



**National**  
Voluntary Organizations  
Active in Disaster

COOPERATION | COMMUNICATION | COORDINATION | COLLABORATION

# LONG TERM RECOVERY GUIDE

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## ACKNOWLEDGEMENTS & INTRODUCTION

### ACKNOWLEDGEMENTS

Revision of the National Voluntary Organizations Active in Disaster (National VOAD) Long Term Recovery Guide has been a lengthy project, accomplished through the cooperation, communication, coordination, and collaboration of numerous National VOAD members, partners and committees. Were we to try to name everyone who had a hand in this project, we would surely leave someone out. So, to the many individuals and organizations who made a contribution we simply want to say, thank you! Thank you to all of the volunteers who put their time and effort into making this project a success.

### INTRODUCTION

National Voluntary Organizations Active in Disaster (National VOAD) is a coalition of organizations that prepare for and respond to the recovery needs of America's communities in times of disasters. Members of the National VOAD collaborative include dozens of the most reputable national non-governmental organizations in the country and 55 State and Territory VOADs, representing local VOADs and hundreds of additional organizations. With over 40 years of respected service collaboration, the National VOAD member agencies provide skilled direct services along the continuum from disaster prevention and preparedness to response, recovery and mitigation. The National VOAD member agencies provide their services through comprehensive, coordinated volunteer resources in partnership with emergency managers. This cooperative effort has proven to be the most effective way for a wide variety of volunteers and organizations to work together in a crisis. For more information about National VOAD and its member agencies please go to <http://www.nvoad.org/>

Throughout this recovery guide you will find references and links to other National VOAD resources. Of particular interest are the National VOAD "Points of Consensus" documents which outline minimal standards, ethical principles or operational principles related to various functions of voluntary organizations in recovery. National VOAD "Points of Consensus" are developed and approved through careful, collaborative and respectful conversation. Organizations choosing membership in National VOAD agree to abide by approved Points of Consensus.

National VOAD members and partners have learned a lot over decades of experience in disaster response and recovery. Those hard-earned lessons are captured in this Long Term Recovery Guide with our fervent hope that your recovery group will add your own experience to ours as you learn and share the best ways to build a better community for everyone.

We do believe that we are all in this together, that together we can accomplish what none of us can achieve alone. National VOAD members are available to you as resources and partners as you take the difficult steps of forming your local long-term recovery effort. Please take the best of what we have to offer in experience and join us in the commitment to helping communities recover who have suffered disaster.

Those who have participated in the creation of this guide hope that it will be useful as you embark on your own community recovery. What follows is guidance; what you do with it is yours.

## CHAPTER 1: DISASTERS AND LONG TERM RECOVERY

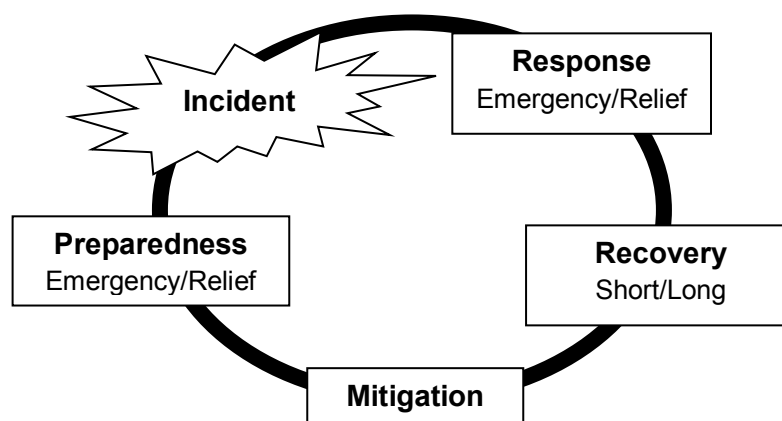
When organizations and/or individuals work together in disaster response and recovery, it's always helpful if we're speaking the same language. The next few pages will introduce basic terms and understandings about disasters, along with the processes and the agencies / organizations that build a community's capacity for long term recovery.

**Disaster** is a natural or human-caused incident that disrupts normal life, causing physical and/or emotional trauma and/or damage to property and/or community infrastructure. Disasters may include hurricane, tornado, wind storm, flood, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snow or ice storm, wild fire, explosion, acts of public violence or terrorism, or other human caused or technological events involving toxic and / or radiological materials, etc.

**Recovery** is the period following a disaster and the community's early response to that disaster, whereby things return to a new normal. After neighbors move from shock to action, communities organize by implementing plans and structures aimed at bringing help to affected individuals and families in a holistic, integrated process that brings needed resources to the most vulnerable. Recovery following each disaster is unique and may last weeks or years. Disasters are never welcome, but they give communities an opportunity to build back stronger. Often, damages sustained in disaster can be prevented from recurring by implementing a long-term recovery strategy grounded in risk reduction analysis and mitigation.

### PHASES OF DISASTER

Communities are always in one of the phases of disaster, which often overlap or intertwine—preparedness, response, recovery and mitigation.



## Preparedness

Preparedness includes activities that seek to prevent casualties, expedite response activities and minimize property damage in the event of a disaster. It is a continuous process for communities as they constantly strive to improve their readiness. Some examples of preparedness activities are:

- Community education and awareness.
- Assessment of community hazards and risks.
- Identification, recruitment, and training of volunteers in disaster response and recovery.
- Development and possible implementation of evacuation plans.

## Response

Response includes activities that sometimes start before impact and cover the period during and immediately following the event. There are two phases of response:

### ***Emergency***

- First responders in the emergency phase will be local fire and police departments, and search and rescue teams. Evacuation plans may be implemented, depending upon the type of disaster.
- Others who may initially respond include family, neighbors, faith-based and community-based organizations. The emergency response is characterized by activities focusing on the preservation of life.

### ***Relief***

- Basic human needs are addressed, such as medical services and the provision of food, bulk distribution, clothing and temporary shelter.
- Initiation of emotional and spiritual care begins in this phase and continues throughout the entire recovery process.
- Basic cleanup of homes, businesses and streets begins.
- Work is done to minimize additional damage to property.
- Utilities begin to be restored.
- Application for assistance begins.
- People begin moving into temporary housing or return home.
- Human, material and financial resources begin to flow into the community.

## Recovery

“Recovery is not only about the restoration of structures, systems and services – although they are critical. A successful recovery is also about individuals and families being able to rebound from their losses, and sustain their physical, social, economic” and spiritual “well-being.”<sup>1</sup>

The goal of recovery is to bring a community back to a new normal after it has been devastated by a disaster.

<sup>1</sup> National Disaster Recovery Framework Draft 02/05/10 p. 2

There are two phases of recovery:

### ***Short term recovery***

- Many emergency and relief programs complete their work.
- Restoration of infrastructure and vital life support systems happen in this phase.
- The community identifies local resources to form a long term recovery group (LTRG), and initiation of plans for permanent housing begins.

### ***Long term recovery***

- Transition occurs between the presence of national organizations and the local community.
- Implementation begins for disaster case management and recovery initiatives administered by the local community.
- Construction activities to include repairing, rebuilding and/or relocation of homes proceeds during this phase.
- Resumption of the routines of daily life characterizes this phase.

Human, material, and financial resources come into a community after a disaster, but will decrease as public awareness diminishes over time. A strong, well-organized Long Term Recovery Group can ensure that available resources are utilized so as to address recovery needs.

## **Mitigation**

Mitigation includes activities that reduce the severity of a future disaster's effects on a community. As with preparedness, mitigation is a continuous process. Some examples are:

- Community education and awareness of hazards within the community
- Relocation of homes and businesses away from high-risk areas
- Development of a long term strategy that promotes sound building design / construction practices that improve the community's ability to withstand the impact of future disasters.
- Provision of help to local communities adopting flood plain ordinances
- Elevation or relocation of crucial utilities/appliances to safer places within the home

A disaster provides an opportunity for a community to reassess its risk and vulnerability to future hazards and implement mitigation plans to reduce future vulnerability.

## GOVERNMENT'S ROLE – DISASTER DECLARATIONS

The impact that a disaster has on a community and the ability of that community to recover defines an incident as an emergency and/or major disaster. The emergency management system in the United States depends on the ability of local government to provide the first level of response. Should the magnitude of the incident require a response / recovery effort that exceeds the resources of the community, local government may request assistance from the next level of government. This process continues to the state and ultimately to the federal level.

### Undeclared disasters

Recovering from most disasters in the United States does not require the assistance of the state or federal government. Communities deal with smaller disasters with the help of emergency responders and local non-profit organizations, using locally-identified resources.

### State-declared disasters

Beyond the local community, state government has a responsibility to respond to the emergency needs of its citizens. To do this, each state works in concert with local governments, voluntary agencies, business/industry and others in the community to develop an all hazards Emergency Operations Plan (EOP). Should the severity of an emergency and/or disaster be at a level that will require a coordination of state as well as local government resources, the governor of a state will declare a state of emergency, activating the state's EOP. Once a state of emergency has been declared, the full resources of the state can be accessed in order to respond to the incident.

### Federally-declared emergencies and disasters

*The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288*, as amended (the Stafford Act) was enacted to support tribal, state, and local governments and their citizens when disasters overwhelm the local capacity. This law establishes a process for requesting and obtaining a Presidential disaster declaration, defines the type and scope of assistance available, and sets the conditions for obtaining that assistance.

At the state's request, local, state, and federal officials conduct a joint Preliminary Damage Assessment (PDA) to estimate the extent of the disaster damage and its impact on individuals as well as community infrastructure. The damage estimates gathered during the PDA document the severity and magnitude of the incident and serve as an indicator for determining whether the resources needed for a response go beyond state and local government's capability.

Not all programs provided for in the Stafford Act are activated in every declared disaster. For more information on government programs refer to Appendix 3.

Whether your community experiences a disaster that is yours alone or one that is federally-declared, the response to it belongs to you. Your community always decides what recovery will look like and who will be included.

Federal programs may include the following:

Public Assistance (PA), Individual Assistance (IA), Mitigation, and/or Small Business Administration (SBA)

## CHAPTER 2: ORGANIZING A LONG TERM RECOVERY GROUP

A long term recovery group (LTRG) is a cooperative body that is made up of representatives from faith-based, non-profit, government, business and other organizations working within a community to assist individuals and families as they recover from disaster.

LTRGs are as varied in their structure as are the communities in which they work. The personality and operation of each group is unique and reflects local needs, available resources, cultural diversity, leadership style, and community support. No matter how a group is structured or what it calls itself—unmet needs committee, interfaith, organization, coalition, roundtable, partnership, coordinating council, etc.—the goal is the same: to unite recovery resources with community needs in order to ensure that even the most vulnerable in the community recover from disaster.

### EARLY ORGANIZING PARTNERS

In preparing for or responding to disasters in your community, it will be helpful to identify agencies and organizations that commonly provide disaster services. These organizations can become prospective partners for recovery, and may be able to assist in the formation and development of your long-term recovery group. Partner agencies may include local and/or state emergency management (EMA), the Federal Emergency Management Agency (FEMA), members of the local and/or state Voluntary Organizations Active in Disaster (VOAD), and members of National VOAD (refer to [www.nvoad.org](http://www.nvoad.org)).

Additional stakeholders may include other members of local government, civic organizations, social service agencies, local houses of worship, community foundations, community health groups, mental health agencies, information and referral services, and the private sector.

Members of National VOAD can provide resources for organizing long term recovery groups.

Partner agencies can:

- Convene stakeholders to share information concerning the disaster and plans for recovery.
- Identify disaster-related unmet needs and coordinate resources to assist in recovery.
- Mentor and/or provide ongoing training throughout the recovery process.
- Provide financial and other resources that will be needed in the recovery.
- Provide the venue for meetings and/or office space.

### LONG TERM RECOVERY GROUP FORMATION

It is important to build a strong foundation for long term recovery, which means taking the time to obtain buy in from as many local partners and stakeholders as possible. The following initial steps are suggested:

- Convene a meeting of prospective partners and other concerned stakeholders in order to discuss the impact that the disaster had on the community as well as possible approaches to recovery. It is important to invite experienced people to help provide guidance to your planning.
- Select from the group a facilitator, convener, temporary chair or steering committee, and agree on some basic ground rules so that an orderly meeting can be held.
- Collect information on the disaster. Before you can move forward, it will be important to understand the size and scope of the task you will be dealing with. Your state emergency manager and/or your FEMA VAL can obtain much of the information that you will need.



This information will help inform decisions regarding the scope of a long-term recovery group's work as well as the resources that will be needed. This information includes:

- Basic population demographics.
- Formal and informal community leadership structures and their roles in the disaster response.
- Geographic size of impacted area.
- Number of individuals and families affected.
- Number of owner-occupied homes affected and the level of impact.
- Number of rental properties affected.
- Number of businesses and public services affected.
- Other effects on individuals and families (high unemployment, etc.).
- Political and cultural subdivisions or jurisdictions involved.
- Vulnerable populations affected by the disaster, i.e. elderly, low income, disabled.

When there is a federal disaster declaration, the FEMA VAL (Voluntary Agency Liaison) assigned to your disaster can assist with the LTRG organizing in addition to bringing national stakeholders to the table.

## DEVELOPING A MISSION STATEMENT

A mission statement is a formal, short, written statement of the purpose of the LTRG. The mission statement should guide the actions of the LTRG, state its overall goal for the recovery, provide a sense of direction, and provide a framework for overall decision-making. It's important to take the time to determine what your mission will be.

Sample mission statement:

The mission of the <LTRG> is to provide recovery services to individuals and families affected by <name of disaster> in <name of area> community. Services will be provided regardless of the individuals' race, creed, color, gender, disability or religious preference. The goal of <LTRG> is to see all of our fellow residents fully recover from the disaster.

## SETTING UP THE STRUCTURE OF YOUR LTRG

It will become clear after your first meeting that some kind of organizational structure will be needed in order to be successful. The form that your LTRG takes can be highly structured (formal organization with board of directors, management team, and staff) or less structured (committee made up of representatives from local agencies involved in the recovery). There are challenges and benefits to each approach. The key is to identify stakeholders who are committed to the recovery of their community, and to the long term recovery process. This group should then deliberate the challenges and benefits and decide on the structure that works best for your community.

## ESTABLISHING POLICIES

As your LTRG is forming it will be important to develop guidelines for who you will be helping as well as the kinds of services you will provide. Consider the following:

### **WHO ... are you going to help and how will they be considered eligible?**

- Elderly?
- Renters?
- SBA loan denied?
- Low income?
- Single parent household?
- Disabled?

If you are going to get involved in home repair and reconstruction:

### **WHAT... is eligible to be repaired or replaced?**

- Main structure only?
- Detached garages?
- Deferred maintenance / pre-existing conditions?
- Outbuildings?
- Mobile homes?
- Fencing?

## ESTABLISHING A FRAMEWORK OF LTRG GOVERNANCE

Regardless of the structure of your LTRG, oversight and accountability (i.e. governance) is extremely important to a successful long term recovery process. Your LTRG will be handling financial resources, confidential information, and will be providing help and other resources to people in the community who have been traumatized by the disaster. How your LTRG proves itself to be trustworthy in the eyes of the community and your supporters, to a large degree, will determine whether or not you are successful. The governance structure can take different shapes, but usually includes a board of directors and/or executive committee whose primary responsibility is to set the direction for the group, and to provide ongoing oversight.

Members of the governing body should reflect the diversity of the disaster-affected community, and should possess leadership skills along with the ability to work collaboratively. Further, these members should have sufficient authority from the organizations they represent to be able to make commitments and/or speak on behalf of that organization. LTRG leadership may emerge from:

- Any organization providing resources in the recovery process.
- Community-based organizations that have extended their regular programs to include disaster recovery needs.
- Emergency management or government.
- Faith-based groups and organizations with disaster services.
- Private sector and civic groups.
- Religious leaders
- Volunteers with expertise in accounting, legal matters, grant writing, human resources, communications, marketing, building trades, etc.

The governing body should:

- Ensure that the LTRG adheres to the mission statement.
- Determine the operational structure for the LTRG.
- Develop a plan for staffing based on the structure adopted, and hire staff as needed (could be paid and/or volunteer).
- Develop short and long-term goals for the LTRG.
- Develop operational policies and procedures, which will include assistance guidelines and criteria for meeting disaster-related unmet recovery needs (policies need to be responsive to emerging needs and fluctuating resources).
- Identify and develop resources, including human, material and financial.
- Ensure fair and equitable distribution of resources.
- Determine a system of financial management, reporting and accountability.
- Determine whether or not to incorporate and how financial resources will be handled – will the LTRG utilize the non-profit status of one of its member agencies for receiving and handling financial contribution, or will it apply for its own 501(c) 3 status (*see below*)?
- Establish organizational bylaws as needed.
- Have no more than 12-15 members.
- Elect officers from within the body.
- Meet regularly, record minutes of its meetings, and make them available to the public.
- Develop a communications plan, thus ensuring that all stakeholders, including the general public, are kept informed about structure, policies and program development. In particular, it will be very important to the long term viability of the program that success stories are publicized early in the program.
- Obtain liability, officers and other insurance as needed.

## HANDLING FINANCIAL RESOURCES

Your LTRG will operate as a not-for-profit entity, in some fashion. That means that you will be handling money entrusted to you by individuals, foundations and/or other organizations. As a result, all funds under your control must be administered through a fiscal agent that has legal not-for-profit status. There are two ways to accomplish this:

- The LTRG may seek out an existing not-for-profit agency within the community to serve as its fiscal agent. This would certainly be the best choice for an LTRG that is small or may be of short duration. The following should be in place:
  - The fiscal agent has internal safeguards and record protection procedures, as well as the ability to provide regular financial reports to the LTRG.
  - Annual external audits are conducted by the fiscal agent.
  - It is important that the agent agree to manage the funds at the direction of the LTRG. The funds are given to and remain the property of the LTRG and not the fiscal agent.
  - The LTRG should establish a written Memo of Understanding (MOU) with the fiscal agent (*see sample-MOU in Appendix 7*).

- Alternatively, the Internal Revenue Service grants 501(c) 3 status to not-for-profit agencies engaged in charitable, educational, or religious activities, thus allowing donors to claim a tax deduction for their gifts. Incorporating and obtaining legal 501(c) 3 status for your LTRG is not terribly complicated, but it does take some time and carries with it obligations for receipting and providing regular financial reporting. You should seek legal counsel for more information if you chose to become an incorporated not-for-profit agency.

## **ORGANIZATIONAL BYLAWS**

As the mission statement helps to define the need, the philosophy, and the services that the LTRG will provide, the bylaws (even informal) will help identify how the LTRG intends to operate organizationally, and how it will relate to the larger community. Of particular importance within the bylaws is defining the governance structure for the LTRG.

If the structure for your LTRG is more formal and, in particular, if you chose to apply for your own 501(c) 3 status, then your bylaws need to likewise become more formal. It is recommended that you seek legal counsel should you go in this direction. Often within your community you will find attorneys that are willing to join the long term recovery effort and offer their services pro bono.

*Sample bylaws can be found in Appendix 7.*

## CHAPTER 3: LONG TERM RECOVERY ADMINISTRATION

Once the long-term recovery group has formed, established its mission and defined the structure under which it will operate, the next step is to begin managing day-to-day operations, and delivering services. Based on the LTRG structure and the resources of your partner agencies, your recovery program will be coordinated either by paid and/or volunteer staff, or through a mutual decision-making process involving the participating agencies. Oversight of this decision-making process will be the task of the LTRG governing body.

The success of your LTRG will be judged by how well it located resources (money, facilities, volunteers, personnel, in-kind donations), and how well it served the community (survivors helped, homes repaired and rebuilt, measurable impacts, etc).

