



**Managing & Operating
A Disaster Long-Term
Recovery Organization**
A Capacity Building Guidebook



CHURCH WORLD SERVICE
EMERGENCY RESPONSE

A Capacity Building Guidebook:
Managing & Operating
A Disaster Long-Term Recovery Organization

This manual draws on the experience of Church World Service (CWS) in its work with the religious community in disaster preparedness. Church World Service grants permission to copy all or portions of this manual with credit.

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CWS, a cooperative ministry of 35 Protestant, Orthodox, and Anglican denominations, provides sustainable self-help and development, disaster relief, and refugee assistance in some 80 countries. It monitors disasters in the U.S. and world-wide and in response may provide long-term organizing guidance and training, financial support, and material resources to assist community-based recovery programs in addressing disaster-related human needs.

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PREFACE: ABOUT THIS MANUAL

Community-based long-term recovery involving a wide range of religious and secular human service agencies to address critical unmet needs of persons most vulnerable to disaster has become an accepted and vital component of emergency management in the U.S.

This manual compiles experiences of Church World Service and its national and local partners which have historically worked in long-term recovery. It offers common understandings about formation and day-to-day operation of long-term recovery groups which emphasize collaboration, cooperation, and coordination as keys to effective response. Designed as a day-to-day operations guide, the manual complements:

- *Community Arise*, a comprehensive disaster ministry curriculum developed by Church World Service and its member denominations
- *The Long-Term Recovery Manual*, a publication of National Voluntary Organizations Active in Disaster (NVOAD)

Providing guidance and practical tools for building strong recovery organizational capacity, the manual covers the basics of:

- An effective needs-based program
- A healthy, functioning Board of Directors or leadership team
- Planning & evaluation to guide flexible program implementation
- Developing financial, personnel, and material resources for program tasks
- Employing effective & competent coordinators and staff
- Policies & reporting that demonstrate responsibility and accountability to donors and the community at large

Within this context, the manual seeks to enable faith-based and secular leaders in the local community to take ownership of response to human needs following a disaster and assume responsibility for it. If your agency or religious community has an up-to-date disaster preparedness plan for the area it serves, the manual can help you to implement it effectively and to build a long-term recovery effort. If disaster has struck your area and you don't know how to begin responding, the manual can help you in the planning and program development required to start addressing needs of survivors in an effective and coordinated manner.

I. OVERVIEW: THE COMMUNITY-BASED RECOVERY EFFORT



Many agencies and organizations with different programs will respond to disaster in your community. A community-based recovery group focuses primarily on *long-term recovery* when disaster survivors try to rebuild their lives. Long-term recovery follows the *emergency* and *relief* phases of disaster response.

In the emergency and relief phases, response is agency-based. *Individual* agencies – i.e., police and fire departments -- respond when the disaster initially strikes to protect life and property. Then *individual* government and private sector agencies with established service programs provide assistance aimed at assuring a safe, secure, and functional environment for survivors – i.e., food, clothing, shelter, and health care.

Community-based programs characterized by collaborative, cooperative, and coordinated efforts among agencies become necessary as resources grow increasingly scarce and needs emerge which individual care-giving agencies are not prepared to address alone. Housing repair and rebuilding, for example, is frequently an unmet need addressed by community-based recovery programs because private insurance payments and government assistance often do not cover the full cost.

Community-based recovery groups emphasize response to spiritual/ emotional needs as well as physical needs of those who are most vulnerable to disaster. Because elements necessary for healing are often already present in the disaster-affected community, they seek to maximize the effectiveness of existing resources – local churches, community services, and volunteer programs. They do not deploy human energy and time or precious financial resources to build duplicate structures, but rather *coordinate* connection of available resources and service providers with those in need.

Within this context, their primary roles include:

- Resource development to benefit individuals and the community
- Case work and assessments to identify family needs and facilitate appropriate provision of resources to meet those needs
- Volunteer coordination
- Spiritual and emotional care
- Advocacy on behalf of disaster survivors who are not receiving adequate assistance because they were ignored or missed by other care-giving organizations
- Donations management

In the process, they seek to:

- Promote maximum community participation and self-help in all phases of disaster response
- Preserve family unity and enable families to quickly resume or continue functioning
- Respect traditional cultural and religious sentiments of the community and use them to increase community resiliency
- Allocate resources to the greatest extent possible to activities which have lasting benefits and avoid duplication of benefits
- Safeguard interests of the persons most vulnerable
- Mitigate the impact of future disaster by building community disaster resilience and reducing vulnerability of persons living in the community and
- Insure fair distribution of assistance on the basis of need and in a manner that avoids undermining a person's self-reliance or accentuating the bias of others

Historically, the religious community – compelled by faith and a commitment to equitable distribution of recovery resources – assumed responsibility for addressing long-term recovery needs through cooperation among its members. In today's world, it is safe to assume that at least one of several cooperative structures – secular and religious -- is in place as a foundation for developing community-based long-term recovery groups: a human services resource coordinating table, a local/regional Voluntary Organizations Active in Disaster (VOAD), a ministerial association, Citizen Corps, United Way, the remaining skeleton of a past long-term disaster recovery group, Community Emergency Response Teams (CERTs), a faith-based disaster response network, a state or local emergency management agency, American Red Cross.



While participation of the religious community is vital to community recovery, assistance reaches families most efficiently and effectively when there is cooperation, collaboration, and coordination of the work among not only members of the religious community, but secular organizations and agencies as well. Local governmental and community human services agencies, now more than ever, are aware of the long-term recovery mission and are committed to bringing their own resources to the recovery. Together, religious and secular organizations in cooperation provide the greatest benefit to a disaster-affected community.

RECOVERY PROGRAM NEEDS CHECKLIST

- Mission statement and plan for operations
- Office space that is accessible for those needing assistance
- Adequate space for work and privacy for interviews
- Office equipment: phones, computer, fax, desks, file cabinets, work tables
- Staff
- Cases
- Case management documentation, eligibility, and follow-up
- Referral system: directory of disaster agencies and their resources
- Grants and funding resources
- Program promotion and interpretation materials: brochures, flyers, communications via phone, mail, internet to community, donors, media
- Regular meetings of board or coordinating leaders
- Construction estimator and estimates
- Pre-construction case assessment and approval
- Volunteers for clean-up and small repair jobs; may be unskilled
- Skilled volunteers for major construction rebuilds or projects

This checklist is modified from a list developed by North Carolina Interfaith Disaster Response and printed in a manual for their network of long-term recovery organizations -- "A Training Tool for use by the Local Interfaith in Disaster Response."

II. THE WORK OF THE RECOVERY GROUP: CASE MANAGEMENT



A carefully organized case management system geared to empowering disaster survivors to move toward a new post-disaster life is the heart of a recovery group's work.

Case management encompasses:

- Assessment of the a disaster survivor's situation
- Development of a recovery plan by the survivor with assistance of a case worker
- Provision of services by a case worker's agency and/or a common resource table in which several agencies are involved
- Follow-up
- Record keeping

Disaster case managers may be paid or volunteer depending on the resources of the recovery group. They may be a particular agency's contribution to the recovery work as part of a cooperative program. Depending on past experience, case managers can usually easily handle up to 20 cases at any one time. Beyond that number, complexity of case needs or sheer numbers of cases will hamper a case manager's capacity to provide full service to a person or family.

The United Methodist Committee on Relief (UMCOR), recognized case work specialists, recommends that a volunteer or paid recovery coordinator do case work in small disasters, but oversee five to six trained volunteer case managers in medium-scale disasters. A paid case work executive may be needed to manage five to six case work supervisors in a catastrophic disaster, UMCOR advises.

Determining Survivor Needs

The recovery group turns to a variety of sources for information on the unmet needs of a person or family:

Damage assessments conducted by governmental and private agencies engaged in response to the disaster may provide an initial overview of current and emerging needs. As recovery unfolds, more detailed and accurate surveys are conducted. Building inspections, for example, will identify safety issues and repair costs.

Companion Resources:

Church World Service, *Community Arise*
– The Case Work Module Overview &
Vulnerability to Disaster modules

National Voluntary Organizations Active
in Disaster – *The Long-Term Recovery
Manual*

Training:

United Methodist Committee on Relief
(UMCOR)

Recovery groups also learn about needs through disaster assistance applications completed by survivors. In the agency-based emergency and relief phases of disaster response, some care-giving organizations take applications from survivors to establish need for relief assistance. The community-based recovery group may later service these clients after it forms.

Outreach using mass and specialized media and personal contact, however, may be necessary in assuring assistance reaches those requiring services offered by the recovery group. Embarrassment, fear, guilt, grief, depression, physical incapacity, lack of understanding, transportation difficulties may deter some survivors from coming forward for assistance. Poor and elderly persons, women, persons who cannot speak English, rural people, and members of cultural minority groups, and others may be intimidated by the recovery process or even intentionally or unintentionally excluded by care-givers. Care-givers and helping organizations may mistrust, misunderstand, or inadvertently ignore and/or mistreat population groups or persons living in a particular geographic area.

The recovery group's advertising and publicity will, of course, highlight program and invite survivors to apply for assistance. The recovery group at its best, however, will also find trusted persons within its community who can be *liaisons* to a group or geographic area or *guides* for those who are not able to come forward. They can also be voices and advocates for those who are marginalized and help the recovery group speak with knowledge and authority on their behalf.

