placing plastic sheeting on roofs and meeting other immediate needs in the emergency relief category. Recovery is the stage when SBDR often plays a major role with the continued operation of feeding units, shower and laundry units, clean-up crews, emergency repairs, etc. Depending on the nature of the disaster and the needs, SBDR teams may continue to serve as the response transitions from recovery to rebuilding.

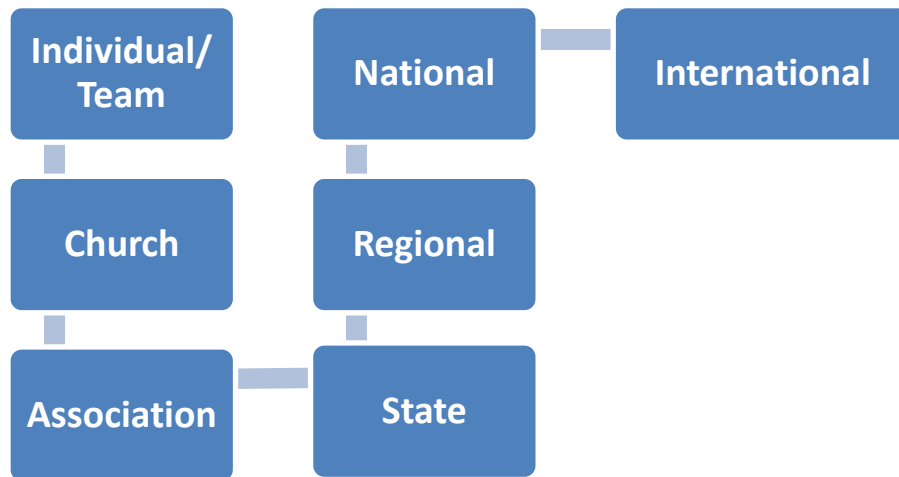
Southern Baptists respond to disasters as individuals, churches, associations, and conventions. This response comes in a variety of ways. Disaster services involve providing personnel, equipment, and supplies. The following list provides ways volunteers can become involved.

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Advisory/Advocacy	Advice and information about disaster services and assistance, including guidance for applying for grants and loans.
Airlift Kitchens	Airlifting kitchen equipment, supplies, and personnel overseas and setting them up for food preparation in a disaster area.
Bulk Items	Collecting, sorting, storing, and distributing such necessities as food, clothing, household goods, personal items, and building materials.
Casework	Assisting individuals and/or families regarding disaster services available to them and tracking their recovery.
Chainsaw Crew	Clearing trees and other major obstructions following tornados, hurricanes, floods, etc., and assisting in the removal of debris.
Childcare	Providing temporary emergency child care through a mobile unit or at fixed location such as a church or school.
Clean-up	A unit or team of trained volunteers who are responsible for salvage and clean-up after flooding, fires, windstorms, and so on. (mud-out or debris pickup)
Communication	Equipment and qualified personnel who provide communication capabilities during disasters and disaster relief responses.
Chaplains & Crisis Intervention	Disaster chaplains and other volunteers who provide crisis intervention and spiritual care for individuals throughout the disaster cycle.
Crisis Closet	Collection and storage of essential items prior to a disaster, which are available in the aftermath of one-family fires or local emergencies.
Damage Assessment	The preliminary assessment of the disaster including extent of damage, number of homes affected, and so on.
Elder Care	Managing facilities equipped for the elderly, infirm, or other persons unable to care for themselves after a disaster. Elder care may be located at a church, a school, or another suitable facility.
Emergency Medical	Qualified medical personnel (nurses, paramedics, emergency medical technicians, etc.) with equipment and supplies. These individuals often work with other types of units.

Employment Assistance	Assisting in the placement of survivors who have been deprived of regular employment in temporary jobs.
Evacuating	Giving assistance to individuals and/or families who need to be evacuated to safer areas. Evacuating may include removal of household goods, business equipment, animals, and people to designated areas.
Financial Assistance	Southern Baptists have not generally been involved in financial grants to disaster survivors, although some conventions and the North American Mission Board (NAMB) may receive funds and make them available for affected churches and families.
Feeding	Food preparation and distribution. Feeding may be from a mobile unit or a fixed location such as a church or school.
Interpreters	Translating or interpreting for those who do not understand or speak English in regard to disaster assistance. This also includes helping those who use American Sign Language.
Legal Aid	Providing indirect assistance on legal matters by referring survivors to proper authorities or professionals who offer legal services to survivors and churches
Mud-out	Assisting in the removal of mud and other debris from homes, churches, and other buildings following a flood. Mud-out includes washing and sanitizing areas that have been contaminated by flood water.
Reconstruction	Rebuilding and making permanent repairs to churches, homes, and other buildings affected by disaster.
Repair Team	Volunteer teams doing emergency repairs to provide protection against further damage or vandalism.
Salvage	Removing property to prevent further damage, looting, or vandalism
Sanitation	Cleaning, washing, and sanitizing food preparation and service equipment at the disaster site to assist a mobile feeding unit or a feeding base without adequate sanitation facilities. Child care units need to have the area, toys, and other supplies sanitized. Sanitizing areas that have been contaminated by flood water is also included
Security	Boarding up, securing, or guarding damaged property.
Shelter Care	Managing emergency shelters for displaced disaster survivors. Shelter care may take place in churches, schools, or other facilities used for the purpose of providing safety and security for those affected by disaster or for the volunteer workers.
Transportation	Carrying passengers or hauling goods. This may be accomplished in vehicles on loan from churches, businesses, or individuals
Water Purification	Operating a water purification unit and developing a large capacity for water storage.

Levels of Southern Baptist Disaster Relief Response

From one concerned church member to a national organization, Southern Baptists bring unique skills, preparation, and approaches to disaster relief efforts, always with Christ as the prime example. The Southern Baptist response takes place at seven levels:



Individual or Team

Individual volunteers can provide manpower, equipment, or specialized services, such as cleanup or feeding. They provide their own equipment at their own expense and serve in cooperation with the organized disaster relief effort. They may work with or support other groups to provide services to survivors.

Volunteers can serve as part of a unit that is designed and equipped to provide specialized services in a disaster area. These units may be self-contained (e.g., feeding unit or communication unit) or designed for use in another facility (e.g., a child care unit serving from a church building).

If you would like to be a part of the disaster relief response, you should make your availability known to the your conventions disaster relief director. You must complete the required training to participate with a specialty unit so you are ready when called to serve.

Individuals are also encouraged to develop a family disaster preparedness plan. By developing a family disaster plan and supply kit, you will be prepared to respond to needs within your family and then the community in the event of a disaster. You can find the Family Preparedness Manual on the disaster relief page of the NAMB Web site at www.namb.net/disaster-relief-preparedness.

