National Voluntary Organizations Active in Disaster

Long-Term Recovery Manual

This revision of the National VOAD Long Term Recovery Manual was adopted on January 29, 2004.

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ACKNOWLEDGEMENTS

This document is a compilation of materials that have been gathered from a variety of sources, including voluntary agencies with a disaster response mission, community- and faith-based recovery groups, community social service leadership who have taken on disaster recovery responsibilities, and many individuals with years of experience in the long-term recovery process.

Whenever possible, permission was obtained before using materials as part of this document. However, the reality is that much of what is used in the field is developed, adapted and used in an understanding of common knowledge.

The disaster recovery "field" is growing and changing, and it is a foregone conclusion that the Manual will need to be periodically reviewed and updated to incorporate new models and approaches to long-term recovery. There is also a commitment to (1) consistently add newly developed samples and tools to the various Tool Boxes and (2) add a Best Practices accompaniment to the web version that offers experience and innovation to the Manual.

National Voluntary Organizations Active in Disaster (NVOAD) expresses appreciation to those who contributed to this document. Much collaboration, cooperation and communication went into making this as complete as possible.

INTRODUCTION

This Manual is intended to give a quick overview of the major players in your community's disaster response and recovery, help you look at some successful models for organizing for long-term recovery, and offer some tools and samples for your adaptation to your situation.

It may be most useful as a guide for those who are experiencing disaster in your community and are thinking to the days, weeks, months and perhaps years of recovery. This is a manual for those who want to know how to organize for the long term. It may also be used as a planning document for those who are planning and preparing for a disaster that may occur in the future.

The short length of the core of the Manual, the first 30 pages, belies the effort such collaboration will take but also the incredible benefit to the community and its most vulnerable individuals. The remainder of the Manual, including the Appendixes, goes into more depth on particular aspects of the long-term recovery program and provides tools, additional helps and advice.

The Manual, in general, assumes a large scale disaster with state and federal declarations that supply additional resources for individuals' recovery. However, to a greater or lesser degree, recovery needs stemming from non-declared disasters can be addressed with variations on the models, and a special Sequence of Assistance Delivery for non-declared disasters has been developed to acknowledge that most disasters suffered by a community do not receive such outside resources. See that in Appendix I.

Your Community and Your Disaster:
This is YOUR disaster and YOUR community's recovery. This manual is intended to assist you throughout the recovery process.

Ultimately, your adaptation of the models and tools provided here is what will make your community's recovery successful.

DISASTERS and LONG-TERM RECOVERY

The next few pages will introduce basic understandings about disasters and the agencies and organizations that build the community's structure for long-term recovery.

A Disaster:
A disaster is an event that disrupts normal life, causing physical or mental trauma and damage to property and/or community infrastructure. Disasters may include hurricane, tornado, storm, flood, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, fire, explosion, acts of public violence or terrorism, or technological disasters involving toxic materials.

Long-term Recovery:
Recovery is that time following a disaster in which agencies and organizations help affected persons and communities to develop and implement plans and structures for an extended recovery over a period of time. Recovery to each disaster is unique and the long-term recovery (going beyond the relief and initial cleanup to actual rebuilding of homes and lives) may last weeks or years.

The long-term recovery may be typified by (1) the completion of many or all of the emergency and relief programs; (2) a gradual reduction of the presence of outside organizational representatives, staffs and resource persons; (3) most of the casework and recovery initiatives being administered by the local community; and (4) the initiation of government recovery and/or mitigation programs.

Long-term Recovery Structures:
Experience has shown that a strong, well-organized long-term recovery group, organization, or committee will enhance a coordinated response to address unmet recovery needs of communities, families and individuals.

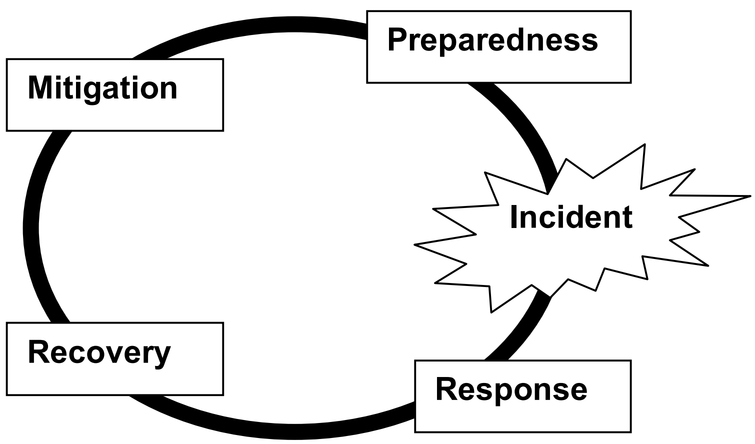
Organized mechanisms for addressing the disaster-caused long-term recovery needs of the community and its residents can maximize the utilization of available resources by enhancing community confidence, avoiding duplicative assistance to individuals, and generating financial, material and personnel resources.

IT IS ESSENTIAL THAT COMMUNITY AGENCIES COLLABORATE AND COORDINATE THEIR RESPONSE AND RECOVERY PLANS.

THIS LAYS THE FOUNDATION FOR A LONG-TERM RECOVERY GROUP.

PHASES OF A DISASTER

When most of us think about responding to a disaster, we envision people evacuating flooded homes, moving into temporary shelters, or lining up for water and food because this is what we see on television and read in the newspaper. It is important to understand; however, that there are actually four phases in the disaster response cycle: preparedness, response, recovery and mitigation.



FEMA Course IS288
"Role of Voluntary Agencies in Emergency Management"

1. Preparedness

Survival and quick recovery from disaster depend on providing information and education on personal and community planning. Preparedness includes activities that seek to prevent casualties, expedite response activities and minimize property damage in the event of a disaster.

2. Response

Response is initiated as soon as an incident has occurred, or prior to onset of an event such as approaching hurricane and/or storm. There are two phases to response: emergency and relief.

Emergency Response

- First Responders in the emergency phase will be local fire and police departments, and search and rescue teams.
- Others who may initially respond include family, neighbors, churches and community-based organizations.
- The emergency response is characterized by activities focusing on the preservation of life and property. This is usually a very dangerous environment.

- The presence of untrained volunteers can present coordination challenges and even endanger the volunteer or others
- Response during this phase includes search and rescue, evacuation, emergency medical services, feeding and sheltering.

Relief Response

- Basic human needs cared for are medical services and the provision of food, clothing and temporary shelter.
- Basic cleanup of homes, businesses and streets begins.
- Utilities begin to be restored.
- Application for assistance begins.
- People begin moving into temporary housing or return home.
- Human, material and financial resources may begin to flow into the community.

3. Recovery

Recovery starts soon after impact and lasts an extended period of time, even up to several years. Typical activities include restoration of infrastructure and vital life support systems, resumption of the routines of daily life and initiation of plans for permanent housing (repairing, rebuilding or relocating of homes). Human, material and financial resources may dwindle with decreasing public awareness. A strong, well-organized long-term recovery group can maximize the utilization of available resources to address recovery needs. Additionally, the incorporation of mitigating activities into a community's recovery process may reduce future loss and impact. (For further clarification, see mitigation section below.)

4. Mitigation

One of the most important elements of long-term recovery is the day-in, day-out efforts to reduce disaster's long-term risk to people and property. This is achieved by:

- community education and awareness,
- relocation or elevation of homes and businesses away from high-risk areas,
- promoting sound building design and construction practices,
- helping local communities adopt flood plain ordinances,
- elevation or relocation of crucial utilities/appliances to safer places within the home.

All of the mitigation activities are also preparedness activities to lessen the impact of disasters.

DISASTER DECLARATIONS

Defining an incident as an emergency and/or major disaster is based upon the impact of the incident on the community and the ability of the community to coordinate a response. The emergency management system in the United States is based upon the ability of the local government to provide the first level of response. Should the level of the incident require a response and recovery effort above and beyond the resources of the local government, the local government may request assistance from the next level of government. This process continues until the final level of federal government assistance is sought.

Most disasters that occur in the United States are not at a level that would require the coordination of federal agencies and assets. The absence of a federally declared disaster does not prevent local and state governments from entering into agreement with federal entities to provide assistance on their own accord.

1. State Declared Disaster

State governments have the responsibility to respond to emergency and disaster needs of the state's inhabitants. 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). When an emergency and/or disaster occurs, state and local governments will activate their respective EOPs. Should the severity of an emergency and/or disaster be at a level that will require a coordination of state and 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, full resources of the state can be accessed to respond to the incident.

2. 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 state and local governments and their citizens when disasters overwhelm them. This law establishes a process for requesting and obtaining a Presidential disaster declaration, defines the type and scope of assistance available under the Stafford Act, and sets the conditions for obtaining that assistance. (www.fema.gov/r-n-r/dec_guid.htm)

At the state's request, state, local and federal officials conduct a joint preliminary damage assessment (PDA) to estimate the extent of the disaster damage and its impact on individuals and public facilities. The damage estimates gathered during the PDA document the severity and magnitude of the event and serve as an indicator for determining whether effective response is beyond state and local government's capability. If the extent of damage following an event is so extraordinary that PDAs cannot be conducted, the governor may request that the President declare a major disaster prior to the completion of PDAs. In such a case, damage assessments will be completed when the situation allows.

A governor's request for a Federally Declared Emergency or Disaster is made through the regional Federal Emergency Management Agency (FEMA) office. The governor must certify that state and local government obligations and expenditures (of which state commitments must be a significant portion) will comply with all applicable cost-sharing requirements.

A declared disaster is the means by which Federal Emergency Management Agency (FEMA) assists a state in carrying out its responsibilities to alleviate suffering and damage resulting from a major disaster or emergency. Not all programs are activated in every declared disaster. The governor requests specific areas and programs in the request letter to the President. The results of the joint preliminary damage assessment are used to assist the governor in determining which programs to request. Programs may be added after the original declaration.

Under the Robert T Stafford Act there are two categories of declaration that the President may grant in response to a state's request for disaster assistance: Emergency Declaration and a Major Disaster Declaration.

Emergency Declaration

> An Emergency Declaration may provide for debris removal, search and rescue, emergency medical care, emergency mass care, emergency shelter, and provision of food, water, medicine, and other essential needs, including movement of supplies or persons.

Major Disaster Declaration

> Based on the governor's request, the President may declare that a major disaster or emergency exists, thus activating an array of federal programs to assist in the response and recovery effort.

ORGANIZING LONG-TERM RECOVERY

During the emergency and relief phases following a disaster, organizational presence, volunteers and resources may be abundant. Soon thereafter, volunteers and resources become scarce. Client needs not met in the emergency and relief phases may be addressed in the recovery period. It is important for community or county groups to identify, pool and coordinate resources as soon as possible.

The following partners are a resource during a federally declared disaster.

Other resources are available in your community whether your disaster has federal and/or state declaration or non-declared.

1. Partners in the Long-Term Recovery Process

In preparing for or responding to disasters in your community, it will be helpful to identify agencies and organizations that commonly provide resources during response and recovery. One or more of the following agencies will be in the community to help you begin the process of calling together initial meetings for the purpose of coordinating relief activities and beginning to organize for the long-term recovery.

State Emergency Management Agency (EMA)

- Develops state and county Emergency Operations Plans (EOPs) for emergency response. Many local jurisdictions also have developed EOPs.
- Identifies and coordinates resources to assist in response and recovery.

State Emergency Management Agency, Voluntary Agency Liaison

Some states have state-sponsored voluntary agency liaisons. The position title varies from state to state.

- o Coordinates with the state/local Voluntary Organizations Active in Disasters (VOAD) in information exchange and identification of resources.
- o Works closely with state donations management personnel

Federal Emergency Management Agency (FEMA)

- Coordinates required resources in a federally declared disaster to assist the local and state authorities in responding to, and recovering from, the disaster.
- Assists in developing plans and training for emergency preparedness.

FEMA Voluntary Agency Liaison (VAL)

  - Coordinates disaster relief activities of established and ad-hoc voluntary organizations in providing goods or services to disaster survivors.
  - Identifies and refers unique individual and family situations, for which assistance cannot be provided through existing programs, to other organizations involved in the disaster recovery.
  - Assists the community in the formation of the long-term recovery group in collaboration with other organizational representatives.
  - Initiates and maintains a close working relationship between FEMA and voluntary agencies.

American Red Cross (Red Cross)

- Works closely with local/state/federal emergency management staff in planning and preparedness for disaster response.
- Acts as a referral service to government and private agencies.

American Red Cross Liaison to Voluntary Agencies (LVA)

- Communicates with other local agencies regarding Red Cross response and recovery activities.
- Helps connect voluntary agencies with other Red Cross staff functions.
- Identifies non-traditional services required of the Red Cross
- Initiates and coordinates a meeting of disaster response agencies on the relief operation.
- Assists the community in the formation of the long-term recovery group in collaboration with other organizational representatives.

Church World Service (CWS) Emergency Response Program

- Encourages and supports a coordinated faith-based response to human need in long-term disaster recovery.
- Assists/mentors local faith-based groups to organize a response to human needs in a coordinated way that is integrated into the ongoing development of the community.

- Connects faith-based responders to other agency and governmental efforts

Church World Service Disaster Response and Recovery Liaison (DRRL)

  - Supports the local faith community's efforts to organize and utilize all available resources in the disaster relief phase
  - Initiates and coordinates a meeting of disaster organizations and agencies in the community to consider long-term recovery strategies
  - Assists the community in the formation of the long-term recovery group in collaboration with other organizational representatives.

Voluntary Organizations Active in Disaster (VOAD)

- Provides the venue for agencies to coordinate, collaborate, communicate and cooperate on disaster planning, training and response. This occurs at national (NVOAD), state (VOAD) and community (COAD) levels.
- Recognizes that the agencies, rather than the VOAD, provides the direct disaster services.
- Plans, and coordinates primary resources of its members and assists in defining the roles of each member.
- Trains agencies for effective activity in all phases of disaster response and recovery.
- Convenes members to share information concerning the disaster and their plans for response.
- Partners with government emergency management agencies to facilitate communication and coordination.
- Supports and promotes the establishment of a long-term recovery process.

