

mna disaster response



Site Manager Handbook

July 2007

Arklie Hooten, MNA ShortTerm Missions and Disaster Response Director
Email: ahooten@pcanet.org
Cell: 678-294-3011

To schedule your church for short term mission trips, contact:
Kaamilya McCullough, MNA ShortTerm Missions and Disaster Response
Administrative Assistant
Email: kmccullough@pcanet.org
Office: 678-825-1243 Cell: 678-294-3012

Presbyterian Church in America
Mission to North America (MNA)
1700 N. Brown Road, Suite 101 Lawrenceville, GA 30043-8143
Phone: (678) 825 - 1200 Fax: (678) 825-1201
Email: mnadisasterresponse@pcanet.org

**MNA: Serving the Church to Advance
God's Kingdom**



Overview of the MNA Disaster Response CD Manual (This overview is included at the beginning of each section of the CD Manual)

Mission to North America (MNA) serves the Presbyterian Church in America (PCA), coordinating PCA church extension ministries in North America. As assigned by the General Assembly, MNA serves as the PCA agency for the coordination of Disaster Response in North America. This CD Manual provides guidance to the denomination in case of disaster(s). It is offered for the use of presbyteries, churches, missions teams, and individual members.

This is a planning manual to be used in the training, preparation, and implementation of disaster relief. The content of this manual was assembled by Disaster Response Key Leaders (DRKL) working with MNA staff. It has been prepared for PCA churches to assist in preparing for their own disaster response. Please use this information freely and distribute it as widely as possible.

This is considered a working document so that “Lessons Learned” from each disaster event should find their way into it. We acknowledge that not every disaster will be the same and that there is a wealth of knowledge from many other organizations, agencies, governments, and individuals that we anticipate will be added to this published guidance in the future.

In Gratitude

This CD Manual is produced and distributed with thanks to Almighty God who protects and preserves us in the midst of trouble. We give thanks to the Lord for the compassion and mercy exhibited by His people in the aftermath of the disasters of 2004 and 2005. From the Lord comes deliverance from death. Quite often when something terrible happens, we know it could have been worse. God is always a God of mercy.

In the aftermath of Hurricane Katrina, the Lord raised up many volunteers and leaders all across the PCA who took action to help their own congregations and communities and to serve others from all across North America. Churches immediately gave money, organized teams, offered temporary staff, and sent help. We give thanks to God for all of these expressions of love, mercy and compassion on the part of the people of the Presbyterian Church in America. It is a wonderful testimony of God’s grace among us to see the evidence of PCA work in the areas that have been most severely affected. Not only did this provide immense resources for those directly affected by Katrina, but this great mobilization provided the foundation for a new and more decentralized coordination of Disaster Response. May the Lord be praised for the faithful response of His people.



God's Power through Prayer

Every disaster is God's call to His people to minister in Jesus' name, offering opportunities to serve God's people and for God to work through us to advance the Gospel. We have a clear mandate to: *bring good news to the poor; bind up the brokenhearted; proclaim freedom for captives and release from darkness to prisoners; and proclaim the year of the Lord's favor and the day of vengeance of our God, to comfort all who mourn.* In Christ, according to Isaiah 61, Luke 4, John 13, and many other texts, we are vessels through whom the Holy Spirit brings life.

Therefore, we wish to emphasize that all work of the Church of the Lord Jesus Christ is a spiritual work, even – perhaps especially – the very physical work of providing disaster relief. It is to be done in humble dependence on the power of God Himself, and that power is accessed through faith and prayer. At the beginning, through it all, and at the end, our greatest resource is prayer. When we seek deliverance from disaster, we should pray; when we seek safety we should pray; when we seek help we should pray; when we seek money we should pray; when we seek volunteers we should pray; when we need wisdom to know what to do we should pray; when we have trouble in dealing with agencies or personalities we should pray.

We will plan and prepare; we will work and act; we will sacrifice and risk; and we will do it in the power and in the name of our Lord Jesus Christ.

All Kinds of Disasters

The multiple hurricanes of 2004 initiated a new era of forecast heightened hurricane activity. This, along with the unprecedented 2005 devastation brought by Hurricane Katrina, has focused our Disaster Response concerns primarily on hurricanes. In fact, since most of our PCA experience with major mobilization of disaster response in North America has been related to hurricanes, the material in the CD Manual is born of that experience.