Church

Talk with your local church about ways they are already involved or could be involved in disaster relief ministry. Churches have an incredible opportunity to provide friendship, crisis intervention, and encouragement to survivors of disaster. It is best to work in cooperation with your Baptist convention and your local association as there are experienced leaders and resources to help train and equip members of your local church and to assist your church in preparing for disaster relief involvement. After receiving the church's approval, prepare

the church facilities for disaster relief service. A church can provide their facilities and designate space for a specific disaster service, such as a kitchen, a shelter, or storage. Identify and/or prepare space to collect, sort, and/or distribute food, clothing, blankets, clean-up kits, and other supplies during a disaster.

Churches should seek the assistance of the Baptist convention disaster relief director, who will be able to provide teachers, training, and assistance in the development of the church disaster relief plan. Trained disaster relief volunteers from the church can be organized into specialty teams. Examples of the specialty teams include feeding, clean-up, communication, water purification, showers, child care, and so on.

Churches are encouraged to develop a church disaster preparedness plan. You can find the Church Preparedness Manual on the disaster relief page of the NAMB web site at www.namb.net/disaster-relief-preparedness.

Association

Associations can provide a full or partial specialty team. Associations can coordinate their member churches' involvement as shelters, feeding units, and so on. Associations can coordinate collection and distribution of food and other commodities. They can coordinate personal ministries during times of disaster. Examples of the personal ministries are child care, elder care, and crisis intervention.

Associations are encouraged to develop an associational disaster preparedness plan. You can find the Association Preparedness Manual on the disaster relief page of the NAMB web site at www.namb.net/disaster-relief-preparedness.

Convention

Baptist conventions develop the convention disaster relief response plan and training based on the DROP (Disaster Relief Operational Procedures) Manual.

Conventions determine the types of services, equipment, and organization needed for a disaster response. Conventions coordinate church, association, and regional units/teams when responding to a disaster within or outside their own jurisdiction. Convention disaster relief directors can deploy units within the convention without coordinating through the North American Mission Board Disaster Operations Center. Baptist conventions coordinate the planning and preparation of associational and regional units as requested.

Baptist conventions can also deploy units and personnel in multi-convention, national, and international disasters in response to a request from the North American Mission Board Disaster Operations Center.

Contact your Baptist convention disaster relief director to volunteer for disaster relief response. All enlistment, training, activation, and deployment of volunteers and units are the responsibility of the convention disaster relief director.

Regional

Southern Baptist responses on the regional level involve two or more conventions in a coordinated effort. Consider the suggestions for conventions listed above.

National

The North American Mission Board has been given the ministry assignment of assisting churches and conventions in disaster relief by the Southern Baptist Convention. NAMB provides resource and manpower coordination during multi-convention disaster relief responses within North America. Communication during disasters is coordinated by NAMB at the national level. NAMB will assist with training when requested by the affected convention disaster relief leadership. Volunteers who respond to multi-convention/national disasters are responsible for providing their own transportation and other expenses.

International

Baptist Global Response (BGR), in consultation with the International Mission Board (IMB), is responsible for international disaster relief. Project requests and funds for disaster responses outside of the United States are coordinated by these organizations. The NAMB national disaster relief team members serve as consultants for BGR and IMB during international responses and provide coordination of the overall disaster relief response. Volunteers who respond to international disasters are responsible for providing their own transportation and other expenses.

Coordinating the Response with Partner Organizations

When a disaster strikes, a local or state official at the disaster site notifies the county or state emergency manager, Federal Emergency Management Agency of the Department of Homeland Security, and other disaster response organizations of the need for assistance. These agencies include Southern Baptist Disaster Relief, the American Red Cross, and the Salvation Army.

The affected Baptist convention, the American Red Cross, the Salvation Army, an emergency management agency, or other organization will contact NAMB to request assistance if a response is required.

NAMB's Disaster Relief team leader, or other designated person, will begin coordinating the response with the affected convention disaster relief director and teams. They will decide, in conference with the partnering organizations, government agents, and the affected convention disaster relief director, how many and what type of units to activate. They will also determine where the units will be assigned.

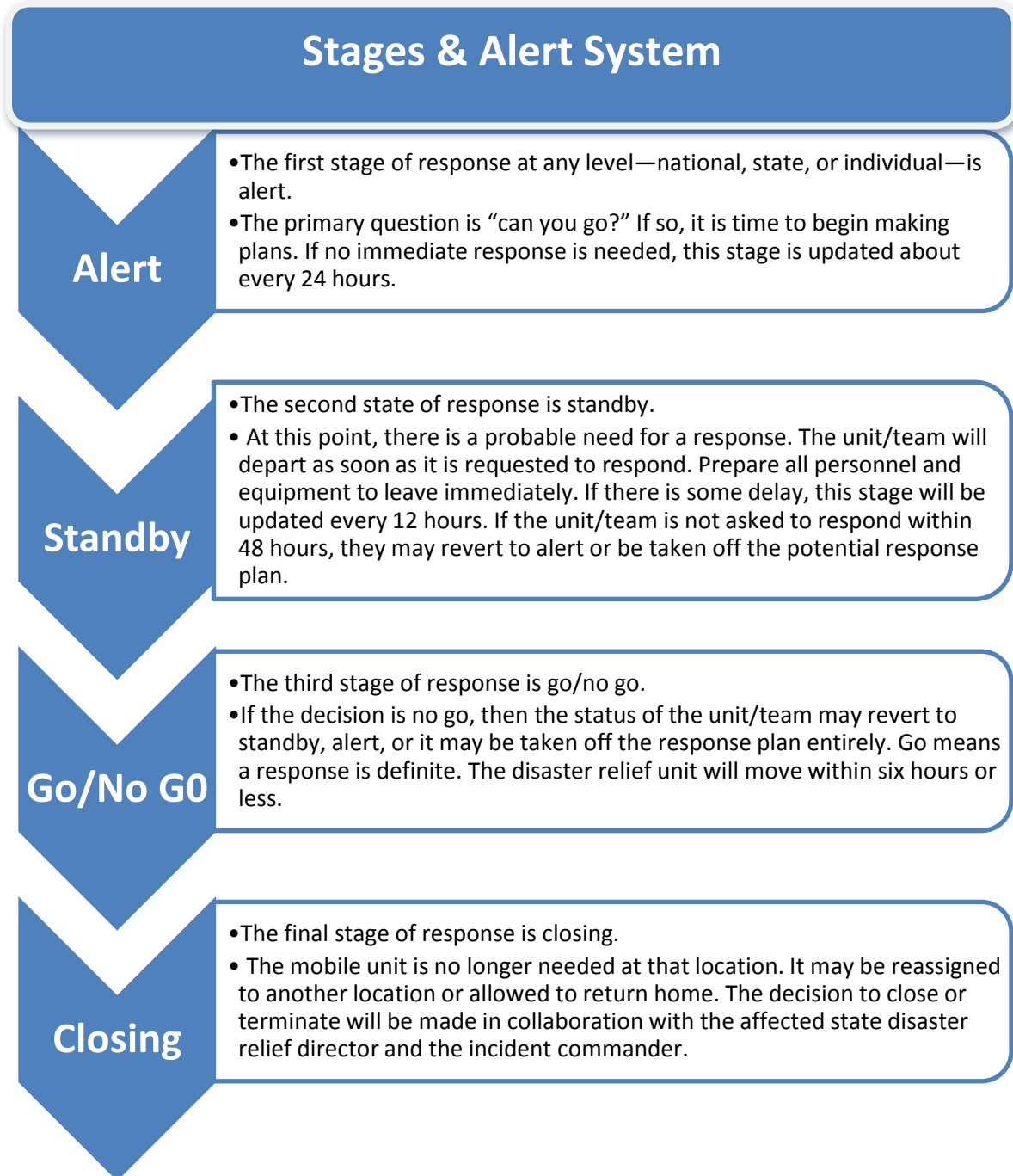
The NAMB Disaster Relief team leader, or other designated person, will call other convention disaster relief directors to put additional units on alert or standby and to give them any pertinent information. The affected convention director begins assembling a response team.

