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## *Long Term Recovery Summit*

### *July 31, 2019*

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1. Long Term Recovery Groups (LTRG)/Disaster Case Management (DCM): Christy Smith – csmith@umcor.org
  - a. Everyone is both a need and a resource during the recovery process
  - b. Recovery groups historically emerged from faith-based initiatives
    - i. Inter-faith collaborative
    - ii. Grass roots evolution
  - c. Tenants of LTRG
    - i. Mission driven (we are here to help the community/people affected by disaster)
      1. Guidelines for LTGR are on the NVOAD website
    - ii. Cohesive and cooperative
    - iii. Aimed at synergizing recovery resources (combine/bring together resources)
    - iv. Non-duplicative of resources/effort
    - v. Focused on unmet **recovery** needs (begins where FEMA's funding and support begins)
    - vi. Accountable
    - vii. Guided by NVOAD consensus and best practices
  - d. Estimate that 10-15% of those registered with FEMA will have long term unmet needs
  - e. The Four Cs
    - i. Communication
    - ii. Cooperation
    - iii. Coordination
    - iv. Collaboration
    - v. Not mentioned: **COMPASSION**
  - f. Values
    - i. The Four Cs
    - ii. Non-discriminatory and inclusive
    - iii. Empowerment of local leaders
      1. Needs to be led by members of the community who reflect the demographics of the community
    - iv. Self-designed and self-regulated
    - v. Fair, unbiased and *needs-based* distribution of resources
      1. Everyone gets the same treatment regardless of who they are
    - vi. Financially accountable, responsible, confidential, transparent
      1. All activity is open and available; all information of individuals is kept confidential
    - vii. Expediting client and community recovery
  - g. Soft money from counties (question from the floor)
    - i. Assign a dollar amount to volunteer hours and are granted up to 75% of those funds from the government
    - ii. They cannot access this money for rebuild
    - iii. These funds will never be given to volunteer groups

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- iv. Volunteer work falls under individual assistance (funds come from FEMA); sending volunteer hours does not necessarily benefit the organization or county
- v. Funding is viewed as an in-kind donation to the county
- h. Challenges
  - i. Needs-driven or resource driven?
    - 1. What the community needs or what the organization thinks they need
  - ii. How do you identify a successful leader?
    - 1. Do **NOT** assign a disaster survivor to be in leadership
    - 2. Getting off to a good start is critically important and dependent upon quality leadership
    - 3. A successful leader is...
      - a. Ethical, community supported, unbiased with civic, faith-based, charitable or business experience
      - b. Not chosen by the local government, FEMA, or ONE charity organizations choice
  - iii. How to share confidential data gathered by:
    - 1. Local agencies
    - 2. American Red Cross
    - 3. FEMA
    - 4. MARC (multi-agency resource center)
    - 5. Faith-based outreach
    - 6. Web-based data system
  - iv. Relief (chaotic) > recovery (structured)
  - v. Anything that gets in the way of survivor recovery is a bad thing:
    - 1. Turf issues
    - 2. Power struggles
    - 3. Mistrust
    - 4. Systems
    - 5. Authority and control
- i. Recovery Function Categories
  - i. What do we do to serve survivors
    - 1. 6 branches of program services (caring ministries, casework/case management, construction management, materials management, allocation management, and volunteer management)
- j. DCM Coordination Models
  - i. Autonomous Model: LTRG leads various organizations (orgs separated by region and report to/resource from LTRG)
  - ii. DMC Seconded/Shared Model:
  - iii. DMC Collaboration/Consortium: everyone is on the same page (control over quality of case management)
  - iv. DMC LTRG Managed Model: LTRG