A door-to-door survey that canvasses the disaster-affected area is often a good way to begin effective outreach. Data collection through a door-to-door survey will give the recovery group the fullest picture of needs and supports the case work system by:

- Triaging survivor needs
- Establishing a universal case file identifying needs of each resident in the area
- Pinpointing patterns and specific disaster-affected areas that will require focused attention
- Assessing emotional and spiritual needs of survivors
- Identifying survivors who may not have applied for assistance or were missed in other surveys
- Providing time for listening and initial interventions
- Informing survivors that the recovery group exists and offering assistance for physical and emotional/spiritual needs

Christian Reformed World Relief Committee (CRWRC) volunteers can assist a recovery group in:

- Conducting the needs assessment
- Setting up its own needs assessment
- Training for volunteers who conduct interviews

A door-to-door survey (also called a *needs assessment*) is time-consuming and requires involvement of many persons. Use volunteers to do the work:

- Make an appeal to the wider religious community for volunteers on a Saturday or Sunday to survey neighborhoods
- Advertise survey days and need for volunteers in the newspaper
- Work with radio and television stations to plan & promote the survey day
- Ask a large local business to encourage its employees to donate a day for the survey
- Work with local government to develop a survey process
- Use disaster survivors who have lost their jobs in conducting a survey



Proper training of door-to-door interview volunteers before they begin their work is vital. While gathering information is the focus of the work, interview volunteers need to take time to hear survivors tell their stories about the disaster. Survey success depends on the ability of interviewers to establish a climate of trust. Basic guidelines for interviewers:

- Don't rush the interview
- Give the survivor privacy
- Don't tell *your* story -- focus on the survivor
- Demonstrate genuine non-condemning, non-judgmental regard for people with different lifestyles and values
- Motivate and encourage
- Don't make promises

Determining Assistance Priorities

Because needs usually exceed limited resources, an effective case management system establishes priorities to maximize assistance to people with the most serious needs. Most recovery groups prioritize individuals and families whose underlying conditions make them more vulnerable to the trauma and devastation of disaster than others:

- Families with elders, children, serious health situations, disability conditions, and limited incomes
- Individuals or families with limited available resources for recovery
- Low and middle income families who will take mitigating action in their recovery – i.e., relocating from a flood plain, building a safe room in a tornado prone area
- Individuals or families with literacy or language barriers
- Persons unemployed or underemployed as result of the disaster
- Individuals or families with remaining serious disaster-caused unmet needs who have exhausted all available resources

Answers to these questions can help determine who to assist:

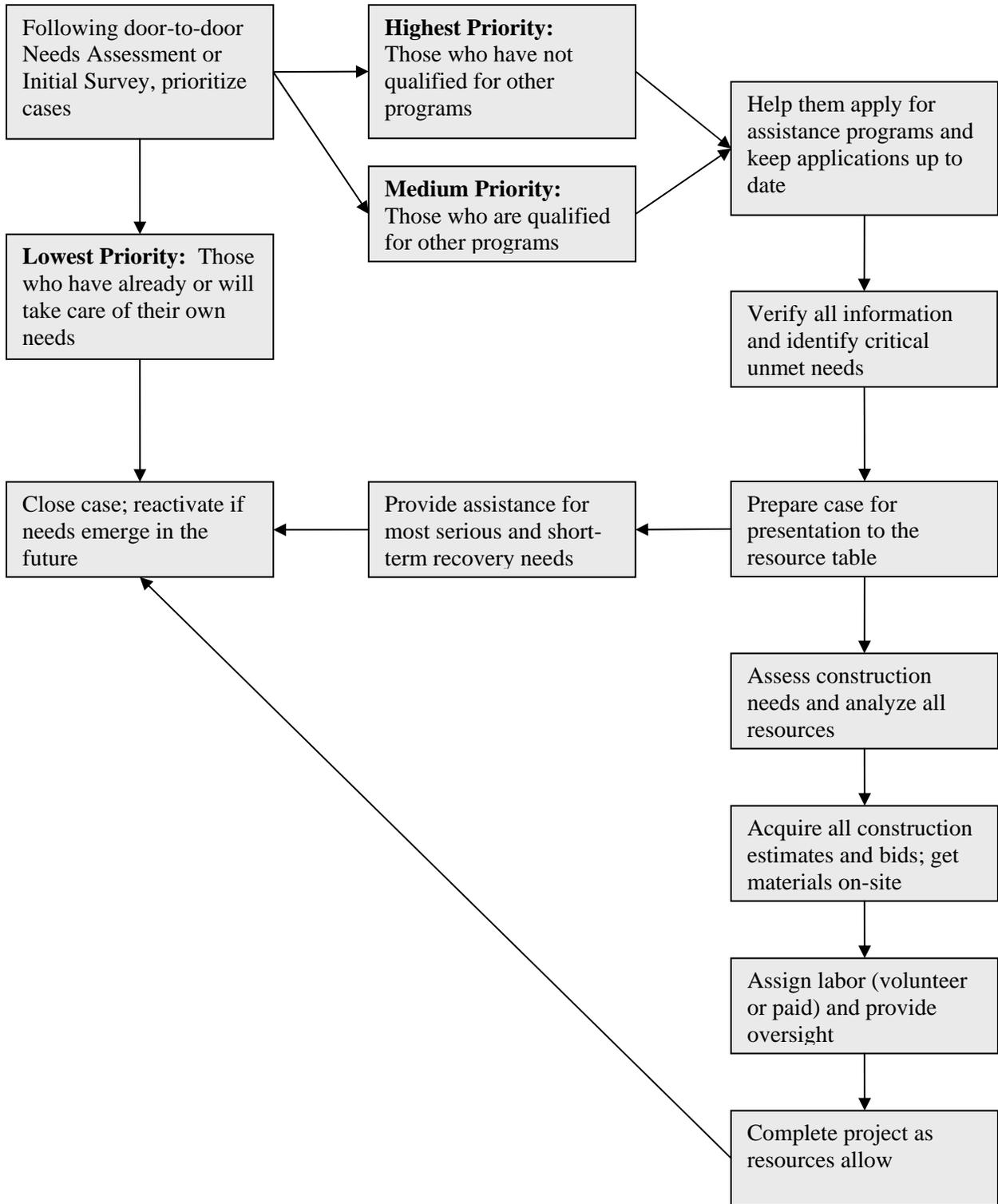
- Will our assistance solve a disaster-caused or disaster-related need as opposed to a pre-existing or on-going need?
- Will our assistance facilitate a return to a safe, sanitary, functional, and appropriate housing situation?
- Will our assistance alleviate an immediate crisis?
- Will our assistance sustain the person/family until other resources are available?
- Does the assistance duplicate aid that may be obtained from another agency?
- Can cooperative funding with other organizations be arranged?
- Has this person/family client exhausted available services/funds?
- Will our assistance harmonize with the goals of the family's disaster recovery plan?
- How will our assistance empower the person(s) to assume responsibility and ownership in recovering?
- Will the assistance encourage further steps by the individual/family to address immediate and long-term needs?

Establishing policies for providing assistance, identifying persons or situations warranting priority attention, and considering available resources (volunteers, funds, building materials, etc.) enable a recovery group to:

- Provide assistance on a case by case basis with maximum flexibility and attention to individuals and families who are most vulnerable to disaster
- Collaborate with other agencies in providing assistance
- Cover essential family expenses not covered by other agencies
- Assist a client in completing recovery (or a phase of recovery)

Some recovery groups have used a point formula for prioritizing assistance. Points are assigned to certain priority categories. The greater number of points, the higher the priority.

Getting from Initial Survey to Case Closure



Survivor Case Files

A case file for each person or family in the case management system is a **must**. A file includes all data about the situation and work to address identified needs. Paper forms are often helpful in interviews and gathering information for case files, but most organizations now track data and case progress on computer.

Paperwork, however, is necessary to fully access and share information among helping agencies working with a survivor. Case management clients must provide their written consent for organizations to share confidential information about them. The written consent must include:

- Full name of client, damaged property address, telephone number
- Verification of the client identity with current address, date of birth, and notarized signature. (Without a notarized signature, a request for information is submitted under penalty of perjury. As a substitute for notarization, clients with proper federal or state identification may also request records be released into their own custody.)
- Identifier (Social Security Number and/or FEMA application number)
- Specifics on information to be disclosed
- Specifics on who is to receive information

Source for samples of paper forms:
National VOAD *Long-term Recovery Manual*

Sources of electronic case work software:

Lutheran Disaster Response

United Methodist Committee on Relief

Coordinated Assistance Network (CAN) in large disasters

Survivor Confidentiality & Privacy

Survivors tracked by your case work system should feel confident that information about them will be shared only with agencies, organizations, or businesses (vendors) which will provide resources required for their recovery. Information should not be shared with other people -- even extended family members -- unless they are named on the Release of Confidential Information Form. Nor should a case worker share information about other families with a client.

Events in the Life of a Disaster Case Management System

	1	Disaster Event Occurs
	2	Emergency Relief Stage
	3	If merits state or federal declaration -- state and federal assistance available
	4	Faith-based long-term recovery consultants, and/or other agency representatives assist in long-term recovery group development
	5	Case Management System developed by participant members of the long-term recovery group
	6	Case referrals received by long-term recovery group or case management agency
	7	Case Worker opens case file & obtains written consent from client for release of confidential information
	8	"Family Recovery Plan" completed to determine disaster-caused need(s), priority of needs, and available resources
	9	Verification of need(s) and resources or gaps in resources
	10	Long-term recovery group members discuss case and commit financial resources, donated goods, or services to resolve the disaster-caused need(s)
	11	Case Worker follows up with survivor and agencies, assuring that committed resources are provided
	12	Review case and any additional identified needs
	13	Referral of cases for non-disaster caused needs and/or disaster-caused needs outside of the scope or capacity of the long-term recovery group
	14	Case Closed

**Case Management Sample #1
WRITTEN CONSENT**

I, [**First and Last Name of Person Giving Consent**], born on [**Date of Birth of Person Giving Consent**] residing at [**Damaged Dwelling Address of Person Giving Consent**], hereby consent to disclosure of the information collected by [**Name of Long-Term Recovery Group**] under my FEMA application number -- [**FEMA application number**] -- to the organizations and/or individuals listed below.