Communication between the different entities—Federal Emergency Management Agency, American Red Cross, Salvation Army, NAMB, convention disaster relief directors and volunteers—may be initiated in either direction. However, volunteers should not bypass the convention disaster relief director by first going to NAMB, the Federal Emergency Management Agency, Salvation Army, or the American Red Cross, except as noted below.

Procedures for response by a disaster relief unit within its own convention may differ from a multi-convention response. Because of close relationships with the local/state emergency agencies, local/state American Red Cross chapters, or Salvation Army, units may be activated without contact with the NAMB Disaster Operations Center. However, in those cases the NAMB Disaster Operations Center should be informed and asked to provide coordination if other convention units are needed.

Stages and Alert System

The system to activate units and teams begins with the affected convention placing a call for help. SBDR uses the following process for the activation of units and volunteers. In addition, pre-event preparation may include communication with convention and NAMB Disaster Operations Center leadership.



The following vital information is given or will be given in the Go/No Go stage:

- The specific circumstances at the disaster location
- The location and how to get there or to the staging area
- The specific assignment of service
- The contact person to report to
- A reminder to report to the Disaster Operations Center (DOC) at NAMB every four hours while en route with the estimated time of departure and arrival (ETD and ETA) and the unit contact and phone number
- Any other pertinent information available at the time of deployment about the projected response

The next step is when the convention disaster relief director activates the convention's units/teams, giving its members essential details and determining the number of volunteers needed along with their shift length.

A designated person will begin contacting other volunteers to go as relief teams at intervals determined by the circumstances—usually five days to a week. The incident commander and convention disaster relief director will coordinate the location and length of service of all volunteers.

Chapter Three: Ministering in Crisis

Guidelines for Disaster Relief Volunteers

The following suggestions will assist you in preparing to for your involvement in disaster relief.

- If you are employed, discuss your situation with your boss. Be sure your absence in times of disaster response is fully approved.
- Look over the “what to take” checklist (Appendix Five) and secure the basic items. Add any items you might need for your personal health, safety, comfort, and efficiency.
- Keep your insurance information with your disaster relief information and gear. Each volunteer is expected to have insurance in case of accident, injury, or illness. Personal health insurance is the responsibility of the volunteer. See the release and indemnity agreement (Appendix Four).
- Make arrangements with family, church, civic clubs, and so on for someone to fulfill your responsibilities while you are on a response.
- Keep phone numbers related to your convention disaster relief network where you can find them.
- Participate often in disaster relief projects like training, non-disaster operations, maintenance, and renovations.
- In times of disaster, contact your convention disaster relief director or designee to volunteer for a response.

Being a Disaster Relief Volunteer

The Southern Baptist Disaster Relief organization is multi-national, multi-convention, multi-racial, and multi-talented. Yet there are many elements in common.

- Disaster relief volunteers should be people with a number of Christian qualities: patient, caring, possessing a spirit of love and concern with a desire to share Christ with others.
- Disaster relief volunteers are expected to participate in training events and learn about disaster conditions and how to deal with the situations they will face.
- Disaster relief volunteers must follow the directions of those in charge.
- Disaster relief volunteers must be willing to provide leadership as the need arises and assignments are made.
- Disaster relief volunteers must be versatile and flexible in their work. Team members are called on the basis of skills that are needed and placed according to needs, talents, and availability.
- Disaster relief volunteers need to arrange time to be available.
- Disaster relief volunteers should be prepared to use every opportunity to share their faith in Christ.
- Disaster relief volunteers must possess:
 - Spiritual strength – be consistent in faith
 - Physical strength – the work day is long and strenuous
 - Moral strength – in speech, attitude, and actions

Preparing to be a Southern Baptist Disaster Relief Volunteer

Southern Baptist disaster relief volunteers **DON'T**:

- Expect favors or preferential treatment
- Expect to be the first called
- Expect to work with only your group
- Expect to work with the same people

Southern Baptist disaster relief volunteers **DO**:

- Make adjustments as needed
- Understand their limitations
- Inform leaders of their special interests and abilities
- Inform leaders of their preferred work

Southern Baptist disaster relief volunteers should be prepared to recognize stress in themselves. Disaster response conditions are stressful. Volunteers will be required to work long hours under difficult conditions. Volunteers should monitor their frequency of rest, length of work time, personal nutritional needs, shelter, privacy, and personal support system while serving in a response.

A volunteer needs a positive mental, social, and spiritual attitude to take on the task of providing physical assistance. As a volunteer you have the responsibility for your own personal preparation, motivation, attitude, assessment, availability, participation, approach, training, and improvement.

Take a personal survey to check your attitude.

- Do I have a servant's heart or am I thinking about my needs much of the time?
- Am I willing to take directions from others or am I resentful of demands made on me?
- Do I know how to be part of the team or do I need to be in charge?
- Am I going to help people in need or do I have a personal agenda?
- Am I willing to work wherever needed or am I inflexible?

As a result of this self-examination, a volunteer should know if their attitude allows them to be an effective disaster relief volunteer.

Training for Southern Baptist Disaster Relief Volunteers

Disaster relief volunteers will find it helpful to participate regularly in disaster relief training. Even if you have already had training, you can help others by sharing your experiences. Disaster relief volunteers must be retrained every three years.

Over the years, the Southern Baptist Disaster Relief logo has come to mean quality service that makes a difference. Pioneers in Southern Baptist Disaster Relief have earned a reputation for the yellow cap volunteers and for what the Southern Baptist Disaster Relief logo stands for. To keep the integrity intact, the logo may be worn only by trained volunteers and only at times of training or during a disaster response.

