

# Texas Long-Term Recovery Guide

Texas Department of Public Safety  
Texas Division of Emergency Management

April 2015

This document is intended to provide guidance and share lessons-learned. This document is not intended to replace or supersede any guidance, procedures, rules, law or policy developed by jurisdictions or the state when planning for or working through recovery.

## Table of Contents

Individual Assistance Sequence of Delivery .....	3
Overview .....	4
Introduction to Long Term-Recovery .....	5
Building a Long-Term Community Recovery Program.....	9
Long Term Recovery Committee Model .....	71
Long Term Recovery Committee Model with a 501(c)(3) .....	72
Bastrop Wildfires - Lessons from Bastrop .....	74
Hurricane Ike - Lessons from Houston .....	77
Work Site Sign-in and Sign-Out Record.....	81
Greater Houston LTR Committee: Unmet Needs Case Decision Form .....	82
Greater Houston LTR Client Information.....	84
Greater Houston LTR Case Presentation .....	85
Greater Houston LTR Committee Unmet Needs Certification Form .....	86
Greater Houston LTR Committee Household Monthly Income vs. Expenses Form..	87
Long-Term Recovery Group Sign-In Sheet .....	89
Web Resources .....	90

# Individual Assistance Sequence of Delivery



NOTE: Eligibility is based on a FEMA inspection conducted on the damaged property. Max amount of Individuals and Households Assistance (IHP) is adjusted annually according to the CPI index.

## Overview

---

This Long-Term Recovery (LTR) Guide is intended to provide local governments with a framework for implementing their own long-term community recovery planning process after a significant disaster event.

Every disaster is unique, but there are basic principles that can be applied to assist in long-term recovery from the disaster.

This LTR Guide:

- Provides step-by-step guidance for implementing a LTR planning program based on the experience obtained and the lessons learned by teams of planners, architects, and engineers over a period of several years and multiple experiences in comprehensive long-term community recovery.
- Incorporates case studies for each of the steps in a LTR program.
- Offers guidance and suggestions for involving the public in the recovery program.
- Provides method for developing a LTR plan that is a flexible and usable blueprint for community recovery.

There also may be a need for communities to modify the process set forth in this guide to suit their particular needs. It is important that each community assess its own capability to undertake LTR planning. The guidance provided in this guide is based on a process that has worked - but where outside technical assistance has been provided. If, after reviewing the guide, local officials do not feel they have the capacity to lead and manage this effort, consideration should be given to soliciting assistance from any of the resources listed in STEP 3: SECURING OUTSIDE SUPPORT.

The primary function of the LTR Guide is to provide a planning template to communities that have been struck by a disaster and/or the community has the resources to undertake a LTR program on its own.

# **Introduction to Long Term-Recovery**

---

## **Purpose**

The purpose of this guide is to provide jurisdictions with a framework for long-term community recovery.

The first step in long-term community recovery (LTR) is the recognition by the community of the need to organize and manage the recovery process as opposed to letting repairs and rebuilding occur without a cohesive, planned approach. While federal assistance is available in some cases, most disasters in Texas do not qualify for federal assistance. This guide is designed for communities to undertake the LTR planning process themselves. While this guide is based on processes that have worked in other communities, each community is unique and the damages sustained in a disaster are going to be unique for each community. Communities can modify the LTR planning process set forth in this guide to suit their particular needs.

## **What is Long-Term Community Recovery?**

Long-term community recovery - it is necessary to focus on both the long-term aspect of the phrase and the community recovery aspect. Removing debris and restoring power are recovery activities but are considered immediate or short-term recovery actions. These actions are extremely important; however, they are not part of long-term community recovery. "Long-term" refers to the need to re-establish a healthy, functioning community that will sustain itself over time.

Examples of long-term community recovery actions include:

- Providing permanent disaster-resistant housing units to replace those destroyed,
- Initiating a low-interest facade loan program for the portion of the downtown area that sustained damage from the disaster (and thus encouraging other improvements that revitalize downtown),
- Initiating a buy-out of flood-prone properties and designating them community open space, and
- Widening a bridge or roadway that improves both residents' access to employment areas and improves a hurricane evacuation route

The length of time for your planning process will depend on the resources you have available and the amount of damage sustained. Your process will probably take longer unless the LTR team can devote full time to this effort. In most cases, the LTR plan should be kept to a tight time frame with tangible results to avoid public disillusionment with recovery efforts and to take advantage of the sense of community that usually follows a disaster. Keep in mind that this is not a typical strategic or master plan. This is a plan that should focus on recovery from the disaster. Many actions taken in the weeks immediately following a disaster will have long-term community impact. The LTR program must be developed quickly in order

to provide direction and focus to community rebuilding efforts. Timing is an important factor in LTR.

## **Benefits of Long-Term Recovery**

A LTR plan benefits the affected community but also provides benefits to state and federal agencies assisting in recovery. The LTR program consists of both a process and a product - both are important. Key benefits of the LTR program include the following:

- Community Driven - involves and engages the community in the process.
- Empowerment - provides an opportunity for the community to take control of its future and facilitate its recovery.
- Organization - the program provides a consistent approach to LTR and promotes cooperation and coordination among federal, state, and local officials.
- Holistic Community Recovery - attempts to incorporate all elements of the community as part of the recovery process, encourages consideration of the interrelationships of various sectors, such as commercial, environmental, etc., and encourages community, federal and state partners to look at long-term implications of decisions.
- Focus - provides a clear path for recovery.
- Hazard Mitigation Actions - provides an opportunity to incorporate hazard mitigation concepts as part of the recovery effort to eliminate or decrease exposure to damage in future disasters.
- Community Healing – provides opportunity for residents to join together and function as a community to vent their concerns, meet with one another, and be involved in defining and creating their future.
- Look Beyond Tomorrow - takes the community and federal/state agencies beyond response and into the recovery process.
- Partnerships - fosters cooperation and coordination among federal, state, and local agencies and organizations, both public and private.
- New Participants - creates an opportunity to bring in new participants and new leaders from non-traditional sectors within the community.

A product of the process (a LTR plan) provides a road map to community recovery, but the process employed to develop the plan can play a significant role in the community's future through local partnerships and community consensus-building. The journey is as important as the destination. The final products of the LTR program are the completed projects and the ultimate recovery of the community.

## **Basic Principles of Long-Term Community Recovery**

LTR planning is action-oriented and should support existing planning efforts in the community. The key principles of LTR assure a focus on community recovery.

### **Key Principles**

Long-term community recovery is:

- Community driven

- Based on public involvement
- Locally controlled
- Project-oriented
- Incorporates mitigation approaches and techniques
- A partnership among local agencies, jurisdictions, officials, and the state and federal government
- Focused on projects that most contribute to community recovery from the disaster

## **Effectiveness**

LTR can only be effective if the key principles are incorporated in the program. Critical to the effectiveness of LTR is the community involvement and consensus building process. A LTR plan and the projects contained in the plan will have a better chance to succeed if there is strong community support. That support also will assist in soliciting funding for key projects. Incorporating the principles and the steps outlined in subsequent sections will assist in building consensus.

The partnership aspect of LTR also is critical to its effectiveness since private sector, federal, and state agency involvement in the overall process will assist in identifying potential funding for implementation. After all, the true effectiveness of a plan is measured by what recommendations/projects are achieved and implemented.

The timing of achievements of the LTR plan also plays an important psychological role in the process and provides momentum in building consensus. Determining priorities in achievements plays an important role in the community's perception of LTR's success.

## **LTR Planning and Comprehensive Planning**

The LTR planning process differs from the typical comprehensive planning process because it is focused on plans and projects to address damages sustained from the disaster and to aid in the community's recovery from the disaster. Existing plans, policies, and studies must be reviewed and considered as part of the LTR process. The LTR plan is strategic by nature and is action oriented. All aspects of the community may not be incorporated in the LTR plan unless they were affected by the disaster.

In addition to the comprehensive plan, the LTR planning process should take into account other plans that have been prepared for the area or are underway.

- Local Mitigation Plans/Strategies - there are opportunities for collaboration of the LTR effort and Mitigation Planning activities. Mitigation techniques are important considerations for projects in the LTR plan.
- Comprehensive Economic Development Strategy (CEDS) - this EDA-sponsored plan can provide support for LTR strategies and may contain specific recommendations for project development.
- Transportation Plans - prepared by the local metropolitan planning organizations, regional planning commission, or state. The Transportation Improvement Program (TIP) is especially important to review and coordinate.

## Summary

This guide provides guidance for building a LTR program and suggestions for involving the community in the recovery program. LTR consists of a process and a product (a LTR plan), both of which are critical to the success of the program. Finally, the local, state, and federal partnerships required of the LTR process will contribute to a more rapid and sustainable community recovery.

This guide is just that - a guide. The material provides a template that has been used for LTR in the past. You may want to modify and/or refine the steps set forth in this guide to suit your particular community and/or the resources at your disposal. The LTR program for your community is YOUR program.

# Building a Long-Term Community Recovery Program

---

Typically, there are 14 separate steps that comprise the long-term community recovery planning process. Some steps must be completed chronologically and others can be done concurrently. The typical LTR steps are:

- Step 1: Assessing the Need  
Do we need long-term community recovery planning?
- Step 2: Selecting an Overall Leader and Outlining a LTR Program  
Where do we begin?
- Step 3: Securing Outside Support  
Where can we get help?
- Step 4: Establishing a Public Information Campaign  
How do we keep the community informed and involved in the process?
- Step 5: Reaching a Consensus  
How do we secure community buy-in to move forward?
- Step 6: Identifying the LTR Issues  
What are our opportunities?
- Step 7: Setting Goals  
What will strengthen and revitalize our community?
- Step 8: Identifying, Evaluating and Prioritizing the LTR Projects  
What makes a good project?
- Step 9: Developing a Recovery Plan  
How do we put it all together?
- Step 10: Choosing Project Champions  
Who will provide leadership for each project?
- Step 11: Preparing a LTR Funding Strategy  
Where do we get the funding for these projects?
- Step 12: Implementing the Plan  
How do we make it all happen?
- Step 13: Updating the Plan  
When are we finished?
- Step 14: Closing the LTR  
What are the steps involved in closing the LTR?

## Step 1: Assessing the Need

Do we need long-term community recovery planning?



### What are the Community Needs?

#### Focusing on the Specific Needs of Your Community

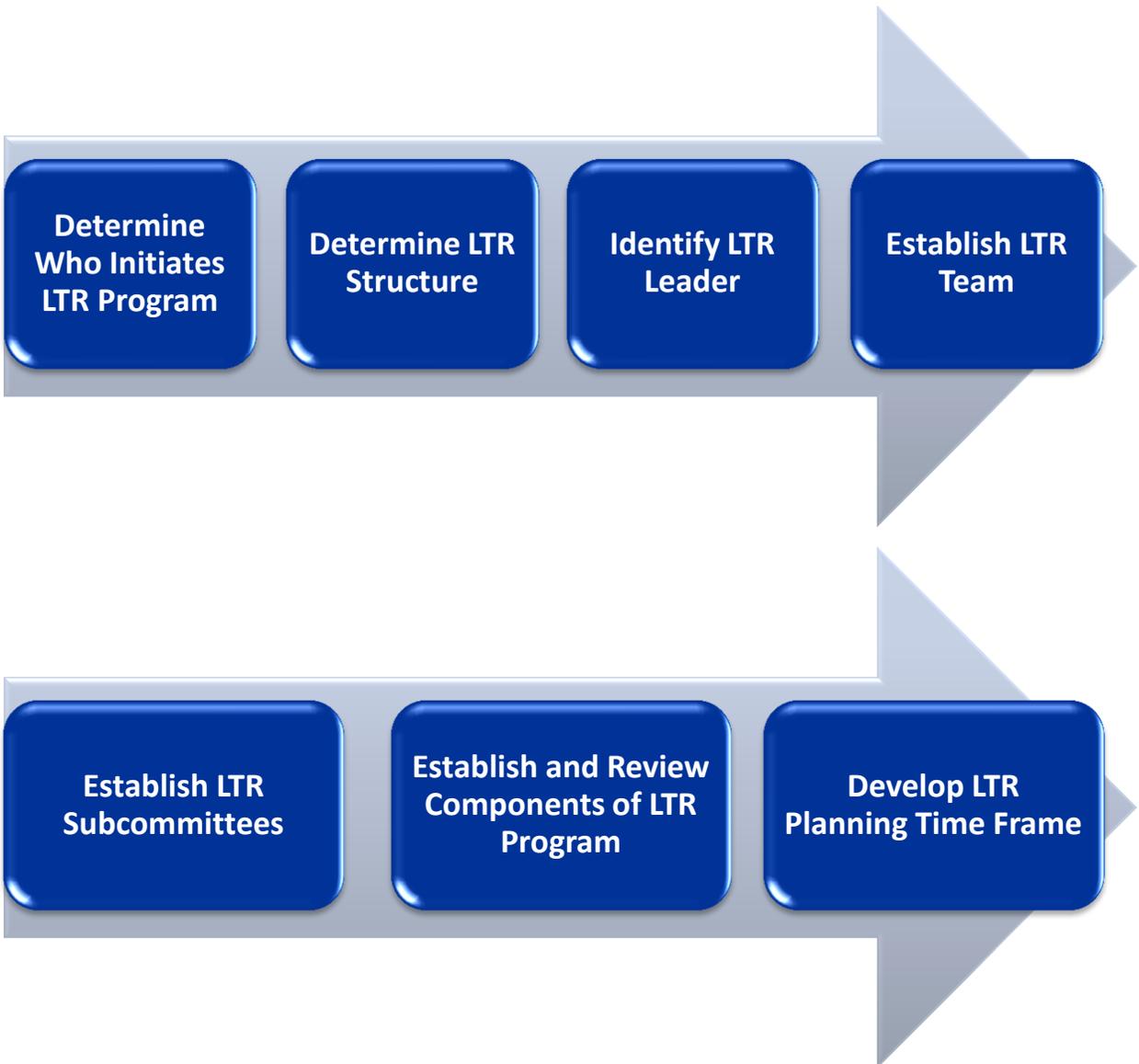
The LTR program should focus on the specific long-term disaster-related needs of your community. These disaster-related needs typically fall into the following three categories:

- Housing Sector
- Infrastructure/Environment Sector
- Economy Sector

Other needs may emerge that are unique to your community. You can use the LTR process, or adapt it as necessary to address these additional issues. If the housing sector is identified as representing a significant community need and other sectors do not necessarily show a need, the LTR process should focus primarily on the housing needs. Identification of specific issues and projects related to these needs are addressed in subsequent steps in the LTR program.

## Step 2: Selecting an Overall Leader and Developing an LTR Program

Where do we begin?



### Who Initiates the LTR Program?

Community leaders and local VOAD should initiate the LTR program. It is important that local government is in partnership with the LTR and supports the overall process since key public decisions and actions will emerge from the process. Residents of the community need to know that their elected officials are actively engaged in the LTR planning process.

## What Structure Does an LTR Program Use?

Most LTR's use one of the following structures outlined in the table below.

<b>Long-Term Recovery Committee (LTRC)</b>	<ul style="list-style-type: none"><li>▪ Minimizes organizational structure; one person or agency provides overall oversight and direction for meeting needs</li><li>▪ Consists of members from local faith groups, secular organizations and disaster response agencies who bring their resources to a common table</li><li>▪ All unmet client needs and potential services are presented by a case manager. A coordinating group recommends but does not provide or administer funds.</li><li>▪ Focus on communication, consensus, collaboration Being successful requires very wide inclusion, cooperation and respected local oversight.</li><li>▪ Helps coordinate; relies on other agencies to do the work.</li><li>▪ Representatives can ask their agency for all or part of the resources required</li><li>▪ More formal, structured NPO, funded and staffed</li><li>▪ Manages all LTR functions and provides services</li><li>▪ Cases presented at meeting when client needs don't fit agency capability or programs</li><li>▪ Shares decision-making authority with partner organizations able to meet needs</li><li>▪ Resources come not from LTRC but from member organizations who deliver services</li><li>▪ No need for formal 501(c)(3) liabilities and possible conflict with member organizations</li><li>▪ Lower overhead that may or may not have administrative staff but if so, they are often volunteers</li><li>▪ Process continues until the project receives enough resources for completion.</li></ul> <p>Things to keep in mind about LTRCs:</p> <ul style="list-style-type: none"><li>▪ Every unmet need comes to the LTRC table; not all can be fulfilled</li><li>▪ Some projects may be only partially resourced due to agency's limited resources or restrictions from mandates, policy or guidelines.</li><li>▪ Projects may come back to table more than once before all needs can be met</li><li>▪ With the multiple entities and diversity of needs involved, coordinating can be challenging. Honesty, openness and collaborative spirit are vital to LTRC.</li></ul>
<b>Long-Term Recovery Organization (LTRO)</b>	<ul style="list-style-type: none"><li>▪ Becomes its own formal organization, often not for profit</li><li>▪ Adopts and operates under rules in its Articles of Incorporation and bylaws</li><li>▪ May have own 501(c)(3) or clear financial policies managed by a fiscal agent</li><li>▪ A clearly identified board is drawn from and represents the entire community</li><li>▪ Works with a clearly defined, disaster-specific mission statement</li></ul>

## Unmet Needs Committee

- Develops a realistic and achievable plan for recovery, incorporating community input
- Develops complete budget, reports finances to community and funding sources
- Raises money from local and wider sources to support recovery budget
- Director and all staff (paid, co-opted, volunteer) are responsible to the LTRO
- manages community needs assessment, case management, volunteer and construction processes and staff functions
- Plans and manages publicity, outreach and PR campaign
- Provides spiritual and emotional counseling and care

Things to keep in mind about the LTROs:

- Managing legal and organizational aspects of an LTRO consumes time and resources
- Requires a level of trust among faith groups and secular agencies not always easily attainable in some communities.
- Some faith groups and secular agencies cannot contribute to a common formal organization because of law, policy, or mandates.
- Implies long-term existence that may not be necessary in some disasters or sustainable in some communities.
- Authority, responsibility and liability is concentrated in LTRO rather than disbursed to many agencies.

- Not a disaster-related organization itself but a variety of relief groups
- Forum where agencies communicate/coordinate services they are providing
- Faith groups and secular agencies decide which projects each will fund/pursue
- Groups and agencies communicate and coordinate to avoid duplication and waste

Things to keep in mind about Unmet Needs Committees:

- The key to addressing all unmet needs is a consistent case management process.
- Recovery resources may be contributed on the basis of emotional appeals rather than based on a consistent, community wide identification of all persons' needs.
- Communication and coordination requires stakeholders talk frequently and fully. All should be flexible about meeting in different times and with various groups.

## **Identifying a Leader of the LTR Program**

The leader will be the spokesperson for LTR, will "kick-off" the process, serve as the coordinator/facilitator at the community meetings, and establish partnerships with local, state, and federal organizations and agencies. The leader can come from the community at large or local VOAD. In either case, the leader should be someone who has the respect of the community and whose lead the community will follow in establishing a LTR program. This leader should work hard to unify rather than divide the community on future recovery actions.

Leadership is a critical step in the LTR program. A good leader will serve as a beacon for community and government involvement and will convey the importance of the recovery process to local, state, and federal officials. A good leader will draw others into the LTR program and solicit individuals to serve as champions for specific projects that evolve from the process. A good leader will make sure that all community members are given an opportunity to participate in the LTR program and will assure that the LTR plan and projects focus on the community vision for recovery from the disaster.

Communities may want to consider two leaders - one to manage the day-to-day aspects of the LTR program (possibly a community planning director, administrator, city manager, etc.) and one to serve as the visible, public face of the program (county judge, mayor, chief elected official, or community leader) who will work together to carry out the program.