All kinds of disasters strike constantly across North America. Just as the major disasters offer opportunity for ministry, so do the local disasters that are more limited in scope. Our hope and prayer is that our PCA experience with hurricane relief will encourage and equip us in responding to other disasters. Furthermore, our hope is that we will begin to serve our own communities more effectively during times of need. We offer this CD Manual as a resource in addressing all kinds of disasters.



A Word about Funding

PCA churches and individuals have established a pattern of giving generously to the survivors of disasters. When MNA appeals for such funds, 100% of the disaster designated gifts go to their intended purpose. This means that MNA takes no administrative fees from gifts given for relief in a particular disaster. Our administrative overhead is funded by the Partnership Share/Askings giving of the churches. Please understand, however, that only MNA administrative costs are covered by church Askings giving. Disaster Response Director Arklie Hooten and other staff members working in the field are supported almost entirely by gifts designated for their support. Please consider giving generously to support their crucial work, as they coordinate work in behalf of the entire PCA.

A Work in Progress

This CD Manual is a “work in progress,” a collection of the experience and lessons learned by those who are leading in Hurricane Katrina relief work. Please add your questions, comments and additions to the content; our goal is to have a working document that grows constantly. MNA ShortTerm Missions Director Arklie Hooten is coordinating this collective effort. Please communicate with Arklie at ahooten@pcanet.org.

Contents of the MNA Disaster Response CD Manual

The CD Manual includes the following, each in a separate file on the CD, in this order. For the content of the other sections, go to the CD:

1. READ ME FIRST article, including Introduction and CD Contents
2. Open Letter from MNA Coordinator Jim Bland
3. Disaster Response Ministry in Your Church Word File Manual: addresses the basics of how to begin a Disaster Response ministry in your congregation.
4. Disaster Response Ministry in Your Church Power Point: same content as the Item 3. Word File Manual, in Power Point format for promotional and training purposes.
5. Psychological and Spiritual First Aid Manual: this group of articles provides guidance for spiritual ministry and basic emotional support for disaster survivors. Included also is some limited information on addressing these issues for the care givers.
6. Disaster Planning and Training Manual: presents the basics of the PCA wide Disaster Response system coordinated by MNA. This is helpful for a church or network of churches who wish to build a Disaster Response ministry that includes several or more teams.
7. **This Disaster Response Site Manager Manual: presents the basics for Team Leaders and for Site Manager leadership and coordination. This is helpful for a church or network of churches who wish to work with MNA to provide key leadership and coordination of the work in a particular disaster area.**



Site Manager Handbook

July 2007

MNA Disaster Response (MNADR) Purpose:

Our vision is that this ministry will give members of the Presbyterian Church in America opportunities to offer relief to those affected by natural or man-made disasters. Through these efforts, we hope to share the love of Christ by meeting the survivors' immediate needs as well as helping to rebuild their lives.

Outline

Section 1

Relief Providers (RP)

- ❖ Definition
- ❖ Key Functions

Site Manager Team (SMT) Job Description

Introduction

- ❖ Scripture
- ❖ Warning
- ❖ Encouragement

Primary Goals

- ❖ Protect and Support the local Church Leadership
- ❖ Facilitate as large a response from outside volunteers as possible
- ❖ Show God's mercy and love to people in need

Before arrival

- ❖ Training
- ❖ Support Group
- ❖ Team Building
- ❖ Finances
- ❖ Equipment
- ❖ Vehicle
- ❖ Site Manager kit
- ❖ Information from Assessment Teams

Response Parameters

- ❖ Focus of Work
- ❖ Possible Tasks
 - ❖ Tree work: How to...
 - ❖ Gutting: How to

Team Approach

SECTION 2:



Site Manager's (SM) Job Description

- ❖ Lead SMT
- ❖ Local Church
- ❖ Site Setup
- ❖ Orientation
- ❖ Supervise Teams
- ❖ Organize Work
- ❖ Finances
- ❖ Safety
 - ❖ Times
- ❖ Equipment
- ❖ Closing Site

SECTION 3:

- ❖ SMT Job Descriptions
- ❖ Office Manager
- ❖ MacGyver
- ❖ Assessor
 - ❖ How to Assess
- ❖ Hospitality
- ❖ Care Team
- ❖ Off Site Team
 - ❖ Volunteer Coordinator
 - ❖ Secretarial

SECTION 4:

Issues

- ❖ Communication
- ❖ Personal
- ❖ Supplies
- ❖ Team Leaders (TL)
- ❖ Vehicles



Section 1

Relief Providers (RP):

- ❖ Definition: A Relief Provider (RP) is a presbytery, local church, or a network of people that is able to mobilize its people in response to tragedy or disaster and effectively bring relief to a stricken area.
- ❖ Key Functions
 - ❖ Advance Assessment Teams
 - ❖ Staging Site Setup
 - ❖ Infrastructure Setup
 - ❖ Site Manager Teams
 - ❖ Care Team Skills
 - ❖ Communication: Info/Data
 - ❖ Volunteer Generation
 - ❖ Self sustaining
 - ❖ Transportation

Site Manager Team (SMT) Job Description:

- ❖ The Site Manager Team will be in charge of coordinating relief efforts at a particular site. SMT will work closely with the local church, seeking to support and protect local church leaders as well as to keep the work within the boundaries established. SMT will be expected to arrange for as many workers as possible to arrive and help, and to keep them safe and busy while on site.

Introduction:

- ❖ Scripture: Luke 17:7-10, Isaiah 58, Micah 6:8
- ❖ Warning: the SMT, though often surrounded by many people, will often be actually living out on their own, under great stress, and with minimal support. There may be pressure from the local church, from those who are coordinating the overall effort, from incoming teams and from those receiving relief. This will be difficult. Anger not dealt with will quickly lead to burnout and bitterness. Each SMT should develop its own prayer support team - people who are not involved in the work with them who can hold them up to God
- ❖ Encouragement: This experience will be life changing. God works in incredible ways and often amazing things come out of disaster. Trust in Him He will carry you through!

Primary Goals

- ❖ Protect and Support the local Church Leadership
Remember that the local church leaders have just endured a disaster and may not be emotionally, mentally, spiritually stable. The teams coming in should be a blessing, not an additional burden. The SMT is there to be a facilitator between the teams and the leadership.



- ❖ Facilitate as large a response from outside volunteers as possible
Often there is a massive buildup of people who want to come help – and will come, one way or another. The SMT often cannot control the timing of the peak periods and should try to set things up to allow massive numbers of volunteers to flow through each site.
- ❖ Show God's mercy and love to people in need
Be evangelistic. Look for opportunities to share the Gospel and pray and encourage teams to do the same

Before arrival ...

- ❖ Training: All SMT members should attend some kind of training situation before arriving at the disaster site, even if only a brief orientation from a previous SMT.
- ❖ Support Group: Build up a group of people who know the type of work being done and will commit to praying faithfully as well as providing encouragement and accountability throughout the duration of the disaster response.
- ❖ Team Building: If at all possible, the SMT should meet, or at least be in communication with, others before arriving on site.
- ❖ Finances: There should be some system in place to ensure financial stability for SMT members.
- ❖ Equipment: Work with home churches and presbyteries to build up supplies and equipment that will be helpful during a disaster.
- ❖ Vehicle: A truck of some sort is a huge blessing on a work site.
- ❖ Site Manager Kit: Will be provided by MNA. It will include a cell phone, laptop computer, this handbook, cash, and other necessary items.
- ❖ Information from Advance Assessment Teams: Advance Assessment Teams will on the ground immediately after (or just before) a disaster. A copy of their After Action Report should be provided to the SMT. Communicate directly with them and find out as much information as possible. Ideally, SMT arrival will overlap with the Assessment team. Find out who is in charge locally, what the local church status is, what locals that are willing/able to help, and any special circumstances of that particular site.

Response Parameters:

- ❖ Focus of Work: This will differ greatly from one site/disaster to another. This need to be determined by MNA and local church.
 - ❖ Church Members and key personnel need to be priority.
 - ❖ Overall community approach: Work systematically by map, section by section.
 - ❖ Target Neighborhood Approach: Find areas that are particularly impoverished, neglected, or hard hit.
 - ❖ Financial Need Approach: Prioritizing those who are un/under insured.



