



BMLTRG Overview

Recovery following each disaster is unique and the long-term recovery (going beyond the relief and initial cleanup to actual rebuilding of homes and lives) may last months to years. Disasters are an opportunity for communities to grow back stronger. Often damages sustained in disaster can be prevented from reoccurring by implementing a long-term recovery strategy grounded in risk reduction analysis and mitigation.

A Long-Term Recovery Group (LTRG) is a cooperative body that is made up of representatives from faith based, non-profit, governmental, business and other organizations working to ensure that individuals and families recover from disasters. It is essential that the LTRG coordinates, collaborates, communicates and cooperates with all partners in order to maximize the utilization of available resources, avoid duplication of benefits and/or services to individuals and families, generate financial, material and personnel resources, and enhance community confidence.

Voluntary Organizations Active in Disaster (VOAD)

The Washington and Oregon Voluntary Organizations Active in Disaster are non-profit, non-partisan membership organizations that serve as the forum where organizations share knowledge and resources throughout the emergency management cycle -- preparedness, mitigation, response and recovery -- to help communities prepare for and recover from disasters. The Long-Term Recovery Group formed in the Blue Mountain region will have a strong foundational background from the Voluntary VOADs.

LTRG Formation

Long-Term Recovery Groups are as varied as the communities they serve. The personality and structure of each group is unique and reflects the needs, resources, cultural diversity, and community support of the area. Many terms are used for a Long-Term Recovery Group, such as unmet needs, interfaith, committees, organizations, coalitions, roundtables, partnerships, coordinating councils, etc.

Once a disaster occurs in the region, the Emergency Operations Center (EOC) will begin to outline the priorities and needs of the community through situational awareness, damage assessments, and gap analyses. The VOAD has a representative within the EOC to provide input and guidance for community- based needs and to work with the Recovery/ Mitigation lead to coordinate activities. When it is determined that the recovery will require additional support, the VOAD Organization will help form an LTRG to meet the community needs of that event. Once this group is formed, the following actions will be taken:

- Convene stakeholders to address disaster needs

- Seek and enact a fiscal agent to manage fundraising and the unmet needs fund
- Appoint a facilitator, convener, temporary chair and steering committee
- Appoint or hire an LTRG Manager who will ensure coordination among all members of the LTRG
- Develop a vision for recovery and the goals and objectives to get there
- Form task forces or working groups to make preliminary decisions
- Identify additional stakeholders for future involvement and participation
- Establish a process for assessing the disaster needs and available community resources
- Establish a preliminary budget

Establishing a Framework for LTRG Leadership and Governance

Representatives of the governing body should reflect the diversity of the disaster-affected community. LTRG leadership may include:

- Representatives of local community-based organizations that have extended their regular programs to include disaster recovery needs
- Representatives from local emergency management or government
- Members of local private sector and civic groups
- Representatives of any organization providing resources in the recovery process
- Representatives from faith-based groups and organizations with disaster services
- Representatives with expertise in accounting, legal matters, grant writing, human resources, communications, marketing and building trades, etc.

Note: Representative members must have sufficient authority from their organization to represent and make commitments and decisions.

The Governing Body (Executive Board)

- Determines and communicates meeting times and locations
- Appoint or hire an LTRG Manager
- Adheres to the mission, vision and values of the organization
- Determines the group structure
- Establishes operational by-laws
- Develops short and long-term goals
- Develops administrative policies and procedures which may include paid and/or volunteer staff
- Develops assistance guidelines and criteria for meeting disaster-related unmet recovery needs (these are responsive to emerging needs and fluctuating resources)
- Identifies and develops resources to include human, material and financial resources
- Fosters the mechanism to provide assistance to individuals and families with disaster-related unmet needs

- Ensures fair and equitable distribution of resources
- Coordinates efforts with municipal, county, state, and governmental recovery agencies
- Ensures that all local, state and federal laws and codes are followed
- Determines a system of financial management, reporting, and accountability
- Administers all funds under the control of the LTRG through a fiscal agent
- Develops a cooperative communications plan to broadcast recovery information

