

## LONG TERM RECOVERY GROUP ANNEX

### 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 volunteer-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

The Larimer County Voluntary Organizations Active in Disaster (Larimer VOAD) is a nonprofit, nonpartisan membership organization that serves 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 Groups formed in Larimer County will have a strong foundational background from the Voluntary VOAD as many of the organizations that participate in the VOAD will adjust operations to stand up the LTRG.

### 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 and associated working groups and/or committees, such as unmet needs, interfaith, organizations, coalitions, roundtables, partnerships, coordinating councils, etc.

Once a disaster occurs in the county, 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 Operations Section and EOC Manager to coordinate activities during the initial response phase. As a reminder as referenced in the Larimer County Recovery Plan, community recovery coordination starts when response is ongoing. Therefore, similar with how the EOC transitions to an RCC after the incident stabilization phase of the event, so too will the role of the VOAD. As the EOC transitions, the VOAD representative in the EOC will work with the Recovery/ Mitigation lead to coordinate activities and start establishing initial priority areas, potential working groups, and an initial assessment of current capacity of organizations and/or funding needs. When it is determined that the recovery will require additional support, the VOAD Organization will form an LTRG to meet the community needs of that event. Once this group is formed, the following actions may be taken, depending on the scope of the event and the capacity of the LTRG:

- 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 amongst 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 LTRG executive committee should reflect the diversity of the disaster-affected community. Executive committee members must be from Colorado, Northern Colorado, and/or Larimer County and its affected communities, in keeping with the spirit and understand that all disasters start and end locally. LTRG executive committee members 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.

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

Larimer VOAD agencies are responsible for standing up a steering committee during the response phase of a disaster. The responsibilities of the steering committee are as follows:

- Identify Long-Term Recovery chair(s); in previous events, co-chairs were selected to balance the work, but the steering committee may determine another structure is necessary based on the specific event.
- Determine if an LTRG Manager should be appointed or hired
- Determine the group structure
- Plan and convene the first LTRG General Meeting
- Identify potential committees and potential committee chairs prior to the first General Meeting
- Invite organizations to the first LTRG General Meeting

At the first LTRG General Meeting, the steering committee invites attendees to identify in which committees they will serve. Each committee determines who will serve as the committee chair. The steering committee formally transfers leadership to the committee chairs and other individuals selected for the Executive Committee.

### **The Executive Committee:**

- Determines and communicates meeting times and locations
- Appoints or hires an LTRG Manager and other paid LTRG positions, as necessity demands

- Determines the group structure
- Assesses gaps and/or capacity needs for the LTRG organization and their relationship to community needs and determines solutions
- Establishes operational bylaws
- 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, while also adhering to donor intent
- Coordinates efforts with municipal, county, state, and governmental recovery agencies, including participating in county recovery meetings and reporting
- 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 or Committees of an LTRG vary depending upon the scope of the event and the capacity of the LTRG, but committees 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
- Unmet Needs Coordination

### **Roles and Responsibilities:**

#### LTRG Chair(s) and/or Manager:

The LTRG Chair(s) or Manager 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. The role of LTRG Chair(s) and/or Manager may include the following activities:

- 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

- Use the most cost-effective means of providing services and 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
- Advocate for broader community unmet needs and seek out solutions to those needs
- Understand the demographics of the community affected and advocate for recovery solutions that are inclusive, welcome, diverse and equitable
- Coordinate community outreach and needs assessment efforts

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. This includes flexibility in the delivery of disaster case management services, as the event may prohibit case managers from being able to use “traditional” means of delivery such as in-person, one-on-one services, and may require use of virtual technology or working with non-traditional partners to address cultural or equitable needs in the community. 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. Some agencies will fund case managers, especially in large events in which they have raised their own recovery funds; in some large FEMA events, FEMA may fund case managers. In instances in which multiple agencies have case managers, the LTRG may determine that a lead case manager is necessary to coordinate all case management efforts. The role of case manager includes the following activities:

- 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
- Prepare and present reports to the LTRG regularly on numbers served and assistance provided
- 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 necessary 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

Construction Management: Assist flood survivors with rebuilding or repairing their damaged homes. In a large FEMA event, FEMA may fund a construction manager position. Because of the expertise necessary for this position, the construction manager should be a professional with working experience and may need to be a paid regular or contracted position. The role of Construction Management may include the following activities:

- Determine needs and priorities based on the damages sustained
- Estimate home repair costs
- If applicable, such as fires and flood hazards, work with the floodplain manager to ensure rebuilding is allowed and to determine any limitations to building due to floodplain changes
- 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. The role of Housing Management includes the following activities:

- Assistance in identifying temporary housing solutions and availability for impacted community members
- Temporary rental assistance
- Temporary mortgage assistance
- Temporary utility assistance
- Coordination with local housing authorities
- 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: Receives and provides donated goods to those affected by the disaster. The role of Donations Management includes the following activities:

- 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.
- Provision of a Donations Center Warehouse and associated wrap-around services for distribution needs
- 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 group is made up of trained behavioral health, emotional support, and spiritual care providers and/or volunteers that provide support to disaster survivors. The role of Emotional Support and Spiritual Care include the following activities:

- Distributes informational brochures directly to affected residents and throughout the community
- Assist individuals with emotional needs
- Organizes support and educational meetings to help re-establish a sense of community
- Makes formal presentations within the community to educate individuals and groups about available support
- Provides services and resources as needs require to support the community
- Non-denominational spiritual care support. Proselytizing is absolutely prohibited.