I specifically consent to have the following information disclosed to them:

[Be very specific about what you want to have released; include statement such as "My entire case files, including inspection report, amount of assistance, etc; My current contact information (name, address, phone number, e-mail address, and FEMA application number")]

The above information may be disclosed to the following organizations and/or individuals:

1. _____
2. _____

[(Optional) Additionally, I consent to have the above named organizations and/or individuals speak on my behalf and represent me before FEMA].

*[(Optional) Additionally, I consent to disclosure of my information to any other organization that is a member in good standing of either the National Voluntary Organizations Active in Disasters (NVOAD) or that is participating in a FEMA or State recognized Long Term Recovery Group for [**the FEMA Disaster Number for the applicant's registration**].]*

This consent is made pursuant to and consistent with 28 U.S.C. §1746. I declare, under penalty of perjury, that the foregoing is true and correct.

(Signature of Applicant Providing Consent and Date)

Case Management Sample #2
SCREENING CHECKLIST

Client Name _____

Pre-disaster
Address _____

Current Address _____

Current Phone _____

<input type="checkbox"/> Own	<input type="checkbox"/> Rent	<input type="checkbox"/> Temp Housing/amount _____	
<input type="checkbox"/> SFD	<input type="checkbox"/> MH	<input type="checkbox"/> Duplex	<input type="checkbox"/> Home Repair/amount _____
<input type="checkbox"/> Destroyed	<input type="checkbox"/> Major	<input type="checkbox"/> Minor	<input type="checkbox"/> IFG/amount _____
<input type="checkbox"/> Insurance () structural	<input type="checkbox"/> () contents	<input type="checkbox"/> Other/amount _____	

Owners

Date Purchased _____

Price _____

Balance Owed _____

Own Land? () yes () no

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

Explain:

What is family's stated need?

Screening Checklist
Page 2

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

Amount of estimates _____

Obtained permits/inspections? ()yes ()no

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

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

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

Name of person completing form _____

Title _____

Date: _____

Case Management Sample #3
CLIENT DISASTER RECOVERY PLAN

Name of Case
Manager _____

Name of
Client _____

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

All identified needs of the client:

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

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

Client Disaster Recovery Plan
Page 2

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

Possible sources of assistance for addressing these needs:

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

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

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

III. THE WORK OF THE RECOVERY GROUP: VOLUNTEER COORDINATION

The nature and quality of a recovery group's work, in the final analysis, may heavily depend on volunteers. Volunteers can be used for many tasks:



Advertising
Auditing
Babysitting or child care
Board Participation
Bookkeeping
Carpentry
Case work
Construction coordinator

Cooking
Coordinating work groups
Correspondence
Counseling
Data entry
Debris clean-up
Driving
Electrical
Filling out forms
Fund raising
Grant writing
Interviewing
Legal assistance
Management
Media
Medical assistance

Needs Assessment Surveys
Plumbing
Public Relations
Office support
Receptionist
Repair Estimator
Roofing
Reporting
Sort & distribute materials
Spiritual care or presence
Transportation of goods
Warehouse management
Website Maintenance
Worship leader
...and more

Effective coordination and management of deployed or assigned volunteers involves:

- **Developing job descriptions:** They do not need to be highly detailed, but should provide a brief description of tasks, expectations related to completed work, timelines, and guidance or any restrictions in carrying out assignments. A large number of tasks and jobs are more manageable if broken down into workable blocks with responsibility for them designated.
- **Matching volunteer skills with job needs:** A volunteer needs list according to agency, job description, location, etc. can help assure that the right people are in the right place at the right time. You don't want an electrician shoveling mud when there are houses to be wired.
- **Establishing and communicating your volunteer policies:** When volunteers have a clear understanding of policies governing their work, they will have a good experience and you will have better quality control. Volunteers need information, order and direction, and a clear sense of purpose to be effective. Coordinators need to know the parameters around the work they can ask volunteers to do, health and safety procedures, and how they access volunteer services. Participating agencies that are part of a recovery group benefit when there is a common standard for use of volunteers.

- **Checking credentials:** Some volunteers with professional expertise or services to offer will come with special training ready to begin applying their skills and knowledge. Confirm accreditation for those who should normally have it for their work -- i.e., attorneys, electricians, mental health counselors.
- **Training & orienting:** Even with specialized expertise, energy, and a good heart, volunteers need orientation about 1) the history of the disaster-affected area and its population; 2) the disaster and its effects on the survivors; 3) your organization and its recovery vision, activities, and needs.
- **Developing an atmosphere that values all work to be done:** Volunteers may arrive with a pre-conceived idea of the work they will do and be assigned to different tasks. Approaching the work with volunteers or volunteer groups as a covenant relationship focused on helping to rebuild a disaster-affected community communicates that the jobs assigned are those of highest priority.

Companion Resource:

Church World Service, *Community Arise – The Volunteer Coordination Module*

National Voluntary Organizations Active in Disaster, *The Long-term Recovery Manual*

North Carolina Interfaith Disaster Response, *A Training Tool for Use By the Local Interfaith in Disaster Response*

Training for Managing Rebuilding Volunteers:

Lutheran Disaster Response

Other:

Volunteer Management Resource Library, <http://www.energizeinc.com>

Construction and Rebuilding Volunteers

For the most part, disaster volunteers who live in the affected area or come from other areas want to help in clean-up and rebuilding tasks. And for many survivors, volunteer labor is crucial for repairing or rebuilding their homes. In planning to use volunteers for construction activities, the recovery group must consider:

- Development and oversight of worksites
- Availability of building materials and tools
- Hospitality and accommodations
- An information system tracking volunteer skills and work required.



In employing volunteers for repair and rebuilding, the required skill sets will change. You need less skilled volunteers first for debris removal and emergency repairs and later need volunteers with construction trade level skills. Plan for changing the “face” of your volunteer construction teams. Learn how to recruit skilled volunteers (see section XII) and be prepared to say “no” to unskilled teams, refer them, or assign them to other tasks.

Volunteer Management Sample Form #1
WORK GROUP INFORMATION RECORD

Date Called: _____ Date Confirmed: _____

Contact Person: _____

Telephone: (day) _____ (night) _____ (cell) _____

Address: _____

E-mail Address: _____

Arrival Date: _____ Time: _____

Departure Date: _____ Time: _____

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

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

Summary of Construction Skills

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

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

Special skills within the group: _____

Special certifications for any of the above: _____

Volunteer Management Sample Form #2

(This form should be completed by recovery group staff or coordinators in concert with the homeowner)

ACCESS TO PROPERTY AND RELEASE OF LIABILITY WAIVER

Home Owner
Name: _____

Day Telephone: _____ Night Telephone: _____

Address: _____

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

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

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

In general the work to be done is described as _____

Owner Signature: _____

Date _____

Witness or Representative of the Organization

Signature _____

Date _____

IV. THE WORK OF THE RECOVERY GROUP: SPIRITUAL & EMOTIONAL CARE

Because disasters impact the physical, social, psychological and spiritual dimensions of people's lives, long-term recovery groups -- both intentionally and indirectly through their services -- emphasize holistic healing of individuals, families, and communities by assuring provision of emotional-spiritual care.

The focus of emotional-spiritual care is *trauma*. When a significant, unusual, and distressing critical incident – often swift, sudden, and unexpected – disrupts the normal social order, people experience trauma: a high-level physical and emotional response – either immediate or delayed. Disaster survivors can experience:

- Physical trauma as a consequence of bodily injury, damage or destruction of homes, living in temporary or inadequate quarters following a disaster
- Social trauma resulting from disrupted routines, separation from family or other support systems, relocation, and other significant changes
- Psychological trauma from shattered relationships, death of loved ones, lack of resources, realization that life may never be the same again
- Spiritual trauma from shattered relationships, death of loved ones and characterized by questioning (i.e., why did the disaster happen to me?), hopelessness, and loss of faith. In working through spiritual trauma, people search for new life meaning, connectedness to Spirit or other people. They may even experience strengthening faith because of a perceived miracle.

Companion Resources:

Overview:

Church World Service, *Community Arise* – Disaster Spiritual Care module

National VOAD: *Light Our Way*

Training:

Church World Service Emergency Response Specialists

There are three kinds of trauma related to how an event is experienced:

- Primary trauma -- effects from experiencing the disaster first-hand
- Secondary trauma -- effects from experiencing the trauma of others (family, friends, or even extended viewing of devastation on TV)
- Vicarious trauma -- effects because of repeated exposure to another person's trauma through empathetic engagement in a helping relationship

Emotional Care

Emotional care in response to the trauma of a disaster may take many forms from simply a recovery group's case workers, volunteers, or office staff actively listening to survivors without judgment to referrals of people for on-going care by professional counselors.



Disaster workers may be unaware of how important their presence can be, but it is often a key to early emotional recovery.