Essential Functions

Essential functions of an LTRG that must be considered include:

- Disaster Case Management
- Construction Management
- Financial Management
- Donations Management
- Housing Management
- Emotional Support Committee/ Crisis Counseling
- Spiritual Care
- Volunteer Management
- Advocacy of Community Needs
- Unmet Needs Coordination

Roles and Responsibilities

Disaster Case Management: There are a number of ways that disaster case managers can interface with LTRGs. The appropriate structure is dependent upon the needs of the local community and the scale, nature, and resources of the disaster and recovery efforts. Disaster case managers from multiple voluntary agencies access the LTRG through an established unmet needs committee. This is a time limited process which is done by skilled, trained workers that meet multiple times with a client to create and agree upon a detailed recovery plan with goals for recovery following a disaster. Case managers are the initial point of contact to coordinate necessary services and resources.

- Obtain all necessary statewide intake and case management forms and procedures
- Obtain all necessary authorizations
- Obtain verification of assistance received, assistance for which application is made, income and personal resources
- Create a recovery plan with the client including resources, gaps and priorities
- Record the results in the case management files/ database
- If service or assistance is approved, provide follow through to verify that approved services or assistance is provided

- If the LTRG decision is deferred, or more information is needed, provide necessarily follow up so that the case will be presented again
- Assist the person requesting assistance in developing a plan for mitigation and prevention of future loss, if appropriate

LTRG Leadership and/or Manager:

The LTRG Leadership is responsible for making all policy-level decisions regarding the use of LTRG funds and services. The LTRG Manager acts as a hub for information and services, ensuring that no request for assistance goes unanswered and ensuring that all groups or committees within the LTRG are working together in a coordinated fashion.

- Forecast case management and unmet needs resources: short and long-term goals
- Create communication tools in order to support case management client intake
- Facilitate LTRG meetings
- Create and develop websites, social media sites and other online media outlets
- Use the most cost-effective means of providing service or assistance
 - Use all available in-kind and volunteer resources
 - Assist the person requesting assistance in obtaining all available and appropriate governmental and private assistance and insurance reimbursement
 - Ensure that all assistance is in line with local, state, and federal codes, statutes and ordinances
 - Confirm that all privately provided services are within fair market price for the service, and, if not, assist the person requesting assistance in negotiating a fair market price or obtaining a vendor who will provide the service at a fair market price
 - Protect against any duplication of service or assistance
- Work with case management supervisors to establish clear reasons for decisions to provide or deny service or assistance
- Work with case management supervisors to provide the person requesting assistance with the means to request reconsideration of a denial of service or assistance
- Develop strategies for short- and long-term fundraising goals
- Work with community or neighborhood leaders to identify community needs and assist in facilitating solutions
- Write grants or identify funding or tools needed for LTRG operations
- Coordinate all press/media activities to maintain messaging to the public that encourages LTRG operations and case management intake
- Coordinate community events, educational EXPO's, town hall meetings and any other appropriate informational events

- Field all incoming grievances from the public or individual clients.
- Develop and foster relationships with potential LTRG faith-based partners
- Coordinate community outreach and needs assessment efforts

Construction Management: Assist flood survivors with rebuilding or repairing their damaged homes

- Determine needs and priorities based on the damages sustained
- Estimate home repair costs
- Work with the floodplain manager to ensure rebuilding is allowed and to determine any limitations to building due to floodplain changes (fire and flood hazards)
- Work with city/ county personnel to ensure all codes and ordinances are followed and all permits are secured prior to work being completed
- Plan projects and oversee construction
- Coordinate with the Volunteer Management group regarding the use of volunteers for construction and clean-up projects

Housing Management: Secures rental, purchase and permanent housing assistance for disaster survivors.

- Temporary rental assistance
- Temporary mortgage assistance
- Temporary utility assistance
- Provision or purchase of essential appliances, including refrigerators, stoves, furnace units, washers, dryers, microwaves, and other small appliances
- Repair to household systems, such as electric, plumbing, heating and cooling
- Structural repairs needed to ensure safe, sustainable and stable housing
- Reconstruction
- Cleaning
- Moisture control services and removal of mold and mildew

Donations Management: Provides donated goods to those affected by the disaster.

