



**Minnesota**  
Voluntary Organizations  
Active in Disaster

COOPERATION | COMMUNICATION | COORDINATION | COLLABORATION

# **COMMUNITY LONG-TERM RECOVERY GUIDANCE**

Revised November 2021

## **Acknowledgement**

This guidance is a compilation of work from the National Volunteer Organizations Active in Disaster (NVOAD), the Administration for Children and Families Disaster Case Management: Implementation Guide, the WI VOAD Long-Term Recovery Manual and members of the MN VOAD Long-Term Recovery Committee. MN VOAD LTR member agencies who participated in the development and revision of the guidance include: American Red Cross Minnesota and Dakotas Region, Headwaters Relief Organization, Hennepin County Public Health Department, Lutheran Social Services of Minnesota, Minnesota Homeland Security and Emergency Management (HSEM), Minnesota VOAD, The Salvation Army Northern Division, Minnesota-Wisconsin Baptist Convention, United Methodist Committee on Relief, Minnesota Department of Health, St Vincent de Paul, Catholic Charities Diocese of New Ulm, and United Way 211.

# TABLE OF CONTENTS

<a href="#">INTRODUCTION</a> .....	4
<a href="#">DISASTERS AND LONG-TERM RECOVERY</a> .....	5
<a href="#">RESPONSIBILITIES OF ESSENTIAL PARTNERS</a> .....	6
<a href="#">ORGANIZING LONG-TERM RECOVERY GROUPS</a> .....	8
<a href="#">LONG-TERM RECOVERY STRUCTURE</a> .....	9
<a href="#">PERSONNEL</a> .....	11
<a href="#">CASE MANAGEMENT PROCESS</a> .....	12
<a href="#">FISCAL ADMINISTRATION</a> .....	13
DOCUMENTS TO HELP FORMALIZE YOUR LTRG.....	15
<a href="#">Mission Statements</a> .....	15
<a href="#">Organizational Chart</a> .....	17
<a href="#">LTRG Bylaws Considerations</a> .....	17
<a href="#">Sample Bylaws for LTRGs</a> .....	19
<a href="#">Securing 501c3 Status</a> .....	24
EXAMPLE POSITION DESCRIPTIONS.....	26
<a href="#">Chair / President of the Board</a> .....	26
<a href="#">Treasurer</a> .....	27
<a href="#">Secretary</a> .....	27
<a href="#">Case Manager</a> .....	28
<a href="#">Case Manager Supervisor</a> .....	29
<a href="#">Volunteer Coordinator</a> .....	30
<a href="#">Construction Coordinator</a> .....	31
<a href="#">Sample Job Posting</a> .....	32
<a href="#">Sample Interview Questions</a> .....	33
<a href="#">MN VOAD MEMBERSHIP AND RESOURCES</a> .....	35
SAMPLE FORMS.....	35
<a href="#">LTRG Budget Template</a> .....	36
<a href="#">Expense Voucher</a> .....	38
<a href="#">Timesheet</a> .....	39
<a href="#">Priority List</a> .....	40
<a href="#">Unmet Needs Payment Request Form</a> .....	41
<a href="#">Check Request Form</a> .....	42
<a href="#">Meeting Sign-In Sheet</a> .....	43
<a href="#">Confidential Information Release Form</a> .....	44
<a href="#">Client Interview Checklist</a> .....	45
<a href="#">Application for Assistance</a> .....	46
<a href="#">Verification Letter</a> .....	49
<a href="#">Case Presentation Checklist</a> .....	50
<a href="#">Case Presentation for Unmet Needs</a> .....	51
<a href="#">Disaster Recovery Plan</a> .....	52
<a href="#">Referral for Services</a> .....	53
<a href="#">CAN Release of Confidential Information</a> .....	54
<a href="#">FEMA Authorization for Release of Information</a> .....	56
<a href="#">Homeowner Liability Release</a> .....	57
<a href="#">Work Group Information Record</a> .....	58
<a href="#">LONG-TERM RECOVERY RESOURCES</a> .....	59
<a href="#">APPENDIX</a> .....	60

## INTRODUCTION

Minnesota Volunteer Organizations Active in Disaster (MNVOAD) created this guidebook to provide an overview of the process your community should consider implementing to address disaster response and long-term recovery. Members of MNVOAD (and national partners) utilized their experience in responding to a wide variety of disaster events to provide you with a resource to identify major issues in long-term recovery, highlight lessons learned and give recommendations on best practices for the successful operation of a long-term recovery group during both presidentially declared and non-presidentially declared disasters.

Note, the coordinating body of a community’s long-term disaster recovery may go by a number of different names ... “committee,” “team,” “taskforce,” etc., but throughout this document we use the term “Long-Term Recovery Group” or “LTRG” to be consistent with NVOAD standards.

Local communities have the responsibility to lead their own recovery process. This guidebook assumes a large-scale disaster has occurred and, in such circumstances, local, state, and federal resources may be available to assist in long-term recovery. However, situations will occur where government assistance and private insurance is insufficient or unavailable, leaving residents with unmet needs. (*See FEMA Sequence of Delivery illustration in Appendix*)

The purpose of the long-term recovery process and group is to assist in identifying the resources which may be available to address those unmet needs. This document serves as a guide and focuses on recovery following a large-scale disaster event but can be modified for any size or type of disaster.

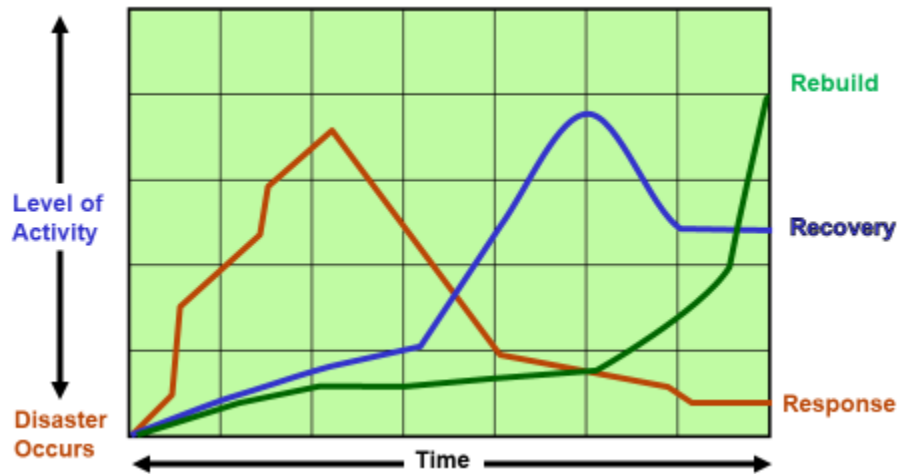
In this guidebook, you will find recommended policies and procedures needed to organize a long-term recovery group, including sample forms which can be adapted to meet your needs locally.

## DISASTERS AND LONG-TERM RECOVERY

**Disaster:** A disaster is an event which disrupts normal life, causes physical/mental trauma, damage to property and the community infrastructure. Disasters may include tornados, flooding, winter/ice storms, fires, explosions, hazardous material spills, and acts of violence or terrorism.

**Long-term Recovery:** Long-term recovery occurs over an extended period following a disaster in which public agencies and volunteer organizations assist individuals and communities that have been impacted to develop and implement recovery plans. Long-term recovery is unique to each event and the community(ies) impacted. Recovery activities are dependent on the type of disaster and available resources.

### Overlapping Stages of Disaster Response & Recovery

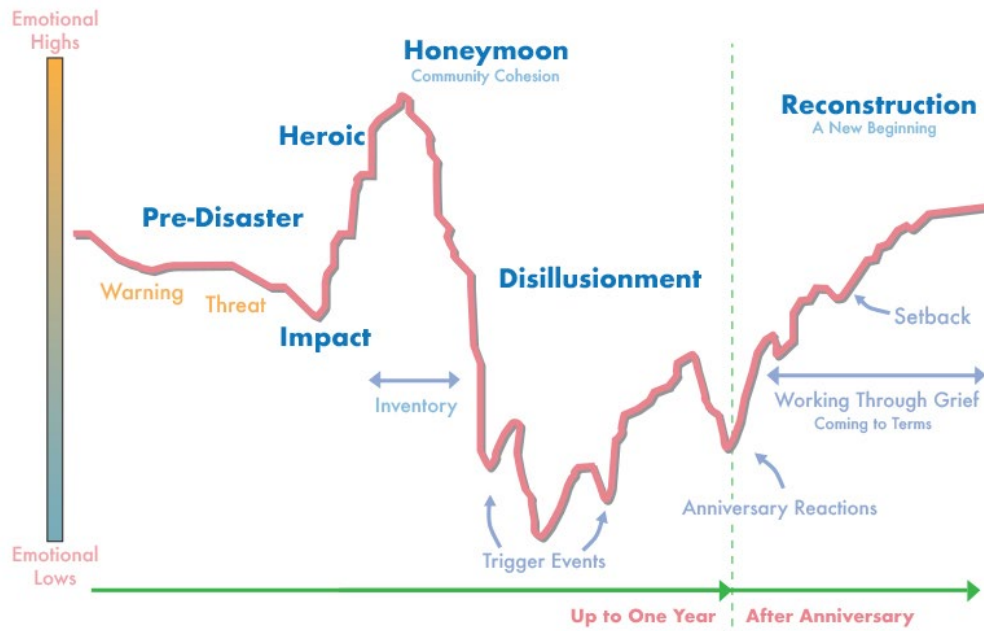


**Long-term Recovery Structure:** Strong, well-organized partnerships will enhance the coordination of responding individuals, faith-based organizations, and government and community organizations who wish to address the unmet needs of communities, families, and individuals.

**Note:** Based upon previous experience in disaster recovery, MNVOAD recommends community members create a long-term recovery group prior to the actual disaster to speed up the recovery process.

**Phases of Disaster:** While each survivor experiences the disaster as an individual, he or she also experiences it as part of a community. The following figure illustrates six phases of a community’s typical response to a disaster. Residents move through these phases at their own pace, and the amount of time needed to do so depends on the severity of disaster impact, personal resilience, and availability of resources. Local leaders can often support their community by understanding and anticipating these reactions, capitalizing on increased cohesion and energy during emotional highs and providing encouragement and resources during the emotional lows.

## Phases of Disaster “Emotional Rollercoaster”



*See additional details in Appendix*

## RESPONSIBILITIES OF ESSENTIAL LONG-TERM RECOVERY PARTNERS

- 1) **Minnesota Division of Homeland Security and Emergency Management (HSEM)**
  - A) Serves as the Minnesota Governor’s Authorized Representative in requesting federal assistance to respond to and recover from a disaster.
  - B) Facilitates the coordination between governmental, non-governmental, and faith-based organizations.
  - C) Provides technical assistance to community leadership in setting up local long-term recovery processes.
  
- 2) **State of Minnesota Departments**
  - A) Participates in State Disaster Recovery Centers
  - B) Deploys the Minnesota Behavioral Health Medical Reserve Corp to State Disaster Recovery Centers and to disaster impacted communities, upon the request of the local authorities, to assess needs and to provide community behavioral health support services.
  - C) Coordinates with HSEM in the application for and in the management of any FEMA Crisis Counseling Program (CCP) and FEMA Disaster Case Management (DCM) program grants.

- D) Coordinates state funded (disaster legislative special session funding) community recovery grants.
- E) Collaborates with one another in the development of State Emergency Operations Plans consistent with the FEMA National Response Framework.
- F) Coordinates with MNVOAD to maximize resources available for response and long-term recovery.