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 clean up 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. Larimer County recognizes 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 Larimer County Government 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. Coordination is assured by Larimer County having a seat at the LTRG.**

#### **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.

### Attachment 1: 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.

A limited amount of funds are available for survivors who have not been compensated from insurance or other sources. The objective is to 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.

In many events, more than one agency has a survivor recovery fund. All agencies with such funds are invited to be members of the Unmet Needs Committee, to prevent case management from having to present to each individual funder and to work collaboratively on who can pay for what aspects of a request. Each organization will have its own definition of priorities, eligibility, procurement and distribution policies. What follows are general guidelines, based on previous events. The LTRG Executive Committee, the LTRG Unmet Needs Committee, and individual LTRG members with recovery funds will determine their own guidance and policies.

**Eligibility:** Beneficiaries must be survivors of, and have verifiable damage or loss, caused by the disaster. The LTRG Executive Team will determine who is a beneficiary, depending on the circumstances of the event, the scope of impact, donor intent in the raising of funds, and other priorities determined by the LTRG.

**Case Management:** The primary interface with survivors is through our established case management process.

**Eligible Use of Funds:** All unmet needs must be directly attributable to the disaster. The LTRG Executive Committee will determine eligible uses of the funds, determined by the scope of the event, the size of the fund, what was communicated at time of donation to donors, donor designated intent, and other factors. Typical uses include by are not limited to:

- 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
- Health Related Issues
- Other Compelling Needs



**Prioritization:** To prioritize funding distribution, the LTRG will consider factors such as financial need, documented disability or health need, 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 need.

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

1. Case managers are expected to obtain verification of declared needs. Document copies become part of the confidential case management files to substantiate needs brought before the Unmet Needs Committee. This is required for potential charitable giving audits by the IRS or charitable organizations.
2. When the case manager determines there is sufficient information gathered about the family and their needs, the case is reviewed by the Case Management Supervisor who will then present the case to the Unmet Needs Committee.
3. Cases may be presented to the Unmet Needs Committee members via email. In the event your organization does not want to participate on a Case being presented, no reply or discussion concerning the case is needed. Agencies wishing to participate may “reply all” to the email so others on the Unmet Needs Committee can see that the needs are being met.
4. The Unmet Needs Committee meets periodically to review cases brought forward by the Case Management Committee for presentation, discussion, and possible assistance. In addition to representatives of the LTRG Unmet Needs Committee, other organizations with relevant funds or assistance will be invited to meetings.
5. Assistance may be approved by one or several organizations or none as a result of the discussion and review at the meeting. Additional documentation could be requested by the Unmet Needs Committee and the Unmet Needs Committee may also decline the request.
6. Family names are not used in the Unmet Needs Committee.
7. Neither case managers nor the Case Management Supervisor set the priorities for the Unmet Needs Committee attendees.

### **Typical Case Presentation Components**

The Case Presentation is intended to give the Unmet Needs Committee 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 Unmet Needs Committee expects Case Presentation touching on the following aspects of each case:

1. Financial need
2. Housing Situation

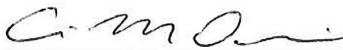
3. Family hardships and situations, such as disability, sole parenting, health and medical situations, caregiving for family members
4. Other assistance requested and status – For housing, this could include SBA or Housing Authority applications and status. Similar information would be appropriate for other assistance for items identified as “eligible uses” of our funds.
5. Unmet Needs Summary – this identifies where other assistance is unavailable.

**Guidelines for Maximum Funding Per Household**

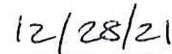
In order to ensure that a majority of clients can receive financial assistance by way of Unmet Needs Funding, the LTRG Executive Committee and Unmet Needs Committee members may determine a cap per household, especially in instances of great need but limited funds. In addition, Committee members may decide to cap specific categories, such as temporary housing/rent or mortgage assistance, tools & equipment to support livelihood, vehicle replacement, repair or rebuilding a primary residence, debris removal, road or culvert repair, or other categories determined by the committees.

**APPROVAL SIGNATURES**

The undersigned have hereby reviewed and approved the LTRG Annex of the Larimer County Recovery Plan.



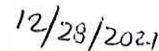
\_\_\_\_\_  
Larimer County VOAD



\_\_\_\_\_  
Date



\_\_\_\_\_  
Lori Hodges, Emergency Management



\_\_\_\_\_  
Date