Experience has shown the need for a standard orientation and training for disaster relief volunteers. There are some general training requirements for a person to be recognized as a Southern Baptist Disaster Relief worker.

Conventions may expand their training requirements but should always include the following courses of study:

- *Involving Southern Baptists in Disaster Relief*
- Convention disaster relief manual
- Unit specific training
 - Child Care Unit
 - Communications Unit
 - Disaster Chaplain
 - Feeding Unit
 - Laundry Unit
 - Public Information Officer
 - Recovery Unit (chainsaw, mud-out, and/or repair)
 - Shower Unit
 - Water Purification Unit

Additional training may include:

- Introduction to American Red Cross
- Introduction to The Salvation Army
- Introduction to The Federal Emergency Management
- Spiritual Preparation for Disaster Relief
- Operational Stress First Aid (OSFA)
- "Hope in Crisis" tract
- Standard First Aid/CPR
- Unit Director
- Incident Command System (ICS)

Health & Safety Guidelines for Southern Baptist Disaster Relief Volunteers

Health Guidelines

- Stay in good health and good physical condition.
- Have regular physical examinations.
- Consult your physician about your involvement in disaster relief.
- Get recommended inoculations.
- Take medications as prescribed by your physician. If possible, have a backup prescription order for medications.
- Work within your strengths and limitations: physical (strength and health), emotional (stress management), and mental (knowledge and skills).
- Take personal health items that are helpful to your comfort and well-being.
- Wear clothing, footwear, and special equipment suited to the task and conditions you will face.
- Avoid extended sitting or standing in the same position, constant exposure to the sun, and prolonged exposure to water, heat, and cold.
- Eat regularly and drink plenty of water.
- Rest when you can.
- Do not base your work load on that of another person.
- Pace yourself.
- Sleeping will be difficult.
- Use caution in danger areas where you may encounter heavy traffic, broken glass, nails, and downed electrical lines.
- Report all injuries to the first aid coordinator.
- Complete personal and medical information prior to or immediately after arriving at the disaster site (see Appendix One).
- Become familiar with policy and procedures for on-site illnesses and injuries.

Safety Guidelines

Disaster by its definition involves turmoil and confusion. Normal procedures have been totally disrupted. Therefore, every precaution must be taken by the response worker to ensure safety. Here are some guidelines to help protect the safety of workers:

- Before entering a building, examine the structure for damage and potential hazards.
- Before entering damaged buildings, be sure that all utilities (electricity, gas, telephone, cable, etc.) have been turned off. Check with utility companies if necessary.
- Always assume downed electrical lines are energized until power companies notify you they have been turned off. Even then, use care around lines since they can become energized due to generators improperly used in homes. They may also become entangled in equipment or with your body.
- Wear safety equipment as provided and required. Heavy-soled or steel-toed shoes, gloves, and hard hats should be used in disaster areas.

- Carry adequate lighting when entering dark buildings.
- Do not use power tools unless you are properly trained.
- When using chainsaws or power tools, use safety equipment and do not work alone.
- Do not enter flooded homes or basements without probing the area to determine where there are holes or hidden objects.
- Always protect yourself against snakes, insects, and other animals during clean-up work.
- Never drink or use water until it is verified as safe.
- If you are on medication, be sure to have an adequate supply and take it as prescribed.
- Store tools, ladders, and supplies in safe and secure places.
- Make safety a priority.

Ethical Guidelines for Southern Baptist Disaster Relief Volunteers

- Take care not to damage the group effort by careless words or actions.
- Each person must remember that he or she represents the Lord and the church.
- All attitudes and actions should demonstrate the teachings of Christ.
- Take time to listen to survivors.
- Never get so busy in response to physical needs that you forget the people you have come to help. In most cases, the survivor's greatest need is having someone listen to their story.
- Do not attempt to meet physical or personal needs you are not trained to handle.
- Always be willing to refer a survivor or problem to a qualified person if it is too much for you to handle.
- Respect the property of survivors.
- Things that may seem worthless to you may be precious to someone else.
- Never accept contributions from the people you help. If they ask to make a contribution, refer them to an address where they may send a donation.
- Be sensitive to the fact that information shared by a survivor in confidence should remain so. Respect the privacy of every individual.
- When taking pictures of disaster damage, be sensitive to the people involved. If they are present, always ask permission.
- When sharing information about help available to survivors, be sure your information is accurate. When sharing information about a disaster situation, be sure your facts are accurate. Do not participate in spreading rumors that circulate following a disaster.
- Workers have a unique opportunity to put their faith into action. Oftentimes ministry opens the door for personal witnessing. Be prepared to share faith in Jesus Christ as the opportunity arises.

Chapter 4: Compassion in Crisis

Types of Survivors

Direct

- The direct survivor lives in the area affected by the disaster and has suffered losses.

Indirect

- The indirect survivor lives on the fringe of the disaster area, near direct survivors. The indirect survivor may suffer minor inconveniences or guilt feelings because of others' losses or have mixed feelings—sorrow for survivors but happy his family was not affected. Early on he or she may take an active role in relief efforts. Or his or her reaction to the disaster may include leaving the area.

Hidden

- The hidden survivor is the disaster relief worker. Volunteers tend to be caring people who do not like to see other people hurting, so they take on the burdens of the survivors. As they internalize the pain, they may become survivors themselves. Volunteers can avoid this by discussing these feelings during the daily debriefing. Disaster chaplains or crisis interveners present at the work site can help volunteers cope with their feelings.

Phases of Emotions in a Disaster Relief Response

Disaster survivors commonly go through four distinct emotional phases in coping with a disaster:

Heroic

The heroic phase occurs during and immediately after the disaster. People respond in almost superhuman ways to save lives and property. A desire to help others develops and much energy is expended. The heroic phase may last from a few hours to a few days. The heroic phase corresponds to the emergency relief stage.

Honeymoon

During the honeymoon phase survivors share common experiences and losses. They are encouraged to anticipate help. They engage in clean-up and relief efforts. The honeymoon phase may last one week to six months and corresponds to the recovery stage.

Disillusionment

During the disillusionment phase survivors feel disappointment, anger, resentment, and impatience about delays when help does not materialize. They expected normalcy much sooner. The disillusionment phase can last two months to two years.

Reconstruction

During the reconstruction phase the survivors finally realize they will be solving many of their problems themselves. Restoration begins to reaffirm their beliefs. Healthy growth occurs. This phase extends for six months and beyond and corresponds with the long-term rebuild stage.

Survivor Reactions at the Three Stages of Response

Earlier in this manual we learned that disaster relief efforts may be classified in three stages: emergency, recovery, or long-term rebuild. We will now look at typical survivor reactions during these three stages.