## **Establishing a LTR Team**

There is an advantage to establishing a planning team with broad public and private sector representation that can function as a sounding board for the LTR program leader and provide routine input into the overall recovery process. Such a team does not replace the community involvement process but can often provide realistic guidance as the process moves forward. A LTR team should not be too large. Consideration might be given to representatives from the following organizations for membership:

- Public Works Department
- Public Information Office
- Planning Department
- Emergency Management
- Chamber of Commerce
- Homebuilders Association (if housing is an issue)
- Neighborhood representation
- Environmental groups
- Critical Industries
- Citizen at Large
- An elected official from the community governing body
- Public health and/or medical community representative
- Voluntary agency representative

It is important that this planning team be used as a sounding board for ideas. This team should not delay the process but should facilitate issue and project identification, provide assistance in the community involvement process, help author the plan, and assist in finding project champions. The team should not be asked to provide a stamp of approval to the LTR plan but should seek community consensus on the plan and eventually submit the plan to the governing body for their approval and implementation.

## Suggested LTR Subcommittees

<b>Volunteer Coordinator (VC)</b>	<ul style="list-style-type: none"> <li>▪ Works closely with volunteers, donors, agencies and disaster survivors</li> <li>▪ Connects valuable labor with critical needs</li> <li>▪ Developing job descriptions of tasks, timelines, expectations, and guidance related to carrying out assignments.</li> <li>▪ Matching volunteer skills with job needs.</li> <li>▪ Establishing and communicating the LTRC's volunteer policies, i.e. health and safety codes, rules of conduct, and job parameters.</li> <li>▪ Checking credentials of volunteers with specific training or skill sets.</li> <li>▪ Oversee and work with other sub-committee chairs to accomplish a number of functions including the following:             <ul style="list-style-type: none"> <li>▪ Donations of supplies and equipment</li> <li>▪ Requests for needs and services</li> <li>▪ Hospitality/volunteer accommodations</li> <li>▪ Obtaining needed supplies and equipment</li> <li>▪ Work-site supervision</li> <li>▪ Publicity and communications</li> <li>▪ Organizing with the construction coordinator</li> <li>▪ Coordinate with other VC to ensure ample volunteers and share resources.</li> </ul> </li> </ul>
<b>Fundraising Coordinator</b>	<ul style="list-style-type: none"> <li>▪ Solicits funds needed for the LTRC to meet its goals and objectives</li> <li>▪ Develops fundraising plan</li> <li>▪ Manages fundraising schedule</li> <li>▪ Tracks donors and donations</li> <li>▪ Works with the case management subcommittee, construction subcommittee, finance committee, and executive board to develop a preliminary budget and fundraising goals</li> <li>▪ Works with grant writer to apply for grants and public funds</li> <li>▪ Works with public relations to generate news stories</li> <li>▪ Uses social networking for fundraising and awareness</li> <li>▪ Works with volunteer management coordinator</li> </ul>
<b>Public Relations and Advocacy Subcommittee</b>	<p>One of the most important jobs in the LTRC is that of public relations. Requests for funds, volunteers, and donations are all disseminated through the press, social networking, and various organizations and agencies. The PR subcommittee</p>

---

chair works with all of the other subcommittees as needed, but most importantly with Donations Management, Volunteer Management, and Fundraising.

#### Public Communication Strategies and Tactics:

- **Credibility:** Design public information that builds trust and confidence in the recovery group and your plans.
- **Context:** Communicate in environments that are comfortable for your audience; i.e. beyond the local newspaper, use of a particular radio station, flyers in the neighborhood grocery.
- **Clarity:** Simplicity of the message is crucial, especially if getting it to your intended audience is complex.
- **Continuity and Consistency:** Communication may not occur instantly, repeat a consistent message if it's an important one.
- **Content:** Develop messages that have meaning for the intended audience and are compatible with their value systems and relevant to their problems.
- **Channels:** Employ established channels of communication already used by your audience.
- **Compatibility:** Tailor the message to the audience availability, habits, literacy, language, and relevance.

#### Possible Media Opportunities to Explore:

- Newspapers, TV, Radio
- University Newspapers, fraternities, clubs (Texas State, UT, St. Edwards, Southwestern, ACC)
- Church bulletin inserts
- Public forums (slide and PowerPoint presentations)
- Virtual and electronic bulletin boards (e.g., at UT games, Erwin Center concerts,)
- Exhibits and displays (at community centers, churches, etc.)
- Information racks
- Brochures and newsletters
- Personal letters
- Special events (sports games, concerts, festivals, community fairs)
- Conference presentations
- Internet, emails, and websites
- Reports
- Billboards (possibly donated)
- Social media (e.g., Facebook, Twitter, Instagram, LinkedIn, Reddit, etc.)

#### Publicity

Because a recovery group is a rich source of news and human interest stories, publicity activities geared to generating coverage via newspaper/magazine editorial space and radio/television programming (as opposed to paid advertising) will be an important part of communications

---

**Donations  
Management  
Subcommittee**

strategy.

To-do List for Public Relations:

- Build a media contact list or use the one provided by TDEM. Cultivate relationships with reporters and editors and learn about their special interests.
- Create a press information kit with stories, features, backgrounds, and photos spotlighting the recovery group.
- Call a press conference to present special news and information.
- Issue regular news updates.
- Offer spokespersons and speakers for interviews and presentations.
- Produce and publicize special events—recognitions, observances, celebrations.
- Create a photo library that tells the recovery group's stories.
- Plan for interviews—what you want to say, what impression you want to make, how you want your voice to sound. Appear organized and confident. Develop effective "sound bites" to make your points. Prepare!
- Make accuracy your credo in print material and interview: names of people, dates, and statistics should be correct.
- Highlight the successes of the committee and give updates on progress with every request for materials, volunteers, or funds.

The donations manager is responsible for soliciting, cataloging, and distributing donated materials and resources. The donations manager works closely with the case managers, construction coordinator, fundraising chair, warehouse manager, and PR chair to determine the donation needs for the committee and seek out those materials.

The DM works with the PR chair to develop press releases and donations requests to be sent to the media and serves as the main point of contact for donors.

Donated time, equipment, services, and materials are invaluable to the mission of the LTRC because they stretch the dollars that are available to the recovery group and the survivors you are serving.

In-kind donations help you conserve cash which needs to be quickly directed to critical unmet needs.

In-kind donations may be considered a part of a "match" for donors who wish to make their donations in that manner. See attached FEMA approved 'soft match' form to be used.

In-kind donors may also become cash donors as they learn about the work of the recovery group.

In-kind support includes:

- Volunteers who bring experience to key positions in the recovery group and provide skilled or unskilled rebuilding labor.
- Materials the recovery group needs for rebuilding.
- Office and warehouse space.
- Equipment and supplies.
- Transportation and shipping.
- Services for recovery group or clients (legal counsel, mental health services).
- Material assistance for survivors—household items, building materials, food, infant and school supplies.

Tips for managing in-kind donations:

- Know exactly what you want and ask for it based on the program you are planning to launch.
- Think weeks and months ahead as you develop a donations list. It may take time to generate and receive the materials needs in long-term recovery. Have an alternate plan if expected donations don't arrive.
- Arrange for an appropriate, secure, weather-protected and transportation-accessible storage space, or know where to divert items.
- Discourage donations of clothing and food unless you have a specific need. An appeal for these items will probably generate far more than you need.
- Base your appeal on what motivates donors—good feelings, tax deductions, reducing inventory, etc.
- Ask donors to take responsibility for appropriate packaging, labeling, palletizing, and transportation.
- Connect with your state's donations management system or NOVOAD's system for logging donation offers via the VAL.
- Educate donors about the advantages of cash donations.
- Be prepared for occasional out-of-pocket expenses associated with deliveries and for insuring the materials if valuable or irreplaceable.

The finance and budget subcommittee is responsible for the financial management and solvency of the LTRC. The finance subcommittee must keep records of all financial transactions involving the committee and develop a series of protocols for the disbursement of committee funds. A long-term recovery committee must assure its donor constituency that it uses resources responsibly. Effective financial management and controls make it difficult or impossible for donated funds or materials to be used improperly. The finance subcommittee will need to work closely with the fundraising chair and the donations management chair to establish procedures for recording and handling donations, both cash and in-kind.

Recommended Money-Handling Guidelines and Policies:  
Incoming funds should be independently seen, recorded, banked, and accounted for by two or more persons. A person other than the one who opens mail should compare each incoming check with issued receipts. Expenditures should be approved by someone other than the person who signs checks. Someone other than the person who issues checks should do monthly bank reconciliations. Require two signatures on checks. Checks should not be signed in advance by any of the signatories.

#### Recommended Financial Reporting:

- A Budget should be developed as early as possible and updated at least annually to give meaning to revenue and expense reports. Line item budgets designating expense projections that cannot be exceeded without board or leadership team approval help assure that funds are used for authorized purposes and that spending stays within projected amounts.
- A monthly Statement of Income and Expenses, with line item detail of project/program income and expenses, should compare the current period's fiscal performance and the year-to-date income and expense performance to the annual budget. This report should include a simple analysis of budget variances (i.e. why the group spent more or less than budgeted in a particular area) to guide future programmatic decision-making.
- A Balance Sheet presenting the organization's assets and reserves, designated or restricted funds, and liabilities should be produced at least quarterly.

#### The Audit Process

An unbiased, trained set of eyes reviewing financial controls and procedures on a regular basis will help ensure a solid money-handling and reporting system by identifying weak processes that make the system vulnerable to fraud and abuse. Audits by certified public accountants assure the board and the funders that an organization has adequate control and that funds have been properly used. A CPA consultant to the board may be willing to donate such services. An audit is normally conducted annually. However, if proper controls have not been implemented early, the first audit could be too late.

#### Other Recommendations:

- A recovery group receiving large quantities of in-kind material or equipment donations for its own use or redistribution should develop and implement a system for documents proving ownership, tracking inventory, and

**Emotional and  
Spiritual Care  
Subcommittee**

- documenting insurance information.
- Staff and the board should be trained on the financial management system to assure their understanding of the financial reports.
- A policy of publically sharing financial reports will build the credibility of the LTRC and support fundraising.
- Develop a protocol for providing receipts for cash and material donations.
- Establish policies on retention of financial records.

**Other Reporting**

Beyond asking for funds and material resources, the recovery group needs to report on how they are employed and interpret this use in terms of numbers of families assisted, the nature of the assistance provided, and how it advanced the recovery of recipients.

Some donor organizations require written or electronic reports at particular stages of expenditure. These requirements should be met in a timely manner. A chart of deadlines and required documents will be helpful. Other donors whose requirements are not so rigid should nevertheless receive regular reports—updates on emerging victim/survivor needs, funding requirements, and regular financial reports. All financial donors of substance should receive copies of annual audits and a comprehensive closing report of finances and assistance programs.

The finance subcommittee is also responsible (should the LTRC so choose) for managing the applications for:

- 501(c)(3) (nonprofit) status
- A federal Employment Identification Number (EIN)
- State sales tax exemption number

Emotional and spiritual care during a disaster is different than the care that pastors, ministers, and the clergy may provide on a day-to-day basis. Members of the Spiritual Care Subcommittee should work in partnership with mental healthcare practitioners to help the disaster-affected community recover their mental and emotional well-being. Subcommittee members should take care to ensure that they are providing emotional care to survivors regardless of the survivors' faith, denomination, religion, culture, or lack of faith and be sure to respect the survivor's wishes and beliefs, even—and especially—when they differ from the beliefs of the emotional and spiritual counselor. Emotional counselors should make referrals to mental health counselors and encourage survivors to use all of the resources available to help them recover their emotional well-being.

The emotional and spiritual care subcommittee may also wish to offer their skills to the committee itself in an effort to offset burnout and help maintain morale and the energy and

---

focus of the LTRC.

Activity Suggestions for the Subcommittee:

- Initiate or support special worship services, counseling, commemorative events, and other events that enhance the spiritual well-being of disaster survivors.
- Form and train a spiritual and mental health taskforce in outreach techniques and providing resources to survivors and the community at large.
- Prepare and distribute information on common disaster reactions, coping mechanisms, self-care, where to get help, etc.
- Offer security and appropriate human contact to survivors through information, gathering sites, and programs.
- A qualified mental health person can assess mental or spiritual needs of individuals and the community.
- Support and assist survivors with specific, tangible problems—i.e. childcare, transportation.
- Advocate for appropriate delivery of services where mental health issues are identified.
- Use gathering opportunities beyond church activities to communicate recovery—meals, study groups, free classes, musical events, and specific culture-oriented occasions.

#### Understanding Caregiver Vulnerability

Particular to the LTRC may be concern about the over-extension and extreme pressures put on the leadership and staff of the LTRC, the EM personnel of the area, and the local faith leadership.

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

#### Three Levels of Vulnerability to Trauma

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

- Primary Traumatization – The effects of the survivors' first-hand experience of, and exposure to, traumatic events.
- Secondary Traumatization – The effects of experiencing the traumatization of others, such as friends, family, and neighbors, with whom one has a relationship and for whom he/she feels responsible.

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

---

## Unmet Needs Committee

### Compassion Fatigue

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

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

Purpose: To build the capacity of case managers and donors to match the unmet needs of disaster survivors with resources that ensure a client's sustainable recovery on a case-by-case basis

There are two different models for the structure of an Unmet Needs Roundtable:

- One fiscal agent with 501(c)(3) who manages the common pool of funds.
- Many voluntary agencies with their own funds able to pledge and commit to pay for individual cases presented at the table. Commitment of resources is voluntary and based on that organization's eligibility criteria and approval.

The Unmet Needs Roundtable needs to agree upon the case presentation forms that it will require of all Case Managers presenting a case. These forms will clearly describe the case (although leave out specific information about the client), the need, and what funds/donations the client has received from other resources in order to avoid the duplication of benefits.

The Unmet Needs Roundtable includes both donors and an administrator.

Donor description:

- Donors may be community members and representatives from businesses and nonprofit, faith-based, and government agencies that are able to provide funds/donations for unmet needs.
- Donor intent needs to be clear and therefore the committee may want to require donor commitment forms or participation agreements.
- Donor individuals or agencies can appoint a representative that participates in the Unmet Needs Roundtable meetings or they can distribute funds via the agency sponsoring the Unmet Needs Roundtable. In either case, donors are provided with database reports on how their funds have been used, which human service providers have been most successful in accessing Unmet Needs Roundtable assistance for their clients, and the

- 
- types of needs being funded through their assistance.
- Donors that appoint a representative to participate in Roundtable meetings usually represent their own private funds or a donor organization's funds.
  - Donors determine their criteria and constraints for distributing assistance as they chose, with the assurance that their decisions are well informed by the communities' needs and gaps in services as shown through the Unmet Needs Roundtable process.
  - Donors build trusted relationships with the human service provider agencies participating in the Unmet Needs Roundtable as the provider agencies provide full documentation of their clients' disaster-caused human needs and recovery plan.
  - Donors work together with caseworkers, often contributing ideas and other resource referrals in addition to cash assistance, to assist clients as they prioritize their unmet needs and create a realistic long-term recovery plan.

Role of the Administrator:

The administrator coordinates all aspects of how the Unmet Needs Roundtable functions. Among the administrator's role and duties, the administrator often:

- Orients agency representatives regarding the expectations and roles of agencies participating in the unmet needs roundtable process.
- Trains and updates case workers regarding the specific requirements of donor participants in the Roundtable.
- Receives requests for case presentation and schedules all appropriate cases for presentation.
- Provides resources and answers questions on issues pertinent to the Roundtable and will make referrals whenever necessary.
- Facilitates Roundtable meetings.
- Tracks all Roundtable donor-funding commitments and maintains the Roundtable database.
- Provides aggregate reports regarding trends in disaster-caused unmet needs to the donors, case management agencies and community at large.

\*\*\*Not all donor members/representatives need to necessarily be present at each Roundtable meeting. It may depend on availability and the continued ability to provide funds/donations.

---

and construction management.

For Construction Cases:

- Requests for construction should come from Case Management. The Construction Committee provides an estimate of the project, ensures repair/rebuild materials that can be procured under the budget limit for each project (LTRC should put a maximum limit on funds for construction projects), and coordinates volunteer crews (see section on volunteers below). The Construction Coordinator must sign off on the budget and approve the project by checking sure that the case has all the proper documentation.

To Be Established by Construction Committee:

- Qualifications such as
  - below 80% average median income (AMI)
  - elderly
  - disabled
- Required documentation from case management such as
  - Home repair assessment
  - FEMA Duplication of Benefits Report
  - Release of Information to LTRC,
  - proof of homeownership
  - most recent mortgage statement
  - proof of income below 80% AMI
  - pictures of home damage
- Required documentation from Construction Project Manager, such as
  - a detailed project estimate
  - homeowner repair agreement with initial homeowner sign-off
  - proof that alternate funding has been secured if project cost after client capacity exceeds set LTRC limit for construction projects **or** if request is for letter noting that contingent funding has been approved, include plan to procure additional funding
- Final Report requirements, such as
  - copies of all receipts
  - final homeowner sign-off
  - pictures of all completed work
  - copies of permits, if applicable

Coordinating with Volunteer Management:

- If LTRC decides to do construction, there are many possible configurations of Volunteer Teams that are available, from both local and national faith groups.
  - Long-Term versus Short-Term Volunteer Teams: There may be enough jobs to use both short term (weekend, weeklong, 2-week teams) and long-term teams
-

---

(examples: CRWRC, Church of Brethren, Mennonites). Long-term teams provide you with their own long-term (3-week, monthly, or longer) highly skilled construction managers who will oversee and manage their own volunteer teams. They will work closely, from long-time, extensive experience, with your own construction project manager/coordinator and bring assurance of quality work backed up by their own national organizations' history and track record. Most long-term teams will require your assistance with housing, food, and maybe some travel expenses.

Construction Coordinator (CC) qualifications might include:

- empathy for people affected by the disaster
- experience in staff oversight
- knowledge of carpentry, building trades, and building materials
- knowledge or willingness to learn local building styles and codes and enforce them
- administrative experience
- good inter-personal skills
- skilled in coordinating a multiplicity of simultaneous activities
- adaptable to changing situations

Overall responsibilities of the CC include working with volunteer coordinator/coordination systems to channel skilled or unskilled rebuilding volunteers where they will meet the greatest building need. Duties may include:

- working closely with volunteer, donors, agencies in the affected area and disaster survivors to connect labor with critical needs
- monitoring donations of building supplies and equipment
- identifying worksites and scheduling work for volunteers or contractors
- working with building materials vendors and professional contractors (electrical, plumbing, foundation, etc.) to obtain needed supplies and services
- worksite supervision or direction
- moderating the use of donated materials and volunteer time and skills.

---

### **Case Management Subcommittee**

The most important task that the LTRC case management subcommittee can do to support disaster survivors is to identify resources in the area. As local experts, they are aware of and familiar with invaluable resources that may be useful to disaster survivors. Members of the case management subcommittee should work to identify and create a guide of all the locally available resources for disaster survivors. These resources will be an invaluable source of reference for case managers to refer disaster survivors for various forms of local assistance.

---

---

Resources/providers for disaster recovery services may include, but are not limited to:

- Advocacy
- Aging services
- Agricultural aid
- Building permits and inspections
- Construction and rebuild assistance
- Crisis counseling and mental health
- Debris removal
- Employment assistance
- Food resources
- Furniture and household items
- Health and human services
- Housing assistance
- Insurance information
- Legal services
- Medical needs
- Social Security
- Tax assistance
- Transportation
- Utilities
- Veterans assistance

Other tasks that the case management subcommittee can coordinate include performing community outreach and educating the community about the procedures and uses of the case management process. Members of the case management subcommittee serve as crucial liaisons between SVDP case managers and the community, and work to promote case management within the community to ensure that everyone who is in need of aid receives that aid.

