



DISASTER PLANNING AND TRAINING MANUAL
January 27, 2007 Draft

MISSION TO NORTH AMERICA

Editorial note: this 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 Director Arklie Hooten is coordinating this collective effort. Please communicate with him at ahooten@pcanet.org

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INTRODUCTION

Mission to North America (MNA), the Presbyterian Church in America (PCA) agency for ministries in North America, provides this manual for guidance to the denomination in case of disaster(s). This is for the use of Presbyteries, Congregations, Mission Teams, and individuals.

This 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 during the aftermath of the disasters of 2004-2005.

This is a planning notebook/manual to be used in the training, preparation, and implementation of disaster relief. This content of this manual was assembled by Disaster Response Key Leaders (DRKL) working with MNA staff. It is prepared for PCA churches to assist in preparing for their own disaster response.

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 GRATITUDE

From the Lord comes deliverance from death. Quite often when something terrible happens we know it could have been worse. God is still a God of mercy.

It is also a mercy of God to provide individuals and groups of people who rise to the occasion and become the Good Samaritan. We recognize especially the work of Ron and Judy Haynes who came to MNA in 2003 to help organize Disaster Response and Relief and found themselves quickly and literally in the eye of the storm. We thank them that even while raising their own support they had to conduct relief operations in the midst of four hurricanes in 2004.

No sooner did it seem that normality was developing but Katrina struck. The Lord raised up many leaders right on the scene who took action to help their own congregations and communities. Other churches immediately took up 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 worst hit areas. Not only did this provide immense resources for those directly affected by Katrina, but this great mobilization provided the foundation for a new more decentralized approach to disaster response. May the Lord be praised for the faithful response of His people.

God's Power through Prayer

We wish to emphasize that the work of the church of the Lord Jesus Christ is a spiritual work. 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, 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, but we will do it in the power and in the name of our Lord Jesus Christ.

The Organization

Disaster Response Key Leaders

The *Disaster Response Key Leaders* (DRKL) is a voluntary group of PCA leaders who have had experience in responding to disaster and have identified these areas as important to the task of meeting disaster. We are sure that there are many ideas to be offered by others and they are welcome. We invite groups or leaders to add their own pages and make this manual a working document.

At the back of the manual are Appendices to give you working sheets to use as planning documents. We encourage you to make up your own if these are inadequate. One of the problems with Disaster Planning is keeping continuity through committed leadership. It may be some time between events and by then leaders have moved on to other things. Hopefully this Manual can help new leadership be brought up to speed quickly on how to make things happen.

We encourage all churches and presbyteries to circulate this manual among Deacons and church leaders, and to have the manual available in several offices. It will not be able to help in the next crisis if no one knows it exists.

It is our hope that Presbyteries will take the responsibility and lead in disseminating this information. We recognize that the primary mission of the Church of our Lord Jesus Christ is to worship and glorify God, to spread the Good News of the Gospel, to disciple and nurture believers. Many churches have no experience in the physical aspects of caring for their members or neighbors. Many wish to do so but have had no training, some have few resources, and thankfully many have had no emergency that has forced them to do so.

In the providence of God our nation has suffered some significant disasters both natural (e.g. Hurricane Katrina) and man made (e.g. Oklahoma City bombing and 9/11). These have forced many of our congregations to deal with horrendous devastation, human suffering, and heart rending circumstances that require compassion response. Many of us have learned on the job about how to do some things, and conversely, how not to do some things. All of this learning is valuable in preparation for the “next time.”

Some of our Presbyteries and churches live in areas that are seasonally prone to powerful storms and weather. These areas especially need to be ready, and those Presbyteries less affected due to distance need to know how to help those in crisis when the time comes. Natural and man made disasters can happen anywhere, and all of us need to live with the awareness that someday, for whatever purpose God has, it may be our turn to need help.

The Concept

In any disaster, the success or failure of the response depends upon the contact and coordination in the disaster area. Our contact in any disaster is with a local PCA church and its Pastor. By starting with the pastor, securing his personal worries, the spiritual leader is free to minister to the congregation. The securing may be as simple as a hug. A re-assurance that someone cares or it could require much, much more. By starting with God’s spoke person, the faithful have someone to look to, to rally to. You may be asking; why not the physical church, the building? The building, well depending on the magnitude of the disaster may be, well, gone. A building should not, does not define a church. It is the pastor, the leadership, and the members that define the church.