### **3) County Emergency Management**

- A) Develops county Emergency Operations Plans consistent with the State Emergency Response Plan and the National Response Framework.
- B) Conducts damage assessment following a disaster for submission to HSEM.
- C) Collaborates with community agencies and organizations.
- D) Identifies and coordinates local resources to respond and recover from a disaster.
- E) Supports the establishment of long-term recovery groups at the local level.
- F) Coordinates with MNVOAD to maximize resources available for response and long-term recovery.

### **4) Minnesota Volunteer Organizations Active in Disaster (MNVOAD)**

- A) Provides support and guidance to local long-term recovery process.
- B) Supports statewide coordination of response and initial recovery activities by member voluntary organizations.
- C) Coordinates with the National VOAD as a member.
- D) Provides an umbrella as a 501(c)(3) entity for initial fund-raising activities and distribution of funds through services and goods.

### **5) Local Community Based, Private and Public Sector Partners**

- A) Assists in coordination of basic needs recovery activities
  - i) Helps assure the recovery process addresses the full range of behavioral health needs of the community.
  - ii) Helps assure participation and inclusion of all members of the impacted community. Acts as advocates for, or provides assistance to, a wide range of members of the community, such as individuals with disabilities and others with access and functional needs, children, seniors, individuals with limited English proficiency and other underserved populations.
  - iii) Participates in case management to ensure that the needs of affected individuals and families are addressed.
  - iv) Assists in planning and participates in Disaster Assistance/Recovery Centers
  - v) Assists with retaining and providing jobs and a stable tax base
- B) Coordinates local public health, and health care recovery operations
- C) Coordinates with MNVOAD to maximize resources available for response and long-term recovery

## **ORGANIZING LONG-TERM RECOVERY GROUPS**

Structures or forms of long-term recovery groups vary based upon the type of disaster and the number of counties or communities which have been impacted by the event. If one community is impacted, the long-term recovery model may focus on the city, tribal nation, village or township. In the event of a multi-county event, it may be practical to consider a multi-county or regional approach bringing together community representatives from those counties to form the organization. The long-term response to a disaster that has a lot of people impacted requiring community support creates the need for a more formal structure.

## 1) Long-term Recovery Formation

- A) Convene community stakeholders (see previous section) to address disaster needs
- B) Develop mission statement
- C) Appoint a facilitator, temporary chair, or steering group
- D) Establish a process for assessing disaster needs and available community resources
- E) Based upon assessment identify structure necessary to accomplish recovery
- F) Form working groups (sub-groups) based on needs
- G) Create an organizational chart
- H) Establish goals and preliminary budget
- I) Develop a timeline based on needs assessment and available resources
- J) Identify additional stakeholders for future involvement
- K) Develop a staffing plan (paid or volunteer)
- L) Evaluate periodically and refine as needed

## 2) Information Gathering

### Pre-Disaster Considerations

- Population demographics including at-risk populations (i.e., Census Data)
- Potential disaster related needs of individuals and the community
- Community assets and resources
  - Existing volunteer base
  - Information and referral services such as United Way's 2-1-1
  - Operational and existing LTR groups
  - Current response agencies (local, regional, and national such as faith based, social service and civic organizations)
  - Media Outlets
- Resources required (funds, materials, personnel, or services) that are not available within the community
- Expectations of the local community
- Local fund-raising efforts, potential grant opportunities, donations
- If considering taking financial donations, applying for 501(c)(3) status. (MNVOAD has 501(c)(3) status and could be utilized for this task short-term.)
- Develop policies and processes to collect and consolidate, account for, distribute, and summarize all monetary donations

### Post-Disaster Considerations



- Size of geographic area impacted
- Magnitude and scope of the disaster
- Political, cultural and governmental jurisdictions involved
- Number of persons impacted
- Number of owner-occupied homes and/or rental properties impacted and the level of impact.
- Number of businesses and public services impacted
- Local fund-raising efforts, potential grant opportunities, donations.
- Additional members of the community becoming involved in the recovery effort
- Any other compounding factors that may impede the community's recovery

## LONG-TERM RECOVERY STRUCTURE

### 1) Participants (Equal Partners)

- A) Representatives of impacted populations in the community
- B) MNVOAD member agencies invited to participate
- C) Any local, state, or national organizations providing resources.
- D) Representatives of local Emergency Management or government.
- E) Members of local or private sector civic groups.
- F) Representatives, who have expertise in accounting, legal matters, grant writing, human resources, communications, marketing, and building trades, etc.

### 2) Participant Requirements

- A) Participation is voluntary and members should respect confidentiality and be aware of potential conflicts of interest.
- B) Participants represent agencies which provide staff resources, expertise, funding, and services or materials in the long-term recovery process.
- C) Participants are expected to attend the majority of (if not all) meetings

### 3) Suggested Long-Term Recovery Functions

The following five functional areas of activity and structure are the most commonly used in LTRGs but can be scaled and added to, based on the needs of the community. In most cases, several of the activities will be performed by one person, committee or taskforce.

- A) Administration
  - i) Board or Council for setting policy and programmatic priorities
  - ii) Fiscal Agent (accountability & reporting)
  - iii) Resource Development (Financial & In-Kind)
  - iv) Personnel Management (paid & volunteer staff, including case management)
  - v) Space & Equipment
  - vi) Public Information & Reporting (Community, Donors, & Media)
- B) Donation Solicitation & Utilization

- i) Materials for building & construction
- ii) Distribution of materials
- iii) Professional Services
- iv) Other donated materials, equipment & space
- C) Case Management
  - i) Case Records & Procedures
  - ii) Unmet Needs Fund Advocacy
  - iii) Resource Gathering
- D) Volunteer Management (for rebuild work)
  - i) Recruitment
  - ii) Support (Feeding, housing, protective equipment, orientation, etc.)
  - iii) Job Supervision & Coordination
- E) Emotional & Spiritual Care
  - i) Individual support (referrals via case management)
  - ii) Community-wide needs (public access to support, memorials, etc.)
  - iii) Caregiver support

Leadership should be identified early on to maintain both structure and focus in accomplishing the mission of the organization. The group must elect a chairperson, vice-chairperson, treasurer, and secretary. Each officer needs to have a position description addressing their basic job functions and expectations.

The initial meetings should address the purpose of the LTRG, establish an agreement to work together to coordinate recovery, decide on future meeting dates/locations, and create minutes of meeting discussions.

A key element of local long-term recovery operation is its relationship with external partners such as MNVOAD and HSEM. The local group should identify an individual who will serve as the main point of contact with these partners, who may provide mentorship and resources to the Long-Term Recovery Group. A liaison between county and neighboring tribal organizations is also beneficial.

The group should develop short- and long-term goals as part of a disaster recovery plan to enable focus and accountability. To make sure the group's goals are clear and reachable, each one should be SMART (**S**pecific, **M**easurable, **A**chievable, **R**elevant, **T**ime-bound). The LTRG's goals may include actions such as:

1. Establish bylaws
2. Assess needs
3. Establish a Communications Plan
4. Establish a plan for acquisition, distribution, and management of donations
5. Develop an exit strategy
6. Develop a list of funding priorities to guide their decision-making process and provide focus for case managers
7. Develop and maintain an ongoing list of resources
8. Develop assistance guidelines and criteria for meeting disaster related unmet needs

9. Ensure all legally required documentation

## PERSONNEL

In addition to forming the LTRG itself, the group may need to engage professionals to fill several operational positions such as case managers, case manager supervisors, volunteer coordinators, construction coordinators, etc. to carry out direct services to disaster-impacted residents. Utilizing paid staff for these positions generally ensures longer retention and more accountability, but skilled and dedicated volunteers can also be recruited as needed. Also, recruiting locally for these positions can increase familiarity with the needs of the community. It should be noted that in a community where most residents know each other, it could lead to confidentiality issues. Such communities may opt to use paid staff for handling more sensitive information and use volunteers in roles handling less sensitive info. We recommend that the process for use of volunteers or paid staff include the following:

### 1) Personnel Support Considerations

- Develop a long-term plan to secure funding to retain any paid staff.
- Identify an appropriate office location for them to work including access to a computer with internet access, phone, cell phone, fax, and copier support, as needed.
- Implement a timesheet system to document hours worked/volunteered (see Sample Forms)
- Identify a fiscal agent to pay employed staff.
- Identify supervisor and/or supervising agency for all positions.
- Coordinate training for all key positions, especially supervisors and case managers
- Establish a grievance process.
- Establish and implement a process for periodic employee evaluations with written feedback on their performance.
- Maintain a personnel file on each paid employee and long-term volunteer.
- Plan for 7-yr record retention by county, city, or local 501(c)(3) per industry standards.
- Search for multiple agency representation to collaborate on shared responsibilities.

### 2) Application Process

- Develop a position description for the case manager, case manager supervisor, volunteer coordinator, etc. (Samples included in this document)
- Advertise and/or post for qualified candidates. (Sample included in this document).

### 3) Interview Process

- Conduct interviews with a panel of at least three LTRG members when possible. (Sample questions included in this document).
- Conduct criminal background and reference checks on potential candidates.
- Make a verbal and written offer of employment, with hourly rate, reimbursable expenses and benefits (if provided) clearly stated in the letter.

- Recommended Requirements
  - i. The candidate has a valid state ID and/or driver’s license (no temporary or occupational license)
  - ii. The candidate has access to a vehicle with current registration and is insured. (Be sure to make allowances for candidates with functional and access needs.)

#### **4) Onboarding / Orientation**

- Sign Conflict of Interest form & Confidentiality Agreement.
- Upon hiring, issue a photo identification card and/or official credentials to show residents
- Ensure all personnel have direct supervision and support including regular review of assignments or active cases.
- Orient to duties and resources of designated position, as well as mission and key processes established by LTRG and/or supervising agency (lines of communication, documentation, grievance, use of funds and donations, etc.)
- Ensure access to any equipment, systems or facilities essential to designated position.

As noted in the opening paragraph for this (Personnel) section, there are several key positions that are valuable to the success of a community’s long-term recovery. Sample position descriptions listing responsibilities and qualifications can be found in the “Example of Position Descriptions” section of this guidebook. In addition to hiring or appointing these key positions, it is recommended that a formalized volunteer management process (similar to the steps listed above) be established for the engagement of a variety of short-term volunteers, essential to the long-term recovery work.

## **CASE MANAGEMENT PROCESS**

This guidance is based on the United Methodist Committee on Relief (UMCOR) and the NVOAD models for case management. Upon request, MNVOAD affiliates can set up training that covers the aspects of doing case management and provides forms for doing this work. Manuals are available through UMCOR or NVOAD.

Thorough casework guides the case management process. Case managers meet with the clients and develop a rapport in which they team together to develop and implement a family or individual’s recovery plan. This holistic approach addresses disaster caused needs not met during the relief phase of the incident and the emotional needs of the household. Ideally the clients may obtain the items and/or services through financial assistance, referrals, or coordination of services from a participating agency, organization, or vendor.

Formal intake activities begins the clients’ interaction with the Long-Term Recovery process. Casework activities include meeting clients on their terms and often away from the office environment. An assessment is conducted to identify the disaster recovery needs followed with the development of the recovery plan. The case management process guides the coordination and implementation of the plan. It is necessary for the case manager to step through the entire cycle of

the case management with the family or individual to monitor the progress and put closure to the case when the family has completed the process.