- Provision of essential used furniture and other household goods
- Provision of clothes and shoes
- Provision of essential items for children, such as school supplies, bicycles, recreation and sports equipment
- Provision of essential equipment for home-based income-producing activity
- Purchase or provision of goods and services necessary for mitigation and prevention of future loss
- Provision of other essential goods and services necessary for an individual or family's recovery, not already specified.

- Serve as the focal point for non-finance donations intake and distribution from the Donations Center Warehouse

Emotional Support Committee or (CCP - Crisis Counseling Program) This is function that can be tailored to each disaster and may require additional grant funding to provide such counseling services. Members of the CCP can be from counseling services agencies, faith-based groups, recovery programs, etc. The role of the CCP is to:

- Distribute informational brochures directly to affected residents and throughout the community
- Assist individuals with emotional needs
- Organize support and educational meetings to help re-establish a sense of community
- Make formal presentations within the community to educate individuals and groups about available support
- Provides services and resources as needs require to support the community

Volunteer Management: Manages all staff, local and incoming, and provides logistical support for incoming volunteer work teams.

- Assist in housing and feeding requests for volunteers
- Assist in cleanup activities on affected properties by coordinating volunteer efforts
- Coordinate unaffiliated volunteers
- Coordinate activities for volunteer organizations and affiliated volunteers
- Work with the city/ county debris managers to ensure a coordinated clean-up effort
- Manage unmet private debris needs

Unmet Needs Committee: The goal of the Unmet Needs Committee of the Long-Term Recovery Group (LTRG) is to provide assistance from available funds to eligible individuals and families using a fair and equitable case management process. We recognize that the combined donations from all sources will not be enough to make survivors whole, thus it is necessary to prioritize eligibility. Membership on the Unmet Needs Committee is restricted to those organizations holding funds that are available for distribution to meet the unmet needs of the disaster survivors.

* Please see Attachment 1 for more detailed information about the Unmet Needs Committee and its requirements.

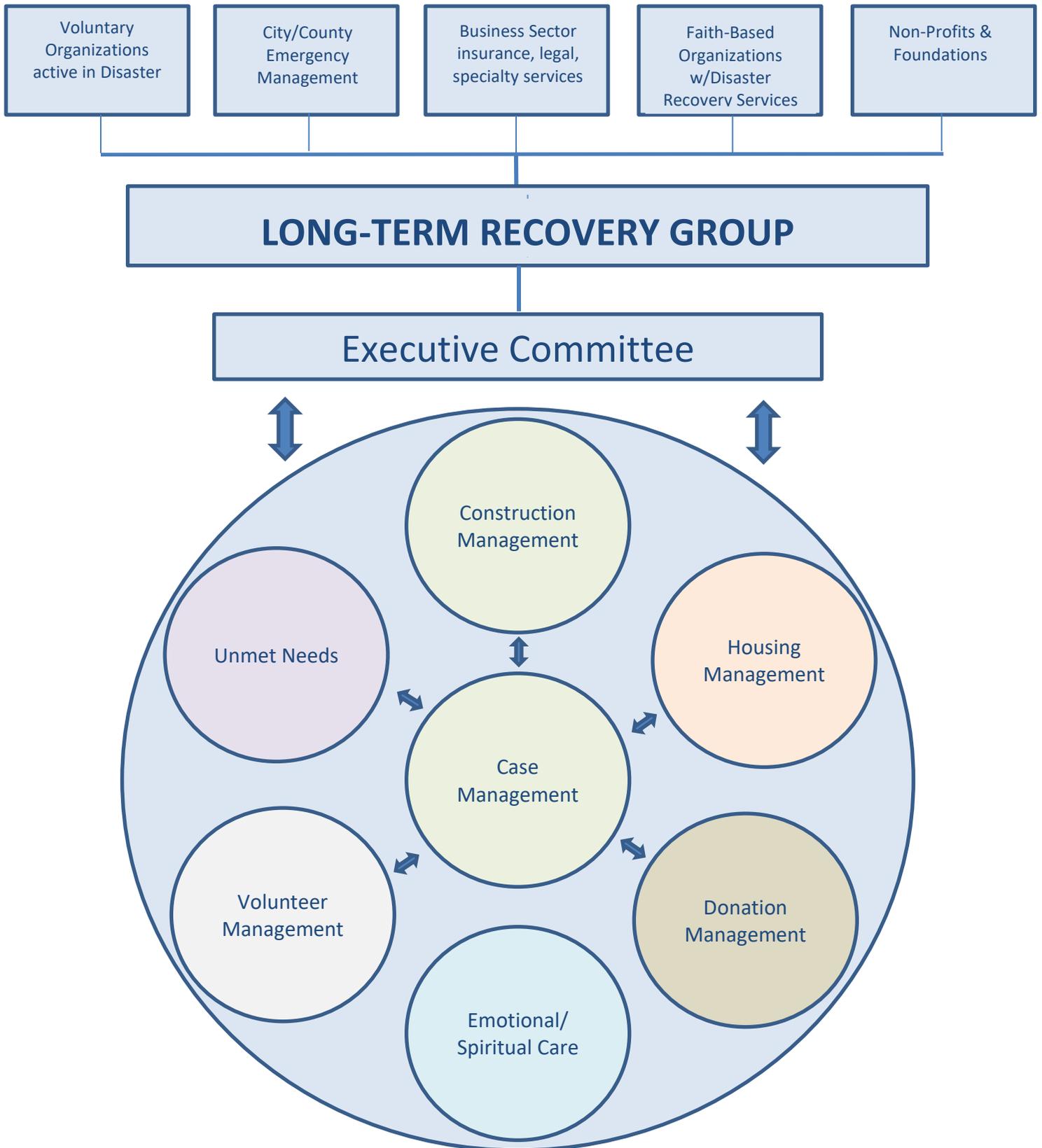
Coordination of all of these functions with city, county, and state governments is essential to reduce duplication of efforts, provide sound fiscal management, improve