With the pastor supported and freed from most worries personal needs for family safety, food, shelter, and clothing, he can turn his attention to the congregation. The disaster response focus then shifts to the church leadership. The elders, deacons, and other lay leaders in the church. Why these people? The elders and deacons are already familiar with the congregation and physical structures that make up the church. As these men and women become secure, they can begin reaching out to the congregation. They can begin to sort through the needs and prioritize the order of what gets done. Once members of the congregation start to become secure, they can begin to reach out to others in the church body. Once the church membership becomes secure they can begin to reach out to others in the community. The transitions from leadership to congregation to the community are not a clear and distinct, there will be overlap when it comes to family members or close friends and attempts to assist their immediate needs.

Again, you may be asking why this order? Why not just go into a community and help the who ever has needs? The church is a family. Would one ignore a family member to help a stranger? By showing Christ's love to the church family is a very powerful way of showing those un-churched what our faith is about. Now, I am not saying that the members' lives, homes, and properties in their entirety are restored fully first. Once a person is assured that their family is safe and out of harms way they can reach out to others, regardless of the condition of their earthly possessions.

It does not take long to go from the pastor to non-members (of course it is relative to the scope of the disaster). From first hand experience I have seen this method work. It begins with God and ends with God. Keeping this in mind, all glory goes to Him. I have heard the reactions of non-churched and non-members to this method. The reactions range from 'all my church offered was a request for me to give money', to 'you have been the only people who have asked about my well being'.

ROLES & RESPONSIBILITIES

RELIEF PROVIDERS:

Definition: A Relief Provider (RP) is a Presbytery and/or a network that is able to mobilize its people in response to tragedy or disaster and effectively bring relief to a stricken area.

Ideally, a RP is able to provide the minimum of seven (7) Key Functions, in varying degrees of impact, and has committed itself to prepare to execute these key functions.

RP's are those Presbyteries and/or networks of churches and individuals who have come together to generate multiple teams responding to a crisis or disaster event. Many churches have sent one time teams, and we are very grateful for their ministry. Those presbyteries or groups of churches who have continued to generate teams are what constitute a Relief Provider. When a disaster has long term need for relief and reconstruction many teams are required.

Roles RP's can take:

- Assessment Team Leaders**
- Disaster Response Team Leaders**
- DR Site Managers**
- DR Site Coordinators**
- DR Site Staff**

KEY FUNCTIONS OF RELIEF PROVIDERS

Not only does the RP send teams, but it has the ability to execute in several functional areas. Not every RP has the same personnel, experience, or expertise but each ought to be able to provide, to some degree, help in each of the functions this manual will articulate.

Key Functions are those tasks through which a team provides relief, care, and restoration to a stricken community. Key Functions are all developed, prepared, and carried by the group.

- **Advance Assessment**
The ability to be part of the first response to a disaster to assess the needs of an area and to make decisions for the Disaster Response Effort
- **Staging Site set up.**
The ability to act as a staging area for both equipment and volunteers in a or going to a disaster area.
- **Infrastructure set up**
The ability to build/establish an infrastructure for a disaster area
This infrastructure could include shelter, sanitation, food, and other site needs.
- **Site Management**
The ability to support/supply on site management
- **Care Team Skills**
The ability to provide counseling and other Care Team services
- **Communications: Info/Data**

- The ability to support/supply the communication needs for disaster response
- Volunteer Generation
 - The ability to recruit and establish response teams for unskilled to skilled volunteers
- Self sustaining
 - The ability to support/sustain a site and/or teams in disaster area
- Transportation
 - The ability to provide transportation to/from and disaster area

RPs send teams that have enough resources and personnel to provide some key, or essential, resources to make relief work effective.

The First Team - which arrives in an area shortly after a disaster provides the Advance Assessment function or tasks. This happens in coordination with MNA Staff, and goes usually to the site of a PCA work or Church in the area of the disaster. The team brings with it all resources needed – communications, gasoline, toileting, food, etc., – so that it can safely enter and exit an extremely damaged area with no assistance. The team determines how desperate the need is, what is needed and in what order, and if relief teams can safely and effectively function in this area. Teams should have discernment as to what has to happen first, and what the continuing needs will be. Obviously more information will be developed as time goes on, but Advance Assessment Teams have to have qualified personnel who can make good judgments quickly, asking such questions as: Is there someone here to work with? What resources are available in the affected area? What will need to be staged here to make relief possible? What infrastructure is needed to create a safe environment? Can we get teams and equipment in and how will they survive?