National VOAD Members in long-term recovery

NVOAD representatives may be present in the community during long-term recovery, and will assist in the organizing work for long-term recovery. NVOAD Member Agencies will also offer their particular resources.

Please see Appendix IX for a listing of the NVOAD Members, their roles, and resources.

Those most commonly present for long-term recovery are:

- Christian Reformed World Relief Committee
- Church of the Brethren
- Lutheran Disaster Response

- Mennonite Disaster Service
- Presbyterian Disaster Assistance
- Southern Baptist Disaster Relief
- The Salvation Army
- United Methodist Committee on Relief

Additional local, regional, and national collaborative resources

In addition to NVOAD or VOAD agencies, there may be other significant partners in the community, area, or state who have assistance resources to bring to bear on behalf of your recovery. Examples include: civic organizations, social service agencies, local churches, community foundations, community health and mental health agencies and national organizations, agencies, and faith-based bodies.

2. Long-term Recovery Models

The structures or forms of the long-term recovery group have been as varied as the number of communities and their disasters. In general, almost any way that you would chose to structure your recovery efforts is acceptable. However, two models have been successful in many communities, and are recommended: (1) Long-Term Recovery Organization (LTRO); and (2) Long-Term Recovery Committee (LTRC).

Note: For purposes of this manual, the term "group" is used as the generic term, except when one of the two recommended models is discussed.

Long-term Recovery Organization (LTRO)

- Supports the recovery process through multiple contributors but works as a single entity to bring resources to bear on the disaster-related needs.
- Operates from a common pool of funds administered by the organization and its leadership.
- Organizes with a formal, identified leadership (board) and staff (volunteer or paid).
- Identifies as a nonprofit organization through its own 501(c)(3), but may operate under the umbrella of a supporting organization's or agency's 501(c)(3).
- Identifies its mission toward a client base, with each of the members providing appropriate resources.
- Is composed of representatives of disaster response and/or recovery organizations.

- Directs its work toward assistance to those affected by the disaster, having formed especially for that purpose in the wake of a disaster.

Long-term Recovery Committee (LTRC)

- Is composed of representatives from disaster response and/or recovery agencies who individually address survivor needs as cases. The cases are presented in the context of a meeting when the case needs are beyond the capability of the particular agency.
- Shares decision-making authority equally with partner organizations
- Probably does not have resources granted by member organizations; there are examples of the LTRC being guardian and distributor of funds received by the community
- Has no formal 501(c)(3) held by the organization
- May or may not have staff and administrative (executive committee) oversight.

The LTRO and LTRC are the organizational models. In many situations the faith community plays a significant role in the formation of the long-term recovery group, and either of the models above may be partially or wholly faith-based.

Interfaith or Faith-Based Organization/Committee

- Is composed of representatives of the churches and other faith-based organizations who will provide disaster response and/or recovery support.
- Is directed toward a client base identified in its mission, with each of the members providing appropriate resources.
- Provides assistance most often to individuals and families who do not qualify for, or receive inadequate support from, local, state or federal assistance mechanisms.
- Organizes as either a long-term recovery organization or a long-term recovery committee.
- Operates as the sole recovery organization, or may operate as a member of the long-term recovery group.

SUCCESSFUL LONG-TERM RECOVERY GROUP MODELS

Long-Term Recovery Organization (LTRO)
A coalition or organization with formal structure

Long-Term Recovery Committee (LTRC)
A table/venue for collaborative and coordinated recovery efforts

Interfaith or Faith-Based
An LTRO or LTRC that has faith community values and leadership in its core mission

3. Determining a Suitable Long-term Recovery Structure for Your Community

The work of deciding what recovery structure to use begins with information gathering by developing an assessment or profile that presents a picture of the disaster's impact, the needs it has created, and the ability of the community to meet those needs.

Answering the following questions will help community leadership begin to determine the scale of response and the resources (either on-site or to be solicited) which will be needed. All information may not be available at the beginning, but will be revealed as time passes, needs become known, and resources are developed or identified.

The following information will help you make an informed decision regarding the scope of a long-term recovery group's work and its participants**:**

- Size of geographical area affected
- Magnitude and scope of the disaster
- Political and cultural subdivisions or jurisdictions involved
- Number of persons affected
- Number of homes affected and the level of impact
- Number of businesses and public services affected
- Basic population demographics; identification of at-risk populations who are affected
- Other effects on families and individuals (such as high unemployment because of the disaster or destruction of infrastructure)
- Disaster-related needs of individuals and the community
- Functions needed in the long-term recovery of this particular disaster – e.g., advocacy, distribution of material goods, food service, case management, volunteer coordination, debris removal, spiritual care, donations management, long-term rebuilding.
- Community resources for response and recovery
- Current response agencies and their resources
- Resources required (funds, materials, personnel or services) that are not available within the community
- Existing faith-based and social service agencies in the community
- Existing organizations that are already involved in the relief efforts
- Expectations of the local community
- The formal and informal community leadership structures and their roles in the disaster response
- A history of collaborative, coordinated or cooperative efforts among organizations within the community
- Previous or existing working relationships within the faith community

- Cooperative relationships among the faith-based and secular groups within the community

Choosing the model, form or structure of your long-term recovery group will be informed by knowing:

- Agencies, organizations, and religious bodies that are likely to be involved as participants
- Current relationships and/or existing alliances between participants
- Geographic coverage of participant members relative to disaster needs
- Leadership identification
- Administrative capacity of the leadership
- Service needs and structure needed to deliver the resources obtained
- Identification of needed resource expansion, and the best structure for it
- Identification of a system for integrating all resources for effective delivery to the affected populations
- An understanding of the community's history of collaborative work and shared responsibility for social programming
- A determination of organizational willingness to do such things as meld resources, sit at a common table, and turn over decision making to a representative group
- Identification of an existing organization with openness to inclusion of new members:
    - Administrative ability to segment disaster program from existing services, while using existing services to complement disaster response
    - 501(c)(3) tax exemption
    - Ability to provide fiduciary responsibility
    - Demonstrated operational flexibility, i.e. capacity to get in and out of programs
    - Existing volunteer base
    - Reputation and status with other faith-based and secular organizations
    - Strength to divert staff to the recovery work

4. Recovery Group Structure

Once you have chosen a model to use or adapt, identify the administrative structure and operational procedures.

Participants

- Any organization providing resources in the recovery process for disaster-caused human needs can participate.
- National Voluntary Organizations Active in Disaster (NVOAD) member organizations involved in the recovery process are strongly encouraged to provide leadership and information to long-term recovery groups.

- Where there is a viable interfaith response organization, the interfaith organization may represent its members. All participants are equal partners.
- Local community-based organizations that have extended their regular programs to included disaster-related needs.
- Organizations with cases to present for assistance.

Participation Requirements

- Participation is never "required" but always voluntary.
- Participation generally falls into one or more of three categories: people, money, or materials. (Expertise and services are part of these. Examples: an agency which can provide organizational expertise or an agency who can provide a regular meeting place. Neither agency may be able to directly provide dollars for the recovery effort.)
- Participants would be expected to attend meetings regularly or send a substitute from their organization

Long-Term Recovery Committee (LTRC) Structure

- A first step is for organizational and agency representatives to meet and make basic decisions. Initial meeting/s would address:
    - Agreement to work together
    - Logistics about meeting times, spaces, and leadership
    - Selection of a committee chair or coordinator
    - Mission of the Committee and plans for implementation of the mission
    - ***See samples of Mission Statements in the following chapter, "Operating a Long-Term Recovery Group"***
- The coordinator/chair convenes and facilitates regular meetings of the Committee.
    - Information about community resources will be shared.
    - Frequency of meetings should be as needed and decided by the LTRC membership. Weekly or even twice weekly may be needed in the early days of the committee's work.
- The mission and implementation of the mission would most often focus on identifying and addressing the long term recovery needs of the disaster victims through a Case Management system.
    - Case managers would be identified and training provided
    - Case managers would work with individuals and families to develop a Recovery Plan and identify the unmet recovery needs.
    - A case file would be established and a common repository for the files may be identified.
    - Organizations and agencies bring cases to the Committee if they were unable to meet client needs through their own resources.

  - Through discussion, sharing options, and resources, the Committee would jointly share resources to meet the needs of each case brought to the Committee.
  - Commitment of resources by an organization is voluntary and based on that organization's eligibility criteria and approval.
  - Minutes of the meetings should be kept and include the details of all agency commitments.
  - All cases presented to the committee **must** be accompanied by a "*Release of Confidentiality"* form that signed by the client so case information can legally be shared.
  - Professional standards of confidentiality will apply to the Committee as a whole.
  - In large scale disasters where there may be more than one LTRC, regular meetings between the leadership of the committees should be held to discuss needs and share knowledge of resources.
  - ***For more information about, and tools for, Case Management, see Appendix IV***
- Volunteer Management and Donations Management functions may also fall under the purview of a LTRC or one of its participants.
  - ***For more information about, and tools for, Volunteer Management, see Appendix III.***
  - ***For more information about Donations Management, see Appendix II.***

Long-Term Recovery Organization (LTRO) Structure

- A first step is for leadership to meet and make basic decisions.
  - Agreement to work together
  - A statement of mission

  See samples of Mission Statements in the following chapter, Operating a Long-Term Recovery Group
  - Plans for implementation of the mission through organizational structures such as a steering committee or board of directors, programmatic committees and taskforces, and paid staff and/or volunteers.
- The mission emphasis would most often focus on identifying and addressing the recovery needs of the disaster victims, but may also address other community disaster issues and needs such as mitigation measures and mental/spiritual health.
- The LTRO, in order to seek funds, will either solicit the umbrella of another organization's 501(c)(3) Not-for-Profit status, or make application for its own.
  - Often, a new organization will operate under the umbrella of another organization in the beginning so the focus can remain on addressing response and recovery needs

  - ***For more information about formation of a 501(c)(3) see Appendix XI, Other Tools***
- A LTRO structure would include many of the following:
  - Administration, Personnel and a staff management system
  - Financial management, solicitation, reporting, and accountability system.
    See more information about accountability in the following chapter.
  - Program Committee to plan and supervise service delivery; prime among those programs being a Case Management, Donations Management, and Volunteer Management.
    See more about, and tools for, Donations Management, Volunteer Management, and Case Management in Appendixes II, III and IV respectively.
  - Publicity, reporting, and outreach function
    See more about reporting and community information in the following chapter.
- Regular meetings of the various components of the LTRO would be held as needed; weekly or even twice weekly may be needed in the early days of the organizing and recovery work.
- Although a legal and organizational entity, an LTRO will collaborate and coordinate with other response and recovery efforts in the community.

Faith-based or Interfaith Recovery Organization/Committee Structure

- See model descriptions above for LTRO or LTRC structure guidance.
- Community faith-based organizations have a wide knowledge of successful facilitation of group formation. Therefore, for more information about organizing a faith-based response, contact the faith-group leadership in your community.

OPERATING A LONG-TERM RECOVERY GROUP

This segment of the manual will address various aspects of operating a long-term recovery (LTR) group:

1. Functional Areas of Activity and Structure
2. Sample Mission Statements
3. Sample Bylaws
4. Credibility, Reporting, and Accountability
5. Life Beyond Recovery

1. Functional Areas of Activity and Structure

The work of the LTR group can usually be identified in five functional areas of activity and structure. The following chart lists the tasks most commonly used and is intended for your information, not as a mandate, nor to limit your options for planning and implementation of your community's recovery work. In most cases, several of the activities will be performed by one person, committee or taskforce.

Although any recovery process may not present a need for all of these aspects of programming, it is suggested that consideration be given to exploring the need for each.

In addition, although many of the functional structures may apply to only a LTRO, again it may be helpful to consider functions or adaptations of these functions for use by a LTRC.

Administration	Solicitation and Utilization of Donations for Long-term Recovery
• Board or Council for setting policy and programmatic priorities • Director or Coordinator - Paid, seconded by another agency, or volunteer • Resource Development - Financial - In-Kind • Personnel Management - Paid Staff - Volunteer Staff - Including case management staff • Public Information and Reporting - Donors - Community and Media • Fiscal Agent - Accountability - Reporting • Space and Equipment	• Materials - Building and construction - Distribution system: getting to job sites in conjunction with case management needs • Professional services for benefit of the LTR group or for needs of clients • Other donated materials, equipment and space

- Donated or paid space - Donated or purchased equipment	
Case Management • See more about Case Management in Appendix IV	**Volunteer Management for Long-term Recovery Re-building** • Recruiting • Support Services - Room and board - Orientation • Supervision and coordination of work
Spiritual and Emotional Care • Individual case management needs - referrals • Community-wide needs • Caregiver support and care	

2. Sample Mission Statements for LTROs and LTRCs

A Mission Statement describes how the organization plans to make a difference in the community. It does not need to be long and complex, but may briefly describe who is participating and the group's primary objective and program overview.

Sample Mission Statement #1

The (name of group) has agreed to meet and work together to address the needs of residents of (location or area) in response to the (name of disaster). We will strive to:

- Provide coordinated management of the long-term recovery to the disaster.
- Provide additional long-term assistance to individuals affected by the disaster who do not have adequate personal resources for basic needs as result of the disaster.
- Advocate for ongoing preparedness within the faith community and cooperation with governmental and voluntary agencies active in disaster.

Participants in this effort include: (names of participants)

Sample Mission Statement #2:

We provide spiritual, emotional and physical resources to those affected by the disaster regardless of race, creed, color, gender, disability or religious preference. We seek to respond to needs not met by relief systems such as FEMA, Red Cross, Small Business Administration and other disaster recovery programs.

Sample Mission Statement #3:

The mission of the (name of group) is to strengthen area-wide disaster coordination in the affected area including (description of area) by sharing information, simplifying resident access to services, and jointly resolving cases with disaster-caused recovery needs.

Sample Mission Statement #4:

MISSION:

To meet the need for ongoing coordination among communities providing volunteer, financial, spiritual, physical and/or psychological support for people whose lives have been ravaged by the (type of disaster).

To provide collaborative leadership in the discernment of long-term needs for recovery and rehabilitation that can be most effectively met or assisted by this community.