The recovery group should assure ongoing professional mental health care for case management clients who require it. Especially in a federally declared disaster, mental and emotional health agencies may be able to obtain funding for expanding services or offering new ones.

Spiritual Care

People seek hope and meaning in their lives through belief systems or relationships to something greater than themselves -- a spirit or transcendent being (God or Buddha), a group, nature, or other persons. This is *spirituality*. Disaster spiritual care, in contrast to emotional care, devotes presence, attention, and respectful assistance to helping people discern meanings in their lives and to seek to live with new meaning and hope in an environment of destruction and pain. A recovery group may:

- Initiate or support special worship services, counseling, commemorative events, and other events that enhance the spiritual well-being of disaster survivors
- Form & train a spiritual and/or mental health taskforce in outreach techniques and providing resources to survivors and the community at large
- Prepare & distribute information on common disaster reactions, coping mechanisms, self care, where to get help, etc.
- Offer security & appropriate human contact to survivors through information, gathering sites, programs
- Sustain unique social spaces & activities that are age, gender, or culture specific for bereavement groups, children's recreation, youth interests, etc
- Identify sites where groups of survivors and care-givers are likely to congregate & offer appropriate mental health/spiritual health services
- Assess mental or spiritual needs of individuals & community
- Support & assist survivors with specific, tangible problems – i.e., location of family members or child care
- Advocate for appropriate delivery of services where mental health issues are identified
- Use gathering opportunities to communicate through symbolic actions, senses, emotions & symbols rather than just words -- meals, study groups, musical events & specific culture-oriented occasions



Understanding Care-giver Vulnerabilities

Of particular concern to recovery groups are the extreme pressures on leadership and staff of participating agencies and over-extension of their time. Caregivers may become emotionally drained in hearing about the pain and trauma of their clients -- often at the same time that they are dealing with their own trauma. When not recognized or addressed, physical and compassion fatigue may evolve into burnout and extreme emotional distress. Symptoms of burnout: irritability in relationships, impaired performance of duties, unwillingness to take time off or delegate duties, cynicism, dissatisfaction with work situations, and exhaustion.



V. THE WORK OF THE RECOVERY GROUP: BEYOND RESPONSE AND RECOVERY



In the midst of responding to disaster, it's not too early for a recovery group to anticipate the next disaster that could strike and promote preparedness and vulnerability-reduction (mitigation) in the affected community.

As it implements program or begins its sunset, a recovery group can:

- Launch a community preparedness education campaign
- Begin to institutionalize its infrastructure in skeletal form for reactivation if required
- Employ mitigation measures in repairing & rebuilding homes to reduce their vulnerability in future disasters
- Encourage community planning towards enhancing safety of citizens and advancing disaster-resiliency

Disaster Preparedness Planning & Mitigation

The recovery group can encourage community disaster preparedness planning at a time when the lessons of a current disaster response are fresh in the minds of caregivers. In the midst of responding to a disaster, people understand that care-giving is a task will last weeks, months, perhaps even years. Then people appreciate the importance of responding to the emotional and spiritual needs of disaster survivors in the long-term recovery process. They are aware of the interventions and actions required to restore order address needs. At this time as well, a broad network is in place with proper response channels, lines of responsibility, ready resources, and clearly understood roles. There is a high sense of dedication to the welfare of the community.

Recovery group leadership, drawing on lessons learned, is well-equipped to participate in a community-wide disaster preparedness planning process that defines tasks or responsibilities of agencies that will be involved in responding to a future disaster, how coordination among agencies happens, and logistics relative to resource management and delivery of services.

The recovery group can help develop a response and recovery plan that will short-cut forming and organizing a long-term recovery program in future disasters or emergencies. In addition, the recovery group can help other agencies, churches, and institutions develop their own emergency plans and resources.

Companion Resources:

Church World Service Emergency Response Program: *Community Arise: A Disaster Ministry Curriculum*

Church World Service Emergency Response Program: *Prepare To Care*

The recovery group can also provide leadership to a community seeking to reduce its future vulnerability and create a more secure future by encouraging rebuilding programs that incorporate mitigation measures to make homes and other structures less vulnerable to damage in another disaster: promoting building codes, encouraging public and private use of sustainable building sites, employing environmentally responsible materials and building practices.

Disaster preparedness and mitigation planning starts with research into:

- Hazards that still face the community and make people vulnerable to a new disaster
- Agencies with capability to implement prevention, response and recovery programs into the future
- Lead and primary roles that each agency will be able to fulfill in planning and in response
- Mechanisms or steps to activate services in future emergencies

One immediate and valuable tool that can come out of the planning process is a directory of agencies detailing:

- Agency contact persons and their information
- Programs relevant to disaster response and services provided
- Location of available services
- Other information about services such as timeframes and limits (i.e., quantity, income qualification, etc.)

Transition from Disaster to Development



In addition to leading preparedness and mitigation planning in communities, a recovery group can be the launching pad of collaborative work in such areas as non-disaster housing rehabilitation, affordable housing development, neighborhood planning, physical and mental health services, community credit unions, and job development and training. Grappling with recovery and mitigation issues teaches that vulnerability to disaster is affected by education, housing, language, bias, and other issues that may be addressed through community development programs. At the same time, developing and implementing recovery activities following a disaster builds capacity in resource/asset mapping, volunteer management, and resource development.

One community in Alabama formed a recovery group to provide support services to families affected by a factory closed on short notice with little promise of compensation to the workers.

VI. ORGANIZING TO DO THE WORK: CHOOSING HOW TO COLLABORATE, COOPERATE & COORDINATE

To get the work done, there are two common models for long-term recovery groups:



1. Long-term Recovery Committee: The *committee* model brings together representatives from various disaster response and/or recovery agencies which individually address survivor needs through the case work process. Agencies with cases requiring resources beyond their capacities present them at committee meetings in which other agencies consider what they can contribute to help address the unmet needs. The committee normally does not have its own resources, 501(c)3 status, an administrative board, or even a

dedicated staff. The committee may or may not address community needs in addition to individual or family needs. This model is sometimes called an *Unmet Needs Committee*.

2. Long-term Recovery Organization: Like the *committee* model, the *organization* model encompasses multiple participants. However, it works as a single entity which may administer a pool of resources brought to the long-term recovery effort by its individual members. Separate funds as well may be administered by the organization members or partners. The organization has formal, identified leadership (board) and staff (volunteer, paid, or seconded), operates under its own 501(c)3 or an umbrella organization's, and includes representatives of local faith groups, human services agencies, and disaster recovery organizations -- all of which can provide resources. Often the organization has taskforces that address community-wide recovery needs as well as needs of families.

These two models may be adapted as a combination or refined in line with a community's resource assets and recovery needs. Some common adaptations or refinements:

- ***Interfaith or Faith-based Long-term Recovery Organization/Committee:*** In many situations, the faith community plays a significant role in the formation of the long-term recovery group. Either the *committee* or *organization* model may be partially or wholly faith-based. Historically, the long-term recovery committee or organization was called an *interfaith*, but this is much less the case now.
- **VOAD or COAD (Voluntary Organizations Active in Disaster; Community Organizations Active in Disaster):** At the national and state levels, VOADs are understood to be planning, training, networking, and coordinating bodies the members of which provide services and resources as individual agencies. At the local level, however, the VOAD or COAD may be the point at which collaborative assistance to persons and families begins and may actually function as the long-term recovery committee/organization.

Creating a new committee or organization may not even be necessary if recovery leadership can identify an existing organization which is willing to accept the coordinating role and is open to inclusion of new partners. Operating as a sub-group of an existing agency can provide instant

tax-exempt status, built-in systems for receiving contributions and accounting, and association with an organization that has a history in the community. Recovery leadership, however, should answer these questions about the prospective coordinating agency before going this route:

- Does its board & policy support the agency's assumption of management of the long-term recovery on behalf of the community?
- Does it have the administrative ability to segregate its disaster program from its existing services? To divert staff to the recovery work?
- Does it have 501(c)3 tax status?
- Will it take responsibility for fiduciary work & reporting?
- Does it have demonstrated operational flexibility, i.e. capacity to get in and out of programs?
- Does it have an existing volunteer base?
- What is its reputation and relationship with the community?

Advantages of Working within a Collaborative Recovery Group

The recovery effort will garner the greatest support and most resources when a collaborative partnership is created which includes the most responders. (See the appendix for contacts and website links to regional and national disaster response and recovery agencies.)

For individual care-giving agencies, a collaborative approach:

- Expands each agency's opportunity to assist survivors they might not have otherwise encountered & streamlines case work process
- Makes possible the best & most extensive use of each agency's resources and services (especially important when resources are limited)
- Allows agencies to share information about cases they are serving & avoid duplication of benefits
- Opens access for each agency's cases to the full range of resources available in the community
- Gives the agencies benefit of committee thinking/action on cases vs. single agency action, decision-making, and recovery plans resourcing (especially helpful for the client when the need is great and/or complex)
- Helps provide equitable and consistent levels of assistance to individuals and families



For disaster survivors, benefits include:

- Simultaneous access to all recovery agencies with assistance programs (they don't have to go from agency to agency)
- Collective creative problem solving skills of many experienced case workers



- A broad approach to their cases beyond the history or bias of a particular agency or case worker
- A system of follow-up, referrals & consistent case work process across the scope of the disaster
- Attention and assistance that is consistent with what is received by others in their community

Determining the Suitable Long-Term Recovery Structure

Deciding on the long-term recovery group model to use or adapt begins with information gathered through an assessment or profile of the disaster impact, the needs it has created, and the ability of the individuals and community to address those needs. You must know:

- Size of geographical area affected
- Magnitude and scope of the disaster
- Political boundaries & cultural realities of the affected areas
- Estimated number of affected persons
- Estimated number of homes damaged & level of damage
- Basic population demographics & at-risk populations
- Non-housing effects on families and individuals (i.e., high unemployment because of the disaster)
- Functions needed in the long-term recovery – i.e., advocacy, distribution of material goods, case management, volunteer coordination, debris removal, construction estimating, spiritual/emotional care, donations, management, rebuilding
- Community resources available, including response agencies and their resources
- Resources required, but not available in the community (funds, materials, services, volunteers)
- Existing community faith-based & social service agencies in the community & how disaster affected their operations
- Organizations already involved in the response effort
- Formal & informal community leadership & their roles in the disaster response
- History of collaborative work among agencies & shared responsibility for social programming; their willingness to meld resources, sit at a common table, and turn over decision-making to a representative group

All information may not be available at the beginning, but will emerge as time passes, needs become known, and resources are developed or identified.