Members of the case management subcommittee can also help brainstorm and implement ways of providing transportation for clients to get to meetings with the case managers and other sources of aid as well as taking on some responsibility for liaising between case management and the DCM host site.

---

## **Components of a LTR Program**

The individual components of a LTR program are detailed and discussed in ensuing sections of the guide. The LTR program contains the following components:

- Securing outside support
- Establishing public information and involvement program
- Achieving consensus
- Identifying opportunities
- Identifying, evaluating and prioritizing projects
- Developing a recovery plan
- Choosing project champions

- Developing a funding strategy
- Implementing the plan
- Updating the plan

### **LTR Planning Time Frame**

Initiating and completing the LTR planning process in a relatively short time frame is important in order to capture the cooperative community spirit that usually exists immediately following a disaster and to take advantage of the attention (and funding opportunities) provided by federal and state agencies.

### **Summary**

LTR leadership is critical to the overall process. The local government must initiate the LTR program, select a leader and support the program.

## Step 3: Securing Outside Support

Where can we get help?



### You Can't Do This Alone

The LTR program will be much more effective if the community reaches out to local, state, and federal agencies, the private sector and non-governmental organizations to establish partnerships in the recovery process. Involving various organizations and agencies in the LTR program will eventually help to establish project "ownership" at the agency level. Establishing ownership can facilitate support during the implementation process when funds or technical assistance may be needed. Support from these organizations and agencies should not be limited to funding but should include ideas, insights, time and energy. Experts in these groups may be willing to offer free advice or assistance while others may be willing to share their insights and experiences.

### Who Can Help Us?

There are a number of organizations and agencies that may be able to provide assistance in a community's long-term recovery efforts. In many cases, organizations and agencies may be eager to provide assistance following a disaster but need to be invited to become involved.

The following represent some of the agencies, organizations, and institutions that a community should consider involving in the LTR program.

- County Government Agencies  
Can any county government agencies provide assistance? Does the county have greater resources than your community and could it partner with you in the recovery process?
- Metropolitan Planning Organization  
Is there a metropolitan planning organization (MPO) in your area that coordinates transportation planning? Include them in your recovery

planning efforts, especially if there are transportation infrastructure needs or issues to be addressed.

- **Councils of Governments**  
Voluntary associations of local governments formed under Texas law. These associations deal with the problems and planning needs that cross the boundaries of individual local governments or that require regional attention.
- **Regional Planning Commission**  
Does the community participate in the activities of the regional planning commission (RPC)? Is it a member? RPCs may have outreach programs for their member communities or may be able to provide technical assistance with project development or grant writing and project funding identification.
- **State Agencies**  
The state will have several agencies that can provide assistance and be partners in the recovery process. These agencies should be considered:
  - Office of the Governor
  - Texas Division of Emergency Management
  - General Land Office
  - Texas Department of Transportation
  - Texas Department of State Health Services
  - Texas Department of Agriculture
  - Private foundations that emphasize projects within the state
- **Federal Agencies**  
Similar to the state, the federal government has a number of agencies that could be potential partners in the recovery process. Here are a few to consider involving in the LTR program:
  - Federal Emergency Management Agency (FEMA)
  - Housing and Urban Development (HUD)
  - Economic Development Administration (EDA)
  - Environmental Protection Agency (EPA)
  - USDA-Rural Development
  - National Oceanic & Atmospheric Administration (NOAA) - Ocean and Coastal Resource Management (OCRM)
  - Resource Conservation and Development Councils
- **Adjacent Communities and/or Counties**  
Are there larger communities or counties nearby that you can collaborate with on the LTR plan? Do they have resources they would be willing to provide as part of the LTR program? These communities/counties are often willing to donate staff time to a neighboring community's recovery efforts.
- **Professional Organizations**  
Depending on the specific needs of your community, a professional organization may be able to provide planning resources and/or possible project funding for the LTR program. Many of these organizations have local or state chapters that could be involved in

your LTR program or provide expertise in a particular area. Some of the organizations that may be of assistance include:

- International City Manager's Association (ICMA)
  - Urban Land Institute (ULI)
  - American Planning Association (APA)
  - American Institute of Architects (AIA)
  - American Society of Landscape Architects (ASLA)
  - Texas Municipal League
  - Texas Association of Regional Councils (TARC)
  - Texas Association of Counties
  - National Association of City and County Health Officials (NACCHO)
- Educational Institutions
    - Is there a college, university, or community college in the area that has departments or centers that could facilitate the LTR program?
    - Many educational institutions have community outreach programs that may be of assistance. Some educational institutions also may be willing to expand their curriculum to accommodate a new area identified in your LTR plan.
  - Private Sector
    - Large businesses, employers, and benefactors.
  - Other Non-Profit Organizations
    - Extension service
    - State rural development council(s)
    - Faith-based organizations
    - Community development corporations

## **Coordination of Support**

Any outside support will require coordination. There are several ways to coordinate outside support depending on the specific needs of the community and the scope of the LTR program. Some of the methods for coordinating support include:

- Inviting key agency staff to become members of the LTR team. This assures that you have the opportunity to receive their input on key issues but also inserts them into the process and gives them a stake in its outcome, which may be beneficial when technical, political, or financial assistance is needed for implementation of the LTR plan.
- Establishing weekly/regular conference calls for all outside support member participation. This could constitute a support team task force that could be kept apprised of the status of the process and asked for input regarding key steps in the overall program.
- Establishing weekly/regular meetings if the support is local. This can function in much the same way as the above support team task force but has the advantage of face-to-face interaction.
- Inviting all appropriate organizations and agencies to the community meetings to both solicit their input and to allow them to see the community involvement process and community support for the LTR program. This action also continues to involve the media support for the LTR process.

- Consider scheduling a "Community Recovery and Resource Day" where all local, regional, state, and federal organizations and agencies (public and private) are invited. Use this event as an opportunity to present the community needs, issues, draft plans and projects and request their input, assistance, and especially partnership in making the LTR program successful.

### **Focus on Community Needs**

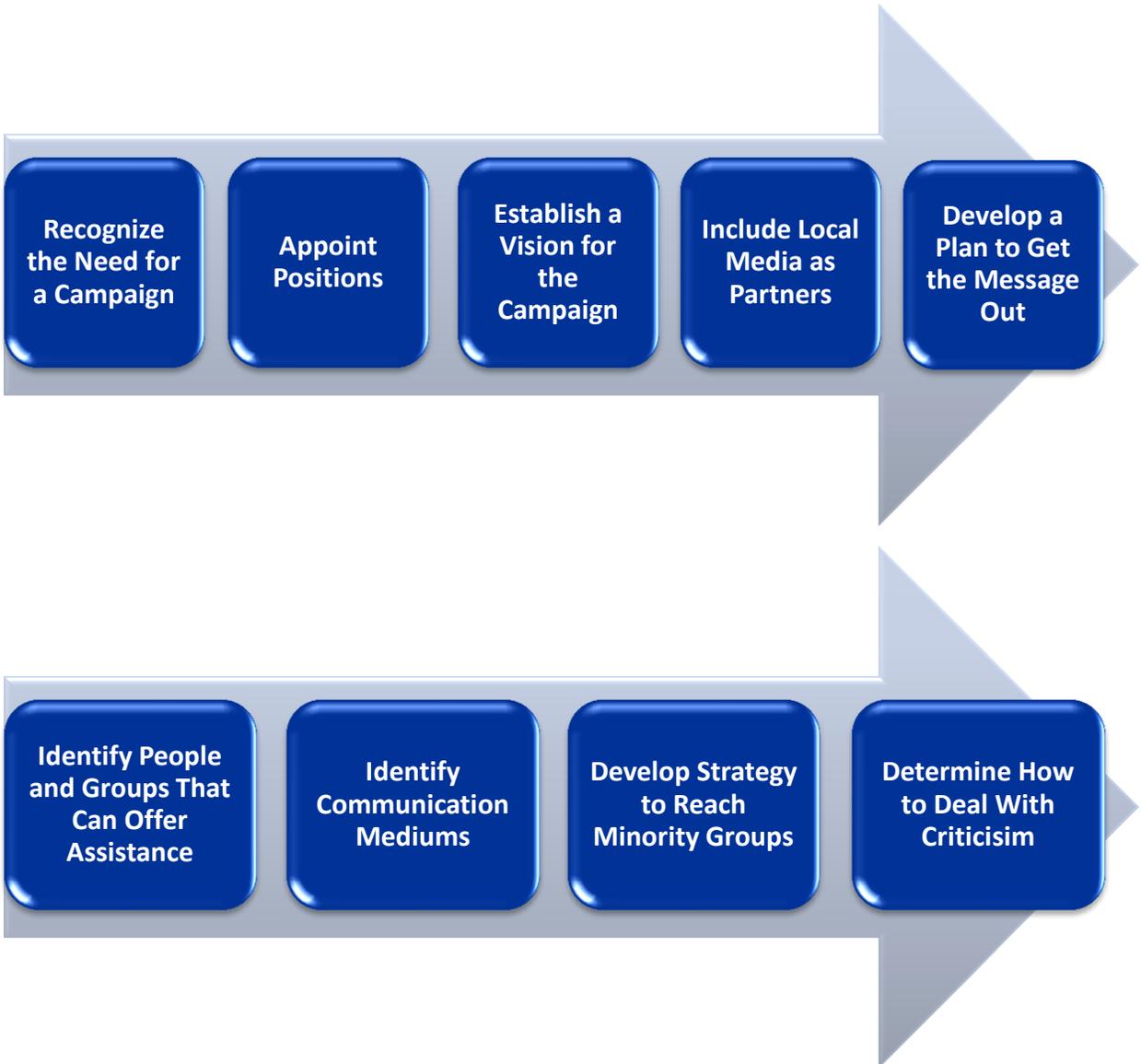
Keep the community's needs and issues in mind when securing outside support. Be selective, but thorough. Don't involve the state department of transportation if there are no transportation needs or issues. On the other hand, if housing rehabilitation in the older area of town is a need and an issue; make sure that you not only involve the state's housing agency but also the historic preservation office, the community development agency, etc. Various state programs may be needed to bring a project to fruition.

### **Keep Your Partners in the Loop**

Make sure all your partners inside and outside the community are kept current and up to date on the status of the LTR program. Use phone calls, meetings, status reports, newsletters, as a means to keep them connected to the process. When needed, be sure to solicit their input on steps in the LTR program - don't just send them information. You have involved them because they can be of assistance to your recovery. Use them.

## Step 4: Establishing a Public Information Campaign

How do we keep the community informed and involved in the process?



### Why Do We Need Public Information Campaign?

The LTR plan's success depends on the extent of community involvement. The goal of a LTR public information campaign is to get community members involved in the process, while the challenge is to focus attention on long-term planning for the community when many individuals' long-term circumstances may be unclear.

It is easy to become caught up in the LTR effort and neglect the community involvement aspect until it is too late. Often, community members' and community leaders' visions are similar and, because no discernable gap is apparent, a strong public information strategy may not seem important.

## **Should We Appoint an Official Public Information Position?**

It is useful to appoint one person to carry out the public information campaign. However, this decision is dependent on your budget, the scope of the LTR effort and the size of your community. A LTR team member or public/private volunteer can be considered for this role. The importance of this role increases as the scale of the LTR effort increases.

It is useful to appoint someone who can work efficiently and creatively with minimal oversight. This position is different from the rest of the team because with it comes the unique responsibility of conducting an informational campaign targeted to all members of the community - many of whom have never attended a public meeting. The person in this role should develop a strategy tailored to the community's LTR effort. In addition, the role requires excellent oral and written communication skills to write press releases, answer media inquiries, and respond positively to media and community member criticism.

## **Establishing a Vision**

Many community members may be overwhelmed and inundated with information after a disaster - this drives the need to keep the public information campaign simple and straightforward, and to establish an early vision. Public information materials should have a consistent look and feel to help distinguish this effort in the community. These materials might consist of the following elements:

- Choosing a slogan for the LTR effort, for example "Your projects. Your future. Get involved."
- Communicating a consistent message
- Emphasizing this is the *community's* plan
- Explaining the purpose of LTR

## **Make Local Media Partners in the Process**

It is critical to establish positive relationships with a variety of media sources and to consider them partners in the public information campaign. Keep the media informed throughout the process. A strong media presence will put the LTR effort in the public spotlight and encourage strong community participation..

LTR efforts usually receive excellent coverage from major local newspapers with many front-page stories. Newspapers were the most useful supporters in past LTR efforts and provided excellent coverage of the community meetings. Also be sure to establish relationships with small local newspapers that are distributed on a weekly or monthly basis. Local papers often support the LTR planning effort by offering free advertising space and opportunities for interviews.

## **Getting the Message Out**

The scale of your communications strategy will not only depend on the size of the community and scope of your LTR effort, but also on your budget. This section suggests a variety of options intended to inform the community and motivate

individuals to attend LTR community meetings. The options vary in price from free to several thousand dollars - market rates can often be negotiated.

### **People or Groups That May Be of Assistance**

- **LTR Team**  
The LTR team is an excellent resource and must be tapped to reach out to community leaders, organizations and associations. Since the team will be meeting with these parties, members must come equipped with communication materials and available meeting dates. An example may include an informational packet regarding LTR.
- **Mass Retailers**  
Flyers are most easily distributed through mass means. Large chain stores (i.e., Lowe's, Home Depot, Wal-Mart) are often willing to distribute flyers.
- **School System**  
Past efforts also found the school superintendents' offices to be very cooperative and willing to send home a flyer with each child in the public school system.
- **Chambers of Commerce**  
Local Chambers of Commerce are useful sources for email blast lists and may be of assistance in recruiting the support of local business owners. They may be willing to add an update corner in their weekly/monthly newsletter. Flyers also could be attached to the mass e-mails so local business owners can put them in their windows.
- **Volunteers**  
Often, volunteer assistance may be recruited from sources such as community colleges or retirement communities.
- **Organizations, Associations and Faith-based Groups**  
Assistance may be recruited from local organizations, civic associations and faith-based groups.

### **Communication Mediums**

- **Newspapers**  
Past, large-scale LTR efforts conducted advertising campaigns to get people to the LTR community meetings. To further this goal, two newspaper inserts were placed in the major newspaper in each county: 1) a listing of all suggestions/ recommendations made during the LTR community meetings, and 2) the rough-draft LTR plan. Both inserts included an email and physical address to mail comments.
- **Blast Fax / Email Lists**  
Each team member should ask every contact if he/she has access to a fax or email blast list - these are invaluable for getting the community leadership, activists and business owners involved in the process.
- **LTR Mailing List**  
Use the team to assist in the development of a contact list that includes each person or group each member met with. Email this list before every meeting.
- **Radio**

Radio often offers a variety of free opportunities to advertise workshops and may also be interested in conducting interviews with community leaders and LTR team members. If time permits, it is useful to write copy for a 15 second, 30 second and 1 minute radio time.

- **Flyers**  
Flyers advertising the community meetings also are beneficial and may be distributed through the channels mentioned above. It is best to keep the flyer message simple and concise.
- **Internet**  
The Internet is a great tool to supplement your advertising efforts. Since the PR message must be kept simple, establishing a web site would provide an excellent additional information source to your marketing campaign.
- **Office Open House**  
If you are fortunate enough to have a separate LTR office, stage a grand opening for the press and local community members. Include informational packets for the press and display past LTR plans.
- **Television**  
The local cable access channel and local news channels are often interested in participating in the LTR events or conducting interviews and usually request to be kept updated with current information.
- **Newsletters**  
Utility providers, organizations and governmental entities.

### **Reaching Minority Groups**

It is essential to reach minority and/or low-income groups who represent a significant part of the population, especially if their native language is not English. These groups rarely participate in public meetings but are often affected by the projects proposed in the LTR plan. Their voices need to be heard. They are often reached via radio stations, by placing flyers at shops they frequent, or through faith-based groups and churches.

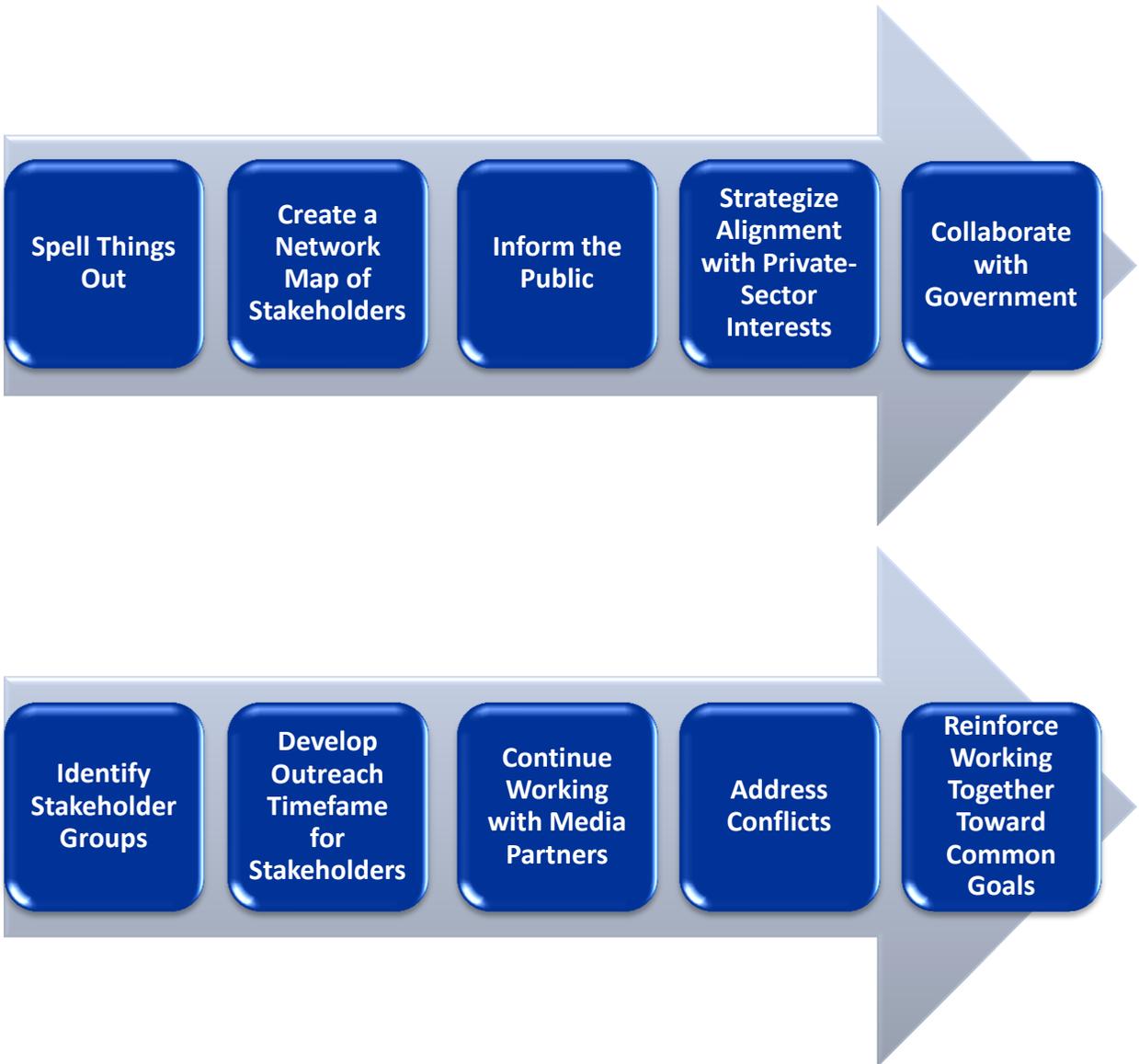
### **How Do We Respond to Criticism?**

The LTR effort may encounter criticism from various sources. The best defenses against this are to keep the press updated on the LTR efforts and to wage a successful PI campaign that results in high attendance at the LTR community meetings. While past LTR efforts faced media challenges, the effort was almost always fully supported after a high resident turnout at the community meetings - when attendees realize that the plan is truly driven by the community.