Case Managers:

- 1) Verify unmet needs through home visits, obtaining previous records, and existing reports from qualified vendors and/or service providers.
- 2) Follow standard price and procedure guidelines for distributing items such as washers and dryers to minimize costs and maximize available resources for all the families with similar unmet needs.
- 3) Maintain up-to-date resource lists that are pulled together through existing and new networks of community organizations and agencies.
- 4) Work under the premise that items are not automatically replaced but, through casework, guide the survivors to restore basic unmet needs utilizing various resources.
- 5) Develop lists of needed items that cannot be resourced locally for review by the Long-Term Recovery Group to engage external resources.
- 6) Advocate for the clients by developing solid needs presentations on behalf of the clients to the LTR Unmet Needs Committee, government agencies, or other resource providers.
- 7) Coordinate the facilitation of emotional and spiritual care with faith leaders and crisis counselors working with the LTRG.
- 8) Coordinate the facilitation of home assessments, clean-up, repair, and rebuild with the LTRG's Volunteer and/or Construction Coordinators or partners.
- 9) Assist families obtaining services through legitimate practices such as being in compliance with zoning laws, obtaining permits, acknowledgement of the National Flood Insurance Program, etc.

Case management requires the coordination of services acquired from various sources. Designating a secure client database that can be maintained by all disaster case managers involved helps to ensure that services are tracked and not duplicated. It is strongly recommended that the LTRG designate the case management software before or quickly after the disaster to ensure timely implementation of appropriate release forms, user access, and data entry. Various database options exist, such as the Coordinated Assistance Network (CAN), which is made available through the American Red Cross and for current long-term recovery operations. ([See sample release form for CAN in Forms section](#))

## **FISCAL ADMINISTRATION**

To be fiscally responsible, monetary and in-kind donations should be channeled through a 501(c)(3) organization. If the impacted communities accept monetary or in-kind donations directly, either instead of or in addition to promoting donations to voluntary organizations, funds can be managed by a long-term recovery group.

The group/task force can accept charitable donations by:

- 1) Applying for and receiving 501(c)(3) status from the IRS.

- 2) Coordinating with a local foundation or organization that has 501(c)(3) status.
- 3) Partnering with MNVOAD to serve as the initial fiscal agent for receipt of donated funds.
  - a) Designated funds will be made available to the local/regional LTRG when its budget is submitted and approved, and it has a fiscal agent for fund distribution.
  - b) Mini grants may be available to individuals and families through other funding resources and coordinated through MNVOAD.

**NOTE:** The IRS application process for 501(c)(3) status can take months. If the community chooses this option, it should begin the application process immediately and identify a back-up option in the event an emergency occurs before it has formed a dedicated non-profit organization. Due to the length of time, we suggest applying for a 501(c)(3) status prior to a disaster event.

The most effective time to fundraise for disaster recovery is immediately after a disaster, while the broader public is moved by the disaster news coverage and the urgency of community needs is felt by all. If accounts, processes and messaging for receiving donations are not set up within days or even hours of the disaster occurrence, the affected community will miss out on much-needed financial donations and/or be overwhelmed by donations of unwanted stuff. [More on fundraising suggestions in the appendix](#)

### **Additional Steps for Fiscal Responsibility**

In order to build and maintain the trust and cooperation of the community and donors, it is vital to demonstrate accountability and transparency. Once the LTRG is established, a paper trail is needed to track and process all monetary and in-kind donations, as well as spending. Be sure to develop and follow policies and procedures for handling all donations, actions, expenditures, and personnel records to avoid legal, ethical and financial issues down the road. The following steps are recommended:

- 1) Identify a process for paying vendors. This will require having a fiscal agent (bank) and a dedicated checking account. (This will enhance accountability).
- 2) Identify at least two group members, with an alternate, to authorize all payments.
- 3) Conduct or ensure a criminal and credit background check on all LTRG members that handle money.
- 4) Develop an operations budget as well as a separate cost center for distribution of donations to community members.
- 5) Address budget items such as compensation rates for case managers/supervisors, policies for reimbursement of employee expenses such as mileage and meal expenses. Employee expenses must be submitted for approval and reimbursement on a standardized form ([see Sample Forms](#)).
- 6) Develop a fund-raising plan, maintain a master roster of donors to prevent/minimize repeated requests for goods/services, and report extraordinary needs to the MNVOAD for assistance in locating support to meet those needs.
- 7) Seek monetary/in-kind contributions for office space, equipment, cell phones and other operational support to minimize overhead costs.

[See Excerpt on Securing 501c3 Status for further recommendations](#)

## DOCUMENTS TO HELP FORMALIZE YOUR LTRG

### MISSION STATEMENT

A Mission Statement briefly describes the group's primary objective, program overview and participants.

#### *Sample Mission Statement #1*

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

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

Participants in this effort include: (names of participants)

#### *Sample Mission Statement #2*

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

#### *Sample Mission Statement #3*

MISSION:

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

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

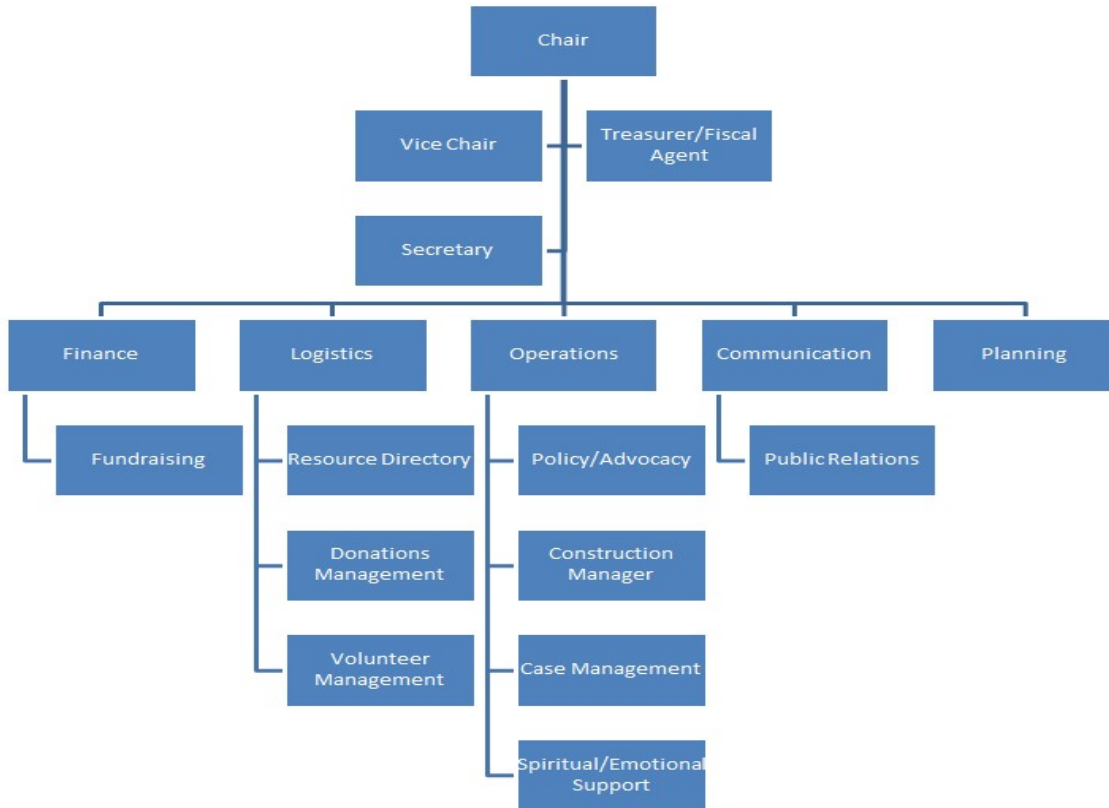
To provide advocacy for people most vulnerable to having their needs overlooked in public recovery planning processes.

OBJECTIVES:

1. This team will meet as needed and otherwise communicate on an ongoing basis to ensure the most productive possible collaboration in addressing its mission.
2. The team will ensure appropriate linkage for communities with public and civic disaster response organizations including FEMA, American Red Cross, Church World Service, The Salvation Army, and state or local governmental entities.
3. The team will, as needed, assist community organizations (and develop and provide coordination for such groups, if needed) to ensure systematic needs analysis and resource matching.
4. Where appropriate, the team will work with individual groups to provide community support.
5. The team will ensure the availability of support training for clergy and community leaders who have had limited or no direct interaction with disaster recovery or recent prior disaster preparedness training.
6. The team will work together to ensure public visibility for disaster recovery efforts.
7. The team will seek to build constructive relationships with community groups to avoid (or at least minimize) the existence or appearance of competition or conflict between groups in disaster response work.
8. This assistance to recovery will be provided on a case-by-case basis to the extent resources are available.



## SAMPLE ORGANIZATIONAL CHART:



## LTRG BYLAWS CONSIDERATIONS

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

The bylaws describe basic procedures to indicate its governance, specify handling of funds, and establish lines of authority and responsibility. Bylaws may contain any provision relating to the management or regulation of the affairs of the group consistent with law or the articles, including but not limited to:

1. the number of directors, and the qualifications, manner of election or appointment, powers, duties, and compensation, if any, of directors;
2. the number of members, the qualifications, manner of election or appointment, powers, duties, and the manner of admission, withdrawal, suspension, and expulsion of members;
3. the property, voting, and other rights and privileges of members;
4. the appointment and authority of committees;
5. the appointment or election, duties, compensation, and tenure of officers and members;

6. the time, place, and manner of calling, conducting, and giving notice of member, board, and committee meetings, or of conducting mail ballots;
7. the making of reports and financial statements;
8. the number establishing a quorum for meetings of members and the board;
9. permitted electronic meetings; or
10. action of Board of Directors in writing in place of meeting.

These sample bylaws are meant to serve as a guideline for nonprofit corporations that are drafting or revising their bylaws. Bylaws govern the internal operations of a corporation. As a result, before drafting bylaws, you need to first consider how you want your corporation to operate. The important issues to consider are listed below and outline many of the most important issues you need to consider. After answering the questions below, you may then need to add, delete, or modify provisions in the sample bylaws to fit the needs of your organization.

### **Bylaws Checklist**

#### **Board Members/Executive Committee**

- *What are the requirements to be a member of the board/executive committee?*
- *How long is the term of a board member, succession plan, how often can they repeat terms?*
- *What is the number of board members and how are board members selected?*
- *How a board member can be removed?*
- *How is a vacancy in the middle of the year filled?*
- *What are the responsibilities of the board?*

#### **Elections**

- *How and when are elections conducted?*
- *How are the officers selected, for example, by election during a board meeting or from a nominating committee?*

#### **Meetings**

- *When and where are regular meetings held?*
- *What is a quorum?*
- *Are all meetings public?*
- *How and when is the meeting notice given?*
- *How can business be conducted without a physical meeting?*
- *How can special meetings be called outside of the regular meeting time, and what business can be conducted during the special meeting?*
- *When and where is the annual meeting?*
- *Who attends the annual meeting and what business is conducted during the annual meeting for example setting budget and elections?*
- *How and when is the meeting notice given to the board. Officers?*
- *What are the offices and what are the responsibilities of each office?*

- *Is an office designated as the successor to the head officer?*
- *How are the officers selected, their term?*
- *Can they serve more than one term?*
- *How can an officer be removed?*

### **Financials**

- *Board members are not compensated for their service.*
- *Audit requirements*
- *Who has fiscal oversight?*
- *Is there an executive committee?*
- *Who is on the executive committee?*

### **Committees**

- *What are the standing committees and their responsibilities?*
- *How are the standing committee members appointed?*
- *How are special committees appointed?*

### **Fiscal Agent**

- *Who is your fiscal agent?*
- *What is the responsibility of the board to the fiscal agent?*

### **Rules**

- *What rules will conduct business during meetings (i.e.: Robert's Rules of Order?)*
- *Is the fiscal year designated?*

This document is not a substitute for the advice of an attorney. The materials and information contained in this document may not reflect the most current legal developments. Different groups will face different needs and issues resulting in different legal consequences. It is therefore highly recommended that any entity obtain the services of an attorney before drafting bylaws. If you do not have an attorney representing you, you should at least have an attorney review the proposed bylaws before they are adopted by your corporation to ensure that they conform to state law.