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- v. Client recovery depends on confidentiality. Information sharing, unbiased partnership, etc.
- vi. DCM: Committee
  1. Coordinate case management
  2. Develops service criteria/priorities
  3. Identify and develop resources
  4. Provide opportunities for training and/or assesses quality of DCM agency training
  5. Provides peer case review
  6. Responsibilities:
    - a. Liaise with LTRG committee and other DCM providers
    - b. Develops and/or approves standardized process
    - c. Assures equitable access
    - d. Manages funder and resource providers' expectations
- vii. Disaster case managers are the link to resources
  1. They vet cases and verify needs/lack to meet the need (last court of appeals for the affected)
  2. Determine funding and resources from unique sources
  3. NOTE THAT: LTRGs are the ideal place where resources are coordinated and synergized
- k. Process
  - i. Outreach/screening
  - ii. Intake
  - iii. Case management assessment (holistic – covers ALL aspects of an individual's life)
  - iv. Recovery plan for individual
  - v. Implement/advocate
  - vi. Monitor progress
  - vii. Case closure
  - viii. Review: survey individuals assisted
- l. DCM is a **time-limited** process by which a **skilled helper** partners with a disaster-affected individual or family to achieve realistic recovery goals
- m. Resources for whole community recovery
  - i. Money
  - ii. Muscle/manpower
  - iii. Materials
  - iv. Motivation
  - v. Management
  - vi. Minds
  - vii. Mentors
- n. Income is irrelevant when considered out of context of disaster

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- o. DCMs verify resources v needs and determine how to balance those for each individual
  - p. Funder resistance
    - i. Conflicting values
    - ii. Service priorities
    - iii. Organizational autonomy
    - iv. Incomplete case file
    - v. Lack of DCM preparation
  - q. Resources/Funders table
    - i. Chair by individual (not funder
    - ii. Works to build trust with DCM process and DCMs
    - iii. Ideally agrees to common presentation tool
    - iv. Understand the firewall between client identity and outside world
  - r. Funding is not easy to determine as priorities and perspectives differ widely, we have competing values, and the focus is on survivors not fixing all social ills
  - s. Giving survivors grant is easy and not more effective. Vendor payments, in-kind, materials, services, and referrals are better solutions
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*“Hope is being able to see that there is light despite all of the darkness”*  
*-Desmond Tutu*

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## 2. Construction Coordination: Byron Mann

### **a. Trade secrets**

- i. Give frequent and accurate updates
  - ii. Each member on the LTRG has different skill sets
  - iii. All LTRG members need to speak the same language
  - iv. Explain terms and acronyms
  - v. Ask lots of questions
  - vi. Don't be afraid to say
  - vii. I don't know what you are talking about
- b. Working with Disaster Case Manager
- i. DCMs and construction coordinator must work together to plan for and to resource a realistic and achievable permanent housing goal wherein repair, rebuild or replacement is necessary. These two disaster recovery functions are dependent upon one another. Each must appreciate and respect the role of the other
  - ii. You must build a relationship where you can work together amicably in a calm and peaceful environment. Give and take equally.
  - iii. DCM comes first!
- c. Sequence of events
- i. DCM must finish their work first
  - ii. DCC (Disaster Construction Coordinator) must be patient during the DCM process

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- iii. DCC and DCM should visit the site together
- iv. DCC will develop a scope of work. Volunteers will follow scope of work.
  - 1. Do NOT allow them to deviate as this causes problems beyond the individual/team
- v. DCC prepares a reasonable estimate of costs and shares with DCM
  - 1. Funding should be prioritized
- vi. ***Disaster construction estimates need to be as precise as possible. Resources are slim***
- d. Deferred maintenance tends to be a problem post disaster. Do not throw good money after bad – i.e. if someone had a bad roof before a flood that will affect new sheet rock, you have to decide whether it is worth repairing.
- e. Things to consider
  - i. Homeowners may need temporary storage.
  - ii. Special permits may be required
- f. Local municipalities
  - i. Spend some time getting to know local Code Enforcement officer can be your best friend or biggest hurdle
  - ii. They want to see their community restored correctly
- g. Permits
  - i. The permit process can be time consuming
  - ii. Find someone who knows the process
  - iii. There is usually a fee. Negotiate a waiver or reduced permit fee post disaster with the city
  - iv. If need be negotiate with a funder to cover this expense
  - v. Some may require a licensed contractor to pull the permit and/or oversee the project
  - vi. Call before you dig!
  - vii. Requirements will be different in each community – be sure you know what the code is for the area you are working in.
- h. Inspections
  - i. May be required during different stages of construction
    - 1. Foundation, plumbing, gas, etc.
  - ii. Follow their guidelines and schedule as soon as possible so as not to hold up next phase.
  - iii. Sometimes if you are doing good work, they may let you take pictures and send to them in lieu of visiting the site which cuts down on delays.
- i. Mechanical licensing
  - i. Most communities and utility companies will require licensed mechanical contractors who hold a license for the affected state
  - ii. Negotiate with the Code Enforcement to discuss the possibility of using out of state volunteers

