New Jersey
Long-Term
Recovery Guide
Marc Santiago & Anne Goodman
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Section 1: Executive Summary

This document is designed to stimulate critical thinking regarding New Jersey long-term recovery group (LTRG) activities and operations. It focuses on considering county and community strengths and weaknesses when configuring the LTRG. It is not a how-to manual — it is a step-by-step breakdown of LTRG options, processes and functions. The overarching goal of the document is to provide New Jersey LTRGs with a state-specific, option-oriented manual drawing from experiences and lessons learned during Hurricanes Sandy and Irene.

The document is split into sections outlining these experiences for ease of reference and explanation of options:

Section 2 is an Overview of the entire document. This section introduces the rest of the sections and content and describes the importance of the document as a whole. It also states the overall scope, purpose and limitations of the document as it pertains to LTRG operations. Lastly, it goes over points of consensus from the National Voluntary Organizations Active in Disaster (National VOAD) model.

Section 3 is an Introduction to Disasters and Long-Term Recovery. It defines the phases of the disaster cycle and the types of official disaster declarations. It also explains the implications the disaster cycle and disaster declarations can have for LTRGs and others.

Section 4 offers options for LTRG Start-Up Procedures. It describes the process of partner engagement as well as considerations for potential pitfalls, common issues and fulfilling community needs. It also explains appropriate structures that enable LTRGs to meet unmet needs related to the community, operations, leadership, financial systems and by-laws. Lastly, it outlines funding sources and management procedures that will enable LTRGs to best meet the needs of their community.

Section 5 goes into everyday LTRG Structure and Function options. Using examples from diverse communities, this section demonstrates how different LTRGs are set up in order to reach community goals. Subsections lay out options for accounting procedures, committee structures and organizational models as well as detail the LTRG capabilities, limitations and considerations for setting assistance-eligibility criteria. Lastly, this section will explain the case management process and procedures.

Section 6 details the various Direct Survivor Support functions, including Spiritual Care, Case Management, Construction Management and Volunteer Management.

Section 7 describes essential Funding Programs and Training options for LTRG members related to their disaster recovery work—namely dealing with Federal and State program offerings. Also included is a discussion of VOAD partner resource programs available to LTRGs.

Section 8 describes LTRG Sunset/Close-Down Procedures for ceasing LTRG operations.

The Appendix contains additional resources, including lists of relevant organizations and sample forms.
Section 2: Overview

The vision for a New Jersey Voluntary Organizations Active in Disaster Long-Term Recovery Group Guide (NJVOAD LTRG Guide) came out of a need for a New Jersey-specific disaster recovery resource for New Jersey LTRGs during Hurricanes Sandy (2012) and Irene (2011). Prior to this publication, LTRGs could reference only the National Voluntary Organizations Active in Disaster (National VOAD) LTRG Guide, as well as existing non-LTRG-specific resource documents, to support them through the recovery process. The NJVOAD LTRG Guide integrates relevant information from the National VOAD LTRG Guide and state-specific resources to serve as a one-stop-shop for New Jersey LTRGs as they aid their communities in times of need.

It is important to note that the NJVOAD LTRG Guide is not meant to be a step-by-step, how-to manual. New Jersey, though a smaller state, is one of the most diverse in the USA, both geographically and demographically. What works for an LTRG working in one county or municipality may not work for another. Therefore, the guide is designed to offer options and resources for LTRGs, not to dictate their working process. While it does offer general guidelines for LTRG operations, the guide complements this with state-specific examples and suggestions for best practices.

The following sections and subsections (outlined in the Executive Summary and the Table of Contents) offer option-oriented information, resources, activities and detailed examples to help New Jersey LTRGs function effectively in their community.

National VOAD’s Points of Consensus on the following pages were originally written for disaster recovery work in the US islands and Alaska, but they are still applicable for LTRG work. They dictate that in all facets of LTRG operations it is important to consider cultural sensitivity and respect while building local capacity. These goals and considerations should be at the forefront of any LTRG disaster recovery work, including review and consideration of this document.

The NJVOAD LTRG Guide is designed to stimulate critical thinking and consideration of county and community strengths and opportunities for improvement. Ultimately, this will positively impact LTRG activities and operations as well as New Jersey’s resiliency in times of disaster.

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National VOAD’s Points of Consensus: US Islands and Alaska

Ratified 2013

The jurisdictions of Alaska, American Samoa, Guam, Hawaii, Northern Mariana Islands, Puerto Rico, and U.S. Virgin Islands comprise the U.S. Islands and Alaska. Due to the geographic isolation, high cost, logistics, and vast cultural, ethnic, linguistic, and religious diversity, the challenges in providing disaster services Outside the Continental United States (OCONUS) are formidable. Nevertheless, the members of National VOAD commit to providing the same standard of service throughout the entire Nation. The following four points of consensus will be adopted by National VOAD members performing disaster work in the U.S. Islands and Alaska.

Respecting Culture and Customs

We will endeavor to respect the culture, structures, and customs of the communities in which we work. We commit to continue developing our own personal and organizational cultural competence.

Providing Culturally Appropriate Services

We will endeavor to adapt our service delivery to meet the needs of the local community. This would include developing culturally and linguistically appropriate materials, arranging for interpretive services, and incorporating local dietary preferences.

Engaging the Local Community

We support the whole community approach in all phases of emergency management. This includes intentional outreach to segments of the community that are traditionally underrepresented as well as marginalized groups. We will engage beneficiaries in the process of designing and implementing service delivery programs. We will work with local emergency management and seek out opportunities to partner.

Building Local Capacity

Recognizing that all impacted communities have inherent capabilities, we will build on and further develop these existing local assets. Whenever possible, we will purchase goods locally, contract with local vendors to stimulate economic recovery, and access local human resources when soliciting volunteers. Throughout our response and recovery efforts we will implement measures to reduce the community’s vulnerability to future disasters.

The Points of Consensus articulate broad ideals agreed to by members of National VOAD. The following are recommendations of specific actions member organizations can take to actualize those ideals.

Respecting Culture and Customs

1. Establish a cultural competency training program throughout the organization.

2. Identify individuals within the organization who can specialize as Subject Matter Experts on each of the three USIA regions (Alaska, Caribbean, and Pacific).
3. Develop experience within organizational leadership by creating opportunities for visits or even internships with affiliates in USIA regions.

Providing Culturally Appropriate Services

1. Review and revise processes and procedures for operations in USIA by adding specific annexes to plans for each region or making accommodations within the plan for the unique challenges of USIA operations.

2. Train membership in how to effectively and appropriately provide services in USIA before deploying.

Engaging the Local Community

1. Strengthen relationships with USIA affiliates. Initiate regular dialogue and arrange in-person visits.

2. Use technology such as video-conferencing, webinars, and social media to engage.

3. Solicit input and feedback from USIA affiliates. Invite them to provide training to the larger organization.

Building Local Capacity

1. Provide training and mentoring to USIA affiliates on topics such as fund-raising, disaster case management, long-term recovery group development, public information, and VOAD leadership development.

2. Create deployment or internship opportunities for USIA affiliates to gain experience.

3. Create expectations that local affiliates participate in VOAD and uphold the 4 C’s in working with local networks.

4. Provide funding to affiliates to enable them to provide services, get training, and participate in VOAD.

5. Pre-stage disaster supplies within the USIA jurisdictions.
Section 3: Introduction to Disasters and Long-Term Recovery

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

A disaster is a natural and/or human caused incident that overwhelms local resources and disrupts normal life, causing physical and emotional trauma as well as damage to personal property or community infrastructure. Disasters may include hurricanes, tornadoes, wind-storms, floods, tidal waves, tsunamis, earthquakes, volcanic eruptions, landslides, mudslides, snow or ice storms, wild fires, explosions, pandemic diseases, acts of public violence or terrorism, large-scale technological failures, etc.

Phases of Disaster

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

**Preparedness**

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

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

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

**Emergency**

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

**Relief**

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

**Recovery**

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

- National VOAD

Recovery is the period following a community’s initial early response to a disaster. During the recovery phase, the focus moves from clean-up and first aid to restoring a post-disaster, normal-everyday community function. Communities implement plans and structures designed to holistically and collaboratively aid affected or vulnerable individuals and families. Recovery following each disaster is unique and may last weeks or years.

Disasters are never welcome, but they give communities an opportunity to implement needed change and resiliency for the future. Often, damages sustained in disaster can be prevented from recurring in the future by implementing a long-term recovery strategy grounded in risk-reduction analysis and mitigation. There are two phases of recovery:

**Short-Term Recovery**

- Many emergency and relief programs complete their work.
- Restoration of infrastructure and vital life support systems happen in this phase.
• If necessary, the community identifies local resources to form a long-term recovery group (LTRG) and initiation of plans for permanent housing begins.
  ○ Criteria for when it is appropriate to form an LTRG depend on the affected community and their resources.

Long-Term Recovery

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

“Human, material, and financial resources come into a community after a disaster, but will decrease as public awareness diminishes over time. A strong, well-organized long-term recovery group can ensure that available resources are utilized so as to address recovery needs.” – National VOAD

Mitigation

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

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

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

Government’s Role – Disaster Declarations and Resources

The impact that a disaster has on a community and the ability of that community to recover both influence an incident’s official categorization as an emergency, a disaster or a catastrophe. The emergency management system in the United States depends on the ability of the local government to provide the first level of response. Should the magnitude of the incident require response or recovery effort that exceeds the resources of the community, local government may request assistance from the next higher level of government.

Disasters cause various disruptions and damage to communities’ resources, such as money, emergency and first responder personnel and volunteers for response and recovery. This can impact the
community’s ability to respond to any given disaster, and ultimately defines the severity of the event. This is important to note because every government has a limited budget with which to work, and there are very strict regulations and guidelines on when and how that budget is utilized. When an event overwhelms or exceeds the local government’s ability to respond and recover, that government will request additional assistance from the next government level up (in order: local, county, regional, state, federal). If the next level is overwhelmed, that level requests aid from the next level up and so on and so forth until it ends at the federal government. Basically, the United States disaster response and aid system is designed to start with efforts from the local government and involve higher levels of government only if necessary or requested (Note: Many national non-profits, like the United Way and American Red Cross, have similar procedures for assistance).

Available resources for disaster response and recovery greatly depend on community needs and the ability of multiple layers of government to collaborate and determine the most effective and efficient distribution of those resources. The local government is ultimately responsible and in charge of all resources given to assist their community - the state and federal governments do not “take over” when called in to assist.

Disaster Declaration Types
Undeclared Disasters

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

State Declared Disasters

Beyond the local community, state government has a responsibility to respond to the emergency needs of its citizens. To do this, each state works in collaboration with the local government, voluntary agencies, businesses and others in the community to develop an all-hazards Emergency Operations Plan (EOP). Should the severity of an emergency and or disaster be at a level that requires a coordination of state as well as local government resources, the governor of a state declares a state of emergency, activating the state’s EOP. Once a state of emergency has been declared, the state can access its full resources in order to respond to the incident.

Federally Declared Disasters

The Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), Public Law 93-288, was enacted to support tribal, state and local governments and their citizens when disasters overwhelm the local capacity. This law establishes a process for requesting and obtaining a Presidential Disaster Declaration, defines the type and scope of assistance available and sets conditions for obtaining that assistance. Without a Presidential Disaster Declaration for a specific disaster, FEMA cannot dispense any resources to affected communities.

At the state’s request, local, state and federal officials conduct a joint Preliminary Damage Assessment (PDA) to estimate the extent of the damage and its impact on individuals and community infrastructure. These are determined separately, not in conjunction with one another, because not all
Some examples of programs are Individual Assistance (IA) which works with Disaster Survivor Assistance (DSA), to register and administer resources to individual households in need, and Public Assistance, which focuses on helping rebuild infrastructure damaged by disaster. – National VOAD

The damage estimates gathered during the PDA document the severity and magnitude of the incident based on specific guidelines to ensure that all documentation is accurate. These documents serve as an indicator for determining whether resources needed for response and recovery go beyond state and local government’s capabilities.

**Steps for Federal Disaster Declaration**

A Presidential Disaster Declaration is the result of a legal process involving specific steps taken by federal, state, local, tribal and territorial governments. In accordance with 44 CFR 206.33 (a), “When an incident occurs, or is imminent, which the State or tribal official responsible for disaster operations determines may be beyond the State, tribal or local government capabilities to respond, the State will request the Regional Administrator to perform a joint FEMA-State or tribal preliminary damage assessment.”

**Step 1: Incident Occurs**
- Incident types may include: flood, hurricane, wildfire, etc.
  - The scope and scale of the disaster influences the amount of assistance and prompts the response and recovery.
- Imminent disasters may necessitate mobilization beforehand
  - For example, the National Guard can be mobilized to a region to help with preparations and evacuations.

**Step 2: Local, State or Tribal Government Individual Assistance (IA) Preliminary Damage Assessment (PDA)**
- Verify extent of damage
- Request an IA PDA in writing to FEMA
  - It is not anticipated that all events will result in the need for federal assistance; therefore, the State or Tribe must verify initial reports of damage, in some manner, before involving FEMA.
- Request a specific program from FEMA to meet specific recovery needs
  - The two program types are:
    - Individual Assistance (IA)—asking for resources to support individual households
    - Public Assistance (PA)—asking for assistance to repair or rebuild infrastructure.
  - The PDA request to FEMA will be in writing, and will describe the disaster event and type and severity of damage.
- Specify affected areas and resources needed
  - The PDA request to FEMA will outline the areas to be surveyed and number of teams needed and may include meeting location and time.

**Step 3: Joint Federal and State or Tribal PDA**
- May be initiated at the State’s or Tribe’s request
Reception of a request does not guarantee initiation of a joint PDA.

- IA/PA Teams survey areas and record damage
  - This IA/PA PDA information will be used by the State or Tribe to determine whether the response and recovery actions will require Federal support.

**Step 4: Governor or Tribal Chief Executive Request**
- Reviews IA/PA PDA results
- Evaluates the State’s or Tribe’s response capacity
- Requests declaration as needed
  - If the Governor or Tribal Chief Executive determines the State or Tribe does not have adequate resources to respond to and recover from the disaster, and supplemental federal assistance is required, a request for an emergency or major disaster declaration may be made.

**Step 5: FEMA Regional Office Recommendation**
- Receives the Governor’s or Tribal Chief Executive’s request for declaration
- Prepares Regional Administrator’s Validation and Recommendation (RAVR) based on PDA results for the type of assistance that was requested
  - The Joint PDA information along with the Governor’s or Tribal Chief Executive’s request is included with the RAVR.
- Submits RAVR to FEMA headquarters for review

**Step 6: FEMA Headquarters Recommendation**
- Reviews the Governor’s or Tribal Chief Executive’s request and recommendations
- Submits recommendations to Department of Homeland Security (DHS)

**Step 7: DHS Recommendation**
- Reviews the Governor’s or Tribal Chief Executive’s request and recommendations
- Submits recommendation to the White House

**Step 8: Presidential Declaration**
- Reviews FEMA and DHS recommendations
- If disaster is declared by the president:
  - A Federal Coordinating Officer (FCO) is appointed.
  - A Joint Field Office (JFO) is established by the FCO and State Coordinating Officer (SCO).
    - Remember, state and local government are still in charge of their own disaster; the federal personnel are simply there to support.
  - A FEMA/State or FEMA/Tribal Agreement is signed.
    - This agreement will include a cost share arrangement on PA between federal and state government. The federal government assumes a minimum of 75% of the burden and requires the state government (or sub-recipient county or municipality) to pay back up to 25%.
      - Note: The cost share can be lowered by using volunteers and documenting their work and hours to be submitted to FEMA. (See Section 6 on Volunteer and Construction Management for further information.)
- Recovery operations begin
For disasters that are not federally declared then the sequence given here is shortened to Voluntary Agencies, Insurance and Unmet Needs.
Sequence of Delivery – For Federally Declared Disasters

Voluntary Agencies
Emergency Food, Shelter, Clothing, Medical Needs.

Insurance
Homeowners, Flood (NFIP), etc.

FEMA Housing Assistance (SBA Dependent)
Temporary Housing Assistance – applicants can receive financial assistance to reimburse lodging expenses and/or rental assistance for up to 18 months or the program maximum, whichever occurs first.
Repair Assistance – Owners can receive up to the IHP Cap for Repairs.
Replace Assistance – Owners with destroyed homes can receive up to the IHP cap towards the purchase of a new home.
Permanent or Semi-Permanent Construction – Owners with destroyed homes can receive direct assistance or financial assistance for the construction of permanent or semi-permanent homes in insular areas outside of the continental U.S. and in other locations.

FEMA/State Other Needs Assistance (ONA)
Non-SBA Dependent Items
Assistance for Medical, Dental, Funeral, Child Care and Others.

SBA Income Evaluation (Repayment Capacity)
To determine if applicant can qualify for a low interest SBA Loan.
Applicants must complete the SBA loan application and be denied to be eligible for further assistance.

SBA Referral – For SBA Dependent items and those applicants who qualify for a low interest loan.
Real Property (owners) – Loans up to 200,000.
Personal Property (owners & renters) – Loans up to 40,000.
*If it is later determined that an applicant cannot qualify for a loan, the applicant is referred to FEMA.

FEMA/State Other Needs Assistance (ONA)
For those applicants who do not qualify for an SBA loan.
Personal Property/Transportation
Moving & Storage Group Flood Policy

Long-Term Recovery Group – Voluntary Agencies
If the applicant has received the maximum amount of assistance from FEMA, State and/or SBA’s federal disaster assistance programs, or the federal disaster assistance programs do not provide for

*Eligibility is based on a FEMA inspection conducted on the damaged property. Maximum amount of assistance through the Individual and Household Program (IHP) is adjusted annually according to CPI Index.
When disaster strikes, it is important that survivors and those with resources to assist have an understanding of the process in order to provide the most effective assistance. Educating survivors on sequence of delivery – which clearly spells out the next steps for the applicant in order to receive assistance – can be critical. In particular, survivors and responders must follow certain steps in order to be eligible for benefits from FEMA and, often times, other levels of government. For example, rebuild programs (such as the Reconstruction, Rehabilitation, Elevation and Mitigation Program [RREM] following Sandy) are federally funded by the U.S. Department of Housing and Urban Development (HUD) and distributed to the State in the form of Community Development Block Grants – Disaster Recovery (CDBG-DR). These funds are generally only available after FEMA, insurance and SBA resources have been exhausted but before non-profit and LTRG funds are applied.