To provide advocacy for people most vulnerable to having their needs overlooked in public recovery planning processes.

OBJECTIVES:

This team will meet as needed and otherwise communicate on an ongoing basis to assure the most productive possible collaboration in addressing its mission.

The team will assure appropriate linkage for communities with public and civic disaster response organizations including FEMA, American Red Cross, Church World Service, The Salvation Army, and state or local governmental entities.

The team will, as needed, assist community organizations (and develop and provide coordination for such groups, if needed) to assure systematic needs analysis and resource matching.

Where appropriate, the team will work with individual groups to provide community support.

The team will assure the availability of support training for clergy and community leaders who have had limited or no direct interaction with disaster recovery or recent prior disaster preparedness training.

The team will work together to assure public visibility for disaster recovery efforts.

The team will seek to build constructive relationships with community groups to avoid (or at least minimize) the existence or appearance of competition or conflict between groups in disaster response work.

This assistance to recovery will be provided on a case-by-case basis to the extent resources are available.

3. Sample Bylaws for LTRCs and LTROs

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.

An LTRC may simply decide upon some basic procedures and be able to operate with those in place.

An LTRO, even though it may operate under another organization's 501(c)(3) status, should have bylaws to indicate it's governance, specify handling of funds, and establish lines of authority and responsibility.

Following are two samples of bylaws that might be modified depending on your state's laws and may be adapted and simplified to meet your organization's needs. The first is simple and straightforward, the second far more comprehensive and all inclusive.

Sample Bylaws #1:

BYLAWS
OF

(ORGANIZATION'S NAME)

ARTICLE 1. Purpose of the Corporation

The (Name of Organization) sets forth these Bylaws in accordance with the laws of the state of (Name of state) as an act of incorporating a not-for-profit organization, to establish and maintain a network within and on behalf of the faith communities and secular agencies which will provide a coordinated response to (specific disaster or more general language – general language is recommended).

ARTICLE 2. Members of the Corporation

(This section should be at the discretion of the group as you decide who is a "member." One organization's language is included below as a sample.)

Members of the Corporation shall be not more than (Number) representatives identified by each of the faith communities (diocese, presbytery, conference, et al) who (1) have provided material or financial support for the work of the (Name of the Organization) and who (2) authorize these representatives to be identified annually as Corporate Members.

ARTICLE 3. Eligible Voters

Only members of the Corporation shall be eligible to vote on matters coming before the corporate meetings, whether stated or special. Voting by proxy and cumulative voting are not allowed.

ARTICLE 4. Meetings of the Corporation

All meetings will be at the call of the Chair or any two of the corporate officers.

The Annual Meeting of the Corporation shall be in (Month) each year, for the purpose of electing executive officers and addressing any other corporate business properly coming before the Corporation. Public notice of this meeting, the time and place shall be given by written notice to all Corporate Members at least two weeks (14 days) prior to the meeting.

Special corporate meetings shall be called by the Chair or any two corporate officers, or upon the request of ten percent of the Corporate Members, providing the call shall clearly state the purpose for the meeting and prior written notice being given two weeks (14 days) in advance to all Corporate Members. Only business specified in the call for the special meeting shall be conducted.

ARTICLE 5. Quorum

A quorum for transaction of business shall consist of twenty-five percent of the total Corporate Members.

ARTICLE 6. Corporate Officers

There shall be elected from the Members of the Corporation:

1. A Chair who shall preside at all meetings, as well as be the chief executive officer of the corporation, and perform other functions as deemed necessary by the Executive Committee.

2. A Vice-Chair who shall preside in the absence of the Chair, or at other times deemed necessary by the chair, and perform other functions as deemed necessary by the Executive Committee.

3. A Secretary who shall record and preserve all minutes of meetings, and perform other functions as deemed necessary by the Executive Committee. If unable to attend a meeting, the presiding officer shall appoint a secretary pro tem for that meeting.

4. A Treasurer who shall receive, deposit and account all financial matters of the Corporation, providing regular financial reports to the Members, and perform other functions as deemed necessary by the Executive Committee.

The Corporate Officers shall be elected for two-year terms of office, and are eligible for as many successive terms as the Corporation deems appropriate.

The Officers shall represent three or more of the Corporate Member organizations.

ARTICLE 7. Executive Committee

The Executive Committee shall be accountable to the Members and consist of the Chair, Vice-Chair and Secretary of the Corporation and shall meet at the call of the Chair to perform such actions related to the management of the affairs of the corporation, including but not limited to:

1. Hiring, evaluating and terminating an administrator and/or other personnel, whether compensated or volunteer;

2. Engaging and executing contracts and agreements.

Except as otherwise required by law or these Bylaws, the Executive Committee shall have all the authority of the Board in the management of (Organization's Name) during such time as the Board is not meeting and may authorize contracts and agreements as required. The Treasurer and Director/Coordinator shall be advisory members without vote to the Executive Committee.

ARTICLE 8. Programmatic Committees and Taskforces

The Corporation may create such temporary or permanent committees made up of its Corporate Members or other persons as agreed upon. These committees shall have such authority as the Corporation directs

ARTICLE 9. Vacancies and Nominating Process

The Executive Committee shall determine the appropriate process for securing nominations from among the Corporate Members for vacancies of any of the corporate offices, announcing the nomination process, and conducting an election.

ARTICLE 10. Financial Audit

The Executive Committee shall obtain an annual audit and review of the financial affairs of the Corporation. The report shall be placed in the minutes of the Executive Committee and reported to the Corporate Members.

ARTICLE 11. Amendments

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 12. Dissolution of the Corporation

Upon the dissolution of this Corporation either by two thirds vote of the Corporate Members all assets and liabilities shall be distributed among the last annual list of the Members represented in the corporation membership in proportion to the materials and financial resources given to the corporation to date.

Sample Bylaws #2:

BYLAWS
OF

(ORGANIZATION'S NAME)

ARTICLE I. Purposes of the Corporation

As set forth in the Articles of Incorporation, the (Organization's Name) has been formed for the following purposes:

To operate exclusively for charitable and educational purposes, including but not limited to improvement of the condition of the poor, the underprivileged and the victims of discrimination and alienation.

To accomplish these purposes, the Board shall have the authority to exercise all the powers conferred upon corporations formed under the (appropriate state law) in order to accomplish its charitable and educational purposes, including but not limited to the power to accept donations of money or property, whether real or personal, or any interest therein, wherever situated; provided that only such powers be exercised as are permitted to be exercised by a nonprofit corporation which qualifies as a corporation described in Section 501(c)(3) of the Internal Revenue Code as amended; nor shall it engage directly or indirectly in any activity which would cause the loss of such qualification.

ARTICLE II. Board of Directors

Section 1. General Powers

The Board of Directors of the (Organization's Name) constitutes its governing body. It shall manage, control, and direct the affairs and property of the corporation and subject to these Bylaws shall have all powers necessary to carry out the purposes of the (Organization's Name) as specified in the laws of the United States and (appropriate state law).

Section 2. Composition of the Board

(a) The members of the initial Board shall be those (Number) persons named as directors in the Articles of Incorporation plus such persons as shall be added to the Board before (Date). Thereafter, the Board shall consist of not less than (Number) nor more than (Number). The term of each director shall continue until termination by death, the effective date of resignation, or the date of his/her service period in accordance with these Bylaws.

(b) Vacancies in the Board of Directors and any Board position to be filled by an increase in the number of Directors may be filled at any meeting of the Board upon nomination and a vote of (Percent) of the members of the Board present at such meeting.

(c) A Director may resign from the Board at any time by giving notice in writing thereof. A Director may be removed by the voter of (Percent) of the Board members present at any meeting of the Board.

Section 3. Meeting of the Board

(a) The annual meeting of the Board shall be held in (Month) of each year. Regular meetings of the Board, in addition to the annual meeting, shall be held (frequency). Special meetings of the Board shall be called by the Board Chair at the request of any (number) of Directors.

(b) The time and place of all meetings of the Board shall be designated by the Board Chair. Meeting may be held either within or outside of the (state, county, or other locale).

(c) At least (number) days' notice shall be given to each Director of the annual and regular meetings of the Board. Special meetings of the Board may be held if at least (Number) days' notice is given of such meeting. Any Director may waive notice of any meeting by submitting a signed waiver of notice whether before or after the meeting.

(d) (Percent) of the Directors shall constitute a quorum for the transaction of business at any meeting of the Board except that if a quorum shall not be present at a meeting, a (Percent) of the Directors present may adjourn the meeting from time to time without further notice.

(e) All matters shall be decided by a vote of (Percent) of the Directors present at any meeting at which a quorum is present, except as otherwise provided by statute, the Articles Of Incorporation or these Bylaws.

(f) Any action which is required or permitted to be taken at any meeting of the Board of Directors or of any committee of the Board may be taken by oral agreement without a meeting, if within (Number) days after such oral agreement, the text of the resolution or matter agreed upon is sent to all members of the Board and more than (Percent) of the Board do not object to such action in writing within (Number) days of the mailing of such text.

ARTICLE III. Committees

Section 1. Executive Committee.

The Board of Directors shall designate from its members an Executive Committee consisting of at least (Number) Directors. Except as otherwise required by law or these Bylaws, the executive Committee shall have all the authority of the Board in the management of (Organization's Name) during such time as the Board is not meeting and may authorize contracts and agreements as required. A quorum for the transaction of business by the Executive Committee shall consist of (Percent) of the total membership of the Executive Committee, and decisions shall be made by a (Percent) vote at a meeting at which a quorum is present. The Executive Committee shall keep regular minutes of its proceedings and shall report the same to the Board at regular meetings of the Board or more often if appropriate. A report of any executive proceedings shall be available upon request by any member of the Board. Vacancies in the membership of the Executive Committee shall be filled by the Board at a regular or special meeting.

Section 2. Other Committees

The Board Of Directors may create such other temporary or permanent committees of its members or other persons as agreed upon. The committees shall have such authority as the Board or these Bylaws direct.

ARTICLE IV. Board Structure

Section 1. Officers

(a) The officers of the Nonprofit Corporation shall include a Chair (President), Secretary, Treasurer and other officers as may be deemed necessary by the Board or required by law. Officers shall receive no compensation.

(b) Officers shall be elected (Frequency) by the Board with such election to be conducted at the regular annual meeting.

Section 2. Board Chair
The Chair (President) shall be the principal officer of the Nonprofit Corporation, and subject to the control of the Board of Directors, shall perform all duties customary to the office of Chair of a Board of Directors.

Section 3. Secretary
The Secretary shall be responsible for the keeping of an accurate record of all meetings of the Board of Directors, shall have custody of the official papers of the Nonprofit Corporation, see that all notices are duly given in accordance with these Bylaws or as required by law, and in general perform all duties customary to the office of Secretary.

Section 4. Treasurer

(a) The Treasurer shall have custody of and be responsible for all corporate funds and securities; shall keep full and accurate accounts of receipts, disbursements, assets and liabilities of the Nonprofit Corporation; shall present timely and accurate reports of such transactions to the Board of Directors as required; and shall perform all duties customary to the office of Treasurer.

(b) The Treasurer shall deposit or cause to be deposited all monies or other valuable effects in the name of the Nonprofit Corporation in such depositories as shall be selected by the Board Of Directors or the Executive Committee.

ARTICLE V. General Provisions

Section 1. Checks
All checks, drafts or other orders for the payment shall be signed by such officer or officers or such other person or persons as the Board Of Directors may from time to time designate.

Section 2. Gifts
The Board of Directors may accept on behalf of the Nonprofit Corporation any contribution, gift, bequest or devise for the purposes of the Corporation.

Section 3. Fiscal Year
The fiscal year of the Nonprofit Corporation shall be fixed by the Board of Directors.

Section 4. Auditing of Financial Records
An annual audit of all finances by a qualified accountant or committee named by the Board of Directors shall be conducted for the purposes of submission of a full statement of finances and operations to the membership of the Board of Directors.

Section 5. Staff

(a) The Board shall determine such volunteer or paid staff positions as it shall deem necessary.

(b) The Board may name a Personnel Committee as deemed necessary.

ARTICLE VI. Amendments

Except as otherwise provided by the Articles of Incorporation or Bylaws, these Bylaws may be altered, amended or repealed, or new Bylaws adopted by a vote of (Percent) of the total number of Directors at any meeting of the Board, if at least (Number) days written notice is given each member of the Board of intention to alter, amend, repeal or adopt new Bylaws at such meeting.

4. Credibility, Reporting, and Accountability

A new LTR group who shows evidence of accountability and credibility will probably have more success in attracting individuals or organizations to contribute cash, materials, or volunteer time.

The successful LTR group must assure its public that it is responsible in the use of resources and that its program produces results. The groundwork for credibility comes from formulating--

- A Mission Statement,
- A projected program and criteria for providing services,
- An estimated budget, and
- A plan for regular communication and reporting.

Establishing (1) financial controls that make it difficult or impossible for organizational money to be used inappropriately and (2) a system of regular reporting to constituents (clients, members of the disaster-affected community, and donors) are essential aspects to consider when developing structure.

The foundation for responsible financial and reporting accountability lies in effective leadership and a clear understanding of the leadership roles. Characteristics of an effective leadership structure:

- Members reflect community diversity and bring systematic input from members of the community to meetings.
- Members clearly understand their responsibilities and functions and are present at meetings.
- Official minutes that clearly record decisions are kept for each meeting, are approved at subsequent meetings, and may be readily reviewed.
- Meeting discussions are relevant to issues facing the LTR group.

Financial Accountability

Financial controls assure donors that the recovery group takes seriously its public trust. They may include:

- Following commonly held accounting practices in terms of handling and verifying income, expenses and bank accounts.
- Developing a budget and monitoring budget expenditures.
- Conducting an annual audit by accountants outside of the group’s membership; if a full-fledged audit is too expensive, a review by a volunteer accountant may be an acceptable alternative.

Programmatic Accountability

Based on identified disaster related needs and income projections, the recovery group develops program goals and objectives that demonstrate reasoned priorities for their resources of time, funds and skills.