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- j. Research utility costs
  - i. Will you need to pay deposit/connection fee
  - ii. Have you included these fees in the estimate
  - iii. Will an organization fund these?
  - iv. May not be re-establishing existing lines – services may look different than the original
  - v. Need to consider extenuating circumstances – i.e. perk tests for septic systems and possible replacements
  - vi. Individual may be behind on their utilities
- k. **Trade secret**
  - i. When in need of major roofing repair or replacement I have found the professionals for this task is worth the cost. CAM and MDS are great roofers when they are in the area.
- l. New house plans
  - i. Work with an architect to develop one single adaptable plan
  - ii. Easily add or drop bedrooms and baths to meet the need of the client
  - iii. Rebuild teams like building the same house plan
  - iv. It will also aid the suppliers to make bulk purchases of specific materials and helps stretch resources
- m. Local suppliers
  - i. Locally owned suppliers usually are more willing to negotiate pricing especially if there will be multiple builds
  - ii. Local suppliers don't have as deep pockets as the big box stores. On time prompt payments will help with negotiating prices
  - iii. Negotiate bulk pricing with specialty suppliers for electrical, plumbing and HVAC – keep it apples to apples.
  - iv. Stress the importance of dependable delivery times. It is vitally important to have materials on site when the contractors/volunteers arrive
- n. Local contractors
  - i. Use locals when possible
  - ii. Ask building suppliers for references if you are not familiar with the community
  - iii. Code Enforcement Officers like working with contractors they know
  - iv. Negotiate for pricing if multiple builds are going to happen talk volume pricing
  - v. **Start negotiating prices!!**
- o. Best practice
  - i. If an LTRG is going to hire a construction coordinator do not hire a construction company
  - ii. They will not have they time to dedicate to the projects
  - iii. Will not be concerned with prices
  - iv. Guaranteed income for x number of years.
  - v. Look for someone who is retired or is not currently in the business

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#### p. Trade secret

- i. When possible have the LTRG set up a fund for contractors and pay on completion
  - ii. Contractors are businessmen. They would prefer to be paid quickly
  - iii. When negotiating prices talk to them about labor only since you will have materials
  - iv. Remember, when seeking bids keep it apples to apples
- q. Modular/mobile homes (question from the floor)
- i. It is possible to develop relationships with dealers who are willing to find the type of home you are looking for.

#### r. Word of caution

- i. Solicit large rebuild groups like Christian Aid Ministries, Mennonite Disaster Services or others but do NOT let them rush your project or back you into a corner to meet their schedule. **It's your disaster, they need to work with you on scheduling.**
- s. Guidelines
- i. Determine maintenance issues
  - ii. Rental units
  - iii. General construction, dos and don'ts, standard materials, etc.
  - iv. Repair dos and don'ts
  - v. *Be aware that if the damaged residence is in a flood prone area some municipalities may not allow the repair or rebuild. Find out before you start making plans.*
- t. Optional materials for flood damaged area
- i. Foam board instead of traditional insulation
  - ii. Elevate outside HVAC units above ground level
  - iii. If a building on a crawl space uses moisture barrier on ground and on bottom of floor joists. Foam board insulation is best for this area
  - iv. *Foam board insulation is a little more expensive and better for areas that are prone to flooding*
- u. Communications is key!
3. Volunteer Coordination: Janice Mann
- a. Goal is the meet needs of community and affected as well as offer volunteers a good experience
  - b. Needs to be organized – everyone involved needs to be on the same page
  - c. Before inviting volunteers make sure everything is done that needs to be done – DCM and DCC are finished with their parts, materials and supplies are available at the work site, and permissions from homeowners has been established
  - d. Hosting and housing of volunteers – know what the team's expectations are and what you will require of them.
  - e. What does the subcommittee need?