communications and coordination, and ensure all local, state and federal laws and guidelines are met throughout the process.

LTRG Organization

The organization of the LTRG involves multiple partners from several different sectors, as well as levels of government. Because of this, a typical hierarchical organizational chart is not possible. The organization outlined below illustrates the collaborative nature of this organization. First, there will be VOAD members, city/county emergency management personnel, private sector organizations, civic groups, and faith-based organizations that will all come together during the disaster to coordinate activities to meet the needs of the community. Once the LTRG is formed, the Executive Board and/or Steering Committee will provide the leadership for the group and ensure goals and objectives are met. This will be done by working with the various committees and/or task forces established based on the needs of the community.

Blue Mountain Region Long-Term Recovery Group Organization



Attachment 1:

Unmet Needs Roundtable



The Unmet Needs Roundtable (UNR) of the Long-Term Recovery Group (LTRG) provides assistance for eligible individuals and families using a fair and equitable case management process. Combined donations from all sources will not be enough to make survivors whole, thus it is necessary to prioritize eligibility. Membership on the Unmet Needs Table is restricted to those organizations with manpower, money, and/or materials that are available for distribution to meet the unmet needs of disaster survivors.

A limited amount of funding is available for survivors who have not been compensated from insurance or other sources such as FEMA, SBA, or state emergency relief. Even with such assistance survivors will have unmet needs. The objective is to compassionately assist survivors in obtaining a safe, sanitary, and secure primary residence, returning to pre-disaster livelihood, and assistance with other disaster-caused or disaster related needs.

Confidentiality: Participants on the UNR have agreed to and signed a confidentiality agreement document. Participants shall only have access to applicant information on a need-to-know basis. Participants shall exercise discretion and sensitivity if familiar with an applicant outside of the UNR. All information obtained will be held in strict confidence and shall not be released outside of the UNR. Case files shall be kept locked at all times unless in use by staff or advocate volunteer and should be destroyed when no longer needed.

Guidelines for Participants: The following attitudes and behaviors are simply reminders that we all have biases and stereotypes we carry about others. It is important to set aside such attitudes especially when confronted by those with a very different life situation.