### MAJOR ELEMENTS OF THE LTRG OPERATION

Regardless of the structure of your group, there are a number of common elements that will embody its day to day operation. Each of these elements represents a critical building block that is important to the overall success of the program.

At the most basic level the long term recovery process involves:

1. Identifying individuals and families with unmet needs in your community
2. Providing case management in order to prioritize how those needs will be met
3. Delivering goods, services and funds to meet those needs

### Identifying the unmet needs in your community

Central to your recovery program will be having a good understanding of the community's unmet needs and the population that you will be serving. Working with that population will be the responsibility of the case manager(s) (*refer to Chapter 4 – DISASTER CASE MANAGEMENT IN LONG TERM RECOVERY*).

Prospective clients for your recovery program will come through the intake process that your disaster case management program will initiate. Impacted individuals and families will also be identified through the early response efforts of local and/or national agencies (some of whom will be members of your long term recovery group). In addition, possible individuals and families with unmet needs can come from the FEMA registration lists. NOTE that access to this information is protected under the Privacy Act of 1974. Contact your FEMA Voluntary Agency Liaison (VAL) in order to learn more about how your LTRG may gain limited access to the information (reference the Routine Use provision of the Privacy Act).

An alternative approach for identifying and prioritizing unmet needs is to conduct a community wide unmet needs assessment. For information about National VOAD member agencies that can assist with this, contact the National VOAD office.

A community wide unmet needs assessment will consist of the following:

- Provides a systematic approach for a LTRG to determine unmet needs of disaster survivors
- Conducts door-to-door interviews and/or interviews at designated walk-in centers within the disaster-impacted area to determine vulnerable populations, and to identify "gaps" between needs and community recovery resources.
- Provides survey results and data in the form of accurate statistics
- Provides a user friendly database for accessing and sorting the information
- Provides an initial estimate of the total cost for recovery. This information can be used to support fundraising efforts.

## **Developing a preliminary budget**

Financial resources can make or break a long term recovery program. Once again, the structure of your program will dictate the degree to which you will be involved in the financial side of recovery, but regardless of the structure, you will need funds with which you can operate. The LTRG itself and/or your partner agencies will need to identify and acquire not only the resources to meet the unmet needs in your community, but also those that will be needed to fund administrative expenses.

It is the responsibility of the governing body to develop a preliminary budget for the LTRG. The budget should show all of the expense areas that are anticipated, including client related expenses such as materials, services, paid contractors, volunteer related expenses, etc, and administrative expenses such as salaries, facility expenses, utilities, communications and other office expenses, etc.

This budget will be preliminary, and it is not surprising that most LTRGs have difficulty coming up with a comprehensive budget early in the program. But, it's important to begin to understand something about your need for resources. Having a budget will be important when you solicit funds from foundations and other organizations. Once the program is up and running the budget can be adjusted based on actual experience. It will be the responsibility of the governing body to monitor income and expenses and make adjustments as needed.

A well done community wide unmet needs assessment can provide valuable information for your preliminary budget in the area of client expenses. It will also give you a basis for estimating your administrative structure and associated expenses.

## **Administration**

Depending on the structure of your LTRG, there will be a certain amount of administrative staff (paid and/or volunteer) and facilities (office, phone, etc) that will be needed. Many groups struggle because they neglect this factor, thinking that they can run a long term recovery effort on a shoestring.

Critical to long term recovery are the people who oversee the day-to day operations of the recovery program and guide the process. This group may consist of paid staff or volunteers from partner agencies.

Administration doesn't have to be expensive, but it needs to be present for a program to be successful.

**Recruit and supervise competent staff (paid and/or volunteer):**

- Assess both the need for and the availability of personnel
- Consider potential positions (paid or volunteer) that the LTRG will need in order to provide effective services and assistance to disaster clients. An LTRG may employ a program director (or coordinator), one or more case managers (frequently working for your partner agencies), a construction coordinator, and possibly a volunteer coordinator.
- Develop job descriptions for each position (*sample job descriptions can be found in Appendix 4*)
- Partner agencies around the table can sometimes provide part or fulltime staff.

**Establish human resource policies:**

- Implement administrative policies and procedures which may include paid and/or volunteer staff, salaries, payroll schedule, hours worked, paid and unpaid leave, holidays, job related expenses, reimbursements, employee benefits, sick leave, etc.
- Administer policies for handling grievances, complaint resolution, anti-discrimination practices, anti-harassment policies, drug testing, background checks, etc.

**Locate facilities & equipment:**

- Office space (paid or donated) that is secure, visible and accessible to the disaster-impacted community.
- Volunteer housing, donated or fee-based, with consideration for any costs associated with housing, such as furnishing and food expenses (*See Chapter 6 – Volunteer Management*).
- Warehouse or supply depot (*See Chapter 8 – Donations Management*).

**Resource development**

The unmet needs in your community and the scope of your program will dictate the amount of financial, volunteer and other resources needed to carry out your mission. The earlier the LTRG begins its program the better – donors will be more apt to give when the disaster event is still fresh in the minds of the public.

**Finding funds and other resources**

The preliminary budget discussed above will begin to identify the kinds of resources needed to support your program, including human, material and financial. You will also need to develop a plan on how to locate those resources. The first place to look is within the local community itself. Every community has resources (or assets), and should always take the lead with its own recovery. “Asset mapping” is a technique for identifying those local resources.

**Asset mapping**

- Start with what is present within the community: local government, volunteers, referral services, disaster response and other social service agencies, media outlets, foundations, corporations, large churches and other religious institutions, etc.
- Identify individual client capacities and abilities for recovery (this can be accomplished through the disaster case management process and/or a community wide unmet needs assessment process)
- Promote connections or relationships between individuals, between individuals and organizations, and between organizations, encouraging them to share resources as they help to meet the needs of the wider community.

- Stress local determination, investment, creativity, and control
- Create directories of social services, or augment directories that may be maintained by Information and Referral (I&R) agencies within the community (*see sample Long Term Recovery Agency Survey in Appendix 6*).
- *For more information concerning asset mapping see the link in Appendix 8.*

### **Fundraising**

Once you have developed your preliminary budget and have evaluated the resources from within the local community, you can now start to identify sources for funds that are outside the community:

- Access the available public funding streams (FEMA, SBA, HUD / HHS block grant funds, disaster unemployment, workforce development, etc.). Your FEMA VAL can help with this, along with local and state government officials.
- Develop a plan to raise the additional funds needed, including personal and family resources, grants from community and/or corporate foundations, planning special community fundraising events, direct mail appeals, state or national faith based organizations, civic organizations, etc.

## **MAJOR PROGRAM ELEMENTS**

Identifying the unmet needs in your community, developing a budget, setting up an administrative structure, and figuring out where your resources are coming from are, in a sense, all preparatory steps to the real work of long term recovery. The heart of the day to day program comes in managing cases, allocating resources, and delivering services. Following are the major program elements that will describe most of that day to day work. For further information, refer to each chapter as noted:

**Disaster case management in long term recovery** – See Chapter 4

**Construction management in long term recovery** – See Chapter 5

**Volunteer management in long term recovery** – See Chapter 6

**Communications in long term recovery** – See Chapter 7

**Donations management in long term recovery** – See Chapter 8

**Spiritual care in long term recovery** – See Chapter 9

**Financial controls and reporting** – See Chapter 10

## **MEASURING AND EVALUATING RESULTS**

Monitoring your program and evaluating results regularly will ensure the ongoing success of the LTRG. In addition to confirming that indeed progress is being made, it will also help to encourage support from donors and continued community involvement, and will provide data that will be useful for planning future possible responses. Program results can include the following:

- Number of families receiving help through your LTRG
- Number of families returned to safe and secure permanent housing
- Decreased vulnerability in the community
- Increased community resilience, etc.



## **Reviewing results**

Conduct transparent periodic reviews and evaluations of open cases as well as cases that have been closed in order to measure the progress of your program. Possible questions for the review process:

- Are we sticking to our mission?
- Have we identified the most vulnerable in the community?
- How well have we been able to locate the resources and services needed?
- Are we staying on budget and allocating available resources effectively?
- How many clients have been assisted?
- What kind of assistance has been provided?
- How many homes have been repaired and/or rebuilt so that clients can be returned to their homes?
- How many volunteers have participated in the recovery process that resulted in how many hours of work?
- Are we working in ways that will mitigate the effects of future disasters, and will the community be more resilient as the result of our efforts?
- What things are going well with the program?
- What things might be done differently?
- What might be done to better prepare us for response to the next disaster?

## **Final Evaluation**

In addition to ongoing reviews, the leadership of the LTRG should conduct a final evaluation of the program. This evaluation should include input from:

- client surveys
- LTRG partners, board and staff
- donors
- local government including state and local emergency management

The final evaluation should examine how the mission, goals and objectives of the LTRG were maintained and accomplished.

Your donors, partners and the community as a whole deserve to be thanked, so don't be afraid to celebrate once your program is complete. Make the client story the centerpiece in written and spoken word, surrounded by the visual effects of a pictorial record, and remind the community to thank the agencies and grassroots groups who embraced their neighbors in need.

## CHAPTER 4: DISASTER CASE MANAGEMENT IN LONG TERM RECOVERY

*Recovery is not only about the restoration of structures, systems and services – although they are critical. A successful recovery is also about individuals and families being able to rebound from their losses, and sustain their physical, social and economic well-being.<sup>1</sup>*

Disaster recovery encompasses interventions at the community level as well as with individuals and households. While there is inter-dependence between the recovery of the community's infrastructure and the recovery of individuals and families within that community, the mechanisms for their recovery are distinctly different.

Disaster casework and disaster case management are functions in support of empowering and of addressing the basic needs and recovery needs of individuals and families.

### DISASTER CASEWORK

**Disaster Casework** is early intervention provided by skilled helpers who aid survivors in taking next steps in their recovery. Interventions include providing accurate and timely information and referral, identifying resources to meet urgent needs, and screening for disaster program eligibility, including long term disaster case management.

This early intervention:

- helps to minimize the risk of duplication of benefits which may pose barriers for recovery;
- assists in the restoration of pre-disaster social service benefits for qualified individuals; and
- provides clients with information on the importance of record keeping for future assistance.

Disaster Casework

- is often initiated in the relief phase of disaster response; and
- may complement disaster case management in the recovery phase.

**The disaster caseworker (DCWkr)** empowers the disaster survivor to effectively access the resources available in accordance with the sequence of assistance for disaster recovery. Generally, Disaster Caseworkers have short term relationships with disaster survivors. The casework process does not necessitate continuity of care from the same caseworker. However, Disaster Caseworkers promote continuity of care by assisting with the transitioning of cases to case managing organizations (*from relief casework to long term recovery case management*) when needed and requested by clients.

Disaster Caseworkers:

- provide information and referral (I&R);
- offer short-term planning, and referrals for basic and immediate needs; and
- may transition the client to long-term disaster recovery case management.

<sup>1</sup> National Disaster Recovery Framework Draft 02/05/10 p. 2

## DISASTER CASE MANAGEMENT

Disaster Case Management is a time-limited process by which a skilled helper (Disaster Case Manager) partners with a disaster-affected individual or family (Client) in order to plan for and achieve realistic goals for recovery following a disaster.

This comprehensive and holistic Disaster Case Management approach to recovery extends beyond providing relief, providing a service, or meeting urgent needs.

The Disaster Case Manager serves as a primary point of contact, assisting the Client in coordinating necessary services and resources to address the client's complex disaster recovery needs in order to re-establish normalcy. Disaster Case Managers rely on the Client to play an active or lead role in his/her own recovery.

The disaster case management process involves:

- Outreach
- Screening and Intake for Case Management Services
- Assessment of Disaster Recovery Needs
- Recovery Planning
- Action and Advocacy (Coordination & Implementation)
- Monitoring Recovery Progress
- Closure

Providing **information and referral (I & R)** is an activity performed throughout this process.

**Disaster Case Managers (DCMgrs)** directly provide, refer, or otherwise arrange for individuals and families to receive needed services and resources identified in the recovery plan through the following actions:

- verifying unmet recovery needs by obtaining records and/or contacting vendors;
- networking with other organizations to guide client through sequence of delivery without duplication of benefits or services;
- advocating with and for clients by activities including but not limited to:
  - preparing for and making case presentations on behalf of client;
  - actively participating in long term recovery groups where such exist; and
  - providing support and advocacy with governmental and non-governmental agencies and organizations when necessary.

Disaster Case Management personnel are qualified as determined by the Organization by life experience, skills, education, and training to access and coordinate services for the populations served. Disaster Case Managers may be Employees or Volunteers. Disaster case managers demonstrate helpful inter-personal skills and ethical conduct.

Disaster Case Managers adhere to the following underlying **values** for service:

- Caring and compassion for all people is the foundation for all we do.
- Work is accomplished in a respectful, non-judgmental, and non-discriminatory manner.
- Trust, mutual respect, and equal partnerships of survivors and community service providers are essential elements of our work.
- All people have inherent dignity, worth and autonomy.
- Human relationships are essential to hope and healing.
- Integrity is an essential component of our work and service in helping survivors navigate through the sequence of disaster assistance.

Disaster Case Managers have specialized knowledge and skills regarding:

- disaster recovery resources;
- advocacy and case presentation;
- assessment of survivors and disaster recovery planning;
- potential impact of the disaster on the Client's over-all well-being and ability to cope; and
- recovery needs of vulnerable populations following disasters.

Disaster Case Managers and Organizations respect the client's right to privacy, protect client's confidential information, and maintain appropriate confidentiality when information about the client is released to others.

## **DISASTER CASE MANAGEMENT & LONG TERM RECOVERY GROUPS**

The interaction between disaster case managers and long term recovery groups is a vital one in disaster recovery. LTRGs often coordinate recovery resources for voluntary agencies in a community during the long-term recovery process. It is therefore imperative that clear, collaborative processes and policies are in place for case managers to access such resources on behalf of clients.

There is no single "correct" way for the collaboration of disaster case management and LTRGs to be structured, as the most appropriate structure is dependent upon the nature of the disaster, the local community, the resources available, and the voluntary agencies working on the recovery. The following points should be considered:

- The Disaster Case Manager is the primary point of contact, assisting the client in coordinating necessary services and resources to address the complex disaster recovery needs. Therefore, the case manager serves as the central link between the individual and family and the LTRGs.
- LTRGs must ensure that resource allocation is only provided to clients that have been approved through the case management process.
- Identifying client information presented through the unmet needs process should be maintained as confidential. The LTRG shall not provide case specific information to any other entity external to the LTRG.
- Each LTRG should have an unmet needs review process with members experienced in reviewing cases and approving funds according to pre-determined criteria.
- There should be a fair and equitable process through which disaster case managers from various organizations may present cases to the LTRG in order to access recovery funds on behalf of their clients.
- There should be a common LTRG unmet needs application that disaster case managers in the community complete with their clients in order to access funds.
- LTRGs have the responsibility of providing orientation related to case presentation, including the forms and resources specific to the LTRG unmet needs process.
- LTRGs are most effective when they are supported by a case management advisory group. Subject matter expertise of this group may serve one or more of the following functions:
  - Provide support, guidance, resource development, and opportunities for training.
  - Offer the opportunity for peer review of cases to be presented to the unmet needs table.
  - Liaise with the other functions and committees of the LTRG.
  - Appoint a representative to serve within the LTRG leadership structure.

The optimal LTRG structure is dependent upon the needs of the local community as well as the scale, nature, and resources of the disaster and recovery efforts. There are a number of ways that disaster case managers can be in relationship with LTRGs, including but not limited to those below.

- Disaster case managers from various voluntary agencies access the LTRG through an established unmet needs committee, but operate case management services separately from the LTRG administration and infrastructure.
- Voluntary agencies may pool their resources and hire one or more disaster case managers to work as employees of the LTRG.
- One or more voluntary agencies may offer to provide case management services to individuals and families on behalf of the LTRG.

LTRGs are encouraged to consider other factors, including but not limited to:

- conflict of interest and dual relationships
- capacity of the disaster case managing organization to provide services throughout the recovery phase
- capacity of the disaster case managing organization to support the disaster case management personnel
- capacity of the case managing organization to implement services in accordance with National VOAD Disaster Case Management Committee Guidance
- applicable State and Federal laws for hiring, retention and termination of staff relative to the time-limited nature of disaster recovery
- equitable access to recovery resources whether the case manager is a representative of the LTRG or of a voluntary organization

For more information regarding disaster case management please refer to <http://www.nvoad.org/> and see the **National VOAD Disaster Case Management Committee Guidance** and the **National VOAD Disaster Case Management Committee Points of Consensus**.

## CHAPTER 5: CONSTRUCTION MANAGEMENT IN LONG TERM RECOVERY

Construction Management in Long Term Recovery consists of overseeing repairing or rebuilding of client homes to safe, sanitary, secure and functional condition. This may include repairing an existing home, rebuilding a destroyed home or relocating a home for clients that have been through the proper case management and are eligible for assistance. Appropriate Construction Management and oversight during the construction phase is extremely important. Planning for Construction Management must begin as the LTRG is forming because early decisions will affect the success of the LTR construction efforts.

The following chapter outlines crucial issues and considerations that must be addressed during this phase.

### **WHY... do we need Construction Management?**

Construction Management ensures that construction is effective, efficient, timely, and that quality workmanship meets code requirements. Consider the following keeping in mind that each state or local community may have additional laws and regulations that exceed the International Residential Code (IRC) for each of the following:

- Local zoning restrictions
- Building codes – all new and repair construction must meet local codes
- Repair, remove, and/or disposal of hazardous material, i.e. lead, asbestos, mold, etc.
- Mitigation – houses should be better prepared to withstand a future disaster
- Floodplain levels – house must be elevated above the local floodplain levels
- Cost – Houses must be safe, sanitary, secure, and functional, but also should be cost-effective
- Volunteer labor vs. Contractors – Who will do the construction?
- Special client needs

### **WHEN... does Construction Management get involved?**

- Construction Management (the first involvement) will assist Case Management by completing an estimate of repair.
- Case is fully funded and approved by the long term recovery group for repair or rebuilding.