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- f. Hospitality is key!! Be familiar with NVOAD consensus on volunteer management and Good Samaritan laws
  - g. Consider the options in the community: proximity to job sites, housing options, etc.
  - h. Remember to show appreciation to the visiting team
  - i. Teams typically take care of their transportation
  - j. Make sure teams are well informed prior to their arrival – do they need to bring bedding? Will they need to bring tools? Etc.?
  - k. Don't let volunteers back you into a corner and try to be prepared for them before they arrive
  - l. Have an orientation for the incoming teams to let them know more about the housing and community, impacts of the disaster, etc.
  - m. What responsibilities will the team have while staying with you?
  - n. Share site rules
  - o. Teams can help with little projects around the host site if they are interested
  - p. Get paperwork from volunteers!
  - q. Match skills with jobs, and make sure teams make it to the site safely and easily (give them directions or lead them to site)
  - r. Make sure you have permission from homeowner before sending a team out.
  - s. Document who worked at which site and how funds/materials were used
  - t. The best recovery involves the WHOLE community!
  - u. Share the load while working on recovery – no one organization can do the whole thing on their own.
4. Long Term Recovery Volunteer Housing: Ray Stephens (501-249-4185 OR rayandkaystephens@att.net)
- a. **This is not for everyone!**
  - b. Typically 1 ½ year or longer in duration
  - c. LTRG assessment of needs
  - d. Availability of meaningful work
    - i. You don't want teams coming in unless there is work for them to do.
  - e. Significant decision/investment in time/resources
  - f. PDA assessment and shepherding
  - g. Meaningful discernment process
  - h. What makes a good site:
    - i. Proximity to meaningful work (at maximum of 30 minutes from job sites)
    - ii. Adequate sleeping arrangement
    - iii. Kitchen facilities
    - iv. Bathroom/shower
    - v. Lounge/recreational area
    - vi. Facility amenities
    - vii. Community (what can team do in the area if they want to take a day off?)
  - i. Faith-based or community group

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- i. PDA serves any group with a viable hosting facility
    - ii. Willingness to offer loving and caring hospitality to volunteer work groups
  - j. Assist in search for appropriate hosting site
    - i. Canvass local area faith-based group, civic group, or other group that might be used for housing
    - ii. Enlist LTRG, municipal and county governments and state wide VOADs
  - k. Process
    - i. Hosting team ministry NRT deployment
    - ii. Assess facilities
    - iii. Typically one day on site
    - iv. Group/facility receives a copy of assessment
  - l. PDA national call center
    - i. Provides documents/technical assistance
    - ii. Registers volunteer work teams and hosting sites
    - iii. May make one-on-one visits
    - iv. Links volunteers to hosting sites
    - v. Provide a handbook to volunteers for hosting sites
  - m. This process takes place post-disaster as needs are identified
- 5. Emotional and Spiritual Care: Sheri Mathews
  - a. This is as important as meeting physical needs
  - b. Listen to the survivors and encourage them
  - c. Children's needs are important and often ignored (parents may be stressed and overwhelmed trying to get their lives back in order)
  - d. Take care of yourself when you are serving!
  - e. Take care of your team members!
- 6. Updates/Info Sharing:
  - a. FEMA is the largest contributor to recovery and individuals need to start there
  - b. FEMA says a disaster is federally supported, state managed, and locally executed
  - c. All FEMA support comes in the form of a check
  - d. Individuals have 60 days to register with FEMA ***(8/7 is the deadline)***
  - e. An inspector will evaluate the site to identify who is eligible for assistance
  - f. FEMA can have funds to an individual within 5-7 days
  - g. Reasons people don't register
    - i. Don't want to take from someone else
    - ii. Don't take government handouts
    - iii. Will be ok without assistance
    - iv. May be concerned about residency status
  - h. FEMA is not an insurance policy
  - i. Average grant is around \$3,200; max this year is \$34,200
  - j. Remind people to check their furnace! FEMA may be able to help

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- k. SBA can offer a loan to cover additional funds that FEMA cannot cover – if individual does not take advantage of this they will also be cut off from additional FEMA funding
  - l. There is an appeal process
  - m. FEMA will pay flood insurance for 3 years if it is the first flooding event for a home.
  - n. FEMA hotline: 1-800-621-3362
7. Statistics
- a. Faulkner LTRG
    - i. 214 FEMA registrations in Conway
    - ii. 147 FEMA registrations in Perry
8. Wrap up Questions: Tracy Eichenberger Evans