The purpose of the Sequence of Delivery is to ensure the application for individual assistance is as simple and straightforward as possible for the applicant. It is important to keep in mind that those applying for assistance are survivors who may have suffered major losses or trauma. The more convenient the process can be for the applicant, the better. Applying for assistance in and of itself can
be stressful. It is not uncommon for survivors to feel overwhelmed and uncomfortable asking for help from government or non-profits. This is partially because they are required to describe in detail the type and severity of the damage they suffered every time they ask for assistance, which forces them to relive their trauma multiple times.

FEMA and other responding organizations/agencies must try to avoid Duplication of Benefits (DOB) when aiding disaster victims. This is when an applicant receives benefits more than once for the same need, which leads to inefficient resource distribution. Through the sequence of delivery, survivors talk to many different agencies and organizations of government, non-profit, faith-based organization (FBO) and for-profit companies and corporations on local, state and federal levels. With so many agencies involved in recovery and aid, it becomes imperative that everyone collaborates and communicates necessary information to avoid DOB. This is where having an LTRG with involvement and communication from all organizations with resources is crucial. One of the LTRG’s main roles is to share information and resources within the group to help as many people as possible with effective and timely recovery. Resources, especially funding, are extremely important and oftentimes limited; therefore, it is important not to waste them and to use them as wisely as possible.

**Step 1: Emergency Assistance – Voluntary Agency Response** The role of Voluntary Organizations is significant in both the early stages of disaster response and later during the disaster recovery phase.

Types of Services offered during this initial phase of the Sequence of Delivery:

- Sheltering
- Feeding
- Clothing
- Case management
- Child care
- Clean-up
- Debris removal
- Donations management

This is best done through setting up a point of contact (POC) for survivor applicants to meet and learn about available resources and their corresponding organizations. These POCs should be located in strategic, publically known and accessible areas for the convenience of the applicants (e.g. shopping centers, unused retail locations, city halls and libraries). This is to ensure that as many affected survivors have access to available services. In addition, POC visibility helps spread the message about where to go if survivors need assistance. For example, a one-day POC was established after Winter Storm Jonas (2016) severely damaged parts of the Jersey shore in Cape May County. The responding organizations established a Multi-Agency Resource Center (MARC) located in the Wildwood Town Hall – which was central to impacted areas, easily accessible and known to the community.

Some possible types of POCs are:

**Disaster Recovery Center (DRC)** – Set up by FEMA as a one-stop-shop for resources and information a survivor might need. This requires a disaster declaration and an actual or anticipated Individual Assistance Declaration. DRCs generally include:
• Non-profits with immediate resources
• FEMA IA application specialists to assist in the IA Process
• Small Business Association (SBA) to provide low interest loans to qualifying individuals and households
  o This is also an important step in the Sequence of Delivery, as some phases are contingent on SBA referral.
• Mental Health professionals or volunteers trained to listen to and support disaster survivors
  o In New Jersey, Disaster Response Crisis Counselors are deployed by the County or State to assist.

*Multi-Agency Resource Center (MARC)* – This is organized by non-profit organizations to offer immediate assistance and assess damage. This also offers a good opportunity to identify potential unmet needs and determine the need for an LTRG to be established. MARCs generally include:
• Non-profits with immediate or potential resources
• Information and education about next steps
• Mental Health professionals or volunteers trained to listen to and support disaster survivors

**Intake process locations** may be set up by VOADs, or their member organizations, to determine damages in the most impacted areas of affected communities. Applicants would visit a predetermined location to apply for assistance and describe the damages and losses that were caused by the disaster.

• Resources may or may not be available on site
• Information and education about next steps provided

**Direct outreach** to affected communities to assess damage and immediate needs may also be done.

**Step 2: Insurance**

In any disaster the first thing an applicant will need to do before asking for federal assistance is to file a claim with applicable insurance. General homeowner policies do not typically cover losses due to flood or earthquake. Flood Insurance, for example, is administered through FEMA’s National Flood Insurance Program (NFIP), which is typically the only type of insurance that will cover a home if it’s flooded.

• Proof of insurance claim and result of that claim, whether the insurance offers support or not, will be needed before pursuing any additional support in the subsequent steps. FEMA cannot provide assistance until other forms of self-assistance, such as insurance, have been exhausted.

Types of Insurance Include:

• Homeowners (real and personal property)
  o Applicants must own home and property
- All real property, including separate structures
- Removal of debris deposited or covered peril
- Personal Property
- Additional Living Expenses (ALE) or Loss of Use (LOU) for covered perils

- Renters
  - All personal property including personal property away from premises and ALE for covered perils

- Condominium
  - Unit: Structural elements not shared by other tenants or owned by the association (generally from the sheetrock in) including sheetrock, paneling, wall covering; ALE for covered perils; all personal property, including personal property away from premises
    - Master: Structural elements shared by other tenants or owned by the association (generally from the studs out)

- Mobile Home
  - Includes: separate structures; removal of debris deposited by covered peril; cost of emergency repairs or removal to protect the mobile home; ALE for all covered perils; all personal property, including personal property away from premises

- Flood
  - Owners only: All real property from the first floor up; real property in basement below ground level necessary for habitability (e.g. structural wall, furnace, water heater, main panel); separate structures such as storage buildings (i.e. cost of preventing flood damage to home); removal of debris deposited by covered peril
  - Homeowners and Renters: Property in basement necessary for habitability (e.g. washer and dryer); all personal property in dwelling and separate enclosed structures (property stored in basements below grade level, as identified by the individual policy, not included)

- Earthquake, sewer back-ups and other riders
  - Any property covered by the policy rider

Disaster Survivors who plan to file for assistance with FEMA and who have insurance must submit documentation of their insurance settlement or denial before FEMA assistance or SBA loans are considered.

- Once applicants submit the appropriate insurance documentation, FEMA will evaluate the submitted paperwork to determine eligibility for assistance.
  - FEMA and other forms of assistance cannot duplicate assistance provided by insurance.
- Applicants may receive letters of denial if insurance settlement or denial is not submitted. This does not mean the applicant is permanently denied, but that the case was missing information so they couldn’t go forward. Applicants may reach out to FEMA to find out why their application was denied and also find out if they were missing essential information in their case files.

More information on specific insurance offerings can be found in the Funding Programs and Training section of this document.
Step 3: FEMA Housing Assistance (HA) (Non-SBA Dependent)

There are two things to note regarding Housing Assistance (HA):

- Not income dependent
  - HA awards from FEMA are not income dependent, which means that the awards are available to all eligible applicants without regard to economic status.

- Inspection
  - During registration intake, disaster survivors are asked whether their home was damaged.
  - If the home was damaged, an inspector will inspect the home to verify damage and to determine whether the home is habitable. The inspector that comes out will be looking to see if the home can meet four basic requirements: Safe, Sanitary, Secure and Functional [SSSF]
    - Safe: Is the home stable and safe to be in? If the integrity of the structure is compromised and there is any danger of it falling apart or collapsing, the home is not safe.
    - Sanitary: Is the home clean and with adequate means of disposing of waste? For example, does the home have a functional toilet?
    - Secure: Can the home be secured to keep occupants safe from potential threats and dangers? Are all doors and windows able to close and lock and all necessary holes or broken windows boarded up, etc.?
    - Functional: Does the home have working utilities such as electricity, heat and air conditioning, depending on the seasonal dangers? Basically, does the home still have the capacity to function as a home or is there too much damage to essential utilities that it will require an extended period of time to repair the home? A month or longer is too long for an occupant to live in a home without essential utilities.
  - If the home was damaged but considered SSSF, the home would be assessed for assistance based on the extent of the repairs but would not be recommended for housing assistance.
  - If home was not damaged, the household would not be recommended for housing assistance.

**More information on specific housing assistance offerings can be found in the Funding Programs and Training section of this document.**

Step 4: Small Business Administration (SBA)

SBA provides low-interest loans to eligible homeowners, renters and businesses during disaster recovery.

- Types of disaster loans:
  - Home and personal property
  - Business physical loss
  - Economic injury
SBA disaster loans may be made available immediately following a declared disaster. Based on income, the applicant may be sent an SBA loan packet to complete. An applicant who receives an SBA loan packet must fill out the packet and return it to the SBA.

NOTE: When applicants complete the FEMA registration for disaster assistance, they are asked to report their annual income. It is important applicants not state their income as $0. If they do, it will delay potential ONA assistance as they will automatically be sent an SBA Loan Application. More information on SBA can be found in the Funding Programs and Training section of this document.

**SBA Outcomes**

There are a few possible outcomes once a survivor fills out an SBA Loan Application packet based on their credit and household income:

- SBA denies the loan.
- SBA may give the applicant a loan to cover a partial amount of the damages.
- SBA may give the applicant a loan to cover the full amount of the anticipated damages.
  - Loans can be adjusted to increase the amount of the loan if original estimates for repairs are not enough to complete repairs.
- SBA may refer the applicant back to FEMA for additional ONA benefits that are dependent on SBA referral if the applicant is denied or only receives funds for a partial amount of the damage.
- ONA funds may be awarded.

If the applicant for a loan is turned down by SBA, FEMA may consider the application for ONA grants – the next step in the Sequence of Delivery.

**Step 5: FEMA/State Other Needs Assistance (Non-SBA Dependent)**

If the applicant does not have to complete an SBA Loan packet to receive benefits for ONA, there are ONA resources available that are Non-SBA Dependent:

- Medical
- Dental
- Funeral
- Childcare
- Other

NOTE: The applicant may have to provide proof that the expenses are disaster-related. More information on ONA can be found in the Funding Programs and Training section of this document.

**Step 6: FEMA/State Other Needs Assistance (SBA Dependent)**

This type of assistance is only offered with an SBA referral. The types of benefits that applicants have access to in this step are:

- Personal Property
- Transportation
- Moving/Storage

If an applicant’s household income is below a certain amount, the applicant may be referred directly to SBA dependent ONA without having to fill out an application loan packet.
Step 7: Unmet Needs – Voluntary Agencies

This step is generally the last chance for disaster survivors to attain disaster assistance and should only be accessed after all other resources have been exhausted. The LTRG consists of non-profit and faith-based organizations, for-profit companies and local government programs and agencies. One of the primary functions of an LTRG is to convene an “Unmet Needs Table” where organizations and agencies with resources come together to meet the unmet needs of disaster survivors. At this stage, survivors are looking to the rest of the community for assistance to rebuild their lives and function in a new capacity after the disaster. Whether a community experiences a more localized disaster or one that is federally-declared, the LTRG has an important role to play. Disaster begins and ends locally, so it is critical that local community organizations and agencies decide what recovery will look like and who will be included.

Going Forward

This Manual details every step of organizing an LTRG and provides options and considerations when deciding how to organize the group. It also provides hands-on activities to supplement the reading. In the back of this manual there are additional resources that may be useful going forward, including a list of organizations and what services they provide.

(See Appendix 3 in the National VOAD manual and the Funding Programs and Training section in this manual for more information on government programs.)

Section 4: Start-Up Procedures – Partners and Resources

The following paragraphs are excerpts from the National Voluntary Organizations Active in Disaster (National VOAD) Long-Term Recovery Guide that illustrate the definition of an LTRG as well as its core mission:

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

LTRGs are as varied in their structure as are the communities in which they work. The personality and operation of each group is unique and reflects local needs, available resources, cultural diversity, leadership style and community support. No matter how a group is structured or what it calls itself—unmet needs committee, interfaith, organization, coalition, roundtable, partnership, coordinating council, etc.—the goal is the same: to unite recovery resources with community needs in order to ensure that even the most vulnerable in the community recover from disaster (Pp.6).

The subsections below outline the necessary steps an LTRG should take in order to serve their community effectively and efficiently after a disaster.
Step One: Pre-Disaster Partner Organization and Identification

Hopefully, the impacted community will have an active county or regional VOAD/COAD (Voluntary Organizations Active in Disaster/Community Organizations Active in Disaster) in place. A VOAD/COAD is a collaborative working group that convenes organizations and agencies for the purpose of planning, preparation and relationship building in advance of future disasters. The VOAD/COAD does not deliver any services directly, but fosters communication, coordination, collaboration and cooperation among governmental and local organizations to provide the most effective services to the community. When a VOAD/COAD exists in the impacted community, the LTRG often forms out of the collective membership of the VOAD/COAD. The LTRG can become a committee of the VOAD/COAD or a separate entity which maintains links to the VOAD/COAD. More information on VOADs/COADs can be found in the NJVOAD VOAD/COAD Manual, and a complete listing of active VOADs/COADs is available on the NJVOAD website.

When a VOAD/COAD does not exist, or lacks the resources and relationships needed to effectively support recovery, it will be helpful to identify agencies and organizations that commonly provide disaster services. These organizations can become prospective partners for recovery and may be able to assist in the formation and development of an LTRG. When considering who to invite to the table, think about the essential functions that the LTRG will need to perform. The following list of LTRG needs and potential partner activities comes from the National VOAD LTRG Guide (Pp.6).

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

Partners offer different programs and services that fulfill different roles in the community. At the same time, organizations also have differing limitations in their abilities to respond. Developing partnerships allows the LTRG to both identify the available resources and capacities within the community and find creative solutions to address any potential service gaps.

Step Two: LTRG Formation

Building a strong LTRG requires buy-in from as many local partners and stakeholders from the disaster-affected community as possible. Without community relationships and partnerships, there can be no LTRG. These critical connections enable the LTRG to meet the community’s needs more fully in times of disaster. This aligns with FEMA’s Whole Community Approach, which involves bringing local, community-wide resource partners to the table to appropriately meet response and recovery needs of disaster survivors.

The following are some suggested steps for LTRG formation (paraphrased from National VOAD LTRG Guide Pp.7):
• Convene a meeting of diverse, experienced people from prospective partners and other concerned stakeholders in order to discuss the disaster’s impact on the community as well as effective recovery planning.
• Select from the group a temporary chairperson or steering committee (experienced, embedded community partners preferred) and agree on basic ground rules to ensure orderly holding of meetings.
• Before moving forward as an LTRG, it is essential to collect information on the disaster that contributes to your understanding of the size and scope of your future tasks. This will assist with identifying community-needs more accurately. This information includes:
  ○ Basic population demographics
  ○ Formal and informal community leadership structures and their roles in the disaster response
  ○ Geographic size of impacted area
  ○ Number of individuals and families affected
  ○ Number of owner-occupied homes affected and the level of impact
  ○ Number of rental properties affected
  ○ Number of businesses and public services affected
  ○ Other effects on individuals and families (e.g. high unemployment)
  ○ Political and cultural subdivisions or jurisdictions involved
  ○ Vulnerable populations affected by the disaster (e.g. elderly, low income, disabled)

This information can be obtained through county and state emergency managers or the FEMA Voluntary Agency Liaison (VAL).

During a disaster, New Jersey LTRGs address a number of unmet needs and problems in their communities. The following lists a number of issues to consider while building partnerships and planning the structure and function of the LTRG:
• Case Management
• Donations Management
• Volunteer Management
• Pet/Animal Care
• Human Services
• Mental Health Services
• Temporary Housing
• Contracting
• Supplies and Tools
  ○ Clothing
  ○ Food
  ○ Cleaning
• Funding
  ○ Rental Assistance
  ○ Repair Assistance
• Emotional & Spiritual Care

Table 1 below outlines multiple resources available through New Jersey partners which can support in addressing unmet needs. (See Appendix A for a more detailed listing.) “Stakeholders may include members of federal, state and local government, civic organizations, social service agencies, local houses of worship, community foundations, community health groups, mental health agencies, information and referral services, and the private sector” (National VOAD LTRG Guide Pp. 6).

<table>
<thead>
<tr>
<th>Organizations</th>
<th>Examples</th>
<th>Available Resources</th>
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<tbody>
<tr>
<td>Government Agencies</td>
<td>• State, County</td>
<td>• Access to knowledge of overall operations and resources (OEM)</td>
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<td></td>
<td>Offices of</td>
<td></td>
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Table 1: Organization Types and Resources
| Emergency Management (OEMs) | • Ensures a more coordinated response and recovery with your LTRG (OEM)  
• OEMs offer emergency management (EM) resources for training and education programs for interested citizens (For a detailed listing, see Section 7 – may be suspended during response and recovery.)  
• OEMs also have relationships with other EM groups in the community that could provide aid in times of disaster  
• Health and well-being services  
• Can advocate for needs of constituents  
• Teams of highly trained and skilled volunteers with specific specialties which can only be deployed for disaster support by government agencies who also assume liability over volunteers (e.g. Community Emergency Response Team (CERT) [deployed by county OEM], Disaster Response Crisis Counselors (DRCC), Medical Reserve Corps (MRC) [both usually deployed by county Health Department]) |
| --- | --- |
| **Faith Based Organizations (FBO)** | • Local houses of worship  
• See Appendix for full listing  
• Case Management (Catholic Charities)  
• FBOs are community-centers with also often have key resources, whether it be community information, a strong volunteer base and training offerings and/or a willingness to help survivors |
| **Non-Governmental Organizations (NGOs) and Non-Profits** | • Preparedness training and education for disaster responders and individuals  
• Services for veterans who are in need at any time—can be a valuable partner as their resources can only support a specific demographic which can free up resources from other NGOs for the rest of the population to serve as many of those in need as possible  
• Food for survivors whose resources are stretched due to disaster and need food for their households  
• Disaster Case Management, Volunteer Management, Donations Management and funding.  
• Knowledge and services of connected community organizations, including potential access to volunteer/donations management, social service capability information and applicable training  
• See Appendix for full listing of organizations |
Pool of skilled volunteers to call upon to assist with response and recovery efforts, both short and long-term
- Funding for survivor unmet needs as part of LTRG coordinated effort
- Resources for support of LTRG organization and functions

For-Profit Organizations
- Walmart
- Home Depot
- Ace
- Lowe’s
- Other local hardware stores
- Foundations (e.g. RWJF, PSEG)
- Utility Companies
- Law offices
- Target
- Disaster donations
- Volunteers to help veterans (corporate giving w/ARC)
- Volunteers and tools after disasters (Lowe’s)
- Cleaning and building supplies
- Sponsorship (Wal-Mart)
- Funding
- Utility, power, tree-cutting (PSE&G etc.)
- Law services
- These resources can be overlooked, but if you need material goods, tools, cleaning supplies, etc., partnering with these companies will benefit you. Also, big for-profit companies are required to have funds set aside specifically for disaster donations. This can serve as an incredible funding and supply resource for disasters.