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



- Agencies, organizations, and faith-based bodies which are likely to be involved as participants and their key leaders
- Current relationships and/or existing alliances between participants
- Resource needs and systems needed to deliver the resources; process for resource expansion when required

Events in the Life of a Recovery *Committee*

The formation of a recovery *committee* begins immediately following the disaster and may take days, weeks, or even months to evolve depending on time needed to convene committee members and reach understandings about cooperative work and the availability of their organizational resources. The committee normally develops as follows:

- Meeting of interested parties to discern their plans for addressing disaster needs
- Designation of a convener & other staffing roles
- Defining case presentation & priorities
- Educating the committee members so they understand all agency resources: funds, materials, personnel, volunteers, other
- Setting meeting times to review cases & apply resources
- Reporting work progress, telling stories of the work, celebrating successes
- Evaluating and refining systems or policies
- Closing disaster work

Events in the Life of a Recovery *Organization*

Like a committee, formation of a recovery *organization* begins immediately following the disaster with development of its structure, administration, and program taking weeks or even months. The organization normally evolves as follows:

- Formation of a board or task force to develop policies & make critical early decisions
- Developing a mission statement, program goals & preliminary budget
- Developing sources for funds, materials, personnel & other needed resources
- Soliciting volunteers
- Refining a staffing plan using paid employees or volunteers
- Surveying survivor needs
- Organizing case work systems & initiating case work processes
- Applying resources to family cases & community needs
- Reporting work progress, telling stories of the work, celebrating successes
- Evaluating & refining programs & resource development
- Closing disaster work
- Beginning disaster preparedness work & mitigation activities

The Players

In forming a recovery group of any kind, identify agencies and organizations that commonly provide resources during response and, more importantly, in short and long-term recovery. Capitalize on the presence of responding organizations, volunteers, and resources in the emergency and relief stages following a disaster when they are usually more abundant. You may find one or more of the following agency personnel in the community to help you begin calling initial meetings to coordinate relief activities and start organizing for long-term recovery:

- Faith-based disaster consultants: Representatives from Christian Reformed World Relief (CRWRC), Lutheran Disaster Response (LDR), Presbyterian Disaster Response (PDA), United Methodist Committee On Relief (UMCOR) are most common. Other faith groups which may have a presence: Christian Church/Disciples of Christ, Brethren Disaster Ministries, Episcopal Relief and Development, Mennonite Disaster Service, Reformed Church in America, United Church of Christ, and Catholic Charities
- Members of the state Voluntary Organizations Active in Disaster, including representatives from American Red Cross, The Salvation Army, United Way, and others
- State Emergency Management voluntary agency liaisons
- Federal Emergency Management Voluntary Agency Liaison (VAL)
- Representatives of other local, regional, and national collaborative partners -- local civic organizations, social service agencies, community foundations, health and mental health agencies, national organizations, businesses, or other faith-based agencies

VII. ORGANIZING TO DO THE WORK: GOVERNANCE -- THE ORGANIZATIONAL FOUNDATION

If response leadership in the disaster-affected community agrees that their coordinated work is best suited to the structure of a recovery *organization*, governance issues – including makeup of the board of directors, establishment of taskforces or workgroups, bylaws, and articles of incorporation – become immediate issues. Even a *committee*, as it defines its modus operandi, should look at these issues early on.



Board of Directors

Strong organizations have strong leadership. An effective board of directors makes the important decisions about program and staff, assures adequate resources for program needs, establishes the controls that demonstrate accountability, and does the necessary planning to keep the organization on course.

Counsel for Boards:

Board Source (formerly the National Center for Nonprofit Boards)

www.boardsource.org

800-883-6262

Free Management Library

www.managementhelp.org

The board should represent a broad cross-section of the community and reflect interests and preferences of the recovery organization's constituency -- those affected by the disaster, the community at large, faith groups, donors, specific population groups, and participating agencies. Look for an attorney, an accountant or CPA, and representatives of governmental agencies (local or state levels) willing to serve as members of the board.

Board members should be prepared to explain programs of the recovery group, refer appropriate survivors for services, assist in recruiting volunteers, develop financial resources, and provide oversight to operations and management of resources. Effective board members will also:

- Bring systematic input from members of their constituency to the meetings
- Clearly understand their responsibilities and functions
- Have sufficient authority to make decisions/commitments on behalf of their organizations
- Actively participate in meetings
- Help keep discussions relevant to issues facing the organization
- Develop protocol and criteria for the operations of the organization, including actions that require board approval vs. decisions that may be made by designated staff

Although a *committee* will not have a board of directors, a steering or coordinating team may make sense depending on size and the scope of work. Considerations in forming a board of directors of a recovery organization apply to a committee's leadership body.

Functional Structure

Functions of a recovery organization can be coordinated and managed well with a taskforce/workgroup structure:

- An executive taskforce/workgroup to act in place of the full board to provide direction, management, guidance, reporting & set goals
- A finance/fundraising taskforce to help assure the financial integrity of the organization through budget, control & reporting
- A program workgroup to plan & supervise service delivery, make recommendations to the executive committee regarding program planning & report program results
- A public relations taskforce to communicate information about goals, programs & services of the organization, formulate a consistent organizational message, support staff & board in interaction with media
- A personnel workgroup to define staffing needs & fill positions, set personnel standards, schedule training & orientation, conduct performance evaluations, assure high staff morale
- A volunteer taskforce/workgroup to support & assist the volunteer coordination system

A community advisory council is a great tool for expanding the contacts of a recovery group (whether a committee or an organization) without complicating the coordination of the resource table or the fiduciary, management, and oversight responsibilities of a board. Such a council can assist in addressing specific concerns and bring the recovery group into close relationship with members of the community and persons with particular expertise. The council's composition could include an attorney, an accountant, a person in the building trades, a marketing executive or business owner.

Bylaws

Sample Bylaws:

National Voluntary Organizations
Active in Disaster: *The Long-Term
Recovery Manual*

Bylaws describe the organizational structure and mechanics of decision-making and will be needed if the group formalizes its existence under a 501(c)3 tax-exempt status. Bylaws may be simple in the beginning and amended by a designated body of the organization without official recognition of state government. In general, acceptable bylaws include sections relative to:

- Membership composition or criteria & voting rights and privileges
- Annual or special meeting frequency & procedures for calling meetings
- Board of Directors qualifications, election process, term length, number, officers, etc.

- Fiscal management
- Officer and/or staff responsibilities
- Procedures for amending and/or adopting changes to the bylaws

Articles of Incorporation

The Articles of Incorporation is the legal and binding document filed with state government. It outlines purposes of the organization and states the authorities and responsibilities of the managing body. Required information includes:

- Name of organization
- Name of initial directors
- Address
- Purpose

Companion Resource:

Florida Interfaiths Networking in Disaster (FIND), *Faith-Based Organization/Community-Based Organization Capacity Building Manual*. www.findflorida.org

Because the Articles must pass through a state approval process, it is wise to provide complete, but basic information while reserving the operational details for the bylaws. For this reason and the complexity of the application, consult an attorney.

VIII. ORGANIZING TO DO THE WORK: THE ADMINISTRATIVE INFRASTRUCTURE

Once the recovery group's governing structure is established, the leadership faces immediate tasks and important decisions around administering the committee or organization:

- Policies & practices to guide decision-making
- Locating facilities & acquiring equipment
- Purchasing insurance
- Opening a bank account
- Financial controls



Decision-Making Guides

Practices and policies guide the leadership or board in decisions about activities or tasks. These standards and protocols might address:

- Level of public access to financial reports, meeting minutes, or other documents
- Responsibility of governing leadership
- Personnel
- A commitment to quality repair or construction work, observance of building codes, etc.
- Nature of financial oversight, accounting systems, distribution of funds & frequency of financial reports and audits
- Confidentiality of client/survivor information
- Volunteer workers
- Program planning & evaluation
- Criteria & priorities for provision of assistance
- Responsibility for administrative oversight or level of authority

Facilities and Equipment

There are potentially three major facility needs:

- Offices
- Warehousing
- Volunteer lodging

Offices require adequate space for work, meetings, and conferences of administrative and case work management staff. An important consideration in selecting an office is also its function in linking people of the community to available resources. A church, community group, or landlord may be willing to donate space.



Crucial office equipment includes phones, desks/tables, copier, computers, bulletin boards for posting communications (internal and external).

A warehouse where supplies can be delivered, inventoried, handled, and distributed should offer adequate space and accessibility for those who are receiving the materials. Other concerns: protection from the elements or theft and safety of workers.