Survivor Reactions During Emergency Relief

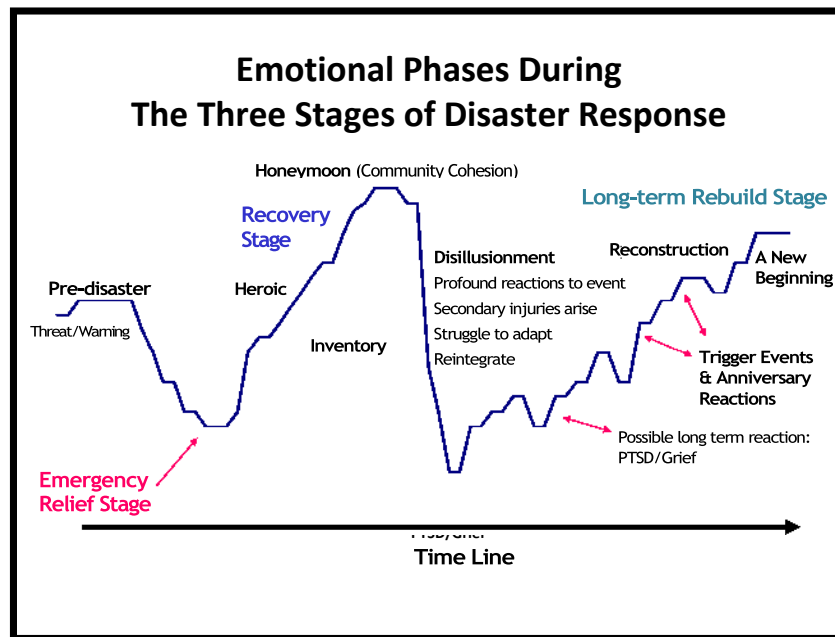
The survivors' reaction during the emergency relief period will depend upon the severity of the disaster and their personal losses. People tend to repress emotions. They may work until they reach the point of exhaustion and go without sleep, adequate food or proper medical treatment. They must protect and salvage what is left and try to recover what has been lost. People often report a feeling of need for self-preservation in order to assist other family members, protect property, and salvage possessions. They tend to be friendly, talkative, and want to share their experiences.

Survivor Reactions During Recovery

During the recovery period relief workers are on the scene. Survivors begin to slow down. Emotions surface. Decisions become difficult. They expect more from relief workers than may be possible. They need someone to listen to their stories.

Survivor Reactions During Long-term Rebuild

Long-term rebuild may begin one to six months after the disaster strikes. Many disaster relief agencies have left the community. Many people in the community are not assisting with recovery. Survivors tend to be frustrated. They feel they should be back in their homes. Their emotions range from frustration, to anger, to pessimism, to a state of fault-finding, to depression. They begin to think they are forgotten and that nobody cares.



Psychology of Disaster

Disaster relief agencies contact few of the actual survivors, even in the most extensive, destructive disasters. Volunteers who provide direct ministry to the people affected by disaster can provide valuable assistance when they understand something of the stress caused by a crisis. Survivors suffer maximum stress when the crisis comes suddenly, causes widespread destruction, results in death or injury, occurs at night, and creates mountains of uncertainty.

Stress is minimized when the event is a natural disaster and survivors can blame it on unavoidable circumstances. If the disaster requires an immediate response, many times the stress is lessened. The stress caused by a disaster strengthens a community's identity. Disasters reduce societal differences within a community and create a "here and now" mentality.

Stress levels also can be affected by a survivor's prior involvement in a disaster. Experience alters reaction, for better or worse. Prior experience also provides a false sense of security. Priorities for action may emerge more quickly. Prior disaster experience makes pre-event warnings more credible and reduces role conflicts. Experience helps organize reactions and responses more effectively and lessens the duplication of messages.

Psychologically, a disaster will absorb peoples' attention (survivors, relief workers, and the public) but the types of reactions to disaster may vary. People tend to underestimate a disaster's scope and to personalize the event. Women with dependents sometimes have more problems adapting in the early periods of crisis than others. Disasters often provide an emotional release because other stresses subside and can provide a sense of renewal due to a break with the past. Personal and community milestones can also be developed.

Dealing with the Emotions of Survivors

In a verbal or nonverbal way, volunteers should get this message across: "It's OK for you to express your anger (or confusion, desperation, etc.). I will take it seriously." This can be conveyed by attentiveness and acceptance; by a soft, slow, calm tone; and by calm, gentle movements. Your concern may be expressed by a relaxed but attentive posture and eye contact and by a comfortable distance to the survivor (not too close, but near enough for conversation).

The emotion is vented and allowed to flow away. A relationship of mutual trust and caring begins, which is the basis for helping. You need to show you care enough to let the survivor be expressive, even if it is unpleasant for you. This conveys your acceptance of the survivor as an individual of worth and potential, which may be one of the biggest needs he or she has at the time. If you do that, you will earn the right to help the person in need. If you are not able to provide adequate help, the right thing to do is to refer the person to someone who can. This may not be easy, but you have made a move in the right direction.

Disaster-Related Stress

A crisis is a temporary state during which a person's usual methods of coping do not seem to be working. People tend to feel anxious and upset because of their apparent helplessness in dealing with the situation. A crisis may erupt when a person is faced with a problem that calls on resources or problem-solving abilities that have not been needed before. In other words, they lack experience in dealing with the situation.

Disaster-related stress is different. Survivors perceive disasters as highly dangerous and life-threatening to themselves and their families. Survivors may fear the recurrence of a similar situation. Family members often jointly experience the terror-filled moments of the impact and extended recovery. Disasters cause a sense of helplessness and powerlessness over the forces that caused the crisis. Disasters cause a communitywide perception of destruction and disruption. Disasters result in a sense of loss of great magnitude and diversity.

Common reactions of survivors/survivors are:

- Concern for basic survival
- Grief over loss of loved ones and prized possessions
- Anxiety over separation from family and friends
- Regressive behaviors
- Anxiety about relocation and isolation from home and community
- Need to express feelings about experiences during the disaster
- Need for a sense of community in the aftermath
- The desire to help others

Some of the emotional/psychological reactions to disasters that survivors/survivors and disaster relief volunteers might experience are: numbness, excitability, sleep disorders, headaches, impatience, guilt feelings, physical fatigue, an emotional drain, phobias related to the event, difficulty concentrating at work, exhaustion, hyper-alertness, excessive sleep, disorientation, frustration, feelings of isolation, ambivalence, excessive preoccupation with injury or death, traumatic memories of the event, nervousness, hypersensitivity, nightmares, helplessness, anger, separation anxiety, and fear of relocation.