**NOTE:** The important thing to keep in mind is that every type of organization has a role to play in successful disaster recovery. Some roles may be obvious - for example, Offices of Emergency Management have clearly defined operations in disaster response and recovery while other organizations’ roles may not be as apparent. State District Legislative Offices, for example, can advocate for disaster victims so that the state government can more adequately support the affected population. Reaching out, building connections and thinking creatively can help the LTRG serve its population to the best of its ability.

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

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

- National VOAD Manual

**Critical Thinking Activity 1: Identifying Community Resources**

For this activity, consider the information from Sections 3 & 4.
**Part A:** Make a list of the most common or concerning potential disasters in your community that may require you to form an LTRG. For example, if you live in a coastal municipality, county or region, you might consider the needs of the community after a major flood or hurricane.

Next, rank these hazards from “Most Concerning” to “Least Concerning”. This helps highlight the differences in importance and urgency for LTRG work during the recovery process for different hazards.

Select one of the “Most Concerning” disasters that your community has recovered from in the past. It may be helpful to use a situation that you have witnessed, supported or lead. List the affected areas, demographics and other issues that required the most assistance to recover from this disaster. This list can be used to identify the unique concerns, needs and resources in your community.

**Part B:** While completing Part A, you may have started to strategically consider who you would want to invite to the table based on the resources and connections you thought of. Think of organizations that would be assets in the recovery effort for the disaster you selected. Places to consider:

- Non-governmental organizations and non-profits (See list in Appendix section on organizations.)
- Office of Emergency Management (Emergency Manager for municipality, county and state)
- Faith-based organizations
- Case Management – organizations with trained personnel and capacity (Consider how many cases each organization can handle.)

Look at the chart above for more ideas of resources that each type or potential partner might offer to ensure a well-rounded and effective group to meet the needs of the community during a disaster.

**Part C:** Having an LTRG whose partners reflect the community and all of its unique needs is critical for success. Prioritizing strategic outreach to potential LTRG partners ensures that your group will have the skills, resources and capacity for meeting your community’s needs in disaster recovery.

Questions to help you:

- **WHO** are the most active and engaged organizations and leaders in the community, and what resources do they offer?
  - How will these resources meet the identified community needs?
- **HOW** would you reach out to these potential partners?
  - What communication methods would you use to contact an organization that you know will be needed but who you do not have a relationship with?
- **WHAT** would you say to persuade organizations to participate in a coordinated recovery effort?
  - How would you explain what an LTRG is?
  - What benefit is there for organizations to join and participate in the LTRG?

**NOTE:** It will be important to be creative and resourceful in partner identification. Keep in mind there are many organizations outside of the most popular non-profits like the American Red Cross (ARC). Also keep in mind that not all organizations are familiar with LTRGs and their functions, or even how they fit into any of the phases of the disaster cycle. This section will help you plan how to present the group to the organizations you need.

**Step Three: Develop a Mission Statement**
A mission statement is a formal, short, written statement of the purpose of the LTRG. It should state its overall goal for the recovery and provide a sense of direction, as well as a framework for overall decision-making. Ultimately, the mission statement guides overall LTRG actions and goals.

The sample mission statement below is paraphrased from the National VOAD LTRG Guide (Pp. 7):

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

Here is another example for a county level LTRG:

The [Insert county name here] LTRG maintains a network within and on behalf of the faith-based, nonprofit, governmental, business and other organizations and agencies to provide a coordinated effort to aid the victims of disasters affecting the [Insert county name here] County. The LTRG, utilizing skilled case managers, identifies and assists households affected by the disaster who do not have adequate personal resources for basic needs and recovery. The LTRG is governed by a Steering/Executive Committee made up of community leaders.

Critical Thinking Activity 2: Needs Assessment and Mission Statement Construction

Using the scenario below, or your chosen example from Critical Thinking Activity 1, create a mission statement based on (a) the specific needs of your recovering community, (b) the goals your LTRG might hope to achieve, and (c) how you will effectively and efficiently meet your goals for community recovery.

Activity Disaster Scenario:

Your community is impacted by a flash flood after heavy rainfall causes local waterways to overflow their banks. The flooding damages several homes throughout the county, especially those near creeks and brooks dammed up by debris.

Consider your community: What major concerns would exist in this situation? What kind of damage would you expect? Refer to the previous section to answer these questions and construct your own LTRG mission statement in response to this disaster. You can be as realistic or creative as you please in constructing community needs and concerns.

Step Four: Identifying and Accessing Funding Resources for LTRGs

The majority of disasters that strike New Jersey do not result in funding to support and sustain LTRGs, despite the unmet needs of the impacted communities. Most LTRGs are convened without a budget; so the importance of identifying and partnering with organizations with financial and other resources cannot be overstated. Between January 1, 2006 and December 31, 2015, there were fourteen Federally Declared Disasters in New Jersey. Nine of these disasters only had FEMA PA Grants and five had both PA and IA grants. Only one of these disasters (DR-4086 Hurricane Sandy) resulted in significant fundraising to support long-term recovery of survivors. More than $1 billion in grants was distributed to various New Jersey non-profits from three main sources—the American Red Cross, the Robin Hood Hurricane Sandy Relief Fund and the Hurricane Sandy NJ Relief Fund—with millions in additional dollars.
from other sources. As of the three-year anniversary of Hurricane Sandy, most funds had been exhausted with thousands of survivors still remaining displaced.

In most instances, the financial resources will remain with the organizations that join the LTRG and are disbursed through the unmet needs process. Identifying FBOs, non-profits and businesses who have money to contribute to the recovery of survivors is critical for the LTRG to have a true impact. In rare cases, funding may be available for the LTRG to seek grants to address service gaps in the community and/or fund unmet needs directly. In these instances, identifying a partner with grant writing resources is critical. In addition, the LTRG will need to identify a registered 501(c)(3) organization to be the fiscal sponsor of the LTRG and hold and distribute funds on its behalf. Additional information on handling financial resources can be found in section 5 – LTRG Structure and Function. A sample Memorandum of Understanding (MOU) between an LTRG and fiscal sponsor can be found in the Appendix of this manual.

**End-of-Chapter Challenge:**

If you completed both Critical Thinking Activities in this section, use those examples and your previous experience to help you answer the questions below:

- What kind of disasters threaten your community?
- What are the areas of concern that are unique to your community in any disaster? (Consider your community’s demographics, poverty rate, geography, terrain, etc.)
- What resources will your LTRG need?
- What organizations would have those resources?
- How would you reach out to organizations you do not currently have a relationship with?
- How might you present the benefits of an LTRG to the organizations you are reaching out to in order to persuade them to join and participate in your coordinated recovery efforts?
- Write a clear mission statement that contains all key components defined in Step Three of this section.

Now, review your answers. Consider what resource gaps you might have in your list. These can be areas of major need that even the organizations you’ve identified do not have the capacity to meet, or they can be resources that no organization on your list can provide.

**NOTE:** The identification of the resource gaps will make you aware of what kind of organizations you need to research, contact and network with.
Section 5: LTRG Structure and Function

Section four reviewed the importance of developing relationships and reaching out to potential partners with a multitude of different resources. Once the LTRG has partners at the table with an established mission statement that puts forth the LTRG’s goals and expectations, the next step is to begin establishing the LTRG’s structure and function in order to meet the needs of impacted communities.

Setting up the Structure of Your LTRG

As previously established, organizational structure is necessary for a successful LTRG. This can be a highly structured setup with a formal board of directors, management team, staff, etc. or it can be something less structured, such as a committee of representatives from local agencies involved in recovery. There are challenges and benefits to whatever organizational structure is selected, so it is important to understand the anticipated work of the LTRG and the likely stakeholders when making this determination.

It is important to work with partners and stakeholders who are committed to the long-term community recovery process when deciding upon the most effective organizational structure for the LTRG. Here are some examples of organizational structures that have been successful:
Establishing a Framework of LTRG Governance

Regardless of how the LTRG is structured, oversight, accountability and leadership are extremely important for a successful long-term recovery process. The LTRG will need to handle confidential information responsibly and ethically, in addition to providing help with other resources to assist survivors. The LTRG may be directly or indirectly responsible for managing grants and/or disbursing funds, so developing sound financial systems and processes is critical in this instance. The trust of LTRG members, constituents and supporters will be a major factor in determining the LTRGs success or failure. The most common way LTRGs set up their governing structure is with a board of directors and/or executive committee whose primary responsibilities are to set the direction for the group and provide ongoing oversight. However, LTRG governing structures can take many different forms - it is up to the LTRG to choose what works best.

Members of the LTRG’s governing body should reflect the diversity of the disaster-affected community and should possess skills in both leadership and collaboration. Furthermore, these members should have sufficient authority from the organizations they represent to be able to make commitments and/or speak on behalf of that organization. LTRG leadership can emerge from:
• Any organization providing resources in the recovery process.
• Community-based organizations that have extended their regular programs to include disaster recovery needs.
• Municipal or county emergency management or government.
• Faith-based organizations with disaster services.
• Private sector and civic groups.
• Religious leaders.
• Volunteers from within the community with experience in accounting, legal matters, grant writing, human resources, communications, marketing, building trades, etc.

The governing body should:

• Ensure that the LTRG adheres to the mission statement and policies.
• Determine the operational structure for the LTRG.
• Determine if staffing is needed (e.g. volunteer, consultant, employee), develop plan for staffing and hire staff.
• Establish short- and long-term goals for the LTRG.
• Develop operational policies and procedures, which will include assistance guidelines and criteria for meeting disaster-related unmet recovery needs. (Policies need to be responsive to emerging needs and fluctuating resources.)
• Identify and develop the human, material and financial resources needed for success.
• Ensure fair and equitable distribution of resources.
• Determine a system of financial management, reporting and accountability, if applicable.
• Determine how financial resources will be administered, if applicable. (I.e. Will the LTRG use the existing non-profit status of one of its member agencies for receiving and handling financial contribution, or will it apply for its own 501(c)(3) status?)
• Establish organizational bylaws as needed.
• Have no more than 12 members.
• Elect officers from within the body.
• Meet regularly, record minutes of its meetings and make them available to the public.
• Develop a communications plan, thus ensuring that all stakeholders, including the general public, are kept informed about structure, policies and program development. In particular, it will be very important to the long-term viability of the program that success stories are publicized early in the program.
• Obtain liability, officers and other insurance, as needed.

Establishing Policies

As the LTRG forms, it is important to develop guidelines around the services being provided and eligibility requirements to receive services. Conversely, it is important to determine who will not be eligible for assistance and what services are not available. Grants often direct funds toward certain vulnerable populations or dictate parameters which must be considered for receipt of services or resources associated with the funding. The policies should be an extension of the mission statement, which sets the boundaries and standards for what the LTRG can do to successfully serve survivors. Stretching the capabilities of LTRG partners and stakeholders too far can end in failure.
When writing policies, consider the following:

**WHO** … is eligible for assistance and how will they be considered eligible?

- Elderly?
- Renters?
- FEMA ID?
- SBA loan denied?
- Low income?
- Single parent household?
- Disabled?
- Only primary homeowners?

**WHAT** … is eligible to be repaired or replaced?

- Main structure only?
- Detached garages?
- Basement/non-living space?
- Deferred maintenance/pre-existing conditions?
- Outbuildings?
- Mobile homes?
- Fencing?
- Automobile?

**WHERE** … are the geographic boundaries of service for the LTRG? (Note: When funding is available, potential funders are more inclined to support collaborative efforts across multiple counties or impacted areas as opposed to funding multiple localized response efforts.)

- Municipality?
- County?
- Multi-county?

**WHAT** … kind of resources does your LTRG have, and what are some resources that are missing or limited?

- Disaster case management?
- Finances within the LTRG from stakeholders and partners?
  - Keep in mind different organizations not only have different budgets but they also have guidelines for how their budgets for long-term recovery can be spent.
- Affiliated skilled volunteers?
  - What kind of skills are needed to help the community recover and what kind of skilled volunteers does your community have?
  - Are the skilled volunteers in your community affiliated with local non-profit organizations that will accept liability for them?
  - Are there organizations in the community that can provide volunteers that are affiliated with them as well as manage unaffiliated volunteers?
- Availability of food and water to feed survivors if needed?
Availability of clot

to keep survivors clothed and warm?

Handling Financial Resources

If the LTRG receives funding, it will need to develop and implement sound financial practices to handle money entrusted to the LTRG by individuals, foundations and other organizations. All funds must be administered by a non-profit organization with 501(c)(3) status with the Internal Revenue Service (IRS). There are two ways to accomplish this:

- The LTRG may seek out an existing non-profit agency within the community to serve as its fiscal sponsor. (This is the best option for most LTRGs, especially those that are small or anticipate being active for a duration of less than three years.) The following should be in place:
  - The fiscal sponsor has internal safeguards and record protection procedures as well as the ability to provide regular financial reports to the LTRG.
  - Annual external audits are conducted by the fiscal sponsor.
  - The fiscal sponsor understands and agrees that funds are to be managed at the direction of the LTRG. The funds are given to, and remain the property of, the LTRG and not the fiscal sponsor.
  - The LTRG should establish a written Memorandum of Understanding (MOU) with the fiscal sponsor.
  - Any indirect fees to compensate the fiscal sponsor are agreed to in advance and approved as allowable expenses by any grantors.

- The LTRG can pursue incorporating and obtaining 501(c)(3) status to operate as an independent non-profit organization. (This would allow the LTRG to raise and receive donated funds directly, but also takes time and additional resources to manage. Incorporating and obtaining legal 501(c)3 status for the LTRG is not terribly complicated, but it carries with it additional liabilities and obligations for financial reporting, management of paid staff, insurance, etc.) Before pursuing this option, the LTRG should consider the following:
  - Many foundations and organizations providing disaster funding require demonstration of established and proven fiscal management as demonstrated through successful independent audits, tax returns and prior year budgets. Be certain the organizations funding long-term recovery will consider funding a new non-profit before investing the time, money and resources required to accomplish this task.
  - Review the Center for Non-Profits website for resources, advice and a free assessment tool to determine readiness to start a non-profit.
  - Consult with legal counsel for additional information, including the costs and anticipated time frames associated with incorporation and obtaining 501(c)(3) status. Pro Bono Partnership provides information and guidance on Starting a Non-Profit. Pro Bono Partnership may also provide free or reduced fees to facilitate the paperwork and filings required to obtain incorporation and 501(c)(3) status.

Regardless of which option is selected, financial policies and procedures should be written to detail how funds are managed, describe internal controls and checks and balances, and indicate reporting expectations and requirements. When utilizing a fiscal sponsor, these procedures can be included in the MOU. When establishing a 501(c)(3) non-profit organization, separate financial policies and procedures should be drafted and approved by the Board.
Organizational Bylaws

Once the LTRG has determined its goals, mission statement and governing structure, the next step is to define how the group will carry out its mission. Bylaws accomplish this by laying out how the organization will function and clearly defining membership and leadership structure. How well the structure, procedures and bylaws complement the individual personalities and organizations within the group will impact the success of the LTRG.

Bylaws should include:

- The organization’s name, purpose and location.
- Membership: definition of membership including rights and responsibilities of members, including voting rights.
- Board of Directors: responsibilities as the governing body of the LTRG, including qualifications, terms, voting procedures and process for filling vacancies.
- Officer Roles: information on positions, selection, power and responsibilities.
- Committees: pre-identify standing committees based on identified mission and service of the LTRG, or allow a provision for the Board to create committees as deemed necessary.
- Meetings: information including notice to membership and quorum requirements. (Note: It is best to avoid including frequency of meetings beyond quarterly or annual meetings in the bylaws. LTRGs tend to meet more frequently after initial start-up and less frequently as more time passes from the disaster.)
- Conflict of Interest provision to ensure criteria for identifying a potential conflict of interest and a process for ensuring that any potential or perceived conflict does not put the LTRG at risk.
- Amendment of Bylaws: any changes to the bylaws must be reviewed and voted upon to ensure the organization is functioning in accordance with established standards.

Post Set-Up – Long-Term Recovery Administration

Once the LTRG has formed, established its mission and defined the structure under which it will operate, the next step is to begin managing day-to-day operations and delivering services to those recovering from disaster. The recovery program will be coordinated based on the structure and resources of the LTRG with oversight from the LTRG governing body.

Regardless of the structure of the LTRG, there are a number of common elements that will embody its day-to-day operations. Each of these elements represents a critical component that is important to the overall success of the program.

Identifying the Unmet Needs of the Community

Central to the recovery program is a comprehensive, up-to-date understanding of the population the LTRG will be serving and their unmet needs. There are a number of resources which can be accessed to identify this information:

- FEMA collects information on all applicants for FEMA benefits, which is generally protected under the Privacy Act. In times of disaster, a registration list can be requested by an LTRG under the Routine Use List H3 exception, which allows for LTRGs to request information on impacted
households in the communities served in order to reduce duplication of efforts and increase outreach regarding available services to impacted households. This request can be made through the FEMA VAL or the Joint Field Office. This information must not be shared with any other organization, including state, county or municipal governmental agencies.

- **World Renew** is a National VOAD and NJVOAD member that can provide a Community Assessment of Unmet Needs, in coordination with an established LTRG. This includes:
  - Locating the most vulnerable and needy
  - Identifying resources available for recovery
  - Providing data to support a recovery budget
  - Prioritizing the unmet needs

- For additional information about this service, including contact information, see the Appendix section of this manual or visit: [http://worldrenew.net/sites/default/files/resources/DRS_LTRG_Brochure_palmcard.pdf](http://worldrenew.net/sites/default/files/resources/DRS_LTRG_Brochure_palmcard.pdf). The Disaster Case Management Program (DCMP), if activated, is another primary source of unmet needs information.

- The county or municipal OEM Coordinator may have information to share regarding community needs.
Section 6: Direct Survivor Support

The foundational information in this section comes from the National VOAD Long-Term Recovery Guide with modifications to include New Jersey specific information, resources and lessons learned.

Case Management

Disaster recovery encompasses interventions at the community level as well as with individuals and households. While there is inter-dependence between the recovery of the community’s infrastructure and the recovery of individuals and families within that community, the mechanisms for their recovery are distinctly different. Disaster casework and disaster case management are the mechanisms used in support of empowering and addressing the basic and recovery needs of individuals and families.