## **COMPONENTS OF CONSTRUCTION MANAGEMENT**

### **1. Construction Management – *for sample job description see Appendix 5***

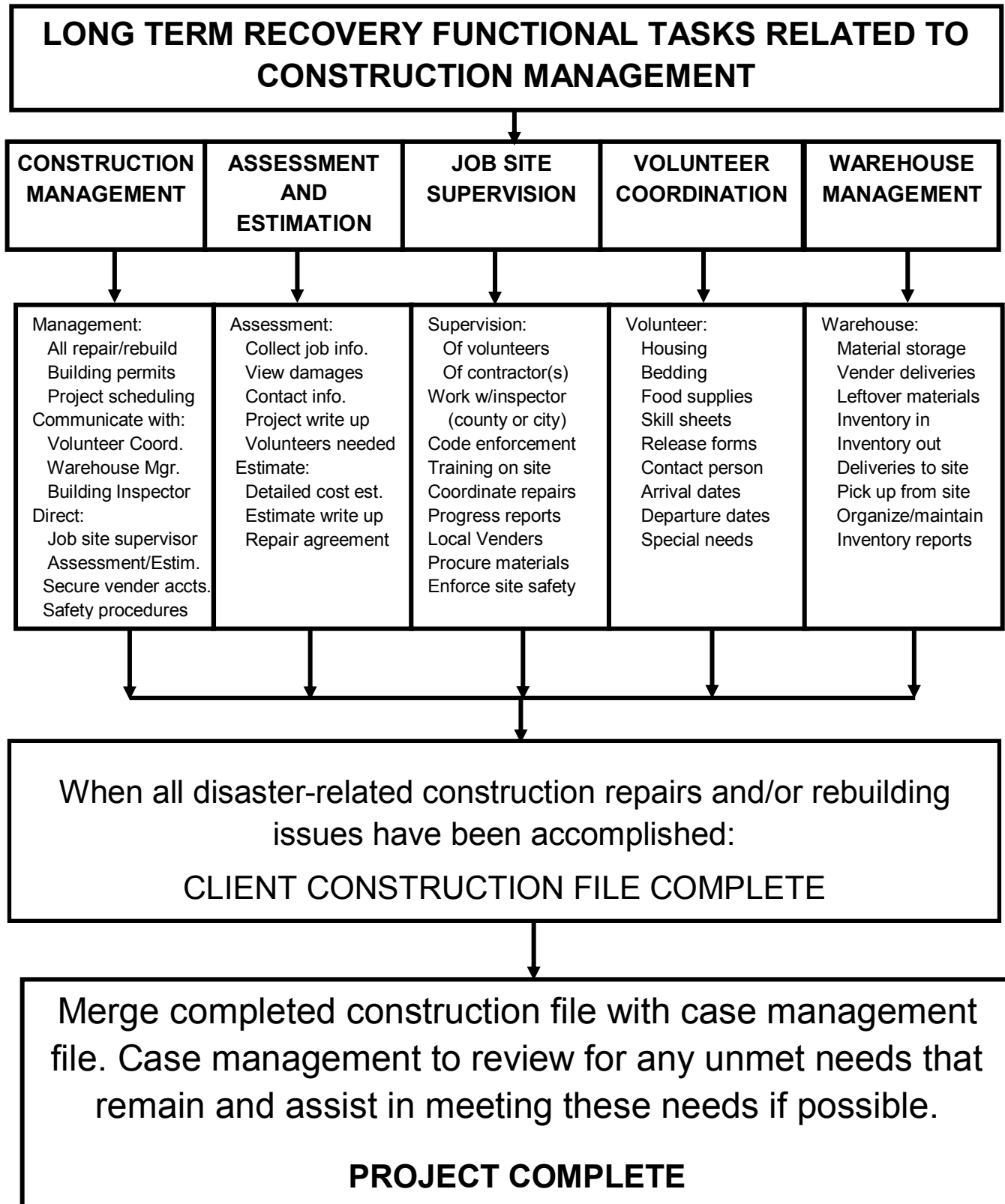
The Construction Manager will typically oversee the entire process of Construction Management Responsibilities and the need for additional staff may vary depending upon the scope of the response.

### **2. Assessment and Estimation – *for sample job description see Appendix 5***

Assessment and Estimation are vital to the repair and rebuild process and must occur during Case Management. Assessment and Estimation determine the cost-of-repair when developing a recovery plan for the client. This fundamental information informs funding decisions for each client. Construction Assessment includes details of the entire repair process, should outline volunteer and contract labor needs including the time required from start to completion of the project. Estimation includes a list of materials needed to complete the project. The estimate used for funding the project should include sales tax and a 10-15% overage for incidentals and unanticipated needs.

### 3. Job Site Supervision – for sample job description see Appendix 5

Qualified supervision needs to be in place for each job site in order to ensure quality workmanship, safety, efficiency and code compliance. Supervision will direct volunteers, contractors, tools, equipment and materials; addressing issues quickly and ensuring continued progress on the job site.



## Where to find skilled leadership

Locating construction managers, estimators, and/or job site supervisors can be difficult after a disaster, whether they are paid or volunteer. Some suggestions:

- Long term (extended stay) volunteers with construction knowledge
- Retired individuals experienced in that field
- “Gifted” staff from for-profit or not-for-profit entities, even for a limited time, until other options can be secured
- If funding is available, hire local staff whenever possible

## Confidentiality

Confidentiality is important in construction management. For a review of this issue, see the chapter on Case Management.

## Risk Management

Risk Management is a method of limiting risks and liabilities while ensuring a safe working environment for the volunteers. A document should be developed by your LTRG outlining the Risk Management policies for the organization.

Liability Insurance should be provided by the LTRG or by volunteer agencies.

- Every volunteer should sign an appropriate *Release of Liability* form.
- A *Release of Liability* should be obtained from the homeowner prior to starting work on the client's property.

It is good to have Standard Safety Practices for construction work. These typically include things such as age limits, working with power tools, working at heights and working with dangerous or hazardous materials. Many National VOAD agencies that do construction management have Standard Safety Practices that could be used as a reference for a LTRG in setting up a Risk Management plan.

## Volunteer Age Limits

There are different views on the topic of age limits of construction volunteers. The following are some considerations:

- Federal, state and sometimes local labor laws place restrictions on youth under 18 working on construction sites, using power tools, and working at heights. Take these into consideration when making guidelines regarding youth volunteering on construction jobs.
- Younger, less skilled volunteers need good supervision, and local LTRGs will need to decide if they have the capacity to provide the necessary supervision to ensure that volunteers are safe and projects are done right.
- Verify insurance policy coverage if youth will serve as volunteers.

## Statement of Understanding

A Repair Agreement, often called a *Statement of Understanding*, should be prepared and signed by every client that requires any type of repair/rebuild. The *Statement of Understanding* should include client contact information, project location, client responsibilities, scope of work, and signature of satisfaction. This document sometimes includes the Client's Release of Liability, as well. See the sample *Statement of Understanding* in Appendix 6.



## Deferred Maintenance and Pre-Existing Conditions

Deferred Maintenance or pre-existing conditions (resulting from wear and tear, prior disasters, and/or neglect) will often be an issue throughout the recovery process. Even when deferred maintenance problems are present and not directly disaster related, the disaster will often exacerbate the problems. Issues that will demand that deferred maintenance be addressed are:

- Code Requirements
- Mitigation Requirements
- Safety or imminent danger issues
- The need to bring a home to a Safe, Sanitary, Secure and Functional condition

## Building to Codes

It is recommended that all rebuilding or repairs are in accordance to the IRC (International Residential Code, which is a minimum standard) and local codes, with local codes prevailing if there is a discrepancy between the two.

## Mitigation in Long Term Recovery

Mitigation is the ongoing effort to reduce a disaster's effect on people and property. This means taking action to reduce or eliminate long-term risk from hazards and their effects.

Building for increased wind speeds in coastal zones, for fire resistance in areas of fire danger, or earthquake resistance in seismic zones are all examples of recommended mitigation practices.

Ideas, best practices, and tips are available in various places, including the following web sites:

- FEMA's Mitigation Best Practices website, <http://www.fema.gov/plan/prevent/bestpractices/index.shtm>
- Federal Alliance for Safe Homes (FLASH), <http://www.flash.org/>

## Tracking and Record Keeping for Construction Projects

Thorough tracking and record keeping is necessary for good management of construction projects. Project tracking and record keeping should include but is not limited to:

- Project Status:
  - Status may include (R) Ready, (IP) In progress, (H) Hold, (C) Complete, (CL) Closed
- Volunteers Hours:
  - Volunteer hours are very important to log and submit to local emergency management. The value of volunteer labor may be used to offset the State cost share after a federally declared disaster. Refer to FEMA for those dollar amounts per volunteer hour and the eligibility for cost share for the state.
  - Volunteer hours, seen as in-kind donation, can also be effective when applying for some grants.
  - Several automated databases exist to track volunteer hours.
- Financial tracking and record keeping:
  - Track construction expenses on all jobs separately to avoid overspending on any funded project.

Collecting and reporting volunteer hours is highly recommended.

- Contract Labor:
  - When using contract labor it is recommended to keep records/copies of at least the following:
    - Starting and completion dates
    - Any permit they have pulled
    - Licenses
    - Liability insurances
    - Warranties
- Permits and Inspections
  - It is recommended, when using volunteer labor, that the homeowner pulls their own permits, making the homeowner the contractor. When the LTRG pulls permits it becomes the contractor, and therefore is liable for all the activities related to the project.
  - All permits and inspections should be copied and recorded.

### **Documents and Sample Forms**

In addition to what has already been discussed, following are sample documents and forms used in Construction Management that can be found in Appendices 6 and 7:

- Right of Entry and Release of Liability Waiver
- Assessment Worksheet
- Estimator's Check List (3 pages)
- Work Group Information Record

For more information regarding construction management please refer to <http://www.nvoad.org/> and see the **National VOAD Repair and Rebuild Points of Consensus**.

## CHAPTER 6: VOLUNTEER MANAGEMENT IN LONG TERM RECOVERY

### INTRODUCTION

*“Some people are fortunate enough to earn their livelihoods in jobs that directly help to create a more peaceful, just and sustainable world. But much of the efforts to make life better for our communities and our world are done by volunteers -- people who work for a better world without pay. Volunteers ARE creating a better world, one person and one act of kindness at a time.” -- [Robert Alan](#), American Writer/Artist/Social Activist*

National Voluntary Organizations Active in Disasters (National VOAD) recognizes that volunteers are inherently valuable and, when properly coordinated, make up an essential part of the human resources needed to respond to disasters of all magnitudes. In times of disaster, people are drawn to help their neighbors physically, spiritually, and emotionally. We believe volunteers’ skills are best utilized and are most effective when they volunteer as part of an established organization trained in disaster response activities. However, we realize that not all volunteers will be affiliated with an organization and trained prior to a disaster. We acknowledge that they too are a valuable resource and should receive the same level of care. In addition, we acknowledge that volunteer organizations have the right to select volunteers in agreement with their Mission, Code of Conduct and Statement of Faith.

When referring to volunteer involvement it is helpful to use consistent terminology. The following terms and definitions are recommended:

- **Affiliated volunteers** are attached to a recognized voluntary or nonprofit organization and are trained for specific disaster response activities. Their relationship with the organization precedes the immediate disaster, and they are invited by that organization to become involved in a particular aspect of emergency management.
- **Unaffiliated Volunteers**, also known as Spontaneous, Emergent, and/or Convergent Volunteers, are individuals who offer to help or self-deploy to assist without fully coordinating their activities. They are considered “unaffiliated” in that they are acting independently, as an individual or group, outside of the recognized coordination system of the impacted jurisdiction(s).
- **Convergent Groups** include individuals that may have a distinguishable identity, organizational structure and a collective desire to assist. These groups do not have an affiliation. They are considered “Convergent” in that they are acting independently, as an individual or group, outside of the recognized coordination system of the impacted jurisdiction(s).

Volunteers are a key component to disaster response and should be managed and treated as a valuable resource throughout all the phases of disaster. While successful use of volunteers is important in preparation, response and mitigation, particular issues will arise in long term recovery.

During long term recovery, it is preferable for volunteers to work through the local *Long Term Recovery Group* (LTRG), or an agency collaborating with the LTRG. This will help ensure that resources are managed appropriately and unmet needs are addressed more effectively.

Since volunteers come with many different skills, it is important for LTRGs to place volunteers in roles to fit their abilities. Those skills and abilities may include but are not limited to, debris removal, cleaning out homes, repairing/rebuilding homes, case management, program leadership, office skills as well as professional services such as legal advice, accounting, and computer expertise.

Volunteer service is a valuable asset offered to the disaster survivors, but can also serve an important role for LTRGs seeking additional funding. Volunteer hours are considered an in-kind donation and can be leveraged by LTRGs when applying for grants.

## **IMPORTANT ELEMENTS IN A VOLUNTEER PROGRAM**

### **Volunteer Make-up:**

- Will there be age limits, and what kind of work will be available?
- Will you supply supervision or are the volunteer teams self-managed?
- What are the appropriate numbers of volunteers? This is determined by the amount of work, the available housing, and supervision.
- Short term volunteers: usually in the area for one day to one week
- Long term volunteers: usually in the area for two weeks to several months

### **Legal Considerations:**

- Liability and medical insurance
- Client Confidentiality
- Release of liability

### **Hosting Volunteers:**

- Accommodations
  - Typical sites to accommodate volunteers include churches, unused buildings, homes, apartments, camps, schools, tents (may need signed agreements with property owners).
  - Should there be a cost? If so, what does it cover?
  - Are separate arrangements available for males and females?
  - Keep in mind the age group of the volunteer. The younger volunteer may be fine with sleeping on the floor with a bed roll which may not suite the more mature volunteer.
  - Showers?
  - Laundry?
  - Kitchen facility?
  - Internet/phone?
  - RV hook-ups?
- Will you provide meals?
- Community hospitality? (Discounts from local businesses?)
- Maps of area and emergency facilities
- Gifts? (T-shirts, small thank you to express volunteer appreciation)

## **VOLUNTEER MANAGER / COORDINATOR**

The Volunteer Manager/Coordinator is a vital link in connecting valuable resources to those with unmet needs. Working closely with the volunteers, disaster survivors and agencies/donors, the task of the Volunteer Coordinator is to utilize volunteer help where it will address the greatest need. This will require close collaboration between the volunteer coordinator, case manager and construction coordinator (*see sample job description Appendix page 5*).

Agencies that are managing volunteers for a recovery should be included at the LTRG table. A Volunteer Manager/Coordinator will oversee a number of functions which may include:

- Communications with volunteers
- Accommodations
- Orientations
- Debriefings
- Recognition
- Evaluations

*For samples of forms and documents used by Volunteer Management, please refer to Appendices 6 and 7.*

For more information regarding volunteer management please refer to <http://www.nvoad.org/> and see the **National VOAD Volunteer Management Points of Consensus.**

## CHAPTER 7: COMMUNICATIONS IN LONG TERM RECOVERY

Having a good communications strategy is essential for the success of an LTRG. A recovery group that tells a timely, accurate and compelling story can make the most of opportunities to connect with donors and volunteers. Further, keeping the community informed as disaster recovery progresses will also promote good will and mitigate the effect of rumors or possible complaints from individuals who have not received help (often for very good reasons). Because of this it is important to develop a relationship with the media – they can be your best friend.

Good communications is:

- Clear - simplicity in the message
- Concise - the shorter the message, the more likely the audience is to absorb it
- Consistent - the message is based on the LTRGs mission
- Collaborative – the message encourages involvement by many in the community
- Credible – the message produces confidence in the LTRG and its program
- Contextual - the message takes place within an environment that is expected, familiar and comfortable to the audience
- Compelling - the message has meaning to the audience and motivates
- Creative – the message employs established channels of communication and look for new ones

When putting together a good communications strategy, there are multiple audiences that need to be considered:

- Partner agencies and members of the LTRG – monthly, quarterly and annual reports should be provided summarizing cases closed, work completed, cases remaining, funding needs, LTRG finances, etc.
- Volunteers - Communicate regularly with volunteers to encourage future participation
  - Maintain a volunteer database by specialty areas, skill level, and availability.
  - Publicize your volunteer needs through local media and through national venues such as National VOAD
- Other stakeholders in the community including government, donors, etc.
  - Organize and facilitate public meetings to provide information and receive feedback
  - Maintain a list of donors, government officials, and special interest groups
  - Establish communication protocols based on prearranged agreements with identified partners and donors
  - Respond to requests and inquiries in a timely fashion
  - Protect client confidentiality when communicating recovery stories

When dealing with the media, following are some guidelines:

- Appoint, educate and support a designated media contact person
- Develop and maintain media contact lists and call logs
- Issue periodic press releases - inform media about LTRG successes and needs
- When communicating with the media, be sure to highlight the work of your partners and LTRG member organizations
- Respond to media requests and inquiries in a timely fashion

**Use pictures instead of just words**

Effective communications means using pictures as much as possible. Remember to get a signed consent form from clients and/or volunteers before publishing their photo.

## CHAPTER 8: DONATIONS MANAGEMENT IN LONG TERM RECOVERY

Understanding donations management is another key component to every community's recovery effort. Responders who understand their community's needs communicate the importance of cash donations in helping to meet those needs. Responders who know how to effectively manage donated goods are more efficient at leading their community toward recovery. Effective communicators and collaborators are more successful in fulfilling needs because they invest in relationships with other responders (including local and state government) as well as the media. Offers of donations will be at their peak immediately after a disaster and can overwhelm a recovery effort. For this reason, the earlier the LTRG can communicate its needs to prospective donors the better.

Some of the questions that the LTRG need to ask when dealing with donations are:

- How will we handle cash donations?
- Will we handle donated goods?
- What is needed and when will it be used?
- Where will we store donated goods?
- How will we staff?
- How will we manage (record keeping, etc) the donations?
- Who will oversee distribution?
- What equipment will we need to receive goods?
- Will we need to handle transportation of donated goods?
- Can donations be shared with other partners?
- What do we do with surplus or unneeded donations?

It is difficult to anticipate every need in a recovery program ahead of time. As we noted in the introduction to this guide, there are several phases of a disaster. Each of these phases will require different donations to match the needs that arise for that period. Examples of donations that could be needed during the recovery phase would include:

- Cash
- Building supplies
- Hand tools
- Personal protection equipment
- Appliances
- Furniture and beds
- Professional construction related services (e.g. architects, structural engineers, electricians, HVAC specialists, etc.)

Cash is always the best form of donation. When LTRGs are able to buy needed items, they are also reinvigorating a hurting local economy. Make sure your LTRG has a cash policy in place to insure proper record keeping.



## WAREHOUSING AND DISTRIBUTION

In many cases your recovery effort may not require a large warehouse, although storage of unused building materials from construction sites will be needed (*for more information please refer to the Chapter 5 - Construction Management*). In a large donations program, a warehouse is used to receive bulk items and may serve as a staging area to sort and repackage supplies to be sent to a distribution center. The warehouse is not generally open to the public. Distribution centers are intended for clients to pick up supplies.

### Warehousing

Depending on the size of your donations program or disaster, you may find it necessary to operate a multi-agency or a state warehouse. Assuming that your program will have the need for a warehouse, there are numerous places where you can look in order to find donated space, beginning with your state or regional VOAD. VOAD members may have relationships in place to secure space, such as local businesses, local or state government, local realtors or investment companies. Most LTRGs are able to find warehouse space where you will not have to pay rent.

When selecting a warehouse there are several issues to keep in mind.

- Location
- Access
- Size and configuration
- Operating costs including rent (if any), insurance and utilities
- Staffing needs

Having easy truck access to the building is important, but it is equally important that your LTRG have after-hour access to the building as well. Sometimes you are bound by the hours of operation of the donor who has provided free space.

When choosing your warehouse, keep in mind how many loading docks you will need. If you are responding to a large-scale regional disaster you will want to be centrally located for the convenience of all the counties involved.

It is also important to determine your liability coverage on the building, equipment and staff.

Other items to consider are:

- Who pays the utilities?
- What equipment will be needed to operate (forklift, shelving, box truck, pallet jacks, etc.)?
- Are forklift operators required to be certified?

### Distribution

Distribution centers are the points of contact with potential clients. Some distribution centers may resemble a thrift store. However, only families affected by the disaster are permitted to select and remove items for personal needs. Most distribution centers are only open during the response phase but may be open through the recovery depending on need. Make sure the distribution center has easy access and is located near the disaster area. Remember, some potential clients may have lost their transportation and will be on foot.

The distribution center may be the place where you make the first contact with clients who are in need. Your LTRG may consider having a caseworker at each distribution site to begin the case management process. It is important to keep complete, confidential records of all clients served and goods distributed.

**Considerations:**

- Flexible hours of operation
- Staffing
- Bags and boxes for clients
- Equipment (carts, dollies, pallet jacks, etc.)
- Secure filing cabinet for confidential information

**Distribution Centers vs. PODs**

Distribution Centers and PODs (Points of Distribution) are two distinct operations that function in different phases of disasters but can resemble each other in some situations.

PODs usually are set up immediately after a large disaster event in centralized locations where the public can pick up life sustaining commodities. These commodities usually include shelf stable food, water, ice and other items as needed.

These PODs usually stay open and serve the public until certain parts of the community infrastructure are back up and running enough to support and sustain the food, water, and other needs as in normal times.

Distribution centers are then set up in conjunction with the case management process providing for longer term survivor needs.