Equipment required for warehousing may be as simple as floor space for a small operation or as complex as pallets and pallet jacks for large disaster needs. Volunteers are likely to be the main source of warehouse staff.

Safe and sanitary sleeping, food preparation, and bath facilities are the basic requirements of lodging for out-of-town volunteers. Consider schools, churches, campgrounds, and homes.

Insurance

Purchasing insurance is a complex undertaking and the best advice comes from attorneys and/or brokers who are familiar with laws governing non-profits. The recovery group should consider protection for:

- Physical damage or loss such as theft and fire
- Liability claims brought by third parties
- Claims for job-related injuries or illness
- Volunteers
- Directors and officers

Federal Employee ID Number (EIN or TIN)

To open a corporate bank account, the recovery group will need to register and acquire an organizational “social security number” – a Federal Employee ID Number -- even if to the organization doesn’t expect to hire employees.

Financial Controls

Because grants to a recovery organization are contingent on an identified process for receiving and disbursing funds and reporting on their use, financial controls and systems are among the first considerations of recovery group leadership. A long term recovery group 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.

Recommended money-handling guidelines and policies:

- Incoming-funds should be independently seen, recorded, banked & 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 or the leadership team and the funders that an organization has adequate controls and funds have been appropriately used. A CPA consultant to the leadership team or the board may be willing donate such services.

Companion Resources

Board Source (formerly the National Center for Nonprofit Boards)
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 800-883-6262

Free Management Library
www.managementhelp.org

An audit is normally conducted annually. If proper controls have not been implemented early, however, the first audit could be too late.

Review recommendations on audit committees and auditors set forth in the Federal Sarbanes-Oxley Act (2002). Although this legislation applies primarily to American publicly traded companies, some of the recommendations are pertinent for not-for-profit organizations.

Other Recommendations:

- A recovery group receiving large quantities of in-kind material or equipment donations for its own use or redistribution should develop & implement a system for documents proving ownership, tracking inventory & documenting insurance information.
- Staff & the board/leadership team 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 credibility of the recovery organization & support fundraising
- Develop a protocol for providing receipts for cash and material donations
- Establish polices on retention of financial records



IX. ORGANIZING TO DO THE WORK: PLANNING LONG-TERM RECOVERY



A recovery effort without a plan has limited capacity to know what it has accomplished and whether it was successful. Planning may be a formal or an informal process involving many or just a few people. It may produce a fat planning document or something that look more like notes from a meeting. In a community-based recovery group that places high value on involvement of a wide range of individuals or agencies, planning will probably be formal, but still need not be complex. Modern planning for organizations in which

accountability, transparency, and collaboration among parties are important, increasingly, focuses on *outcomes* as program goals.

Outcomes-focused planning uses target audience (i.e., clients or beneficiaries) needs and hoped-for results as the foundation for program and design decisions. The focus is *achieving impact* vs. *doing* things. Making a difference vs. just achieving results. It emphasizes *outside-in* thinking and attitude. Outcomes-focused planning as a basis for systematically assessing how well a program has achieved its intended results answers two key questions: Has my program made a difference? How are the lives of the program clients or beneficiaries better as result of my program? Outcomes-focused encompasses:

- **Scanning the environment/network** to determine the impact your organization can make within the context of the post-disaster situation, other responders, partners, available resources, client needs, etc.
- **Formulating a vision or purpose statement** that identifies what the organization does, for whom, and for what outcome or benefit
- **Identifying outcomes** – the critical success factors for the organization.
Outcome statements identify how the organization’s program will change or improve skills, attitudes, knowledge, behaviors, status, or life condition of target audiences (i.e., clients, volunteers, staff, donors, etc.)
- **Establishing outcome measures – indicators** – that demonstrate achievements or program areas with weaknesses.
- **Strategizing.** For each outcome, the organization will seek certain *outputs* typically stated in numbers – the direct program product (i.e., number of cases opened and closed, number of people trained, etc.). These outputs require *activities* carried out by management and staff (i.e., advertising and publicity, conducting meetings, visiting clients) and *services* to clients (i.e., workshops, counseling)

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800-883-6262

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www.managementhelp.org

- **Determining inputs** – the budgeted items required for the activities and services that an organization implements to generate outputs and realize its projected outcomes (i.e., staff, facilities, equipment, materials)

Scanning the Environment

Start by assessing needs, estimating funds required to meet the needs, and realistically projecting funds available.

The recovery leadership will use its network of care-giver agencies, governmental contacts, and other response organizations to identify potential long-term unmet needs (most likely the bulk will be related to housing). This assessment by observation and collating data should first focus on the most vulnerable groups: elderly, children, persons with disabilities or limited by language or literacy, those who may have suffered pre-disaster bias, etc. As time passes, the projections may be adjusted upward or downward.

Companion Section in this Manual:

Section XII. “Resource Development to Fuel Long-term Recovery”

The recovery group should try to estimate current and potential sources of revenue and expenditures required toward developing a flexible, realistic budget that reflects projected funds and in-kind donations of materials and volunteer time. The budget will be revised and updated as the situation clearer and incomes and expenses begin to play out. If there is a mismatch between the projected receipts and projected needs, the organization will need to re-think how to generate cash.

Look beyond money as well and begin developing a preliminary asset map showing the wide range resources available for the recovery effort.

Vision/Purpose Statement

Whether operating as a recovery *organization* with staff and board of directors or a recovery *committee* with a coordinator/moderator, success of the work will be more likely if there is a purpose statement to guide it.

A ***purpose statement*** describes how the recovery group plans to make a difference in the community. In a few, simple sentences, it offers the major criteria for planning or decision-making by naming the ultimate goal and giving a sense of common purpose. One brief example:

“The purpose of (name of the group) is to meet the need for ongoing coordination among agencies providing volunteer, financial, spiritual, and emotional/psychological support for people who lives have been ravaged by the (type) disaster. In addition, we will provide collaborative leadership in the discernment of long-term needs for recovery and rehabilitation that can be most effectively

met or assisted by this collaboration and we will provide advocacy for people most vulnerable to having their needs overlooked in public recovery planning processes.”

Identifying Program Outcomes & Strategies

Based on assessments and income projections and guided by its purpose statement, the recovery group defines the outcomes it envisions and outputs and related activities and services required to realize them.

Sample outcome statements:



- Residents whose homes sustained major damage or were destroyed are returned to housing less vulnerable in future disasters
- Community caregivers have skills and knowledge to offer spiritual-emotional first aid care to survivors with trauma symptoms and refer them as required for long-term professional care
- Survivors with long-term unmet needs have plans to complete their recovery

Sample output statements related to outcomes:

- 100 homes will be repaired
- 5 homes will be completely rebuilt
- 3 workshops will be scheduled to train caregivers in trauma response
- 200 survivors will receive counseling and assistance

Sample services related to outputs:

- Home inspections to determine repair needs
- Home repair & construction service
- Trauma Awareness & Response Workshops
- Case work

Sample activities related to outputs:

- Identify all disaster survivors who will require assistance
- Research resources available resources for case work clients
- Identify potential donors and estimate amount of their contributions
- Conduct fundraising campaign
- Identify mitigation issues relative to future disasters

The recovery group with an eye on what it wants to achieve can:

- Measure its effectiveness
- Change programs or course as needed
- Recognize and celebrate accomplishments
- Launch new work grounded in its experience and expertise

On-going Evaluation and Review

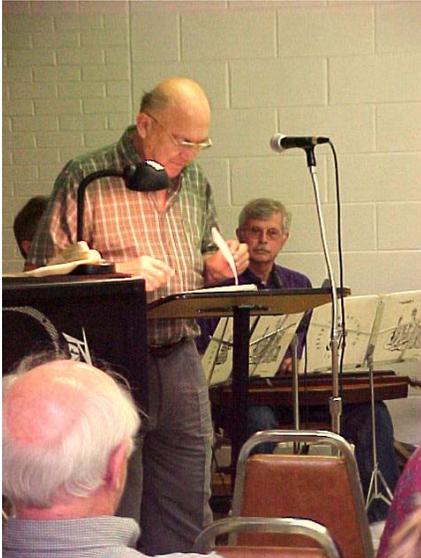
An on-going evaluation or review process will drive continuous and effective planning. The first step after developing a plan is establishing dates to look at progress in realizing outcomes.

Questions to be answered in a program review process might include:



- Did we achieve the results we wanted? What are some of those?
- How much did it cost to get the results?
- Did we get unintended results? What are those and do we like them?
- What strategies or changes could help us achieve the results more economically or quickly?
- What conditions exist that indicate that we need to achieve the same or better results in the next period?
- What things were done well?
- What things might be done differently in the next period or for future disaster response?
- What might be done to better prepare us for response to the next disaster?

X. ORGANIZING TO DO THE WORK: COMMUNICATION --- THE FUNDAMENTAL PROGRAM SUPPORT TASK



In many ways, communication with two key audiences – the community it serves and its benefactors (supporters and donors -- is the fundamental program support task of a recovery group. Communication activities in support of a quality recovery program play the single most important role in establishing credibility towards, among other things, generating funds, maintaining donor loyalty, recruiting paid staff and volunteers, securing in-kind resources, attracting the individuals and families who require assistance – and even serving them. The communications function encompasses three primary activities:

- Telling stories about the disaster, its impact & the work of the recovery group
- Providing vital information about resource coordination to groups within the recovery arena
- Reporting on progress of the recovery program

Accurate and timely communication is a big job. Acknowledge the importance of this necessary work.