You can expect some community members to speak out against components of the LTR effort. When this occurs, it is useful for the LTR team leader and appropriate team staff to meet with these community members individually. While this may not resolve all issues, it will clear up any misunderstandings about the LTR mission.

## Step 5: Reaching Consensus

How do we secure community buy-in to move forward?



### Introduction

You've gathered data to make coherent and compelling presentations to community stakeholders and the general public. It is time to determine which stakeholder groups need to agree in order for the LTR program to move forward.

### Spelling Things Out

You have been building support for your LTR program from the day you begin gathering the data necessary for identifying the community issues and needs. Data gathering or research is like good listening. The LTR plan is a way of spelling out what the community is saying and what your research has identified.

"Spelling things out" may be a step that recurs several times as part of an overall feedback loop. You may need to go back to spell things out more than once in an effort to build consensus among multiple stakeholder groups.

### **Mapping Your Network of Stakeholders**

Every community includes a complex network of relationships, all of which affect whether your LTR program will ultimately succeed or not. Typically, that network consists of the general public, the private sector, and government (see Step 3: Securing Outside Support). But your community may have other significant stakeholder groups. Be sure to include them in the process of building consensus.

Based on the support you've identified in Step 4 and other community stakeholder groups, you should consider creating a network "map" that shows all of the constituencies that will have to be taken into account if your LTR program is going to succeed.

### **Keeping the Public Involved**

The public is one of your best resources, and without the public's support the LTR plan will likely fail. The advantages of that public involvement include:

- Improved community relations;
- Learning from and informing citizens;
- Persuading citizens;
- Building trust and allaying anxiety;
- Building strategic alliances; and
- Gaining legitimacy for decisions.

There are also benefits for citizens when they are included in a participatory process. They include: education; increased feelings of control, helpfulness, and responsibility; decreased feelings of alienation and anonymity; the ability to persuade and enlighten government; and practicing active citizenship.

### **Aligning with Private-Sector Interests**

The private sector brings extensive resources to bear along with an unwavering commitment to the restoration and revitalization of the communities that support and promote their livelihood. Businesses may also wield a great deal of political power in your community. It is important to access their resources and consider the realities of their influence.

### **Working Collaboratively with Government**

The state and federal governments-beyond simply those departments or agencies that may be directly involved in the long-term community recovery effort-offer resources (including information and contacts). They may be able to identify linkages, overlap, and/or gaps in proposed LTR projects and recommend alternative solutions that would maximize the use of available state and federal recovery and rebuilding resources.

## Identifying Other Stakeholder Groups

When identifying other key stakeholders to include while building consensus, consider their ties to the community, ability to access and leverage resources, their political influence, and their relationships to, and potential impact on different aspects of your LTR program.

## Reaching Out to All Stakeholders

Establish a timeframe for outreach to all stakeholders that fits within the LTR program timeframe. You will want to be engaged in conversations with stakeholders well before decisions are finalized and implementation begins. The operative phrase is: "No surprises!" When people feel blindsided, the conversation can completely shut down.

The forms of outreach identified and discussed in the Public Information Step can be used to address different audiences. Your goal is to build consensus for the LTR program and plan. Use the forms of outreach best suited to a particular audience.

## Working with the Media

As noted in the Public Information Campaign Step, making use of the local media is critical and may include the local newspaper, TV stations, public access station, radio, community web sites and billboards. The media is a crucial element in gaining community support - especially the support of community members that are not actively involved in the community but keep abreast of current developments. Post-disaster, community members that do not normally read the paper, listen to the radio, or watch the news use these sources to stay informed of the recovery effort.

Relationships with the media can often be tricky. Past efforts found the media to initially be skeptical of the effort, but later embrace it and its value to the community. This resulted in many front-page stories, a discounted advertising rate, and furthering public support and participation. At a minimum, the local newspaper/s (daily and weeklies) should be kept informed of the LTR effort progress. Failure to do so may result in the media putting a negative spin on your efforts and community leaders tend to not want to be associated with any negative or controversial efforts. Furthermore, since some of the community leaders' positions are the result of public support, getting the media 'on your side' is a critical element to getting elected officials and/or their appointees involved in the LTR process. This is also pivotal for recruiting project champions (discussed later in this report). Community leaders also may assist you in fostering positive relationships with the media.

Media attention ensures that individual citizens will be involved in the process, or at least aware of the process, and want to see results upon completion of the LTR plan. *Most important is that media involvement gets your average citizen to attend LTR meetings, thus ensuring the LTR plan is truly their plan.*

## **Addressing Conflicts**

Conflicts can be uncomfortable. They can appear intractable. But it is important not to ignore differences, either by glossing over them or by silencing them. Unresolved differences, especially in community groups, will almost certainly interfere with the LTR process. So it is worth the time to understand and mediate conflicting interests. One way to mediate conflict is to discover the common interests that can potentially unite disparate stakeholder groups. Fundamentally, each group is part of a community that is interdependent. People often lose sight of that interdependence.

## **Achieving Consensus**

Communities of all sizes may include highly diverse stakeholder groups with widely differing and conflicting priorities. These dynamics can become even more difficult to manage the greater the community's diversity and the wider its geographic reach. Working for consensus under those circumstances may seem impossible.

Everyone working together toward a common goal is a practical necessity. Some community processes are able to move forward with everyone working at cross-purposes, but a complex long-term community recovery program requires community collaboration in order for the program to achieve its potential for strengthening and revitalizing the community.

Community stakeholder groups not only need to recognize that they are working toward the same overall vision; they also need to work together to get there and to achieve at least some of their own priorities.

## Step 6: Identifying the LTR Issues

What are our opportunities?



### From Disasters Come Many LTR Opportunities

Looking at a disaster from a different perspective can help a community realize that many great opportunities can unfold from a disaster event, such as:

- Improving the Previous Condition  
LTR provides the community an opportunity to take a critical look at its condition prior to the disaster and improve upon it by asking: What did we like about our community then? What didn't we like? How can we build back better and safer? One example might be to move forward with plans to construct a multi-purpose community center to replace a small neighborhood center that was destroyed. Another example may be improving the accessibility to primary health care (especially to under-served populations) and expanding opportunities to build healthy communities.
- New Opportunities Unveiled  
When damage to critical infrastructure and private property occurs, a range of new opportunities will be exposed. These can range from new ways to redevelop properties using state of the art technologies and sustainable development concepts, to investing in workforce training programs and facilities to encourage an emerging market.
- Unparalleled Public Focus  
Getting the public's attention on planning initiatives is difficult yet critical. This is the community's plan, and without extensive community involvement and support, the projects will likely never come to fruition. You can be assured that after a disaster event, the public is not only paying attention, but also getting involved and expecting results. However, it may be difficult to shift the community's focus to the long-term when many community members are concerned about short-term needs and their individual well-being, which may seem severed from the long-term needs of the community. As

discussed above, attendance at public meetings on LTR efforts is typically high due to extensive marketing and communication efforts. Access to televised media and front-page newspaper coverage is a critical instrument to rally public support and attendance at the LTR meetings, as are grass roots marketing efforts. It's up to you to keep the focus positive and progressive - or to transform it to positive and progressive!

- **Critical Government Support**

Unlike most planning efforts, LTR provides an opportunity to work collaboratively with every level of government. For a very brief period, the federal, state, and local government will be supporting your efforts with time and financial assistance. It's up to you to organize the support quickly, check in often, and keep the focus on your community!

- **Community Healing**

Every community survives disaster in their own way. Mourning the loss of life and absorbing personal and financial devastation are an important part of the process. In light of that, LTR provides the community an opportunity to gather resolve and spirit, progress forward, and heal through the active process of rebuilding together. This may indeed be the most important opportunity of them all.

### **When do We Begin to Identify Issues?**

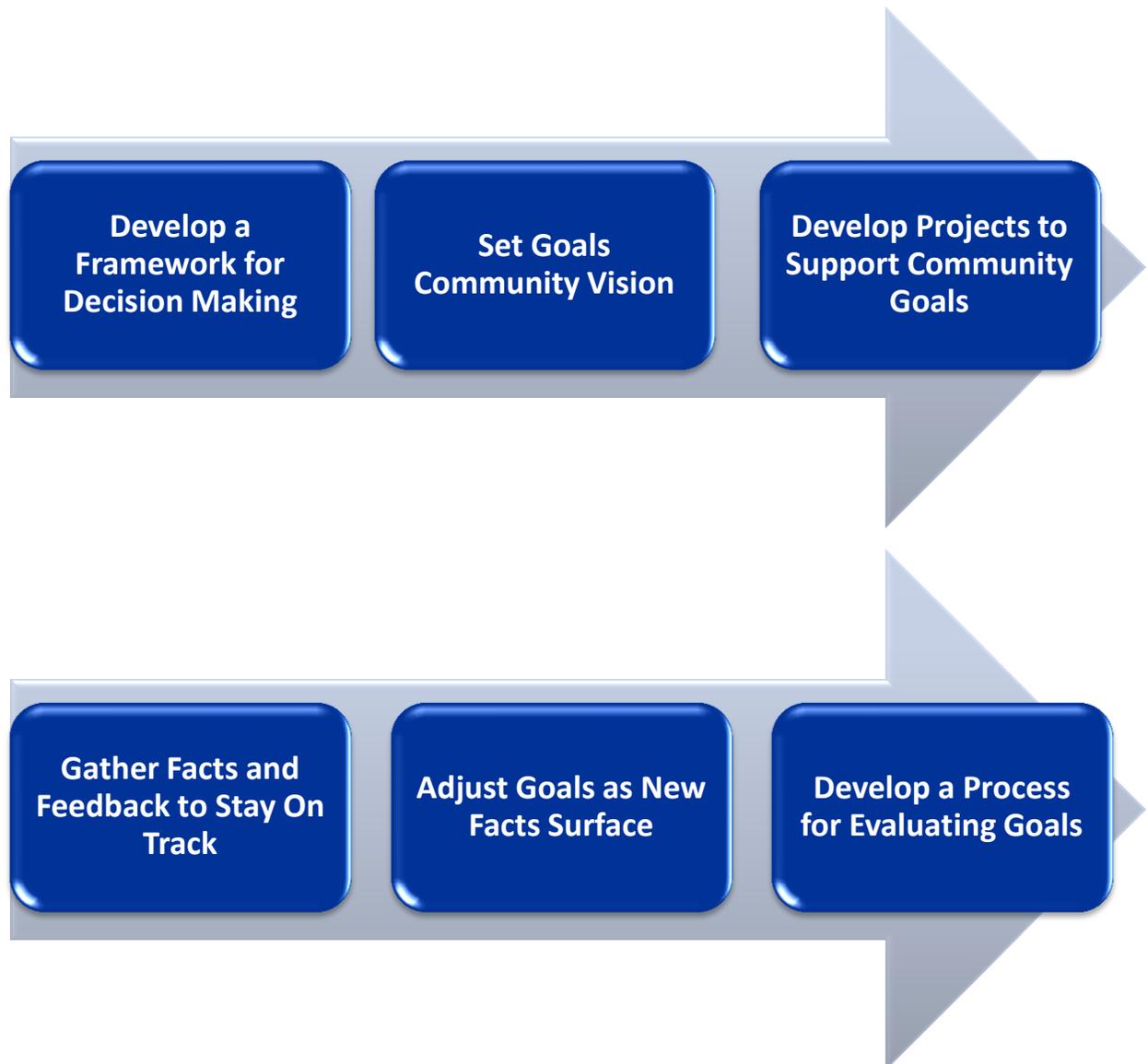
Issue identification begins with initiation of the LTR process. What issues existed prior to the disaster? Review existing plans and studies for the area. Meet with community leaders, community organizations and agencies, private sector interests, and neighborhood groups to identify issues that have arisen from the disaster. Use subsequent community meetings to further expand and refine those issues and begin to identify projects that might address the issues.

### **"Make No Little Plans"**

As Daniel Burnham, a renowned urban planner at the turn of the 19th Century, once said, "Make no little plans. They have no magic to stir men's blood. Make big plans...." In other words, take inspiration from the resiliency of your community and, in turn, let your Recovery Plan inspire - Think Big. In past LTR initiatives, private sector developers have been motivated to invest in the communities where the projects identified were born from the community and had commitment from the leadership. Don't miss the opportunity to act on significant projects that could quickly advance the community on the path to revitalization. Strike while the iron is hot - and before the public's attention turns to the next breaking news.

## Step 7: Setting Goals

What will strengthen and revitalize our community?



### **Establishing a Logical Framework for Decision Making**

Every decision reflects not just technical, engineering, or financial considerations but also community preferences and demands. Establishing a logical framework for your LTR program can show key community stakeholders how the components of the whole program fit together and how those components contribute to the objective of strengthening and revitalizing your community.

You could present the framework for decision-making as a 3-level pyramid, with each level supported by the one below it - Articulate a community vision, set goals, and develop long-term community recovery projects.

## **Setting Goals – Community Vision**

LTR planning offers an opportunity for your community to establish goals based on a renewed vision for its future. The community's vision establishes a direction that everyone can drive toward together. Without a common direction, groups in your community can end up working at cross-purposes.

You may already know what kind of future your community wants to make a reality. Regardless of your starting point, as you begin having conversations with community stakeholders and organizations, listen to what people say. Find out what your community stakeholders agree would make a good direction to work toward together.

Here are some questions to consider asking:

- What are the key issues facing the community related to the ability to recover from the disaster?
- What kind of community do you want to be in the next five, ten, or fifteen years?
- What kind of community would make a good home for your children and grandchildren? What kind of community would you be proud to share with visitors?
- What would your community look like if it were more resilient and more dynamic?

The vision statement, developed by the LTR team and the community, doesn't have to be perfect! Just jot down what you know. Revise it as you get new information. And keep revising it as you go along. Having a vision is a living, dynamic process. You can use it to steer your course together, even as you correct that course along the way.

## **Setting Concrete, Over-Arching Goals to Support Your Vision**

Goals will mark the actual progress toward your vision. They will give you and your community stakeholders a clear picture of how your LTR program will achieve its intended purpose. For example, you know you want a stronger and more vital community. But what exactly will that look like? What are your strategies for achieving it?

## **Realizing Your Goals with Targeted Projects**

In order to achieve the goals to meet the community's vision, a number of projects related to each of the goals must be developed. Step 8 details how to evaluate and prioritize those projects. For now it's just important to recognize where they fit in the larger framework of your LTR program.

## **Getting the Facts and Being Open to Feedback**

Gathering facts and information are important parts of developing your LTR program. Ideally, fact gathering and research will continue throughout the process of putting your LTR program down on paper. During implementation, it will also be important to continue gathering information to stay on track. Staying on track

means being open to feedback on issues, goals, and eventually projects. This feedback should come from the community at large, government officials, community groups and organizations.

Here are some research areas to consider:

- What community needs have already been identified (whether by community members, government officials, or recovery professionals)?
- What kinds of goals have been proposed or pursued in the past? (Ask the official in charge of public works, building inspectors, the tax assessor's office, other city and county government officials, disaster recovery professionals, etc.)
  - Which goals/outcomes worked and which ones didn't? Why?
  - What can you learn from past mistakes/successes?
- What individuals or groups will have to be included in setting goals and prioritizing specific projects?

Developing a LTR program is largely a technical process. You need facts and objective information to develop a framework for responsible decision-making and implementation. But developing a LTR program is also very much a people process. And that interpersonal/ political dimension can sometimes be at odds with what appear to be the logical, technical aspects.

### **Drafting the Goals**

Building a LTR program is a complex process and is affected by unpredictable factors, such as community dynamics, political pressures, even changes in the natural environment. If your LTR program had to wait until everything was known and everything was stable, you'd never get anywhere. This can be a frustrating reality.

An important principle of LTR is to draw your best conclusions given the data on hand at the moment, leaving your conclusions open to further input down the line. Planning certainly requires some structure; but if the structure is too rigid, the plan has a high likelihood of never being achieved. You may need to adjust those goals as new facts surface.

In terms of defining goals, here are some questions to ask and consider:

- What kind of mitigation actions are needed to make your community more disaster-resistant in the future?
- What capacities are needed to make your community more economically, socially, and culturally vibrant?
- What must be built or created to support your community's vision and values?

Here are some additional factors you may want to consider when drafting your goals:

- Define the goals in clearly measurable terms.
- Make sure the goals represent endpoints.
  - Each goal is essentially a means to achieving the ultimate end, the community's vision for growth. However, each goal also needs to be clearly defined as an end in itself.

Goals should be framed in terms of end products that will be delivered within a specific time frame. For example, you may know you want to improve the quality of your community's housing, but in what specific ways and within what time frame? You may need to upgrade aspects of your infrastructure, but what will that look like and when can it be achieved? It isn't necessary at this stage to spell out how the work will be done. First you just need to define your outcome as specifically as possible.

### **Evaluating the Goals**

Once you've drafted a set of goals for your LTR program, it will be important to establish a process for evaluating them.

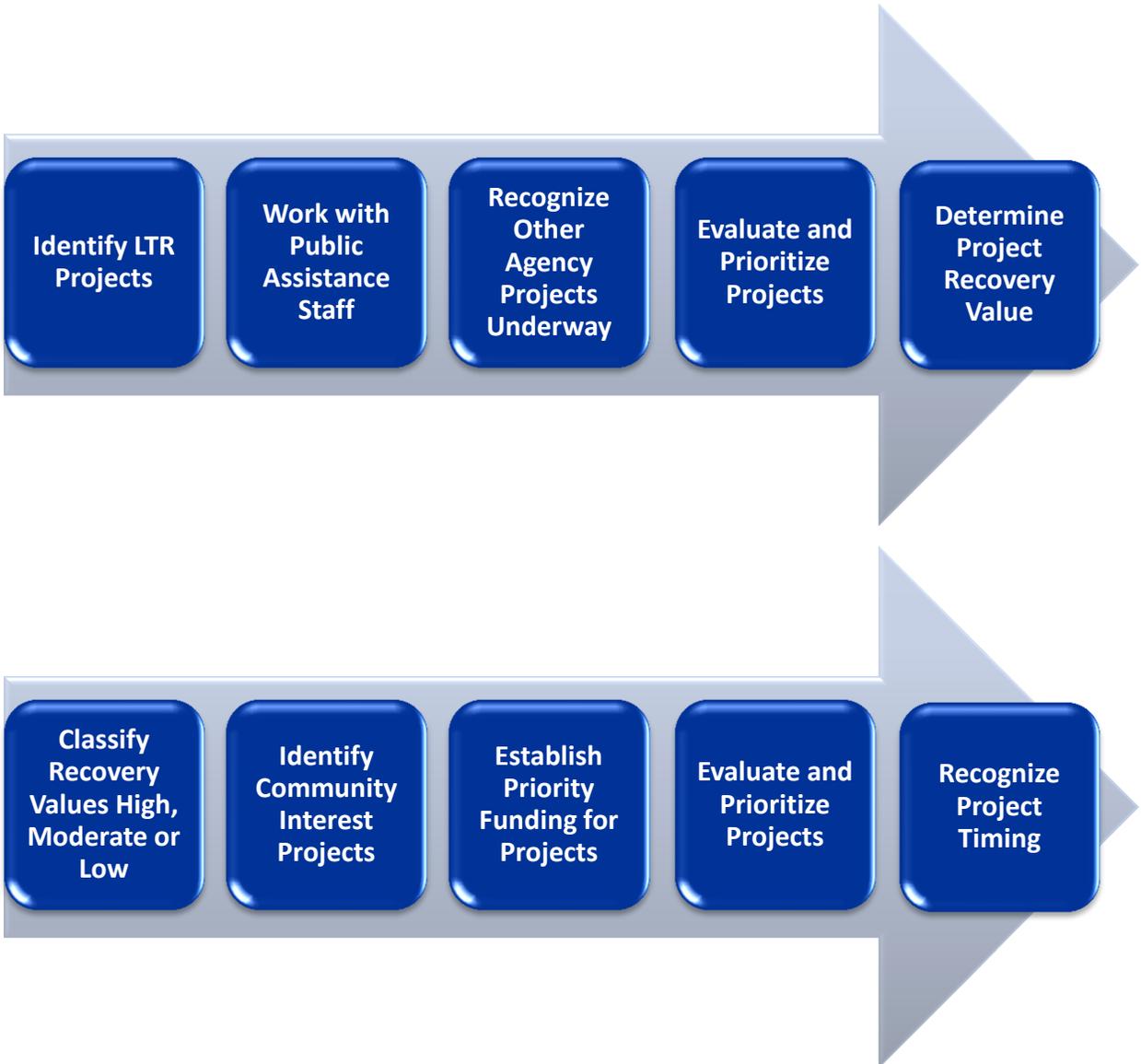
Following are some of the criteria you may want to consider:

- Do the goals clearly support the community's vision?
  - Whatever goals you specify, it will be important to show how they contribute to achieving your community's long-term vision.
- Are the goals defined in terms that are measurable and concrete?
  - The clearer you can be, the more likely you can anticipate and address disagreements among community stakeholders who, in the absence of measurable outcomes, each have a different endpoint in mind.
- Are they framed in a way that is sufficiently inclusive of the variety of projects that might be included under each goal or outcome area?
  - As you move to the step of selecting projects to include in your LTR program, you might find that some of the projects don't fit well under the goals as they've been defined. That could be an indication that the project doesn't support the overall Program objective or vision. But it might also mean that the goal should be re-defined in a more inclusive or comprehensive way.
- Are they likely to inspire community, private sector, and government buy-in?
  - Goals are ways of concisely communicating how you will achieve your community's vision for itself. So just as it is important to make those goals clear and measurable, it is equally important that they are meaningful and inspiring to your key stakeholders.