- ❖ Possible Tasks: these will change as the relief work continues over time. At the beginning, most MNADR work will be limited to tree work, gutting; over time, more Repairing and Rebuilding will begin. Circumstances may call for additional tasks.
 - ❖ Tree Work
 - ❖ Gutting
 - ❖ Housing
 - ❖ Feeding
 - ❖ Medical
 - ❖ Rebuilding
 - ❖ Counseling

Team Approach:

- ❖ Ecclesiastes 4:9-12. A cord of three strand is not easily broken ...
- ❖ Lone Ranger Mentality: Many disaster responders tend to be lone ranger types, wanting to do it all with out help. Individual members of the SMT may be able to accomplish great things, but will be limited. Set up a strong team approach and the work will be greatly multiplied.
- ❖ Rogue Teams: There will be groups (even from the PCA) who just show up, or do their own thing, sometimes even with little or no equipment or even the minimum of supplies needed for themselves. This can be frustrating and distracting. Try to draw them into the established boundaries. They just want to help.
- ❖ Weakness: Know the limitation of the SMT, as well as the areas that it is weak in or will struggle with.
- ❖ Staying in lanes: There is so much going on that will vie for attention. Be careful about losing focus and especially about getting caught up in local church politics. Support other teams members, but remember each has a separate task.
- ❖ SMT Members: Suggested in this manual are some jobs that will be helpful to the SMT. Some of these may be combined or others added, depending on the scope of the disaster and its unique needs.
 - ❖ Site Manager (SM) is the one in charge.
 - ❖ On Site Team:
 - ❖ Communication & administration
 - ❖ MacGyver
 - ❖ Assessor
 - ❖ Hospitality
 - ❖ Care group
 - ❖ Off site team
 - ❖ Volunteer coordinator
 - ❖ Administration/communication



SECTION 2

Site Manager's (SM) Job Description:

- ❖ Lead the SMT: There has to be a leader!
 - ❖ Know all jobs. Know what each team member does.
 - ❖ Local ability to meet personnel resources. Fill in gaps with local volunteers, helping them move towards taking over from SMT.
 - ❖ Housing for SMT. Make sure the team is housed in the best possible situation, and be aware of any extra issues that may arise from their housing situation.
 - ❖ Site Parameters need to be clearly explained and adhered to.
 - ❖ Importance of unity. Keep all SMT members in the loop.
 - ❖ Meetings daily with SMT, even if just briefly to pray.
 - ❖ Accountability, both for the team and yourself.
 - ❖ Rest/Care: The tendency will be to work incessantly, and not to take breaks. The SMT needs to think long term. Remember exhaustion will drastically increase mistakes and injuries.
 - ❖ Oversight: Conflicts and issues will come up, and you need to be the leader, and sometimes will have to make hard decisions. Use Matthew 18 as a guide.

- ❖ Local Church:
 - ❖ Authority – they are in charge. If there are problems, the authority rests with them and their decision will be upheld.
 - ❖ Protect: Teams can cause great damage and stress to the local leadership. Your job is to be a buffer between the two.
 - ❖ Facilitate: The pastor needs to be free to shepherd his flock, but this can also be a tremendous opportunity to encourage the church towards mercy ministry and greater diversity.
 - ❖ Sustainability: Include the church as much as possible, train them to take over the work, connect them so the work continues.
 - ❖ Priorities: Be aware of the congregations needs and make those a priority.

- ❖ Site Setup:
 - ❖ Local Permission: Find out who is in charge and work with them.
 - ❖ Number of workers: Determine how many volunteers the site is able to handle, based of housing/facilities available and your own leadership resources. Than add ten.
 - ❖ Housing: Tents, buildings, home, RV - look for as many options as possible and also be looking to add those or make them more long term. Be aware of potential problems that may arise.
 - ❖ Showers were voted #1 concern in post Katrina follow up.
 - ❖ Toilets may be available, but what about sewage issues?



- ❖ Cooking: Set up a kitchen area and determine whether teams will feed themselves or be cooked for. Coordinate food supplies.
- ❖ Resources: Know what is in hand and what is available locally.