**Staffing**

When preparing to open a warehouse or a distribution center you may wish to contact one of the National VOAD members who are experts in warehousing. National VOAD members who are experts in this area may be able to assist your LTRG by providing training and may provide staffing as well. Make sure your LTRG leadership is informed of local and state guidelines for volunteer and labor codes. In many cases, volunteer and paid staff may have different labor guidelines.

When training staff, insist upon safety first. Be respectful and courteous of disaster survivors and free of discrimination.

**Transportation**

Liability issues surrounding transportation are always of great concern, but transportation is an essential part of warehousing. As decisions are made about transporting goods, keep in mind:

- Is your LTRG insured to transport?
- Would a local trucking company donate services?
- Is there a local VOAD member with transportation equipment and experience?
- Do you have a file of licensed drivers with background checks?
- How will fuel cost be covered?
- When using a donated vehicle confirm proof of insurance, registration and valid license plate.

**Unsolicited donations**

Remember, not all unsolicited donations will be needed. Chapters could be written from the experience of your fellow LTRGs around the country about the agony of dealing with unnecessary items. You DO need to be selective when receiving goods and determine if donated items in good condition and whether they are new or used items. It is okay to say, "No."

Some general guidelines that apply to all donations:

- Receipt all donations
- Send thank you notes
- Keep track of inventory
- Only accept appropriate donations
- Ask local media to appeal to the community for items needed
- Churches and vacant retail stores are great locations for distribution
- Make requests known to all disaster partners
- Consider carefully before accepting clothing. Suggest alternatives to clothing donors: host a yard sale and donate the funds, give clothing to thrift store and make a donation of the tax deductible amount to the LTRG, provide clothing to groups who help with career counseling
- Accept prepared foods to distribute only from commercial distributors. Be careful, local restaurants may try to get rid of food due to loss of refrigeration.

For more information regarding donations management please refer to <http://www.nvoad.org/> and see the **National VOAD Donations Management Points of Consensus.**

## CHAPTER 9: SPIRITUAL CARE IN LONG TERM RECOVERY

*Spiritual care has an important role in all phases of a disaster, including short-term response through long-term recovery. Assessing and providing for the spiritual needs of individuals, families and communities can kindle important capacities of hope and resilience. Specific strategies for spiritual care in this stage can bolster these strengths.<sup>2</sup>*

The transition from the emergency relief stage of disaster to long term recovery can be painful and confusing for a community. Survivors of disaster will naturally and quickly build a view of the community after disaster with reference to the many agencies and organizations that have appeared during the emergency phase to help. Some agencies that specialize in emergency response may have visibly different roles in long term recovery. Some people who responded initially may not be replaced when they finish their deployments. Disaster response agencies provide important long term recovery assistance; nevertheless, transformation to long term recovery in the community may be accompanied by feelings of abandonment. This is an especially important time for spiritual care providers to attend to such feelings.

While a disaster may have initially evoked feelings of rage, dismay and shock, the transition to long term recovery may involve feelings of exhaustion, confusion and despair. Spiritual care providers will care for individuals, families and the community in many of the same ways in the long term stage as in the emergency phase, but with attention to the transforming feelings. Some key spiritual care activities that can focus the needs of this stage include:

- Community Spiritual Assessment
- Spiritual Care Interventions to kindle Hope
- Attention to emotional and spiritual issues around Anniversary Times
- Organized Community Services of Memorial and Remembrance
- Retreat Opportunities for Care Givers

### COMMUNITY SPIRITUAL ASSESSMENT

The transition to long term recovery in a disaster can be a fitting juncture to consider performing a community spiritual assessment. The principle behind a community spiritual assessment is simply to identify Spiritual needs for which the community may not have ready assets. It will help to identify these needs in a concrete way that can be articulated while designing the long term recovery plan. Numerous agencies and organizations with an interest in spiritual care will endeavor to meet these identified needs.

A community spiritual assessment could be performed by an inter-disciplinary group made up of community faith leaders, disaster response personnel and community volunteers. They could meet to discuss the community's needs and assets around the following dimensions of concern:

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<sup>2</sup> "National VOAD Spiritual Care Points of Consensus"

## Holistic Dimensions

- **Public Health Dimensions** - Has the disaster involved injury or death? Was there an interruption in food supplies? Has the disaster threatened the community public health? Has the disaster jeopardized safe water supplies?
- **Psychological Dimensions** - How intensely is the community traumatized by the disaster? Are there adequate numbers of mental health professionals in the area? Were the mental health professionals in the area adversely affected by the event?
- **Psycho-social Dimensions** - What are the key material and personal resources that this community possesses? Is the economy of the community threatened by the disaster? Were large numbers of people unemployed by the disaster?
- **Neighboring Community Dimensions** - Do the neighboring communities possess resources that can assist at this time? In what ways are neighboring communities also affected by this disaster? Are there adequate numbers of volunteers? Are the volunteers taxing the resources of the community?
- **Ethnic and Cultural Dimensions** - In what ways does the community's ethnic make-up affect the way various groups perceive the disaster and response? Do any of the ethnic groups present in the community require special consideration?
- **Societal Issues Dimensions** - How do class, ethnic, gender, language or educational barriers affect the way this community is perceiving the disaster? Are there populations that may feel they don't have a voice?
- **Community Leadership Dimensions** - How equipped to handle the demands of disaster recovery is the community leadership? Have they worked through similar events in the past?

## Spiritual Dimensions

- **Beliefs and Meaning** - Are there predominant religious expressions in the community? In what way do minority religious expressions need special consideration? Do the various religious communities interpret disaster in distinct ways?
- **Vocation and Consequence** - Does this community have a vision for itself distinct from this disaster? Has the disaster threatened, bolstered or altered that vision?
- **Community History and Story** - What themes are prevalent in this community's history? Are there previous challenges, setbacks, disasters?
- **Courage and Growth** - Are courage and altruism being exhibited during this disaster? Is there a sense of transformation present?
- **Ritual and Practice** - Has the community organized corporate ritual experiences during the disaster? Is there a plan for continued ritual expression, e.g. anniversaries?
- **Community Cohesion** - Does the community seem cohesive and unified during recovery? Are there significant groups or persons external to community cohesion?
- **Spiritual Leadership** - How equipped are spiritual leaders to handle the demands of disaster recovery? Have they worked through similar events in the past?

The community spiritual assessment can identify areas in the community's spiritual life that have assisted during the disaster as well as areas that may benefit from further development and attention. Numerous agencies and organizations have the ability to attend to these areas through training, consultancy, deployable personnel and other resources.

## **Spiritual Care Interventions can kindle hope**

The concept of hope may be as difficult to explain and define as the concept of spirituality. This may be the case because the two are somehow connected. Hope seems to be a capacity to hold—in a present time of struggle—a sense of wholeness and strength that rests in a transcendent force. For some people, this force may be a sense of the Divine. For others, this force may be a sense of the strength of community. It must be somehow transcendent from the “self.” Gabriel Marcel described hope this way:

*“Hope consists in asserting that there is at the heart of being, beyond all data, beyond all inventories and all calculations, a mysterious principle which is in connivance with me.”*

and further:

*“There can be no hope that does not constitute itself through a we and for a we. I would be tempted to say that all hope is at the bottom choral.”*

Hope is the central capacity that contributes toward personal and communal resiliency. It enables individuals, families and communities to endure great hardship with courage. The maintenance of hope during times of struggle is a central priority of spiritual care providers. The loss of hope is despair.

Despair is one of the most crippling human spiritual conditions. It can adversely affect many other areas of physical, mental and spiritual health. Despair can begin to take root when tasks seem insurmountable and conditions seem unsolvable. Therefore, some of the most powerful interventions that can be performed by spiritual care providers are interventions that specifically stimulate a sense and experience of hope in individuals and communities.

Seeking opportunities to appreciate a form of beauty is one powerful intervention. Natural and created beauty both infuse our spirits with a sense of strength and energy which transcends temporal concerns. Especially when times are hard and burdens are heavy, people must take time to enjoy sunsets and flowers, music and meaningful personal interactions.

Survivors also draw hope from prayer, meditation in one’s sacred writings, connecting with a community of faith and/or consulting with a spiritual care provider. A spiritual care provider can facilitate a guided conversation around specific themes with an individual or a family. People are encouraged to verbalize tangible examples of successes during other periods of difficulty in several areas, including:

- Personal—One’s personal life history
- Family—The broader history of one’s parents, grandparents and ancestors
- Cultural—The experience of one’s nation, ethnicity and culture
- Spiritual—The history of one’s faith group or spiritual perspective.

These arenas represent concentric circles of existence and meaning in life. When one brings to mind examples of success in the face of adversity, a renewed and bolstered sense of hope emerges that can sustain an individual, family and community throughout the current crisis.

## **ATTENTION TO EMOTIONAL AND SPIRITUAL ISSUES AROUND ANNIVERSARY TIMES**

Anniversaries of disasters require special concern for emotional and spiritual care providers. Even long after the initially strong feelings of fear, anger and pain have passed, an anniversary of the event can trigger these feelings again. This may be true both for victims of the disaster and for volunteers and staff of disaster response agencies who responded to the disaster.

Community spiritual care providers and faith leaders should be attentive to the special care that may be helpful for their congregants and for themselves during these times. Community memorial services can be helpful in giving voice to and space for some of the strong feelings prompted by an anniversary.

Management and leadership of disaster response agencies should consider planning emotional and spiritual support for their volunteers and staff. It is equally important to communicate that such support is available to all who find themselves experiencing overwhelming feelings associated with the event or its anniversary.

### **Organizing community services of memorial and remembrance**

Public community gatherings to mark transitions and anniversaries are crucial to long-term healing following a disaster. These events can punctuate the feelings of a community and speak aloud that which is can be hard to articulate.

Tremendous care and sensitivity must be taken when planning for public community services of memorial and remembrance. The language used and images and symbols invoked must be appropriate for an inter-faith audience. The representatives and leaders who take part must represent a broad cross-current of the community. The format must be accessible to people from diverse religious backgrounds, especially those who may not be accustomed public religious gatherings.

Successful and appropriate services involve the community members, survivors of the disaster, and local faith leaders both in the planning and in the implementation of the event. These persons can speak to the feelings that need memorializing and guide the planning in ways that lead to an event that the entire community embraces.

While anniversaries are important on a communal level, they are also important on individual levels. Spiritual Care Providers who provide long term care to persons who have lost loved ones may pay attention to anniversaries, holidays and other milestones in life—recognizing that these can be tender times during a grieving process. Even verbal acknowledgement that these times can be challenging can bolster the spirit of a grieving person.

### **Retreat opportunities for caregivers**

Spiritual care providers are vulnerable during times of disaster and must be cared for, too. One valuable spiritual care provision for the care providers themselves is the availability of retreat opportunities during the long term recovery stage. This may be especially important for local community faith leaders, LTRG leadership, and local political leaders who are tempted to endure long working hours for extended periods of time at the expense of their own self-care. Several disaster response agencies have experience sponsoring and offering these opportunities. The retreats can include education about self-care and coping with the needs of the long term recovery stage, but they best center on providing a time of quiet rest and replenishment for the participants.

For more information regarding disaster spiritual care please refer to <http://www.nvoad.org/> and see the resource ***Light Our Way*** and the **National VOAD Disaster Spiritual Care Points of Consensus**.

## **CHAPTER 10: FINANCIAL CONTROLS AND REPORTING**

An LTRG must assure its donors of its responsible use of resources. Effective financial management and controls will make it difficult or impossible for organizational funds to be used improperly and will help to ensure regular and accurate reporting. It is the responsibility of the governing body, along with your fiscal agent, to ensure that good financial controls are in place.

Financial controls and systems are one of the first things a new LTRG should consider and implement, as the current climate of heavy scrutiny makes grants contingent upon an identified process for receiving funds, disbursing funds, and reporting the use of funds. A good financial control system will focus on transparency and accountability.

Key considerations are as follows:

### **HANDLING MONEY**

- All incoming-funds should be independently seen, recorded, banked, and accounted for by two or more persons.
- Someone other than the person who opens mail should compare each incoming check with issued receipts.
- All expenditures should be approved by someone other than the person who signs checks.
- Someone other than the person who issues checks should do monthly bank reconciliation.
- Require at least two signatures on all checks.
- Checks should never be signed “ahead” by one or more of the signatures.

### **FINANCIAL REPORTING**

- A Balance Sheet presenting the LTRGs assets and liabilities should be produced at least quarterly.
- A monthly Statement of Income and Expenses, with line item detail of project/program income and expenses, should compare the current period’s fiscal performance as well as the year-to-date income and expense performance to the annual budget.
- In addition to demonstrating a level of leadership and vision, a simple analysis of budget variances (i.e. “why did we over- or under-spend in a particular area?”) is helpful in keeping an LTRG on track and in future programmatic decision-making
- Financial reports should present information in the same format in each reporting period.

### **THE AUDIT PROCESS IN FINANCIAL MANAGEMENT**

- In the organizing stages, an LTRG should look to the community for a CPA (or professional bookkeeper) willing to serve as a consultant to the Board. An unbiased, trained set of eyes reviewing financial controls and procedures on a regular basis (perhaps as often as quarterly) during the formative stages of the LTRG can make sure a solid money-handling and reporting system avoids problems. Your CPA consultant may be willing donate audit services for the annual audit.



- Make the audit process the foundation of your financial controls. Audits by certified public accountants assure the Board (who has ultimate responsibility) and funders that an organization has adequate controls, but an annual audit may be too late if proper controls have not been implemented early on.

## **REPORTING TO DONORS**

- Reporting to donors and contributors is hard work that goes beyond the “asking” to include 1) reporting the use of donated funds and goods and 2) interpreting that use in terms of the numbers of families assisted, the nature of the assistance provided that if not provided would have deterred reasonable recovery for the recipient, and on-going identification of emerging needs.
- Some donor organizations designate funds and/or require written or electronic reports at particular stages of expenditure. These requirements should be met in a timely manner.
- Other donor organizations will not require such tight reporting, but should receive regular reports (i.e. updates on emerging victim/survivor needs, funding needs, and monthly financial reports).
- All financial donors of substance should receive copies of annual audits.
- All financial donors should receive a comprehensive closing report of finances and assistance programs.

## **OTHER CONTROLS**

- An LTRG receiving large quantities of in-kind material or equipment donations for its own use or redistribution should develop and implement a system of secure files for legal documents proving ownership and inventory.
- Train board members and staff on the financial management system implemented in order to assure their understanding of the financial reports.
- Staff may be able to better manage program budgets and project their casework needs if there is a transparent sharing of financial reports.
- Establish policies on retention of financial records.

## CHAPTER 11: WHEN THE WORK IS FINISHED

### WHAT HAPPENS NEXT?

As the Long Term Recovery Group sees that they have completed the work of assisting clients in accomplishing their recovery plans, the next logical question is “What happens next?” How does the LTRG know when it’s ready to do a final evaluation? The following are some indicators that might help with that decision:

- All known cases have been completed.
- Financial, material and/or volunteer resources are exhausted.
- The enthusiasm and energy of the leadership is gone and/or there is no one willing to provide leadership
- Partner organizations and member agencies are no longer participating.
- A pre-agreed to end date for the program has been reached.

If one or more of these indicators are present, the LTRG is probably ready to start thinking about making a transition. Following are some examples of what the future might look like:

- Maintain the LTRG in a reduced form for a future disaster
- Transition to a mitigation organization in order to reduce vulnerability and increase resilience in the community
- Transition to a local or regional VOAD in order to maintain the local partner network, and to provide disaster preparedness training
- Agree that the “mission has been accomplished” and close down the LTRG

As the LTRG is considering its direction for the future, discretion is important. Clients may become nervous about the organization changing its direction, as might donors and other stakeholders. Timing and appropriate communication are critically important.

In addition, before you are ready to close up shop or transition to a new future, there are several things that must be done. Closing down the recovery program may carry with it certain legal obligations in addition to a lot of housekeeping items.

Following are some essential considerations related to making the decision to shut down:

- Stated mission, goals and objectives have been accomplished in accordance with the by-laws
- Final evaluation has been completed
- All cases have been transferred or referred to other agencies or closed
- Celebration of accomplishments has taken place
- Financial audit has been completed
- A physical inventory of tools and equipment has been completed
- Report to the LTRG partners, the community, donors, etc. has been distributed
- Remaining assets have been put in storage for the next disaster or liquidated
- Records gathered and stored, including:
  - Financial, employee and Client Records
  - Letters of agreement
  - Accident Reports
  - Records of Volunteers

### DECIDING THE FUTURE

Once housekeeping has been taken care of, you are ready to consider questions related to the future of the LTRG. Factors that you'll want to consider include:

- What are the future disaster risks in your community?
- Are there resources available to support an amended mission (such as mitigation), and will they be forthcoming?
- What impacts have been made on the community's resilience, and what additional mitigation actions can be put in place?
- What partners and stakeholders are available for continued communication, collaboration, coordination, and cooperation?
- Is there a need for advocacy, community development, etc.?
- Who else is doing preparedness education and training in the community?

Possible future directions for your LTRG would include the following:

1. *Maintain the LTRG in a reduced form for the future*

This may be done in conjunction with or alongside some of the other options, and makes starting the recovery process after the next disaster easier. Here are some of the activities that would help to make sure the LTRG was ready for the next disaster:

- Annually review the recovery plan and update as needed
- Maintain communication with quarterly, semi-annual or annual meetings
- Maintain relationships
- Do a special project
- Define relationship to CitizenCorps
- Strengthen relationship with Emergency Management

2. *Transition to a mitigation organization*

This option is helpful if the community has vulnerabilities that are likely to be exacerbated by future disasters. Mitigation and disaster education help reduce the vulnerabilities and increase the resilience of the community. The LTRG has developed the processes which can be applied to other areas and has the relationships that can encourage advocacy in key areas. Possible activities would include:

- Investigate the availability of mitigation funding through government or foundations.
- Establish or collaborate with a Housing Resource Center/Housing Development Corporation
- Establish or collaborate with an affordable housing task force
- Evaluating possible community hazards
- Maintain and strengthen partner relationships, including Emergency Management
- Participate in the Hazard Mitigation Program and others
- Participate in local planning

3. *Transition to a regional VOAD*

This option is valuable to broaden and strengthen the relationship between organizations and agencies in communities. They will be better prepared to offer services in all phases of the disaster cycle. The local/regional VOAD is also related to the state VOAD and through them to National VOAD. This gives communities more access to resources that can be supportive in the case of a future disaster.

Activities might include:

- Maintain existing partner relationships, and invite other agencies to join in
- Develop a stronger relationship with Emergency Management
- Develop a relationship to CitizenCorps
- Share experience with other communities
- Anticipate hazards and prepare
- Prepare for recovery
- Develop a written recovery plan
- Hold table top exercises
- Conduct cross training among and between agencies
- Develop Geographic Information Systems Mapping
- Map the assets of the community
- Contact the appropriate State VOAD or National VOAD

4. *Agree that the mission has been accomplished and totally close the LTRG*

Sometimes it is appropriate for an LTRG to close its doors. The work has been completed, and the community has celebrated its accomplishments. For communities where disasters are a rare occurrence, this is probably the right thing to do. For disaster vulnerable communities, on the other hand, this could be short-sighted. When the next disaster occurs the LTRG formation process will have to start all over again. So, prior to shutting down, a plan for maintaining some of the history, including lessons learned, would be an excellent idea.

5. *Deciding on another option that might be different for your community*

Be Creative! Around the country there are organizations that have tried the various models described above, and have been successful. Whether or not they will work in your community will depend on you and your partners. Time, energy, leadership, resources, advocacy and funding are all key issues to be considered as the LTRG makes a decision to carry out the new or revised mission, goals, and objectives.

## IMPLEMENTATION

After you have made a decision about the future direction, you are ready to make the transition. Return to the process that the LTR group used in the beginning and develop an updated plan.