## **SAMPLE BYLAWS FOR LTRG**

BYLAWS  
OF  
{Disaster Recovery Group}

### **ARTICLE I. Purposes of the Corporation**

As set forth in the Articles of Incorporation, the {Disaster Recovery Group} hereinafter referred to as “Corporation” has been formed for the following purposes:

To operate exclusively for charitable and educational purposes, to establish and maintain a network within and on behalf of the faith communities and secular agencies which will provide a coordinated Long-Term Response to {specific disaster or more general language, as recommended}.

To accomplish these purposes, the Board of Directors of the Corporation (hereinafter referred to as “Board”) shall have the authority to exercise all the powers conferred upon corporations formed under the {appropriate state law} in order to accomplish its charitable and educational purposes, including but not limited to the power to accept donations of money or property as are permitted by a nonprofit corporation as a corporation described in Section 501(c)(3) of the Internal Revenue Code as amended.

## ARTICLE II. Membership

Each participating entity (faith-based, non-profit, governmental, business, or other organization) providing financial support, material, and/or labor for the work of the Corporation may be considered a Member Organization.

*[Various items to consider as needed regarding LTRG members beyond the Board: manner of election, powers, duties, and the manner of admission, withdrawal, suspension, and expulsion of members; rights and privileges of members; tenure of members; etc.]*

## ARTICLE III. Board of Directors

### Section 1. General Powers

The Board of Directors constitutes its governing body. It shall manage, control, and direct the affairs and property of the Corporation and subject to these Bylaws shall have all powers necessary to carry out the purposes of the Corporation as specified in the laws of the United States and {appropriate state law}.

### Section 2. Composition of the Board

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

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

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

### Section 3. Meetings of the Board

(a) The annual meeting of the Board shall be held {when} and shall open to {Member Organizations or the public}. Regular meetings of the Board, in addition to the annual meeting, shall be held monthly. Special meetings of the Board shall be called by the Board Chair at the request of any two Directors.

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

(c) At least fourteen days' notice shall be given to each Director of the annual and regular meetings of the Board. Special meetings of the Board may be held if at least five days' notice is given of such meeting. If the day or date, time, and place of a board meeting have been announced at a previous meeting of the board, notice is not required. \*

(d) A Director may waive notice of a meeting of the board. A waiver of notice by a Director entitled to notice is effective whether given before, at, or after the meeting, and whether given in writing, orally, or by attendance. Attendance by a Director at a meeting is a waiver of notice of that meeting, unless the Director objects at the beginning of the meeting to the transaction of business because the meeting is not lawfully called or convened and does not participate in the meeting. \*

(e) Attendance of majority of the Directors shall constitute a quorum for the transaction of business at any meeting of the Board; if a quorum shall not be present at a meeting, the Directors present may adjourn the meeting from time to time without further notice.

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

(g) Any meeting among the Directors may be conducted solely by one or more means of remote communication through which all of the Directors may participate in the meeting (if the same notice is given of the meeting required by subdivision (c), and if the number of Directors participating in the meeting is sufficient to constitute a quorum at a meeting). Participation in a meeting by that means constitutes presence at the meeting. \*

## ARTICLE IV. Committees

### Section 1. Executive Committee

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

## Section 2. Committees

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

## ARTICLE V. Board Structure

### Section 1. Officers

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

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

### Section 2. Chair & Co-Chair [*for President & Vice-President*]

(a) The Board Chair shall preside at all meetings of the Board, as well as be the chief executive officer of the Corporation. If the Board Chair cannot preside at a meeting of the Board the Co-Chair shall preside.

(b) The Board Chair and Co-Chair may perform other functions as deemed necessary by the Executive Committee.

### Section 3. Secretary

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

### Section 4. Treasurer

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

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

## ARTICLE VI. General Provisions

### Section 1. Checks

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

### Section 2. Gifts

The Board Directors may accept on behalf of the Corporation any contribution, gift, bequest, or devise\*\* for the purposes of the Corporation as they deem appropriate.

### Section 3. Fiscal Year

The fiscal year of the Corporation shall be fixed by the Board.

### Section 4. Auditing of Financial Records

An annual audit of all finances by a qualified accountant or Committee named by the Board shall be conducted for the purposes of submission of a full statement of finances and operations to the membership of the Board.

### Section 5. Staff

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

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

## ARTICLE VII. Amendments

Except as otherwise provided by the Articles of Incorporation or Bylaws, these Bylaws may be altered, amended, or repealed, or new Bylaws adopted by a vote of eighty percent of the total number of Directors at any meeting of the Board, if at least thirty days written notice is given each member of the Board of intention to alter, amend, repeal or adopt new Bylaws at such meeting. Such notice shall contain the full text of the proposed bylaw.

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*NOTES:*

\* *Good Practice*

\*\* *Devise: Legal term meaning a gift by Will*

***Reminder – please consider the unique needs of your LTRG and consult an attorney before adopting the terms listed in the above sample bylaws.***

## **SECURING 501(c)(3) STATUS** *(Current as of date of this publication)*

### **Independent 501(c)(3) Tax-Exempt Nonprofit Organization - What is it?**

*501(c)(3) refers to the section of the Internal Revenue Code that describes one category of organizations that are eligible for federal tax exemption. 501(c)(3) organizations must “be organized and operated exclusively for religious, charitable, scientific, testing for public safety, literary, or educational purposes, or to foster national or international amateur sports competition or for the prevention of cruelty to children or animals.” Just because you have incorporated as a nonprofit organization does not mean you are tax-exempt. You are not tax-exempt until you apply for and are granted tax-exemption from the Internal Revenue Service (IRS).*

### **Legal Requirements:**

You must exist for the public good, which is for humanitarian, charitable, educational, or other purposes that can be described as contributing to the public good.

You must have a volunteer Board of Directors that ensures the organization meets legal requirements, sets policies, provides oversight of all activities and funds, and ensures accountability to the public good.

Your activities must be in alignment with your tax-exempt purposes. The one type of activity – in addition, of course, to illegal activities – that your organization cannot get involved in is partisan political activity. You cannot support or oppose candidates for office or political parties, but you can engage in advocacy.

You must comply with all IRS filing requirements. This means filing a Form 990 (income tax return), as well as numerous other tax forms if you have staff or consultants. You also have to comply with state filing requirements.

You must comply with the Sarbanes-Oxley Act, which requires that you have an independent audit committee, a whistleblower protection policy, a conflict-of-interest policy, and a document retention policy.

You are required to keep certain documents on file and make them available for public inspection upon request. Failure to do so may result in fines. These documents are: Articles of Incorporation,



your IRS Form 1023 and supporting documentation, your IRS Letter of Recognition of 501(c)(3) Status, and your three most recent Form 990s.

### **Financial Requirements:**

You must pay a fee when you submit your application for tax-exemption (Form 1023) to the IRS. The fee will vary from state to state. Fees below are in addition to annual fees you pay at the state level to maintain your incorporation.

You will need to have insurance. There are different types of insurance that you will need to purchase. What you will need will depend on the size of your organization's budget, the types of activities you carry out, and whether or not you have paid staff. At a minimum, you will need General Liability and Director's and Officer's Insurance.

You will need to raise funds to cover the costs of your programs and activities. Just because you become a 501(c)(3) organization does not mean you have to raise lots of money. You can still choose to continue as a volunteer organization and rely on in-kind contributions to run your programs. You must ensure that contributions and other funds received are used for tax-exempt purposes involving public benefit, not for the personal gain or benefit of specific individuals.

You need policies, procedures, and systems for managing your money and your programs to meet requirements for fiscal and program oversight.

You must keep good records – and have a bookkeeper and/or accountant to help you do this – that support all of the income and expenses that you report on your tax return, or Form 990. You must keep your books using accepted accounting practices for nonprofits. Your finances must be open for public review. As noted above, you must keep on file and make available for public inspection at least for three most recent Form 990s.

### **Advantages of This Option:**

In addition to the advantages or benefits you receive from incorporating as a legal entity, becoming a tax-exempt 501(c)(3) organization offers the following advantages:

- You are exempt from paying federal taxes on the organization's income and can apply for exemption from sales taxes in most states. Individuals who make a financial contribution to you can deduct the contribution on their tax return.
- You can raise money from public and private sources – as a 501(c)(3) you are eligible for grants from foundations and government.
- You have full control over the association's activities and management.
- You have a greater level of legitimacy and credibility in the eyes of the larger, mainstream community.
- As an independent nonprofit organization, you can provide a vehicle for your community to have an independent voice.

### **Challenges of This Option:**

It gives you the ability to raise money, but there are many other things you need to do – such as have solid programs and a strong relationship with the community – to actually get funders to fund your work.

- The application process can be lengthy so requires some pre-planning.
- You must keep very good records – especially of your financial transactions and Board decisions – to comply with IRS requirements.
- You must build and maintain an active Board.

### **The steps to incorporate as a 501(c)(3) Tax-exempt Nonprofit Organization and its activities.**

1. Hold Your First Board Meeting. The organization’s first official Board meeting is an important step in the legal formation of a nonprofit corporation.
2. Draft Bylaws. Bylaws are the procedures that the Board of Directors and participants will follow to make decisions about the group’s activities. Be sure to consider content seriously – don’t just adopt generic bylaws. Your bylaws should guide your work, so they need to be appropriate for your organization.
3. Apply for an Employer Identification Number (EIN). You must have an EIN number to apply for tax-exemption. You can do this by filling out an IRS Form SS-4 [www.irs.gov/pub/irs-pdf/iss4.pdf](http://www.irs.gov/pub/irs-pdf/iss4.pdf). You can submit this form online, by fax, or by e-mail depending on how soon you need to use the EIN. You can receive your EIN by internet and use it immediately.
4. File Application for Tax Exemption with the Internal Revenue Service. To apply for 501(c)(3) tax exemption, you must complete and file Form 1023 with the IRS. Form 1023 is a lengthy and somewhat complex form. It will take time and attention to detail to complete. If you choose to seek federal tax-exempt status, you must file Form 1023 within 27 months of the date of incorporation of your nonprofit organization.

## **EXAMPLE POSITION DESCRIPTIONS:**

### **Position Title: Chair of the Board [or “President”]**

Directs and coordinates the effective implementation of the mission, goals, and strategies of the Long-Term Recovery Group as established by the governing body.

#### **Responsibilities:**

1. Assists the governing body in developing and implementing the operational policies, programs, and training events which meet identified needs before, during and after a disaster
2. Assumes responsibility as the chief development and fundraising officer of the organization
3. Attends all governing body meetings and serves as staff resource to LTRG’s governing body
4. Develops public relations program
5. Organizes and presides at the LTRG network meetings

6. Reports on-going statistical and descriptive information regarding programs, operations and finances to the governing body
7. Serves at the disposition of the governing body
8. Works to build relationships with other coalitions
9. Works with community groups, agencies and faith groups in developing inclusivity.