Disaster Casework

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

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

Disaster Casework is often initiated in the relief phase of disaster response and may complement disaster case management in the recovery phase. The disaster caseworker (DCW) empowers the disaster survivor to effectively access the resources available in accordance with the sequence of assistance for disaster recovery. Generally, DCWs have short-term relationships with disaster survivors. The casework process does not necessitate continuity of care from the same DCW. However, DCWs promote continuity of care by assisting with the transitioning of cases to case managing organizations (i.e. from relief casework to long-term recovery case management) when needed and requested by clients. DCWs:

- Provide information and referral (I&R).
- Offer short-term planning and referrals for basic and immediate needs.
- Identify potential underlying impediments to recovery, such as financial management challenges or mental health concerns, and make appropriate referrals to service providers.
- May transition the client to long-term disaster recovery case management.

Disaster Case Management

Disaster Case Management is a time-limited process by which a skilled helper known as a Disaster Case Manager (DCM) partners with a disaster-affected individual or family (Client) in order to plan for and achieve realistic goals for recovery following a disaster. This comprehensive and holistic DCM approach to recovery extends beyond providing relief, providing a service or meeting urgent needs. The DCM serves as a primary point of contact, assisting the Client in coordinating necessary
services and resources to address the Client’s complex disaster recovery needs in order to re-establish normalcy.

DCMs rely on the Client to play an active or lead role in his or her own recovery. The disaster case management process involves:

- Outreach
- Screening and intake for case management services
- Assessment of disaster recovery needs
- Recovery planning, action and advocacy (coordination & implementation)
- Monitoring recovery progress
- Closure

Providing I&R is an activity performed throughout this process. DCMs directly provide, refer or otherwise arrange for individuals and families to receive needed services and resources identified in the recovery plan through the following actions:

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

DCM personnel are qualified through life experience, skills, education and training to access and coordinate services for the populations served. DCMs may be employees or volunteers. They demonstrate helpful interpersonal skills and ethical conduct. They also adhere to the following underlying values for service:

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

DCMs have specialized knowledge and skills regarding:

- Disaster recovery resources
- Advocacy and case presentation
- Assessment of survivors and disaster recovery planning
- Potential impact of the disaster on the Client’s overall well-being and ability to cope
- Recovery needs of vulnerable populations following disasters
DCMs and organizations respect the Client’s right to privacy, protect the Client’s confidential information and maintain appropriate confidentiality when information about the Client is released to others.

Disaster Case Management and Long-Term Recovery Groups

The interaction between DCMs and LTRGs is a vital one in disaster recovery. LTRGs often coordinate recovery resources for voluntary agencies in a community during the long-term recovery process. It is, therefore, imperative that clear, collaborative processes and policies are in place for DCMs to access such resources on behalf of clients. There is no single “correct” way for the collaboration of disaster case management and LTRGs to be structured, as the most appropriate structure is dependent upon the nature of the disaster, the local community, the resources available and the voluntary agencies working on the recovery. The following points should be considered:

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

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

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

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

• Conflict of interest and dual relationships.
• Capacity of the disaster case managing organization to provide services throughout the recovery phase.
• Capacity of the disaster case managing organization to support the disaster case management personnel.
• Capacity of the disaster case managing organization to implement services in accordance with the National VOAD Disaster Case Management Guidelines.
• Applicable state and federal laws for hiring, retention and termination of staff relative to the time-limited nature of disaster recovery.
• Equitable access to recovery resources, whether the DCM is a representative of the LTRG or a voluntary organization.

For more information regarding disaster case management, please refer to National VOAD’s Resource Center and see the National VOAD Disaster Case Management Guidelines and the National VOAD Disaster Case Management Points of Consensus.

Construction Management

Construction management in long-term recovery consists of overseeing repairing or rebuilding of client homes to a safe, sanitary, secure and functional condition. This may include repairing an existing home, rebuilding a destroyed home or relocating a home for clients that have been through the proper case management and are eligible for assistance. Appropriate construction management, and oversight during the construction phase, is extremely important. Planning for construction management must begin as the LTRG is forming because early decisions will affect the success of the LTRG construction efforts. The following information outlines crucial issues and considerations that must be addressed during this phase.

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

• Local zoning restrictions
• Building codes – all new and repair construction must meet local codes
• Repair, removal and/or disposal of hazardous material – e.g. lead, asbestos, mold
• Mitigation – houses should be better prepared to withstand a future disaster
• Floodplain levels – houses must be elevated above the local floodplain levels
• Cost – houses must be safe, sanitary, secure and functional, but also should be cost-effective
• Volunteer labor vs. contractors – who will do the construction?
• Special client needs
WHEN... does construction management get involved? Initial involvement of construction management generally occurs when assisting the DCM in determining incident related damage and completing an estimate of repair and work plan, taking into consideration the above list. When the case is fully funded through the LTRG unmet needs process, construction management executes the work plan to repair or rebuild the property.

Components of Construction Management

1. Construction Management – The Construction Manager will typically oversee the entire process of construction management responsibilities. The need for additional staff may vary depending upon the scope of the response. (For sample job description see Appendix IV.)

2. Assessment and Estimation – For sample job description see Appendix V Assessment and estimation are vital to the repair and rebuild process and must occur in coordination with the case management process. Assessment and estimation determines the anticipated cost of repair when developing a recovery plan for the client. This fundamental information informs funding decisions for each client. A construction assessment includes details of the entire repair process and outlines volunteer and contract labor needs, including the time required from start to completion of the project. The estimation includes a list of materials needed to complete the project. The estimate used for funding the project should include sales tax and a 10-15% overage for incidentals and unanticipated needs.

3. Job Site Supervision – Qualified supervision needs to be in place for each job site in order to ensure quality workmanship, safety, efficiency and code compliance. Supervision will direct volunteers, contractors, tools, equipment and materials – addressing issues quickly and ensuring continued progress on the job site. (For sample job description see Appendix IV.)

Once construction is completed, the completed construction file should be merged with the case management file.

Where to find skilled leadership

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

- Look outside of the impacted area for long-term (extended stay) volunteers or contractors with construction knowledge.
  - Electricians and plumbers are required to be Board Certified in New Jersey. Visit the Division of Consumer Affairs website for more information on this and other licensing requirements.
  - Each municipality in New Jersey has its own permitting requirements and process, so identifying a local resource with this knowledge is critical to success when importing talent.
- Retired individuals experienced in the field.
- Experienced staff from for-profit or not-for-profit entities, even for a limited time.
- If funding is available, hire local staff whenever possible.
LONG-TERM RECOVERY FUNCTIONAL TASKS RELATED TO CONSTRUCTION MANAGEMENT

CONSTRUCTION MANAGEMENT

Manage:
- All repair/rebuild
- Building permits
- Project scheduling
Communicate with:
- Volunteer coord.
- Warehouse mgr.
- Building inspector
Direct:
- Job site supervisor
- Assessment/Estim.
- Secure vender accts.
- Safety procedures

ASSESSMENT AND ESTIMATION

Assessment:
- Collect job info.
- View damages
- Contact info
- Project write up
-Volunteers needed
Estimate:
- Detailed cost est.
- Estimate write up
- Repair agreement

JOB SITE SUPERVISION

Supervise:
- Volunteers
- Contractor(s)
Work w/ Inspector (County or City)
Code enforcement
Training on site
Coordinate repairs
Progress reports
Work w/Local vendors
Procure Materials
Enforce Safety

VOLUNTEER COORDINATION

Coordinate:
- Housing
- Bedding
- Food supplies
- Skill sheet
- Release forms
- Contact person
- Arrival updates
- Departure dates
- Special needs

WAREHOUSE MANAGEMENT

Manage:
- Material storage
- Vendor deliveries
- Leftover materials
- Inventory in
- Inventory out
- Deliveries to site
- Pick up from site
- Organize/maintain
- Inventory reports

When all disaster-related construction repairs and/or rebuilding issues have been accomplished:
CLIENT CONSTRUCTION FILE COMPLETE

Merge construction file with case management file. Case management to review for any unmet needs that remain and assist in meeting those needs if possible.
PROJECT COMPLETE
Confidentiality

Confidentiality is important in construction management. Construction staff and volunteers may be aware of confidential information on clients and are bound by the same confidentiality requirements as DCMs.

Risk Management

Risk management is a method of limiting risks and liabilities while ensuring a safe working environment for volunteers and staff. When an LTRG engages in construction management, it is prudent to create a risk management policy (see Sample from Center for Disease Control) for the organization which includes the following:

- Liability Insurance should be obtained by the LTRG or the fiscal sponsor and/or the organizations doing volunteer or paid construction work.
- Every volunteer should sign an appropriate Release of Liability form.
- A Right of Entry form should be developed and signed by the homeowner before entering the property or beginning any work.
- A Release of Liability form should be obtained from the homeowner prior to starting work on their property.
- Standard safety practices for construction work, including:
  - Age limits (see Volunteer Age Limits below)
  - Training/certification for working with power tools
  - Working at heights
  - Working with dangerous or hazardous materials

Many National VOAD agencies that do construction management have standard safety practices that could be used as a reference for an LTRG in setting up a risk management plan.

Volunteer Age Limits

There are differing views on the topic of age limits for volunteers doing construction-related work. The following are some considerations:

- New Jersey has a specific statute that provides clear guidance on age requirements and restricted tasks for volunteers working with non-profits on affordable housing projects. While some of the recovery work may be for individuals eligible for affordable housing, recovery work does not generally fall under this statute. As such, New Jersey state law has a minimum age requirement of 18 for volunteers working on construction sites. After Hurricane Sandy struck, NJVOAD partners and members were successful in advocating for the Governor to pass Executive Orders to allow volunteers between the ages of 14 and 17 to work on construction sites as long as all other requirements of Statute 34:2-21.17d remained in force. (E.g., Volunteers aged 17 and younger are not permitted to use power tools, work on scaffolding or roofs or work with dangerous or hazardous materials.)
- Younger, less skilled volunteers need good supervision, and local LTRGs will need to decide if they have the capacity to provide the necessary supervision to ensure that volunteers are safe and that projects are done right.
• Verify insurance policy coverage if youth will serve as volunteers. (Specific insurance liability coverage levels are required and outlined in the statute referenced above).

**Statement of Understanding**

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

**Deferred Maintenance and Pre-Existing Conditions**

Deferred maintenance or pre-existing conditions (resulting from wear and tear, prior disasters and/or neglect) will often be uncovered during the assessment. Most disaster-related funding is specific to the disaster at hand and does not allow for addressing deferred maintenance or pre-existing conditions. Consider the limited resources the LTRG will have and the population being served when determining if grants and fund requests should include the possibility of covering deferred maintenance or pre-existing conditions in the following circumstances:

- Code requirements
- Mitigation requirements
- Safety or imminent danger issues
- Safe, Sanitary, Secure and Functional requirements

**Building Codes**

It is recommended that all rebuilding or repairs are in accordance with the [International Building Code](https://www.iccsafe.org), which is a minimum standard, and local codes, with local codes prevailing if there is a discrepancy between the two.

**Mitigation in Long-Term Recovery**

Mitigation is the ongoing effort to reduce a disaster’s effect on people and property. This means taking action to reduce or eliminate long-term risk from hazards and their effects. Building for increased wind speeds in coastal zones, for fire resistance in areas of fire danger or earthquake resistance in seismic zones are all examples of recommended mitigation practices. Ideas, best practices and tips are available in various places, including FEMA’s [Mitigation Best Practices](https://www.fema.gov/mitigation-best-practices) and [Federal Alliance for Safe Homes](https://www.safe-homes.org).

**Tracking and Record Keeping for Construction Projects**

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

- Project Status:
  - Status may include Ready, in progress, Hold, Complete or Closed.
- Volunteer Hours:
  - Volunteer hours are very important to log and track in order to show the true cost of repair, and savings realized, through the use of volunteer labor.
Volunteer hours, seen as in-kind donations, can also be effective when applying for some grants. NJVOAD or a member organization may be tracking volunteer hours statewide to document the collective value and impact of volunteer support. Several automated databases exist to track volunteer hours.

- Financial Tracking and Record Keeping:
  - Track construction expenses on all jobs separately to avoid overspending on any funded project.

- Contract Labor:
  - When using contract labor, it is recommended to keep records or copies of at least the following:
    - Start and completion dates
    - Permits pulled by contractors
    - Licenses
    - Liability insurance
    - Warranties

- Permits and Inspections:
  - It is generally the responsibility of the contractor to pull permits for all work to be completed.
  - When using volunteer labor in lieu of a contractor, the homeowner can pull their own permits, making the homeowner the contractor. When the LTRG pulls permits, it becomes the contractor, and therefore is liable for all the activities related to the project.
  - All permits and inspections should be copied and recorded.

Documents and Sample Forms

In addition to what has already been discussed, the following are some sample documents and forms used in construction management that can be found in Appendices IV and V: Right of Entry, Release of Liability Waiver, Assessment Worksheet, Estimator’s Check List, and Work Group Information Record. For more information regarding construction management, please refer to the National VOAD Rebuild and Repair Points of Consensus.

Volunteer Management

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

When referring to volunteer involvement it is helpful to use consistent terminology. The following terms and definitions are recommended:
• **Affiliated volunteers** are connected to a recognized voluntary or nonprofit organization and are trained for specific disaster response activities. Their relationship with the organization precedes the immediate disaster, and they are invited by that organization to become involved in a particular aspect of emergency management.

• **Unaffiliated volunteers**, also known as spontaneous, emergent or convergent volunteers, are individuals who offer to help after a disaster hits, or self-deploys to assist, without fully coordinating their activities. They are considered “unaffiliated” in that they are acting independently, as an individual or group, outside of the recognized coordination system of the impacted jurisdiction(s).

• **Convergent groups** include individuals that may have a distinguishable identity, organizational structure and a collective desire to assist. These groups do not have an affiliation. They are considered “convergent” in that they are acting independently, as a group, outside of the recognized coordination system of the impacted jurisdiction(s).

Volunteers are a key component to disaster response and should be managed and treated as a valuable resource throughout all the phases of disaster. While successful use of volunteers is important in preparation, response and mitigation, particular issues will arise in long-term recovery. During long-term recovery, it is preferable for volunteers to work through the local long-term recovery group (LTRG), or an agency collaborating with the LTRG. This will help ensure that resources are managed appropriately and unmet needs are addressed more effectively.

Since volunteers come with many different skills, it is important for LTRGs to place volunteers in roles to fit their abilities. Those skills and abilities may include but are not limited to:

- Debris removal
- Cleaning out homes
- Program leadership
- Repairing/rebuilding homes
- Case management
- Office skills
- Legal advice
- Accounting
- Computer expertise

Volunteer service is a valuable asset offered to the disaster survivors, but can also serve an important role for LTRGs seeking additional funding. Volunteer hours are considered an in-kind donation and can be leveraged by LTRGs when applying for grants. LTRGs can access statewide resources to recruit and manage volunteers through [HELPNJNOW.ORG](http://HELPNJNOW.ORG), a web-based tool developed by NJVOAD, the New Jersey Governor’s Office of Volunteerism and the NJOEM. [HELPNJNOW.ORG](http://HELPNJNOW.ORG) contains a portal for the public to donate money, register to volunteer or donate materials needed in response and recovery efforts. For more information on how to access [HELPNJNOW.ORG](http://HELPNJNOW.ORG), contact [NJVOAD](http://njvoad.org) or the [local VOAD or COAD](http://localvoad.org) serving the impacted communities. In addition, several NJVOAD member organizations and the Governor’s Office of Volunteerism have extensive resources to support establishing a volunteer program.

When developing a volunteer program, it may be beneficial to contact one of the NJVOAD or National VOAID members who are experts in volunteer management or hosting. The organizations with expertise in this area may be able to assist the LTRG by providing training and possibly even staffing.

**Important Elements in a Volunteer Program**

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

**Legal Considerations:**
- Liability and medical insurance
- Client confidentiality
- Release of liability

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

**Volunteer Manager/Coordinator**

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

Agencies that are managing volunteers for a recovery should be included at the LTRG table. A volunteer manager or coordinator will oversee a number of functions which may include:

- Communications with volunteers
- Accommodations
- Orientations
- Debriefings
- Recognition
- Evaluations
For sample forms used for volunteer management, please refer to the Appendix in the back of this manual. For more information regarding volunteer management, please refer to the National VOAD Volunteer Management Points of Consensus.

Donations Management

Understanding donations management is another key component to every community’s recovery effort. Responders who understand their community’s needs can communicate the importance of cash donations in helping to meet those needs. Responders who know how to effectively manage donated goods are more efficient at leading their community toward recovery. Effective communicators and collaborators are more successful in fulfilling needs because they invest in relationships with other responders, including local and state government, as well as the media.

Offers of donations will be at their peak immediately after a disaster and can overwhelm a recovery effort. For this reason, the earlier the LTRG can communicate its needs to prospective donors the better. Some of the questions that the LTRG needs to ask when dealing with donations are:

- How will cash donations be handled?
- Will donated goods be handled?
- What is needed and when will it be used?
- Where will donated goods be stored?
- What staffing needs exist, and how will they be addressed?
- How will donations be managed in terms of record keeping, acknowledgement, etc.?
- Who will oversee distribution?
- What equipment will be needed to receive goods?
- Who will be responsible for transportation of donated goods?
- Can donations be shared with other partners?
- What happens with surplus or unneeded donations?

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

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

Cash is always the best form of donation. When LTRGs are able to buy needed items, they are also reinvigorating a hurting local economy. LTRGs can access statewide resources to request and accept donated goods through HELPNJNOW.ORG by getting in contact with NJVOAD or the local VOAD or COAD serving the impacted communities.
Warehousing and Distribution

In many cases, recovery efforts may not require a large warehouse, although storage of unused building materials from construction sites will be needed (when applicable). In a large donations program, a warehouse is used to receive bulk items and may serve as a staging area to sort and repackage supplies to be sent to a distribution center. The warehouse is not generally open to the public. Distribution centers are intended for clients to pick up supplies.

**Warehousing**

Depending on the size of the donations program or disaster, it may be necessary to operate a multi-agency or a state warehouse. Assuming that there is need for a warehouse, there are numerous places where the LTRG can look in order to find donated space, beginning with NJVOAD. NJVOAD works closely with the NJOEM and State Department of Treasury, which are responsible for statewide donations management programs post-disaster. In addition, NJVOAD members may have relationships in place to secure space, such as local businesses, local or state government, local realtors or investment companies. Most LTRGs are able to find warehouse space for free or minimal rent.