Program reports should focus on accomplishments (results) as much, or more than, on activities (what the organization spends its time doing). For example, the recovery organization — as an advocate to help people get government assistance – could report the number of cases it handled and how many hours this consumed. But, more accountability and accomplishments may be demonstrated in reporting how many people received the help they deserved.

Regular reporting from each component of the program, in a consistent and standardized format, gives a sense of organization, clarity of mission, and program accomplishments. Successful reporting will indicate measurable standards and objectives.

Review and Evaluation

Once a recovery program starts, an evaluation process should drive ongoing planning. Is the organization getting the results it wants, and results that can effectively communicate its value to its constituency?

Measurable long-term goals and short-term objectives for program becomes the basis for evaluating accomplishments. A recovery organization with an eye on what it wants to achieve in clearly stated goals and objectives can--

- Measure its effectiveness,
- Change programs, priorities, and emphases as needed,
- Recognize and celebrate its accomplishments, and
- Launch new work grounded in its experience.

Communication – "Telling the Story"

A recovery organization that tells a timely, compelling and accurate story about itself takes advantage of prime opportunities to inform and identify funders, in-kind donations and volunteers.

Communication and reports from the recovery organization about the impact its program is making on the lives of disaster survivors establishes credibility and accountability that wins the trust of the community it is serving and donors.

In developing communication policies, practices, and procedures, seven principles apply:

- Credibility. The people and groups who form the audience for communication must have confidence in the organization.
- Context. Communication and reporting must take place within an environment that is expected, familiar and comfortable to an audience. Factors to consider include location (where are people accustomed to receiving information), media (what mode of communication will best serve the audience), style (funders want reports and budgets, donors want stories, victims need direct referrals).
- Clarity. Simplicity of your message is crucial.
- Continuity and consistency. Consistent messages must be repeated.
- Content. Your message must have meaning to your audience. It must be compatible with value systems and relevant to problems.
- Channels. Employ established channels of communication used and expected by your audience.
- Capability. Your message and the way it is communicated must be tailored to the audience's availability, habits, literacy, and language.

5. After Recovery

Closure of the Recovery Program

Formal and informal evaluations and reviews of Mission Statement and strategies to accomplish the goals set for the LTR group will help determine the time for closure of response to the disaster and work toward recovery.

The closure may come for several reasons:

- All disaster-related needs have been met.
- Resources are exhausted.
- All cases have been referred to other providers.

Steps in closure might include the following:

- A formal evaluation and review that explores what was accomplished, who provided leadership, success of the processes developed and used, appropriateness of the assistance offered to victims, and the effect of the LTR group's work on the community
- A time of community celebration for the successes and expression of appreciation to leadership, supporters and staff/personnel
- Final closure, transition, or referral of remaining cases
- Completion of financial operations, including audit/review
- Final reporting to the community and funders

Maintaining a Collaborative Structure for Future Disaster Recovery Work

Ongoing communication and collaboration among community agencies is often an outcome of their work during the disaster recovery. Most often the group will adopt one or more of the following scenarios:

- A shift in the mission to focus on planning and mitigative activities to enhance preparedness for the next disaster and reduce the community's vulnerability
- Maintenance of the LTR structure for future disaster recovery, especially if the area is disaster prone
- Maintenance of relationships and structures for on-going community social service work

There are benefits in maintaining an ongoing structure, for example:

- Prepared and educated community leadership
- Timely and coordinated response for large and small disasters
- Strengthens the community's social fabric

See Appendix VII, Common Terms and Definitions, Community Organizations Active in disaster (COAD) and Voluntary Organizations Active in Disaster (VOAD).

LONG-TERM RECOVERY MANUAL

APPENDIXES

Appendix I

SEQUENCE OF DELIVERY OF ASSISTANCE

Many organizations and programs provide assistance to individuals. Disaster assistance is dependant upon a sequential order of accessing these programs, and this is commonly called Sequence of Delivery.

Adherence to the Sequence of Delivery enables governmental and voluntary agencies to work together and help avoid duplication of benefits (DOB). This is important not only because it maximizes limited resources and gives guidance for meeting disaster-related long-term recovery needs, but also because the duplication may be illegal and lead to legal action against the client.

The following pages will use text and diagrams to illustrate two possible sequences:

1. A sequence for delivery of assistance to individuals when there is a federal declaration for the disaster and governmental programs of various types are activated.

2. A sequence for delivery of assistance to individual when there is no federal declaration, or when limited public assistance programs are available

1. ASSISTANCE TO INDIVIDUALS IN FEDERALLY DECLARED DISASTERS

The Sequence of Delivery in a disaster with a Federal Declaration is:

- Local government and voluntary agencies' emergency assistance
- Personal Insurance: Home owners, Renters and/or National Flood Insurance Program (NFIP)
- Housing Assistance - FEMA
- SBA disaster loans
- Other Needs Assistance (ONA)
- Long-Term Recovery Groups

Voluntary Agencies

- Various voluntary agencies have response capabilities in their disaster planning. These agencies work closely with local and state emergency management to provide shelter, food, clothing and replacement of medical supplies (dentures, prescriptions, eyeglasses, etc.).
- These capabilities are not dependent upon a Presidential Declaration in order to be initiated.

Personal Insurance

- Owners/Renters who have insurance need to contact their insurance agent at the earliest possible time after the disaster.

- Insurance coverage is settled on before a survivor is determined eligible for Federal programs.
- NFIP (National Flood Insurance Program) is a requirement for owners who reside in the flood plain. Renters may have purchased NFIP insurance for contents only. (See local EMA for further information)

FEMA's Individuals and Households Program (IHP) / Small Business Administration Loans

These programs are a combined FEMA and State program that provides money and help to people in the declared disaster area whose property has been damaged or destroyed and whose losses are not covered by insurance.

Housing Assistance - FEMA

- Temporary Housing (a place to live for a limited period of time) – Money to rent a different place to live, or a government provided housing unit when rental properties are not available.
- Repair – Repairs to your home and/or replacement of damaged items are limited to making your home safe and sanitary so you can live there. FEMA will not pay to return your home to its condition before the disaster.
- Replacement – This type of assistance offers a limited amount of money to replace a disaster-damaged home.
- Permanent Housing Construction – Direct assistance or money for the construction of a home. This type of assistance occurs only in insular areas or remote locations specified by FEMA, where no other type of housing assistance is possible. Insular areas are: Guam, the U.S. Virgin Islands, Commonwealth of the Northern Mariana Islands, and American Samoa.

Small Business Administration (SBA) Disaster Loans

- Prior to receipt of further assistance, an SBA application must be filed
- SBA assistance is available to homeowners and renters for restoring or replacing disaster damaged real and personal property.
- The loan amount is limited to the amount of uninsured SBA verified losses.

FEMA/State Other Needs Assistance (ONA)

- There may be money for necessary expenses and serious needs caused by the disaster.
- These needs include medical, dental, funeral, personal property, transportation, moving and storage, and other expenses that are authorized by law.

A Sequence of Delivery flow chart for federally declared disasters is on the following page.

For information about the Individuals and Households Program (IHP), contact your FEMA Voluntary Agency Liaison (VAL) at the FEMA Regional Office for your state as listed on the FEMA website at

www.fema.gov

SEQUENCE OF DELIVERY OF ASSISTANCE
IN A FEDERALLY DECLARED DISASTER

LOCAL GOVERNMENT and
VOLUNTARY AGENCIES
(Food, Shelter, Clothing, Medical)

PERSONAL INSURANCE

FEMA HOUSING ASSISTANCE PROGRAM

1. Temporary Housing
Financial
Lodging or Rental
Direct
Mobile Homes/Travel Trailers

2. Repairs
Financial
Up to $5,100*

3. Replacement
Financial
Up to $10,200*

4. Permanent Housing Construction
Financial or Direct

*these amounts are adjusted annually

SBA DISASTER LOANS

Homeowners	Personal Property	Business
Up to $200,000*	Up to $40,000* (Renters and Owners)	Up to $500,000*

QUALIFYING APPLICANTS MUST COMPLETE THE SBA LOAN

Summary denial, SBA and/or
Funeral
Medical
Dental
Public transportation

SBA Loan denial

OTHER NEEDS ASSISTANCE (ONA)

Max IHP Grant = $25,600* in combined assistance from FEMA Housing Assistance and ONA

1. Medical
Dental
Funeral

2. Personal Property
Transportation
(repair and replacement)
Other Expenses

LONG-TERM RECOVERY ASSISTANCE
Offered by various agencies
(see Sequence of Delivery for LTR Groups page following)

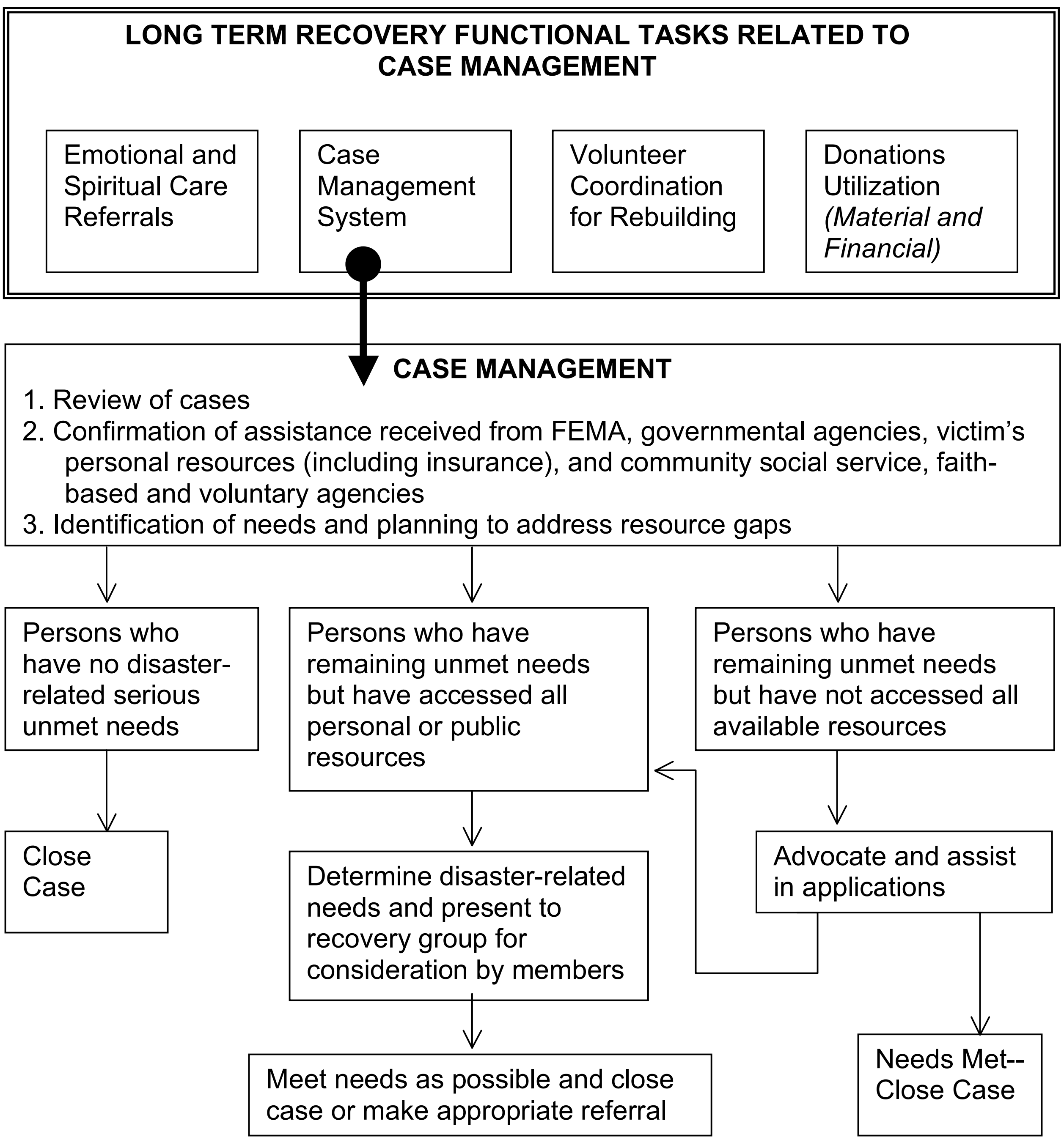
(Needs Assessment; Community Organizing; Spiritual/Emotional/Mental Health Care; Rebuilding/ Rehabilitation; Material and Financial Support)

SEQUENCE OF DELIVERY (continued)

**Long-Term Recovery Assistance through
Long-Term Recovery Groups**

Groups may include representatives of –

- Not-for-profit, faith-based and community-based organizations/agencies (usually VOAD members and local social service agencies), and
- Local, state and federal governmental programs.



2. ASSISTANCE IN DISASTERS WITHOUT A FEDERAL DECLARATION

A disaster that produces significant impact to vulnerable individuals or families but not damages considered to be significant enough for assistance from government programs are a challenge to the local community.

There may be local organizations and personal resources that are sufficient to the task of recovery. There may be the need to access state or national resources from voluntary agencies that will assist regardless of the absence of a federal declaration.

In any case, following a modified Sequence Of Delivery will help the local caregivers to maximize the limited resources of the community.

See the chart on the following page for Sequence of Delivery in a non-declared disaster.

Voluntary Agencies

- Various voluntary agencies have response capabilities in their disaster planning. These agencies work closely with local and state emergency management to provide shelter, food, clothing and replacement of medical supplies (dentures, prescriptions, eyeglasses, etc.).

Personal Insurance

- Owners and renters who have insurance need to contact their insurance agent at the earliest possible time after the disaster.