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**Appendix 1****COMMONLY USED ACRONYMS IN DISASTER WORK**

AB	American Baptist
AAA	Area Agency on Aging
ABM	American Baptist Men
ACS	Adventist Community Services
ARC	American Red Cross
ARRL	American Radio Relay League
BDM	Brethren Disaster Ministry
BFE	Base Flood Elevation
CAN	Coordinated Assistance Network
CAP	Community Action Program or Civil Air Patrol
CBO	Community Based Organization
CDBG	Community Development Block Grant
CDCC	Cooperative Disaster Child Care
CDR	Christian Disaster Response
CERT	Community Emergency Response Team
CMHC	Community Mental Health Center
COA	Council On Aging
CRWRC	Christian Reformed World Relief Committee
CSS	Catholic Social Services
CWS	Church World Service
DED	Department of Economic Development
DFO	Disaster Field Office
DH	Disaster Housing
DHS	Department of Human Services
DMH	Disaster Mental Health or Department of Mental Health
DNN	Disaster News Network
DOB	Duplication of Benefits
DRC	Disaster Recovery Center
DRO	Disaster Recovery Organization
DUA	Disaster Unemployment Assistance
EA	Emergency Assistance
EFS	Emergency Food and Shelter
EMA	Emergency Management Agency
EMR	Emergency Minor Repair
EOC	Emergency Operations Center
ERS	Emergency Response Specialist (with CWS)
ESF	Emergency Support Functions

ERV	Emergency Response Vehicle
FAAT	FMA Acronyms, Abbreviations and Terms
FB	Farm Bureau
FCIC	Federal Crop Insurance Corporation
FCO	Federal Coordinating Officer
FDM	Friends Disaster Ministry
FEMA	Federal Emergency Management Agency
FHA	Federal Housing Administration
FIA	Federal Insurance Administration
FmHA	Farmers Home Administration
FSA	Farm Services Agency
FRP	Federal Response Plan
HMGP	Hazard Mitigation Grant Program
HUD	Department of Housing and Urban Development
HSUS	Humane Society of the United States
HVAC	Heating Ventilation and Air Conditioning
IA	Individual Assistance Program (FEMA)
ICISF	International Critical Incident Stress Foundation
ICS	Incident Command System of Incident Coordination System
IFG	Individual and Family Grant Program
IHP	Individuals and Household Program (FEMA)
JFO	Joint Field Office
IRFF	International Relief Friendship Foundation
LDR	Lutheran Disaster Response
LDS	Latter Day Saints
LEPC	Local Emergency Planning Committee
LSS	Lutheran Social Services
LTR	Long Term Recovery
LTRC	Long Term Recovery Committee
LTRG	Long Term Recovery Group
LTRO	Long Term Recovery Organization
MDS	Mennonite Disaster Service
NDRF	National Disaster Response Framework
NEMIS	National Emergency Management Information System
NFIP	National Flood Insurance Program
NFO	National Farmers Organization
NGO	Non-Governmental Organization
NIMS	National Incident Management System
NOVA	National Organization for Victims Assistance
National VOAD	National Voluntary Organizations Active in Disaster

NWS	National Weather Service
ONA	Other Needs Assistance
OSHA	Occupational Safety and Health Administration
PA	Public Assistance Program (FEMA)
PDA	Preliminary Damage Assessment or Presbyterian Disaster Assistance
PIO	Public Information Officer
ROI	Release of Information
SB	Southern Baptist
SBA	Small Business Administration
SCO	State Coordinating Officer
SITREP	Situation Report
SEMA	State Emergency Management Agency
SSBG	Social Service Block Grant
TH	Temporary Housing
TRO	Transitional Recovery Office
TSA	The Salvation Army
UCC	United Church of Christ
UMCOR	United Methodist Committee On Relief
USDA	United States Department of Agriculture
VA	Veteran's Administration
VAL	Voluntary Agency Liaison
VISTA	Volunteers in Service to America
VITA	Volunteers in Technical Assistance
VOAD	Voluntary Organizations Active in Disaster



## Appendix 2

### COMMON TERMS AND DEFINITIONS

**Advocacy:** Pleading the client's cause or getting support for the client

**Affected Structure:** A structure that received damage but is usable for its intended purpose

**Applicant:** An individual or family who submits an application or request for disaster assistance.

**Articles of Incorporation:** A legal document that creates a specific type of organization, a corporation, under the laws of a particular state.

**Assessment:** The evaluation and interpretation of measurement and other information to provide a basis of decision-making.

**Base Flood:** A flood having a one percent chance of being equaled or exceeded in any given year; also known as the 100-year flood plane

**Base Flood Elevation (BFE):** This elevation is the basis of the insurance and floodplain management requirements of the National Flood Insurance Program (NFIP).

**Building Code:** Set of regulations intended to set a mandatory standard for construction.

**Building Inspection:** An examination(s) to ensure that the building's structural and mechanical integrity based on local building code.

**Building Permit:** A document obtained from the local Building Inspections Department, and records the construction activities.

**Buyout:** The property acquisition after a disaster in which the community buys private property, acquires title to it, and then clears it.

**Bylaws:** As the Mission Statement helps define the need, the philosophy, and the actions the group will take, a set of bylaws (even informal) will help the group identify how it intends to operate and relate within and outside of itself.

**Coordinated Assistance Network (CAN):** a web-based network of people, information and tools to assist agency collaboration. Tools include: Client Registry, Resource Database, Community Calendar, Disaster Library, Forums and Content Management.

**Construction Management:** The process of overseeing repair or rebuilding of client homes.

**Crisis Counseling:** The application of individual and group treatment procedures that are designed to improve the mental and emotional health and their subsequent short or long-term psychological and behavioral conditions resulting from a major disaster or its aftermath.

**Deferred Maintenance:** An existing need for normal repair and rehabilitation that has been postponed, unfulfilled or delayed causing a decline in a structure's physical condition and thus value of the structure, prior to the disaster.

**Disaster Casework:** Early intervention to disaster survivors including accurate and timely information and referral, resources for urgent needs, and screening for disaster program eligibility, including long term disaster case management.

- Disaster Case Management:** A time-limited process by which a skilled helper (Disaster Case Manager) partners with a disaster affected individual or family (Client) in order to plan for and achieve realistic goals for recovery following a disaster. This comprehensive and holistic Disaster Case Management approach to recovery extends beyond providing relief, providing a service, or meeting urgent needs.
- Disaster Mental Health:** Services that take into consideration the unique aspects of trauma by natural or human-caused disaster.
- Disaster Recovery Unmet Need:** Any un-resourced item, support or assistance that has been assessed and verified by representatives of voluntary organizations as being *necessary in order for the survivor to recover* from the disaster.
- Donations:** Voluntary offerings by the public, business, or organizations for the benefit of the disaster-affected area. Donations may be classified as “financial donations” or “in-kind” donations.
- Donations Management:** Donations Management is the capability to effectively coordinate the use of Donated goods in support of the response and Long Term Recovery phases of disaster management.
- Duplication of Benefits (DOB):** Duplication of Benefits occurs when assistance is granted to a disaster victim for which other designated resources are available. Example 1: payment of home repair costs when personal insurance would have taken care of the cost. Example 2: payment of costs that a federal or state assistance program would have addressed. When public money is involved, DOB may be a legal issue. When voluntary agency money is involved, DOB will take already limited resources.
- Eligible Community (or Participating Community):** A community for which the Federal Insurance Administrator has authorized the sale of flood insurance under the National Flood Insurance Program.
- Emergency Operations Center (EOC):** The protected site from which civil governmental officials (municipal, county, state or federal) exercise direction and control in an emergency.
- Emotional Spiritual Care:** Assessing and providing for the Emotional and Spiritual needs of individuals, families, and communities by nurturing spiritual and emotional needs with respect for cultural and religious diversity.
- Federal Disaster Assistance:** Aid to disaster victims or local or state governments by federal agencies under provisions of the Disaster Relief Act of 1974 as amended.
- Floodplain:** Low lands adjoining the channel of a river, stream, watercourse, or ocean, lake or other body of water, which have been or may be inundated by floodwater, and those other areas subject to flooding (FEMA Higher Education Project).
- Hazard Mitigation:** Any cost-effective measure that will reduce the potential for damage to a facility from a disaster event.
- Incident Command System (ICS):** A formal understanding of coordinating response to an event by delineating tasks/functions and the person(s) who have the authority/responsibility to carry out those tasks.
- Individual Assistance (IA):** Supplementary Federal assistance provided pursuant to a Presidential Declaration of emergency or major disaster under the Stafford Act to individuals and families adversely affected.
- Individuals and Households Program (IHP):** Under Presidentially declared disasters, the program that enables families and individuals to receive assistance for eligible disaster-related expenses such as essential home repairs.
- Interfaith:** Local congregations and worshipping communities working together for long term recovery.

- Major Damage:** A structure that has received substantial damage and will require considerable time to repair, but is technically and economically feasible to repair.
- Minor Damage:** A structure that has received such damage that it is no longer usable for its basic purpose, but can be easily repaired and made useable in a short time.
- National Donations Management:** Network is a web-based donations management network for use during times of disaster response and recovery. This system streamlines the unsolicited donations are offered, accepted, processed, tracked, distributed and acknowledged. The Network's virtual approach allows government and nonprofit users to see in real time the in-kind donations offers available for immediate distribution.
- National Emergency Management Information System (NEMIS):** An integrated database system providing local processing support for FEMA assistance programs and support activities.
- National Voluntary Organizations Active in Disaster (National VOAD):** A partnership in disaster response and planning, National VOAD has 53 national member organizations, 55 state and territorial VOADs and a growing number of local VOADs and COADs. *See also Voluntary Organizations Active in Disaster.*
- Preliminary Disaster Assessment:** A damage assessment by a team of governmental (federal, state, local) inspectors viewing the disaster impact for purposes of projecting impact relative to various declaration requirements.
- Nonprofit Organization:** Any non-governmental agency or entity that currently has either
- An effective ruling letter from the U.S. Internal Revenue Service, granting tax exemption under Section 501(c), (d), or (e) of the Internal Revenue Code of 1954, or
  - Satisfactory evidence from the state that the non-revenue producing organization or entity is a nonprofit organized or doing business under state law.
- Recovery Plan:** The disaster recovery plan outlines time-limited tasks for both client and disaster case manager.
- Resiliency:** The ability of an individual, organization, or community to quickly recover from change or misfortune. It is commonly thought of as an ability to "bounce back".
- Right of Entry:** Usually associated with a document a client will sign indicating others may enter the premises
- Services Provided:** Material or non-material resources or services delivered to a client.
- Situation Report (SITREP):** A document that is developed and distributed during response as a means for disseminating a current situation assessment.
- Small Business Administration (SBA):** Provides loans for disaster related damage at lower than market rate for, home rebuilding or replacement, business rebuilding, personal property loss, or economic injury disaster loss
- Social Service Block Grant (SSBG):** Social Service Block Grant/Title XX of the Social Security Act that provides funds to states for a broad range of social services, Example: adoption assistance, foster care placement; home-based services for the elderly and the disabled such as meals on wheels; adult daycare; and domestic violence counseling

**Stafford Act:** Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707, signed into law November 23, 1988; amended the Disaster Relief Act of 1974, PL 93-288. This Act constitutes the statutory authority for most federal disaster response activities especially as they pertain to FEMA and FEMA programs.

**Substantial Damage:** Damage of any origin sustained by a structure whereby the cost of restoring the structure to its before-damaged condition would equal or exceed 50% of the market value of the structure before the damage occurred.

**Temporary Housing:** Housing accommodation provided on a temporary basis by the federal government to eligible individuals or families made homeless by a major disaster or emergency.

**Tribal Government:** Any Federally-recognized governing body of an Indian or Alaska Native tribe, band, nation, pueblo, village, or community that the Secretary of Interior acknowledges to exist as an Indian tribe under the Federally Recognized Tribe List Act of 1994, 25 U.S.C 479a. This does not include Alaska Native corporations, the ownership of which is vested in private individuals.

**Urgent Need:** Any basic need which, if unmet, may pose a threat to an individual's or family's immediate health and safety.

**Voluntary Organizations Active in Disaster (VOAD):** A network that provides the venue for voluntary organizations with disaster response and recovery operations to collaborate, coordinate, cooperate and communicate. State VOADs work in non-disaster times to promote training and preparedness; they work in times of disaster to facilitate coordination of response and recovery efforts. VOADs are present at national, state and sub-state levels.

At the state level, the VOAD may include local member agencies that do not have a national program. The state VOAD often serves as advocate and liaison between member agencies and the state government agencies. Recognized state VOADs have a charter and agreement with the National VOAD. *See National Voluntary Organizations Active in Disaster.*

**Volunteer Reception Center:** The Volunteer Reception Center (VRC) is activated following a disaster, and serves as the starting point for both volunteers and people or agencies needing volunteer assistance.

## Appendix 3

### FEDERAL DISASTER PROGRAMS

#### **FEMA - Individuals and Households Program (IHP)**

IHP provides money and services to people in the disaster area when losses are not covered by insurance and property has been damaged or destroyed. It is meant to help with critical expenses that cannot be covered in other ways. This assistance is not intended to restore damaged property to its condition before the disaster. Disaster assistance available from FEMA includes:

#### **Housing Assistance**

1. Temporary Housing (a place to live for a limited period of time):  
Money is available to rent a different place to live, or a government-provided housing unit when rental properties are not available.
2. Repair:  
Money is available to homeowners to repair damage from the disaster to their primary residence that is not covered by insurance. The goal is to make the damaged home safe, sanitary, and functional.
3. Replacement:  
Money is available to homeowners to replace their home destroyed in the disaster that is not covered by insurance. The goal is to help the homeowner with (a portion of) the cost to replace their destroyed home.
4. Permanent/ Semi Permanent Housing Construction:  
Direct assistance or money for the construction of a home. This type of help occurs only in insular areas or remote locations specified by FEMA, where no other type of housing assistance is possible.

#### **Other Needs Assistance**

Money is available to repair damaged personal property or to pay for disaster-related necessary expenses and serious needs caused by the disaster. This includes:

1. Disaster-related medical and dental costs
2. Disaster-related funeral and burial costs
3. Clothing
4. Household items (room furnishings, appliances)
5. Tools (specialized or protective clothing and equipment) required for your job;
6. Necessary educational materials (computers, school books, supplies)
7. Fuels for primary heat source (heating oil, gas, firewood)
8. Disaster-specified clean-up items (wet/dry vacuum, air purifier, and dehumidifier)
9. A vehicle damaged by the disaster
10. Moving and storage expenses related to the disaster (moving and storing property to avoid additional disaster damage while disaster-related repairs are being made to the home)
11. Other necessary expenses or serious needs as determined by FEMA

While some disaster assistance funds are available through IHP, most disaster assistance from the Federal government is in the form of loans administered by the Small Business Administration.

**Four additional programs may be available during a federally-declared disaster if the State requests any/all of these:**

### **FEMA - Disaster Legal Services (DLS)**

The purpose of Disaster Legal Services (DLS) is to provide legal assistance to low-income individuals who, prior to or as a result of the disaster, are unable to secure legal services adequate to meet their disaster-related needs.

Legal advice is limited to cases that will not produce a fee (i.e., those cases where attorneys are paid part of the settlement, which is awarded by the court). Cases that may generate a fee are turned over to the local lawyer referral service. The assistance that local lawyers provide typically includes:

1. Help with insurance claims for doctor and hospital bills, loss of property, loss of life, etc.;
2. Drawing up new wills and other legal papers lost in the disaster;
3. Help with home repair contracts and contractors;
4. Advice on problems with landlords;
5. Preparing powers of attorney.

### **CONDITIONS & LIMITATIONS OF DISASTER LEGAL SERVICES**

1. Presidentially-declared major disasters. DLS is for survivors of Presidentially-declared major disasters *only*.
2. Non-discrimination. All forms of FEMA assistance are available to any affected household that meets the conditions of eligibility. No Federal entity or official (or their agent) may discriminate against any individual on the basis of race, color, religion, sex, age, national origin, disability, or economic status.

### **Disaster Unemployment Assistance (DUA)**

The purpose of Disaster Unemployment Assistance (DUA) is to provide unemployment benefits and re-employment services to individuals who have become unemployed as a result of a major disaster and who are not eligible for regular State unemployment insurance (UI).

### **GENERAL REQUIREMENTS**

To be eligible for DUA, individuals must:

- Not be eligible for regular UI;
- Be unemployed as a direct result of the disaster;
- Be able and available for work, unless injured as a direct result of the disaster (see conditions below);
- File an application for DUA within 30 days of the date of the announcement of availability of DUA; and,
- Have not refused an offer of employment in a suitable position.

### **CONDITIONS OF UNEMPLOYMENT**

One of the following conditions of unemployment or inability to perform services in self-employment must have occurred as a direct result of the disaster:

1. The individual has had a week of unemployment following the date the major disaster began;
2. The individual is unable to reach his/her place of employment;
3. The individual was scheduled to start work and the job no longer exists or the individual was unable to reach the job;
4. The individual became the major support of the household because the head of the household died as a direct result of the disaster;
5. The individual cannot work because of an injury caused as a direct result of the major disaster; or
6. The individual lost a majority of income or revenue because the employer or self-employed business was damaged, destroyed, or closed by the federal government.

Applicants must register with the State's employment services office before they can receive DUA benefits.

### **FEMA - Crisis Counseling Program (CC)**

In the event of a Federally-Declared Disaster which includes Individual Assistance (IA) Federal Emergency Management Agency (FEMA) Crisis Counseling Program Grants are written and submitted to FEMA by DMHS, DSHS with input from proposed contractors, FEMA and local government. Information used to estimate the contractor budget is primarily gathered from the proposed contractor. These Federal Grants are divided into two categories:

The first, the Immediate Services Program (ISP), begins upon declaration of a Federal Disaster. This is a 60-day Grant that begins upon date of federal declaration to provide Crisis Counseling services to anyone impacted by the event. This outreach based Program includes individual and group counseling, mental health screening, education and referral, and interaction and coordination with local government.

The second component of the Crisis Counseling Program, the Regular Services Program (RSP), is an up to 9-month crisis counseling follow-up to the ISP. This Grant requires justification obtained during the ISP. Transfer to the RSP should be clinically transparent in terms of service provision.

CCP assists individuals and communities in recovering from the effects of natural and human-caused disasters through the provision of community-based outreach and psycho-educational services.

The CCP is guided by the following key principles. It is:

1. Strengths Based— CCP services promote resilience, empowerment, and recovery.
2. Anonymous—Crisis counselors do not classify, label, or diagnose people; no records or case files are kept.
3. Outreach Oriented—Crisis counselors deliver services in the communities rather than wait for survivors to seek their assistance.
4. Conducted in Nontraditional Settings— Crisis counselors make contact in homes and communities, not in clinical or office settings.
5. Designed to Strengthen Existing Community Support Systems—The CCP supplements, but does not supplant or replace, existing community systems.

### **FEMA – Disaster Case Management Program**

The Disaster Case Management Program (DCMP) is a federally-funded program of the Department of Homeland Security's Federal Emergency Management Agency (FEMA) in partnership with the U.S. Department of Health and Human Services Administration for Children and Families (ACF). In the event of a presidentially declared disaster that includes Individual Assistance, the Governor of the impacted state may request the DCMP through direct federal services and/or a federal grant.

DCM is a time-limited process that involves a partnership between a case manager and a disaster survivor (also known as a "client") to develop and carry out a Disaster Recovery Plan. This partnership provides the client with a single point of contact to facilitate access to a broad range of resources. The process involves an assessment of the client's verified disaster caused unmet needs, development of a goal-oriented plan that outlines the steps necessary to achieve recovery, organization and coordination of information on available resources that match the disaster-caused needs and the monitoring of progress toward reaching the recovery plan goals, and when necessary, client advocacy.