**Desired Qualifications:**

1. Demonstrated empathy for people in disasters
2. Effective public relations and interpersonal communication skills
3. Excellent administrative skills with minimum of 3-5 years' experience
4. Experience in successful ecumenical and community coalitions
5. Demonstrated flexibility in changing circumstances

**Position Title: Treasurer**

Provides oversight of the financial aspects of the Long-Term Recovery Group and ensures the group receives regular, solid financial statements and reports.

**Responsibilities:**

1. To disburse all money contributed to the LTRG, keeping accurate records of how the money is spent.
2. To prepare accurate monthly financial reports indicating the financial well-being of the LTRG.
3. To participate in and report regularly to the LTRG.
4. To assure there are adequate records documenting assets of the LTRG for insurance and other purposes.
5. To make recommendations for the investment of excess funds (if any).
6. To ensure that all governmental taxes, reporting forms and regulations are met on a timely basis.

**Desired Qualifications:**

1. Degree in accounting, business management or a related field from an accredited college or university
2. Formal training/experience in accounting or fiscal procedures
3. Pass a financial background check
4. Alternative to the above qualifications as the LTRG may find appropriate

**Position Title: Secretary**

The secretary maintains records of the Long-Term Recovery Group and ensures effective management of organizational records

**Responsibilities:**

1. Prepare and manage correspondence, reports and documents
2. Manage and communicate meeting schedule
3. Take, type, and distribute minutes of the meetings
4. Handle incoming mail and other material
5. Operate office equipment
6. Manage and maintain office supplies

**Desired Qualifications:**

1. Knowledge and experience of relevant software applications- spreadsheets, word processing, and database management
2. Knowledge of administrative and clerical procedures
3. Knowledge of standard business principles
4. Proficient in spelling, punctuation, and grammar
5. Proven experience of producing correspondence and documents
6. Proven experience in information and communication management

**Position Title: Case Manager**

The case manager guides disaster survivors in making in-depth assessments of their long-term recovery needs and assists them in accessing available funding.

**Responsibilities:**

1. Attend all required training
2. Develop forms and data management tools to gather and record information for complete client files
3. Contact survivors to assess their needs in a timely fashion
4. Work closely with clients to uncover all possible unmet needs
5. Respect client confidentiality at all times
6. Prioritize cases and set objectives in consultation with the long-term recovery group
7. Research and network with available funding resources and donations to assist clients meet their needs
8. Use a web-based database such as the CAN (Coordinated Assistance Network) to avoid duplication of resource allocation
9. Maintain detailed casework records and files
10. Present cases to the unmet needs group for approval of recommendations
11. Ensure that allocated funds are accounted for and distributed in a timely manner
12. Encourage client active participation and ownership in their individual/family recovery process
13. Assess files/cases to determine when needs are met and, when appropriate, close files
14. Ensure that closed files are transmitted to the MNVOAD for safeguarding and retention

**Desired Qualifications:**

1. Bachelor's Degree in Social Work or related field with one or more years of experience preferred or equivalent combination of degree and experience
2. Social Workers must have social work license in good standing in state of Minnesota
3. Experience with nonprofits or human services strongly preferred
4. Experience advocating for clients and/or networking with multiple non-profit agencies preferred
5. Advanced knowledge of Microsoft Word and Excel required
6. Possess excellent communication and public relations skills
7. Have an understanding of local non-profit and faith-based agencies and their mission in disasters
8. Knowledge of state and federal disaster response programs
9. Ability to work a flexible schedule
10. Excellent organizational and problem-solving skills
11. Strong interpersonal communication skills
12. Experience working independently
13. Experience working with vulnerable populations

**Position Title: Case Manager Supervisor**

**Responsibilities:**

1. Attend all required training
2. Supervise up to 10 full-time Case Managers
3. Responsible for collecting information on resources that are available in the region, learn how to access help for survivors, and know what each helping agency's priorities, deadlines and requirements are
4. Make sure each case manager has a resource booklet
5. Serve as the representative to the Long-term Recovery Group. A case manager would be invited to present appropriate cases for unmet needs funding
6. Assign cases to the case managers
7. Monitor the number of cases assigned to and the ongoing effectiveness of each case manager
8. Follow up on details and commitments to survivors made by case managers
9. Watch for signs of stress in case managers
10. Be responsible to brief staff regarding conditions in the disaster area and the status of assistance programs
11. Conduct daily debriefing of case managers
12. Prioritize assessments according to status: i.e., "emergency", "urgent", "short-term", "long-range", "information only" or "no present need but a recheck is necessary"
13. Arrange for follow up with case managers
14. Provide ongoing guidance and support to case managers
15. Ensure that closed files are transmitted for safeguarding and retention

### **Desired Qualifications:**

1. Bachelor's Degree in Social Work or related field with one or more years of experience preferred or equivalent combination of degree and experience
2. Social Workers must have social work license in good standing in state of Minnesota
3. Experience in a supervisory position
4. Experience with nonprofits or human services strongly preferred
5. Experience advocating for clients and/or networking with multiple non-profit agencies preferred
6. Advanced knowledge of Microsoft Word and Excel required
7. Possess excellent communication and public relations skills
8. Have an understanding of local non-profit and faith-based agencies and their disaster missions
9. Knowledge of state and federal disaster response programs
10. Ability to work a flexible schedule
11. Excellent organizational and problem-solving skills
12. Strong interpersonal communication skills
13. Experience working independently
14. Experience working with vulnerable populations

### **Position Title: Volunteer Coordinator**

#### **Responsibilities:**

1. Work with Case Managers and United Way 2-1-1 to identify requests for services
2. Handle volunteer recruitment, working with Long-Term Recovery Group for publicity about need for volunteers and materials
3. Assign volunteers to the area of greatest need by prioritizing requests and identifying the most vulnerable populations
4. Work with volunteers and donors, connecting donations and labor with identified needs of individuals and families
5. Schedule individual and volunteer groups for work sites
6. Ensure provision of any needed orientation/ training, identification/ credentialing, and personal protective equipment to volunteers
7. Arrange for or provide supervision on worksites
8. Coordinate with Construction Coordinator to provide materials and volunteers for the construction projects
9. Arrange for lodging and meals for volunteers when requested
10. Ensure appropriate paperwork is completed by volunteers, conduct background and reference checks as needed, and ensure required personnel files are maintained
11. Track and report number of all volunteers and total hours worked
12. Attend LTRG meetings to coordinate with staff and group members

#### **Desired Qualifications:**

1. BA/BS degree in human services field, preferably with emphasis on volunteer coordination. Course work in volunteer management preferred.
2. One or more years' experience working with volunteers.
3. Computer literate including proficiency in the use of computer databases, spreadsheets and word processing.
4. Possess an aptitude in both written and oral communication with public speaking experience.
5. Have excellent interpersonal skills.
6. Be well organized and efficient.

## **Position Title: Construction Coordinator**

### **Responsibilities:**

1. Work with the Volunteer Coordinator and volunteers to assist a community's recovery from a disaster
2. Conduct project inspections and estimates for needed materials and labor
3. Coordinate the supply of materials, equipment, tools, volunteers, and contractors required for the completion of the home repair project
4. Direct the rebuilding activities of volunteers and contractors on such projects in a sensitive, safety-conscious manner
5. Assist the disaster survivors in their home repair project with guidance that meets their ability and needs
6. Complete necessary construction estimates
7. Arrange for timely supply of all materials, tools and equipment to the work site
8. Coordinate contractors or other agency repairs as well as volunteers to ensure the project proceeds in a timely manner
9. Assign, supervise, and conduct on-site training of the volunteer workers in ways that ensure safety, quality workmanship and high morale while providing service to disaster survivors.
10. Complete necessary reports to the Volunteer Coordinator, Case Management Team, and Long-Term Recovery Group
11. Meet with appropriate building inspectors and have good working knowledge of standard codes and construction
12. Complete and explain the home repair agreement with the homeowners
13. Cultivate effective relationships with partner agencies, inspectors, vendors, and the community
14. Organize tool and or material storage area

### **Desired Qualifications:**

1. Minimum of five years' experience in general construction
2. Basic knowledge in plumbing, electric and HVAC
3. Basic knowledge of the Universal Standard Building Code
4. Modest computer skills
5. Experience in supervising construction projects

6. Experience in job assignment
7. Experience in problem solving
8. Experience in estimating entire construction project
9. Ability to work with all ages, denominations, and cultures
10. Match donations and labor resources with identified needs of individuals and families
11. Oversee functions such as donations of supplies and equipment
12. Link individual and volunteer groups with sites
13. Supervise worksites
14. Strong interpersonal communication skills
15. Attend Long-Term Recovery Group meetings to coordinate with staff and group members
16. Assign volunteers to the area of greatest need by prioritizing cases and identifying the most vulnerable populations

## **SAMPLE JOB POSTING FOR CASE MANAGER**

### **Case Managers Needed**

Any County, Minnesota is seeking Case Managers for its Long-Term Recovery Group. This position is open to individuals looking to volunteer their time to help those affected by the recent disaster. Your responsibilities will include the following:

- Accurately document conversations and observations with people impacted by disaster and identify needs and match need with appropriate community personnel and resources.
- Communicate effectively orally and in writing.
- Retrieve and sort information and reports for client case files.
- Complete case interviews in office and field settings.
- Report to case manager supervisor daily

The time requirement for this position is approximately 20 hours per week.

Qualifications include the following:

- Ability to work as a team player and to motivate others in team building.
- Ability to be flexible, adaptable to change and accept direction as required in varied work settings, weather conditions, cultures and geography.
- Ability to build effective relations with units and individuals who can help with work related goals.
- Ability to monitor and correct performance and manage conflict.
- Ability to spot problems early on and to take needed action so that flow and service delivery are not impacted.
- Good computer skills

A background check will be required and interested individuals must be at least 18 years old. Orientation and training will be provided.



## SAMPLE INTERVIEW QUESTIONS

### General

1. What interests you about this position?
2. Tell us about your previous experience (if any) working in disasters.
3. Give us a specific example of a time when you used good judgment and logic in solving a problem.
4. What has been your most rewarding accomplishment?
5. Have you ever had a conflict with an employee or co-worker? What was the nature of the conflict and what steps did you take to remedy this situation?
6. Please share with us any experience you've had leading a team. How do you measure your success as a leader?
7. Describe one of your greatest challenges. How did you handle it and what was the outcome?
8. How do you handle a stressful day at work?

### Chair of the Board

1. Describe a difficult project and how you overcame it.
2. Tell us about a time when you influenced the outcome of a project by taking a leadership role.
3. What is your management style?
4. What values would you bring to the position of Board Chair?
5. What was the most difficult situation you have been in when responding to media and public enquiries? What made it difficult? How did you handle it?

### Treasurer

1. Describe your bookkeeping experience, including any software you've used or work with 501c3 organization.
2. What are your methods for avoiding potentially costly accounting errors?
3. Tell us how you organize, plan and prioritize your work.
4. What methods do you use to for reporting and handling/tracking of donations (monetary and in-kind)?
5. Describe a time when your monitoring of financial activities and details helped your company/organization meet a legal or regulatory requirement, that may have been overlooked.