Inter-Agency & Client Communication

As a hub for a variety of community organizations engaged in a cooperative program, the recovery group is a natural focal point for collecting and communicating information about delivery of materials or services. In early recovery, communication among response and relief agencies will promote understanding of identified disaster needs, agency program guidelines and criteria, and gaps in assistance. In long-term recovery, communication among agencies not only will promote understanding of programs available, but help prevent duplication of services and assure delivery of priority services and resources to disaster-affected families.

In relating to disaster survivors, a recovery group will disseminate information about:

- Direct benefits of assistance programs
- Accessing available resources
- Disaster issues facing the community
- Family disaster preparedness

- Household mitigation

Public Communication Strategies & Tactics

Communication should be understood as an organization-wide function – not just the role of a specialized designated communicator. Recovery group board members, paid staff, and volunteers should all be prepared to interact appropriately with the public and media

Based on analysis of communication needs and opportunities, develop scripts with talking points and questions to guide staff when interacting with survivors, the general public, donors, or journalist/reporters. These scripts might cover questions to ask, information to provide, and instructions about referring inquiries.



Establish clear-cut public communication objectives and policies based on your circumstances, information to be disseminated, the people you need to reach, geographic areas in which you work, and budget. Consider these principles in develop 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 or laundry
- **Clarity:** simplicity of the message is crucial -- especially if getting it to your intended audience is complex

Companion Resources

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- **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

To reach its key wide-ranging audiences, the recovery group should exploit the vast spectrum of media opportunities:

- Newspapers, television, radio
- Church bulletin inserts
- Public forums (slide and PowerPoint presentations)
- Virtual and electronic bulletin boards
- Exhibits & displays
- Information racks
- Brochures & newsletters
- Personal letters
- Special events
- Conference presentations
- Internet e-mail & websites
- Meeting minutes
- Reports

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 and commercials) will be an important part of communications strategy:

- Build a media contact list. Cultivate relationships with reporters & editors & learn about their special interests
- Create a press information kit with stories, features, backgrounders & photos spotlighting the recovery group
- Call a press conference to present special news & information



- Issue regular news updates
- Offer spokespersons and speakers for interviews & presentations
- Produce & 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 make, how you want your voice to sound. Tailor what you say to time available and what can be communicated in the time frame. 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

XI. ORGANIZING TO DO THE WORK: STAFFING LONG-TERM RECOVERY



In the final analysis, an organization is people and is no better than its staff. Selection of a competent, skilled, and knowledgeable staff, whether volunteer or paid, is critical for recovery committees and organizations. The staffing plan will be based on nature of the recovery group, scope of the program, and available funding.

A recovery *committee*, though less structured than an *organization*, requires some level of coordination to call and moderate meetings, help agencies plan collaborative, cooperative work on behalf of survivors, enhance communication among agencies, and speak publically for the group. Although participating agencies can do case work, provide construction oversight, and perform other tasks, planned coordination and communication through a director, office support staff, or a leadership team assures the greatest success in meeting needs of survivors.

A recovery *organization* may employ management and program staff using people paid from donated funds, services or seconded personnel provided by member agencies, and volunteers. Hiring and paying salaries to people is one of the most controversial and difficult decisions a recovery organization faces, but capable directors/coordinators, financial personnel, case managers, and construction supervisors can be worth many times their salaries in preventing waste and mismanagement while helping the recovery programs excel. Although administrative funds are often the most difficult to obtain, they may be the most needed to tap, properly use, and manage other resources.

Selecting Program Makers

The board or leadership team of the recovery group should seek to assemble a team people who can work well together. Early staffing decisions will revolve around a director/coordinator, an office manager/secretary, and a construction manager or volunteer coordinator. Preparing job descriptions for the positions to be filled (whether volunteer or paid) and carefully considering job qualifications will help assure the right people are placed in these important positions. Here are some suggestions on qualifications and job responsibilities:

1. Director/Coordinator

Qualifications might include:

- Administrative experience
- Empathy for people affected by disasters
- Flexible & adaptable in changing situations
- Skilled in coordinating a multiple activities simultaneously

- Knowledge of non-profit, faith-based & human services' work
- Experience in staff/volunteer supervision

Over-arching responsibilities might include coordination of the work of staff so the recovery group's outcomes are realized within the context of the fluctuating recovery progress. Other duties might include:

- Reporting to the board or leadership team -- accountability and transparency
- Assisting in the development & implementation of policies and practices
- Defining actions requiring board attention
- Supporting & guiding program development including administrative, communications/public relations, and staffing
- Being the visible face of the recovery group in the community & an advocate when appropriate, representing the recovery group at meetings and conferences
- Assessing long-term needs of the recovery process in the community, organizing efforts to address gaps in resources for the community, the recovery group, and the survivors
- Interpreting the recovery group's program to area organizations, donors & media
- Cultivating an environment of teamwork among staff, agency representatives, public officials & other recovery leadership

Companion Resources

Board Source (formerly the National Center for Nonprofit Boards)

www.boardsource.org

800-883-6262

Free Management Library

www.managementhelp.org

2. Office Support Staff

Qualifications might include:

- Empathy for people affected by the disaster
- Adaptive to changing situations & priorities
- Skilled in coordinating a multiplicity of simultaneous activities
- Office management experience or a willingness to learn from an experienced mentor
- Computer competencies that are needed by the recovery group

Responsibilities might include general office management, volunteer oversight or coordination, bookkeeping, data input, communications and information management, reception services.

Examples of other administrative duties might include:



- Reporting and accountability to the director/coordinator
 - Transmitting communications, messages & information appropriately
 - Typing & data input
 - Maintaining recovery group records & material through a filing system
 - Understanding policies and work of the recovery group & be able to verbalize those if called upon
- Tracking supply inventories, in-kind material offers, needs of the recovery group & the program components

3. Financial Officer or Fiscal Agent

Qualifications should include:

- Empathy for people affected by the disaster
- Work experience or education in bookkeeping and accounting
- Computer competency related to bookkeeping and spreadsheets

Overall responsibilities would include all aspects of receiving, recording, distributing, and reporting on funds; may also include monitoring of in-kind donations for purposes of budgeting. Duties will include:

- Reporting & accountability to the director/coordinator & the board/leadership team
- Maintaining financial records of the organization, preferably under the supervision of an accountant or CPA, following commonly held accounting practices of handling and verifying income, expenses & bank accounts
- Preparing & presenting regular financial reports to the board or the leadership team
- Following the prepared budget & monitoring budget expenditures
- Ensuring regular auditing of the financial system and records

4. Volunteer Coordinator

Qualifications might include:



- Empathy for people affected by the disaster
- Experience in staff/volunteer oversight
- Administrative experience
- Good personal relations skills
- Skilled in coordinating a multiplicity of simultaneous activities
- Adaptable to changing situations

Overall responsibilities might include coordination of volunteers, their assignments, and tools necessary to perform those tasks.

Duties might include:

- Reporting and accountability to the director/coordinator
- Working closely with the construction coordinator in providing volunteers
- Developing & implementing a coordinated volunteer program that includes recruitment, training, supervision, and recognition of the volunteers
- Maintaining the system (assignment, scheduling, record-keeping, orientation) to provide volunteers to people & families affected by the disaster & agencies serving them
- Managing logistics of volunteer work group recruitment, paperwork, accommodations, orientation, etc.

5. Construction Coordinator

Qualifications might include:

- Empathy for people affected by the disaster
- Experience in staff/volunteer oversight
- Knowledge of carpentry, building trades, and building materials
- Knowledge or willingness to learn local building styles & codes & enforce them
- Administrative experience
- Good personal relations skills
- Skilled in coordinating a multiplicity of simultaneous activities
- Adaptable to changing situations

Overall responsibilities would 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 volunteers, donors, agencies in the affected area & disaster survivors to connect labor with critical needs
- Monitoring donations of building supplies & equipment
- Identifying work sites & scheduling work for volunteers or contractors
- Working with building materials vendors & professional contractors (electrical, plumbing, foundation, etc) to obtain needed supplies & services when needed
- Worksite supervision or direction
- Moderating the use of donated materials & volunteer time and skills

6. Case Manager

Qualifications might include:

- Empathetic toward people affected by the disaster while also being objective or open-minded when hearing the survivors' stories and needs
- Enthusiasm & interest in helping survivors get back on their feet using their own skills and resources when possible
- Commitment to help survivors receive maximum disaster assistance
- Flexibility in changing situations
- Skilled in coordinating a multiplicity of simultaneous activities
- Good listener
- Able to capture & follow-up on details

Overall responsibility includes supporting an individual or family in developing and implementing their recovery plan and helping find the most and best resources to fill the gaps. Duties will include:

- Identifying, assessing & verifying survivor needs
- Assisting survivor efforts to develop their recovery plans & research options for fulfilling plans
- Developing a list of possible resources & a working understanding of the programs available
- Maintaining records & files as directed by the recovery group
- Building the case file in preparation for presentation to unmet needs resource table
- Providing liaison communication between the resource table, assisting agencies, and survivors

Personnel Guidelines

Regardless of the paid or volunteer status of staff, it is good practice to have guidelines and protocols in place for the benefit of administration and staff alike:

- Working hours, leave
- Benefits
- Evaluation/performance reviews
- Termination or resignation process
- Compensation levels
- Job-related expense reimbursements

Consult a human resources or personnel manager from a local business for additional guidance.