### **FEMA - Hazard Mitigation (HM)**

The Hazard Mitigation Grant Program (HMGP) provides grants to States and local governments to implement long-term hazard mitigation measures after a major disaster declaration. The purpose of the HMGP is to reduce the loss of life and property due to natural disasters and to enable mitigation measures to be implemented during the immediate recovery from a disaster. The HMGP is authorized under Section 404 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

### **National Disaster Recovery Framework (NDRF)**

The National Disaster Recovery Framework (NDRF) is not a program, but rather a guide that creates stronger support for disaster-impacted state, local and tribal jurisdictions as they recover from disasters through a flexible, more inclusive structure. The NDRF is designed to enable disaster recovery managers to operate in a unified and collaborative manner as they work to restore quality of life, rebuild infrastructure, and revitalize economic and environmental vitality in the aftermath of disasters.

The National Disaster Recovery Framework introduces six new [Recovery Support Functions](#) that provide a structure to facilitate problem solving, improve access to resources, and foster coordination among State and Federal agencies, nongovernmental partners and stakeholders. Each Recovery Support Function has coordinating and primary Federal agencies and supporting organizations that operate together with local, State and Tribal government officials, nongovernmental organizations (NGOs) and private sector partners.

### **Small Business Administration (SBA) Disaster Assistance Loans**

SBA provides low interest disaster loans to homeowners, renters, businesses of all sizes and private, nonprofit organizations to repair or replace real estate, personal property, machinery & equipment, inventory and business assets that have been damaged or destroyed in a declared disaster.

### **USDA Rural Development Program**

#### Section 504 Direct Loans

Rural Housing Repair and Rehabilitation Loans are funded directly by the Government through the Section 504 Program.

Funds are available to very low-income residents living in non-metropolitan areas.

Program objective is to help very low income owners of modest single family homes repair those homes.

Funds are available to improve or modernize a home, make it safer or more sanitary, or remove health and safety hazards.

### **National Emergency Grants (NEG)**

Issued and funded by the Department of Labor, the disaster NEGs require that the Federal Emergency Management Agency (FEMA) has declared a disaster area eligible for public assistance and is only available to states.

The initial purpose of Disaster projects is temporary job creation to provide clean-up, restoration, and humanitarian assistance to communities that have been affected by a disaster event -- to help provide food, clothing, shelter, and related humanitarian services; and to perform demolition, cleaning, repair, renovation and reconstruction of damaged and destroyed public structures, facilities, and lands, located within the designated disaster area. The use is wide open as long as it meets the needs of the community and the local jurisdiction.

Temporary disaster jobs are limited to public and private non-profit agencies. Initial award will be restricted to 6 months (or 1,040 hours) from the date of grant award.

### **U.S. Department of Housing and Urban Development (HUD)**

HUD's Community Development Block Grant (CDBG) and HOME programs give states and communities the flexibility to redirect millions of dollars to address critical needs, including housing and services for disaster victims. HUD is currently contacting State and local officials to explore streamlining the Department's CDBG and HOME programs in order to expedite the repair and replacement of damaged housing;

Granting immediate foreclosure relief – HUD granted a 90-day moratorium on foreclosures and forbearance on foreclosures of Federal Housing Administration (FHA)-insured home mortgages;



Making mortgage insurance available – HUD's Section 203(h) program provides FHA insurance to disaster victims who have lost their homes and are facing the daunting task of rebuilding or buying another home. Borrowers from participating FHA-approved lenders are eligible for 100 percent financing, including closing costs; making insurance available for both mortgage and home rehabilitation– HUD's Section 203(k) loan program enables those who have lost their homes to finance the purchase or refinance of a house along with its repair through a single mortgage. It also allows homeowners who have damaged houses to finance the rehabilitation of their existing single-family home;

Offering Section 108 loan guarantee assistance – HUD will offer state and local governments federally guaranteed loans for housing rehabilitation, economic development and repair of public infrastructure.

Information on housing providers and HUD programs – The Department will share information with FEMA and the State on housing providers that may have available units in the impacted counties. This includes Public Housing Agencies and Multi-Family owners. The Department will also connect FEMA and the State to subject matter experts to provide information on HUD programs and providers.

### **Registration for Military and Civilian Personnel**

Military Personnel and their families affected by a federally declared disaster should contact their commanding officer or call Military One Source at 1-800-342-9647 to speak to a consultant.

Uniformed and civilian personnel may be reimbursed for damage to, or loss of, personal property under the Military Personnel and Civilian Employees' Claim Act (MPCECA).

If there are questions regarding this assistance, please refer them to their commanding officer or the MPCECA claim office (within the Office of the Staff Judge Advocate) at the nearest installation of the Service to which they are assigned. If they need additional information, please refer them to <http://www.militaryonesource.com>.

### **Health and Human Services (HHS) – Social Services Block Grants**

Social Services Block Grant (SSBG) funds are to enable each State to furnish social services best suited to meet the needs of the individuals residing within the State. Such services may be, but are not limited to: daycare for children or adults, protective services for children or adults, special services to persons with disabilities, adoption, case management, health-related services, transportation, foster care for children or adults, substance abuse, housing, home-delivered meals, independent/transitional living, employment services or any other social services found necessary by the State for its population. Services funded by the SSBG as far as practicable under the conditions of that State are directed at one or more of five goals: achieving or maintaining economic self-support to prevent, reduce or eliminate dependency; achieving or maintaining self-sufficiency, including reduction or prevention of dependency; preventing or remedying neglect, abuse or exploitation of children and adults unable to protect their own interest, or preserving, rehabilitating or reuniting families; preventing or reducing inappropriate institutional care by providing for community-based care, home-based care or other forms of less intensive care; and/or securing referral or admission for institutional care when other forms of care are not appropriate or providing services to individuals in institutions.

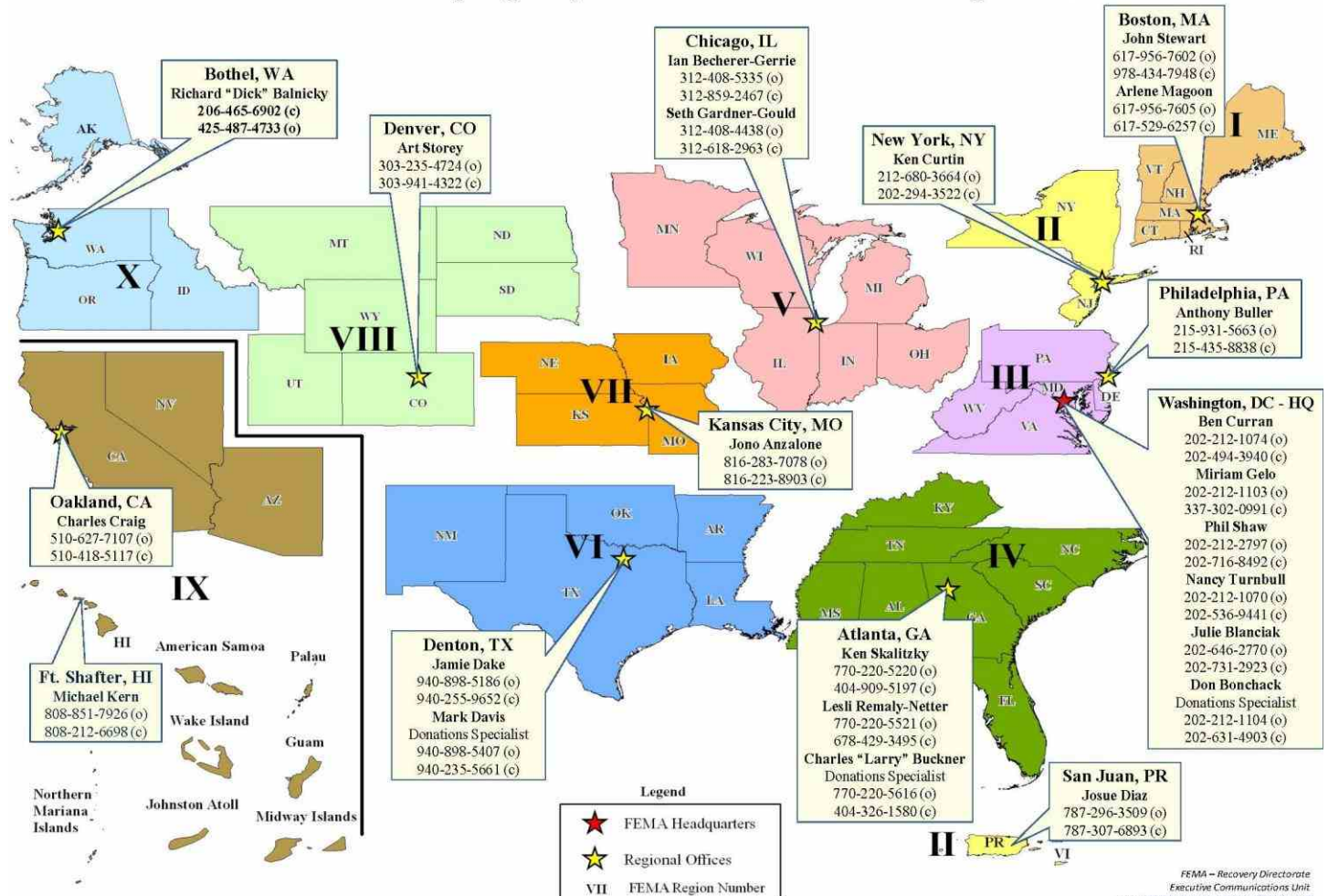
### **Internal Revenue Service**

The IRS does not offer a specific program in response to disaster, however, the IRS may send outreach teams to encourage and assist people in taking advantage of tax laws that provide refunds and/or tax reductions after disaster-related losses.

## Appendix 4



# FEMA Voluntary Agency Liaisons and Donations Specialists



FEMA – Recovery Directorate  
Executive Communications Unit  
Email: [FEMA-Recovery-Reports@fema.gov](mailto:FEMA-Recovery-Reports@fema.gov)  
Washington, DC – 4/22/2011

## **Appendix 5**

### **SAMPLE JOB DESCRIPTIONS**

- 1. LTRG Executive Director / Director / Coordinator**
- 2. Construction Manager**
- 3. Construction Estimator**
- 4. Job Site Supervisor**
- 5. Volunteer Coordinator**

## **Executive Director/ Director/Coordinator (*Sample Job Description*)**

**General Description:** Directs and coordinates the effective implementation of the mission, goals, and strategies of LTRG as established by the governing body

### **Duties:**

- Assists the governing body in developing and implementing the operational policies, programs, and training events which meet identified needs before, during, and after a disaster
- Assumes responsibility as the chief development and fundraising officer of the organization
- Attends all governing body meetings and serves as staff resource to governing body LTRGs
- Develops public relations program
- Organizes and presides at the LTRG Network meetings
- Reports on-going statistical and descriptive information regarding programs, operations and finances to the governing body
- Serves at the disposition of the governing body
- Works to build relationships with other coalitions
- Works with community groups, agencies and faith groups in developing inclusivity.

### **Qualifications:**

- Demonstrated empathy for people in disasters
- Effective public relations skills
- Excellent administrative skills with minimum of 3-5 years' experience
- Experience in successful ecumenical coalitions
- Demonstrated flexibility in changing circumstances
- Excellent health
- Active member of faith community
- Ability to travel around state

## **Construction Manager (*Sample Job Description*)**

**Responsible To:** LTRG Director

### **Basic Function:**

- Works with the Construction Manager and or LTR Director and volunteers to assist a community recover from a disaster
- Oversee the repair or rebuild of client homes to a safe, sanitary, secure and functional condition within the guidelines and expectations of the LTRG
- To be aware of the spiritual environment in which you work and serve
- Specific Responsibilities
- Conduct project inspections and provide estimates for labor and materials
- Secure all components needed to complete home repair projects including timely acquisition of materials, equipment and tools
- Supervise the work of all volunteers and contractors in order to ensure safety, quality workmanship and high moral
- Assist disaster survivors in home repair; providing guidance, supervision, technical advice and expertise
- Coordinate the efforts of volunteers, contractors and inspectors in order to complete the project in a timely manner
- Orient volunteers to project expectations and assign specific jobs according to their skills and abilities.
- Maintain accurate records of construction progress and financial accounts for each project
- Complete all essential documentation and reports, including home repair agreements
- Manage and control building funds, tools, and equipment
- Demonstrate and teach construction skills and techniques to volunteers and disaster survivors

### **Qualifications:**

- Minimum 5 years experience in general construction
- Basic knowledge in plumbing, electrical and HVAC
- Working knowledge of local and International Building Code
- Modest computer skills
- Experience supervising construction projects
- Problem solving experience
- Experience estimating entire construction projects
- Ability to work with people of all ages, ethnic and religious backgrounds

## **Construction Estimator (*Sample Job Description*)**

**Responsible to:** Construction Manager

### **Basic Function**

- Works with the Construction Manager and or LTR Director and volunteers to assist a community recover from a disaster
- Conducting project assessments and estimates for needed materials and labor
- To be aware of the spiritual environment in which you work and serve

### **Specific Responsibilities**

- Complete necessary assessments and itemized project estimates
- Complete and explain the statement of understanding with the homeowners, as needed
- Meet with appropriate building inspectors and have a good working knowledge of standard codes and construction
- Cultivate effective relationships with partner agencies, inspectors, vendors, and the community
- Ability to work with all ages, denominations, and cultures
- Complete necessary reports to Construction Manager and or Long Term Recovery Director

### **Qualifications**

- Minimum of 5 years experience in general construction
- Basic knowledge in plumbing, electric and HVAC
- Basic knowledge of the International Building Code
- Modest computer skills
- Ability to do an itemized estimate
- Experience in problem solving
- Experience in estimating entire construction project

## **Job-site Supervisor - Sample Job Description**

**Responsible to:** Construction Manager

### **Basic Function**

- Works with the Construction Manager and or LTR Director and volunteers to assist a community recover from a disaster
- Conducting project inspections for needed materials and labor
- Coordinating the supply of materials, equipment, tools, volunteers, and contractors required for the completion of the home repair project
- To be aware of the spiritual environment in which you work and serve

### **Specific Responsibilities**

- Arrange for timely supply of all materials, tools and equipment to the work site
- Coordinate contractors or other agency repairs as well as volunteers to ensure the project proceeds in a timely manner
- Assign, supervise, and on site training of the volunteer workers in ways that ensure safety, quality workmanship and high morale while providing service to disaster survivors.
- Complete necessary reports to Construction Manager and or Long Term Recovery Director
- Meet with appropriate building inspectors and good working knowledge of IBC and local codes and construction
- Complete and explain the statement of understanding with the homeowners, as needed
- Cultivate effective relationships with partner agencies, inspectors, vendors, and the community
- Ability to work with all ages, denominations, and cultures

### **Qualifications**

- Minimum of 5 years experience in general construction
- Basic knowledge in plumbing, electric and HVAC
- Basic knowledge of the International Building Code
- Modest computer skills
- Experience in problem solving
- Skilled in coordinating multiple volunteers with multiple projects

## **Volunteer Coordinator (*Sample Job Description*)**

Title: Volunteer Coordinator

Supervisor: Long Term Recovery Coordinator/Director

Classification: Volunteer or paid position

Date: Starting date needed

The volunteer coordinator is the pivotal point of contact for all incoming volunteer teams. Responsible for speaking first to potential volunteers by phone or by email, the coordinator makes the initial impression. This person must have good communication skills and good organizational skills. This person must stay up to date on the work that needs to be done in order to help recruit teams.

### **General Responsibilities**

- Keep records of volunteer activities
- Communicate with teams and Construction Manager
- Arrange for team accommodations
- Maintain knowledge of overall recovery process for the specific disaster
- Act as liaison to other recovery organization for sharing and receiving volunteers

### **Specific Responsibilities**

- Create "Volunteer Packet", including about not limited to introduction to the organization, team preparation and debriefing, health or other site-specific disaster information, volunteer forms (i.e. Skill Sheet, Liability release, medical release and information,
- Arrange for team housing when needed
- Keep local community updated on volunteer needs and incoming teams
- Encourage local churches to provide for teams (food, lodging, church services, etc.)
- Keep records on number of teams, number of volunteers, number of hours worked and on which projects. This is done in cooperation with the Construction Manager
- Schedule teams with construction manager to match appropriate sites with teams.
- Keep current information on construction and volunteer needs.
- Keep LTRG updated on needs and activities of volunteers
- Post volunteer schedule in a clearly visible area of the office
- Communicate to teams the location of work sites, directions to sites (as needed by Construction Manager), and local amenities
- Orient volunteers providing all pertinent information. (Refer to Orientation Check List and LTR Hospitality Documents)
- Provide some form of recognition to teams who have served (thank-you note, certificate, appreciation dinner, etc.)



**Needed Skills**

- Good telephone skills and pleasant voice
- Clear communication of directions and other information to teams, construction Manager, and housing sites
- Flexibility and ability to multi-task
- Good organizational skills
- Knowledge of data management software, such as Microsoft Access and Excel
- Ability to solve problems independently, effectively, and creatively.
- Ability to communicate effectively both verbally and in writing.

***I have read and understood the volunteer position responsibilities and standards for my volunteer position.***

\_\_\_\_\_  
Employee's/Volunteer's Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor's Signature

\_\_\_\_\_  
Date

## **Appendix 6**

### **SAMPLE FORMS**

- 1. Long Term Recovery Group Survey**
- 2. Client Statement of Understanding**
- 3. Right of Entry and Release of Liability Waiver**
- 4. Assessment Worksheet and Estimator's Checklist**
- 5. Individual Volunteer Skill Form**
- 6. Individual Release of Liability Form**
- 7. Medical Information for Individual Volunteers Form**
- 8. Parent Release and Consent Form**
- 9. Medical Release Form for Minors**
- 10. Volunteer Trip Evaluation Sheet**
- 11. Workgroup Information Record**
- 12. Volunteer Group Intake Form**
- 13. Volunteer Time Sheet**

## Long Term Recovery Group Survey

Agency/Organization Name:		
Agency/Organization Primary Phone Number:		
Agency/Organization Physical Address:		
Agency/Organization Mailing Address:		
Agency/Organization Website Address:		
Agency/Organization Email Address:		
Agency/Organization Emergency Site Physical Address:		
Agency/Organization Emergency Access Phone Number:		
Agency/Organization Director Name:		
Agency/Organization Director Office Phone Number:		
Agency/Organization Director Cell Number:		Text Message: <input type="checkbox"/> Yes <input type="checkbox"/> No
Agency/Organization Director Primary Email:		
Agency/Organization Director Alternate Email:		
Agency/Organization LTRG Liaison Name:		
Agency/Organization LTRG Liaison Cell Number:		Text Message: <input type="checkbox"/> Yes <input type="checkbox"/> No
Agency/Organization LTRG Liaison Email:		
Agency/Organization LTRG Liaison Alternate Email:		

## Statement of Understanding with Homeowner

I, \_\_\_\_\_, am the owner of the property at \_\_\_\_\_.

I give permission to volunteers of Long Term Recovery Group to work on my property for the purpose of restoring my home and recovering from the damage caused by \_\_\_\_\_ in my neighborhood. I understand Long Term Recovery Group has no insurance coverage for protection against legal claims or liability damage suits that might arise in or from their volunteer work on my home and property. Therefore, in consideration of the voluntary services rendered, or to be rendered to me or on my premises by members of the above organization, I hereby waive any and all claims or demands that may arise or accrue to me, growing out of any action or omission by said organization or any of its members or helpers in rendering such voluntary service and specifically covenant not to sue it or them for any of said acts or omissions.

### Homeowners Responsibilities:


### Scope of Work: (Use additional forms if needed)


I understand that any changes to the above listed repairs must be discussed and approved by the funding agents and the construction manager and only those repairs listed will be completed.