- ❖ Orientation:
 - ❖ No matter how experienced a team is, you need to make them aware of the particulars of the site. This can eliminate or reduce problems later on. Set the tone spiritually, tell them what happened in the area and the impact on the local church. Introduce the SMT and local church leaders. Emphasize safety and speak directly to concerns in this particular area. Work teams will be working hard and often tend to wear themselves out the first day. Drinking lots of fluids and pacing themselves with regular work breaks will increase their effectiveness over a several day period. Explain the rules of the site clearly, including the chain of command. Semper Gumbi! Always flexible - emphasize to teams the changing nature of a disaster response and the need to be flexible.
 - ❖ Show teams how to do the work. Discuss the particular nuances. It helps to challenge them in some ways. Remind them to take advantage of the evangelism opportunities that will come, to stop and pray with and listen to those that have suffered.
 - ❖ Go over the schedule, make sure all necessary paper work is taken care of. Give any additional information relevant to the site. Take time to answer all questions, and spend some time in prayer.

- ❖ Supervise Teams:
 - ❖ Get to know the leaders of the group and have working relationship with them. Go out of the way to support the leaders and work the team is doing; be visible. Look for problems and try to deal with them quickly and simply - before they escalate into anything major. Demonstrate trust - give teams as much freedom as possible, without losing control. Be confident and humble in use of authority. As annoying and frustrating as it may get to be, try to answer questions.

- ❖ Organize Work:
 - ❖ Know the site parameters.
 - ❖ Find work: At first this may be surprisingly difficult, but establish a system to advertise work and to collect job information.
 - ❖ Assess each job before sending a team. Use Assessor.
 - ❖ Prioritize the job in keeping with local church wishes, and then assign teams to the jobs. Give them a copy of the work order and map/directions. Make sure they have the tools they need.
 - ❖ Each job needs to be inspected after the teams leave, and information for follow-up passed on to the local church.

- ❖ Finances:



- ❖ Cash will be needed for the first few weeks, since power and phone lines may not work, thus eliminating credit card/ATM use. Keep all receipts to turn in to MNA later; be sure that you understand what MNA may or may not reimburse. Cash is never to be given to non PCA families. Cash is granted to PCA families only through MNA, upon recommendation of PCA church officers. Purchase the supplies needed, but be careful about pressure from teams to buy extras. Keep MNA posted on any financial issues that key personnel (SMT, Local church leaders, etc) may have.

- ❖ Safety:
 - ❖ In the orientation, be sure to emphasize safety issues. Make sure each work site has adequate supervision - if there are concerns about a team, then a member of the SMT may need to stay at the job site the entire time.
 - ❖ Learn how to say no or stop people when things are not being done safely. Use the team leaders as much as possible. It may be necessary to take people off a work site if they are acting in a dangerous or irresponsible manner. At the same time, give teams the right to say no to a job if it is outside their comfort level. Do not force them into a potentially unsafe environment.
 - ❖ Pray for wisdom and emphasize the same to the team leaders.
 - ❖ Watch out for dehydration. Have plenty of water available at all times.
 - ❖ Know where the hospitals or clinics are! Hopefully they will not be needed.

- ❖ Equipment:
 - ❖ Possible needs: chainsaws (+ accessories), rakes, tarps, rope saws, ropes, ladder, generators, extension cords, scoop & flat shovels, brooms, wheelbarrows, extra wheels, hammers (& sledge hammers), pry bars, utility knives (extra blades), dolly (hand trucks), strong garbage bags, gloves, masks, etc
 - ❖ Maps: find accurate local maps and a good wall map.
 - ❖ Personal tools. Each SMT member should have their own complete set.
 - ❖ Medical: good first aid kits, and high quality dust masks for protection from mold.
 - ❖ Know resources for getting more equipment - where are the nearest stores, and how limited are their supplies? Communicate needs or expected needs to MNA and incoming teams.
 - ❖ Maintain equipment, provide secure storage, and keep track of it all. Allow only trained workers to do maintenance. Have sign out/in sheets or teams may accidentally take equipment home.