XII. ORGANIZING TO DO THE WORK: RESOURCE DEVELOPMENT TO FUEL THE RECOVERY

In addition to administrative and program staff, a recovery group depends on three other primary resources:

- Money
- In-kind contributions of materials or services
- Volunteer labor for repair & rebuilding



Effective fundraising, solicitation of in-kind contributions, and recruitment of volunteers require the recovery group to present a compelling story about itself and how it's assisting the persons or families who deserve the available resources.

Money

A new recovery group and/or its members must begin fundraising very soon after the disaster -- often before the extent of the needs are known

The longer program development and budget-building is delayed, the more difficult it will be to raise funds. Although developing a realistic *program budget* early in the disaster may seem impossible, you can readily conduct a preliminary needs analysis and assess funding potential of already-known members of your organization, partners, and donors. The organization's vision or purpose statement will help you define service criteria to further guide you in estimating a budget. As needs become clearer, programs adjusted, and timelines become more predictable, you can update the budget.

Soliciting funds is neither glamorous nor magical. It is hard work and a continuing process of tracking contributions, thanking donors, and timely reporting. A *fundraising plan* includes detailed activities focused on generating funds with assigned responsibilities for carrying them out: writing letters and grant proposals, generating news stories, making personal calls or visits, researching possible donors (identifying why they give, who makes the granting decisions, how to communicate with them).

Funds may come into the coffers of the recovery group and its members from a wide range of donors including:

- National, regional, and local faith-based social service and disaster services programs
- Local and regional agencies and clubs
- Local businesses, banks, and employers
- National and local/family-owned foundations
- State and federal government assistance programs

- Local community and area-specific organizations

Grant proposals will take some time to develop and for donors to consider. In formulating proposals, you will need to answer these questions:

- Who are you? Who are the contact persons? Who are participating members? What is your mission?
- Where do you want the money sent?
- How much money are you requesting? Is there a particular designation?
- How many people are you planning to serve? What happened to them? What are the needs you've identified?
- What are you planning to provide or do? Why is your plan the best way to meet needs of the target population?
- What is your budget and is it realistic in terms of families affected and their projected needs?
- Is significant funding coming from local sources (secular and faith-based)?
- Who are the contributors? Who are you asking for funds or in-kind support?
- How do you justify the percentage of administrative cost versus program costs (include delivery of case work services)
- What are your staffing plans
- Is this the best way to use funds for constituency recognition and fulfilling expectations of original funding sources?



Tip: local news articles may help interpret your plans as well as demonstrate community awareness and support.

To capture donations quickly, use news cycles in the immediate aftermath of a disaster to tell the recovery group's story. Also encourage recovery group members -- agency representatives, local faith-based groups -- and other recovery leaders to seek funding from regional and national affiliates of their organizations. Make cash donations your priority. Cash provides assistance where need is greatest in the least amount of time, allows for maximum flexibility in purchasing power, and often enables a recovery group to support rebuilding of the local economy by purchasing locally.

Funds from faith-based denominations may come:

- Directly to the recovery group from a national office
- Through judicatories (conferences, dioceses, synods, etc)
- From a local congregation
- Through Church World Service (although most denominations send funds directly, through their judicatory offices, or local congregations)

Under the Church World Service umbrella, denominations may share their decisions about funding in order to coordinate distribution of resources. However, each denomination makes independent decisions about grants. To receive maximum attention and funding from faith-based organizations:



- Appeal immediately to local churches and judicatory levels & give them with adequate information for their upper level funding sources
- Encourage local denominational representatives to participate in the recovery group efforts & contact their national offices about funding with an endorsement of the work the recovery group is doing
- Forward the preliminary budget & program plans to Church World Service to publicize among its constituent organizations

Tax-Exempt Status and IRS 501(c)3

One important fund-raising consideration for a recovery *organization* is IRS tax-exempt status so that donors can deduct their contributions from taxable income. Acquiring tax-exempt status as a new group generally involves working with an accountant or attorney who files the necessary paperwork. Don't let the task bog you down and deter administrative attention from other more important work required to get the organization up and running.

Instead of filing and obtaining a 501(c)3 for your organization, you may want to utilize the money management services of a fiscal agent (with its own tax-exempt status) or get permission to use the tax-exempt recognition of a member agency. Both are acceptable when the mission of the recovery *organization* is in line with the terms of the other agency's exemption. You may need to negotiate a percentage of donated funds as an administrative cost when engaging a fiscal agent (3-5% is considered acceptable; 10% excessive).

In addition to 501(c)3 status, you may be required to obtain or want to consider:

State Sales Tax Exemption: customary for non-profit activities

Charitable solicitation registration: some states require organizations to register in order to solicit charitable contributions from individuals or corporations. Check with your state.

In-kind Donations

Donated time, equipment, services, and materials stretch the dollars that are available to the recovery group and the persons 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.
- In-kind donors may also become cash donors as they learn about work of the recovery group.

Be sure to incorporate in-kind donations with a dollar value into the recovery group’s budget.

In-kind support includes:

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



In managing in-kind donations:

- Know exactly what you want & ask for it based on the program you are planning to launch
- Think weeks or even months ahead as you develop a donations list. It may take time to generate & receive the materials needed in long-term recovery. Have an alternate plan if expected donations don’t arrive
- Arrange for an appropriate, secure, weather-protected & transportation-accessible storage space -- or know where to divert items
- Discourage donations of clothing & food during the long-term recovery process 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 & transportation
- Connect with your state’s donations management system or the national system for logging donation offers through the VOAD or other contacts
- Educate donors about the advantages of cash donations
- Be prepared for occasional out-of-pocket expenses associated with deliveries & for insuring the materials if valuable or irreplaceable

Recruiting Volunteers

Volunteers may come to the recovery group on their own. But securing volunteers to meet the needs of the recovery group may require more intentional action than just "putting the word out" or being interviewed on the local TV news. Newly retired persons, unions, businesses, and charitable organizations are very common sources of temporary or long-term volunteers. Members of the faith community can help recruit volunteers through denominational publications, bulletin inserts, and display booths at meetings and conferences.



Important keys to effective recruitment:

- Clarity about the tasks to be performed, the person/s who will coordinate/supervise the volunteer & the kind of people you want to perform those tasks
- Be able to explain and be realistic about the tasks, demands on time, opportunities for skills development, reimbursement of expenses incurred & provision of insurance coverage
- Personally invite persons to volunteer by sharing the experiences of the disaster project
- Let people know the importance of their gifts and skills – recognize them

Reporting to Donors and Contributors

The capacity to generate cash and in-kind material donations and recruit volunteers also depends on the credibility of the recovery group that grows out of regular forthright communication. Accurate and timely reporting is an important aspect of accountability and developing credibility. Reports fall into two categories, both equally important:

- Financial reporting
- Program reporting

Faith-based sources for recovery volunteers:

Adventist Community Services
Brethren Disaster Ministries
Christian Church, Disciples of Christ
Christian Reformed World Relief Committee
Habitat For Humanity
Lutheran Disaster Response
Mennonite Disaster Service
Presbyterian Disaster Assistance
Reformed Church in America
United Church of Christ
United Methodist Committee on Relief

Financial 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 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.

Program Reporting

In program reporting, focus first on outcomes – number of families returned to their homes and out of FEMA trailers -- and secondarily on *outputs* -- number of cases open or completed, case work hours provided, funds spent on cases, building materials used, volunteer hours and value of that time, etc. Report timelines on progress towards projected outcomes, comparing them to your program plan presented in requests for grant funding. Donors and board or leadership team members should receive in-depth assessments of program outcomes and outputs against program plans. Report program information in a consistent format from one time to the next. Good reporting shows the same information in the same format.

Companion Resources

Board Source (formerly the National Center for Nonprofit Boards)

www.boardsource.org

800-883-6262

Free Management Library
www.managementhelp.org

XIII. RESOURCES AND REFERENCES

Board Source: counsel & information useful for boards of directors
www.boardsource.org

Church World Service

- Prepare To Care: disaster ministry guide for congregations
www.churchworldservice.org
Emergency Response Program: www.cwserp.org
- Database of Recovery Groups across the US who are willing to mentor
www.churchworldservice.org
Emergency Response Program: www.cwserp.org
- Community Arise: a shared comprehensive disaster ministry curriculum
www.communityarise.org
Module: Disaster Ministries 101
Module: Case Management
Module: Disaster Child Care
Module: Disaster Spiritual and Emotional Care
Module: Long-Term Recovery
Module: Technology-caused Disasters
Module: Volunteer Coordination
Module: Vulnerability to Disaster

Disaster News Network

Volunteer Recruitment Page
www.disasternews.net

Florida Interfaiths Networking in Disaster (FIND)

www.findflorida.org

Free Management Library: a comprehensive management information source

www.managementhelp.org

National Disaster Interfaith Network (N-DIN)

www.n-din.org

National Voluntary Organizations Active in Disaster (VOAD)

www.novoad.com

- Long-term Recovery Manual
- Light Our Way manual on emotional-spiritual care

New York Disaster Interfaith Services

www.nydis.org

North Carolina Interfaith Disaster Response

www.ncidr.org

The Silent Disaster: United Church of Christ online manual on responding to technology-caused disasters. <http://www.ucc.org/disaster/technology-disasters/>

Texas Interagency Interfaith Disaster Response

www.tidr.org

Terrebonne Readiness & Assistance Coalition

www.trac4la.com

Volunteer Management Resource Library

www.energizeinc.com

West Virginia Council of Churches disaster response program

http://www.wvcc.org/?content=disaster_relief07