Survivors of disasters may develop anxieties about a number of potential problems:

- A loss of trust in the natural order of life, which results in confusion

- A loss of faith, which may cause a theological crisis
- A loss of a sense of security
- A loss of hope as a result of despair due to being forced to live without necessities or luxuries
- A loss of privacy
- A loss of ambition and sociability
- A loss of normal family roles and functioning, of prestige and status, of control over the immediate environment, and the loss of symbolic values, which cannot be measured
- A loss of faith in personal invulnerability

These losses may result in fear of a recurrence of a disaster. Other fears can include fear of the future, fear of financial difficulties, and the fear of never recovering.

Ways to Meet a Crisis

A productive way to deal with crisis means facing the fact that there is a problem. Attempt to understand the situation. Open channels of communication with family, friends, and church members. Understand there will be feelings of guilt, anxiety, or resentment.

Consider positive ways of viewing the crisis situation. Separate the changeable from the unchangeable and accept what cannot be changed. Explore practical ways to cope with the problems. Accept responsibility for coping, even if the circumstances are beyond your control. Draw closer to family and friends. Pray about the matter. Confess your honest feelings about the situation. Remember God is sovereign—He is aware of the crisis and concerned about us.

An unproductive way to deal with crisis is to deny a problem exists. Other ways include evading the issue with alcohol, refusing to seek or accept help from anyone, hiding, feelings of guilt, grief, anger, brooding on the negative, adding to the confusion by staying completely confused, letting someone else solve the problems, blaming others, expecting others to take full responsibility, deserting family and friends, turning away from God, or convincing yourself the crisis is God's punishment on the world.

Basic Listening Skills

The most important response Southern Baptist Disaster Relief volunteers can make is to meet the personal and spiritual needs of the people affected. Providing food, clothing, housing, and cleanup is necessary. However, until we give the personal touch, we are not effectively ministering. In crisis situations we find that people respond in many ways. Some find strength of character they never thought possible while others may collapse almost immediately.

A crisis brings on new and increased tensions. Tempers are short. People want immediate results and refuse to wait for response groups to take action. The disaster relief volunteer may become the one who catches the anger, urgency, or desperation. The disaster relief volunteer also may become the one who can make a difference.

In the midst of the confusion, the disaster relief volunteer may find an appropriate time and way to facilitate

healing by offering a spiritual response. Remember, in every action we are working to share Christ and His love. Being a good listener can afford the volunteer the opportunity to produce healing of spirit and soul. Therefore, Southern Baptist disaster relief volunteers must be good listeners.

Good listeners will:

- Look at the person and give them complete attention.
- Give occasional responses—nodding your head, changing expressions, making verbal responses, and asking questions. This lets the person know you understand.
- Paraphrase and ask for clarification. This often helps the survivor see a different viewpoint. However, do not put words in the survivor’s mouth.
- Avoid interrupting, unless there is real confusion that jeopardizes your ability to help.
- Tolerate and accept new ideas. Do not condemn.

Crisis Intervention Guidelines

The purpose of crisis intervention is to offer a sense of caring presence: to hold a hand or offer a friendly shoulder to cry on. Crisis interveners share a lump in the throat and weep with those who weep. Crisis interveners will affirm that sympathy is “two hearts tugging at one load.”

The primary goal of crisis intervention is to provide temporary intervention which enables the person to return to effective, independent functioning as soon as possible. A crisis is temporary. It can be a turning point in an individual’s life and timely help is crucial. Crisis intervention is very practical in its application. The helper concentrates on the current situation, encouraging the survivor to identify points of the problem as it is being experienced.

Because the survivor might have difficulty focusing on the problem and identifying alternatives, the helper uses a direct approach to return the person to clearer thinking. Emotional support is provided and other sources of support in the individual’s social network are identified. The helper models calm and organized problem-solving skills.

Crisis interveners may include Southern Baptist volunteers, men and women who have intervention skills and training, and those who are willing to learn. They may come from the ranks of pastors, chaplains, professional counselors, and educators.

Remember that disaster survivors are best viewed as normal people whose lives are disrupted by severe stress. Whenever possible involve professional and nonprofessional counselors from the affected area. The caregiver must be willing and able to be innovative in providing services to survivors where they are rather than in traditional or professional settings. A “search and find” approach is preferred to “wait and treat.” Avoid using labels like “emotional problems.” Focus on affirming normal reactions to crisis and offering help. “Survivor assistance” and “human services” are safe terms. Intervention should begin as soon as possible. Concentrate on problem solving or readjustment and restoration to normal life. More serious emotional difficulties requiring referral and evaluation are most likely to surface in later phases of disaster relief. Respect confidentiality and privacy. A caregiver is in a privileged position. Crises heighten the need to self-disclose. Confidentiality should never be violated except in extreme emergencies where the law mandates disclosure. The volunteer crisis intervener should guide the survivor to employ skills and practices that meet the needs of the crisis situation.

Functional vs. Dysfunctional Families and the Ability to Cope

The functional family has a history of cohesiveness and unity. It is a family that sees itself as a resource for dealing with stress. It perceives its members as survivors and has determined ahead of time to cope with threats to the family. The functional family sees preparation as generic and faces the reality of death and severe injury to its members. It adjusts roles and responsibilities and is careful not to isolate nor create dependency in a family member. It knows its limitations in dealing with severe trauma.

Functional families have fewer parent-child conflicts. They tend to be inclusive, open to outside resources, and less likely to experience substance abuse. A functional family is less likely to exhibit aggressive behavior and better equipped psychologically and spiritually for disaster.

The dysfunctional family has a history of being overwhelmed. It tends to let serious problems go untreated and resigns itself to hopelessness. It has not envisioned problems of a disaster or other emergencies and procrastinates about preparation. It discourages expressions of grief and is rigid in responsibility of roles. It is intolerant to the reactions and needs of family members and insists on underestimating or denying their problems. Dysfunctional families tend to have more parent-child conflicts and to be closed to outside resources. They are more likely to succumb to substance abuse and are more likely to exhibit violent behaviors. Dysfunctional families are progressively more at risk psychologically to disasters.

Chapter 5: Organizing For Crises

Job Descriptions for Southern Baptist Disaster Relief Team Members

The following list of job descriptions will help you understand the organization of Southern Baptist Disaster Relief. Each person on a unit or team has an important responsibility. There are those who are placed in leadership positions. As a Southern Baptist involved in disaster relief, you should understand the disaster relief organization as well as the unit structure. Involvement in convention training events is the only way to fully understand it because every convention organization is slightly different.

North American Mission Board Disaster Operations Center (NAMB DOC)—Coordinates disaster relief response efforts on a national level at the request of an affected convention. When requested to do so by an affected convention, the NAMB DOC may direct the total Southern Baptist disaster relief response in that convention or enlist a qualified person to do so.