You can think of the evaluation process as another kind of feedback loop that helps you refine your overall LTR program as you move forward.

## Step 8: Identifying, Evaluating, and Prioritizing the LTR Projects

What makes a good project?



### Introduction

You've brought the community together to identify issues and establish a community vision. You've reached out to local, state, and federal organizations and agencies to partner in this recovery effort. Now it is time for the LTR team to begin identifying the projects that will address the community issues and vision. As projects are identified and developed, priorities will need to be established and a recovery value can be identified for each project. The LTR team will need to evaluate and prioritize each project. Material in this section can assist in determining the value of each project with regard to the community's long-term recovery.

## Identifying LTR Projects

Projects will be identified as part of the community involvement process, including community meetings, discussions with community leaders, organizations, and agencies, and from existing plans for the community. Collectively, the projects identified should accomplish the vision and goals identified during the LTR process. In addition, your LTR team may be formulating and assessing projects that were overlooked during the community involvement but that could address important post-disaster community needs.

## Public Assistance Projects

In addition to the projects identified through the community involvement process, it is important to work with the FEMA Public Assistance (PA) staff to understand what community projects might be eligible for Public Assistance.

Public Assistance funding is available for rebuilding, restoring, or repairing public facilities that were damaged in a disaster. Specific eligibility requirements are spelled out in the FEMA Public Assistance Guide, although there should be an Infrastructure Branch Director managing PA activities throughout the state and a Public Assistance Coordinator (PAC) working directly with your community. Contact the PAC in your community to find out what facilities are deemed eligible for Public Assistance. You should be aware of the following:

- **Project Worksheet**  
This worksheet is used to develop projects for Public Assistance funding. The worksheet contains description of the facility, scope of eligible work, estimated cost, etc.
- **Improved Project**  
A PA project that incorporates improvements that go beyond restoring the facility to pre-disaster conditions.
- **Alternate Project**  
An alternate project occurs when the applicant chooses not to restore a damaged facility and requests the use of the PA funds for other public facilities, capital equipment, or hazard mitigation measures.
- **406 Mitigation**  
Public Assistance projects can incorporate cost-effective mitigation measures that would reduce or eliminate the threat of future damage to a facility damaged during the disaster.

## Other Federal Agencies

Other federal agencies may also have projects that were underway or were in the planning phase prior to the disaster. Look at these projects in the same manner as you review the Public Assistance projects.

- Are there federally funded projects that can contribute to community recovery?
- Is there a need to modify these projects as a result of the disaster?

- Are there new projects that might be undertaken in support of these projects?

HUD, EDA, and DOT projects can be especially supportive of community recovery efforts. Was HUD planning to fund a number of housing units prior to the disaster? Is there an application pending at EDA for infrastructure improvements for an industrial park? Does the area or state Transportation Improvement Program identify projects that may support recovery or is it necessary to propose amendments to the TIP to include or substitute projects that are now needed as a result of the disaster?

Projects should be related to the key recovery issues, goals, and overall community recovery vision. You may want to consider the value of grouping projects that are related and/or that create greater community benefit and value combined than when viewed separately. Grouping projects in this manner may open up opportunities for funding that you might not have if each project is assessed on its own.

### **Evaluating and Prioritizing Projects**

The project identification process will result in the discovery of many valid projects. Yet some of these projects may have competing priorities and/or implementation time limits. How do you choose between such warranted projects as a hospital, a fire station, or a public school? Decisions such as this could result in the fracturing of a community or a delay in the recovery process. Instead, every project - large or small - must be evaluated and prioritized for implementation. It is the responsibility of the LTR team to evaluate and prioritize the projects and eventually present these to the general public and policy makers as part of the draft LTR plan. Assigning a project recovery value is an important element to be undertaken by the planning team as part of the evaluation and prioritization process.

In the end, each identified project must satisfy two guiding principles:

- Does the project address the Vision and Goals of the Community as identified through the community visioning process?
- Does the project focus on the overall Community Recovery?

If you identify projects based on community identified goals, use an overall community perspective, and consider projects with overlapping benefits, you will create greater opportunities for success during the recovery process.

### **Project Recovery Value**

Experience in past FEMA LTR initiatives has shown that projects identified during the planning process have varying levels of impact on the recovery of a community. Projects in these plans were assigned a "recovery value" based on their importance to the community's recovery. Recovery Value is the designation assigned to a project that indicates its ability to help jump-start a community's recovery from a natural disaster or incident of national significance. Projects that positively contribute to recovery typically address a broad range of issues that promote a

functioning and healthy economy, support infrastructure optimization, and encourage provision of a full range of housing opportunities.

In past LTR efforts, each project in a LTR plan was assigned one of three Recovery Values: High, Moderate, and Low. A fourth category, "Community Interest" is used to designate projects that have significant local support, but either cannot be implemented in a time frame that will substantively affect recovery or do not clearly promote any key disaster recovery goals.

The value attached to each project is based on the degree to which it assists the community in its recovery from a disaster, and is predicated on a series of general criteria.

A worksheet related to the following general criteria is included at the end of this section to provide assistance as you assess the recovery value of your LTR projects.

- **Post-Disaster Community Need**  
A Post-Disaster Community Need varies depending upon the magnitude of the event and the impact of damages affecting your community. Community Need projects are those that satisfy a previously identified need, leverage other projects or funding sources, or have broad community support.
- **Project Feasibility**  
Can the project actually be achieved with available resources, within regulatory and logistical constraints, and within a realistic time frame?  
Does it have sufficient community support to get off the ground?
- **Project Sustainability**  
Sustainable development projects are those that can help prevent acts of nature from becoming disasters. Sustainable development implies not only disaster-resistance, such as relocating a structure or restricting new construction in particularly vulnerable areas, but also resource efficiency, or the prudent use of energy, water, and natural resources to ensure healthy communities for future generations to come.
- **Crosscutting Benefits**  
A project's Overall Cross-cutting Benefit is measured based on its:
  - Economic Impact
  - Projects with significant economic impact can be defined as those that create jobs, reestablish critical infrastructure that allow the economy to function, and provide new economic opportunities for future generations.
- **High Visibility and Builds Community Capacity**  
Ensuring a visible and measured process of long-term community recovery can have a significant impact on personal courage and community spirit during a time of extreme stress and uncertainty.
- **Linkages Throughout the Community and Leverages Other Projects & Funding**

If you develop a series of supportive projects, linked to other segments within the community you will have a greater impact on recovery than individual or stand-alone projects.

- Enhances the Quality of Life in the Community  
Projects that improve the quality of life can have a direct impact on the decisions that businesses and people make regarding relocation.

### **High Recovery Value Project**

Those projects assigned a high recovery value are catalyst projects that serve as important building blocks for recovery. Typically, a High Recovery Value project will:

- Fill a post-disaster community need
- Provide leveraging and create linkages for other projects and funding
- Be related to the physical damage from the disaster
- Encourage private investment
- Have strong community support
- Have access to the resources needed to carry out the project
- Be realistic in its outcome - is achievable
- Avert future losses
- Use resources efficiently
- Have community-wide impact

### **Moderate Recovery Value Project**

Those projects assigned a moderate recovery value are projects that can be expected to have clear and positive impact on recovery, but by their nature are limited in scope, span, impact or benefits to less than community-wide significance and/or support. A moderate recovery value project also will typically be related to the physical damage from the disaster.

### **Low Recovery Value Project**

Low Recovery Value projects either do not have a direct link to the disaster and its damages, lack public support, and/or provide few, if any, identifiable benefits to the community related to disaster recovery. In many cases, a low recovery value project will fall far short of the resources needed to carry out the project, may generate questions regarding its achievability, and may only impact a small portion of the community. Community support for a project that has a low recovery value may have support from a portion of the community but lack general community support.

### **Community Interest Project**

A Community Interest project may be extremely important to a community even though it does not have a significant recovery value. These projects would normally be classified as low recovery value except that they have significant public support. Such projects may grow out of long-standing plans that have never been implemented and the implementation of which will not necessarily move the community on the road to recovery from a disaster. As mentioned earlier, a community interest project may have significant local support, but either cannot be

implemented in a time frame that will substantively affect recovery, has no relationship to the disaster, or does not produce identifiable benefits that promote recovery. An example of a Community Interest Project might be a new community library structure even though the existing, inadequate structure was not damaged in the disaster. Plans for a new library may have been in place for some time, but the initiative and/or the resources did not come together. The disaster may create an opportunity to move the project forward. The project has significant support in the community and will replace an outmoded facility, but it contributes little to the community's recovery from the disaster.

### **Project Funding Priorities**

The criteria for a high recovery value project are consistent with most funding priority criteria. It is important to convey to the potential funding sources and the local community the recovery value concept and the reasons for a project's designation. A clear explanation of the recovery value concept and a brief summary of the key criteria addressed by a particular project will assist both the funding agencies and the local community as funds are sought to implement the projects.

### **Timing of Projects**

Priority should be given to those projects that have the highest recovery value for a community. At the same time, it is important to have an immediate success with a project. In some instances, a high recovery value project may not be the first project undertaken, or at least completed, due to funding availability, complexity, etc. A community may want to complete a project that has high visibility and strong community support but a moderate or community interest recovery value in order to have an immediate success and sustain the community interest and support for LTR.

### **Summary**

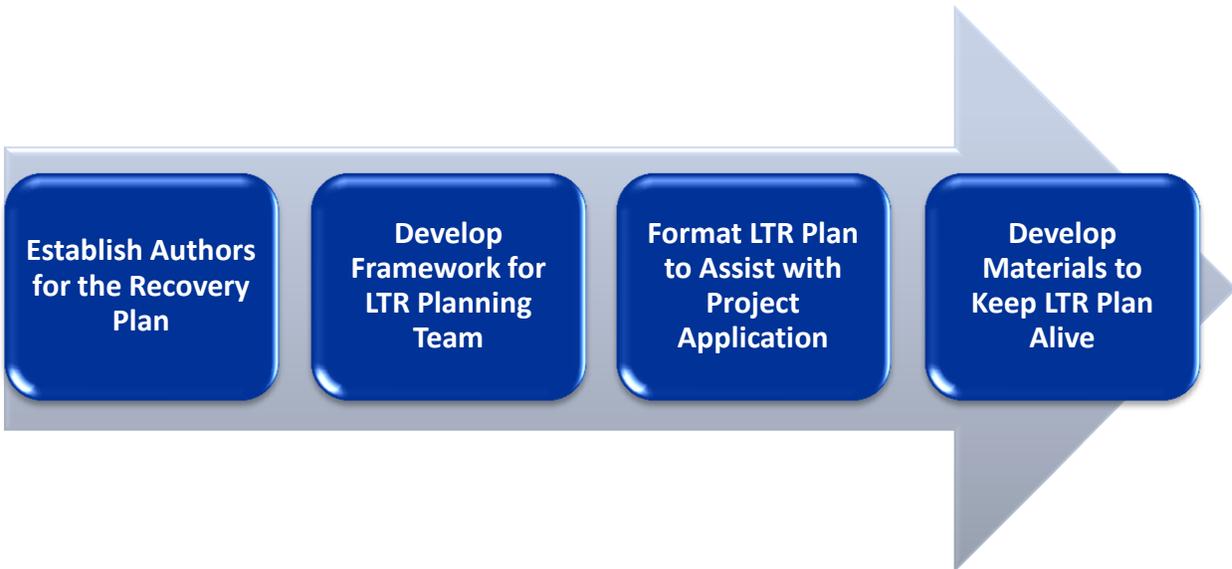
Projects that contribute to community recovery typically address a broad range of issues that create a functioning and healthy economy, address infrastructure improvements, expand housing development, address environmental considerations, and revitalize downtowns. Each project must be assessed and prioritized based on the criteria described above and then assigned a Recovery Value based on how well it meets this criteria.

Priority should be given to those projects that have the highest recovery value for a community or can be accomplished quickly to demonstrate success.

It is important to convey to the potential funding partners and the local community the recovery value concept and the reasons for a project's designation. A clear explanation of the recovery value concept and a brief summary of the key criteria addressed by a particular project will assist both the funding agencies and the local community as funds are sought to implement the projects.

## Step 9: Developing a Recovery Plan

How do we put it all together?



### Who Authors the Plan?

The LTR plan should be authored by the team conducting the LTR process in your community - your Team.

### What is the LTR Planning Process?

LTR is an intensive planning process that establishes a blueprint for community recovery after a disaster event. The length of time for your planning process will depend on your resources and the amount of damage sustained. The LTR planning process must be kept to a tight time frame with perceptible results to avoid public disillusionment with recovery efforts and to take advantage of the sense of community that usually follows a disaster. Although the process for completion of a LTR plan is undertaken within a relatively short time frame, it is important to recognize that planning is an ongoing process and implementation of the projects contained in the plan may take years. The following provides a general framework for the LTR team assigned to carry out the process. Keep in mind that the LTR process should be adapted to meet the needs of your community:

- Issue Identification / Visioning  
Begins immediately and is ongoing throughout LTR. Team members meet with residents, community groups, local government officials, and stakeholders. Members of the public are encouraged to visit the LTR office to discuss their ideas, receive information, and provide comments.
- First Community Meeting  
To be conducted approximately 10 days to 2 weeks into the process to solicit ideas and input on the community vision and define the issues for recovery. It is recommended that this meeting use an open house format to encourage maximum participation by attendees. Community

meetings are best scheduled at the beginning of the LTR process to ensure availability of space, sufficient public notification, and public confidence in planning schedule. Meeting facilitators should ask questions such as: What are your community's strengths? What are the weaknesses? What are the issues? How should we rebuild? What do you want your community to look like in the next 20 years? What kind of community do you want for your children? (See step 4 for techniques to generate community interest and attendance.)

- **Draft LTR Plan**  
To be completed approximately four weeks into the process. The LTR team will devise a plan based on the community's input and ideas. While the team should use its professional judgment when devising projects, it should also make certain that each project identified in the plan is based on a public concern or idea.
- **Distribution of Draft LTR Plan**  
Due to the compressed time frame of the LTR planning process, the draft plan may not be completed until the 2nd community meeting, but it should be available for distribution at that meeting. If it is completed prior to the meeting, it should be distributed to the public and agencies prior to second community meeting for review.
- **Second Community Meeting**  
To be conducted approximately six weeks into the process to solicit community feedback on the draft plan. The plan will be updated to capture relevant community feedback from this meeting.
- **Final Draft LTR Plan**  
To be completed approximately seven to eight weeks into the process. Projects will be fine-tuned, changed, or cut, based on feedback from the second community meeting. The plan remains a final draft because it is intended to be constantly evolving.
- **Public Commemoration**  
Unveiling of the final draft LTR plan occurs at this final public meeting. While the public is invited to attend this meeting, it is typically a smaller gathering held at a local government building where the LTR plan is formally handed over to the local officials who will oversee implementation.
- **Distribution of Final Draft LTR Plan / Other Materials**  
The final draft plan can be posted on websites for mass review after the final community meeting. Other materials, such as posters, calendars, or other creative materials that keep the projects in front of the community should be distributed at this time as well.
- **Implementation**  
The final draft plan will be the guiding document for implementation. Refer to Step 12 on Implementation.

## **LTR Plan Design**

A LTR plan is not your typical planning document. While the intention of the plan is to outline a path to recovery, it also will be used to market your community

projects to government agencies, non-profit groups, or private-sector investors with funding capabilities.

Therefore, the format of the plan should be designed to assist communities to prioritize projects for future implementation. Grant applications vary from agency to agency, but typically require proof of community support, identification of project need, a description of the project, and cost estimates of the project. Therefore, these elements should be succinctly folded into the LTR plan in a user-friendly format.

To respect agency review burdens, the LTR plan should be brief, with succinct discussion of project needs but not an in-depth discussion of existing conditions. Where there is a need for additional project information, reference rather than summarize or attach it. The following provides an overview of the general plan design:

- Professional Cover  
Keep graphic quality high and compel reviewers to check out the community's vision for itself with an exciting cover; however, make sure the cover adequately conveys the contents of the plan.
- Table of Contents  
Provide a brief introduction to the LTR plan (approximately one page). Keep the opening page focused on the positive aspects of rebuilding the community and include a prominent spot for the community's Vision.
- Supporting Parties (Final Draft only)  
This section of the plan should clearly identify the political and community support for projects identified in the LTR plan. The more public support demonstrated in your plan, the more weight it will receive with funding agencies and organizations. Document your collaborative process with letters of support from the appropriate decision makers in the upfront section of the plan.
- Review of Community Feedback (Final Draft only)  
The LTR community meetings and public outreach efforts should be documented in this section, along with the feedback from the Draft LTR plan. The reviewers of the plan should understand which projects received the strongest and weakest public support relative to the project's recovery value (refer to Step 8 for further information on recovery value.) This will provide decision makers with critical public input necessary to implement projects in the future.
- Projects  
As a rule of thumb, approximately one page should be devoted to the description of each project in order to keep the plan brief. Each project sheet should be set-up to function like a grant application by addressing the following elements:
  - Recovery Value

- Identify the value of a project to the recovery of the community. It is best to explore options beforehand rather than disagreeing over one given method.
- Graphic Representation of Project/Project Options  
Estimated Cost of Project Options - In order for agencies to make funding decisions on grants, they must understand the estimated project cost. Costs can be roughly calculated based on documented industry assumptions.
  - Goal  
Identify the recovery goal of the project and reference existing plans or policies that also state this goal where appropriate.
  - General Project Description  
Provide a brief description of the general project or planning strategies necessary to fulfill recovery goal.
  - Project Options  
Several project options should be devised for each project in order to ensure that good projects are not derailed simply because the approach to it lacks consensus. For example, the community may agree that the downtown needs rebuilding. Providing several strategies for its reconstruction will help guide the community to think about how to do

### **Creative Materials - Keeping the LTR Plan Alive**

In past LTR planning processes, vivid and creative summaries of the LTR planning projects have been provided to interested members of the public to keep the plan "in the public eye." For example, after hurricanes Charlie, Francis, Jeanne, and Ivan hit Florida in 2004, the LTR teams developed large colorful posters of key projects that were posted in local officials' offices, restaurants, public displays, and residents' homes to ensure that the plan remained active and evolving. An abbreviated version of the LTR vision and projects can be captured on such mediums as calendars, placemats, or other creative formats and given to public officials for office display to help keep the LTR plan and project implementation alive.