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

- **Location** (when responding to a large-scale regional disaster, it is best to be centrally located for the convenience of all the counties involved)
- **Access**
- **Configuration**
- **Staffing needs**
- **Easy truck access to the building; # of loading docks**
- **After-hour access to the building (sometimes bound by the hours of operation of the donor who has provided the space)**
- **Liability coverage on contents, equipment and staff**
- **Other considerations:**
  - Who pays the utilities?
  - What equipment will be needed to operate (forklift, shelving, box truck, pallet jacks, etc.)?
  - Are forklift operators required to be certified?

**Distribution**

Distribution centers are the points of contact with potential clients. Some distribution centers may resemble a thrift store. However, only families affected by the disaster are permitted to select and remove items for personal needs. Most distribution centers are only open during the response phase but may be open through the recovery depending on need. Make sure the distribution center has easy access and is located near the disaster area. Remember, some potential clients may have lost their transportation and will be on foot. The distribution center may be the place where the LTRG makes the first contact with clients who are in need. The LTRG may consider having a caseworker at each distribution site to begin the case management process. It is important to keep complete, confidential records of all clients served and goods distributed.

Considerations for distribution sites include:

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

**Distribution Centers vs. Points of Distribution**

Distribution centers and Points of Distribution (PODs) are two distinct operations that function in different phases of disasters but can resemble each other in some situations. PODs are typically set up immediately after a large disaster event in centralized locations where the public can pick up life sustaining commodities. These commodities usually include shelf stable food, water, ice and other items as needed. These PODs usually stay open and serve the public until certain parts of the community infrastructure are back up and running enough to support and sustain the food, water and other needs as in normal times. Distribution centers are then set up in conjunction with the case management process providing for longer term survivor needs.

**Staffing**

When preparing to open a warehouse or a distribution center, it may be beneficial to contact one of the NJVOAD or National VOAD members who are experts in warehousing. The organizations with expertise in this area may be able to assist the LTRG by providing training and possibly even staffing.

Make sure the LTRG leadership is informed of local and state guidelines for volunteer and labor codes. In many cases, volunteer and paid staff may have different labor guidelines. When training staff, insist upon safety first. Be respectful and courteous of disaster survivors and free of discrimination.

**Transportation**

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

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

**Unsolicited Donations**

Remember, not all unsolicited donations will be needed. Chapters could be written from the experience of fellow LTRGs around the country about the agony of dealing with unnecessary items. LTRGs do need to be selective when receiving goods and determine if donated items are in good condition and whether they are new or used items. It is okay to say “no.” Some general guidelines that apply to all donations:

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

For more information regarding donations management, please refer to the National VOAD Donations Management Points of Consensus.

Spiritual Care

The following comes from Chapter 9 of the National VOAD Long-Term Recovery Guide, “Spiritual Care in Long-Term Recovery”:

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

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

• Community Spiritual Assessment
• Spiritual Care Interventions to kindle hope.
• Attention to emotional and spiritual issues around anniversary times.
• Organized Community Services of Memorial and Remembrance
• Retreat Opportunities for Care Givers

Community Spiritual Assessment

The transition to long-term recovery in a disaster can be a fitting juncture to consider performing a community spiritual assessment. The principle behind a community spiritual assessment is simply to identify Spiritual needs for which the community may not have ready assets. It will help to identify these needs in a concrete way that can be articulated while designing the long-term recovery plan. Numerous agencies and organizations with an interest in spiritual care will endeavor to meet these identified needs. A community spiritual assessment could be performed by an inter-disciplinary group made up of community faith leaders, disaster response personnel and community volunteers. They could meet to discuss the community’s needs and assets around the following dimensions of concern.
Holistic Dimensions

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

Spiritual Dimensions

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

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

The concept of hope may be as difficult to explain and define as the concept of spirituality. This may be the case because the two are somehow connected. Hope seems to be a capacity to hold—in a present time of struggle—a sense of wholeness and strength that rests in a transcendent force. For some people, this force may be a sense of the Divine. For others, this force may be a sense of the strength of community. It must be somehow transcendent from the “self.” Gabriel Marcel described hope this way: “Hope consists in asserting that there is at the heart of being, beyond all data, beyond all inventories and all calculations, a mysterious principle which is in connivance with me.” and further: “There can be no hope that does not constitute itself through a we and for a we. I would be tempted to say that all hope is at the bottom choral.” Hope is the central capacity that contributes toward personal and communal resiliency. It enables individuals, families and communities to endure great hardship with courage. The maintenance of hope during times of struggle is a central priority of spiritual care providers.

The loss of hope is despair. Despair is one of the most crippling human spiritual conditions. It can adversely affect many other areas of physical, mental and spiritual health. Despair can begin to take root when tasks seem insurmountable and conditions seem unsolvable. Therefore, some of the most powerful interventions that can be performed by spiritual care providers are interventions that specifically stimulate a sense and experience of hope in individuals and communities. Seeking opportunities to appreciate a form of beauty is one powerful intervention. Natural and created beauty both infuse our spirits with a sense of strength and energy which transcends temporal concerns. Especially when times are hard and burdens are heavy, people must take time to enjoy sunsets and flowers, music and meaningful personal interactions.

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

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

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

Attention to Emotional and Spiritual Issues Around Anniversary Times

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

Community spiritual care providers and faith leaders should be attentive to the special care that may be helpful for their congregants and for themselves during these times. Community memorial services can be helpful in giving voice to and space for some of the strong feelings prompted by an
anniversary. Management and leadership of disaster response agencies should consider planning emotional and spiritual support for their volunteers and staff. It is equally important to communicate that such support is available to all who find themselves experiencing overwhelming feelings associated with the event or its anniversary. Organizing community services of memorial/remembrance and public community gatherings to mark transitions/anniversaries are crucial to long-term healing following a disaster. These events can punctuate the feelings of a community and speak aloud that which is can be hard to articulate.

Tremendous care and sensitivity must be taken when planning for public community services of memorial and remembrance. The language used and images and symbols invoked must be appropriate for an inter-faith audience. The representatives and leaders who take part must represent a broad cross-current of the community. The format must be accessible to people from diverse religious backgrounds, especially those who may not be accustomed public religious gatherings. Successful and appropriate services involve the community members, survivors of the disaster, and local faith leaders both in the planning and in the implementation of the event. These persons can speak to the feelings that need memorializing and guide the planning in ways that lead to an event that the entire community embraces.

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

**Retreat Opportunities for Caregivers**

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

**New Jersey Emotional and Spiritual Care Model**

The New Jersey Interfaith Disaster Network (formerly NJIPDR) worked with New Jersey government and local resources to develop some New Jersey specific solutions to addressing long-term emotional and spiritual care needs following Hurricane Sandy. The following information is excerpted from the Emotional and Spiritual Care Model developed by this group:

**Purpose:**

Develop a low- to no-cost model to provide ongoing Emotional and Spiritual Care (ESC) to community members during the long-term recovery phase through the use of community volunteers. The role of these community volunteers is to be present, actively listen, guide conversations if needed, provide non-judgmental support, focus on the survivor’s needs, help survivors take ownership of their recovery, and remain theologically neutral.
This model is not in any way intended to replace any formal disaster response model but is intended to address the ongoing recovery period after the formal governmental responses have been exhausted.

With the implementation of this proposed ESC Long-Term Recovery Model, the flow of mental health / emotional and spiritual response will be as follows:

**Assess Community Need:**

Each community has different services, strengths and gaps. Understanding the needs of the community and assessing the current gaps in meeting those needs will help an LTRG to build an ESC plan that makes sense for the community. This assessment can be done informally or through use of a tool such as the Church World Service (CWS) Community Spiritual Assessment (found on page 4-35 of Emotional Spiritual Care Instructor Guide). National VOAD recently issued Disaster Spiritual Care Guidelines which include a wealth of information and guidance. An assessment tool is located on page 52. NJ211 offers support in looking at community resources; their website offers search options which allow users to drill down by service, specialty, county, zip code, etc.

**Define Role of Disaster Emotional Spiritual Caregiver (DESC)**

After the LTRG has identified the needs of the community, a clear picture of the existing gaps in meeting the emotional and spiritual needs of survivors should begin to develop. Some examples of how volunteer ESC providers or Disaster Emotional Spiritual Caregivers (DESC) can be utilized include:

- Providing emotional and spiritual support to survivors when requested by the LTRG (i.e. case management intake meetings, when hearing about a service denial)
- Being present during town hall style meetings or mobile cabinets.
- Representing the LTRG at community events
- Assisting staff with self-care
- Connecting survivors to additional resources as needed (i.e. mental health, faith leader)

When defining the role of the DESC, it is equally important to understand what the role does not encompass. The DESC should not be providing therapy, attempting to “fix things” for the survivor,
providing false hope or reassurances, preaching, or defending / explaining God’s role in the disaster or ongoing recovery.

Recruitment

National best practices for providing emotional and spiritual care call for volunteers to be affiliated with a reputable organization and credentialed by a trustworthy source. New Jersey has a rich network of emergency response services which may provide resources for LTRGs to find possible candidates with a good skill set for this volunteer role including:

- The NJ Division of Mental Health and Addiction Services – Disaster and Terrorism Branch – Disaster Response Crisis Counselor (DRCC) (For more information about your county DRCC program contact your County Mental Health Administrator; contact information can be found at: [http://nj.gov/humanservices/dmhs/services/admin/](http://nj.gov/humanservices/dmhs/services/admin/))
- Community Emergency Response Teams (CERT)
- Medical Response Corp (MRCs)
- Voluntary Organizations Active in Disaster: American Red Cross; Salvation Army; United Way, Catholic Charities, etc.
- Houses of worship (try reaching out to local faith leaders to see if there are interfaith or clergy groups in your area);
- Mental health partner agencies (staff, consultants or interns may be willing to volunteer or the organization may encourage and support volunteerism)
- Colleges and universities (target students and professors of psychology, social work, theology, etc.)
- Hospital Chaplaincy programs

Selection, Screening and Background Check

Establishing an Emotional and Spiritual Care model carries a level of responsibility and liability. In order to determine if volunteers have the skills, training and ability to perform this critical role, screening and selection tools should be employed to identify ideal candidates. In order to ensure that we “do no harm”, the following steps are considered to be minimum screening necessary for a quality program:

- Candidate Application:
  - A tool to collect key contact information and identify skills and training related to emotional and spiritual care.
  - See Appendix A for a sample which can be modified to meet your group’s needs.
- Reference Check:
  - Collecting feedback from professionals who have observed the candidate’s interactions in a professional or volunteer setting provides excellent insight into the likelihood for success as a DESC.
  - See Appendix B for a sample which can be modified to meet your group’s needs.
- Criminal History Check:
  - In order to protect our clients, we need to ensure there is no criminal history which would interfere with the trust required to allow the candidate to provide emotional and spiritual support to disaster survivors.
Proof of recent criminal history screening may be able to be obtained for volunteers affiliated with certain organizations which require this screening for employees and volunteers.

Training

In order for DESCs to have a similar base of knowledge and experience, consistent training is critical for all DESCs. Each volunteer will bring certain knowledge, skills, strengths and experiences with them (i.e. DRCCs may have completed training specifically related to disaster response and mental health professionals have likely completed training in mental health or psychological first aid). All volunteers should receive training specific to the LTRG, ongoing recovery needs and available community resources.

This model does not endorse any particular training model or resources, but provides several options for consideration. This is merely an introduction to resources available and is not intended to be an exhaustive offering of trainings on the topic of emotional and spiritual care in disaster response and recovery.

The State of New Jersey offers training and credentialing for Disaster Response Crisis Counselors. Information regarding NJDRCC Certification is available at: http://www.state.nj.us/humanservices/dmhs/disaster/credentialing/

Mental Health First Aid is a national program which provides a core base of knowledge ideal for disaster response and recovery work. This free training is typically offered over two days and can be requested and scheduled through the Mental Health Association of NJ.

Church World Service and other faith-based partners developed some excellent resources for emotional and spiritual training on the Community Arise site. While these documents are copyrighted, we have obtained permission to utilize the slides, facilitator and participant guides for purposes of training DESCs. These resources can be found at: http://communityarise.com/CMEmoandSpirit.htm.

The Salvation Army, American Red Cross and Police Chaplain Program are additional resources for potential courses in emotional and spiritual care. Some may have prerequisites or fees associated with the courses for individuals who are not employees or volunteers with these organizations. For more information, please search the respective websites:

- Salvation Army: http://disaster.salvationarmyusa.org/training/
- American Red Cross: http://www.redcross.org/take-a-class/disaster-training-registration

Supervision

An ideal supervisor of the DESC program is a faith leader or trained mental health professional. The Supervisor responsibilities should include assessing DESC candidates to ensure they are equipped to appropriately respond to the needs of community members. In order to ensure a quality program and the proper care of DESCs and community members, the following steps are considered to be minimum supervisory components for a quality program:
• Routine group meetings with DESCs to debrief and look for signs of stress.
• Regular communication regarding additional resources and identified trends
• Ongoing training

In order to have an organized and streamlined program, one person should coordinate the requests for emotional and spiritual care and coordinate the scheduling needs with the DESCs. This may fall under the role of the Supervisor or be a function of another role within the LTRG.

**Reporting**

Identify what information the LTRG wants to collect on the activities of the ESC program. For obvious reasons regarding privacy, personal information cannot be collected. However, the following types of information are good measures to determine the use and success of the ESC program:

• Number of survivors receiving DESC services
• Number of contacts (for multiple visits to the same survivor)
• Number of events attended
• Number of referrals made for additional services
• Number of DESC volunteer hours (be sure to report this to Annette McCabe for statewide reporting of volunteer hours)

**Tools and Referrals**

DESCs should be equipped with tools to provide information and referrals to individuals who are in need of more support than they can offer. As a result of the community assessment, your LTRG should have a strong sense of mental health services available in your area (several mental health organizations have also received funding specifically to work with Sandy survivors). In addition to county-specific resources, the following statewide resources are available for referral:

• The Disaster Distress Helpline – 1-800-985-5990
• The Domestic Violence Hotline – 1-800-572-SAFE
• The Addictions Hotline – 1-800-238-2333
• The Suicide Prevention Lifeline – 1-800-273-8255
• 2-1-1

**Liability**

The (Federal) Volunteer Protection Act of 1997 provides protections for an individual volunteer when acting within the scope of his/her responsibilities. In addition, NJ Statute 2A:53A-7 provides a level of “charitable immunity” to non-profits and associations and offers exemption from liability for damages caused by the negligence of volunteers when the person suffering damage is a beneficiary of services provided by the organization (with exceptions). The LTRG may want to consider including language regarding the DESC in existing liability waivers being signed by survivors. Affiliated volunteers (supported by a recognized and insured organization) should be able to produce proof of insurance through the organization that is sponsoring their work as a volunteer. If working with unaffiliated volunteers, it is prudent to obtain additional liability insurance to cover their activities or identify a
partner organization in the community that can sponsor the volunteer under their existing liability insurance.

In addition to legal considerations, there are certain protocols worth considering in order to protect the DESC, the LTRG and the survivor. DESCs should not work alone. For health and safety reasons, it may not be prudent for DESCs to meet a survivor in their home, unless they are accompanying a DCM. Identify some possible locations that offer the opportunity for private or semi-private conversation in a neutral and safe environment.

**Evaluation and Exit**

At least every three months, the LTRG should review the effectiveness of the ESC program and make appropriate adjustments. As DESCs exit, ask for honest feedback about their volunteer experience to strengthen the program for future DESCs. Review the data being collected regarding usage of the program and talk with DESCs to determine an appropriate time frame to phase out the program. Provide ample time to notify survivors receiving services and provide referrals if needed for ongoing support. Lastly, conduct a debriefing for all involved to review lessons learned. Make recommendations to improve the model so that it will be stronger for future disasters.

“There are no greater treasures than the highest human qualities such as compassion, courage and hope. Not even tragic accident or disaster can destroy such treasures of the heart.”

-Daisaku Ikeda
Section 7: Funding Programs and Training

Federal and State of New Jersey governmental and non-governmental organizations offer multiple funding, resource and training programs that can help LTRGs serve their communities in times of need. These range from specialized insurance and loans to online independent study courses to certifiable hands-on training programs. Some of the information here was introduced in Section 3: Introduction to Disasters and Long-Term Recovery—the information here expands on that information in addition to introducing new resources.

The following list of federal government programs and trainings is from Appendix 3 in the National VOAD’s LTRG Guide.

Disaster Unemployment Assistance (DUA)

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

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

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

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

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

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

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

The second component of the Crisis Counseling Program, the Regular Services Program (RSP), is an up to 9-month crisis counseling follow-up to the ISP. This Grant requires justification obtained during the ISP. Transfer to the RSP should be clinically transparent in terms of service provision. CCP assists individuals and communities in recovering from the effects of natural and human-caused disasters through the provision of community-based outreach and psycho-educational services.

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

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

**FEMA – Disaster Case Management Program**

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

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

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

National Disaster Recovery Framework (NDRF)

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

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

Small Business Administration (SBA) Disaster Assistance Loans

SBA provides low interest disaster loans to homeowners, renters, businesses of all sizes and private, nonprofit organizations to repair or replace real estate, personal property, machinery & equipment, inventory and business assets that have been damaged or destroyed in a declared disaster. More details on SBA Loans can be found in the Introduction to Disasters Section. (For more details see section 3 of this manual.)

National Emergency Grants (NEG)

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

The initial purpose of Disaster projects is temporary job creation to provide clean-up, restoration, and humanitarian assistance to communities that have been affected by a disaster event -- to help provide food, clothing, shelter, and related humanitarian services; and to perform demolition, cleaning, repair, renovation and reconstruction of damaged and destroyed public structures, facilities, and lands, located within the designated disaster area. The use is wide open as long as it meets the needs of the community and the local jurisdiction. Temporary disaster jobs are limited to public and private non-profit agencies. Initial award will be restricted to 6 months (or 1,040 hours) from the date of grant award.

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

HUD’s Community Development Block Grant (CDBG) and HOME programs give states and communities the flexibility to redirect millions of dollars to address critical needs, including housing and services for disaster victims. HUD is currently contacting State and local officials to explore streamlining the Department’s CDBG and HOME programs in order to expedite the repair and replacement of
damaged housing; Granting immediate foreclosure relief – HUD granted a 90-day moratorium on foreclosures and forbearance on foreclosures of Federal Housing Administration (FHA)-insured home mortgages;

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

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

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

Registration for Military and Civilian Personnel

Military Personnel and their families affected by a federally declared disaster should contact their commanding officer or call Military One Source at 1-800-342-9647 to speak to a consultant. Uniformed and civilian personnel may be reimbursed for damage to, or loss of, personal property under the Military Personnel and Civilian Employees’ Claim Act (MPCECA).