RPs should have the ability to set up a staging site, and this may be crude and rough at first; living in trucks, tents, or partially destroyed buildings. The rougher it is, the harder it is to sustain effective work for long periods. Water, food, shelter, and hygiene for the team have to be carried in by the team if necessary. They must try not to be a burden to those already suffering.

IMPORTANT SKILLS AND ABILITIES OF RELIEF PROVIDERS

Shelter Set Up & Operations
 Equipment operation
 Distribution Center
 Home Extrication, gutting, repair.
 Home Rebuilding
 Inter-Agency Cooperation
 Legal and liability Knowledge
 Medical Skills
 Way station for Mission Teams
 Safety Analysis
 PTSD, CISD, Grief Counseling skills.

Each disaster is unique though most will have some similarities. The relief has to be tailored to the situation. Advice will hopefully be given by Advance Assessment Teams, DRKL, MNA Staff, or other Government and Relief Agencies on site.

Some situations will require the set up of Shelters or safe places for victims to be housed or to recover. Some shelters will be short lived, some will have longer than expected life spans. Safety, security, hygiene, and provision are all issues to be considered.

Equipment operations are both a safety and stewardship issue. It is important to give some training on all equipment so as to protect the user and the equipment. Chain saws can cause great damage if used incorrectly or unsafely. A short class can provide a good deal of protection. Safety equipment while working: (gloves, goggles, helmets, etc), can save fingers and human limbs.

Setting up a Distribution Center needs to be carefully planned, and then carefully manned and supplied. Decide if this is the best use of time and resources, and if some other agency is providing it. Try not to accept clothes, as it leads to immense storage problems.

One of the greatest skills is the ability to cooperate, on all levels. It may sound strange to read in this manual the admonishment to Christian leaders to simply behave in a gentle and loving way, but it is necessary.

LEADERSHIP

Leadership is many things, but can be defined as ability to:

- Learn the needs of the mission
- Articulate and organize the mission
- Motivate to accomplish the mission.
- Design, direct, delegate, decide
- Cooperate with indigenous leaders
- Cooperate & communicate with all terraced levels of involvement and authority

Teams won't be able to be generated, or to function, without leadership. We encourage spiritually qualified leaders, who can effectively lead people, to do this work. It is not necessary for every leader to know how to do everything in terms of disaster relief, if they are a good leader they can recruit and delegate.

Leaders need to have some sense of passion for this work, the ability to learn quickly what is needed, and the ability to articulate that need to the Session of their church, their Presbytery, and the people of the churches.

It is essential that all team leaders have the ability to communicate and cooperate with indigenous leadership in the area affected. Simply because someone can come in with resources does not mean they have the right to make decisions affecting local churches and people. Leaders must have the ability to be humble enough to listen. They must be careful not to come in with a pre-conceived agenda and make demands.

Cooperation is necessary among the DRKL and MNA staff (who will be working together as one group), and patience is encouraged in this whole process. Often in a disaster individuals and churches make quick unilateral decisions to send and bring help quickly, and that is commendable. Yet, confusion, reduplication, and frustration can result without communication and cooperation. Remember it takes some time to figure out what is really going on and what is the best and most effective way to help. Once the physical crisis is over we hope that relationships are still in good shape.

KEY RESOURCES FOR RELIEF PROVIDERS

Money/cash
Communications
Computers
Equipment
Insurance
Hygiene
Tarps
Tents
Tools
Command Trailer
Flatbed & Cargo Trailer
Portable Housing
Vehicles
Portable Power
Food & Water

Teams must come in self-sustained so as not to be a burden to the folks we are trying to help. Besides human resources cash is one of the most important assets a team can bring. We stress cash because in some areas ATMs and Banks will not be functioning.

Communications.

RPs should plan and equip their communications system in advance. Do not count on cell phone service being available in the advance assessment stage. Satellite Phone is an effective but expensive option. Walkie Talkies are good for internal team communications. Ham radio is an option. Laptops are a good and valuable resource but sometimes Internet Providers are not accessible. Equip laptops to be powered by car battery, if you plan to rely on them in the earliest stages. Data can be put on a disk or drive and carried out. Depending on what the Assessment Team finds you should know what equipment to bring. It is good to know where to acquire tarps, chain saws, and other such supplies prior to leaving for the affected area. Bring it with you if you can get it.

Showers and hygiene are always an issue. If possible find and bring a shower trailer or some means to keep your people clean. They will be much happier workers. Make sure any trailers you use to carry Bob-Cats or heavy equipment are safe and road worthy, inspect them carefully.