Convention Disaster Relief Director—the person designated by a convention to develop and implement disaster response for that convention. In the event of a disaster, the affected convention's disaster relief director will direct the total Southern Baptist disaster response for that convention. During multi-convention responses this is coordinated through the NAMB DOC.

Incident Commander—the person designated to direct the overall daily operations of the disaster relief response. They will develop a command staff and general staff as needed to provide appropriate leadership for the response.

Offsite Coordinator—the person serving outside the disaster area who is designated to direct preparation and provide logistics during the response to keep the disaster relief teams or mobile units operating at full efficiency.

Unit Director (Blue Hat)—the person designated to direct the overall daily operation of a disaster relief unit or team.

Lead Workers—the people designated to direct one part of the daily operation of a disaster relief unit for a period of time (e.g., chief cook, inventory person, mechanic).

Call-out or Notification Coordinator—the person designated to contact volunteers to enlist a disaster response team.

Documented Volunteer—a member of a disaster relief unit or team who has completed the minimum required training and background check within the past three years.

Volunteer Coordinator—the person assigned to each work location to coordinate local volunteer response; may work at a unit site or in the surrounding community.

The Command Center

When out-of-convention units or teams come to the affected convention, the operation becomes a “multi-convention” response, and the Southern Baptist Disaster Relief network is activated. Terms of agreement between the convention disaster relief director and NAMB specify working relationships for the affected convention, NAMB, and assisting conventions. The national agreements with other agencies (see list on page 4) also define working relationships during responses.

The affected convention’s disaster relief director directs the response for the affected convention. If the convention does not have disaster relief capability or the disaster relief director declines or is unable to take responsibility, the convention may look to the North American Mission Board Disaster Operations Center (NAMB DOC) for assistance. The affected convention’s director may serve as the incident commander or enlist another qualified person.

The incident commander coordinates the Southern Baptist disaster relief response within the affected convention with the organizations listed above. They establish a command center, an adequate building as close to the damaged area as possible, which has space for the scope of the operation (food facilities, water, electricity, telephones, basic office equipment, and sanitation). The affected convention or NAMB DOC will provide a leadership team to the incident commander. The incident command team will have span of control authority to manage the disaster response.

The incident command team sets up daily operations and arranges supply lines for food and other materials and equipment. They establish lines of communication, the types of equipment that will be operational at the command center and the unit sites, the procedures for communication to and from other responding organization’s headquarters, the procedures for reporting to and from the affected convention and/or NAMB DOC, and the other necessities for optimal operation at each work location.

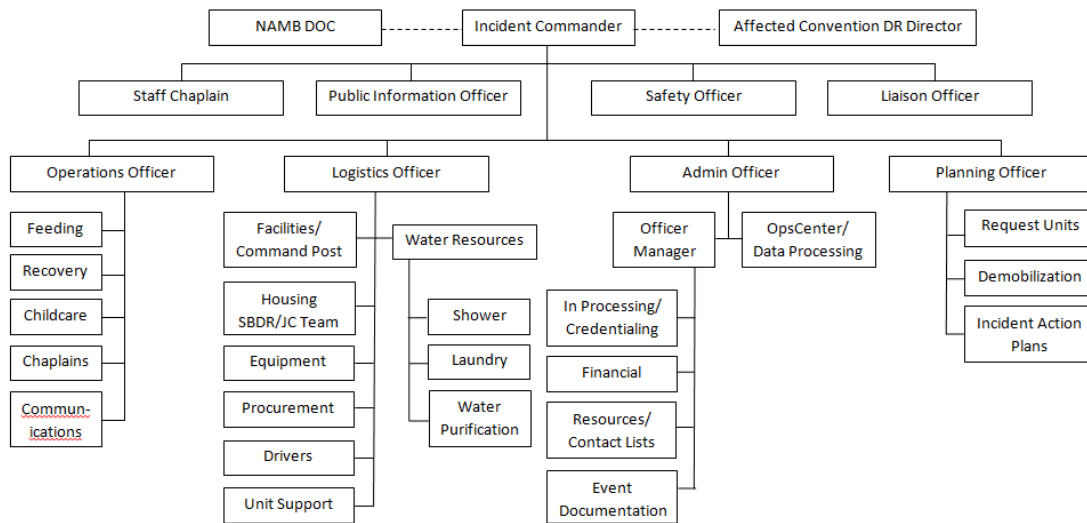
The incident command team relays to the affected convention and/or NAMB DOC any need for additional units, the alert status for each disaster site or unit, the changes in location of units, and the daily reports from the units. The incident command team contacts each work site daily, either in person or by talking to the unit director on the phone. They coordinate placement of Southern Baptist disaster relief teams and units with other responding organizations and local government jurisdiction officers.

The incident commander follows Southern Baptist network guidelines for dealing with survivors, volunteers, other disaster relief organizations, the public, government agencies, the news media, support staff, and all others who look to Southern Baptists for assistance with the response.

Chain of Command

In most conventions, planning and preparation for disaster relief has been assigned to a convention staff member or designated volunteer. The chain of command in multi-convention disaster relief responses is reflected in the chart below.

SBDR Organizational Chart



Appendix One

Personal and Medical Information Form for Volunteers

Volunteers are requested to provide the following information to their convention's disaster relief director and to give to the unit director upon arrival at the disaster work location.

Name _____ **E-mail** _____
Address _____
Home Phone _____ **Work Phone** _____ **Cell Phone** _____
Occupation _____ **Date of Birth** _____
Marital Status _____ **Spouse's Name** _____
Church _____
Address _____
Phone _____

Emergency Contacts (please list two people)

Name _____ **Relationship** _____
Address _____
Home Phone _____ **Work Phone** _____ **Cell Phone** _____
Name _____ **Relationship** _____
Address _____
Home Phone _____ **Work Phone** _____ **Cell Phone** _____

Health Information

Physician's Name _____ **Phone** _____
Health Insurance Company _____
Group/Policy _____ **Insurance Phone** _____
Medications _____
Allergies _____
Symptoms _____ **Antidotes** _____

Other Information

Social Security No. _____
Driver's License No. _____ **State** _____
Auto Insurance Company _____ **Policy No.** _____
Car License No. _____ **State** _____

Appendix Two

Volunteer Skills Survey

Name _____
Address _____
Home Phone _____ Work Phone _____ Cell Phone _____
Occupation _____
Age _____ Sex _____
Church _____ Phone _____
Church Address _____

Availability

Would you be interested in assisting with a disaster relief project by our church?

- ___ within this city or community
- ___ within the county
- ___ within the convention
- ___ within the United States
- ___ outside the United States

What lead time would you need to get ready to participate in a project? _____

Interests

What types of disaster ministries interest you? Check once for yes, check twice for experienced.