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

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

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

Internal Revenue Service

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

Additionally, a full list of FEMA Online Trainings and Independent Study Courses can be found on their website: “The Emergency Management Institute offers self-paced courses designed for people who have emergency management responsibilities and the general public. All are offered free-of-charge to those who qualify for enrollment.”

State Resources and Trainings

In addition to those listed above, the following chart is a detailed listing of where to find other resource program and training offerings through the New Jersey State Government:

<table>
<thead>
<tr>
<th>NJ Department of Environmental Protection: Blue Acres Flood Acquisition Program (For Repetitive Loss Properties)</th>
<th><a href="http://www.nj.gov/dep/greenacres/blue_flood_ac.html">http://www.nj.gov/dep/greenacres/blue_flood_ac.html</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>NJOEM Field Training Info/Schedule</td>
<td><a href="http://www.ready.nj.gov/programs/field_training.html">http://www.ready.nj.gov/programs/field_training.html</a></td>
</tr>
<tr>
<td>NJOEM All-Hazards Preparedness: Further Reading</td>
<td><a href="http://www.ready.nj.gov/plan/further-reading.html">http://www.ready.nj.gov/plan/further-reading.html</a></td>
</tr>
<tr>
<td>NJOEM Citizen Training/Volunteer Resources and Programs</td>
<td><a href="http://www.ready.nj.gov/citizen/index.html">http://www.ready.nj.gov/citizen/index.html</a></td>
</tr>
</tbody>
</table>

Non-Governmental Trainings

There are also non-governmental entities that offer training resources, many of which are involved in NJVOAD:

- World Cares
- Church of Latter Day Saints “Preparing for Disruptions, Not Disasters”
- VisionLink
Section 8: Sunsetting/ Shut-Down Procedures

The following is from the National VOAD Long-Term Recovery Guide, Chapter 11, “When the Work is Finished.”

What Happens Next?

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

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

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

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

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

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

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

**Deciding the Future**

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

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

**Possible future directions for your LTRG would include the following:**

1. **Maintain the LTRG in a reduced form for the future:** This may be done in conjunction with or alongside some of the other options, and makes starting the recovery process after the next disaster easier. Here are some of the activities that would help to make sure the LTRG was ready for the next disaster:
   - Annually review the recovery plan and update as needed
   - Maintain communication with quarterly, semi-annual or annual meetings
   - Maintain relationships
   - Do a special project
   - Define relationship to Citizen Corps
   - Strengthen relationship with Emergency Management

2. **Transition to a mitigation organization:** This option is helpful if the community has vulnerabilities that are likely to be exacerbated by future disasters. Mitigation and disaster education help reduce the vulnerabilities and increase the resilience of the community. The LTRG has developed the processes which can be applied to other areas and has the relationships that can encourage advocacy in key areas. Possible activities would include:
   - Investigate the availability of mitigation funding through government or foundations.
   - Establish or collaborate with a Housing Resource Center/Housing Development Corporation
   - Establish or collaborate with an affordable housing task force
   - Evaluating possible community hazards
   - Maintain and strengthen partner relationships, including Emergency Management
   - Participate in the Hazard Mitigation Program and others
   - Participate in local planning
3. **Transition to a regional VOAD:** This option is valuable to broaden and strengthen the relationship between organizations and agencies in communities. They will be better prepared to offer services in all phases of the disaster cycle. The local/regional VOAD is also related to the state VOAD and through them to National VOAD. This gives communities more access to resources that can be supportive in the case of a future disaster. Activities might include:
   - Maintain existing partner relationships, and invite other agencies to join in
   - Develop a stronger relationship with Emergency Management
   - Develop a relationship to Citizen Corps
   - Share experience with other communities
   - Anticipate hazards and prepare
   - Prepare for recovery
   - Develop a written recovery plan
   - Hold table top exercises
   - Conduct cross training among and between agencies
   - Develop Geographic Information Systems Mapping
   - Map the assets of the community
   - Contact the appropriate State VOAD or National VOAD

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

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

   **IMPLEMENTATION:** After you have made a decision about the future direction, you are ready to make the transition. Return to the process that the LTRG used in the beginning and develop an updated plan.
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<tr>
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## APPENDIX I

### COMMONLY USED ACRONYMS IN DISASTER WORK

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<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>AB</td>
<td>American Baptist</td>
</tr>
<tr>
<td>AAA</td>
<td>Area Agency on Aging</td>
</tr>
<tr>
<td>ABM</td>
<td>American Baptist Men</td>
</tr>
<tr>
<td>ACS</td>
<td>Adventist Community Services</td>
</tr>
<tr>
<td>AFN</td>
<td>Access and Functional Needs</td>
</tr>
<tr>
<td>APN</td>
<td>Anti-Poverty Network</td>
</tr>
<tr>
<td>ARC</td>
<td>American Red Cross</td>
</tr>
<tr>
<td>ARRL</td>
<td>American Radio Relay League</td>
</tr>
<tr>
<td>BCC</td>
<td>Business Coordination Center</td>
</tr>
<tr>
<td>BDM</td>
<td>Brethren Disaster Ministry</td>
</tr>
<tr>
<td>BEOC</td>
<td>Business Emergency Operations Center</td>
</tr>
<tr>
<td>BFE</td>
<td>Base Flood Elevation</td>
</tr>
<tr>
<td>CAN</td>
<td>Coordinated Assistance Network</td>
</tr>
<tr>
<td>CAP</td>
<td>Community Action Program</td>
</tr>
<tr>
<td>CAP</td>
<td>Community Emergency Response Team</td>
</tr>
<tr>
<td>CART</td>
<td>Community Animal Response Team</td>
</tr>
<tr>
<td>CBO</td>
<td>Community Based Organization</td>
</tr>
<tr>
<td>CDBG</td>
<td>Community Development Block Grant</td>
</tr>
<tr>
<td>CDCC</td>
<td>Cooperative Disaster Child Care</td>
</tr>
<tr>
<td>CDR</td>
<td>Christian Disaster Response</td>
</tr>
<tr>
<td>CERT</td>
<td>Community Emergency Response Team</td>
</tr>
<tr>
<td>CI</td>
<td>Critical Infrastructure</td>
</tr>
<tr>
<td>CMHC</td>
<td>Community Mental Health Center</td>
</tr>
<tr>
<td>COA</td>
<td>Council on Aging</td>
</tr>
<tr>
<td>COAD</td>
<td>Community Organizations Active in Disaster</td>
</tr>
<tr>
<td>CRWRC</td>
<td>Christian Reformed World Relief Committee</td>
</tr>
<tr>
<td>CSS</td>
<td>Catholic Social Services</td>
</tr>
<tr>
<td>CWS</td>
<td>Church World Service</td>
</tr>
<tr>
<td>DCA</td>
<td>Department of Community Affairs</td>
</tr>
<tr>
<td>DED</td>
<td>Department of Economic Development</td>
</tr>
<tr>
<td>DFO</td>
<td>Disaster Field Office</td>
</tr>
<tr>
<td>DH</td>
<td>Disaster Housing</td>
</tr>
<tr>
<td>DHS</td>
<td>Department of Human Services</td>
</tr>
<tr>
<td>DHS</td>
<td>Department of Homeland Security</td>
</tr>
<tr>
<td>DMH</td>
<td>Disaster Mental Health or Department of Mental Health</td>
</tr>
<tr>
<td>DNN</td>
<td>Disaster News Network</td>
</tr>
<tr>
<td>DOB</td>
<td>Duplication of Benefits</td>
</tr>
<tr>
<td>DRC</td>
<td>Disaster Recovery Center</td>
</tr>
</tbody>
</table>
DRCC – Disaster Response Crisis Counselor
DRO – Disaster Recovery Organization
DUA – Disaster Unemployment Assistance
EA – Emergency Assistance
EFS – Emergency Food and Shelter
EMA – Emergency Management Agency
EMR – Emergency Minor Repair
EO – Executive Order
EOC – Emergency Operations Center
ERD – Episcopal Relief and Development
ERS – Emergency Response Specialist [CWS]
ESF – Emergency Support Function
ERV – Emergency Response Vehicle
FB – Farm Bureau [FCIC]
FBO – Faith-Based Organization
FCIC – Federal Crop Insurance Corporation
FCO – Federal Coordinating Officer
FDM – Friends Disaster Ministry
FEMA – Federal Emergency Management Agency
FHA – Federal Housing Administration
FIA – Federal Insurance Administration
FmHA – Farmers Home Administration
FSA – Farm Services Agency
FRP – Federal Response Plan
GIS – Geographic Information System
HMFA – Home Mortgage and Finance Agency
HMGP – Hazard Mitigation Grant Program
HUD – Department of Housing and Urban Development
HRAP – Home Repair and Advocacy Program
HSEEP – Homeland Security Exercise and Evaluation Program
HSNJRF – Hurricane Sandy New Jersey Relief Fund
HSUS – Humane Society of the United States
HVAC – Heating Ventilation and Air Conditioning
IA – Individual Assistance Program [FEMA]
ICISF – International Critical Incident Stress Foundation
ICS – Incident Command System (of Incident Coordination System)
IFG – Individual and Family Grant Program
IHP – Individuals and Household Program [FEMA]
IRFF – International Relief Friendship Foundation
JFO – Joint Field Office
JFS – Jewish Family Services
LDR – Lutheran Disaster Response
LDS – Latter Day Saints
LEPC – Local Emergency Planning Committee
LINCS – Local Information Network Communications Service
LSM – Lutheran Social Ministries
LSS – Lutheran Social Services
LTR – Long-Term Recovery
LTRC – Long-Term Recovery Committee
LTRG – Long-Term Recovery Group
LTRO – Long-Term Recovery Organization
MDS – Mennonite Disaster Service
MHA – Mental Health Association
MRC – Medical Reserve Corps
NDRF – National Disaster Response Framework
NEMIS – National Emergency Management Information System
NFIP – National Flood Insurance Program
NFO – National Farmers Organization
NFPA – National Fire Protection Association
NGO – Non-Governmental Organization
NIMS – National Incident Management System
NJDHSS – New Jersey Department of Health and Senior Services
NJIPDR – New Jersey Interfaith Partnership in Disaster Recovery
NJJOHSP – New Jersey Office of Homeland Security and Preparedness
NJSP – New Jersey State Police
NOFA – Northeast Organic Farming Association
NOVA – National Organization for Victims Assistance
NVOAD – National Voluntary Organizations Active in Disaster
NWS – National Weather Service
OEM – Office of Emergency Management
OHSP – Office of Homeland Security and Preparedness
ONA – Other Needs Assistance
OSHA – Occupational Safety and Health Administration
PA – Public Assistance Program [FEMA]
PDA – Preliminary Damage Assessment
PDA – Presbyterian Disaster Assistance
PIO – Public Information Officer
RAP – Rental Assistance Program
RCPT – Regional Catastrophic Planning Team
RREM – Reconstruction, Rehabilitation, Elevation and Mitigation
ROI – Release of Information
ROIC – Regional Operations Intelligence Center
RSVP – Retired Seniors and Volunteer Program
SB – Southern Baptist
SBA – Small Business Administration
SCO – State Coordinating Officer
SHRAP – Sandy Homeowner/Renter Assistance Program
SITREP – Situation Report

Appendix 5
SEMA – State Emergency Management Agency
SRFO – Sandy Recovery Field Office
SSBG – Social Service Block Grant
TH – Temporary Housing
TRO – Transitional Recovery Office
TSA – The Salvation Army
UCC – United Church of Christ
ULS – Universal Logistic Standard
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
WCC – World Cares Center
APPENDIX II

COMMON TERMS AND DEFINITIONS

Advocacy: pleading the client’s cause or getting support for the client

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

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

Articles of Incorporation: legal documents that create a specific type of organization—a corporation—under the laws of a particular state

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

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

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

Building Codes: a set of regulations intended to set a mandatory standard for construction

Building Inspection: examination to ensure a building’s structural and mechanical integrity based on local building codes

Building Permit: a document obtained from the local Building Inspections Department that records the construction activities

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

Bylaws: written document that provides structure for how a group will operate and relate within and outside of itself

Catastrophe: a disaster of such a large scale and magnitude that it overwhelms local as well as regional, national, and global resources; an example would be Hurricane Katrina

Coordinated Assistance Network (CAN): a web-based resource for service providers designed to enhance agency collaboration and eliminate duplication of resources and benefits received by disaster survivors; tools include: Client Registry, Resource Database, Community Calendar, Disaster Library, Forums, and Content Management
**Construction Management:** the process of overseeing repair or rebuilding of client homes

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

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

**Disaster:** a natural or human caused incident that overwhelms local resources and disrupts normal life causing physical or emotional trauma and damage to personal property or community infrastructure; disasters may include hurricanes, tornadoes, wind-storms, floods, tidal waves, tsunamis, earthquakes, volcanic eruptions, landslides, mudslides, snow or ice storms, wild fires, explosions, pandemic diseases, acts of public violence or terrorism, large-scale technological failures, etc.

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

**Disaster Case Management:** a time-limited process by which a skilled helper (Disaster Case Manager) partners with a disaster affected individual or family (Client) in order to plan for and achieve realistic goals for recovery following a disaster; this comprehensive and holistic Disaster Case Management approach to recovery extends beyond providing relief, providing a service, or meeting urgent needs

**Disaster Mental Health:** services that take into consideration the unique aspects of trauma caused by natural or human-caused disasters

**Disaster Recovery Unmet Need:** any un-resourced item, support, or assistance that has been assessed and verified by representatives of voluntary organizations as being necessary in order for the survivor to recover from the disaster

**Donations:** voluntary offerings by the public, businesses, or organizations for the benefit of the disaster-affected area; cash donations are classified as financial donations and material donation are considered in-kind donations

**Donations Management:** the coordination of donated goods in support of the response and long-term recovery phases of disaster

**Duplication of Benefits (DOB):** assistance that is granted to a disaster victim for which other designated resources have already been used (e.g., payment of home repair costs which are covered by personal insurance); when public money is involved, DOB may be a legal issue; when voluntary agency money is involved, DOB takes 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: a serious, unexpected, and often dangerous situation requiring immediate action; a disaster is an example of an emergency

Emergency Operations Center (EOC): the protected site from which civil governmental officials (i.e. municipal, county, state, or federal) exercise direction and control in an emergency

Emergency Operations Plan (EOP): a course of action developed to mitigate the damage of potential events that could endanger an organization's ability to function; plans should include measures that provide for the safety of personnel and, if possible, property and facilities

Emotional and Spiritual Care: assessing and providing for the emotional and spiritual needs of individuals, families, and communities by nurturing emotional and spiritual needs with respect for cultural and religious diversity

Federal Coordinating Officer (FCO): appointed by the Director of the Federal Emergency Management Agency, on behalf of the President, to coordinate federal assistance to a state affected by a disaster or emergency; the source and level of the federal coordinating officer will likely depend on the nature of the federal response

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

Floodplain: low lands adjoining the channel of a river, stream, watercourse, ocean, lake, or other body of water, which have been or may be inundated by floodwater, and those other areas subject to flooding

Hazard Mitigation: any action taken to reduce or eliminate long term risk to people and property from natural hazards

Incident Command System (ICS): a management system designed to enable effective and efficient incident management by integrating a combination of facilities, equipment, personnel, procedures and communications operating within a common organizational structure

Individual Assistance (IA): supplementary federal assistance provided, pursuant to a Presidential Declaration of emergency or major disaster under the Stafford Act, to individuals and families adversely affected
Individuals and Households Program (IHP): under Presidentially declared disasters, the program that enables families and individuals to receive assistance for eligible disaster-related expenses, such as essential home repairs

Interfaith: local faith-based organizations and houses of worship collaborating together to support preparedness, response or recovery activities

Joint Field Office (JFO): a temporary federal multi-agency coordination center established locally to facilitate incident management activities related to prevention, preparedness, response and recovery; JFO helps the Secretary of Homeland Security in their domestic incident management responsibilities by providing a central location for coordination of federal, state, local, tribal, non-governmental and private-sector organizations with primary responsibility for incident support

Major Damage: damage caused to a structure such that it will require considerable time to repair, but is technically and economically feasible to repair

Minor Damage: damage caused to a structure such that it is no longer usable for its basic purpose, but can be easily repaired and made useable in a short time

National Donations Management Network: a web-based donations management network for use during times of disaster response and recovery; this system streamlines the unsolicited donations which are offered, accepted, processed, tracked, distributed, and acknowledged; the Network’s virtual approach allows government and nonprofit users to see in real time the in-kind donation offers available for immediate distribution

National Emergency Management Information System (NEMIS): an integrated database system providing local processing support for FEMA assistance programs and support activities

National Voluntary Organizations Active in Disaster (National VOAD): an association of organizations that mitigate and alleviate the impact of disasters through the use of cooperation, communication, coordination, and collaboration; National VOAD currently has 57 national member organizations and 56 state and territorial VOADs (See also Voluntary Organizations Active in Disaster)

Preliminary Disaster Assessment: a damage assessment by a team of governmental (federal, state or local) inspectors viewing the disaster impact for purposes of projecting impact relative to various declaration requirements

Nonprofit Organization: any non-governmental agency or entity that currently has either an effective ruling letter from the U.S. Internal Revenue Service granting tax exemption under Section 501(c), (d), or (e) of the Internal Revenue Code of 1954, or satisfactory evidence from the state that the non-revenue producing organization or entity is a nonprofit organized or doing business under state law

Recovery Plan: a plan which outlines time-limited tasks for both clients and disaster case managers to identify and link the client with disaster recovery resources and services for recovery, guide decision-making, etc.
making priorities for advocacy, and establish a means to monitor progress and subsequent goal achievement and case closure

**Resiliency**: the ability of an individual, organization, or community to quickly recover from change or misfortune; it is commonly thought of as an ability to “bounce back”

**Right of Entry**: usually associated with a document a client will sign indicating others may enter the premises

**Risk Reduction Analysis**: a review of the risks associated with a particular event or action; it is applied to projects, information technology, security issues, and any action where risks may be analyzed on a quantitative and qualitative basis

**Services Provided**: material or non-material resources or services delivered to a client

**Situation Report (SITREP)**: a document that is developed and distributed during response as a means for disseminating a current situation assessment

**Small Business Administration (SBA)**: federal agency which provides loans for disaster related damage at lower than market rate for home rebuilding or replacement, business rebuilding, personal property loss, or economic injury disaster loss

**Social Service Block Grant (SSBG)**: Title XX of the Social Security Act that provides funds to states for a broad range of social services; examples include: adoption assistance, foster care placement, home-based services for the elderly and the disabled (e.g. Meals on Wheels), adult daycare, and domestic violence counseling

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

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

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

**Tribal Government**: any federally recognized governing body of an American Indian or Alaskan Native tribe, band, nation, pueblo, village, or community that the Secretary of Interior acknowledges to exist as an Indian tribe under the Federally Recognized Tribe List Act of 1994, 25 U.S.C 479a; this does not include Alaska Native corporations – the ownership of which is vested in private individuals
**Urgent Need:** any basic need which, if unmet, may pose a threat to an individual’s or family’s immediate health and safety

**Voluntary Agency Liaison (VAL):** representatives of federal, state, and tribal governments who build relationships among voluntary, faith-based, and community organizations by reporting to and from FEMA and other government agencies on programs of voluntary organizations active during disasters, providing information and guidance to voluntary organizations, and assisting states in strengthening state Voluntary Organizations Active in Disaster (VOADs)

**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; VOADs work in non-disaster times, to promote training and preparedness, and disaster times, to facilitate coordination of effective and efficient response and recovery efforts; VOADs are present at national, state, and sub-state levels; state VOADs often serve as advocates and liaisons between member agencies and the state government agencies; recognized state VOADs have a charter and agreement with the National VOAD (See National Voluntary Organizations Active in Disaster.)