Bring electric generators if you need them, but make sure personnel know how to use them safely. Give special attention to ventilation and electrical grounding. Bring extra fuel for vehicles if gas stations are off line, and enough bottled water and food to sustain the team.

WHAT TO DO FOR PREPARATION

Training
Recruitment
Leadership Identified
Skill & Resource Inventory
First Responders Committed
Credentials
Networked and linked with MNA.

This manual can be used as a training tool. MNA provides training events for disasters. The Red Cross and FEMA may also have local or regional training events. We encourage you to get all volunteers as trained as possible. Some church members have specialized training already.

Some agencies provide credentialing in certain skills and this will help you to gain access to areas, and provide a certain level of expertise and safety. MNA will seek to supply teams with name tags and Ids. Make sure you either secure such from the MNA Site Support Team or bring them with you. It might be helpful to contact your local Red Cross agency to see what training and credentials they provide in your area.

MNA keeps a roster of RPs and keeps RPs in touch with each other through the DRKL. Communicate to MNA the specific information about your team, and their availability in case of a crisis. At the time of a crisis communications can become overwhelmed, and teams wanting to react quickly can become frustrated. Prior relationship building with MNA will help things to get going quickly and smoothly; Lord willing. Through MNA and DRKL working together, our goal is have strong working relationships with one another, as well as advance knowledge of the RPs available and their skills.

MISSION TO NORTH AMERICA STAFF FUNCTIONS:

MNA Staff:

Identifies, trains, and coordinates Relief Providers.
Monitors regional and national disasters
Coordinates with local Presbytery to determine assistance level
Assigns staff where appropriate.
Provides training and care events.
Publicizes and informs denomination.
Tracks data
Raises and distributes funds.
Ensures Site Management

MNA staff will attempt to provide the level of communication and coordination necessary to make things work together for relief. MNA will strive for just the minimum of structure that keeps order but encourages/depends on grass roots initiative. The MNA ShortTerm system will be used as the core of the operation.

MNA staff, prior to an event will: 1. Contact churches in the affected area as soon as possible after the event. 2. Contact churches in the projected area to establish points of contact after the event. 3. Contact the RPs to ask early response/assessment teams to be ready to go. 4. Arrange for DRKL planning, meeting physically or virtually just before and/or after the event to begin developing a master plan.

- Assigns staff where appropriate.
- Provides training and care events.
- Publicizes and informs denomination.
- Tracks data

- Raises and distributes funds.
- Assigns Site Management Team

MNA COMMUNICATION FUNCTIONS

MNA the conduit from denominational to local
 Data base of Relief Providers and Volunteers
 MNA the conduit from local to national
 Information center on current needs
 Vehicle for Presbyteries to reach denomination
 Vehicle for inter-agency cooperation

MNA will gather data from the RPs that send in Advance Assessment Teams and will assist them as necessary. MNA staff will work with the RPs to establish a physical office as the base of operations. MNA will funnel individual or church team volunteers to RP sites where needed through a placement system. Support services will be offered to the RPs, and the DRKL will develop a long-term relief plan as trends begin to emerge.

TRAINING EVENTS:

Relief Provider Training
 Manual Publication
 Lessons learned
 Grassroots participation
 Mobilization “how to”
 Sharing ideas

We hope to include in this manual “lessons learned” after each event. We encourage teams to write an After Action Report, or to keep a Log of some kind so we can learn how to do things in a more effective manner the next time.

MNA hopes to bring Relief Providers and Disaster Response Key Leaders together from time to time, and to sponsor training events for the purpose of preparation. If you need such a training event in your area please contact the MNA office.

SITE MANAGEMENT TEAMS

Recruiting and identifying short term Site Managers.

Skill training:

Attitude,
 assessment
 management
 coordination
 communication
 surviving

One of the great needs experienced during the Katrina crisis was for Site Managers. In recovery operations it is important to have someone on site who can coordinate teams coming in to help. This person (or Site Management Team) can coordinate with the local PCA church, if there is one, and the arriving team. The SMT can survey what jobs can and should be done, and establish the relationships with local people so that the offer of help will be received. SMTs can also pre-arrange life support for the team. They also ensure follow-up and continuity with the local church.

Site Managers need their own personal support team (especially through prayer) as they must be sustained through long hours of work and possibly months on the ground in communities demoralized by devastation. They need prayer support, supervision and encouragement, time off, sometimes PTSD counseling, and protection of their physical health.

Churches are encouraged to consider lending a staff member for weeks or months (at the church's expense) to be a Site Manager. The length of time required means this should be a paid position whenever possible.