## Step 10: Choosing Project Champions

Who will provide leadership for each project?



### Introduction

Choosing a champion is an important step in the process of LTR planning. A project champion is someone who will take the project and move it forward to realize the plan's goals and community vision. A good choice for a champion is someone who has shown past interest in the project and may have even started working on the project prior to the disaster. A project champion can be an individual or an agency, although one person should be the designated contact if it is an agency or organization.

### What Constitutes a Good Champion?

A good champion will understand the needs of the project and will not pursue inefficient courses of action. They will have a clear understanding of the politics that it could take to get the project started and to keep it going. They will be familiar with and able to work with the appropriate entities to accomplish the project. A good champion will also have support within the community - from politicians and general public alike.

### Where Do You Find Project Champions?

Project champions can be found in a variety of places and it is up to the LTR team and local government to help identify them. They may be an elected official (such as the town Mayor), or a local volunteer (such as the head of the local historical society). An active or influential member of a local community organization also can make a good champion, especially on projects that the organization was trying to accomplish prior to the disaster. Other champions can be municipal employees, community activists, or members of local professional organizations. Be open to the opportunity to identify champions from non-traditional sectors within the community depending on the types of projects and the overall damage.

Nontraditional champions might come from the rural portion of the community, neighborhood associations or the arts community, etc.

A champion for a particular project should not be selected without consideration for the other projects identified during the LTR planning process. A good champion for one project may be a good choice for several other projects; however choosing one person or organization to champion too many projects may dilute time and energy, reducing their ability to implement each project.

There are other, less obvious types of potential champions who may be identified during the course of the long-term community recovery planning effort. During the numerous public meetings held as part of the process, champions may identify themselves by speaking passionately about a particular project or subject matter, or by bringing a new project to the attention of the team. This person may be a good candidate for a champion or he/she may help identify a potential champion.

Champions also can be identified through more focused public meetings with local organizations, public officials, and other interest groups. Connecting with local entrepreneurs or prominent members of the community is a good way to identify potential candidates. Entrepreneurs and prominent citizens are generally business people who have many connections with both residents and local politicians. They may make good champions themselves, especially if the project may lead to increased business opportunities.

Project champions may not be identified immediately. Some projects might not have a champion until the implementation process begins; however, you should strive to identify a project champion as early as possible in the development of the LTR projects.

### **The Role of a Champion**

A crucial step in selecting a project champion is defining their role. A good champion will:

- Continue to flesh out the details of the project after it has gone into the LTR plan
- Find ways to attract funding to the project
- Convince others to join in and help bring the project to fruition
- Serve as project coordinator/leader
- Work with the person(s) responsible for LTR implementation to help achieve all of the goals of the project.

Once a good candidate is identified, it is important to engage him or her in the project. They must buy-in to the project or they will not carry it forward. There are several ways to achieve this, and these methods are best if used in tandem.

- Get the champion involved in shaping the project. A good champion will already have an interest in the project, but they will maintain that interest if allowed to help outline the details.

- Involve the champion in the public meetings. Focused meetings, held to discuss only the project in question, will provide input to shape the project and assist the planning team and the champion to identify others who may share an interest in the project. Allowing the champion to be identified as such during these meetings will add a sense of permanency to their role and further encourage their commitment.
- Connect the champion with potential funding sources for the project. Making these connections will strengthen the project and help the champion realize that the project is feasible. It will also provide the funding source with an opportunity to watch the project take shape and observe the public support for the project.

## Step 11: Preparing a LTR Funding Strategy

Where do we get the funding for these projects?



### Introduction

Communities must seek support and interest from agencies and organizations willing to invest in a project, a community, and a process. Since most available funding through agencies and organizations is competitive, it is imperative that communities distinguish themselves and their respective projects from among other projects competing for the same funding resources.

### Partnerships

Establishing partnerships with the various state, federal, and not-for-profit agencies is the most important aspect of preparing a funding strategy. Typically, the initial focus of a community is to "find the money" to fund recovery projects. While this is a natural first reaction, it is also limited in the long-term effectiveness of recovery and project implementation. Communities will be more effective and garner greater support over a longer duration if they first develop relationships with potential partnership (and funding) agencies. This relationship allows the community to fully understand the policies, timelines, limitations, and parameters of the partnering agency. It also allows the community to communicate and "sell" the project and the scope of redevelopment to the partnering agency.

This 'partnership' approach encourages an agency to become a vested partner in the development of projects. While it may seem slow and tedious at first, especially with the sense of urgency in the recovery process, this relationship building will create a long-term partnership between communities and agencies that can endure long after community recovery has been accomplished.

In developing a successful partnership, the community recognizes its true needs as well as limitations; and the partnering agency recognizes that project assistance is a request for a "hand-up" not a "hand-out."

## Funding Sources

As you identify and develop recovery projects, you should also consider the resources available to support these projects. A good starting point in identifying possible funding sources for projects is *Disaster Assistance - A Guide to Federal Recovery Programs*, (FEMA Pub. 229).

You should first look at what local resources or funding opportunities are available to assist in implementing recovery projects. Are there funding opportunities from the community's General Fund? From potential Bond Issues? From a Capital Improvement Fund, etc.? To encourage stakeholders, a community must demonstrate its commitment and active participation in the project. Once this review has occurred you can investigate funding, technical assistance, or other resources from various sources, including:

- Public Agencies (Local, State, Federal)
- Not-For-Profit Organizations
- Private Foundations
- Other organizations or entities

One path for communities to access state and federal resources is through established programs at the state and federal level, such as HUD Community Development Block Grants (CDBG), EPA, EDA, USDA Rural Development, U.S. Department of Transportation (USDOT), related state departments and agencies, etc. Other state and federal programs that aren't as popular or as well funded may require additional research to find resources applicable for a particular project.

Remember to incorporate eligible Public Assistance funds as part of your funding package. PA funds may be available for both Improved and Alternate projects if those types of projects are recommended in the LTR plan.

Hazard Mitigation can be a key component of your LTR strategy, and there are several funding sources for implementing hazard mitigation techniques and projects. These include the Section 404 Hazard Mitigation Grant Program, Section 406 Hazard Mitigation Program associated with the FEMA public assistance program, Pre-Disaster Mitigation Program, Flood Mitigation Assistance and the National Flood Insurance Program all described in detail on pages 74 and 75.

Besides established agencies and organizations, communities should work with their state and federal congressional delegations for support of recovery projects. Establishing a project partnership with the state and federal legislative representatives and their staffs will allow stakeholder support - in the form of written support for grants or through the identification of state or federal resources and programs available to a community. Some communities may receive direct earmarks or appropriations for specific recovery projects.

Usually, direct project appropriations are a result of preparing detailed project background information, distinguishing gaps in funding or resources, and identifying

a specific need based on exhaustion of other means to develop a project. In addition, direct appropriations require extensive documentation and usually require extended time frame based on the state or federal legislative and budgeting process.

It should be noted that in some instances, agencies might allow waivers of certain program criteria or allow creative financing solutions depending on the type or scope of a disaster. Since these waivers or exceptions occur on case-by-case or event basis, communities should be prepared to seek out these waivers or exceptions.

Regardless of the type or quantity of resources considered for a project, it is important to identify all of the potential resources, programs and stakeholders that may be applicable for use in the recovery process. You may want to compile a list or matrix of agencies or organizations and their respective programs and resources.

Not-for-profit agencies and private foundations are also good resources for project collaboration and partnerships. The Trust for Public Land, Habitat for Humanity, and a local/regional community foundation are examples of resources for project partnerships. In addition, public or private colleges or universities can be a valuable resource for a project.

Depending on the project, timing, and location, these organizations can provide technical assistance, project management, funding, and in some cases assume the role of developer or project lead.

### **Funding Strategies**

When considering the funding aspect of a project, there are two important strategies to consider:

- A community must be able to locate the available resources and
- Apply those resources in a logical manner to a project.

Make sure the funding program or resource matches the recovery project. Be prepared to make adjustments to the project scope, scale, timing or phasing in order to ensure access to available resources.

### **Leveraging**

Ideally communities should seek several levels or sources of funding to leverage project development. Using several layers of resources insulates projects from potential pitfalls and encourages more stakeholder participation. On the other hand you must recognize that the leveraging of multiple resources requires additional project oversight and coordination to ensure success.

### **A Funding Package**

In the end, each project consists of various elements that create a complete package. Preparing a funding package consists of three important steps:

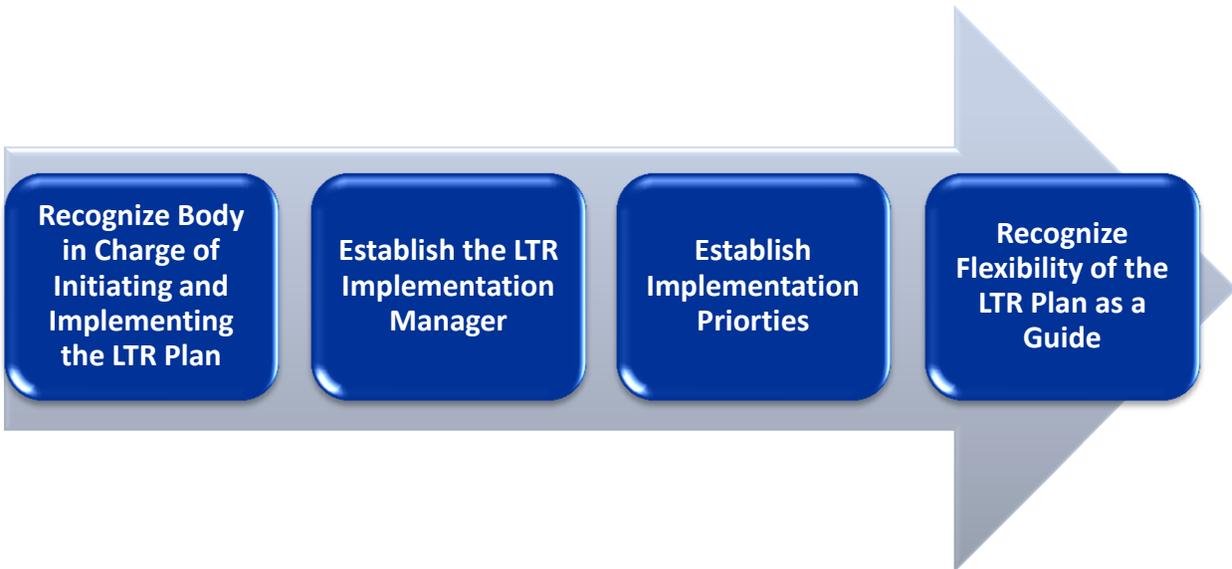
- The community must look at the project and its scale and scope to determine how the project could be logically divided into phases. While it should not be the intent to develop a project that requires phasing, it is important for a community to look at a project from this perspective. This approach will allow the flexibility to develop portions of projects where total funding or resources may not yet exist or be available.
- You must look internally to determine if any funds are available through existing revenue streams or through new or potential sources of local revenue. This second step is crucial - as it ensures the community is committed to invest in its own project. This step also demonstrates to outside agencies that the community is willing to become a primary stakeholder in the redevelopment and recovery process.
- Finally, a community should evaluate the funding programs and resources available at the regional, state, and federal levels that will allow the leveraging of local funds to complete a given project. Focus on existing or standard state and federal programs as your first choice. Don't rely on special appropriations from state or federal agencies that may or may not come to fruition. These resources may not always consist of actual cash investment. In reality there are numerous opportunities where in-kind services or technical assistance may provide a comparable level of support.

## **Summary**

The success of a project is in large part based on the funding and resources available for the project. It should be emphasized that the best funding to pursue is from standard programs rather than hoping for special appropriations from the state or federal government. Ensuring that the community is vested and committed to the recovery projects is the first step in developing a solid funding strategy. Developing partnerships at the local, state and federal levels encourages stakeholder participation in community recovery. These partners become supporters for the recovery process and create opportunities for leveraging resources. By matching the project with the proper resources and programs, you will be successful in the recovery process.

## Step 12: Implementing the Plan

How do we make it all happen?



### Introduction

The LTR plan is a product of the LTR program, but the end products of the program are the completed projects that are set forth in the plan. Implementation of the LTR plan is the key to long-term community recovery. Without the follow-through by public and private sectors, the LTR plan is merely a report with interesting ideas and pretty pictures.

### Who is in Charge of Implementation?

The governing body of the area for which a LTR program has been initiated should coordinate the LTR plan implementation. The local governing body has the responsibility to both initiate and implement the plan. Some of the projects may require public dollars and action, some projects may require private dollars and actions, and some may require a public/private partnership to implement; however, the key to implementation is the support and commitment of the local elected officials.

### LTR Implementation

Just as the overall LTR program requires a leader, the implementation process needs someone to lead the implementation. That may be the LTR program leader or it may be someone else who has the skills to manage multiple activities and inspire the project champions to see their projects to completion. A good choice for an implementation manager might be a paid staff person within the local government organization or a paid staff person within a community organization/agency, such as the chamber of commerce, local development corporation, etc.

The implementation should be given an appropriate time frame to jump-start the process - at least until the project champions and the projects have enough momentum to move forward to project completion. The amount of time will depend

on the overall damage to the community and the complexity of the LTR plan. That may be 3 months in some cases or 18 months or longer in others. Keys to continued success include 1) regular project completions, 2) maintaining a fluid plan, 3) including portions of the plan in capital improvement projects of the community or in community comprehensive/master plans.

### **Priorities for Implementation**

Project implementation priorities should be based on two general principles:

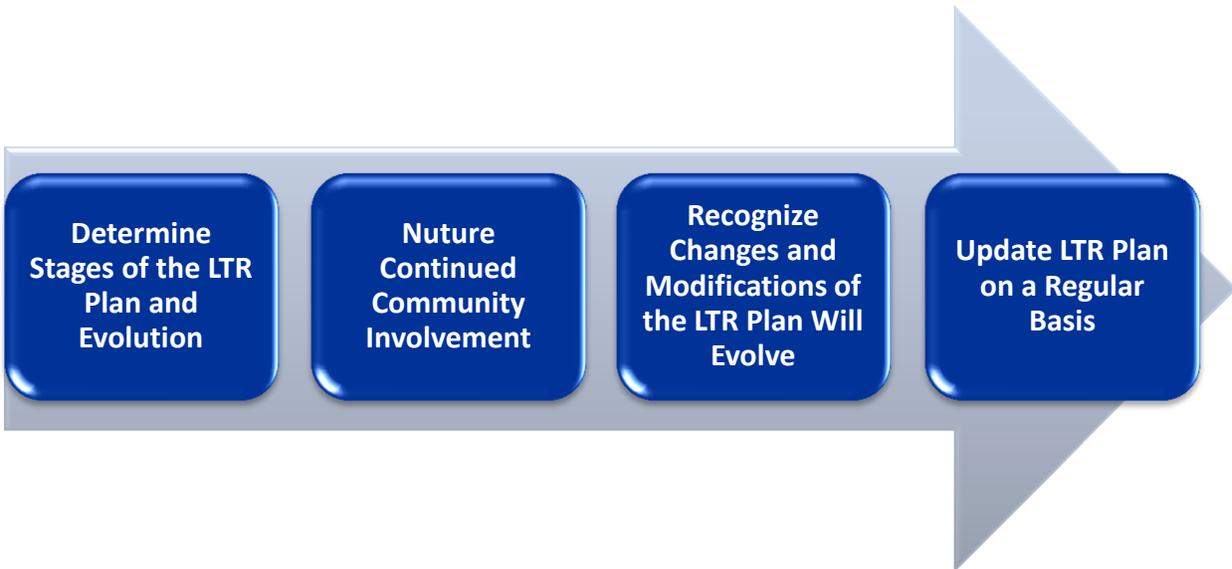
- Focus on projects that will have the most impact on the community's recovery when completed. Obviously the High Recovery Value projects should have priority. These should get the major focus of the implementation manager and the local governing body.
- Move forward on projects that can be completed rather quickly, have significant public support, and available funding. These would be the "low hanging fruit" of the LTR plan. Completion of these types of projects creates significant visibility for the LTR program and helps solidify community and political support for continued emphasis on plan implementation. In many cases, these may not have a high recovery value, but their completion will help hold the community's interest in the LTR program.

### **Be Flexible**

The LTR plan should be viewed as a guide, not a set of specific instructions. Specifics of the projects in the plan may change and evolve as designs are undertaken or as more details become known. It is important that the community is flexible and assesses changes based on the community's recovery vision and the overall goals of the plan. Evaluation and feedback are key components of the LTR planning process. In addition to helping to improve the overall effort, progress that is evaluated and tracked can be used to communicate success to stakeholders and the general public.

## Step 13: Updating the Plan

When are we finished?



### Introduction

Your LTR plan should be viewed as a 'living' document that adjusts and changes to specific needs as the community works through the recovery process. The LTR plan is an action-oriented planning tool to guide the implementation of recovery projects identified by the community. The plan is not an ordinance, law, or comprehensive/master plan, but more like a strategic blueprint for community recovery and should be used as a decision making tool for community resources, funding, and priorities.

### Stages of the Plan

The development of a long-term community recovery plan occurs through a collaboration of the local community - its citizens and leaders - partnering with state and federal agencies to develop and assemble a 'tool' to assist the community in the recovery process. Through this effort projects are identified and prioritized for implementation.

Once complete, the plan is presented to and adopted by the local community as a guide for recovery. Upon adoption of the plan, the implementation of projects begins. This 'beginning' cannot be overstated.

While the plan has identified projects for implementation, they are still in a conceptual framework, far from a complete project ready for construction or legislative approval. At this point, each project must still go through further planning, design, or analysis before it may proceed. In addition, each project must assemble the resources and secure the necessary funding as well as legislative approval before action.

It is at this stage that the projects and the plan evolve. Some high priority projects come to fruition and yet other equally important projects stall due to gaps in

funding or resources or both. Some projects become too complex or cumbersome to implement as originally envisioned and evolve into alternative projects. In other cases new sources of funding materialize and jumpstart projects that have been idle. This ebb and flow of project status is typical in the life cycle of the recovery plan and continues throughout the implementation and recovery process.

### **Continued Community Involvement**

Once a community's citizens participate in the development of a LTR plan, they become a vested partner. This partnership must be continually nurtured throughout the implementation process. A community's citizens must regularly observe progress. Progress may manifest itself in a variety of forms, but it should be visible to the overall community, such as public meetings, project presentations, press releases, legislative actions, groundbreaking, etc. As projects evolve and change due to resources or regulations, it is even more important that the community is kept informed of the project changes and the implementation progress.

Regardless of the issue or the stage of the project, keeping the community involved and informed will earn the respect of the community and allow continual support during recovery.

### **Changes and Modifications**

One key aspect of a LTR plan is that it must accommodate and allow flexibility for changes in priorities or circumstances that generally occur during the recovery process. Local governments and its leaders must be aware of and prepared for changes in plan or project priorities. Communities should not fear modifications, alterations or deviations from the plan. Instead they should be prepared to make adjustments as needed throughout the process. Instead, accept it as a normal course of the redevelopment and recovery process.

Communities should allow for flexibility and prepare for changes and modifications to the recovery process - all the while keeping the community citizens involved and informed.