SEQUENCE OF DELIVERY OF ASSISTANCE IN A NON-DECLARED DISASTER

LOCAL GOVERNMENT and
VOLUNTARY AGENCIES
(Food, Shelter, Clothing, Medical)

↓

PERSONAL AND FAMILY INSURANCE AND RESOURCES
(Insurance, Personal Funds, Family)

↓

LOCAL COMMUNITY AND AGENCY RESOURCES

(Faith-based organizations, civic clubs, state or local social/human services, local food pantry, voluntary service organizations, mental health and medical clinics, labor and professional agencies/groups, etc)

↓

LONG TERM RECOVERY ASSISTANCE

(Needs Assessment; Case Management; Community Organizing; Spiritual/Emotional/Mental Health Care; Rebuilding/ Rehabilitation; Material and Financial Support; Volunteer Coordination)

Needs to be addressed by resources accessed by local agencies from jurisdictional, state or national agencies
or
the needs are referred to other agencies

Appendix II

SOLICITATION AND UTILIZATION OF DONATIONS FOR LONG-TERM RECOVERY

The LTR group needs to access donations of funds and offers of donated materials, volunteer time and professional services. The organized and timely access to these resources is easier during the early days of the disaster response, but necessary to the work of the long-term recovery.

Preparing to Solicit Donated Materials, Funds and Personnel

The most effective guidelines for soliciting donations are:

- Identify immediate needs and project future needs so solicitations will enable materials to arrive when they are best used.
- Determine exactly what is needed and the circumstances under which donations will be received; communicate this information clearly and concisely to the public.
- Educate the media, churches and civic groups as to the exact nature of materials, funds or skills needed.
- If necessary or helpful, identify an organization to manage receipt, warehousing and distribution of material or professional service donations.

CONTRIBUTIONS OF CASH – OFTEN THE BEST DONATION

FEEL CONFIDENT IN REQUESTING MONETARY CONTRIBUTIONS IF THAT IS AN IDENTIFIED NEED

- **Allows the LTR Group to purchase exactly what is most urgently needed**
- **Allows the supplies to be purchased in locations near the disaster site for timely delivery**
- **May stimulate the local economy with local purchases**

Appendix III

VOLUNTEER MANAGEMENT
IN LONG-TERM RECOVERY

Volunteers are crucial to the initial response and the long-term recovery when disasters occur. The volunteer centers in your community may maintain a list of sites where volunteers are needed and by what agency, and may handle all of the sign-up procedures.

Volunteers may bring to the LTR group a variety of skills. Services that are often volunteer staffed include: debris removal and muck-out, office personnel, coordinating and programmatic leadership, rehabilitation and construction, case managers, and professional services (legal, accounting, construction contractors, trainers, computer experts, etc).

Managing Volunteers for Construction and Rehabilitation

- The agencies that are receiving and coordinating volunteers belong at the LTR table to help complete a recovery plan. The casework presenters should consider volunteer labor as a resource for addressing needs of their clientele.
- Coordination of volunteer labor can be a monumental job. It is recommended that the recovery group not take on this portion of the recovery activities, but rather be informed and resourced by the process. Often, there is a local agency that has experience in volunteer coordination. Enlist help.
- If the LTR group does need to manage this facet of the recovery process, a volunteer coordinator position may need to be created.
  - A volunteer coordinator works closely with volunteers, donors, agencies in the disaster-affected area, and the disaster survivors. The coordinator is the key to connecting valuable labor with critical needs.
  - The volunteer coordinator may oversee a number of functions including, but not necessarily limited to the following:
    - Donations of supplies and equipment
    - Requests for needs and services
    - Hospitality/accommodations
    - Obtaining needed supplies and equipment
    - Work-site supervision
    - Publicity and communications.
  - It is important that the volunteer coordinator be a good steward in overseeing the use of in-kind donations as well as the use of volunteer time and energy.
- The task of the volunteer coordinator is to channel volunteer help where it will meet the greatest need of priority cases and most vulnerable populations

A sample form for completion by a prospective work group follows. Some coordinators have used a variation on this form for their internal planning.

Volunteer Management Sample Form #1

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 Management Sample Form #2
(This form should be completed by recovery group staff or coordinators in concert with the homeowner)

ACCESS TO PROPERTY 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 ___________________________

Appendix IV

CASEWORK MANAGEMENT

IN LONG-TERM RECOVERY

Casework management is a method of providing services whereby the case manager assesses the needs of the survivor and develops a Recovery Plan with the survivor to address those needs. Casework management involves both the survivor and the resources. It may involve a wide range of agencies.

MANAGING CASEWORK

When managing casework, keep in mind the following basic information about determining unmet recovery needs, confidentiality, and various responsibilities of the case manager and the client.

Determining Unmet Long Term Recovery Need

- A disaster-caused serious unmet need is something the survivors cannot meet for themselves.
- It may be a loss of life, injury, income, housing, vehicle or household goods.
- It may be caused by stress.
- It is **NOT** a pre-disaster condition.
- It is **NOT** an ongoing social issue.
- It is not intended to be an upgrade to the client's previous living condition, although this may happen in reconstruction for obvious reasons in order to provide safe, sanitary, secure and appropriate housing.
- It should be identified by the survivor, verified by the caseworker, and agreed upon by the recovery group.

Some assistance programs are designed to assist all affected by the disaster, especially during the early relief and rescue efforts.

IT IS COMMONLY UNDERSTOOD THAT ASSISTANCE FROM THE LTR GROUP IS RESERVED FOR THE SERIOUS AND BASIC LIFE NEEDS WHICH ARE NOT OTHERWISE RESOURCED

Confidentiality

- Confidentiality is a legal consideration for the LTR group and the individual participant agencies. Breaches in confidentiality may result in legal actions against individuals, organizations, and the LTR itself.

- Although confidentiality is of the utmost importance, most recovery groups operate with disclosure of family names in order to give all agencies opportunity to verify previous assistance and conflicts of interest.
- The importance of client confidentiality extends to all those that service a client's case, including vendors paid to provide goods and services. It may be helpful to include a message reiterating the importance of such confidentiality to the vendors when you send vouchers or payments.

Case Manager Responsibilities
The case manager assumes the following responsibilities:
- Develop a resource list of inter-agency contacts and have a working understanding of the programs available
- Assist the client to develop a long-range Recovery Plan, explore all available options, identify the client's own resources and access government and community resources that will address disaster-caused needs. (A sample form is in following pages)
- Help the client develop a plan of action
- Assess unmet recovery needs, with the client, through interviewing, making appropriate referrals and providing advocacy for the client
- Keep a written narrative of the work done on the case.
- Present the case to the LTR group
- Communicate back to the survivor the assistance to be provided from the LTRC and any limitations to the assistance available
- Make any necessary referrals to fill gaps in assistance
- Verify the results of the assistance provided in order to close the case.

Client Responsibilities
The clients (disaster survivors) have the following responsibilities:
- Be willing to accept responsibility for own recovery.
- Be prepared to cooperate with the case manager in giving information about their resources and situation to assist in completing forms and be available for discussions with the case manager.
- Be willing to participate in whatever way they can in their own recovery, exploring all available options, identifying their own resources, accessing public and private resources, making decisions, carrying out the recovery plan and following through with referrals
- Be willing to provide documentation and verification that is required for the completion of the casework process.
- Be willing to explore all options and available resources that will help in their recovery.
- Accept the possible limitations of the LTR group assistance.

CASEWORK PROCESS

Effective case management to address disaster-related recovery needs can be accomplished through a series of steps in casework:

1. Screening for Disaster-related Needs

Screening is the process that determines whether a disaster-related need exists, and provides the initial assessment of need for agency casework.

2. Interviewing the Client/Survivor

The interview process provides, using an accepted case file form, in-depth information about the client, their loss, relief and recovery support already received, and personal resources that can be applied to the loss/needs. The interview should result in at least a preliminary plan for identifying and isolating immediate and long-term needs.

Promises of assistance should only be offered when the interviewer has verified the need and the client's lack of resources for meeting the need, and when the assistance being offered has been confirmed as available.

3. Verification of Information

Verification of the loss suffered, assistance already received from all sources, and family budgets/assets/income/resources will help assure the wisest use of available funds and help prevent duplication of benefits.

4. Developing a Recovery Plan for the Client/Survivor

The survivor has the first responsibility for developing an action plan, with goals for how he or she will recover from the impact of the disaster. The case manager and the survivor should discuss how to bridge the gaps between what the survivor is able to accomplish and what is actually required from outside sources to stabilize and become self sufficient. Needs without identified resources create the gaps in the Recovery Plan that may be addressed by the long-term recovery group once casework is complete.

To develop a Recovery Plan, the case manager and client working together should:

- Identify the disaster-related need or needs to be addressed.
- Identify the resources (personal, family and program assistance) available to meet the needs.
- Determine steps needed to obtain support for these aspects of the Recovery Plan

5. Case Presentation to the LTR Group

- **Interim Case Presentation**

Generally, a case will be presented to the recovery group only when the casework is complete. However, there are situations when an interim presentation may be appropriate if the case manager needs assistance or creative problem solving to enable moving ahead with the casework. As a courtesy, the case manager should state clearly that gathering information or ideas is their intent…and not use the interim presentation as a substitute for doing the casework.

- **Presentation After Completion of Casework**

In general, only after determination of the unmet needs and all verifications required by the committee are completed should the case be prepared for presentation. Remember:

- The case manager should bring copies of the appropriate presentation form, signed release of confidentiality forms, budget, all estimates, and other pertinent documents to distribute to agencies that may be willing to assist.
- Confidentiality should be maintained, but use of the family name is suggested rather than codes including letters or numbers; no more information than that which is required to present the needs should be given.
- During the presentation, the disaster-related needs should be summarized. The case manager should be specific in identifying the continuing long-term recovery needs.
- The case manager should itemize what is needed to complete the recovery. If there are alternatives, the case manager should explain why they were not chosen.

Commitments by Agencies

- Letters of Commitment have been used in some groups to track commitments and as an opportunity for clarifying the commitments made.
- The commitments should be recorded. The agencies providing assistance should commit to a date the funds or services will be provided and identify whether delivery will be to the survivor or a vendor.

6. Follow Up and Case Closure

The case manager has the responsibility to report to the client on the status of their case and make sure that the survivor understands any commitments for assistance and how that assistance will be provided.

The case manager should follow up with the agency making a commitment to the case. If the completion dates are missed, the agency representative should be contacted for additional information.

The case manager should report regularly to the LTR group on the status of the survivor's recovery until the case is closed. Remember:

- It may be necessary to bring the case back to the recovery group for reconsideration for additional resources.
- A follow-up report should be made back to the LTRC on the results of the commitments.

When all stated needs are met or it is determined that the need cannot be met or is inappropriate, the case is closed to the recovery group and to the case manager's agency, if appropriate.

**IN SPITE OF ALL BEST EFFORTS,
IT MAY NOT BE POSSIBLE TO MEET ALL NEEDS**

IT MAY BE NECESSARY TO DECLINE ASSISTANCE TO SOME REQUESTS

The sample forms on subsequent pages have been developed by a number of LTR groups are offered as options for your case management work. Adaptation to current needs is appropriate and recommended.

In most cases, these forms would be completed by the case manager in consultation with the other appropriate person or persons.

Case Management Sample Form #1

RELEASE OF CONFIDENTIAL INFORMATION

A. ________________________, hereby authorizes the Long-Term Recovery Committee
Client Name
to release to the agency or person designated below any information maintained by the Long-Term Recovery Committee that is relevant for the purpose of providing assistance for my disaster needs caused by ____________________________.
Name of Disaster

B. ________________________, hereby authorize the agency or person designated
Client Name
below to release to the Long-Term Recovery Committee any information maintained by the agency or person relevant and necessary for the purpose of providing assistance for my needs caused by ____________________________________.
Name of Disaster

C. I further understand that the release of information does not guarantee that assistance will be provided, but that without the information my case cannot be presented to the Long-Term Recovery Committee for consideration.

Name of Agency(ies) or Person(s) Designated:

____

______________________________ ______________________________
Signature of Client (Head of Household) Signature of Client (Spouse)

___________ ________ ___________ ___________
Identification Date Identification Date

______________________________ ______________________________
FEMA Registration Number

____
Pre-disaster address of client

Case Management Sample Form #2

SCREENING CHECKLIST

Client Name____

Pre-disaster
Address____

Current Address____

Current Phone________________

__Own __Rent
__SFD __MH __Duplex
__Destroyed __Major __Minor
__Insurance ( ) structural ( ) contents

__Temp Housing
amount________
__Home Repair
amount________
__IFG
amount________
__Other
amount________

Owners
Date Purchased__________________
Price __________________
Balance Owed __________________
Own Land? ( ) yes ( ) no

Are insurance, federal, state, local and/or family resources sufficient to meet disaster-caused needs? ( )yes ( )no
Explain:
____

____

____

What is family's stated need?
____

____

____

____

____

Screening Checklist
Page 2

Has family obtained estimates for repairs or replacement of the residence?
( )yes ( ) no

Amount of estimates _____________

Obtained permits/inspections? ( )yes ( )no

Checked code/elevation requirements? ( )yes ( )no

Further agency involvement needed? ( ) yes ( )no
Explain:
____

____

____

Additional Comments: (Include number of family members and ages)

____

____

____

____

____

____

____

Name of person completing form______________________________________

Title ____

Date:_____________

Case Management Sample Form #3

CLIENT DISASTER RECOVERY PLAN

Name of Case
Manager____

Name of
Client ____

Various disaster-related needs and potential resources for addressing those needs have been identified through a process of needs assessment and client interviews.

All identified needs of the client:

To resolve these needs, the following resources are available through funds or materials owned by the client or received for the purpose of recovery from the disaster:

Needs with no resources to address them are prioritized as follows:

Client Disaster Recovery Plan
Page 2

Prioritized needs (basic living needs) for which the case manager will offer assistance in resolving are:

Possible sources of assistance for addressing these needs:

The client accepts responsibility for the following action relative to this Recovery Plan:

The Case Manager accepts responsibility for the following action relative to this Recovery Plan:

Copies of this form should be provided to both the Case Manager and the Client.

Case Management Sample Form #4

AGENCY COMMITMENT LETTER

Date ___________________________

Name of Agency ____

Agency Representative making commitment ______________________________

Name of Client ____

Type of Assistance to be provided:

___ Cash - $__________________ ___ Services______________________

___ Building Materials (listed) ___ Services______________________

___ Household Items (listed)

___ Other ____

Assistance to be delivered to:

___ Client ___ Vendor ___ Other _________________________

Assistance to be delivered by (date): ____________________________________

Other circumstances for delivery of the assistance:_________________________

____

Case Management Tool #1

Case Manager Job Description

In short, the job of the Case Manger in long-term recovery after disaster is to identify survivors' needs and connect them to resources, working with the long-term recovery committee to do whatever is necessary to get them back on their feet.