- ❖ Closing Site:



- ❖ The time will come for a site to be shut down. Make sure all key personnel are involved in the decision making process, and know what the plans are to continue helping local folks. There may be a pile of equipment left, and MNA does not have storage for future disasters. Try to get those things to places where they will be used (other sites) or stored for future use.
- ❖ Debrief is essential for all key individuals. Share lessons learned for future MNADR.



SECTION 3

SMT Job Descriptions:

- ❖ Office Manager:
 - ❖ It may be possible to recruit local church folks to help in this capacity; one person will need to be in charge at least in the beginning.
 - ❖ Phones & email: Answer and return messages from incoming teams, the RP, MNA, local church personnel, people in the community looking for help, etc
 - ❖ Communication links with MNA, RP, etc. Information needs to flow freely to the rest of the response structure.
 - ❖ Databases: set up an easy to use system to record information on SMT, volunteers, jobs, etc.
 - ❖ Work: handle incoming work requests and assist in systemizing the process.
 - ❖ Volunteers: ensure that all information is gathered and keep an eye out for potential problems.
 - ❖ Equipment: computers, printers, phones files. etc.
 - ❖ Scheduling: help coordinate team schedules, but try to keep track of SMT as well.
 - ❖ Paper work system: organize the various paperwork that needs to be collected and distributed.
 - ❖ Guarding SMT: as other team members pass through, run interference from pesky team members and watch stress levels.
 - ❖ Church support: the local church may not be functioning initially and may need help in finding members and in general communication.
 - ❖ Blog: An easy and effective way to make information available to a curious public - and to pray partners – as soon as internet connection is available.
 - ❖ Resource for information.

- ❖ MacGyver:
 - ❖ All purpose handyman, Repair person, gopher, etc. Look up MacGyver on internet Wikipedia to get the picture! Sets up showers, keeps vehicles and equipment running well, finds needed supplies, and creatively uses available resources to solve problems, keep chainsaws sharp, and help teams complete work the requires higher technical skills.

- ❖ Assessor:
 - ❖ How to Assess ... Take the complete work order and try to schedule a meeting with the home owner. Their signature will be needed on the release form before work can begin. Find out what damage has occurred, look for unique challenges, and write a brief report on the work order. A simple priority system will allow easy sorting of assessed



jobs. Ask the homeowner about neighbors/relatives who also need work done. It is ideal to have a number of jobs in close proximity to each other. Note any peculiarities, anecdotes, or special tolls needed on the back of the form.

- ❖ Prayer/Evangelism: often the assessor is the first help a person sees after a disaster. Survivors want to tell their stories and show all the damage. This is good and opens the door for evangelism. Pray with each person before leaving that house.
 - ❖ Post work inspection: don't assume a job is finished when a team leaves; visit each job site to see what else needs to be done, and note accordingly. Some jobs will be beyond what teams are able to do.
 - ❖ Maps are important. GPS and MapQuest type programs will be helpful as well. Bring laptops with Microsoft Streets and TripsMaps (or equivalent) installed, to provide for street maps without utilizing the internet. While finding a house, jot down directions and landmarks. Remember that street signs and landmarks may be destroyed in the disaster. Remember also that your vehicle power supply may be needed to power your laptop and any other electronics.
 - ❖ Be a resource both to home owners, providing information on help available, and to SMT by keeping them informed of what things are like on the street.
- ❖ Hospitality:
- ❖ Upkeep of facilities: cleanliness, supplies, chores assigned.
 - ❖ Fluid enforcement: ensure SMT and work crew have adequate fluids with them each day and are drinking enough.
 - ❖ Food supervision: whether cooking is done for teams or teams cook for themselves, supervise and keep track of food.
 - ❖ Housing arrangements for work teams.
 - ❖ Site mom: nurse sick folks, answer questions, solve problems.
 - ❖ Prayer Support: mobilize folks to pray and monitor needs.
 - ❖ Resource for team and SMT, also mediate between teams and SM when needed.
- ❖ Care Team:
- ❖ Tend to spiritual needs, provide support and counseling across the disaster site, with local church, with SMT, with work teams, with those affect directly by the disaster. Lead teams in devotions and help gauge the well being of SMT and local church leaders.
 - ❖ A retreat should be taken a few weeks after the disaster, with all key personnel taken to a nice location for R & R, counseling, sharing of ideas and struggles, and a few days of being spoiled. The care teams should lead this in conjunction with MNA.
- ❖ Off Site Team: This falls more into the RP domain, but should be considered a part of the SMT, all working together.