**Volunteer Management:** capability to effectively coordinate the use of volunteers in support of the response and long-term recovery phases of disaster management

**Volunteer Reception Center (VRC):** a virtual or online location that is activated following a disaster and serves as the starting point for both volunteers and people or agencies needing volunteer assistance
APPENDIX III

NJ VOAD Partner Organizations

For contact information and description of what these organizations offer click here.

A Future with Hope
Alliance Center for Independence
American Red Cross
AmeriCares
Buddhist Tzu Chi Foundation, USA
Catholic Charities, Diocese of Trenton
Church World Service
Community Food Bank of New Jersey
The Episcopal Church, Diocese of New Jersey
Garden State Animal Resource Team
The Greater New Jersey Conference of the United Methodist Church (UMCOR)
Healing Emergency Aid Response Team 9/11 (H.E.A.R.T. 9/11)
Hearts and Hands Disaster Recovery
HOPE worldwide, Central Jersey Chapter
ICNA Relief USA
Jersey Cares
Jewish War Veterans
Latter-Day Saint Charities
Lutheran Social Ministries of NJ
Mental Health Association of New Jersey
NJ 2-1-1
Operation BBQ Relief
Presbyterian Disaster Assistance
Roof 4 Roof
The Salvation Army – New Jersey Division
Save the Children
Society of St. Vincent de Paul
Southern Baptist Convention Disaster Relief
St. Bernard Project
Team Rubicon
Tri-State K-9 Response Team
Volunteer Lawyers for Justice
World Cares
World Renew
APPENDIX IV

SAMPLE JOB DESCRIPTIONS

1. LTRG Executive Director/Director/Coordinator

2. Construction Manager

3. Construction Estimator

4. Job Site Supervisor

5. Volunteer Coordinator

6. Disaster Case Manager
LTRG Executive Director/Director/Coordinator (Sample Job Description)

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

**Reports to:** LTRG Executive Committee

**Specific Responsibilities:**
- Assists the governing body in developing and implementing the operational policies, programs, and training events which meet identified needs before, during, and after a disaster
- Assumes responsibility as the chief development and fundraising officer of the organization
- Attends all governing body meetings and serves as staff resource to governing body LTRGs
- Develops public relations program
- Organizes and presides at the LTRG Network meetings
- Reports on-going statistical and descriptive information regarding programs, operations, and finances to the governing body
- Serves at the disposition of the governing body
- Works to build relationships with other coalitions
- Works with community groups, agencies, and faith groups in developing inclusivity
- Manages the daily operations of the LTRG
- Supervises paid and voluntary staff in their roles supporting the functioning of the LTRG
- Documents and reports on activities of the LTRG for the governing body and funding sources

**Qualifications:**
- Demonstrated empathy for people in disasters
- Effective public relations skills
- Excellent administrative skills with minimum of 3-5 years of experience
- Experience in successful ecumenical coalitions
- Demonstrated flexibility in changing circumstances
- Ability to work with people from different backgrounds, cultures, belief systems, ages, etc.
- Awareness of the cultural environment of work and service areas
- Valid driver's license with the ability to travel throughout service region
- Awareness of the cultural environment of work and service areas
Construction Manager (Sample Job Description)

**General Description:** Works with the LTRG Director and volunteers to assist the community in recovering and rebuilding from a disaster. Oversees the repair or rebuild of client homes to a safe, sanitary, secure, and functional condition within the guidelines and expectations of the LTRG and applicable building codes.

**Reports to:** LTRG Director

**Specific Responsibilities:**
- Conducts project inspections and provides estimates for labor and materials
- Secures all components needed to complete home repair projects, including timely acquisition of materials, equipment, and tools
- Supervises the work of all volunteers and contractors in order to ensure safety, quality workmanship, and high morale
- Assists disaster survivors in home repair, providing guidance, supervision, technical advice, and expertise
- Coordinates the efforts of volunteers, contractors, and inspectors in order to complete the project in a timely manner
- Orient volunteers to project expectations and assigns specific jobs according to their skills and abilities
- Maintains accurate records of construction progress and financial accounts for each project
- Completes all essential documentation and reports, including home repair agreements
- Manages and controls building funds, tools, and equipment
- Demonstrates and teaches construction skills and techniques to volunteers and disaster survivors

**Qualifications:**
- Minimum 5 years of experience in general construction
- Basic knowledge in plumbing, electrical, and HVAC
- Working knowledge of local and International Building Codes
- Basic computer skills
- Experience supervising construction projects
- Problem-solving experience
- Experience estimating entire construction projects
- Ability to work with people from different backgrounds, cultures, belief systems, ages, etc.
- Awareness of the cultural environment of work and service areas
- Valid driver’s license with the ability to travel throughout service region
- Physical capabilities to perform the job functions including lifting heavy objects, standing for long periods of time, performing strenuous physical labor under adverse field conditions including lifting, pushing, pulling, squatting, climbing, crawling, etc.
Construction Estimator (Sample Job Description)

**General Description:** Works with the Construction Manager and/or LTRG Director to assist the community in recovering and rebuilding from a disaster. Conducts project assessments and estimates for needed materials and labor.

**Reports to:** Construction Manager

**Specific Responsibilities:**
- Completes necessary assessments and itemized project estimates
- Completes and explains the Statement of Understanding with the homeowners, as needed
- Meets with appropriate building inspectors and has a good working knowledge of standard codes and construction
- Cultivates effective relationships with partner agencies, inspectors, vendors, and the community
- Completes necessary reports for Construction Manager and/or Long-Term Recovery Director

**Qualifications:**
- Minimum of 5 years of experience in general construction
- Basic knowledge in plumbing, electric, and HVAC
- Working knowledge of local and International Building Codes
- Basic computer skills
- Ability to do an itemized estimate
- Experience in problem-solving
- Experience in estimating entire construction projects
- Awareness of the cultural environment of work and service areas
- Ability to work with people from different backgrounds, cultures, belief systems, ages, etc.
- Valid driver’s license with the ability to travel throughout service region
- Physical capabilities to perform the job functions including standing for long periods of time, working under adverse field conditions, climbing, squatting and crawling in order to assess all areas of the property
Job Site Supervisor (Sample Job Description)

General Description: Works with the Construction Manager and/or LTRG Director to assist the community in recovering and rebuilding from a disaster. Conducts project assessments and estimates for needed materials and labor. Coordinates the supply of materials, equipment, tools, volunteers and contractors required for the completion of home repair projects.

Reports to: Construction Manager

Specific Responsibilities:
- Arranges for timely supply of all materials, tools, and equipment to the work site
- Coordinates contractors or other agency repairs, as well as volunteers, to ensure the project proceeds in a timely manner
- Assigns, supervises, and conducts on-site training of the volunteer workers in ways that ensures safety, quality workmanship, and high morale while providing services to disaster survivors
- Completes necessary reports for Construction Manager and/or Long-Term Recovery Director
- Meets with appropriate building inspectors and has good working knowledge of IBC and local codes and construction
- Completes and explains the Statement of Understanding with the homeowners, as needed
- Cultivates effective relationships with partner agencies, inspectors, vendors, and the community

Qualifications:
- Minimum of 5 years of experience in general construction
- Basic knowledge in plumbing, electric, and HVAC
- Working knowledge of local and International Building Codes
- Basic computer skills
- Experience in problem-solving
- Skilled in coordinating multiple volunteers with multiple projects
- Ability to work with people from different backgrounds, cultures, belief systems, ages, etc.
- Awareness of the cultural environment of work and service areas
- Valid driver’s license with the ability to travel throughout service region
- Physical capabilities to perform the job functions including lifting heavy objects, standing for long periods of time, performing strenuous physical labor under adverse field conditions including lifting, pushing, pulling, squatting, climbing, crawling, etc.

Appendix 18
Volunteer Coordinator (Sample Job Description)

**General Description:** Works with the LTRG Director and volunteers to assist the community in recovering and rebuilding from a disaster. Coordinates directly with individual and group volunteers to ensure a positive work experience, maintains records of volunteer activities, communicates with construction staff, arranges for work team accommodations and work assignments, maintains knowledge of overall recovery process, acts as liaison to other recovery organizations for sharing and receiving volunteers.

**Reports to:** LTRG Director

**Specific Responsibilities:**
- Creates and maintains volunteer resources, including, but not limited to, introduction to the organization, team preparation and debriefing, health or other site-specific disaster information, volunteer forms (e.g. skill sheet, liability release, medical release, project specific information)
- Arranges for team housing when needed
- Keeps local community updated on volunteer needs and incoming teams
- Encourages local churches to provide for teams (e.g. food, lodging, church services)
- Keeps records on number of teams, number of volunteers, and number of hours worked for each project in coordination with the Construction Manager
- Schedules teams with Construction Manager to match appropriate sites with teams
- Keeps current information on construction and volunteer needs
- Keeps LTRG updated on needs and activities of volunteers
- Maintains and posts volunteer schedules
- Communicates to teams the locations of work sites, directions to sites, and local amenities
- Orients volunteers, providing all pertinent information
- Provides recognition to teams who have served (e.g. thank you notes, certificates, appreciation dinners)

**Qualifications:**
- Good telephone skills and pleasant voice
- Clear communication of directions and other information to teams, Construction Manager, and housing sites
- Flexibility and ability to multi-task
- Good organizational skills
- Knowledge of data management software (e.g. Microsoft Access and Excel)
- Ability to solve problems independently, effectively, and creatively
- Ability to communicate effectively both verbally and in writing
- Ability to work with people from different backgrounds, cultures, belief systems, ages, etc.
- Awareness of the cultural environment of work and service areas
- Valid driver’s license with the ability to travel throughout service region
Disaster Case Management
Sample Job Description

Summary: Provides direct case management services to disaster survivors and their families through advocacy, information and referral, crisis intervention services, and recovery services as part of a program to provide time-limited disaster case management to disaster survivors.

Reports to: Case Management Supervisor

Duties and Responsibilities:
- Conducts thorough needs assessment and works with client to develop a recovery plan to address identified disaster related unmet needs
- Develops a relationship with client’s families so as to provide the best advocacy and direction for these families to ensure their reaching self sufficiency
- Assists the survivor to determine the best course of action for both short and long term recovery
- Develops, implements, and monitors recovery plans with disaster survivors and their families to ensure their return at a minimum to pre-disaster level of well-being
- Provides extensive and intensive case management and follow-up services
- Provides crisis intervention to individuals and families facing emergencies around food, shelter, medical, re-construction and other needs as presented by the client
- Utilizes knowledge of the resources available at all levels of government (federal, state, and local), as well as government and community resources to make appropriate referrals to resolve identified issues
- Conducts home visits as necessary
- Advocates and interacts with other service providers on behalf of participants
- Ensures complete case files and presents case files to supervisor for review
- Maintains current and accurate documentation of services provided to clients
- Ensures all client data is current in CAN (Coordinated Assistance Network) database
- Reports gaps in services to supervisor
- Assists clients in applying for and receiving public and private benefits
- Attends in-service training and unit meetings as well as any other agency-related activities; successfully completes required trainings and certifications
- Completes statistical reports

Education and/or Experience Required:
- Bachelor’s degree in Human Services, Social Work or similar field
- Previous disaster recovery experience a plus
- Excellent interpersonal skills
- Knowledge of social service delivery systems
- Knowledge of county resources
- Good organizational, time-management, and communication skills
- Ability to work well independently as well as part of a team
Licenses/Certifications Needed: Valid drivers’ license in good standing

Program Requirements:
- Candidate must have own reliable transportation. Some case management tasks will require travel throughout the service region.
- Strong data entry, Microsoft Office and writing skills.
APPENDIX V

Sample Forms

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

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<tr>
<td>Agency/Organization Website Address:</td>
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<td>Agency/Organization Email Address:</td>
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<tr>
<td>Agency/Organization Emergency Site Physical Address:</td>
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<tr>
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<tr>
<td>Agency/Organization LTRG Liaison Alternate Email:</td>
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**Text Message:**

- Yes ☐
- No ☐
Statement of Understanding with Homeowner

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

Homeowners Responsibilities:

Scope of Work: (Use additional forms if needed)

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

Homeowner’s Signature: ________________________________ Date: __________

Mailing Address: ________________________________ City: _________________
State: _______________ Zip: _______________ Phone: _______________________
Long-Term Recovery Group Representative: ________________________________
Witness: ________________________________

The above list of repairs has been completed to the best ability of the volunteers and to my satisfaction.
Homeowner’s Signature: ________________________________
Witness: ________________________________

(This Volunteer Management Sample Form is also needed by Construction Management for planning and assigning volunteers.)
Right of Entry and Release of Liability Waiver

Homeowner Name: ________________________________

Day Telephone: ________________________________ Night Telephone: ________________________________

Address: ______________________________________

I am the owner and occupant of the above listed property. I give permission to volunteers from the [Long-Term Recovery Group] to work on my property for the purpose of repairing my home. I understand that these are not professionals working for profit, and that no warranty is made as to the quality of work done. In consideration of the volunteer services to be rendered to me or on my property by the volunteers, I, the undersigned, release and agree to hold harmless the [Long-Term Recovery Group] and any related agency from any liability, injury, damages, accident, delay, or irregularity related to the aforementioned volunteer services. This release covers all rights and causes of action of every kind, nature, and description which the undersigned ever had, now has, or, but for this release, may have. This release binds the undersigned and his/her heirs, representatives, and assignees. In general, the work to be done is described as ________________________________

Owner Signature: ________________________________ Date: ______________

Witness or Representative of the Organization Signature: ________________________________ Date: ______________
Assessment Worksheet

Estimator Name: ___________________________ Date: ______________
Disaster Type & Month Occurred: ___________________________
Case No. ___________________________ Client Name: ___________________________
Address of Affected Property: ___________________________

Client’s Present Address: ___________________________
Phone Number(s): ___________________________
Needs: (Include overview of work to be done, special needs, brief story of the homeowner and family)

Materials Needed: (Estimate only – see attached)
Financial Help Needed? ☐ Yes ☐ No

Volunteers Needed: (How many and skills needed)
Estimated Time to Completion: ___________________________
### ESTIMATOR’S CHECKLIST (p. 1 of 6)

Homeowner’s name: ____________________  Estimator’s name: ____________________
Homeowner’s address: ____________________  Date: ____________________

### ROOF REPAIR

| Square feet of roof: ____________________ | Sheathing: ____________________ |

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<th>Drip Edge</th>
<th>Vents</th>
<th>Soffit</th>
<th>Fascia</th>
<th>Valley Lin Ft</th>
<th>Truss Damage</th>
<th>Gutters LF</th>
<th>Clips</th>
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| Comments: | |

### WALLS

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Appendix 27
ESTIMATOR’S CHECKLIST (p. 2 of 6)

SIDING

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HEATING AND A/C

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WINDOWS

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ESTIMATOR’S CHECKLIST (p. 3 of 6)

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INTERIOR ROOMS

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### WALL FINISHES

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<td>Moisture Resist</td>
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<td>Screws</td>
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<td>Caulk</td>
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### BATHROOMS

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<tr>
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<td>Vanity</td>
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<td>Surround</td>
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### KITCHEN AND APPLIANCES

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<td>Color</td>
<td>Gas or Electric</td>
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<td>Sink</td>
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<td>Wiring</td>
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### DECKS AND STEPS

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<td>Handrail</td>
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<tr>
<td>Steps</td>
<td>Height in inches from grade</td>
<td></td>
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<tr>
<td>Ramp</td>
<td>Height in inches from grade</td>
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ESTIMATOR’S CHECKLIST (p. 6 of 6)

FLOORING

<table>
<thead>
<tr>
<th>Subfloor</th>
<th>¾” Plywood</th>
<th>Comments:</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>Treated ¾” Plywood</td>
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<th>Joist</th>
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<th>Treated 2x6</th>
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<tr>
<td>2x8</td>
<td>Treated 2x8</td>
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<tr>
<td>2x10</td>
<td>Treated 2x10</td>
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<th>Treated 2x6</th>
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<tr>
<td>2x10</td>
<td>Treated 2x10</td>
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FLOOR COVERINGS (Length x Width = Sq. Ft, divided by 9 = Sq. Yds.)