Homeowner's Signature: \_\_\_\_\_ Date \_\_\_\_\_

Mailing Address: \_\_\_\_\_ City: \_\_\_\_\_

State: \_\_\_\_\_ Zip: \_\_\_\_\_ Phone \_\_\_\_\_

Long Term Recovery Group Representative: \_\_\_\_\_

Witness: \_\_\_\_\_

The above list of repairs has been completed to the best ability of the volunteers and to my satisfaction.

Homeowner's Signature: \_\_\_\_\_

Witness: \_\_\_\_\_

*(This Volunteer Management Sample Form is also needed by Construction Management for planning and assigning volunteers)*

## RIGHT OF ENTRY AND RELEASE OF LIABILITY WAIVER

Home Owner Name: \_\_\_\_\_

Day Telephone: \_\_\_\_\_ Night Telephone: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_

I am the owner and occupant of the above listed property. I give permission to volunteers from the (Long Term Recovery Group) to work on my property for the purpose of repairing my home. I understand that these are not professionals working for profit, and that no warranty is made as to the quality of work done.

In consideration of the volunteer services to be rendered to me or on my property by the volunteers, I, the undersigned, release and agree to hold harmless the (Long Term Recovery Group) and any related agency, from any liability, injury, damages, accident delay or irregularity related to the aforementioned volunteer services.

This release covers all rights and causes of action of every kind, nature and description, which the undersigned ever had, now has, or, but for this release, may have. This release binds the undersigned and his/her heirs, representatives and assignees.

In general the work to be done is described as \_\_\_\_\_

\_\_\_\_\_

Owner Signature: \_\_\_\_\_

Date \_\_\_\_\_

Witness or Representative of the Organization

Signature \_\_\_\_\_

Date \_\_\_\_\_

## ASSESSMENT WORKSHEET

Estimator Name: \_\_\_\_\_ Date: \_\_\_\_\_

Disaster Type & Month Occurred: \_\_\_\_\_

Case No. \_\_\_\_\_

Client Name: \_\_\_\_\_

Address of Affected Property: \_\_\_\_\_

\_\_\_\_\_

Client's Present Address: \_\_\_\_\_

Phone Number(s): \_\_\_\_\_

Needs: *(Include overview of work to be done, special needs, brief story of the homeowner and family)*

Materials Needed:

(Estimate only - See attached)

Financial Help Needed? Yes or No

Volunteers Needed:

(How many and skills needed)

Estimated Time to Completion:

**ESTIMATOR'S CHECK LIST**

(p. 1 of 6)

Homeowners name \_\_\_\_\_ Estimator's name \_\_\_\_\_

Homeowners address \_\_\_\_\_ Date \_\_\_\_\_

**ROOF REPAIR**

Square feet of roof \_\_\_\_\_ Sheathing \_\_\_\_\_

	Squares	Drip Edge	Vents	Soffit	Fascia	Valley Lin Ft	Truss Damage	Gutters LF	Clips	2x6 or 2x8
Color										
Quantity										
Comments										

**WALLS**

	Pre cut	2x4	2x4 Treated	2x6	2x6 Treated	2x8	2x8 Treated	2x10	2x10 Treated
Top Plate									
Bottom Plate									
Studs & Cripples									
Headers									
Joist									
Comments									



**ESTIMATOR'S CHECK LIST**

(p. 2 of 6)

**SIDING**

	Sq Ft	Pieces	Color	Starter	J- Channel	Nails	Vinyl Corners	Insulation	1x4 or 1x6
Wood									
Vinyl									
T-111									
Stucco									
Brick									
Hardie									
Other									
Comments									

**HEATING AND AC**

Window Units	Central Air	Heat Pump	Furnace	Comments
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**WINDOWS**

	Replacement	Double Hung	Aluminum	Other	Comments
Length x Width					

**ESTIMATOR'S CHECK LIST**

(p. 3 of 6)

**DOORS**

	Size	Swing	Location	Location	Location	Location	Comments
Exterior							
Interior							

**INTERIOR ROOMS**

	Size	Dry Wall	Paneling	Insulat.	Flooring	Subfloor	Casing	Base board	Ceiling
Kitchen									
Living									
Bath									
Bed 1									
<i>Closet</i>									
Bed 2									
<i>Closet</i>									
Bed 3									
<i>Closet</i>									
Bed 4									
<i>Closet</i>									
Bath 2									
Utility									
Hall									

**ESTIMATOR'S CHECK LIST**

(p. 4 of 6)

**WALL FINISHES**

	Quantity		Quantity	Comments
<b>Drywall</b>		<b>Paneling</b>		
Moisture Resist		Inside Corners		
Screws		Outside Corners		
Tape		Divider molding		
Mud		Nails		
Corner bead				
Nails				
Primer				
Paint				
Caulk				

**BATH ROOMS**

	Quantity	Size	Rt or Left		Quantity	Size	Rt or Left
Toilet				Tub			
Vanity				Shower			
Basin				Surround			

**ESTIMATOR'S CHECK LIST**

(p. 5 of 6)

**KITCHEN AND APPLIANCES**

<b>Cabinets</b>		<b>Stove</b>	<b>Water Heater</b>
Color		Gas or Electric	Gas or Electric
Upper Lin Ft		Width _____	Gallons _____
Lower Lin Ft		Range Hood	
Sink		Width _____	
Faucet			
Plumbing			
Wiring		<b>Refrigerator</b>	
Dishwasher		Width _____	
Disposal			
Comments			

**DECKS AND STEPS**

	Lin. Ft.	Comments
Handrail		
Steps		Height in inches from grade
Ramp		Height in inches from grade

**ESTIMATOR'S CHECK LIST**

(p. 6 of 6)

**FLOORING**

Subfloor	¾" Plywood		Comments
	Treated ¾" Plywood		
Joist	2x6	Treated 2x6	Comments
	2x8	Treated 2x8	
	2x10	Treated 2x10	
Rim Joist	2x6	Treated 2x6	
	2x8	Treated 2x8	
	2x10	Treated 2x10	

**FLOOR COVERINGS** (LENGTH X Width = Sq Ft, divided by 9 = Sq Yds)

Vinyl		Glue		Carpet	
Peel & Stick		Glue		Pad	
Hardwood	Refinish or Replace?			Tac Strip	
Underlayment (4'x8' Lauan)		Underlayment Nails/Staples		Seam Tape	
Comments					
Overall Comments					

## Individual Volunteer Skill Form

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Name: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

Phone (\_\_\_\_) \_\_\_\_\_ Cell (\_\_\_\_) \_\_\_\_\_

To use your time and talents to the greatest benefit while you are volunteering, please indicate which of the following skills you have and also the level of skill you have using the following chart.

0 = I am unable to do or am not interested in this skill  
 1= I don't know how but am willing to learn/try  
 2 = I have done it before but still need help to do  
 3 = I can do a good job by myself  
 4 = I can do a good job and a=can guide/teach others

**Skill Level****Skill**

_____	Architect
_____	Carpenter (General)
_____	Carpenter (Framing)
_____	Carpenter (Trim)
_____	Clean-up worker
_____	Concrete
_____	Contractor..... I hold a license in the state of _____
_____	Drywall hanger
_____	Drywall finisher (taper)
_____	Egress Window
_____	Electrician..... I hold a license in the state of _____
_____	Engineer
_____	Flooring-Carpet
_____	Flooring-Underlay
_____	Flooring-Vinyl
_____	Heating/cooling..... I hold a license in the state of _____
_____	Heavy equipment operator _____
_____	Insulation
_____	Mason
_____	Painting
_____	Plumbing..... I hold a license in the state of _____
_____	Roofer                      Shingle _____ Metal _____
_____	Other

## Individual Release of Liability Form

Please read before signing, as this constitutes the agreement as a volunteer and the understanding of your working relationship as a volunteer with the Long Term Recovery Group

I \_\_\_\_\_ acknowledge and state the following:  
I have chosen to travel to \_\_\_\_\_ to perform clean-up/construction work designed to repair damaged homes.

I understand that this work entails a risk of physical injury and often involves hard physical labor, heavy lifting, and other strenuous activity, and that some activities may take place on ladders. I certify that I am in good health and physically able to perform this type of work.

I understand that I am engaging in this project at my own risk. I assume all risk and responsibility as well as related costs and expenses for any damage or injury to my property or any personal injury, which I may sustain while involved in this project.

In the event that my supervising \_\_\_\_\_ (LTRG) arranges accommodations, I understand that they are not responsible or liable for my personal effects and property and that they will not provide lock up or security for any items. I will hold them harmless in the event of theft, or for loss resulting from any source or cause. I further understand that I am to abide by whatever rules and regulations may be in effect for the accommodations at the time.

I understand the need for confidentiality, and will not discuss, photograph or otherwise disclose identifying information about the occupants of the house I am working in without prior permission from \_\_\_\_\_ (LTRG) and the family. This includes any reference to names, addresses, or other identifiable information.

By my signature, for myself, my estate, and my heirs, I release, discharge, indemnify and forever hold \_\_\_\_\_ (LTRG) and any other related Disaster Response Agency, together with their officers, agents, servants and employee, harmless from any and all causes of action arising from my participation in this project, including travel or lodging associated therewith, or any damages which may be caused by their own negligence.

### PLEASE PRINT

Name: \_\_\_\_\_ Date: \_\_\_\_\_

Address: \_\_\_\_\_

Person to contact in case of emergency: \_\_\_\_\_

Address: \_\_\_\_\_

Phone (\_\_\_\_\_) \_\_\_\_\_

Cell: (\_\_\_\_\_) \_\_\_\_\_

Work (\_\_\_\_\_) \_\_\_\_\_

## Medical Information for Individual Volunteers

(Every volunteer MUST complete this form (including minors))

A copy should go in the packet to the work organization and a copy in the Team Leader's file on site

NAME \_\_\_\_\_ Blood Type \_\_\_\_\_

Prescriptions currently being taken:

Name \_\_\_\_\_ Dosage \_\_\_\_\_ Frequency \_\_\_\_\_

Name \_\_\_\_\_ Dosage \_\_\_\_\_ Frequency \_\_\_\_\_

Name \_\_\_\_\_ Dosage \_\_\_\_\_ Frequency \_\_\_\_\_

Name \_\_\_\_\_ Dosage \_\_\_\_\_ Frequency \_\_\_\_\_

Allergies \_\_\_\_\_

Name of contact person at home \_\_\_\_\_ Relationship \_\_\_\_\_

Street Address \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Home Phone \_\_\_\_\_ Cell Phone \_\_\_\_\_

Health Insurance Company \_\_\_\_\_

Policy Number \_\_\_\_\_ *(Attach copy of Insurance Card)*

Physical Limitations or issues: \_\_\_\_\_

I am a diabetic \_\_\_\_\_ Yes \_\_\_\_\_ No I have a history of seizures \_\_\_\_\_ Yes \_\_\_\_\_ No

Provide helpful health information \_\_\_\_\_

I consider myself healthy enough to fulfill my responsibilities on this volunteer trip \_\_\_\_\_ Yes \_\_\_\_\_ No

Signature of Volunteer \_\_\_\_\_ Date \_\_\_\_/\_\_\_\_/\_\_\_\_

\_\_\_\_ Adult \_\_\_\_ Youth If a youth, parent or guardian's signature \_\_\_\_\_



## Parent Release & Consent Form

Name of Volunteer \_\_\_\_\_

I hereby give permission for my child to serve in Disaster Response project coordinated by \_\_\_\_\_ in the event of an emergency during the duration of the trip. I hereby give consent to a licensed physician to hospitalize, secure proper treatment, anesthesia and/or surgery for my child named above. (Attach a copy of the Insurance Card)  
I understand that I am responsible for his/her own medical insurance and will not hold \_\_\_\_\_ liable for any injury or damage to my child while engaged in the disaster project.

Parent/Guardian Print \_\_\_\_\_

Signature \_\_\_\_\_

Home Phone \_\_\_\_\_ Work Phone \_\_\_\_\_ Cell Phone \_\_\_\_\_

Your relationship to participant \_\_\_\_\_ Email \_\_\_\_\_

Insurance Company \_\_\_\_\_

Does your child have any physical limitations that might affect his/her work?

\_\_\_\_\_  
\_\_\_\_\_

List any allergies or medications

\_\_\_\_\_  
\_\_\_\_\_

Special Needs if any \_\_\_\_\_

Notary: State of \_\_\_\_\_ County of \_\_\_\_\_

On this \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_\_\_, \_\_\_\_\_  
personally appeared before me.

\_\_\_\_\_ Whose identity I verified on the basis of \_\_\_\_\_

\_\_\_\_\_ Who is personally known to me

\_\_\_\_\_ Whose identity I verified on the oath/affirmation of \_\_\_\_\_

a credible witness to be the signer of the foregoing document and he/she acknowledged the he/she signed it.

\_\_\_\_\_  
Notary Public

## Medical Release Form for Minors

Minor's Name \_\_\_\_\_ Date \_\_\_\_/\_\_\_\_/\_\_\_\_

Date of Birth \_\_\_\_/\_\_\_\_/\_\_\_\_ Insurance Company \_\_\_\_\_

Policy # \_\_\_\_\_ (include copy of Insurance Card)

Emergency Contacts Name: \_\_\_\_\_ Relationship \_\_\_\_\_

Address \_\_\_\_\_ City \_\_\_\_\_

State \_\_\_\_\_ Zip \_\_\_\_\_

Home Phone (\_\_\_\_) \_\_\_\_\_ Work Phone (\_\_\_\_) \_\_\_\_\_ Cell (\_\_\_\_) \_\_\_\_\_

Permission to give Aspirin \_\_\_\_ Yes \_\_\_\_ No    Permission to give Tylenol \_\_\_\_ Yes \_\_\_\_ No

List Allergies \_\_\_\_\_

Medication(s) \_\_\_\_\_ Dosage \_\_\_\_\_ Frequency \_\_\_\_\_

Describe any medical conditions or limitations \_\_\_\_\_

Team Leader's Name \_\_\_\_\_ Trip Destination \_\_\_\_\_

### Parent or Guardian Authorization

I \_\_\_\_\_, authorize \_\_\_\_\_ to consent to any necessary  
Parent or Guardian Trip Leader

examination, anesthetic, medical diagnosis, surgery, or treatment and/or hospital care rendered to the minor under the general supervision and on the advice of any physician or surgeon licensed to practice medicine by the state in which they practice, during the duration of the trip identified above.

Signature of \_\_\_\_\_ Date \_\_\_\_/\_\_\_\_/\_\_\_\_

### Notarization or Parent or Guardian Authorization

**Notary:** State of \_\_\_\_\_ County of \_\_\_\_\_ On this \_\_\_\_\_  
 day of \_\_\_\_\_ 20\_\_\_\_, \_\_\_\_\_ personally appeared before me.

\_\_\_\_\_ whose identity I verified on the basis of \_\_\_\_\_

\_\_\_\_\_ whose identity I certified on the oath/affirmation of \_\_\_\_\_ a credible witness,  
 to be the signer of the foregoing document, and he/she acknowledged that he/she signed

\_\_\_\_\_ who is personally known to me.

## Volunteer Trip Evaluation Sheet

(Can be fill out by team leader or each volunteer)

Work Dates: \_\_\_\_\_ Housing Location: \_\_\_\_\_

Name of Group: \_\_\_\_\_

Number of people in group \_\_\_\_\_

How many hours did you work? \_\_\_\_\_

1. How adequate was the information that you received from us to prepare for the trip?

\_\_\_\_\_ Excellent      \_\_\_\_\_ Fair      \_\_\_\_\_ Poor

2. How did your housing arrangements work out?

\_\_\_\_\_ Excellent      \_\_\_\_\_ Fair      \_\_\_\_\_ Poor

3. How was your overall trip experience?

\_\_\_\_\_ Excellent      \_\_\_\_\_ Fair      \_\_\_\_\_ Poor

4. How well were your volunteer skills put to use?

\_\_\_\_\_ Excellent      \_\_\_\_\_ Fair      \_\_\_\_\_ Poor

5. What type of work did you participate in?

6. What was the most meaningful part of your experience?

7. Would you volunteer to go again?

## WORK GROUP INFORMATION RECORD

Date Called: \_\_\_\_\_ Date Confirmed: \_\_\_\_\_

Contact Person: \_\_\_\_\_

Telephone: (day) \_\_\_\_\_ (night) \_\_\_\_\_ (cell) \_\_\_\_\_

Address: \_\_\_\_\_

E-mail Address: \_\_\_\_\_

Arrival Date: \_\_\_\_\_ Time: \_\_\_\_\_

Departure Date: \_\_\_\_\_ Time: \_\_\_\_\_

Number/Age - Women: 15-19 \_\_\_\_\_ 20-35 \_\_\_\_\_ 36-49 \_\_\_\_\_ 50-65 \_\_\_\_\_

Number/Age - Men: 15-19 \_\_\_\_\_ 20-35 \_\_\_\_\_ 36-49 \_\_\_\_\_ 50-65 \_\_\_\_\_

### Summary of Construction Skills

*Please indicate the group's skill levels for the following skills by putting the appropriate number by those areas with #1 being highly skilled and can oversee, #2 being skilled, #3 being experienced, and #4 inexperienced but follows directions.*

___ Carpentry	___ Heating and Cooling	___ Office Typing
___ Cleanup (light/heavy)	___ Mason	___ Data Entry
___ Concrete (flat work)	___ Painter	___ Cook
___ Construction Supervisor	___ Plumber	___ Child Care
___ Drywall Finisher (taper)	___ Roofer	___ Teaching
___ Drywall Hanger	___ Electrician	___ Errands
___ Floor Covering	___ Floor Underlayment	___ Other

Special skills within the group: \_\_\_\_\_

Special certifications for any of the above: \_\_\_\_\_

## Volunteer Group Intake Form

Date \_\_\_\_/\_\_\_\_/\_\_\_\_ Office working with them \_\_\_\_\_ Completed by \_\_\_\_\_

Group Name \_\_\_\_\_

Address \_\_\_\_\_

Phone (\_\_\_\_) \_\_\_\_\_ Fax (\_\_\_\_) \_\_\_\_\_

Contact Name \_\_\_\_\_

Address \_\_\_\_\_

Home Phone (\_\_\_\_) \_\_\_\_\_ Work Phone (\_\_\_\_) \_\_\_\_\_ Fax (\_\_\_\_) \_\_\_\_\_

### Trip Details

Confirmed on \_\_\_\_/\_\_\_\_/\_\_\_\_ Confirmed By \_\_\_\_\_

\_\_\_\_\_ # Male Adults \_\_\_\_\_ # Female Adults

\_\_\_\_\_ # Male Youth \_\_\_\_\_ # Female Youth Group Total \_\_\_\_\_

Arrival Date \_\_\_\_/\_\_\_\_/\_\_\_\_ Departure Date \_\_\_\_/\_\_\_\_/\_\_\_\_ Last Work Date \_\_\_\_/\_\_\_\_/\_\_\_\_

Arriving By Car \_\_\_\_\_ Bus \_\_\_\_\_ Plane \_\_\_\_\_ Needs Ride to Worksite Y N

Volunteer Packet Sent \_\_\_\_/\_\_\_\_/\_\_\_\_ Volunteer Packet Returned \_\_\_\_/\_\_\_\_/\_\_\_\_

(consists of Individual Volunteer Release, Youth Release, Individual Skill Sheet)