The case manager works over the long-term with survivors to make an in-depth assessment of their disaster related needs and to assist in the development of a recovery plan.

The case manager's relationship with survivors is as an advocate, and the development of such a relationship is a key first step in successful case management. Effective case manager in a large disaster requires a commitment of part-time effort over a period of 18 months to 2 years.

The Case Manager will:

- Make contact with survivors as soon as feasible.
- Secure and maintain appropriate "Release of Confidential Information" form for each client.
- Help clients develop a Recovery Plan by jointly reviewing the assistance they have received, identifying any unmet urgent needs, and determining possible sources for gaps in resources
- Refer the client to another program or agency when appropriate
- Present individual cases to the Long-Term Recovery Organization or Committee, when appropriate.
- Follow up with other agencies to assure that assistance commitments have been met.
- Remain in contact with the client until the disaster-related needs are met and/or the case is closed.
- Close or refer the case when no more can be accomplished, being certain to take time for closure with the family.
- Keep detailed records of every case, every home visit, every referral and every contact with resources on client's behalf.
- Network with other agencies to stay informed about services and resources.
- Respect confidentiality at all times, at home, in public, in committee meetings and in consultations.
- Attend training sessions
- Enable clients to take responsibility for their recovery, acting as advocate and facilitator as opposed to rescuer.

Appendix V

EMOTIONAL, SPIRITUAL AND MENTAL HEALTH CONCERNS IN LONG TERM RECOVERY

Disasters impact lives and the dimensions that express life – the physical (a destroyed home, bodily injury), the social (disrupted relationships and routines), the psychological (intellectual and emotional) and the spiritual (life meaning and connectedness).

Long-term recovery must involve consideration of, and attention to, all aspects of individual, family and community life in order to affect a holistic recovery.

This appendix of the NVOAD Long-Term Recovery Manual seeks to introduce the following:
- Define, in broad terms, emotional care in disaster response and recovery
- Broadly define spiritual care in disaster response and recovery
- Mention the overlap of emotional and spiritual care
- Share additional ideas and thoughts on emotional care and spiritual care respectively

Stress and Emotional Health

Definition of Stress

"Stress is one's reaction to any change that requires one to adjust or respond. It's important that one can learn to control stress, because stress comes from how one responds to stressful events," The Cleveland Clinic (www.clevelandclinic.org).

Loss

With every tragedy or disaster comes loss – lives, homes, possessions, a way of life, employment, stability, security, safety, relationships, health. The impact on the emotional and spiritual well-being of the survivors can be enormous.

How disasters impact communities depend on variables such as: (Corr, Lattanzi-Licht)
- Proximity to the event
- Relationship to the primary victims
- They way in which the disaster took place
- Personal circumstances

Trauma

Evolved from the Greek word of "wound," a trauma is a rare event that is beyond the normal range of human experiences, and normal coping mechanisms are insufficient.

The Emotional and Spiritual Relationship

The emotional and spiritual relationship is porous. Many basic emotional and spiritual interventions are used day in and day out by voluntary agencies, both faith-based and secular, and it is likely that some disaster workers are unaware of the emotional and/or spiritual implication of their work.

The “ministry of presence” or the “art of hanging out” is to provide a “non-anxious presence” to potentially be an “active listener” while holding an outreached hand, offering a cup of coffee, or mucking out a home. To engage a person impacted by disaster is to ask them to tell their story.

Emotional Care

There is a wealth of information available on the mode or type of emotional/mental health care that may be most appropriate for specific audiences. Some web resources are listed at the end of this appendix. A local counseling center may be able to help you identify current resources.

Emotional care takes on many shapes and applications and can have a variety of purposes. Most often the critical part of emotional care is active listening. Emotional care offers an opportunity for victim/survivor/caregiver to express their emotions without judgment on the part of the listener. Often considered to be oriented to non-spiritual aspects of emotional health, emotional care may often be delivered by trained volunteers as well as professionals.

Beyond a basic “listening” level of emotional care, on-going mental health services for individuals should be accessed from a professional, and the LTR casework process should be able to locate such services and make an appropriate referral.

Especially in a federally declared disaster, mental and emotional care resources may abound. A number of governmental and voluntary agencies may be able to obtain funding for disaster-related mental health initiatives, and local agencies may expand already existing services.

Contact your local emotional/mental health provider, your state’s emotional/mental health department, a voluntary agency such as American Red Cross, or your FEMA Voluntary Agency Liaison (VAL).

Spiritual Care

Spirituality seeks connection (through belief systems and relationships) to something beyond (or greater) than oneself in order to find meaning in one’s life. This could be a spirit or transcendent being, a community or group, nature, etc. A person’s connection could be to one or several of these revelations, or engaged throughout life and creation.

Spiritual care is to devote presence, attention and respectful assistance to helping people (1) discern the meanings in their life in what is for them a new environment of destruction and pain and (2) make decisions about how they will seek to live out their lives with meaning as the recovery unfolds (conversation with Foster McCurley, November 24, 2003).

Why offer spiritual care? Because a great number of people impacted by disaster profess belief and practice spirituality in their life. As pointed out in his book Spirituality in Patient Care, Dr. Harold Koenig shares some statistics on religion and spirituality: “96% of Americans believe in God, over 90% pray, nearly 70% are church members and over 40% have attended church, synagogue or temple within the past seven days”.

Spiritual care most often will go back to the same active listening as mentioned above, but (when mutually agreed between listener and victim/survivor) with the added dimension of approach or content that includes spiritual aspects. Spiritual care would offer an opportunity for victim/survivor/caregiver to express their emotions and beliefs with a person who has the same spiritual traditions (i.e., a Christian with Christian, Buddhist with Buddhist, Salvationist with Salvationist, and so on).

Because of the nature of church/mosque/synagogue involvement in disaster relief and recovery, spiritual care may be delivered by un-trained laity, lay volunteers trained in disaster and crisis ministry, professional chaplains, and/or clergy (who may or may not be trained in disaster spiritual care). Coordination of spiritual care provision in order to consistently provide quality and appropriate spiritual care is important.

Contact your local or state ministerial alliance/council, a church affiliated with a national level denomination that provides disaster recovery services (see the appendix listing resources of National VOAD members), the Church World Service Emergency Response Program, or your FEMA Voluntary Agency Liaison (VAL).

Other Resources

Websites for additional information and help in planning for victim and caregiver emotional and spiritual care include:

Medlineplus.gov
Spiritualityhealth.com
Beliefnet.com
Spirituality.indiatimes.com
Explorefaith.com
Ncptsd.com
Icisf.com
Nova-try.com
Gratefulness.org

For further guidance on emotional and spiritual care in disasters, see the National VOAD Web site for a document prepared by the Emotional and Spiritual Care Committee (ESCC):

www.nvoad.org

Understanding Caregiver Vulnerability

Particular to the long-term recovery group may be concern about the over-extension and extreme pressures put on the leadership and staff of the LTR group, the emergency management personnel of the area, and the faith leadership of the area.

A few notes here serve to remind caregivers of your own vulnerability and need for emotional and spiritual support and care.

Three Levels of Vulnerability to Trauma

Suffering the trauma caused by even one of the levels below may be overwhelming, but often disaster caregivers find themselves in all three levels.

<u>Primary Traumatization</u>
The effects of the victim's first-hand experience of, and exposure to, traumatic events.

<u>Secondary Traumatization</u>
The effects of experiencing the traumatization of others, such as friends, family, and neighbors, with whom one has a relationship and for whom he/she feels responsible.

<u>Vicarious Traumatization</u>
The effects (for example, on a caregiver) of repeatedly experiencing another's trauma, as a result of one's empathic engagement with clients while in a helping relationship.

Compassion Fatigue

Helpers/caregivers become emotionally drained because of hearing about the pain and trauma of their clients and dealing with their own trauma. The helpers still care and want to help, but they do not have the emotional energy to do so.

Taking time off and nurturing self can usually help them return to being healthy, helpful caregivers. In extreme cases, professional help may be warranted in order to regain personal emotional and spiritual health.

Burnout

When not recognized and addressed, compassion fatigue may evolve to cause caregivers to become extremely dissatisfied with their work, cynical, depressed, emotionally exhausted, irritable in relationships, and impaired in performance of their duties. Burnout requires professional help and a hiatus from the caregiving role until the symptoms are alleviated or they leave the caregiving position permanently.

Appendix VI

MITIGATION
IN LONG TERM RECOVERY

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

Federally Declared Disasters
In addition to the assistance provided to individuals and to local and state governments, FEMA may also provide technical assistance and grants for Hazard Mitigation projects and activities when the disaster has a federal declaration.

FEMA's Hazard Mitigation assistance includes:
- Hazard Mitigation Survey Teams who assess the area(s) following the disaster declaration identifying mitigation measures.
- Funding of mitigation projects through the Hazard Mitigation Grant Program (HMGP), which can fund up to 75% of the cost of a project. The state administers HMGP.

Eligible applicants include local jurisdictions, states, tribes, and certain private nonprofits that can apply through the state for the HMGP following a presidential disaster declaration.

Examples of projects under the HMGP include:
- Acquisition or relocation of structures
- Elevation of structures/utilities
- Construction activities that result in protection from hazard (i.e. Saferooms)
- Floodproofing of facilities

Home Building and Rebuilding Mitigation Measures

Many LTR groups have found that retro-fitting as homes are refurbished or reconstructed will reduce vulnerability to future disasters.

Some examples of retro-fitting that can lessen the loss of life and property damage include:

- Floodproofing foundations or waterproof veneer for external walls
- Landscaping that will contribute to water management, wind management, and fire management (berms, tree shelter belts, cutting of hanging tree limbs, removal of underbrush/debris/vegetation, etc.)
- Strapping down mobile homes
- Anchoring fuel tanks (heating oil, propane, fuel) whether located inside or outside of the home or buried
- Relocating or elevating electrical fuse and junction boxes to second floor or attic

locations

- Relocating all wiring, including sockets and outlets, to a level above the base flood line
- Anchoring water heaters, appliances, and tall bookcases or cabinets to floors or walls
- Elevating appliances in basements (air conditioner, furnace, washer/dryer, water heater)
- Window coverings (security film, shutters)
- Wind-resistant metal ties from roof to walls to foundation
- Incorporating a tornado safe room into the structure
- Installation of adequate backflow valves and sump pumps

More ideas and tips are available on the Mitigation Education/Training “How To” pages of the FEMA website at www.fema.gov/fima/how2.shtm.

Appendix VII

COMMON TERMS AND DEFINITIONS

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

Applicant (relating to a major disaster or emergency):

- For Public Assistance – any local or state government or eligible private nonprofit organization submitting a project application or request for direct federal assistance under the Disaster Relief Act of 1974. The governor's authorized representative takes such action on behalf of the applicant.
- For Individual Assistance – an individual or family who submits an application or request for assistance under the Disaster Relief Act.

Basement: Any area of a building that has its floor sub-grade (below ground) on all sides

Blizzard: Extensive snowfall of considerable density for more than 3 hours, winds of 32 to 44 miles per hour, and visibility of less than ¼ mile.

Casework or **Case Management:** The process of determining needs experienced by a disaster victim, identifying available resources (both personal and from assistance programs) to address the needs, discerning the unmet needs, and securing resources for those needs. The casework may be handled by a single agency that works in concert with other agencies through a committee process.

Civil Resources: Resources that normally are not controlled by a government, for example:

- Human power
- Food and water
- Health resources
- Industrial production
- Housing and construction
- Telecommunications
- Energy
- Transportation
- Minerals
- Materials
- Supplies

Community Organizations Active in Disaster (COAD): A community level version of the state VOAD. See "Voluntary Organizations Active in Disaster."

Community: A political entity that has the authority to adopt and enforce building codes and ordinances for the area under its jurisdiction. In most cases, the community is an incorporated city, township, or village or unincorporated area of a county.

Contents Coverage: Insurance to cover loss to personal property or business property. Contents must be located within an eligible building. Contents within an eligible building that is not fully enclosed must be secured to prevent flotation out of the building during flooding.

Contiguous: Connected in an unbroken sequence along a boundary. For National Flood Insurance Program, a row of townhouses would qualify. For agricultural declaration, adjoining counties would qualify.

Cooperative Disaster Child Care Program: A volunteer program administered by the Church of the Brethren (COB) designated to meet the needs of children of victims of the impacted area in the American Red Cross service center and the FEMA Disaster Recovery Center.

Coverage (Insurance): The insurance purchased against specific losses provided under the terms of a policy of insurance. "Coverage" is frequently used interchangeably with the words "protection" and "insurance."

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

Damage Assessment: The appraisal or determination of the effects on human, economic and natural resources resulting from human-caused or natural disasters.

Deductible: For any loss covered by insurance, a deductible may be set by the insurer and is the fixed dollar amount or percentage, which is borne by the insured prior to the insurer's liability.

Destroyed: A facility or structure that, pursuant to Public Law 93-288 as amended, received severe damage and is no longer technically or economically usable.

Disaster Mental Health: Mental health services that take into consideration the unique aspects of trauma by natural or human-caused disaster. Outreach is often necessary to deliver services to those who are in need. Communities affected by Presidentially declared disasters may receive immediate, short-term crisis counseling, as well as ongoing support for emotional recovery.

Disaster Welfare Information: A service operated by the American Red Cross in which, when given appropriate information, the Red Cross will make inquiries about a family situation and welfare.

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." "In-kind donations" are considered to include materials, professional services and volunteers.

Donations Management: Management of donations is generally thought to involve logistics for receipt, storage and distribution or use of materials, services and volunteers. In addition, management of donations should include identification of needs (current and future), intentional solicitation of needed donations (including cash) and discernment regarding usefulness of unsolicited offers of materials, services, and volunteers.

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. Voluntary agencies such as the American Red Cross and Voluntary Organizations Active in Disaster may also have liaisons present in the EOC.