<table>
<thead>
<tr>
<th>Vinyl</th>
<th>Glue</th>
<th>Carpet</th>
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</thead>
<tbody>
<tr>
<td>Peel &amp; Stick</td>
<td>Glue</td>
<td>Pad</td>
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<table>
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<tr>
<th>Hardwood</th>
<th>Refinish or Replace?</th>
<th>Tac Strip</th>
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<table>
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<tr>
<th>Underlayment (4’x8’ Lauan)</th>
<th>Underlayment Nails/Staples</th>
<th>Seam Tape</th>
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</table>

Comments:

Overall Comments:
Individual Volunteer Skill Form

Date: _____/_____/______  Name: ________________________________________________
Address: _________________________________________________________________
Phone: (_____) __________________________  Cell: (_____) ________________________

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

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

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

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

I acknowledge and state the following: I have chosen to travel to ___________________ to perform clean-up/construction work designed to repair damaged homes. I understand that this work entails a risk of physical injury and often involves hard physical labor, heavy lifting, and other strenuous activity, and that some activities may take place on ladders. I certify that I am in good health and physically able to perform this type of work. I understand that I am engaging in this project at my own risk. I assume all risk and responsibility as well as related costs and expenses for any damage or injury to my property or any personal injury, which I may sustain while involved in this project. In the event that my supervising __________________ (LTRG) arranges accommodations, I understand that they are not responsible or liable for my personal effects and property and that they will not provide lock up or security for any items. I will hold them harmless in the event of theft or for loss resulting from any source or cause. I further understand that I am to abide by whatever rules and regulations may be in effect for the accommodations at the time. I understand the need for confidentiality and will not discuss, photograph, or otherwise disclose identifying information about the occupants of the house I am working in without prior permission from __________________ (LTRG) and the family. This includes any reference to names, addresses, or other identifiable information. By my signature, for myself, my estate, and my heirs, I release, discharge, indemnify and forever hold __________________ (LTRG) and any other related Disaster Response Agency, together with their officers, agents, servants, and employees, harmless from any and all causes of action arising from my participation in this project, including travel or lodging associated therewith, or any damages which may be caused by their own negligence.

PLEASE PRINT Name: ___________________________ Date: ____________
Address: ___________________________________________________________________________
____________________________________________________________________________________

Person to contact in case of emergency:

_______________________________________________________
Address: __________________________________________________________________________
____________________________________________________________________________________

Phone: (_____) ______________________________ Cell: (_____) _______________________________
Work: (_____) ______________________________
Medical Information for Individual Volunteers

Every volunteer MUST complete this form, including minors. A copy each should go in the packet to the work organization and in the Team Leader’s file on site.

NAME ____________________________________________ Blood Type ________________

Prescriptions currently being taken:
Name _______________ Dosage _______________ Frequency _______________
Name _______________ Dosage _______________ Frequency _______________
Name _______________ Dosage _______________ Frequency _______________
Name _______________ Dosage _______________ Frequency _______________

Allergies ____________________________________________

Name of contact person at home ____________________________ Relationship _______________
Street Address ___________________________ City ____________________ State _____ Zip_________
Home Phone ___________________________ Cell Phone__________________
Health Insurance Company __________________________________________________________
Policy Number _____________________________________________ (Attach copy of Insurance Card)

Physical Limitations or issues:
_____________________________________________________________________________________
_____________________________________________________________________________________

I am a diabetic ________Yes ________ No
I have a history of seizures _________Yes ________ No

Provide helpful health information:
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________

I consider myself healthy enough to fulfill my responsibilities on this volunteer trip ____Yes _____No

Signature of Volunteer: ___________________________________________________
Date ____/____/_____

_____ Adult _____Youth
If a youth, parent or guardian’s signature: _______________________________
Parent Release and Consent Form

Name of Volunteer _________________________________________________________________

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

Parent/Guardian Print Name _______________________________________________________

Signature ________________________________________________________________________

Home Phone _______________ Work Phone _______________ Cell Phone _______________

Your relationship to participant ___________________ Email __________________________

Insurance Company ________________________________________________________________

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

________________________________________________________________________________

List any allergies or medications

________________________________________________________________________________

________________________________________________________________________________

Special Needs, if any _______________________________________________________________

Notary: State of ________________________ County of _______________________________

On this ______ day of ________________________ 20____, __________________________________

personally appeared before me.

__________________________________, whose identity I verified on the basis of

______________________________________________________________________________.

__________________________________, who is personally known to me.

__________________________________, whose identity I verified on the oath/affirmation of

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

________________________________________________________________________________

Notary Public Signature

Appendix 36
Medical Release Form for Minors

Minor’s Name ___________________________ Date _____/_____/_____
Date of Birth _____/____/____ Insurance Company _______________________
Policy # ___________________________________________ (Include copy of Insurance Card)
Emergency Contact’s Name ______________________ Relationship _______________
Address ___________________________________________ City ______________________
State___________________ Zip __________
Home Phone (____) _____________ Work Phone (____) _____________ Cell (____) ____________

Permission to give Aspirin ____Yes _____ No  Permission to give Tylenol _____Yes _____ No
List Allergies __________________________________________________________________________
Medication(s) _________________________________ Dosage ________ Frequency ___________
Describe any medical conditions or limitations ____________________________________________
________________________________________________________________________________
Team Leader’s Name _____________________ Trip Destination ____________________________

Parent or Guardian Authorization:

I, ____________________________, authorize ____________________________________ to consent

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

Signature __________________________________________________ Date _____/_____/_____

Notary:
State of ________________________________ County of ___________________________
On this _______ day of ______________ 20___, ________________________________________
personally appeared before me.

___________________________________, whose identity I verified on the basis of
_______________________________________________________________________.

___________________________________, whose identity I certified on the oath/affirmation of
___________________________________, a credible witness, to be the signer of the foregoing
document, and he/she acknowledged that he/she signed.
___________________________________, who is personally known to me.

___________________________________
Notary Public Signature

Appendix 37
Volunteer Trip Evaluation Sheet

(Can be filled out by team leader or each volunteer.)

Work Dates: _____________________________ Housing Location: __________________________
Name of Group: _____________________________________________________________________
Number of people in group: ________________ How many hours did you work? ______________

1. How adequate was the information that you received from us to prepare for the trip?
   ______ Excellent _______ Fair ________ Poor

2. How did your housing arrangements work out? ______ Excellent _______ Fair ________ Poor

3. How was your overall trip experience? ______ Excellent _______ Fair ________ Poor

4. How well were your volunteer skills put to use? ______ Excellent _______ Fair ________ Poor

5. What type of work did you participate in?

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

7. Would you volunteer to go again? Why or why not?
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
___ Child Care
___ Cleanup (light/heavy)
___ Concrete (flat work)
___ Construction Supervisor
___ Cook
___ Data Entry
___ Drywall Finisher (taper)
___ Drywall Hanger
___ Electrician
___ Errands
___ Floor Covering
___ Floor Underlayment
___ Heating and Cooling
___ Mason
___ Office Typing
___ Painter
___ Plumber
___ Roofer
___ Teaching
Other Special skills within the group:

_____________________________________________________________________________________

_____________________________________________________________________________________

Special certifications for any of the above:

_____________________________________________________________________________________
Volunteer Group Intake Form

Date _____/_____/_______ Office working with them______________________________________
Completed by_______________________________
Group Name _________________________________________________________________________
Address ___________________________________________________________________________
Phone (_____) ________________________________
Fax (_____) ________________________________
Contact Name ______________________________________________________________________
Address ___________________________________________________________________________
__________________________________________________________________________________
Home Phone (___) __________________________ Work Phone (___) _________________________
Fax (_____) ________________________________

Trip Details Confirmed on _____/___/_______
Confirmed By _________________________________________________________

# Male Adults _______________ # Female Adults _______________
# Male Youth _______________ # Female Youth _______________
Group Total _______________

Arrival Date _____/_____/_______ Departure Date _____/_____/_______
Last Work Date _____/_____/_______

Arriving By Car__________ Bus ___________ Plane____________
Needs Ride to Worksite: Yes ____ No ____

Volunteer Packet Sent _____/_____/_______
Volunteer Packet Returned _____/_____/_______
(Volunteer Packet consists of Individual Volunteer Release, Youth Release, and Individual Skill Sheet.)
Volunteer Time Sheet

Group Name ____________________________________________
Group Number ____________________
Volunteer Name __________________________ Volunteer Number ________________
Date ____/____/____

Client Name/ID __________________________________________
Work Address ____________________________________________

Starting Time _____________ Ending Time _______________ Total hours worked _______________

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

Other: ___________________________________________________

_____________________________________________________

Comments:

Appendix 42
APPENDIX VI

SAMPLE DOCUMENTS

1. LTRG MOU for Fiscal Agent

2. LTRG By-laws

3. Volunteer Letter

4. Volunteer Orientation
LTRG MOU for Fiscal Agent

[Long-Term Recovery Group (LTRG) Name] and [Agency Name], existing 501(c)3 and fiscal agent

The purpose of this memorandum of understanding (MOU) is to enable the [Agency Name] to act as the fiscal agent of the [LTRG Name].

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

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

This memorandum constitutes the entire agreement between the parties and shall remain in force for the duration of the recovery operation or until the parties shall mutually agree to alter or terminate the understanding. In executing this MOU, the [LTRG Name] assumes all responsibility for the appropriate receipt and expenditure of the funds entrusted to it. The [Agency Name] agrees only to act as the fiscal agent of the [LTRG Name] and does not assume any of the rights or obligations of the [LTRG Name].

[LTRG Name] Representative: ________________________________ Date: _____________

[Agency Name] Representative: ________________________________ Date: _____________
LTRG By-Laws

ARTICLE 1 – Long-Term Recovery Group (LTRG) Name

Section 1: The name of the LTRG shall be [Name].

ARTICLE 2 – Purpose of the LTRG

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

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

Section 3: The [Name of Group] will provide spiritual, emotional, physical, and financial resources to those affected by the disaster without discrimination on the basis of gender, race, color, creed, national origin, age, marital or civil union status, disability, gender identity or sexual orientation.

ARTICLE 3 – Membership

Section 1: Each participating faith-based organization, non-profit, governmental, business, and other organization and agency providing financial support, material, and/or labor for the work of the [Name of Group] is considered a Member Organization.

ARTICLE 4 – Eligible Voters

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

ARTICLE 5 – Meetings of the LTRG

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

Section 2: Regularly scheduled meetings of the [Name of Group] may be established. Notice of these meetings, giving the time and place and the proposed agenda, shall be electronically transmitted or given by written notice to all Individual Members.
Section 3: Special meetings of the [Name of Group] may be called, providing the call shall clearly state the purpose for the meeting, and the time and place shall be given electronically or by written notice at least one week (7 days) in advance to all Individual Members.

ARTICLE 6 – Quorum

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

ARTICLE 7 – Officers

Section 1: The following positions shall be elected from the Individual Members of the [Name of Group]:

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

ARTICLE 8 – Steering/Executive Committee

Section 1: The Steering/Executive Committee of the [Name of Group] shall provide direction.

Section 2: The Steering/Executive Committee shall meet at the call of the Chair to perform such actions related to administrative overview of the affairs of the [Name of Group], including but not limited to:
1. Hiring, evaluating, and terminating of staff, whether compensated or voluntary.
2. Engaging and executing contracts and agreements.
3. Public relations.
4. Calling regular and special meetings.

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

Section 4: A simple majority of the Steering/Executive Committee must be present to conduct business.
ARTICLE 9 – Sub-Committees and Task Forces

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

Section 2: The following are sub-committees of the [Name of Group]:
1. Finance Committee (Donations and Fund Raising): Works to secure grants, donations and other resources for the [Name of Group] and coordinates with other entities (e.g., manufacturers, suppliers) to secure donations and funding.
2. Construction Committee: Oversees the coordination and scheduling of all rebuilding projects for cases approved by the [Name of Group] process – a project manager function.
3. Case Management Committee: Reviews cases for submission to the Unmet Needs Committee. This committee also provides and/or marshals professionals to provide counseling to address emotional and spiritual needs of clients.
4. Unmet Needs Committee: Receives and acts on referrals from Case Management Committee. Consists of members and non-members bringing money (i.e. cash, financial support), materials (e.g. donations, equipment, supplies furniture, appliances), or muscle (i.e. volunteer labor crews and expertise) to meet the needs of individuals who have been served by the case management process.

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

ARTICLE 10 – Vacancies and Nominating Process

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

Section 2: The Steering/Executive Committee shall determine the appropriate process for securing nominations from among the members for vacancies of any of the offices, announcing the nomination process, and conducting an election.
ARTICLE 11 – Fiscal Agent

Section 1: If a Fiscal Agent is deemed necessary for the [Name of Group], they shall be [Name of Organization with a 501(c)3], which shall accept and disperse donations on behalf of the [Name of Group] as directed by a vote of the Individual Members.

ARTICLE 12 – Financial Reports

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

ARTICLE 13 – Rules

Section 1: Business of the [Name of Group] will be conducted in accordance with Robert’s Rules of Order.

ARTICLE 14 – Selection Criteria (Client)

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

ARTICLE 15 – Amendments

Section 1: These by-laws may be amended, in accordance with these Operational Procedures and the laws of the state of [Name], at any annual meeting or special meeting of the [Name of Group] by a two-thirds vote of the voters present, providing that a full written account of the proposed changes have been sent to all Individual Members two weeks (14 days) prior to the meeting.

ARTICLE 16 – Dissolution of LTRG

Section 1: An exit strategy that allows for the dissolution of the [Name of Group] will be developed that insures all cases are closed or forwarded to a member agency for completion and that provides for the dispersion of assets as determined by the Steering/Executive Committee.

APPROVED:

AMENDED:
Volunteer Letter

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

Dear Volunteer:

We would like to thank you for your interest in coming to our area to be a part of the rebuilding efforts caused by the recent disaster. The homeowners that you may be working with have experienced a very emotional event in their lives, and the volunteers do much to bring healing to their lives. You will find yourself going home with a different meaning to life. If this is your first service trip, you may be anxious, and that is normal. I hope that in this letter I can address some of your concerns as you prepare to come to the area, either as an individual or as part of a group.

As you start to prepare to come, it is recommended that you have 2-3 different dates that might work for you or your group so that we can use one of those dates to schedule your service visit. We would like to schedule the service trips as soon as possible so we know what our calendar is going to look like. You will be contacted by one of our construction coordinators to confirm and set a date.

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

At this time housing of volunteers will probably be in a church, of which the accommodations will vary from church to church. You will most likely be sleeping on cots. You also might have to travel to another facility to take a shower. As well, the use of more than one church is probable so as not to tie up one church’s facilities for an extended period of time. Personal items, such as, sheets, towels, dishes and the like will vary depending on the place you will be staying. The noonday meal should be a packed lunch that can be eaten on the job site. Other meals, especially breakfast, will probably be prepared by you. Coolers can be provided, but you may also bring your own. This will be discussed with you by phone as your date gets scheduled and your housing arrangements are made, but the most important thing to bring with you and your group will be flexibility and patience. We have encouraged the local churches to help us welcome our volunteers, and we will try to schedule a potluck type of meal during your stay.

On the morning of your first work day, we will meet you to ensure there are no problems in getting to your job site(s). Tools to bring with you will include basic hand tools for construction (a list will be enclosed in this packet). Some tools may be available through response organizations that will also be working in the area. Every effort will be made to have the specific tools required to do specialized tasks.

Thank you again for your interest in coming to serve our communities and for your patience as we begin scheduling your trip. In the meantime, if you have any questions, please feel free to reach out to our Volunteer Coordinator, [insert name], at [insert email and number].

Sincerely,
[Name]

[Name of Organization]
[Address]
[Title]
[Phone Number]
[Fax Number]
Volunteer Orientation

Welcome —
Introduce leadership.
Encourage volunteers to ask questions as needed.
The community appreciates the work the volunteers are doing.

Disaster History and Community Information —
Volunteers are interested in ways the disaster affected your community.
Entertainment and recreation available in your area. What are the “special” or little known facts about your community.
Dangerous animals, insects, or other creatures the volunteers need to be aware or possibly cautious of.
Local businesses they may need to use while in your community.
Local medical services and facilities.

Paper Work —
Remember to ask the volunteer to complete all forms legibly.
The “Volunteer Skill Sheet” for each volunteer should be received 2 weeks’ prior the “trip” so the work can be scheduled that best meets the needs of the LTRG and skill of the volunteer.
Collect all completed forms: Release of Liability, Adult Youth, Picture Release, Confidentiality Release (if the volunteer is working with client information), other documents developed by the LTRG or housing facility.
Volunteers that drive any LTRG vehicles need to provide a copy of their driver’s license.
Task sign-up sheet will help with the scheduling of duties needed.
Ethical Guidelines Document will help the volunteer understand and better follow “house rules”.

Reminder of Purpose of Serving —
No judgments; we are here to help/serve.
No proselytizing.

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

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

Miscellaneous —
Always let one person know where you are at all time; the “buddy system” is encouraged.
Housing area is clean and everything put in its place and ready for next group.
Remind the volunteers they need to return all tools, clean and in working order.
Remind the volunteers that all project sites should be left clean and ready for next volunteer group.
Be sensitive of others’ feelings and respectful of others’ belongings.
Leave things better than you found them.
Reminder of privacy issues and ask to take pictures before you do.

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

WEB RESOURCES

American Planning Association……………………………………. https://www.planning.org/research/postdisaster/
CAN (Coordinated Assistance Network)……………………………………. http://www.can.org
Catalog of Federal Domestic Assistance………………………………….. http://www.cfda.gov
Census and Demographic Information…………………………………….. http://factfinder2.census.gov
Census Poverty Data……………………………………………………….. http://www.census.gov/hhes/www/poverty/poverty.html
Climate Central……………………………………………………………. http://www.climatecentral.org/
Coastal Resilience…………………………………………………………. http://coastalresilience.org/
Community Development Block Grant (CDBG) / Housing & Urban Development (HUD)……………………………………….. http://www.hud.gov/cdbg
Corporation for National and Community Service (CNCS)……………. http://www.nationalservice.gov/
Disaster Assistance.gov………………………………………………….. http://www.disasterassistance.gov
Disaster News Network……………………………………………………. http://www.disasternews.net
Farm Service Agency………………………………………………………. http://www.fsa.usda.gov/FSA/
Federal Alliance for Safe Homes (FLASH)………………………………….. http://www.flash.org/
HelpNJNow.org……………………………………………………………… http://helpnjnow.org/
International Association of Emergency Managers………………………… http://www.iaem.com/
Legal Services Corporation………………………………………………….. http://www.lsc.gov/
National Flood Insurance Program…………………………………………. http://www.floodsmart.gov/
National Voluntary Organizations Active in Disaster (National VOAD)……….. http://www.nvoad.org
Natural Hazards Center……………………………………………………. http://www.colorado.edu/hazards
New Jersey Resilient Coastal Communities Initiative………………………. http://www.prepareyourcommunitynj.org/
New Jersey’s Coastal Community Vulnerability Assessment and Mapping Protocol……………………………………………………………. http://www.midatlanticocean.org/022013_njccva_mp.pdf
NJ State Library……………………………………………………………… http://www.njstatelibrary.org/services_for_libraries/resources/disaster_planning/
Small Business Administration (SBA)……………………………………….. http://www.sba.gov/disaster/
Sustainable Jersey Resiliency Program……………………………………………. http://www.sustainablejersey.com/about/program-areas/resiliency-program/