### Secretary

1. Tell us about your experience with spreadsheets, word processing, and database management.
2. What did you like best about your last secretary position (if any), and what did you like least?
3. Describe what you do to minimize mistakes in your work.
4. What tools/methods do you use manage internal communication (example: managing schedules and tasks)?
5. What characteristics do you think are most crucial in a secretarial position?

### **Case Manager**

1. Give us an example of a time when you had to make a quick decision. What was the situation and outcome?
2. Describe a situation you've experienced that required multitasking. How did you handle it? What was the result?
3. How would you build trust with disaster survivors?
4. How would you handle a situation where you weren't able to meet the requested needs of a disaster survivor?
5. How do you approach a new individual/family? What would you do to better understand the circumstances/people involved?

### **Case Manager Supervisor**

1. Tell us about a time when you had to give someone difficult feedback. How did you approach the individual and what was the outcome?
2. How would you describe your supervision style?
3. Give us examples of techniques you've used to build teams.
4. Tell us about a time when you had to balance multiple crises? How did you prioritize your work and what was the outcome?
5. Please share with us any experience you've had ensuring fair and equitable services to clients or customers. How do you approach ethical dilemmas?

### **Volunteer Coordinator**

1. What are techniques you've used to motivate and reward volunteers?
2. What is your experience training new volunteers?
3. Describe a project/event you coordinated successfully with volunteers.
4. Tell us about a time you had to provide constructive feedback to a volunteer. How did you approach the volunteer and what was the outcomes?
5. Tell us about the skills and tools you would use to effectively manage volunteer schedules.

### **Construction Coordinator**

1. What do you do to ensure everything runs according to all relevant laws, zoning codes, regulations, and OSHA standards?
2. Tell us about the most challenging construction project you have managed.
3. What methods do you use to keep the construction team motivated?
4. Tell us about your experience hiring subcontractors and working with vendors.
5. How would you react if you witnessed one of your workers not using the required safety equipment on a job?
6. What methods do you use to manage projects? What methods do you use to guide projects to a deadline? How do you handle unforeseen project delays and schedule modifications?

## MINNESOTA VOAD MEMBERSHIP AND RESOURCES

Advocacy	Donations Management	Organizational Mentoring
Animal Assistance/Shelter/Care	Elder Care	Power/Pressure Washing
Blankets	Emergency Financial Assistance	Rebuilding
Case Management	Emergency Repairs	Sandbagging
Chain Sawing	Emergency Supplies	Sanitization
Childcare/Counseling	Emotional/Spiritual Care	Search and Rescue
Clean-up	Equipment	Short-term Econ Development
Communications	Financial Services	Shower/Laundry
Community Outreach	Fiscal Agent Long-Term Recovery	Support for Responders
Community Unmet Needs Assessment	Funeral Services	Technical Assistance
Construction Estimating	Gutting	Therapy Animals
Coordination of Services	Information	Translation Services
Counseling	Listening/Referral	Transportation
Credit Counseling	Long-Term Recovery	Volunteer Services/Coordination
Critical Incident Stress Debriefing	Mass Care	Volunteer Reception
Damage Assessment	Mass Feeding (Fixed)	Warehousing
Debris Removal	Mass Feeding (Mobile)	
Distribution of Goods	Mass Sheltering	
Disaster Education & Planning	Mental Health Crisis Counseling	
Disaster Health Services	Muck out	
Disaster Welfare Inquiry	Organizational Capacity Planning	

\* This list is not all inclusive of resources available through MNVOAD membership. For the most up-to-date membership list, go to [www.mn-voad.org](http://www.mn-voad.org)

# SAMPLE FORMS

## LTRG Budget Template

Expense Items	Factor	Rate	Cost	Total
	# of times			
Office Space Rental				
Warehouse Rental & related expenses				
Equipment rental/purchase				
Office Supplies				
Telephones				
Postage				
Newsletter/publicity				
<b>TOTAL</b>				
<b>Staffing Expenses</b>				
Director				
Administrative Assistant				
Supervisor/Case Managers				
Case Managers				
Volunteer Coordinator				
Construction Coordinator				
Warehouse Manager				
Donations Manager				
FICA				

Staff development - training				
Mileage				
<b>TOTAL</b>				
<b>Miscellaneous Expenses</b>				
Audit				
Accounting Fiscal Unit				
	<b>Factor</b>	<b>Rate</b>	<b>Cost</b>	<b>Total</b>
Insurance - liability				
Direct Assistance to families				
Rebuilding Materials Purchase				
Other cash grants to survivors				
<b>TOTAL</b>				
<b>TOTAL OF ALL EXPENSES</b>				
<i>Income</i>				
United Methodist UMCOR				
Presbyterian Disaster Response				
United Church of Christ				
Lutheran Disaster Response				
Catholic Charities				
Church World Service				
United Way				
Other grants:				
Other grants:				
<b>TOTAL INCOME</b>				

### Expense Voucher

**Pay To** \_\_\_\_\_ **Date** \_\_\_\_\_  
**Amount** \_\_\_\_\_ **Dollars**

DATE	PARTICULARS	ACCOUNT CODE	AMOUNT
	Mileage from below		

Approved by: \_\_\_\_\_

Requested by: \_\_\_\_\_

Received for the Above Payee \_\_\_\_\_

### Mileage Summary

DATE	PARTICULARS	ODOMETER READING		TOTAL
		START	END	

## Timesheet

Employee Name \_\_\_\_\_

Pay Period Starts \_\_\_\_\_

Pay Period Ends \_\_\_\_\_

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<b>DATE:</b>							
<b>HOURS: IN:</b>							
Lunch Out:							
Lunch In:							
OUT:							
<b>HOURS WKD:</b>							
Other Hrs							

Total # of Hours Week 1: \_\_\_\_\_

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<b>DATE:</b>							
<b>HOURS: IN:</b>							
Lunch Out:							
Lunch In:							
OUT:							
<b>HOURS WKD:</b>							
Other Hrs							

Total # of Hours Week 2: \_\_\_\_\_

Total # Hours Both Weeks \_\_\_\_\_

## Sample Priority List

1. Heat, fuel, food, clothing (if you are not able to refer to local agency)
2. Utilities – water, sewer, electrical
3. Addressing health hazards - example mold remediation
4. Shelter repair/replacement – primary home, primary living space
5. Appliance replacement/repair
6. Transportation – primary vehicle
7. Mitigation issues

### **Solid referrals for:**

Furnaces

Water heaters

Utility bills

Out Buildings



## Long-term Recovery Group Unmet Needs Payment Request Form

CASE NUMBER:

CHECK#:

AMOUNT:

PAYMENT ISSUED FOR:

DATE PAYMENT ISSUED:

VENDOR/CLIENT:

DATE AUTHORIZED:

PERSONS WHO AUTHORIZED:

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---

## Long-Term Recovery Group Check Request Form

Payee – Send To: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Amount: \_\_\_\_\_

Payment Issued For: Unmet Needs \_\_\_\_\_ (Y/N)

Long-Term Recovery Group: (Check one)

Region 1: \_\_\_\_\_

Region 2: \_\_\_\_\_

Region 3: \_\_\_\_\_

Region 4: \_\_\_\_\_

Date Requested: \_\_\_\_\_

Requested By: \_\_\_\_\_  
\_\_\_\_\_

Approved By: \_\_\_\_\_  
\_\_\_\_\_

Long-Term Recovery Check Form

Send Request To: \_\_\_\_\_





## Client Interview Checklist

Were necessary releases of confidential information signed?	Yes	No
Was all necessary information shared?	Yes	No
Were objectives of the interview realized?	Yes	No
Were points that client should remember summarized?	Yes	No
Did the interview seem to meet the client's needs?	Yes	No
Are any questions unanswered?	Yes	No
Does the client understand the actions required?	Yes	No
Was another meeting date set, if required?	Yes	No
Does the client have a written copy of any referrals made?	Yes	No

## Application for Assistance

Name \_\_\_\_\_

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

Post Disaster Address \_\_\_\_\_

Home phone # \_\_\_\_\_ Work phone # \_\_\_\_\_

Alternative Phone # if we have a difficulty contacting you:

Name \_\_\_\_\_ Phone # \_\_\_\_\_

Please list everyone living in the home:

Name \_\_\_\_\_ Relationship \_\_\_\_\_

Name \_\_\_\_\_ Relationship \_\_\_\_\_

Name \_\_\_\_\_ Relationship \_\_\_\_\_

Name \_\_\_\_\_ Relationship \_\_\_\_\_

Name \_\_\_\_\_ Relationship \_\_\_\_\_

Residence is: \_\_\_\_\_ House \_\_\_\_\_ Mobile home \_\_\_\_\_ Apartment \_\_\_\_\_ Farm  
\_\_\_\_\_ Second home \_\_\_\_\_ Recreational vehicle

Do you: \_\_\_\_\_ Own \_\_\_\_\_ Rent

Damage was the result of: \_\_\_\_\_ Flood \_\_\_\_\_ Tornado \_\_\_\_\_ Other

Is the residence located on a Flood Plain? \_\_\_\_\_ Yes \_\_\_\_\_ No

Damage done to the residence:

- \_\_\_\_\_ Destroyed (Can't be repaired)
- \_\_\_\_\_ Major (Has quite a bit of structural damage that can be repaired)
- \_\_\_\_\_ Moderate (Has some structural damage that can be repaired)
- \_\_\_\_\_ Minor (Has a little damage that can be repaired)

Do you have Insurance? \_\_\_ Yes \_\_\_ No Flood Insurance? \_\_\_ Yes \_\_\_ No

Insurance covers: \_\_\_ Structure only \_\_\_ Contents only \_\_\_ Both

Was insurance sufficient to cover all the damages? \_\_\_ Yes \_\_\_ No

Were you employed before the disaster? \_\_\_ Yes \_\_\_ No

Did you lose your job as a result of the disaster? \_\_\_ Yes \_\_\_ No

Please list all monthly income for all household members:

Wages \_\_\_\_\_ Social Security/SSI \_\_\_\_\_ W-2 \_\_\_\_\_  
Child Support \_\_\_\_\_ Unemployment \_\_\_\_\_ Other \_\_\_\_\_

Please list all monthly living expenses:

Rent/Mortgage \_\_\_\_\_ Transportation \_\_\_\_\_ Phone \_\_\_\_\_  
Heat \_\_\_\_\_ Electric \_\_\_\_\_ Childcare \_\_\_\_\_ Medical \_\_\_\_\_  
Credit Cards \_\_\_\_\_ Other \_\_\_\_\_

Did you apply for assistance from FEMA? \_\_\_ Yes \_\_\_ No

If yes, your FEMA case number is \_\_\_\_\_

If yes, did you also fill out the application for a SBA loan? \_\_\_ Yes \_\_\_ No

Please list the FEMA received:

\_\_\_ Housing Amount \_\_\_\_\_  
\_\_\_ Home repair Amount \_\_\_\_\_  
\_\_\_ Personal belongings Amount \_\_\_\_\_  
\_\_\_ Other Needs Amount \_\_\_\_\_  
\_\_\_ SBA Loan Amount \_\_\_\_\_

Please list any assistance you have received from other organizations or agencies:

Name of Organization/Agency Amount Received

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What kind of assistance are you currently looking for?