Family Recovery Plan: A part of the case management process that identifies the family or individual needs, prioritizes needs and then "maps" the resources to address the needs, how the resources will be acquired and who will take the necessary steps to secure the resources. This may be a formal or informal process.

Federal Coordinating Officer (FCO): In a federally declared disaster, the person appointed by the director of FEMA to coordinate federal assistance in an emergency or major disaster.

Federal Disaster Assistance: Aid to disaster victims or local or state governments by federal agencies under provisions of the Disaste Relief Act of 1974 as amended.

Flash Flood: A flood condition in which rainfall is of sufficient intensity and severity that water levels rise (and may fall) rapidly. Often occurs with little advance warning

Flood: A general and temporary condition of partial or complete inundation of normally dry land areas from the following:
- Overflow of inland or tidal waters
- Unusual or rapid accumulation or runoff of surface waters
- Mudslides and mudflows caused by accumulation of heavy rain on unstable slopes

Habitable Residence: A living unit that has sustained minor or no damage and is safe, sanitary, secure and habitable.

Hazard Mitigation: Any cost-effective measure that will reduce the potential for damage to a facility from a disaster event. Also called Reduction of Vulnerability. See Mitigation.

Incident Command/Coordination 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.

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 Response: Local congregations and worshipping communities working together for long-term recovery.

Long-Term Recovery: The extended period of time following a disaster in which affected persons and communities work to rebuild and regain a sense of normality.

Long-Term Recovery Committee: A committee of agency representatives who cooperate in addressing the needs of the community and individuals following a disaster. Usually involves a variety of community, government and faith-based organizations.

Long-Term Recovery Organization: An organization, operating under the auspices of another agency or independently, that works to address the needs of the community and individuals following a disaster. May be entirely faith-based or may be a collaboration of faith-based and secular agencies.

Major Damage: A structure that has received substantial damage and will require considerable time to repair, but is technically and economically feasible to repair.

Minimal Repairs: The necessary repairs authorized to quickly repair or restore to a habitable condition that portion of the essential living area of an owner-occupied primary residence that was damaged as a result of the disaster.

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.

Mission: The task, together with its purpose, thereby clearly indicating the action to be taken and the reasoning for the action.

Mission Assignment: A work order or request for performance of work; directs completion by that agency of specified tasks and cites funding, other managerial controls, or guidance.

Mitigation: Those activities designed to alleviate the effects of a major disaster or emergency or long-term activities to minimize the potentially adverse affects of future disaster in affected areas. Also called Reduction of Vulnerability. See Hazard Mitigation.

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 (NVOAD): A partnership in disaster response and planning, NVOAD has 34 national member organizations, 52 state and territorial VOADs and a growing number of local VOADs and COADs. See the Appendix for current listing of member agencies. See also Voluntary Organizations Active in Disaster

One-Hundred Year (100-year) Floodplain: The land area adjoining a river, stream, lake, or ocean that, based on past observations, statistically has a chance of being inundated only once in 100 years. Also referred to as a flood having a 1% chance of occurring in any given year. The 100-year flood is the regulatory base flood under the National Flood Insurance Program (NFIP).

Participating Community (or **Eligible Community):** A community for which the Federal Insurance Administrator has authorized the sale of flood insurance under the National Flood Insurance Program.

Preliminary Damage 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.

Private Nonprofit Organization: Any non-governmental agency or entity that currently has either –

- An effective ruling letter form 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.

Public Assistance (PA) (FEMA program): Assistance program for local and state governments and certain private nonprofit organizations after a Presidential disaster declaration. Usually for replacement of infrastructure.

Reduction of Vulnerability: See Hazard Mitigation or Mitigation

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
- Economic injury disaster loss

Structure: For floodplain management purposes, a structure is a walled and roofed building, including a gas or liquid storage tank that is principally above ground. For insurance coverage purposes, a structure is a walled and roofed building other than a gas or liquid storage tank, that is principally above ground and is affixed to a permanent site, including a manufactured home on a permanent foundation. Includes buildings under construction, alteration, or repair, but does not include building materials or supplies intended for use in such unless such materials or supplies are within an enclosed building on the premises.

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.

Uninhabitable Residence: A living unit that has sustained sufficient damages and thus is judged unsafe, unsanitary and insecure.

Volunteer: A person who, of his or her own free will assumes responsibility for the performance of a task for which he or she will receive no compensation.

Volunteer (Voluntary) Organization: Any chartered or otherwise duly recognized local, state or national organization that provides needed services to communities or individuals in coping with a disaster.

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

Appendix VIII

COMMONLY USED ACRONYMS

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**
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**
COAD	**Community Organizations Active in Disaster**
COB	**Church of the Brethren**
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**
	or
	Date of Birth
DRC	**Disaster Recovery Center**
DUA	**Disaster Unemployment Assistance**
EA	**Emergency Assistance**
EFS	**Emergency Food and Shelter**
EMA	**Emergency Management Agency**

EMR	**Emergency Minor Repair**
EOC	**Emergency Operations Center**
FEMA	**Federal Emergency Management Agency**
ESF	**Emergency Support Functions**
FB	**Farm Bureau**
FCIC	**Federal Crop Insurance Corporation**
FCO	**Federal Coordinating Officer**
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**
ICISF	**International Critical Incident Stress Foundation**
ICS	**Incident Command System** **or** **Incident Coordination System**
IHP	**Individuals and Household Program (FEMA)**
IRFF	**International Relief Friendship Foundation**
LDR	**Lutheran Disaster Response**
LSS	**Lutheran Social Services**
LTR	**Long-Term Recovery**
LTRC	**Long-Term Recovery Committee**
LTRO	**Long-Term Recovery Organization**
MDS	**Mennonite Disaster Services**
MH	**Mobile Home**
NFIP	**National Flood Insurance Program**
NFO	**National Farmers Organization**
NGO	**Non-Governmental Organization**
NOVA	**National Organization for Victims Assistance**
NVOAD	**National Voluntary Organizations Active in Disaster**
NWS	**National Weather Service**
PA	**Public Assistance**
PDA	**Preliminary Damage Assessment** **or** **Presbyterian Disaster Assistance**

PIO	**Public Information Officer**
SA	**Salvation Army**
SB	**Southern Baptist**
SBA	**Small Business Administration**
SEMA	**State Emergency Management Agency**
SCO	**State Coordinating Officer**
TH	**Temporary Housing**
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 IX

NATIONAL VOLUNTARY ORGANIZATIONS ACTIVE IN DISASTER

Website: www.nvoad.org

NVOAD MEMBERSHIP LIST:

Adventist Community Services (ACS)
American Baptist Men USA
American Disaster Reserve (formerly United States Service Command)
American Radio Relay League (ARRL)
American Red Cross (ARC)
America's Second Harvest
Ananda Marga Universal Relief Team (AMURT)
Catholic Charities USA
Christian Disaster Response (CDR)
Christian Reformed World Relief Committee (CRWRC)
Church Of The Brethren (COB)
Church World Service (CWS)
Disaster Psychiatry Outreach
Episcopal Relief and Development
Friends Disaster Service
Humane Society of the United States
International Aid
International Critical Incident Stress Foundation
International Relief Friendship Foundation
Lutheran Disaster Response (LDR)
Mennonite Disaster Services (MDS)
Mercy Medical Airlift: National Patient Travel Center
National Emergency Response Teams
National Organization for Victim Assistance
Nazarene Disaster Response
Northwest Medical Teams International
Phoenix Society for Burn Survivors
Points of Light Foundation (POL)
Presbyterian Church (USA)
Radio Emergency Associated Communication Teams (REACT International)
Society of St. Vincent DePaul
Southern Baptist Convention
Salvation Army (SA)
United Jewish Communities
United Methodist Committee on Relief (UMCOR)
Volunteer in Technical Assistance (VITA)
Volunteers of American (VOA)
World Vision

Appendix X

NVOAD AGENCIES Disaster Roles

Resource	Preparedness	Impact	Emergency	Recovery
Adventist Community Services	-Provides multi-step training to equip volunteers to effectively respond to disasters -Courses include disaster prepared-ness, donation and warehouse management and crisis care counseling	-Operates collection sites, distribution centers and warehouses to coordinate allocation of relief supplies to victims and their families	-Ascertains needs of disaster victims -Solicits donations -Operates distribution sites -Manages warehouses where donated goods are sorted, packaged, and stored for distribution	-Deploys volunteers for disaster response -Provides emotional, spiritual and crisis care counseling to victims, their families and communities -Operates warehouses where donated goods are coordinated to support the work of other NVOAD agencies
American Baptist Men	-Provide training for 11 response teams on the use of equipment	-Determine the ABM response for Federally declared and undeclared disasters -Recruit volunteers for response	- When FEMA requests ABM acts as the Coordinating body for all Faith-based Organizations and Volunteer Groups -Provides debris removal, clean up and mud outs	-OGHS funds may be available through National Disaster Office -Skilled volunteers available for building projects
American Disaster Reserve	- Operates an online Internet facility, The Virtual Emergency Operations Center, for disaster exercises - Supported agencies may be local governments, Community and State VOADs and NVOAD member agencies	- Operates The Virtual Emergency Operations Center to gather, evaluate, and disseminate situation information; issue and track mission taskings; track resource status; prepare reports; and forward SITREPs to the NVOAD listserv for supported agencies - Provides trained resource management staffing teams to assist in operations of emergency operations centers	- Operates The Virtual Emergency Operations Center to gather, evaluate, and disseminate situation information; issue and track mission taskings; track resource status; prepare reports; and forward SITREPs to the NVOAD listserv for supported agencies - Provides trained resource management staffing teams to assist in operations of emergency operations centers	- Operates The Virtual Emergency Operations Center to gather, evaluate, and disseminate situation information; issue and track mission taskings; track resource status; prepare reports; and forward SITREPs to the NVOAD listserv for supported agencies

Resource	Preparedness	Impact	Emergency	Recovery
American Radio Relay League	-Volunteer ham radio operators practice year round, and run simulations on handling emergency communications. They take courses on handling emergency communications	- Provide volunteer radio communication services to Federal, State, county, local government, and voluntary agencies for the disaster	-Ham radio operators stay on-site handling emergency communications until normal communications are back to normal - To help first responders, ham radio operators "shadow" first responders who may not be able to communicate with one another	
American Red Cross	- Community Disaster Education	-Shelter - Mass feeding	-Fixed/mobile feeding - Cleaning supplies - Comfort kits - First Aid - Food and clothing - Transportation - Medical supplies - Disaster Mental Health	- Rent - Home repairs - Household items - Short Term Counseling
America's Second Harvest	- Collects, transports, warehouses and distributes donated food and grocery items for other VOLAG's - Educates the public about the problems and solutions of hunger	- Assists local Food Banks with national resources		- Develops, certifies and supports local food banks
Ananda Marga Universal Relief Team	- Disaster services training in conjunction with other VOLAG's	-Volunteers for initial survey -Initial response in shelters	- Medical care - Food and clothing distribution - CISD	-CISD and medical services as required

Resource	Preparedness	Impact	Emergency	Recovery
Catholic Charities, USA	- Local church preparedness training, collaboration building		- Convene local church groups for purposes of collaboration, mitigation, and resource sharing - Relief grants to supplement local response endeavors and to facilitate beginning the long-term recovery process	- Crisis and recovery needs for local families - Temporary housing assistance for low income families - Counseling programs for children and elderly - Special Counseling services for Disaster Workers
Christian Disaster Response	-Providing training for churches, community organizations and volunteers	- Disaster assessments and support to local churches	- Facilities for fixed/mobile feeding - Facilities for In-Kind disaster relief supplies and Spiritual Care and support	-Coordinates collection of donated goods -Needs Assessment / Case Work support
Christian Reformed World Relief Committee	- Training volunteers and churches		- Clean-up - Emotional and spiritual care	- Organizational capacity building - Needs assessment - Construction estimating - Housing repair and construction - Emotional and spiritual care
Church of the Brethren	- Training of volunteer leadership - Education: children and trauma	-Critical Response Childcare working with American Red Cross	- Clean-up and debris removal - Disaster Child Care	- Home repair and rebuilding
Church World Service	- Training faith-based and community groups in preparedness and mitigation	- Disaster Assessments	- Convene local churches to assist in coordinating response - Material Resources such as blankets, health kits, and clean up kits	- Disaster Response and Recovery Liaisons convene local churches and religious organizations to form community long term recovery structures

Resource	Preparedness	Impact	Emergency	Recovery
Disaster Psychiatry Outreach	-Establish community relations -Train volunteers Prepare materials and response kits	-Consulting with health and mental health agencies and emergency management officials	-Immediate, on-site care and community outreach -Referrals for ongoing care	-On-site interventions and transition to long-term care
Episcopal Relief and Development			-Relief grants for basics (food, water, medical, financial)	-Rehabilitation grants for rebuilding, replanting -Counseling
Friends Disaster Service	-Strengthening our own agency to better respond, by recruiting and training new volunteers	-To assist victims with cleanup and rebuild	-FDS mission is not geared nor trained to respond to immediate emergencies	-Trained volunteers respond with cleanup and rebuild assistance, both short and long term
Humane Society of the United States	-Work with federal, state, and local govt., and private organizations to promote complete disaster planning that includes animals (all phases – see "impact") and to deliver to the public a clear and correct message about safe and effective actions for animals in disaster - Providing animal disaster response training to govt. and other organizations as well as to our own Disaster Animal Response Team volunteers and staff nationwide - Technical support and advice to agencies and the public for all animal issues in disaster	- Evacuation support for people with pets, horses, livestock, and other animals - Search and rescue for animals - First aid, triage, and health assessment of affected animals - Emergency sheltering of animals and people with animals during disaster - Donation Management - Volunteer management - Damage and needs assessment for animals - Procurement and distribution of animal food, hay, supplies, and equipment.	Same as "impact"	- Advise agencies, communities, and the public on animal needs after the event: health, animal food and other supplies, contact with appropriate agencies for other needs, etc.