- | | |
|--|---|
| ___ 1. Advisory/advocacy | ___ 16. Airlift kitchen |
| ___ 2. Bulk distribution | ___ 17. Interpreter: language _____ |
| ___ 3. Casework | ___ 18. Legal aid |
| ___ 4. Chain saw crew/tree removal | ___ 19. Literacy (work with the illiterate) |
| ___ 5. Child care | ___ 20. Medical emergency team |
| ___ 6. Clean-up crew | ___ 21. Mud-out |
| ___ 7. Communications | ___ 22. Reconstruction team |
| ___ 8. Counseling | ___ 23. Repair (emergency) |
| ___ 9. Crisis closet (sorting, distributing) | ___ 24. Salvage |
| ___ 10. Damage assessment | ___ 25. Sanitation |
| ___ 11. Elder care (or handicapped) | ___ 26. Security |
| ___ 12. Employment assistance | ___ 27. Shelter management or care |
| ___ 13. Evacuation of people | ___ 28. Transportation, emergency |
| ___ 14. Feeding (mobile unit) | ___ 29. Water purification unit |
| ___ 15. Feeding (fixed site) | ___ 30. Other _____ |

List education, skills, or experience you have in items checked previously. (For example, if you checked "Medical Emergency," what is your expertise?)

Training

What disaster relief training have you completed?

Involving Southern Baptists in Disaster Relief

Convention disaster relief manual

Hands-on training with unit

Crisis intervention

Temporary Emergency Child Care

American Red Cross

Introduction to Disaster Services

Mass Feeding

Advanced First Aid and CPR

Other

Other disaster relief training (list) _____

Appendix Three

Volunteer Agreement with Convention Disaster Relief Director

As a volunteer member of the _____ (convention) disaster relief team, I agree that, as my availability and ability allow, I am expected to:

1. Complete a disaster relief skill checklist, and keep current my (1) address and phone number, (2) availability status, (3) skills and abilities.
2. Complete the required training and renew required training a minimum of every three years; take optional training which will increase my usefulness as a team member.
3. Take responsibility for my spiritual and mental preparation as a disaster relief volunteer, as well as my work skills needed at the disaster site.
4. Represent my Lord and Savior, church, fellow Christians and team as Christ would want, in my attitude, behavior, speech, dress, and work.
5. Wear official disaster relief apparel and display the SBC Disaster Relief logo only as prescribed and only while engaging in a relief event.
6. Protect my health and safety and the health and safety of survivors, coworkers and all other persons while en route to or from and while at the disaster site; inform on-site team leaders of any physical limitations to be considered in my work assignments.
7. Inform the convention director of my availability for a disaster response.
8. Take initiative to improve my usefulness; increase my availability by making adjustments in my other responsibilities to serve as a disaster relief volunteer.
9. Pay my own expenses, arrange my own transportation and bring clothing, bedding, and personal items I will need at the disaster site.
10. Purchase accident and liability insurance and provide insurance and health information to appropriate people at the disaster site.
11. Assist with unit preparation, training events, and non-emergency use of the unit, as my availability and ability allow.
12. Sign a release and indemnity document, if requested.

Therefore I, _____, volunteer to do my best to help carry out the purposes of SBDR in the manner stated above.

Date _____ Signature _____

Appendix Four

Release and Indemnity Agreement

I do hereby represent and acknowledge that I am entering upon a missionary venture with others, and that as a volunteer am paying my own expenses, including insurance, 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 performed by concerned volunteers and qualified professionals trained in disaster work; that vehicles transporting said volunteers will be operated by 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 the said team, the convention 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 purposes herein above stated.

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

Print name _____ Signature _____

Volunteer

Print name _____ Signature _____

*Insurance - Each volunteer is expected to have insurance in case of accident, injury, or illness. No insurance coverage is provided to volunteers by the (convention). Personal liability is the responsibility of the volunteer.

Appendix Five

What to Take Checklist

Devotional Materials

- Bible and devotionals *Spiritual Preparation for Disaster Relief*
 Hope in Crisis tracts Witnessing tracts

Identification

- Disaster relief ID Driver's license Vehicle registration
 Phone numbers (family physician, employer, church, emergency contact)

Insurance Information (list company, policy number, coverage, agent, and phone)

- Health Automobile Life

Miscellaneous Items

- Money or traveler's checks (\$50-200) Notebook and pencils or pens
 Southern Baptist disaster relief manual and/or convention disaster relief manual

Clothing (4-7 day supply)

- Disaster relief caps and jackets Work shoes
 Coats and/or jackets (warm and cool) Waterproof footwear
 Jeans or work pants Socks (2/day; white, wool or wool blend)
 Shirts (warm and cool weather) Work gloves
 Underwear Rain suit or poncho
 Sleepwear Bandanas and handkerchief
 Sneakers Laundry bag

Health, Safety, and Hygiene

- Prescription medicine (List by name all your prescription medications)
 New prescription orders (if your physician approves and will write new prescriptions)
 Nonprescription drugs Allergy kit: bees, etc.. Sunblock (15+)
 Bar soap Liquid antibacterial soap Laundry detergent
 Deodorant Feminine needs Personal needs
 Towels Washcloths Mouthwash
 Toothbrush Toothpaste Dental floss
 Shampoo and rinse Comb and brush Hair spray
 Chap stick Shaving cream Razor
 Diarrhea cure Antacids Laxative
 Insect spray Skin lotion Blister kit
 A&D ointment Antifungal ointment/spray Foot powder

Food

- Diet food Snacks Drinking water

Supplies and Equipment

- Flashlight or lantern Bedding (air or foam mattress, cot, and covers)
 Watch or clock Tent (optional, inquire first)
 Canteen or water bottle
 Special personal items you need for health, safety, or comfort

Appendix Six

Church Potential for Disaster Response

Name of Church _____

Address _____

Phone _____ E-mail _____

The following may be used in a disaster response in or near our community. Check the ones that apply:

Church Facilities

- Classrooms
- Clothes bank
- Dining room
- Dumpster
- Fellowship hall
- Food bank
- Gymnasium
- Kitchen
- Nursery
- Outside electric hookup
- Outside sewage
- Outside water hookup
- Rest rooms
- Showers
- Storage building
- Vacant building
- Other _____

Equipment

- Air compressor
- Chainsaws
- Generator
- High velocity pump
- Oxygen tank
- Portable stoves
- Sanitation equipment and supplies
- Submersible pump

___ Other _____

Vehicles

- 4 x 4's
- Aircraft
- ATV
- Boats
- Buses
- Campers
- Tractor-trailer
- Trailers
- Trucks
- Van
- Other _____

Tools and Supplies

- Wheelchair
- Brooms
- Cots
- Crutches
- Electric cords
- First-aid kit
- Garden hose
- Hand tools
- Mops
- Power tools
- Shop vacuum
- Shovels
- Other _____