CARE EVENTS:

Weekends (plus) of respite and restoration

Challenge Agenda:

- a. Enduring the challenge
- b. Meeting the challenge
- c. Exploiting the challenge
- d. Surviving the challenge

Professional Care Team Supported.

A Care Event is a proposal to provide a weekend or longer experience for spiritual and emotional recovery for those who have experienced "traumatic stress." This stress can be the result of an experience of great trauma, pain, or suffering, or a prolonged exposure to stress and crisis.

Bringing such individuals and families together for a short period in a restful and comforting atmosphere, with appropriate programming, rest, recreation, and available counseling can be healing. This should be done at no cost to the individuals who have suffered through the stress events.

Elements of this Event would be: Rest, good food, comfortable atmosphere, worship, testimony and story telling, health and emotional professionals available for assessment and counseling.

MISSION TO NORTH AMERICA POLICIES REGARDING DISASTER RELIEF

MNA agent for PCA

Servant of the local Presbytery & Church

Facilitator, communicator, coordinator

Non-owner of equipment

Fund raiser and distributor
Low admin - direct distribution to need
Children & Youth
Liability and insurance information
National inter-agency coordination

Mission to North America has some working policies in regard to disaster events. MNA takes its mandate from the General Assembly to carry out the ministries of church planting, chaplain ministries, mercy ministries, multicultural church planting, and disaster response in North America. MNA does not direct the churches or Presbyteries, but assists and serves them in the work of the Kingdom of God.

To that end MNA facilitates response to disasters that require a response exceeding the resources of the affected church or presbytery, communicating the need and opportunity for ministry to the broader church. By this communication MNA raises funds to help those congregations, their families, and their surrounding communities.

MNA distributes those funds through local Presbyteries and churches so that money is not spent on administration of relief but on relief itself. Some money of necessity must be used to facilitate relief but this is kept to a minimum. Direct cash grants may be given to PCA families and churches, but will not be given to non-PCA individuals.

MNA does not seek to own disaster or relief equipment or supplies, but encourages Presbyteries and churches to own their materials and equipment. Churches also must carry their own liability insurance and seek supplementary policies for teams. Groups of youth and children are not permitted to be part of MNA teams working in the affected areas. Teams which include youth and children are encouraged to come later to help the local church in ministry. MNA serves as the coordinating agency with other NGOs and national agencies.

CHECK LIST FOR TEAMS

Who leads what?
What are the contact numbers?
Who gives permission?
Where is our stuff?
What stuff do we need for this event?
What events could happen?
Set the agenda and timetable: what comes first, etc?
Where do we go and how do we get there?
Who needs to know?
What kind of network needs to be built, how big, how long?

GET YOUR DATA AND YOUR PLAN PUT TOGETHER

Names of Potential Team Captains
Names of committed volunteers
Names of trained volunteers

Names of skilled personnel
Name of those with special equipment
Times of availability
Notes of specific circumstances
Who coordinates activities, date, information flow?
How to get Session Approval
How to coordinate with MNA
When to alert teams
How to prepare, train, and equip teams.
How long teams should stay on site.
How to get money to make it happen

WHAT DO YOU HAVE?

What do your members own they are willing to let the team use?
What supplies can be donated?
What do you need to purchase?
Where can you store it?
What equipment requires maintenance and training?
How will you transport the stuff you need?
How will you transport the people?
Inventory of stored equipment
Inventory of equipment offered by church members.
Inventory of supplies and equipment needing to be purchased for specific events.
Transportation assets.

APPENDICES

SAMPLE FOR VOLUNTEER ROSTER

Volunteer Roster

Event _____ Date _____

1. Leaders names and contact information:

- a.
- b.
- c.

2. Volunteer names and contact information:

- a.
- b.
- c.
- d.
- e.
- f.
- g.

3. Permission to launch team given by..... ..when.....

4. Equipment and supplies stored where? What is needed?

- a.
- b.
- c.
- d.
- e.
- f.

5. Contact made to MNA, who.....when.....contact no.

6. Contact made with disaster site, who.....when.....contact no.

7. Event horizon, what happens in what order?

A. B. C. D. E. F.

8. Move out date?.....mode of transport?.....

We imagine this to be a changing and evolving list. It is good for a Deacon or interested church volunteer to get this Roster out from time to time and bring it up to date.