### **Plan Updates**

You will need to evaluate your LTR plan on a regular basis to ensure that the community is following the appropriate path toward recovery. In the first year following the disaster, an evaluation of the plan and the implementation process might occur on a monthly basis. This evaluation may consist of regular status reports or presentations to community leaders and policy makers.

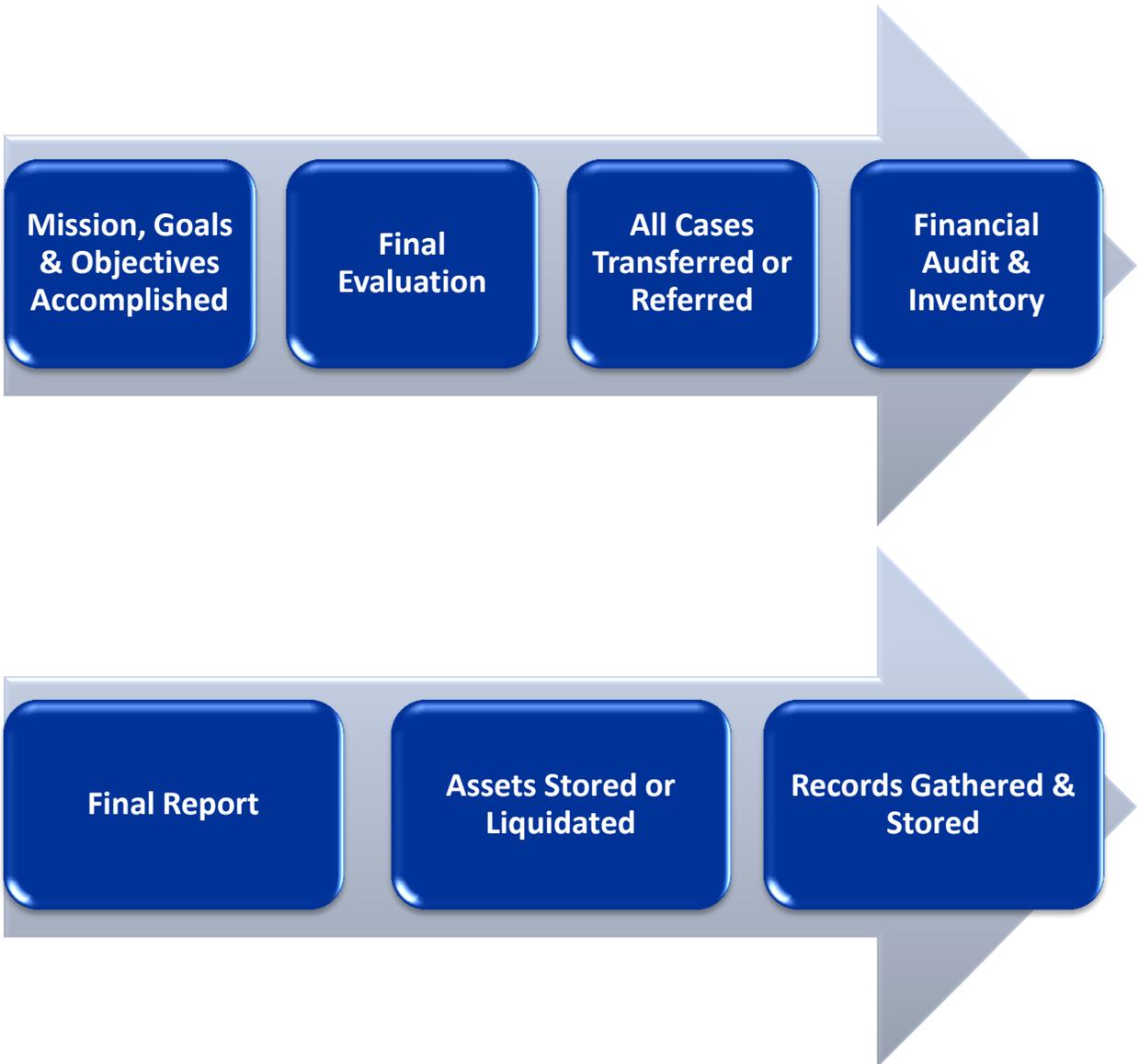
After the first year and through year five (depending on the severity of the disaster), the progress of the LTR plan implementation should be summarized in a quarterly, semiannual, or annual report and presented to the community. This report should identify the status of the implementation process, noted plan modifications, project challenges, and new implementation priorities for the coming year.

## **Summary**

Routine evaluations of the LTR plan and the implementation process will allow communities to accommodate necessary changes and modifications while striving to fully achieve and implement the plan. View the LTR plan as a guide, not a static document, that will be modified and revised as situations change and/or resources are identified.

## Step 14: Closing the LTR

What are the steps involved in closing the LTR?



### Introduction

As a 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 making the transition.

## Considerations

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, it is important to use discretion. Clients may become nervous about the organization changing its direction, as might donors and other stakeholders. Timing and appropriate communication are critically important.

## Steps

The following are steps related to shutting 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
- Financial audit has been completed
- A physical inventory of tools and equipment has been completed
- Report to the LTRG partners, the community, donors, etc. has been distributed
- Remaining assets have been put in storage for the next disaster or liquidated
- Records gathered and stored, including:
  - Financial, employee and Client Records
  - Letters of agreement
  - Accident Reports
  - Records of Volunteers

## Future Directions

Possible future directions for your LTRG:

- Maintain the LTRG in a reduced form for the future  
This 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:
  - Annually review the recovery plan and update as needed
  - Maintain communication with quarterly, semi-annual or annual meetings
  - Maintain relationships
  - Do a special project
  - Strengthen relationship with Emergency Management
- 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 such as:

- Investigate the availability of mitigation funding through government or foundations
  - Establish or collaborate with a Housing Resource Center/Development Corporation
  - Evaluating possible community hazards
  - Participate in local planning and Hazard Mitigation Program
  - Maintain and strengthen partner relationships
- 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 the National VOAD. This gives communities more access to resources that can be supportive in the case of a future disaster. Activities might include:
    - Conduct cross training among and between agencies
    - Map the assets of the community
    - Hold table top exercises
    - Share experiences with other communities
    - Maintain existing partner relationships, and invite other agencies to join
  - 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, 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 history, including lessons learned, would be an excellent idea
  - Deciding on another option  
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.

## Long Term Recovery Committee Model

---



Above information excerpted, adopted and/or adapted from <http://www.slideshare.net/NationalVOAD/introduction-to-organizing-and-effective-long-term-recovery-process-in-disaster-affected-communities>

# Long Term Recovery Committee Model with a 501(c)(3)

---



Above information excerpted, adopted and/or adapted from <http://www.slideshare.net/NationalVOAD/introduction-to-organizing-and-effective-long-term-recovery-process-in-disaster-affected-communities>

# **LESSONS LEARNED SECTION**

# Bastrop Wildfires - Lessons from Bastrop

---

## Mortgage Payoff Information for Destroyed Homes

After Bastrop's 2011 fires, many homeowners and organizations did not know the protocol for dealing with mortgage company reimbursement. The following information could have enabled hundreds of people to rebuild their homes.

One thing to keep in mind is that if your home has been destroyed, you are not required to give your insurance check to your mortgage company—you may use it for your escrow account or to replace your home.

<b>Insurance company may issue the insured homeowner a check with the mortgage company listed.</b>	<ul style="list-style-type: none"><li>▪ Pay to the order of: John Doe &amp; ABC Mortgage Company</li></ul>
<b>What can happen if you send this check to the mortgage company?</b>	<ul style="list-style-type: none"><li>▪ Mortgage Company pays off your mortgage. Any leftover money is sent to the homeowner/survivor.</li><li>▪ Homeowner/survivor may have trouble getting a new home loan.</li><li>▪ Homeowner/survivor will have to pay new loan costs.</li><li>▪ Homeowner/survivor cannot rebuild their home without a new loan.</li></ul>
<b>What can happen by negotiating with the mortgage company?</b>	<ul style="list-style-type: none"><li>▪ Homeowner/survivor can notify the mortgage co. of their intent to replace their home (collateral of mortgage) with the insurance check.</li><li>▪ Homeowner/survivor can request that the money be put into an escrow account.</li><li>▪ Homeowner/survivor can request paperwork from the mortgage co. to set up this account.</li><li>▪ The paperwork should include a document for a home building contractor to sign</li><li>▪ Send the insurance check and escrow account paperwork to the mortgage co.</li><li>▪ The money can be placed in a construction account and draws are made while constructing the new home.</li><li>▪ The original loan does not change.</li></ul> <p>IMPORTANT – Mortgage stays in place during the new construction, and homeowner/survivor must continue to make mortgage payments.</p>
<b>What if the mortgage company requires a mandatory payoff?</b>	<ul style="list-style-type: none"><li>▪ Demand a letter from your mortgage company that states they require a mandatory payoff and make copies of the letter.</li><li>▪ Do not send your insurance check to the mortgage company until your mortgage company sends you the mandatory payoff letter.</li><li>▪ If you were denied FEMA assistance, you may reapply</li></ul>

<p><b>What should you know about Texas HB 1711?</b></p>	<p>using the mandatory payoff letter from your mortgage company.</p> <ul style="list-style-type: none"> <li>▪ Texas HB 1711 applies to contractors who remove, clean, demolish, reconstruct, or improve properties damaged by natural disasters.</li> <li>▪ The bill requires certain contracts to be in writing.</li> <li>▪ Contracts cannot require a down payment. Contracts cannot charge a partial payment that is disproportionate to work that has already been done.</li> <li>▪ If the contractor's business address has been in the county or adjacent county where the work occurs for at least one year, it is exempt from this rule.</li> </ul>
<p><b>For more information</b></p>	<ul style="list-style-type: none"> <li>▪ <a href="http://www.TexasBuilders.org">www.TexasBuilders.org</a></li> <li>▪ Better Business Bureau, Texas Division of Emergency Management: (512) 424-2138</li> <li>▪ <a href="http://www.RedCross.org">www.RedCross.org</a></li> <li>▪ Federal Emergency Management Agency: (800)621-FEMA</li> <li>▪ <a href="http://www.SalvationArmyUSA.org">www.SalvationArmyUSA.org</a></li> <li>▪ Texas Department of Insurance Consumer Help Line: (800)252-3439</li> <li>▪ If your insurance policy information has been lost, the Texas Department of Insurance (TDI) can help you locate your agent or insurance company.</li> </ul>

### **The Importance of Volunteer hours**

According to The FEMA Disaster Assistance Policy DAP 9525.2, local volunteer labor, equipment and material can be used as a "credit" for "in-kind" contributions to a jurisdiction's 25% match (whereby in a presidentially declared disaster, FEMA will cover 75% of public assistance cost and the jurisdiction is responsible for 25%). The jurisdiction can also use volunteer labor in lieu of money for their 25% match.

Please refer to the FEMA Volunteer Labor Policy for more detailed information or contact the Emergency Management Coordinator in your area. The following is an excerpt from that policy:

**"The donated resources must be documented by a local public official or a person designated by a local public official. The documentation must include a record of hours worked, the work site, and a description of work for each volunteer, and equivalent information for equipment and materials.**

**Regional Administrators may establish alternate documentation requirements when required by an extraordinarily demanding situation."**

The Volunteer Registration Form for Soft Match is an approved FEMA form and should be utilized for all volunteer hours and donated resources. "Soft Match" refers to utilizing volunteer labor and/or equipment in lieu of money as repayment.

The following link is used by FEMA to determine the value of volunteer hours in your area. [https://www.independentsector.org/volunteer\\_time](https://www.independentsector.org/volunteer_time)

# Hurricane Ike - Lessons from Houston

---

## Greater Houston Long Term Recovery Committee – Overview of Unmet Needs Fund

The Unmet Needs Fund is designed to address specific disaster related needs that remain after all available resources have been exhausted. Its purpose is to give professional case managers the resources necessary to close Hurricane Ike cases.

Professional case management is critical in assisting individuals to recover after a disaster. Case managers focus on assisting individuals and families in accessing housing, home repair, household goods and other needed services.

The Unmet Needs Fund is open to all professional nonprofit case management agencies that are participating members of the Greater Houston Long-Term Recovery Committee and meet the minimum case management standards as detailed in the GHLTRC handbook. Accessing these scarce community-raised funds is a privilege and comes with great responsibility.

### Concept

The key elements of the Hurricane Ike Unmet Needs Fund are as follows:

- Client must have been affected by Hurricane Ike
- All other potential resources must be exhausted. An unmet need is when there are no other resources available in the community
- Assistance should be related to a long-term recovery plan
- Sustainability should be considered when making a decision to provide assistance – unmet needs funding should not be used for short term, temporary fixes

### Categories

- Achieves Recovery: Once the unmet need is addressed, the client achieves recovery. Examples: home repair, car repair, work-related equipment
- Supports Recovery: Client has shown progress in working toward goals. Unmet need funding significantly moves them closer to achieving their goals. Examples: Unexpected medical bills, car repair, assistance with electric or rental deposits if there is evidence client will be able to maintain after assistance
- Unmet need funding per family is limited to \$1,000. Exceptions may be granted in complex situations based on funding available and approval by the Unmet Needs Committee.

### Criteria

- This fund will serve the most vulnerable residents: seniors, individuals with disabilities and lower-income families.
- Must meet proof of residency requirements (live in Harris, Fort Bend or Waller counties)
- Each family can only be approved for one request.

- Eligible unmet needs categories: home repairs, moving expenses, rental or mortgage assistance, car repairs, utility payments, medical, job-related expenses for items damaged by storm.
- Checks must be made to vendor that is providing the service, not the client. All vendors will be checked out by the case management agency.

## **Process**

The Unmet Needs Committee is composed of members of the Greater Houston Long-Term Recovery Committee. Committee members may not rule on cases being presented by their own agency (or sub-recipient). Committee meets at United Way, 50 Waugh Drive, Houston, Texas 77007, at 9:00 a.m. on the second and fourth Wednesday of every month.

Agencies submit an Unmet Needs Request for each client. All required documentation must be included in the request, including

- Unmet Needs Funding request form
- Client Certification Form
- Client Budget Form
- Any documentation related to the request (car repair quote, utility bill, eviction notice, medical bill, etc.)

No case will be considered without the appropriate documentation.

No more than 10 cases per agency will be accepted.

Agencies will send their cases to the Committee by 5 p.m. on the Friday prior to the Unmet Needs Committee meeting. The Committee will review and rule on each case. At the Committee's discretion, the agency will be asked to present the case in person. The Unmet Needs Committee will meet in a closed-door session to prioritize cases and make final recommendations based on the amount of funding available for that week.

Agencies will receive a final notification of cases that are approved.

## **Priority**

Based on funds available, priority will be given to the most vulnerable populations (seniors, people with disabilities and very low-income households). Priority will also be given to cases where leveraging of resources by agencies and resourcefulness in addressing needs are documented. Full or partial funding of requests may be granted by committee based on funds available and priority.

Examples of Potentially Eligible Expenses (based on review of documentation and funds available):

- Work-related: uniforms, work shoes
- Household: Limited utility expenses, rent, mortgage, deposits, necessary appliances or furniture
- Medical: replacement of medical equipment, dentures, glasses, emergency medical bill

- Transportation-related: Necessary car repairs only (no maintenance or cosmetic issues); auto loan payment (if payment arrangements with auto loan company are not successful; sustainability will be considered)
- Moving expenses: U-Haul, gas cards, movers
- Materials for small home repairs

### **Ineligible Expenses**

- Non-essential household expenses (i.e. internet, cable)
- Car maintenance expenses (oil changes, tune-ups, tires, alignment, etc.)
- Taxes (federal, property, etc.)
- Legal Fees

### **Agency Compliance Policy**

Agencies presenting cases to the unmet needs committee will verify information and documentation is accurate to the best of their knowledge and that all other resources have been exhausted.

Each participating agency will be provided with training about the Unmet Needs committee guidelines and processes prior to presenting cases for the first time. If, at any time, it is deemed necessary, an additional training can be recommended for any agency.

The Unmet Needs Committee reserves the right to put an agency on probation for any reason including; misuse or abuse of committee resources, fraud of any kind and/or any other serious violation of the committee guidelines.

At any time, the Unmet Needs Committee may decide to withdraw the agencies privileges to present their cases for funding.

# **FORMS & SAMPLES SECTION**



# Greater Houston LTR Committee: Unmet Needs Case Decision Form

---

**Client Printed Name:** \_\_\_\_\_

**Case Manager Printed Name:** \_\_\_\_\_

**Agency:** \_\_\_\_\_

_____ Pledge Needed
Fax Number (required): _____

The above case was presented to the Unmet Needs Committee. The following decision(s) were determined. The signatures below signify the undersigned parties acknowledge and understand the written decision. **All decisions are final and not negotiable.**

\_\_\_\_\_ **Case Denied**

- \_\_\_ does not meet unmet needs guidelines
- \_\_\_ no proof of residency
- \_\_\_ no proof of U-Haul reservation
- \_\_\_ client has met maximum assistance guidelines
- \_\_\_ no proof of employment
- \_\_\_ no copy of car repair proposal
- \_\_\_ no proof of U-Haul deposit
- \_\_\_ client served by multiple agencies
- \_\_\_ Other \_\_\_\_\_

\_\_\_\_\_ **Case Approved**

- |                          |                           |
|--------------------------|---------------------------|
| ___ U-Haul               | Approved Amount: \$ _____ |
| ___ Gas Card Movers      | Approved Amount: \$ _____ |
| ___ Walgreens Gift Card  | Approved Amount: \$ _____ |
| ___ Home Depot Gift Card | Approved Amount: \$ _____ |
| ___ Car Repairs          | Approved Amount: \$ _____ |
| ___ Job Training         | Approved Amount: \$ _____ |
| ___ Appliances           | Approved Amount: \$ _____ |
| ___ Utility Payment      | Approved Amount: \$ _____ |
| ___ Rent/Deposit         | Approved Amount: \$ _____ |
| ___ Other _____          |                           |

\_\_\_\_\_ **Approved pending further documentation**

Please provide the following documentation by 12:00 noon Monday:

\_\_\_\_\_

If documentation is not received by due date, it will delay the processing of the check by one week.

proof of employment

proof of residency

insufficient/fraudulent documentation of unmet needs

invoice or estimate

proof of U-Haul reservation

proof of U-Haul deposit made

Other \_\_\_\_\_

**Case Manager Signature:** \_\_\_\_\_

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

**Unmet Needs Committee Representative:** \_\_\_\_\_

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

# Greater Houston LTR Client Information

## Basic Client Information:

Last name:	First name:	Date of birth	Last 4 digits of SS #
------------	-------------	---------------	-----------------------

Is this person the Head of Household? \_\_\_Yes \_\_\_No

If no, who is? \_\_\_\_\_

## Current Residency Information

Name of Apartment Complex (if applicable):	
Address	Apt. #
City:	State: TX                      Zip Code:
1 <sup>st</sup> Contact #:	2 <sup>nd</sup> Contact:
Alternative Contact Relative/ Friend Phone #	Email Address:

## Address prior to displacement (if applicable)

Address	City	State:	Zip:
---------	------	--------	------

**Type of housing:** \_\_\_Homeowner \_\_\_Rental Property \_\_\_Shelter  
\_\_\_Boarding House \_\_\_Relative/Friend

**Client's FEMA number:** \_\_\_\_\_

**If client does not have a FEMA number, how has eligibility been determined?**

## Additional Information:

**Case Manager:**

# **Greater Houston LTR Case Presentation**

---

**Client is seeking assistance for:**

**Date needed:**

**Background information on client (please provide any information on the clients' background that will assist in the decision making process):**

**Client efforts towards resolution (List efforts client has done to resolve matter, including case management referrals, and why efforts were not successful.):**

**Continued Plan for Sustaining if Applicable (If the request is for an ongoing need, please explain how it will be addressed beyond this assistance and how the assistance requested will significantly move the client forward.):**

**Additional Information (Please provide other pertinent facts or nuances that will describe/illuminate case.):**

# Greater Houston LTR Committee Unmet Needs Certification Form

---

The purpose of this form is to confirm that households receiving emerging needs funds from the Gulf Coast Ike Relief Fund are eligible and active in case management.