# Volunteer Time Sheet

Group Name \_\_\_\_\_ Group Number \_\_\_\_\_

Volunteer Name \_\_\_\_\_ Volunteer Number \_\_\_\_\_

Date \_\_\_\_/\_\_\_\_/\_\_\_\_ Client Name/ID \_\_\_\_\_

Work Address \_\_\_\_\_

Starting Time \_\_\_\_\_ Ending Time \_\_\_\_\_ Total hours worked \_\_\_\_\_

_____ Architect	_____ Egress Windows	_____ Heating/cooling
_____ Clean-Up	_____ Electric	_____ Heavy equipment
_____ Carpentry	_____ Engineering	_____ Insulating
_____ Concrete	_____ Floor carpet	_____ Masonry
_____ Construction Layout	_____ Floor Underlay	_____ Paint
_____ Drywall-hang	_____ Floor Vinyl	_____ Plumb
_____ Drywall-finish	_____ Framing	_____ Roofing
_____ Other	_____ Cabinets	

Comments:

Date \_\_\_\_/\_\_\_\_/\_\_\_\_ Client Name/ID \_\_\_\_\_

Work Address \_\_\_\_\_

Starting Time \_\_\_\_\_ Ending Time \_\_\_\_\_ Total hours worked \_\_\_\_\_

_____ Architect	_____ Egress Windows	_____ Heating/cooling
_____ Clean-Up	_____ Electric	_____ Heavy equipment
_____ Carpentry	_____ Engineering	_____ Insulating
_____ Concrete	_____ Floor carpet	_____ Masonry
_____ Construction Layout	_____ Floor Underlay	_____ Paint
_____ Drywall-hang	_____ Floor Vinyl	_____ Plumb
_____ Drywall-finish	_____ Framing	_____ Roofing
_____ Other	_____ Cabinets	

Comments:

## **Appendix 7**

### **SAMPLE DOCUMENTS**

- 1. LTRG MOU for fiscal agent.**
- 2. LTRG Bylaws**
- 3. Sample Volunteer Letter**
- 4. Sample Volunteer Orientation**

# SAMPLE LTRG MOU FOR FISCAL AGENT

**(Long Term Recovery Group [LTRG] Name)**

**And**

**(Agency Name) existing 501 (C) 3 Fiscal Agent**

The purpose of this memorandum is to enable the (Agency Name)  
to act as the fiscal agent of the (LTRG Name)

**The (LTRG Name) will:**

- Instruct donors to make checks payable to the (Agency Name) and designated for the benefit of the (LTRG Name)
- Establish such procedures and/or forms and appropriate financial officers to authorize the (Agency Name) to write checks to vendors of services or supplies delivered to the (LTRG Name) or the LTRG's clients
- Maintain its own system for honoring designations on the use of particular donations and sub-accounts for the various, separate activities of the (LTRG Name).
- Receipt all donations to the donor and indicate that the donation is a tax deductible donation to the (Agency Name) and designated for the benefit of the (LTRG Name)
- Receive funds from various sources to support the recovery activities of the (LTRG Name) and deliver said donations to the (Agency Name) for deposit

**The (Agency Name) will:**

- Deposit all (LTRG Name) money in an FDIC insured bank
- Establish a "pass through" account and such bookkeeping procedures as shall isolate the funds designated for the (LTRG Name) from those of the agency or other entities for whom the agency holds funds
- Provide monthly, quarterly, and annual reports to the (LTRG Name) detailing receipts, expenditures, and balances on hand to the (LTRG Name)
- Receive all money donated to the (LTRG Name)
- Send a copy of the deposit receipt to the (LTRG Name)
- Write and mail checks to vendors of services or supplies when authorized to do so by the (LTRG Name)

This memorandum constitutes the entire agreement between the parties, and shall remain in force for the duration of the recovery operation or until the parties shall mutually agree to alter or terminate the understanding.

In executing this MOU, the (LTRG Name) assumes all responsibility for the appropriate receipt and expenditure of the funds entrusted to it.

The (Agency Name) agrees only to act as the fiscal agent of the (LTRG Name) and does not assume any of the rights or obligations of the (LTRG Name).

\_\_\_\_\_  
**(LTRG Name) Representative**

\_\_\_\_\_  
**(Agency Name) Representative**

**Date:** \_\_\_\_\_

**Date:** \_\_\_\_\_



## Sample By-Laws

### ARTICLE 1 Long Term Recovery Group Name

Section 1: The name of the committee shall be (Name)

### ARTICLE 2 Purpose of the LTRG

Section 1: The (Name of Group) sets forth these operational procedures to establish and maintain a network within and on behalf of the faith-based, non-profit, governmental, business and other organization and agencies which will provide a coordinated recovery effort to the (Date, type of disaster, affected counties & State)

Section 2: (Name of Group) will provide coordinated management of the long-term recovery to residents and provide additional long-term assistance to individuals affected by the disaster who do not have adequate personal resources for basic needs as a result of the disaster.

Section 3: (Name of Group) will provide spiritual, emotional, physical and financial resources to those affected by the disaster regardless of race, creed, color, gender, sexual orientation, disability or religious preference.

### ARTICLE 3 Membership

Section 1: Each participating faith-based (diocese, presbytery, conference, *et.al.*), non-profit, governmental, business, and other organization and agency providing financial support, material, and/or labor for the work of (Name of Group) is considered a Member Organization.

### ARTICLE 4 Eligible Voters

Section 1: Only one (1) representative of each Member Organization shall be eligible to vote on matters coming before (Name of Group).

### ARTICLE 5 Meetings of the LTRG

Section 1: All meetings of (Name of Group) will be at the call of the Director or any two of the (Name of Group) Steering/Executive Committee Members.

Section 2: Regularly scheduled meetings of (Name of Group) may be established. Notice of these meetings, giving the time and place and the proposed agenda, shall be electronically transmitted or given by written notice to all Individual Members.

Section 3: Special Meetings of (Name of Group) may be called, providing the call shall clearly state the purpose for the meeting and the time and place shall be given electronically or by written notice at least one week (7 days) in advance to all Individual Members.

### ARTICLE 6 Quorum

Section 1: A quorum for transaction of business shall consist of at least 50% plus one voting Individual Members present.

## ARTICLE 7 Officers

Section 1: There shall be elected from the Individual Members of (Name of Group):

1. A Chair shall preside at all meetings, as well as be the chief executive officer of (Name of Group) and perform other functions as deemed necessary by the Steering/Executive Committee. A member of the Steering/Executive Committee shall preside in the absence of the Chair or at other times as deemed necessary by the Chair.
2. A Secretary who shall record and preserve all minutes of the meetings and perform other functions as deemed necessary by the Steering/Executive Committee. If unable to attend a meeting, the Director or presiding steering committee member shall appoint a secretary pro tem for that meeting.
3. A Treasurer who shall receive, deposit and account for any financial matters of (Name of Group), providing regular financial reports to the Members, and perform other functions as deemed necessary by the Steering /Executive Committee.

## ARTICLE 8 Steering /Executive Committee

Section 1: The Steering/Executive Committee of (Name of Group) shall provide direction.

Section 2: The Steering/Executive Committee shall meet at the call of the Chair to perform such actions related to administrative overview of the affairs of (Name of Group), including but not limited to:

1. Hiring, evaluating and terminating of staff, whether compensated or volunteer.
2. Engaging and executing contracts and agreements.
3. Public relations
4. May call regular and special meetings.

Section 3: Except as otherwise required by law or these Operational Procedures, the Steering/Executive Committee shall have all the authority of (Name of Group) in the management of (Name of Group) during such time as (Name of Group) is not meeting and may authorize contracts and agreements as required.

Section 4: A simple majority of the Steering/Executive Committee must be present to conduct business.

## ARTICLE 9 Sub-committees and Task Forces

Section 1: (Name of Group) may create such temporary or permanent sub-committees and task forces made up of its members or other persons as agreed upon. These sub-committees and task forces shall have such authority as (Name of Group) directs.

Section 2: The following are sub-committees of (Name of Group):

1. **Finance Committee:** (Donations and Fund Raising) – Works to secure grants, donations and other resources for (Name of Group) and coordinates with other entities (e.g., manufacturers, suppliers, etc.) to secure donations and funding.

2. **Construction Committee:** Oversees the coordination and scheduling of all rebuilding projects for cases approved by the (Name of Group) process – a project manager function.
3. **Case Management Committee:** Reviews cases for submission to the Unmet Needs Committee. This committee also provides and/or marshals professionals to provide counseling to address emotional and spiritual needs of clients.
4. **Unmet Needs Committee:** Receives and acts on referrals from Case Management Committee. Consists of members and non-members bringing money (cash financial support), materials (donations, equipment, supplies furniture, appliances, etc.), or muscle (volunteer labor crews and expertise) to meet the needs of individuals who have been served by the case management process.

Section 3: Additional Sub-committee information

1. Sub-committees may consist from as few as one, to many members.
2. Membership of sub-committees may consist of both (Name of Group) members and other subject matter experts.
3. Each sub-committee will be chaired or co-chaired by a member or members of (Name of Group).
4. Each sub-committee will be staffed by a “Coordinator.”
5. In some cases, the sub-committee “staffing” and the chair may be the same person.
6. Staffing may be provided by hired staff, loaned staff, grant-funded positions, contracted services, volunteers, or any combination of the above.

ARTICLE 10 Vacancies and Nominating Process

Section 1: Any Officer vacancy shall be filled by a special election in accordance with these procedures concerning meetings of (Name of Group).

Section 2: The Steering/Executive Committee shall determine the appropriate process for securing nominations from among the members for vacancies of any of the offices, announcing the nomination process and conducting an election.

ARTICLE 11 Fiscal Agent

Section 1: If a Fiscal Agent is deemed necessary for (Name of Group) shall be (Name of Organization with a 501c3)), which shall accept and disperse donations on behalf of (Name of Group) as directed by a vote of the Individual Members of the LTRG.

ARTICLE 12 Financial Reports

Section 1: Financial reports will be produced in accordance with direction of the Steering/Executive Committee and will be subject to approval of the Individual members.

ARTICLE 13 Rules

Section 1: Business of (Name of Group) will be conducted in accordance with *Robert’s Rules of Order*.

ARTICLE 14 Selection Criteria (Client)

Section 1: Selection Criteria of clients shall be established and approved by (Name of Group), a written set of “criteria of assistance in priority order” to guide the work of (Name of Group) and the case management process. These criteria or guidelines for distribution of funds may be amended in response to changing circumstances by vote at a regular or special meeting of (Name of Group) called in accordance with these Operational Procedures.

ARTICLE 15 Amendments

Section 1: These Bylaws may be amended, subject to the charter of the Corporation and the laws of the state of (Name), at any annual meeting or special meetings of the Corporation by a two-thirds vote of the voters present, providing that a full written account of the proposed changes have been sent to all Corporate Members two weeks (14 days) prior to the meeting.

ARTICLE 16 Dissolution of LTRG

Section 1: An exit strategy will be developed that allows for the dissolution of (Name of Group), that insures all cases are closed or forward to a member agency for completion and the dispersion of assets shall be determined by the Steering Committee/Executive Committee and it's membership.

**APPROVED:**

**AMENDED:**

## Sample Volunteer Letter

*(To be filled out by the Long Term Recovery Group)*

Dear Volunteer:

We would like to thank you for your interest in coming to your area to be a part of the rebuilding efforts from your disaster. I hope that in this letter I can address some of your concerns as you are prepare to come to the area, either as an individual or as a team.

As you start to prepare to come it is recommended that you have 2-3 different dates that might work for you or your team so that we can use one of those dates to schedule you or your team. You will be contacted by one of our construction coordinators to actually set that date.

If you are planning this as a youth mission trip there are many things to keep in mind as you plan. The youth must be at least 16 yrs of age, with a signed parental release. You also need a good adult/youth ratio. We recommend 1 adult to 4 youth and definitely no more than 1 adult to 5 youth. It is also best to have some of the adults with some construction knowledge. The better supervised the youth and the better the skill of the adults the better your trip will be.

At this time housing of volunteers will probably be in a church and the accommodations will vary from church to church. You will most likely be sleeping on cots. You also might have to travel to another facility to take a shower. We are also going to try to not use only one church so we don't tie up their facilities for an extended period of time.

Tools to bring will be the basic hand tools for construction and a list will be enclosed in this packet. There will be some tools available through the Lutheran Disaster Response or other organizations that will be also working in the area. Every effort will be made to have the special tools required to do specialized tasks.

If this is your first mission trip you are bound to be anxious and that is normal. The homeowners that you may be working with have experienced a very emotional event in their lives and the volunteers do much to bring healing to their lives. And you will find yourself going home with a different meaning to life.

Personal items, such as, sheets, towels, dishes and the like will vary depending on the place you will be staying. The noonday meal should be a packed lunch that can be eaten on the job site. Other meals, especially breakfast, will probably be prepared by you. Coolers can be provided, but you may also bring your own. That will be discussed with you by phone as your date gets scheduled and your housing arrangements are made. But the most important thing to bring with you and your group will be flexibility and patience. We have encouraged the local churches to help us welcome our volunteers and we will try to schedule a potluck type of meal during your stay.

We are setting up a response in two different counties that received the majority of the damages for Hurricane Ivan and it is early in the planning stages so there are still many things being set up for the volunteers as well as the projects. Our office is in a community in between the two counties where the repairs are taking place and we, or a representative, will meet you to insure that you get settled in to your housing arrangements. The morning of your first work day we will meet you to ensure there is no problem in getting to your jobsite(s). We would like to schedule the mission trips as soon as possible so we know what our calendar is going to look like.

Thank-you for your interest in a mission with (Your Agency) and your patience as we start getting your mission trip scheduled. Volunteers are Jesus' hands, feet and face in the time of need and a true blessing and miracle to the homeowners who have suffered loss from Hurricane Ivan.

Blessings,

Your Name

Your Address

Your Title

Your Phone Number

Your Fax Number

## **Sample Volunteer Orientation**

### Welcome

- Introduce leadership
- Encourage volunteers to ask questions as needed

### Disaster History and Community Information

- Volunteers are interested in ways the disaster affected your Community.
- Entertainment and recreation available in your area
- What are the “special” or little known facts about your Community
- If there are dangerous animals, insects, or other creatures the volunteers need to be aware or possibly cautious of
- The Community appreciates the work the volunteers are doing
- Local businesses they may need to use while in your Community
- Local medical services and facilities

### Paper Work

- Remember to ask the volunteer to complete all forms legibly.
- The “Volunteer Skill Sheet”, for each volunteer, should be received 2 weeks prior the “trip” so the work can be scheduled that best meet the needs of the LTRG and skill of the volunteer.
- Collect all completed forms
- Release of Liability
- Adult
- Youth
- Picture Release
- Confidentiality Release (If the volunteer is working with Client information)
- Other documents developed by the LTRG or housing facility
- Volunteers that drive any LTRG vehicles driver's license need copied
- Task sign-up sheet will help with the scheduling of duties needed
- Ethical Guidelines Document will help the volunteer understand and better follow “house rules”
- No judgments-we are here to help/serve
- No proselytizing
- Be sensitive of others feelings, and respectful of others belongings
- Leave things better than you found them
- Remember privacy issues and ask to take pictures, before you do

### Safety Issues

- Encourage the volunteers to drink plenty of fluids-especially water
- Instruct the volunteers they need to wear or use all safety equipment needed for your specific task
- Remind the volunteers that if they are uncomfortable with a tool or task-say so.
- Remind the volunteers they need to have the proper training needed before the use of a tool, or performance of a task

## Vehicle Use

- Only specified drivers can use LTRG vehicles
- All driving laws must be followed
- All driving violations while driving an LTRG vehicle is the responsibility of the driver
- The LTRG vehicle can only be used with the permission of the LTRG staff
- The LTRG vehicle is for local use only

## Miscellaneous

- Always let one person know where you are, at all times
- The “buddy system” is encouraged
- Housing area is clean and everything put in it’s place and ready for next group
- Remind the volunteer they need to return all tools-clean and in working order
- Remind the volunteers that all project sites should be left clean and ready for next volunteer group

## Hospitality

- Make the volunteers feel welcome with smiles and warm greetings; volunteers that have a positive experience, share their story with friends, and encourage others to come.
- Have enough meaningful work and tasks to keep all volunteers engaged and active. But remember “busy work” will discourage some volunteers, especially the more highly skilled volunteer.
- Have all forms ready to be signed and enough places prepared with pens.
- Ask everyone in the group(s) to wear a nametag.
- Explain schedule of mealtimes, devotions, and quiet times.
- Talk about food and drink preferences, needs and wants. If the LTRG is providing the food, offer a variety of foods.
- Explain lunch procedure and availability of snacks and drinks.
- Take time for introductions. Depending on group size and arrival times, you might want to do this in more than one sitting.
- Explain shower policy (where, amount of hot water, etc.) Ask everyone to remember to spray the shower after use.
- If there is a laundry facility, give information.
- Explain other pertinent needs and post rules of the housing facility.
- Ask group to inform you early in the week if they plan on going out for dinner one evening, or other outing(s) that would change work schedule.
- Find out what their estimated time of departure will be at the end of the week.
- If available, encourage group to see something in local area (beach, museum, etc.).
- If kitchen help is needed, ask for a volunteer in the beginning.
- Be aware of gender issues. Some women may want to go out and work on project rather than cook. Some men may be better at helping to cook and enjoy it more. Do not assume.
- Be flexible and keep your sense of humor.
- Remind volunteers about hats and t-shirts available. (Volunteers appreciate these items, whether for an appreciation gift or purchase.)
- Remind volunteers about helping to keep area clean. Tell where cleaning supplies are kept. Just as with summer camp, help clean before you leave to go home.
- Make the volunteers feel they are valued. Be generous with compliments. Make a certificate of appreciation for each one is a way to show volunteers they have been appreciated, a picture board of individual volunteers or volunteer groups is another.

**Appendix 8****WEB RESOURCES**

American Planning Association.....	<a href="http://www.planning.org/research/postdisaster/">www.planning.org/research/postdisaster/</a>
CAN (Coordinated Assistance Network).....	<a href="http://www.can.org">http://www.can.org</a>
Census and Demographic Information.....	<a href="http://factfinder2.census.gov">http://factfinder2.census.gov</a>
Community Development Block Grant (CDBG), Housing & Urban Development (HUD).....	<a href="http://www.hud.gov/cdbg">www.hud.gov/cdbg</a>
Corporation for National and Community Service (CNCS).....	<a href="http://www.nationalservice.gov/">http://www.nationalservice.gov/</a>
Disaster Assistance.gov.....	<a href="http://www.disasterassistance.gov">www.disasterassistance.gov</a>
Disaster News Network .....	<a href="http://www.disasternews.net">www.disasternews.net</a>
Farm Service Agency.....	<a href="http://www.fsa.usda.gov/FSA/">http://www.fsa.usda.gov/FSA/</a>
Federal Alliance for Safe Homes (FLASH).....	<a href="http://www.flash.org">www.flash.org</a>
Federal Domestic Assistance.....	<a href="http://www.cfda.gov">www.cfda.gov</a>
Federal Emergency Management Agency .....	<a href="http://www.fema.gov">www.fema.gov</a>
International Association Emergency Management.....	<a href="http://www.iaem.com/">http://www.iaem.com/</a>
Legal Services Corporation.....	<a href="http://www.lsc.gov/">http://www.lsc.gov/</a>
National Flood Insurance Program.....	<a href="http://www.floodsmart.gov/">http://www.floodsmart.gov/</a>
National Voluntary Organizations Active in Disaster (National VOAD).....	<a href="http://www.nvoad.org">www.nvoad.org</a>
Natural Hazards Center .....	<a href="http://www.colorado.edu/hazards">www.colorado.edu/hazards</a>
Poverty .....	<a href="http://www.census.gov/hhes/www/poverty.html">www.census.gov/hhes/www/poverty.html</a>
Rural Development.....	<a href="http://www.rurdev.usda.gov/Home.html">http://www.rurdev.usda.gov/Home.html</a>
Small Business Administration (SBA).....	<a href="http://www.sba.gov/disaster/">http://www.sba.gov/disaster/</a>