- Come to the table with honesty and sincerity and mutual trust
- Leave assumptions and prejudices at the door
- Listen respectfully, we can all learn from each other
- Be empathetic to a client's situation, and watch for your "privilege" to bias your thoughts
- Be fully transparent and vulnerable when asking a question or explaining your position
- Curiosity is fine, but realize DCM role in protecting survivor data

Eligibility: Beneficiaries must be survivors of, and have verifiable damage or loss, caused by the disaster.

Case Management: The primary interface with survivors is through our established case management process. A dedicated disaster case manager (DCM) is the person who brings unmet needs requests to the UNR.

Eligible Use of Funds: All unmet needs must be directly attributable to the disaster

- Assisting in the repair or replacement of a home
- Assisting in the repair or replacement of personal property
- Health-related issues
- Loss of Livelihood
- Temporary Housing Needs
- Other Compelling Needs

Prioritization: To prioritize funding distribution, the UNR will consider factors such as financial need, documented disability or health needs, single parent, older adult, immediate need for safe housing, and other compelling factors. Documentation, as appropriate and available, may be required by case managers to verify such compelling factors. Case managers will ensure applicants have applied for available federal and local agency assistance before coming to the UNR.

General Case Management Process: Applicants must meet with case managers from the LTRG who will assess the situation, identify available resources, and refer residents to sources of assistance, including the Long-Term Recovery Group UNR.

1. Case managers are expected to obtain verification of declared needs. Verification documents and survivor data become part of confidential case management files and are controlled by the LTRG.
2. When the case manager determines there are validated unmet needs for a survivor family, the case is screened by the DCMs with help from the Lead DCM who will then present the case to the Unmet Needs Roundtable. *(Note: Jessica Rounds has agreed to serve as consultant in this capacity for at least a month to allow our paid and volunteer case managers time to learn the unmet needs application process.)*
3. Cases may be presented to UNR members via email. In the event an organization does not want to participate on a case being presented, no response is needed. Agencies wishing to participate may "reply all" to the email so others on the UNR understand available resources in material, volunteers, or funding.
4. The UNR meets periodically to review cases brought forward by DCMs to assess unmet needs, available resources, and assistance to be provided by LTRG. Organizations with relevant funds or assistance will be invited to meetings as they are identified or show interest and capacity.
5. Assistance for a case may be approved by one or more organizations as a result of the discussion and case review at the UNR meeting. Additional documentation could be requested by the UNR and the table may decline the request. However, UNR members should be sensitive to their own bias and lack of information and rely on DCMs to present the case in an equitable manner.
6. Family names are not used in discussions of the UNR.
7. The UNR with approval from the LTRG Executive Board determines priorities, policies, and required documentation which, in turns, informs and frames the work of the DCMs.

Typical Case Presentation Components

The Case Presentation using the Unmet Needs Application form is intended to give the UNR attendees a full understanding of the family situation so that compassionate prioritization can be undertaken as described above. Although any given presentation

may not include all of these (and may include other information), the UNR expects Case Presentation touching on the following aspects of each case:

- Financial need
- Housing Situation
- Disability, sole-parent with dependent children, support of older adult situation
- Health/Medical situation
- Other assistance requested and status - for housing, this could include SBA or Housing Authority applications and status.
- Unmet Needs Summary - this identifies where other assistance is not available.

Disbursement of Unmet Needs Funds - Policies

Disbursement of monies shall go to vendors providing billed invoices, whether for materials or services, and cannot be disbursed directly to case client or immediate family of the client. This is true even when the property owner is acting as a contractor for their respective recovery project. Nor can funds be disbursed to case client as reimbursement ¹for monies previously spent by client.

Review and Renewal of Process and Policies

Like the UNR, which is organic and adaptive, this is a living document and reflects best practices for the BMLTRG unmet needs review process. This document should be reviewed and updated anytime there is a change in policy or process for meeting survivor unmet needs. The document should be signed and dated by the chairs of the UNR. The latest version of this document has precedence.²

Signature of Chair

Date

Signature of Chair

Date