- ❖ Volunteer Coordinator: Get the word out about relief efforts, raise funds, talk to the media, gather resources needed, coordinate outside groups and individuals who want to join teams, make sure all key individuals are informed, be the point person, handle training for teams before they leave, etc. Work closely with team leaders to make sure they understand the realities of the disaster and particulars of the site. Debrief team leaders upon return.
- ❖ Secretarial/Data Management: Help keep the flood of volunteers flowing, by setting up communication centers, organizing volunteers, and dealing with all the paperwork. Keep the information flowing for the SMT to future work teams and others interested. Set up prayer support for both the SMT and work teams, providing any needed support for the on site team.



SECTION 4

Issues:

- ❖ Communication:
 - ❖ Communication is always a challenge in any disaster, and can be a nightmare. Simplify the direct chain of communication. Talk to one person representing MNA, and representing the RP. Delegate extra communication as much as possible, but get regular updates and have a system in place for urgent information. Use a blog to make information readily available.
 - ❖ External: MNA, RP, public, media, support group.
 - ❖ Internal : local church, SMT, team leaders, teams, community, relief recipients

- ❖ Personal:
 - ❖ It may feel like the same day over and over – like the movie “Groundhog Day,” and you will need to watch yourself. Take extra time out of insanely busy days to spend time in the Word and on your knees. Use the SMT and local church leaders to provide accountability, build meaningful relationships and good friendships. Be careful though about relationships - you are in a position of power and with that comes temptation.
 - ❖ Pace yourself - you are there for a long period of time; the work teams and adrenaline can only carry so far. When down time comes, use it well, know what it takes to recharge your batteries, and make time for a few simple pleasures (like milkshakes) that can brighten up a day.
 - ❖ Have people pray for and with you, build up a support group that you regularly email with updates who can track how you are doing. After a few weeks there will be a retreat, and you need to go. Be wise in the risk you take, and avoid being foolishly brave (e.g., not taking safety precautions).

- ❖ Supplies:
 - ❖ Bring all necessities - Nothing may be available in the disaster area! Use the resources available when needs arise and don't be afraid to ask teams to bring extra or forgotten things (socks, etc.).

 - ❖ Suggestions: Lots water and powered Gatorade. MREs for the early weeks with no power. All the personal gear necessary (clothing, hats, boots, toiletries, tents, sleeping bag, pillow), a few books to read, a notebook to use as a journal, pens, permanent markers and medical needs. Flashlights, batteries, car chargers (power converter/inverter), music player, CDs, etc.



- ❖ Gas may be hard to come by. Ensure that all personnel who plan to arrive at the disaster area have sufficient gasoline to return on their own to a certain gasoline supply.

- ❖ Team Leaders (TL):
 - ❖ Bad teams are almost unheard of, but poor leadership can cause all kinds of problems. Often, even the leaders come with a predetermined agenda and set ideas about what the realities are and what their team will do. Have open lines of communication ahead of time and be humble. Often it is the pride of the TL and SM that cause conflict. Encourage the TLs, find ways to build them up, and support their leadership, but remember the SM is the one in charge, and MNA and the local church leadership can be called upon for support.
 - ❖ Teams will come with their own sets of rules, and rules from the SMT or local church may be added to those as well. Encourage teams to set policies about dating/PDA, curfew, dress code, smoking, drinking, free time, etc. Use the TL and their existing authority structure to enforce those rules - deal with discipline issues through the TL as much as possible.

- ❖ Vehicles:
 - ❖ Gas often will be hard to find in the early weeks, and may be limited for quite some time after a disaster. Long hours may be spent in a vehicle stuck in traffic or trying to get back and forth to teams. Have a good vehicle, as repair shops may not be available.
 - ❖ Be wary of vehicle donation offers. Often people mean well but are just getting rid of junk that will cause more problems than it is worth. There are also insurance and liability issues.
 - ❖ Trucks are invaluable.
 - ❖ Bobcats may be hard to get, but push hard for them. A trained bobcat operator with a small chainsaw crew and dragging crew can accomplish massive amounts of work in a short time.