I. STAYING ON TOP OF BEING PREPARED

So who will be the change agent in your congregation, the person or persons who will give leadership to this effort? Do you know how to get the Pastor's input to this action, and the support and permission of the Session? Who coordinates relief operations in your Presbytery? Does your Presbytery have a Mercy or Disaster Response Committee?

Once someone is "official" and has the support of the church's leadership they should call MNA and connect with staff coordinating Disaster Response. The MNA staff should be able to connect your team with a point of contact in the stricken area. Sometimes Presbyteries need no help from MNA and can handle things internally, so you should know whom in your Presbytery to contact as well.

1I. USE THE MNA WEB SITE

MNA has a web site that they will use to coordinate volunteers and church teams that want to respond in a given emergency. The web site is the hub of communications in the relief effort. Communication and planning flows far more effectively through utilizing the web site than through telephone and email.

1II. AFTER ACTION REPORTS AND RECOMMENDATIONS

The After Action Reports from the MNA staff concerning operations after Hurricane Katrina can provide good training material. These reports are not available to the public since some of the comments may be personal and after longer reflection may be restated.

Specific recommendations unrelated to personalities are and should be included in this section. MNA staff and DRKL will review them carefully, and the information will be made available to the RPs.

Communication Recommendations

- Site managers need a clear explanation of their duties at the start of operations
- Site managers should be answerable only to the MNA Disaster Director (MNADD)
- the MNADD will check in with each site manager a minimum of one time a week by phone, more often in the early stages of operations
- the MNADD will visit each site frequently.

**Brian McKeon and Tim Anderson were Site Managers for MNA during the recovery from Hurricane Katrina. Lessons Learned recommendations come from an After Action report by Tim Anderson, with the concurrence of Brian McKeon. These are recommendations, not policy, but give teams some things to consider.*

Well Being Recommendations

- Site managers need to be clearly warned and prepared for the stresses of their position before taking their post
- Site managers should be encouraged to be in close and frequent communication with each other in order to vent similar stresses and encourage one another
- Site managers should take frequent short half or one day breaks

-Site managers should take a few longer breaks, leaving the disaster area but perhaps not “going home”

Site Manager Tools/Tricks Recommendations

- Site managers should acquire their own set of tools to better prepare themselves for field work
- Spreadsheets may work well for work management; our expectation is that a laptop will be provided for each site manager
- Reliable maps are vital to the site manager and the work crews. Maps should be included with all work orders before a team is sent out
- Assessing jobs before sending workers is highly recommended, if not an absolute must
- Site managers should utilize each team’s own predetermined leader

Site Manager SOP Recommendations

- Step One: Arrive at the assigned church or town and establish a system to manage work orders
- Step Two: Obtain a member list for the assigned church and assure the needs of each member have been met
- Step Three: While working on members needs, evaluate the condition of the church and its members, and discuss with the pastor/church leaders what approach they would like to take to address the needs of the community at large
- Step Four: Choose a methodology, either from the “Overall Community” approach or the “Target Neighborhood” approach, or create a new approach appropriate to the circumstances
- Step Five: Proceed with chosen approach, adapting and modifying it as necessary
- Step Six: During steps one through five, pray often

MNADD/Site Manager Coordination Recommendations

- Site managers should be consulted before decisions are made by the MNADD that effect a site’s volunteers or methods and plans in the disaster zone
- Site managers should be regularly consulted for their opinions on how the MNADD should proceed in his operations

Reimbursement Recommendations: Establish a pre-requisite for reimbursement eligibility

- Once a volunteer has met the eligibility requirements, they enter into the pre-determined reimbursement system
- Example System: \$100 per week, vehicle reimbursement on weekly mileage, cell phone covered as bills arrive

IV. Distribution Centers

The Disaster Relief Distribution Center (DRDC) - not to be confused with a volunteer supply center - is a center that distributes food/personal items/cleaning supplies to the general population in the area of a disaster. Not every disaster response will require such a center.

"To effectively mobilize and utilize the resources of the MNA Disaster response teams, it will be a responsibility of the Advance Assessment Team(s) to determine if a distribution center is needed and that there is a location to house it."

With this responsibility placed on the advance assessment teams, at least one member of the team should have experience with or training for distribution centers. This decision may not be simple to make. There may be the need, but others are filling it. There may be a need, but no place to house it or a safe way to re-supply it.

As part of the early disaster event standup - the leadership for distribution centers should also begin preparations with the other initial response teams. Once the determination is made, the distribution center team can begin operations or stand down. By standing up a distribution team early, this will facilitate getting the supply-chain ready for the call when a decision is made to start a center or centers