- |  |   |
|--|---|
| <input type="checkbox"/> Food              | <input type="checkbox"/> Help with labor      |
| <input type="checkbox"/> Clothing          | <input type="checkbox"/> Building materials   |
| <input type="checkbox"/> Transportation    | <input type="checkbox"/> Resource information |
| <input type="checkbox"/> Furniture         | <input type="checkbox"/> Help with forms      |
| <input type="checkbox"/> Medication        | <input type="checkbox"/> Someone to talk to   |
| <input type="checkbox"/> Health needs      | <input type="checkbox"/> Visit from pastor    |
| <input type="checkbox"/> Temporary housing | <input type="checkbox"/> Other                |
| <input type="checkbox"/> Permanent housing |   |

Describe specific needs: \_\_\_\_\_

\_\_\_\_\_

Do you have a plan for recovery?  Yes  No

If yes, please describe what it is \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

What remains to be done? \_\_\_\_\_

\_\_\_\_\_

Have you obtained estimates for repairs or replacement?  Yes  No

Amount of estimates \_\_\_\_\_

Have you obtained permits/inspections?  Yes  No

APPLICANT STATEMENT: I agree and affirm that I am making Volunteer application for assistance for disaster relief from the \_\_\_\_\_ Unmet Needs Project. I understand that the information contained in this application and the accompanying Individual/Family Plan for Recovery and the Release of Confidential Information form will be utilized by the \_\_\_\_\_ Unmet Need Project to assist me with my disaster-related needs. I understand that the assistance is not guaranteed and that the case manager does not make the final determination of the availability of funds or other kinds of help. My signature below signifies that I have read and/or understand this document and the service being provided me.

Signature of applicant \_\_\_\_\_ Date \_\_\_\_\_

Case Manager's signature \_\_\_\_\_ Date \_\_\_\_\_



## Verification Letter

Dear \_\_\_\_\_

The discussion we had concerning your case included a need to verify certain information. The following items will be needed to continue your case process.

***Please obtain the items checked within the next seven (7) days.*** Your case manager \_\_\_\_\_, will call and make an appointment to obtain this information.

### ITEMS REQUESTED:

\_\_\_\_\_ Deed, mortgage, private agreement, bill of sale, title

\_\_\_\_\_ List of assets (type, amount, location, verification)

\_\_\_\_\_ Real Estate – other than primary home

\_\_\_\_\_ Insurance ( ) home ( ) contents ( ) autos  
Name/address of company and agent, amount of settlements and coverage  
verification of policy and settlement letter

\_\_\_\_\_ Outstanding loans – auto, merchandise, personal, signature

\_\_\_\_\_ Current Bills

\_\_\_\_\_ Monthly income verification (pay stubs/year-to-date)

\_\_\_\_\_ Receipts of ALL FEMA/SBA FUNDS SPENT

## Case Presentation Checklist

_____	Release of Confidential Information Form	
_____	Case Presentation Sheet	
_____	FEMA application number	
_____	Income/cash verification	
_____	Current Income Amount	Source _____
_____	Monthly living expenses	_____ Verified
_____	SBA	_____ Verified
_____	Insurance Benefits	_____ Verified
_____	FEMA	_____ Verified
_____	IHP	_____ Verified
_____	American Red Cross	_____ Verified
_____	Other VOAD Agency Assistance	_____ Verified
_____	Estimates for repair obtained (2 required)	_____ Verified

NOTE: For construction of home, include estimate formula sheet provided by the contractor.

## Case Presentation for Unmet Needs

Presenting Agency: \_\_\_\_\_ Date: \_\_\_\_\_

Case Manager: \_\_\_\_\_ Phone: \_\_\_\_\_

Client's Name: \_\_\_\_\_ Phone: \_\_\_\_\_

Pre-Disaster Address: \_\_\_\_\_

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

FEMA Individual Assistance # \_\_\_\_\_ *Only applies if there is a Presidential Declaration*

Names, relationship, and ages of family members: \_\_\_\_\_

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

Other Resources: \_\_\_\_\_ FEMA: \_\_\_\_\_

SBA: \_\_\_\_\_ Insurance \_\_\_\_\_

Other VOAD Support: \_\_\_\_\_

Temporary Housing: \_\_\_\_\_ Other: \_\_\_\_\_

Current Assets: \_\_\_\_\_ All Information Verified: YES \_\_\_ NO \_\_\_

What information is not verified? \_\_\_\_\_ Why? \_\_\_\_\_

Pre-disaster home: Type \_\_\_\_\_ Damage: \_\_\_\_\_

Estimates for repairs: \_\_\_\_\_

If home is uninhabitable, date expected to become habitable: \_\_\_\_\_

Receipts of expenditures: \_\_\_ Crisis Needs \_\_\_ Clothing \_\_\_ Furniture/Household  
\_\_\_ Rebuilding \_\_\_ Other

Home Ownership Verified: \_\_\_\_\_

Temporary Housing Verified: \_\_\_\_\_

# Disaster Recovery Plan

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

This is an agreement between \_\_\_\_\_  
(clients signature)

and \_\_\_\_\_, a case manager representing the  
(case manager's signature)

\_\_\_\_\_. This agreement is a plan for the physical  
(recovery organization name)

recovery of the above named client/family who was affected by \_\_\_\_\_  
(name of disaster)

on \_\_\_\_\_.  
(date)

## Applications that remain to be completed:

FEMA \_\_\_\_\_ Insurance \_\_\_\_\_ SBA \_\_\_\_\_

Other agencies providing assistance: \_\_\_\_\_

## Estimates to be acquired:

To repair or rebuild home \_\_\_\_\_ From whom? \_\_\_\_\_

For furniture, appliances, automobiles, and other physical needs: \_\_\_\_\_

What? \_\_\_\_\_ From whom? \_\_\_\_\_

For clothes \_\_\_\_\_ From whom? \_\_\_\_\_

Other (list) \_\_\_\_\_

From whom? \_\_\_\_\_

Agency Being Referred To: \_\_\_\_\_

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

**Referral for Services**

Agency Telephone #: \_\_\_\_\_

Family/Individual Being Referred: \_\_\_\_\_

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

Telephone #: \_\_\_\_\_

Reason for Referral: \_\_\_\_\_

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

Referred By: \_\_\_\_\_

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

Telephone #: \_\_\_\_\_

\_\_\_\_ Agency making this referral has attached a signed Release of Information Form.

\_\_\_\_\_

## CAN Release of Confidential Information

### Instructions

Signing and returning this form authorizes \_\_\_\_\_ (organization collecting information) to share certain personal information collected about you or your family with other disaster relief and voluntary organizations participating in the Coordinated Assistance Network.

\_\_\_\_\_ (organization collecting information) needs to share this information in order to coordinate available disaster relief services and assistance, and to reduce the paperwork and applications necessary in order for you or your family to receive disaster relief assistance and services from multiple relief organizations. All disaster relief organizations participating in the Coordinated Assistance Network are committed to respecting your privacy and using the information solely for the purpose of coordinating and providing disaster relief assistance.

With the exception of certain limited circumstances, it is the policy of \_\_\_\_\_ (organization collecting information), not to release information about individual or family disaster relief assistance, or other personal information obtained through the provision of disaster relief services, without the written consent of the individual or family. Therefore, we need your written consent to share this information to assist you or your family with obtaining disaster relief services in the most expeditious and least cumbersome manner.

## Release of Confidential Information

I, \_\_\_\_\_, hereby authorize  
\_\_\_\_\_(organization collecting information) to share any of my information in  
its possession, including, such as but not limited to my name, address, other personal information and the  
type of assistance I am receiving as a result of the disaster: \_\_\_\_\_  
(disaster operation name). with other disaster relief and voluntary organizations participating in the  
Coordinated Assistance Network in order to coordinate available disaster relief services and assistance.  
If you wish to limit this release to specific information, please specify the information that may be  
released:

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

I understand that I may revoke this consent at any time by contacting  
\_\_\_\_\_(organization contact and phone number) except when  
action has already been taken to obtain and/or release such information to organizations participating in  
the Coordinated Assistance Network.

My signature on this release indicates that I have read the above, or had it read to me, and that I  
understand the terms and conditions. I have also had the opportunity to ask any questions. I am also  
signing this release on behalf of my children that are under the age of 18.

Signature

\_\_\_\_\_

Date

\_\_\_\_\_

Signature

\_\_\_\_\_

Date

\_\_\_\_\_

## FEMA Authorization for Release of Information

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

### Federal Emergency Management Agency

I, the undersigned, an applicant for assistance from the **FEDERAL EMERGENCY MANAGEMENT AGENCY (“FEMA”)** as the result of Disaster FEMA-\_\_\_\_\_ hereby request and authorize you to release to

---

my authorized representative(s), any and all information, files, documents, and/or records in your possession or under your control which pertain to me or to my application for assistance for the purpose of assisting me in obtaining disaster assistance.

This authorization includes the release of all records or documents deemed confidential and extends to all documents otherwise considered confidential under any State or Federal Privacy Act.

This authorization shall include, but not to be limited to, the right to inspect, copy, or otherwise utilize said records, as may be deemed fit, and to obtain whatever clarification or opinion on said records deemed necessary.

This authorization is submitted pursuant to 28 U.S.C. §1746 under penalty of perjury.

\_\_\_\_\_  
**FEMA Registration No.**

\_\_\_\_\_  
**Name (PRINTED)**

\_\_\_\_\_  
**Signature**

**Current Mailing Address**

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



## Homeowner Liability Release

Date:    /    /

Daytime Phone: (    )

Night phone: (    )

Name

---

Address

---

City

Zip

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I, \_\_\_\_\_ am the owner and occupant of the above property.

I give permission to volunteers from [*name of organization*] to work on my property for the purpose of repairing my home due to the recent disaster. I understand that these are volunteers, 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 volunteers, [*name of organization*], and any related agency, from any liability, injury, damages, loss, 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 heirs, representatives, and assignees.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

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

## 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 \_\_\_\_\_

Need Housing \_\_\_\_\_ Yes \_\_\_\_\_ No Needs Meals \_\_\_\_\_ Yes \_\_\_\_\_ No

### 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
___ Cleanup (light/heavy)	___ Mason
___ Concrete (flat work)	___ Painter
___ Construction Supervisor	___ Plumber
___ Drywall Finisher (taper)	___ Roofer
___ Drywall Hanger	___ Electrician
___ Floor Covering	___ Floor Underlayment

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

\_\_\_\_\_

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

\_\_\_\_\_

Please return to:

# LONG-TERM RECOVERY RESOURCES

- American Red Cross ○ <https://www.redcross.org/local/mn-nd-sd.html>
- FEMA ○ <http://www.fema.gov/>
- Headwaters ○ <http://www.headwatersrelief.org/>
- Lutheran Social Services of Minnesota ○ <http://www.lssmn.org/disaster/>
- Minnesota Department of Health ○ <http://www.health.state.mn.us/macros/topics/emergency.html>
- Minnesota Homeland Security and Emergency Management ○ <https://dps.mn.gov/divisions/hsem/Pages/default.aspx>
- Minnesota Materials Exchange <https://mnexchange.org/>
- Minnesota VOAD ○ [www.mnvoad.org](http://www.mnvoad.org)
- National VOAD ○ <http://www.nvoad.org/>
- The Salvation Army Disaster Services ○ <http://salvationarmynorth.org/programs-that-help/disaster-relief/>
- Southern Baptists Disaster Relief ○ <https://www.sendrelief.org/>
- United Methodist Committee on Relief (UMCOR) ○ <http://www.umcor.org/>
- University of Minnesota Extension Services Disaster Recovery ○ <https://extensiondisaster.net/>
- United Way 211 ○ <http://www.unitedway.org/our-work/2-1-1/>