I \_\_\_\_\_ [case manager's printed name] hereby certify that I am the case manager for \_\_\_\_\_ [client's printed name] and that they are compliant with their service plan.

**Please check all that apply:**

\_\_\_\_ **Yes** \_\_\_\_ **No:** Client's household has been affected by Hurricane Ike

\_\_\_\_ **Yes** \_\_\_\_ **No:** I have confirmed that the need described in this request is valid and that the client has no other resources available to meet this need.

\_\_\_\_ **Yes** \_\_\_\_ **No:** I certify that the information in this application is accurate to the best of my knowledge.

\_\_\_\_ **Yes** \_\_\_\_ **No:** I certify that a release of information form is on file that permits the sharing of client information with the Unmet Needs Committee.

\_\_\_\_\_  
Case Manager Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Name of Agency

# Greater Houston LTR Committee Household Monthly Income vs. Expenses Form

---

Client's Name \_\_\_\_\_  
 Date \_\_\_\_\_  
 Agency Name \_\_\_\_\_

Expenses	
Category	Monthly Amount
<b>Rent/Mortgage</b>	
Subsidy Amount	
Client Portion	
Total Rent/Mortgage	
Property Taxes	
Condo/Co-op Assoc Fees	
Renter's Homeowner's Insurance	
Property Maintenance & Repair	
<b>Utilities</b>	
Gas	
Electric	
Oil	
Propane	
Trash	
Sewer	
Water	
<b>Telephone</b>	
Home	
Home	
Cell	
Cell	
Pager	
Internet Access	
Cable/Satellite TV	
Food	
Clothing	
<b>Auto</b>	
Car Payment	
Insurance	
Repairs & Maintenance	
Gasoline	
Tolls	
Transportation (bus, subway, etc.)	
<b>Subtotal Column 1</b>	

Expenses	
Category	Monthly Amount
Medical	
Insurance/Cobra	
Deductibles, co-pays, Rx's	
Life Insurance Premiums	
<b>Expenses Related to Children</b>	
<b>Child Support</b>	
Childcare/Daycare	
Tuition	
Room, Board	
Transportation	
Books	
Uniforms	
Sports, Clubs, Camps	
<b>Credit Cards*</b>	<b>Indicate Monthly Minimum</b>
<b>Loans (other than mtg, auto)*</b>	<b>Indicate Monthly Minimum</b>
Charitable Contributions	
<b>Other Expenses</b>	

<b>Income</b> (all sources of household income must be indicated)	
<b>Salary/Wages</b>	<b>Indicate NET MONTHLY Amount</b>
Self	
Spouse	
Other adults in household	
Small Business	
Worker's Comp	
Disability	
Unemployment	
Alimony/Child Support	
<b>Social Security</b> (indicate name/amount /type)	
Welfare/Food Stamps	
Rental Properties	
Home-based Business	
Interest/Dividends	
Annuity Payments	
Pension/IRA/Keogh, etc.	
<b>Other Income</b> (indicate source and amount)	
<b>Total Income</b>	

<b>Credit Card and Loan Detail</b>		
<b>Name of Card/Holder of Loan</b>	<b>Balance</b>	<b>Interest Rate</b>

<b>Expense Recap</b>	
Total Column 1 (first page)	
Total Column 2 (first page)	
<b>Total Expenses</b>	

<b>Summary</b>	
	Monthly Amount
Total Income	
Less Total Expenses	
<b>Excess/Shortfall</b>	

**Signature of Staff** \_\_\_\_\_

**Signature of Staff** \_\_\_\_\_



## Web Resources

---

Organization	Website
American Planning Association	<a href="http://www.planning.org/research/postidsaster/">www.planning.org/research/postidsaster/</a>
CAN (Coordinated Assistance Network)	<a href="http://www.can.org">www.can.org</a>
Census and Demographic Information	<a href="http://factfinder2.census.gov">http://factfinder2.census.gov</a>
Central Texas VOAD	<a href="http://www.centrahtxvoad.com">www.centrahtxvoad.com</a>
Community Development Block Grant (CDBG) Housing & Urban Development (HUD)	<a href="http://www.hud.gov/cdbg">www.hud.gov/cdbg</a>
Corporation for National and Community Service (CNCS)	<a href="http://www.nationalservice.gov">www.nationalservice.gov</a>
Department of State Health Services (DSHS)	<a href="http://www.dshs.state.tx.us">www.dshs.state.tx.us</a>
DisasterAssistance.gov	<a href="http://www.disasterassistance.gov">www.disasterassistance.gov</a>
Disaster News Network	<a href="http://www.disasternews.net">www.disasternews.net</a>
Farm Service Agency (FSA)	<a href="http://www.fsa.usda.gov/FSA">www.fsa.usda.gov/FSA</a>
Federal Alliance for Safe Homes (FLASH)	<a href="http://www.flash.org">www.flash.org</a>
Federal Domestic Assistance	<a href="http://www.cfda.gov">www.cfda.gov</a>
Federal Emergency Management Agency (FEMA)	<a href="http://www.fema.gov">www.fema.gov</a>
Health and Human Services Commission (HHSC)	<a href="http://www.hhsc.state.tx.us">www.hhsc.state.tx.us</a>
International Association of Emergency Managers	<a href="http://www.iaem.com">www.iaem.com</a>

(IAEM)

---

Legal Services Corporation	<a href="http://www.lsc.gov">www.lsc.gov</a>
National Flood Insurance Program (NFIP)	<a href="http://www.floodsmart.gov">www.floodsmart.gov</a>
National Voluntary Organizations Active in Disaster (National VOAD)	<a href="http://www.nvoad.org">www.nvoad.org</a>
National Voluntary Organizations Active in Disaster Long Term Recovery Guide	<a href="http://www.nvoad.org/wp-content/uploads/2014/05/long_term_recovery_guide_-_final_2012.pdf">http://www.nvoad.org/wp-content/uploads/2014/05/long_term_recovery_guide_-_final_2012.pdf</a>
Natural Hazards Center	<a href="http://www.colorado.edu/hazards">www.colorado.edu/hazards</a>
Poverty	<a href="http://www.census.gov/hhes/www/poverty.html">www.census.gov/hhes/www/poverty.html</a>
Rural Development	<a href="http://www.rurdev.usda.gov/Home.html">www.rurdev.usda.gov/Home.html</a>
Small Business Administration (SBA)	<a href="http://www.sba.gov/disaster/">www.sba.gov/disaster/</a>
Texas Commission on Environmental Quality (TCEQ)	<a href="http://www.tceq.state.tx.us">www.tceq.state.tx.us</a>
Texas Division of Emergency Management (TDEM)	<a href="http://www.dps.texas.gov/dem/index.htm">www.dps.texas.gov/dem/index.htm</a>
Texas Department of Agriculture (TDA)	<a href="http://www.texasagriculture.gov/">www.texasagriculture.gov/</a>
Texas Department of Housing and Community Affairs (TDHCA)	<a href="http://www.tdhca.state.tx.us/">www.tdhca.state.tx.us/</a>
U.S. Department of Agriculture (USDA) – Farm Service Agency (FSA)	<a href="http://www.fsa.usda.gov/FSA/">www.fsa.usda.gov/FSA/</a>
Texas VOAD	<a href="http://www.texasvoad.com">www.texasvoad.com</a>
U.S. Department of Housing and Urban Development (HUD)	<a href="http://portal.hud.gov/hudportal/HUD/">http://portal.hud.gov/hudportal/HUD/</a>

---

U.S. Department of  
Agriculture (USDA) –  
Natural Resources  
Conservation Service  
(NRCS)

---

<http://www.nrcs.usda.gov/wps/portal/nrcs/site/national/home/>

## National VOAD Members

<p><b>ACTS World Relief</b></p>	<p>Unites, equips and deploys human resources and rapid emergency response assets in emergency and community service- and in doing so, demonstrates the compassion of God, regardless of race or religion.</p>	<p><a href="http://actswr.org/">http://actswr.org/</a></p>
<p><b>Adventist Disaster Response</b></p>	<p>Provide disaster response services through the ACS Disaster Response Ministry to assist individuals, families and communities affected by natural disasters and unforeseen tragedies.</p>	<p><a href="http://www.communityservices.org/article/42/resources/acs-ministries/disaster-response">http://www.communityservices.org/article/42/resources/acs-ministries/disaster-response</a></p>
<p><b>All Hands Volunteers</b></p>	<p>Addresses the immediate and long-term needs of communities impacted by natural disasters by engaging and leveraging volunteers, partner organizations and local communities. We aim to demonstrate the power and value of volunteerism through the tangible work done</p>	<p><a href="http://hands.org/">http://hands.org/</a></p>
<p><b>AIRS</b></p>	<p>The Alliance of Information and Referral Systems is <i>the</i> professional membership association for community Information and Referral (I&amp;R) and Information and Referral/Assistance (I&amp;R/A) providers.</p>	<p><a href="http://www.airs.org/i4a/pages/index.cfm?pageid=1">http://www.airs.org/i4a/pages/index.cfm?pageid=1</a></p>
<p><b>AmeriCares</b></p>	<p>Provides immediate response to emergency medical needs and supporting long-term health care initiatives</p>	<p><a href="http://www.americares.org/">http://www.americares.org/</a></p>
<p><b>Amateur Radio Emergency Service</b></p>	<p>Provides emergency communications service and public resource</p>	<p><a href="http://www.arrrl.org">http://www.arrrl.org</a></p>

American Red Cross	Provides food, relief supplies, shelters, information and comfort	<a href="http://www.redcross.org">http://www.redcross.org</a>
Billy Graham Rapid Response Team	Provides crisis trained volunteer chaplains to respond to emotional and spiritual needs	<a href="http://billygraham.org">http://billygraham.org</a>
Brethren Disaster Ministries	Focuses on rebuilding homes, caring for children, and providing international relief by engaging our volunteers, supporters, and partners	<a href="http://www.brethren.org/bdm/">http://www.brethren.org/bdm/</a>
Tzu Chi	International Relief not only provides emergency materials like food, clothing, grain seeds, and medical materials, it goes further to rebuild houses and schools, set up water supply systems, and offer free clinics	<a href="http://www.us.tzuchi.org/us/en">http://www.us.tzuchi.org/us/en</a>
Catholic Charities USA	Provides case management, information and referral services	<a href="http://catholiccharitiesusa.org/">http://catholiccharitiesusa.org/</a>
Churches of Scientology Disaster Response	Provides volunteer ministers and volunteers, medical and food supplies, and medical professionals	<a href="http://www.volunteerministers.org/">http://www.volunteerministers.org/</a>
Church World Service	Provides essential aid and assistance to the displaced	<a href="http://www.cwsglobal.org/">http://www.cwsglobal.org/</a>
Convoy of Hope	Provides food, water, ice, emergency supplies and long-term solutions to families	<a href="http://www.convoyofhope.org">http://www.convoyofhope.org</a>
Cooperative Baptist Fellowship	Helps communities recover and rebuild	<a href="http://www.cbf.net">http://www.cbf.net</a>
Direct Relief	Provides essential medical supplies and equipment	<a href="http://www.directrelief.org/">http://www.directrelief.org/</a>
Episcopal	Provides life-saving supplies, offers trauma counseling,	<a href="http://www.episcopalrelief.org/">http://www.episcopalrelief.org/</a>

Relief & Development	supports recovery efforts such as rebuilding and repairing	
Feeding America	Provides food through a nationwide network of food banks. Provides sorting and repackaging of donated food	<a href="http://www.feedingamerica.org/">http://www.feedingamerica.org/</a>
Feed The Children	Support disaster relief efforts	<a href="http://www.feedthechildren.org/">http://www.feedthechildren.org/</a>
Habitat for Humanity	Focuses on the housing needs from shelters, transitional shelters, and housing	<a href="http://www.habitat.org/disaster/about">http://www.habitat.org/disaster/about</a>
Headwaters Relief Organization	Provides volunteers to support the emotional and housing rehabilitation needs	<a href="http://www.headwatersrelief.org/">http://www.headwatersrelief.org/</a>
Heart to Heart International	Provides volunteers and relief supplies, hygiene kits, sunscreen, and medical care	<a href="http://www.hearttoheart.org/our-work/disaster-response/">http://www.hearttoheart.org/our-work/disaster-response/</a>
HOPE Animal-Assisted Crisis Response	Provides comfort and support with specially trained handlers and canines	<a href="http://hopeacr.org/">http://hopeacr.org/</a>
HOPE Coalition America	Provides financial and insurance counseling resources	<a href="http://www.operationhope.org/hope-coalition-america">http://www.operationhope.org/hope-coalition-america</a>
HOPEFORCE International	Provides volunteer response force	<a href="http://www.hopeforce.org/">http://www.hopeforce.org/</a>
HOPE Worldwide	Provides food, water and clothing, developing therapeutic psychosocial activities for youth and rebuilding homes and schools	<a href="http://www.hopeww.org/">http://www.hopeww.org/</a>
The Humane Society	Provides direct care, rescue, and services for animals in crisis	<a href="http://www.humanesociety.org/">http://www.humanesociety.org/</a>
International Orthodox Christian Charities	Offers emergency relief and development programs	<a href="http://www.iocc.org">http://www.iocc.org</a>

ICNA Relief USA	Provides disaster case management, information and referral services, shelter management, medical clinics, chainsaw and debris removal work	<a href="http://icnarelief.org/">http://icnarelief.org/</a>
Islamic Relief	Provides disaster assessment, shelter management, and aids in the procurement of supplies, transportation, lodging and food for volunteers	<a href="http://www.irusa.org/disasterresponse/">http://www.irusa.org/disasterresponse/</a>
International Critical Incident Stress Foundation	Provides critical incident stress management services	<a href="https://www.icisf.org/sections/cism-teams/">https://www.icisf.org/sections/cism-teams/</a>
The Jewish Federations	Provides assessment and planning teams, emergency aid and shelter, food and counseling	<a href="http://www.jewishfederations.org/">http://www.jewishfederations.org/</a>
Latter-Day Saint Charities	Provides aid such as wheelchairs, water, food, vision care, maternal and newborn care, and immunizations	<a href="http://www.ldsphilanthropies.org/humanitarian-services.html">http://www.ldsphilanthropies.org/humanitarian-services.html</a>
Lutheran Disaster Response	Provides emotional and spiritual care, coordinates volunteers and addresses local needs, and long term recovery efforts by addressing unmet needs	<a href="http://www.elca.org/en/Our-Work/Relief-and-Development/Lutheran-Disaster-Response/How-We-Work">http://www.elca.org/en/Our-Work/Relief-and-Development/Lutheran-Disaster-Response/How-We-Work</a>
Mennonite Disaster Service	Provides clean up, home repairs and rebuilding	<a href="http://mds.mennonite.net/home/">http://mds.mennonite.net/home/</a>
National Association of Jewish Chaplains	Provides pastoral care and counseling services	<a href="http://www.najc.org/resources/links">http://www.najc.org/resources/links</a>
National Organization	Provides crisis response teams trained in trauma mitigation	<a href="http://www.trynova.org/crisis-victim/request/">http://www.trynova.org/crisis-victim/request/</a>

for Victim Assistance (NOVA)	and basic crisis response services	
Church of the Nazarene	Organizational network of local churches and volunteers that team together to respond. Provide crisis care kits	<a href="http://www.usacanadaregion.org/compassion-disaster-response">http://www.usacanadaregion.org/compassion-disaster-response</a>
Nechama Jewish Response to Disaster	Provides direct cleanup assistance, assists in the setup and operation of volunteer reception centers (VRCs), and assists with repair work	<a href="http://nechama.org/">http://nechama.org/</a>
Noah's Wish	Provides disaster response for animals	<a href="http://www.noahswish.org/">http://www.noahswish.org/</a>
Operation Blessing	Distributes food, safe water, medicine, and other vital supplies. Assist with debris clean-up and repairs	<a href="http://www.ob.org/disaster-relief/">http://www.ob.org/disaster-relief/</a>
Points of Light Institute	Manages spontaneous unaffiliated volunteers throughout response and recovery efforts	<a href="http://www.handsonnetwork.org/nationalprograms/handsondisasters">http://www.handsonnetwork.org/nationalprograms/handsondisasters</a>
Mission to North America (mna)	Provides damage assessment teams, first response teams, receives and distributes supplies and equipment, channels recovery funds	<a href="http://pcamna.org/disaster-response/">http://pcamna.org/disaster-response/</a>
Presbyterian Disaster Assistance	Provides spiritual support and caregiving; needs assessment; support for a faith-based response	<a href="http://pda.pcusa.org/">http://pda.pcusa.org/</a>
Rebuilding Together	Provides low income homeowners with critical home repairs, accessibility modifications and energy-efficient upgrades	<a href="http://rebuildingtogether.org/">http://rebuildingtogether.org/</a>
Samaritan's Purse	Provides staff, equipment, and volunteers to provide emergency aid. Helps to rebuild or restore houses for needy families	<a href="http://www.samaritanspurse.org/what-we-do/us-disaster-relief/">http://www.samaritanspurse.org/what-we-do/us-disaster-relief/</a>

Save the Children	Provides response efforts to protect children, child care recovery, psycho-social support and other needed programs	<a href="http://www.savethechildren.org">http://www.savethechildren.org</a>
Society of St. Vincent de Paul	Assists with disaster case management training, development and rollout of the House in a Box Program (essential items to furnish a home), manages grant money, and provides assistance for long term recovery	<a href="http://svdpusa.org/">http://svdpusa.org/</a>
Southern Baptist Disaster Relief	Provides manpower, ministry and financial help for disaster relief including long term recovery (feeding units, shower and laundry units, mud-out and chainsaw units)	<a href="http://www.namb.net/dr/">http://www.namb.net/dr/</a>
The Salvation Army	Provides food service, shelter, direct financial assistance, donations management, emotional and spiritual care, disaster case management, clean up and reconstruction	<a href="http://disaster.salvationarmyusa.org/">http://disaster.salvationarmyusa.org/</a>
Team Rubicon	Deploys emergency response teams to provide disaster relief between the moment a disaster happens and the point at which conventional aid organizations respond	<a href="http://www.teamrubiconusa.org/">http://www.teamrubiconusa.org/</a>
Toolbank Disaster Services	Deploys a mobile unit to lend tools to disaster management organizations that have been approved prior to deployment	<a href="http://www.toolbank.org/DisasterServices.aspx">http://www.toolbank.org/DisasterServices.aspx</a>
Disaster Ministries United Church of Christ	Provides early clean-up work and long-term rebuilding efforts. Focuses on communities where long-term needs persist	<a href="http://www.ucc.org/disaster_us-disasters">http://www.ucc.org/disaster_us-disasters</a>
UMCOR	Provides case management, connects neighbors to local churches, spiritual and emotional care, trains	<a href="https://www.umcor.org/UMCOR/Programs/Disaster-Response/US-Disaster-Response/US-Disaster-Response">https://www.umcor.org/UMCOR/Programs/Disaster-Response/US-Disaster-Response/US-Disaster-Response</a>

	volunteers, financial assistance, and disaster response expertise	
United Way	Provides referrals through the 2-1-1 Program	<a href="http://www.unitedway.org/">http://www.unitedway.org/</a>
World Renew	Provides debris removal, community wide surveys to assess needs, and rebuilds homes	<a href="http://www.worldrenew.net/drs">http://www.worldrenew.net/drs</a>