Resource	Preparedness	Impact	Emergency	Recovery
International Aid	-Volunteer Training -Collect, receive, warehouse, and distribute donated products	-Food, personal hygiene, and medical supplies -Disaster Assessments	-Transportation -Logistics	-Clean up -Home repair -Trauma Counseling
International Critical Incident Stress Foundation	-Training -Education -Consultation -Collaboration -Continuing Education -Stress Management / Resiliency Training	-Prevention and mitigation of disabling stress through the provision of: training and support services for all Emergency Services and the helping professions	-Consultation in the establishment of Crisis and Disaster Response Plans/Programs -Coordination of Collaborative Response -Mental Health Referral Resources	-Mental Health Referral Resources Training -Education -Consultation -Collaboration
International Relief Friendship Foundation	-Training volunteers from faith-based organizations, community groups and churches to respond and be prepared	-Needs assessment	-In kind supplies -Emotional & Spiritual care -Volunteer management and support for cleanup	-Emotional and Spiritual care -Case management -Create support network among volunteer organizations
Lutheran Disaster Response	- Preparedness planning for congregations, judicatories, and agencies - Coordination of volunteers	- Shelter, feeding, assessments - Organizational skills	- Volunteer Management - Clean-up volunteers - Emotional and Spiritual Care	- Repair and rebuilding by skilled and semi- skilled volunteers - Emotional and spiritual care - Programs for traumatized children - Case Management - Special emphasis on vulnerable populations
Mennonite Disaster Service			- Clean-up and debris removal	- Repair and rebuilding by skilled volunteers - Special emphasis on elderly, handicapped

Resource	Preparedness	Impact	Emergency	Recovery
Mercy Medical Airlift	-Pre-planned Homeland Security Emergency Air Transportation System (HSEATS)	-Long-distance transportation for small priority cargo and key personnel.	-Flying in key personnel and special small equipment and high priority supplies.	-Logistical support when ground or commercial transportation is not available.
National Emergency Response Teams	- Mobile teaching units for educational programs for children - Educational Emergency Preparedness Programs	- Food, clothing, shelter	- Emergency Mobile Trailer Units (self contained living units for 8-10 people)	-Carpentry crews-repairs/building -Certified forklift operators
National Organization for Victim Assistance	-Training for individuals and organizations on understanding trauma and developing community crisis response teams	-Early psychological intervention and spiritual care; referrals to disaster mental health as needed	-Early psychological intervention and spiritual care; referrals to disaster mental health as needed	- Long-term planning for mental health needs; developing database of local providers
Nazarene Disaster Response			- Clean-up and debris removal support	- Rebuilding assistance - National Crisis Counseling Coordination in emotional and spiritual care
Northwest Medical Teams International			- Enlists volunteers to support VOLAG activities	-Trauma counseling in disaster - Economic support for clean-up and reconstruction
Phoenix Society For Burn Survivors	Burn Injury Specific -Training -Education -Consultation -Collaboration -Continuing Education	-Promoting the long-term emotional healing from burn trauma through the delivery of: training and support services for those helping professions and directly to the survivors and families when appropriate.	-Consultation in the establishment of – Burn Specific -Plans/Programs -Coordination of Collaborative Response to burn trauma -Mental Health Care Provider Resources	-Training -Education -Consultation -Collaboration -Mental Health Care Resources

Resource	Preparedness	Impact	Emergency	Recovery
The Points of Light Foundation and Volunteer Center National Network	- Supports and trains volunteers in mitigation and preparedness activities through a network of 400 Volunteer Centers located in communities throughout the country.	- Varies by each community but includes: donations, volunteer management	-Many Volunteer Centers have the capacity to coordinate unaffiliated volunteers in response activities. -Local Volunteer Center can be found by dialing 1-800-VOLUNTEER	-The management of unaffiliated volunteers in Recovery efforts -Innovative donations management strategies Coordination of the network to help communities recover faster
Presbyterian Church (USA)	- Training Judicatories in disaster preparedness and response - Support for Church World Service Training Program	- Food and shelter in cooperation with American Red Cross	- Supports Cooperative Disaster Childcare with volunteer workers - Volunteers for clean-up and debris removal - Members of Presbyterian Disaster Assistance Team help organize the faith community	- Financial Resources - Volunteer Labor - Material Assistance - Spiritual and Pastoral Care
REACT International	-Provides emergency communications training	-Provides volunteer radio services to Federal, State, County, and Local Govt. and Voluntary Agencies at a local level	- Emergency communications for VOLAG's	
Society of St Vincent DePaul	- Provides social services			- Grants for food, housing & repairs - Collects and distributes donated goods
Southern Baptist Convention	- Training volunteers in conjunction with other VOLAG's	- Chain saw crews for debris removal	- Provides mobile feeding units for preparation & distribution of thousands of meals per day - Provides disaster childcare - Clean-up activities - Mud outs - Chainsaw Crews - Chaplains	- Reconstruction assistance - Counseling - Bilingual services

Resource	Preparedness	Impact	Emergency	Recovery
The Salvation Army	-Comprehensive national training program for volunteers and SA personnel -maintain personnel & equipment readiness/ response capabilities at local centers of operations -distribution of disaster preparedness literature to family households & community organizations -maintains local, divisional, territorial, and national Emergency Preparedness Manuals	Mass Care Services - Shelter - Mass feeding fixed sites -Mobile feeding -Emotional & Spiritual Support	Mass Care Services - Mass feeding - Temporary shelters -Receiving & distribution centers – food & personal essentials -Home Recovery Teams -Emergency Social Services (financial grants, food, clothing, medications, etc. - Spiritual care, chaplains	-Receiving & distribution centers- food, personal essentials, household items, donated building supplies, etc. - Counseling -Case management services -Spiritual care, chaplains
United Jewish Communities	- Created Emergency Preparedness Manual - Provides Emergency Preparedness Expertise	- Coordinates a system of central fundraising and planning for 169 federations that operate a system of social service, recreational and educational institutions that respond in the event of an emergency - Manages a National Alert System	- Professional/ Volunteer Management - Spiritual and Emotional Care - Kosher Food - Shelter - Counseling – Mental Health - Deploy Volunteers (if necessary)	- Spiritual and Emotional Care - Limited Financial Assistance - Collect and Distribute Donated Goods
United Methodist Committee on Relief	- Training volunteers - Preparedness training for local congregations and judicatories	- Organizational skills	- Volunteer management - Volunteer teams for cleanup - Information and referral training	- Spiritual and emotional care to disaster victims - Long-term care for children impacted by disaster - Repair and rebuilding assistance - Case Management training

Resource	Preparedness	Impact	Emergency	Recovery
Volunteers in Technical Assistance			-Provides telecommunications and information management systems support to emergency management community	
Volunteers of America				- Collects and distributes donated goods -Provides mental health care
World Vision				- Collects, manages and distributes donated goods

Appendix XI

WEB SITE ADDRESSES

American Radio Relay League .... www.arrl.org

American Red Cross .... www.redcross.org

America's Second Harvest .... www.secondharvest.org

Catholic Charities .... www.catholiccharities.org

Census and Demographic Information .... http://factfinder.census.gov

Poverty .... www.census.gov/hhes/www/poverty.html

Christian Church (Disciples of Christ) .... www.weekofcompassion.org

Christian Reformed World Relief Committee .... www.crwrc.org

Church World Service Emergency Response Program .... www.cwserp.org

Civil Air Patrol .... www.capnhq.gov

Disaster News Network .... www.disasternews.net

Federal Emergency Management Agency .... www.fema.gov
FEMA regional office contact information, declarations, disaster resources,
links to state emergency management sites, FEMA training courses, etc.

Humane Society of the U.S. .... www.hsus.org

Livable Communities – Info. and Resources .... www.livablecommunities.gov

Lutheran Disaster Response .... www.ldr.org and www.elca.org/dcs/disaster

Mennonite Disaster Services .... www.mds.mennonite.net

National Flood Insurance Program .... www.fema.gov/nfip

National Organization for Victim Assistance .... www.try-nova.org

National VOAD .... www.nvoad.org
Long-Term Recovery Manual online

Natural Hazards Center.. **www.colorado.edu/hazards**
Online copies of the Natural Hazards Observer (magazine)
and Disaster Research (newsletter)

Points of Light Foundation.. **www.pointsoflight.org**

Presbyterian Disaster Assistance... **www.pcusa.org/pda**

REACT... **www.reactintl.org**

Telephone Pioneers of America.................................... **www.telephone-pioneers.org**

United Church of Christ Disaster Ministries .... **www.ucc.org/disaster**

United Methodist Committee on Relief.. **www.umcor.org**

Volunteers in Technical Assistance .... **www.vita.org**

LONG-TERM RECOVERY MANUAL

OTHER SUPPORTING TOOLS

1. Forming a 501(c)(3) Organization

2. Consideration of Federal Tax Exemption

3. Consideration of State Sales Tax Exemption

FORMING A 501(c)(3) NONPROFIT CORPORATION

Points of consideration for acquiring 501(c)(3) Not-for-Profit Status:

- Fundraising plan – What amount of funds are needed and where will they come from? What is the role of the organization's board or staff in fundraising? How much will come from foundation and corporate support, government grants, membership dues, and earned income?

- Is there an option to operate under the 501(c)(3) of another local community organization to receive funds? What are the benefits and consequences of forming under the auspices of an existing 501(c)(3)?

- What are your organization's legal needs relative to regulation by any local, state or federal governmental jurisdiction on the activity of the organization (e.g., child care, health care, food service, public housing)?

The title 501(c)(3) refers to the section of the Internal Revenue Code under which public benefit corporations may be organized. The 501(c)(3) designation is required for most community development funds.

Some states and most federal programs require any applicant for grants and other funds to function as a freestanding nonprofit legal entity, commonly called a Community Development Corporation (CDC). Sample corporations include programs dedicated to promoting community development, social welfare, education, the arts, public health and affordable housing.

Religious institutions are frequently already recognized as a tax-exempt organization. Even so, it is advisable for religious institutions interested in community development work to set up a separate nonprofit organization to engage in development activities. Doing this will ensure accurate accounting and to avoid placing the religious institution itself at any financial risk.

Once your newly formed corporation acquires tax-exempt status, the IRS imposes specific accounting requirements and guidelines on business activities.

We strongly suggest that if you are considering the formation of a tax-exempt organization, you consult an attorney familiar with the law of nonprofit and tax exempt organizations. Many state and local bar associations can assist in obtaining free legal assistance for organizations with limited resources.

There are five major steps in gaining legal status at all levels for a 501(c)(3) nonprofit organization:

1. Check for availability of the proposed name of the organization

Call the Secretary of State Offices to check for availability or duplication of your proposed organizational name.

2. Write and file the "Articles of Incorporation"
The "Articles" should be written and filed with the Secretary of state's Office. The "Articles" are difficult to amend once filed and approved, therefore they should be written in general terms. The Secretary of state's Office will typically have a form specific to the Articles Of Incorporation available upon request.

The "Articles" usually follow the following format:

Article I	Name and address of the registered office (must be a street address)
Article II	Purpose of the organization. Use language that will qualify the organization as public benefit, charitable, tax exempt.
Article III	Intention to meet Exemption Requirements: A. "not in pursuant of substantial monetary gain" B. "will take no action intended for substantial influence on political or legislative issues" C. "will operate with no intention to add other nonexempt activities"
Article IV	Duration Intention of the organization as to whether it will continue forever or for a limited duration.
Article V	Membership/Board of Directors List of initial directors, paying close attention to the number of directors required for the type of organization.
Article VI	Personal Liability The level of personal liability attributable to the directors. This statement is not required, but it is a good idea to have in writing.
Article VII	Dissolution Statement of the process for closure of the organization.
Article VIII	Incorporators Names and addresses of the incorporators, not necessarily the same as the Board of Directors. Usually a minimum of three are required.

"Articles" Tips:
Articles of Incorporation do not have to be notarized.
Name of the organization does not have to include "Inc."
Amendments to "Articles" must be filed with the Secretary of State.
Be sure to include a cover letter with the name and address of the person who should receive the certified, approved "Articles" from the Secretary of State's Office.

3. Write bylaws
The bylaws are fairly easy to amend when the organization's agreed-upon process is followed. The bylaws are the organization's guidance to its own structure and procedure.

The following items should be addressed in the bylaws:

A. Purpose of the organization
B. Membership of the organization
    1. Composition and criteria for membership
    2. Circumstances under which membership meetings occur
    3. Voting, quorum, and other details regarding doing business in meetings
C. Board Of Directors
    1. Eligibility, election process, number of directors
    2. Meetings
    3. Term
D. Structure
    1. Officers
    2. Staffing
    3. Committees
D. Fiscal Management
    1. Fiscal year
    2. Committee and/or officer responsibility
E. Amendments to Bylaws

FEDERAL TAX EXEMPT STATUS

Acquire the following forms from the Internal Revenue Service to apply for exemption from paying federal tax:

1. Form SS-4……..Application for Employer Identification Number (EIN)
2. Form 1023……..Application for Recognition under 501(c)(3) of the Internal Revenue Code
3. Form 8718……..User Fee for exempt Organization Determination Letter Request
4. Publication 557…Tax Exempt Status for Your Organization

Organizations should file these forms within 15 months of incorporation. Form 1023 requires a filing fee averaging $500.

To file these forms, the organization must be able to provide a description of the exempt purpose and actual programs, the target audience being served by the organization, the purpose of services provided, origin of the organizations funds, private support relative to public support, and a three-year projected budget.

Average processing time for Form 1023 is 100 days. Processing for the EIN should take approximately 10 days; banks require this number before an organizational account may be opened.

STATE SALES TAX EXEMPTION

If the organization does not plan to sell items or services that are taxable under their state's revenue codes, contact the state Department of Revenue to receive the "Application for Certification of Exempt Status." This form is the application for state sales tax exemption, and will exempt the organization from the payment of state sales taxes for materials to be used directly by the organization in the performance of its program.

If the organization will sell products or services subject to sales tax, contact the Department of Revenue for the "Application for Business Registration" to receive a sales tax identification number. This number is required if a nonprofit is planning to sell items as part of its operations and will need to collect the state sales tax.

Careful consideration and investigation should be given to decision and action concerning organizational activities and sales tax exemption.