# APPENDIX

## FEMA Sequence of Delivery

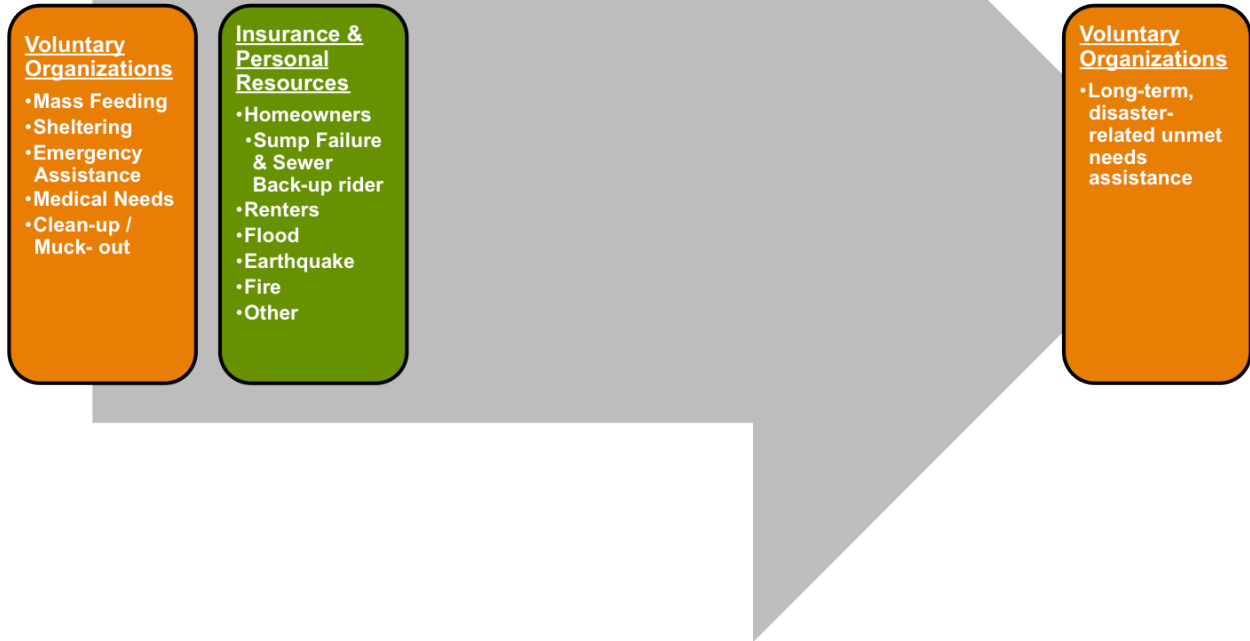
### Sequence of Delivery in Federally Declared Disasters



The Sequence of Delivery was developed as a tool to protect disaster survivors from duplication of benefits (and costly recouperation of assistance) in federally declared disasters. When disaster survivors do not follow the sequence of delivery, their eligibility for government resources is limited and scarce local resources may be strained to fill the gaps. Disaster Case Managers can provide key guidance and assistance to maximize use of available financial resources. Collaboration with volunteer labor and donated supplies for clean-up and repair is also key to stretching resources for households and communities.

However, the majority of all disasters in the United States are not federally declared. In other words, FEMA assistance is only available to disaster survivors in very few domestic disasters. Community service providers should be aware of this fact because, in non-declared disasters, the majority of disaster recovery resources for individuals and households must come from community organizations and local government agencies.

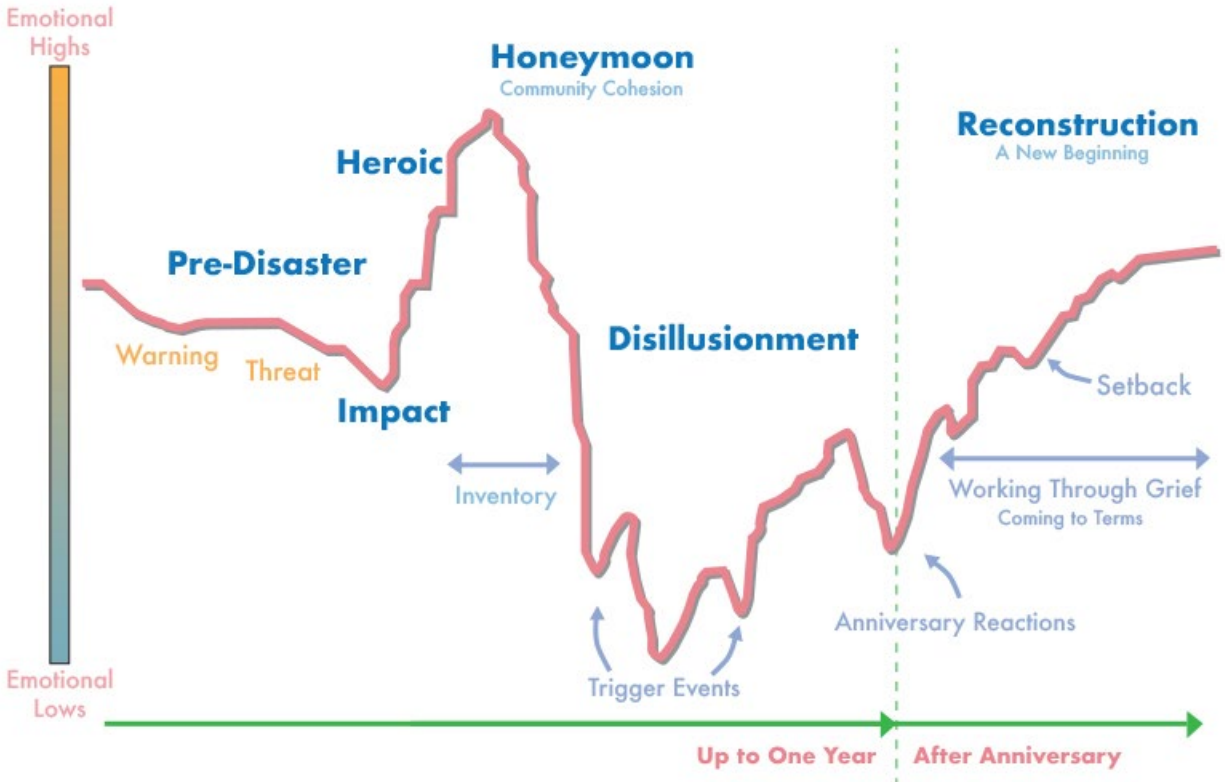
# Sequence of Delivery in Non-Declared Disasters



Voluntary and community-based organizations are key partners to address unmet needs in non-declared disasters. In these situations, local recovery groups play a key role in organizing the local community to develop funds to address unmet needs.

## Typical Community Reactions to a Disaster

While each survivor experiences the disaster as an individual, he or she also experiences it as part of a community. The following figure illustrates six phases of a community's response to a disaster.



1. **Phase 1, the pre-disaster phase, is characterized by fear and uncertainty.** The specific reactions a community experiences depend on the type of disaster. Disasters with no warning can cause feelings of vulnerability and lack of security; fears of future, unpredicted tragedies; and a sense of loss of control or the loss of the ability to protect yourself and your family. On the other hand, disasters with warning can cause guilt or self-blame for failure to heed the warnings. The pre-disaster phase may be as short as hours, or even minutes, such as during a terrorist attack, or it may be as long as several months, such as during a hurricane season.
2. **Phase 2, the impact phase, is characterized by a range of intense emotional reactions.** As with the pre-disaster phase, the specific reactions also depend on the type of disaster that is occurring. Slow, low-threat disasters have psychological effects that are different from those of rapid, dangerous disasters. As a result, these reactions can range from shock to overt panic. Initial confusion and disbelief typically are followed by a focus on self-preservation and family protection. The impact phase is usually the shortest of the six phases of disaster.
3. **Phase 3, the heroic phase, is characterized by a high level of activity with a low level of productivity.** During this phase, there is a sense of altruism, and many community members exhibit adrenaline-induced rescue behavior. As a result, risk assessment may be impaired. The heroic phase often passes quickly into phase 4.
4. **Phase 4, the honeymoon phase, is characterized by a dramatic shift in emotion.** During the honeymoon phase, disaster assistance is readily available. Community bonding occurs. Optimism exists that everything will return to normal quickly. As a

result, numerous opportunities are available for providers and organizations to establish and build rapport with affected people and groups, and for them to build relationships with stakeholders. The honeymoon phase typically lasts only a few weeks.

5. **Phase 5, the disillusionment phase, is a stark contrast to the honeymoon phase.** During the disillusionment phase, communities and individuals realize the limits of disaster assistance. As optimism turns to discouragement and stress continues to take a toll, negative reactions, such as physical exhaustion or substance use, may begin to surface. The increasing gap between need and assistance leads to feelings of abandonment. Especially as the larger community returns to business as usual, there may be an increased demand for services, as individuals and communities become ready to accept support. The disillusionment phase can last months and even years. It is often extended by one or more trigger events, usually including the anniversary of the disaster.
6. **Phase 6, the reconstruction phase, is characterized by an overall feeling of recovery.** Individuals and communities begin to assume responsibility for rebuilding their lives, and people adjust to a new “normal” while continuing to grieve losses. The reconstruction phase often begins around the anniversary of the disaster and may continue for some time beyond that. Following catastrophic events, the reconstruction phase may last for years.

*Drawn from SAMHSA.gov, June 2020*

## **Fundraising Suggestions**

**Crowdfunding** is a popular and fast way to obtain financial donations. Consult with your city, county or tribal attorney about the possibility of doing this and appropriate methods for distributing and accounting for funds. Research and determine the crowdfunding platform that you wish to use. The Public Information Officer can pre-write potential appeals and prepare photos.

Administrative fees may be charged, the rate depends upon the crowdfunding platform that you choose. It is important to keep the cost of these fees in mind when setting the goal amount.

You may wish to discourage others from establishing their own crowdfunding effort. If someone else is the “owner” of a donation page focused on a specific disaster event or long-term recovery effort, they are not accountable to forward all the money to your community. It is encouraged that you appoint someone to monitor on-line fraudulent fundraising efforts and contact all owners of crowdfunding efforts.

Many platforms are available. Below are a couple of options (*Please note that this is not an endorsement of any specific organization or company*):

- [GiveMN](https://www.givemn.org/) <https://www.givemn.org/>  
Give MN is a nonprofit organization. They serve as a hub for donors to direct funds to specific organizations and causes year-round. You can pre-register and activate the account as needed. They do charge an administrative fee, please view their website for details. They may lower or waive the fee for disaster response.
- [GoFundMe](https://www.gofundme.com/) <https://www.gofundme.com/>  
Go Fund Me will automatically deduct a fee from each donation received. In addition, when the “owner” registers the donation page, a payment processing account will be set up. When money is withdrawn through the account, a fee of plus a surcharge will be administered.

**Traditional Sources** of funding include:

- Financial and in-kind donations from area businesses and major employers
- Charitable collections from various faith and service communities
- Grants from local, state, and national foundations and philanthropic groups

When leveraged well, these sources have the potential to generate significant dollar amounts, but typically require more proactive relationship-building prior to the disaster, direct and detailed asks once the needs are known, and then careful documentation and reporting of spending. If at all possible, be sure to engage help from LTRG stakeholders who are connected to leaders of the faith and/or business community, have experience applying for grants, and/or have knowledge of disaster-minded foundations.