



# Disaster Services Start-up Guide for State Service Commissions

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**Disaster Services Unit**

## **Table of Contents**

<b>Overview .....</b>	<b>5</b>
How to Use This Guide .....	6
Special Message: For Reluctant Commission Leaders.....	6
<b>Step 1: Commission Disaster IQ Quiz – State Authorities and Partnerships .....</b>	<b>7</b>
Overview.....	7
Disaster IQ Quiz – State Authorities and Partnerships.....	7
Interpreting the Results.....	7
The Study Guide .....	8
What now? - How to Raise Your Disaster IQ .....	9
<b>Step 2: Commission Disaster IQ Quizzes – Organizational Capacity .....</b>	<b>10</b>
Overview.....	10
Quiz 1: Volunteer and Donation Management .....	10
Quiz 2: Preparedness.....	12
Quiz 3: Recovery .....	13
Disaster IQ Scoreboard - Compare Results .....	14
The Quizzes are Over, What Now? .....	14
<b>Step 3: Disaster Tracks.....</b>	<b>15</b>
Overview.....	15
Disaster Track 1: Volunteer and Donation Management.....	15
Paths in Volunteer and Donation Management .....	16
Mentorship Opportunities in Volunteer and Donation Management .....	18
Program Outline Exercise .....	19
Disaster Track 2: Disaster Preparedness .....	20
Paths in Disaster Preparedness .....	20
Mentorship Opportunities in Disaster Preparedness.....	23
Program Outline Exercise .....	24
Disaster Track 3: Disaster Recovery .....	25
Paths in Disaster Recovery .....	25
Mentorship Opportunities in Disaster Recovery .....	27
Program Outline Exercise .....	28

<b>Step 4: Resource Appendices</b> .....	29
Overview .....	29
Appendix List .....	30
<b>Glossary</b> .....	61

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[www.nationalservice.gov/about/role\\_impact/disaster.asp](http://www.nationalservice.gov/about/role_impact/disaster.asp)

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## Overview

Every year in the United States the selfless acts of countless citizens have proven that times of disaster bring out the best possible characteristics of the human spirit. Volunteerism before, during, and after disasters is second nature to the American people, and as we have learned from recent catastrophic events such as the September 11<sup>th</sup> attacks, Hurricane Katrina, and the Joplin Tornado, the general population craves a way to systematically channel their civic pride and compassion. State Service Commissions (Commissions) are well positioned to tap this public mandate and bring a uniquely flexible asset to their state's emergency management infrastructure.

The roles that Commissions currently play in their state's emergency management plans are as varied as the states they hail from, with fourteen<sup>1</sup> written directly into their state plan while others have no footprint in the field at all. Disaster services is a strategic focus area of the Corporation for National and Community Service (CNCS), and Commissions are seen as essential partners to ensure that national service programming is able to meet emergency needs across the country. CNCS does not expect all Commissions to employ identical or static strategies for engaging in this field, but rather ascribes to the belief that all disasters are local and that all solutions we bring to the American public should be community based and derived.

The CNCS Disaster Services Unit (DSU) encourages Commissions that are new to the disaster field to focus on building small but purposeful expansions that are well within their capabilities and comfort level. In disaster work, building a reputation for dependability in even the smallest function will out-value broad, but sub-standard expansion across the disaster continuum every time. This guide is designed to help you focus your efforts towards the most strategic and logical areas of disaster work for your Commission while highlighting important undergirding and preparations that will set you up for success.

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<sup>1</sup> ASC 2011 Landscape Survey of State Service Commissions, see **Appendix A1**.

## How to Use this Guide

This guide is designed to provide you, as a Commission leader, with a step-by-step template to:

- STEP 1** Assess your Commission's current disaster infrastructure by taking a **Disaster IQ Quiz** focused on **State Authorities**.
- STEP 2** Examine the capacity of your Commission to build disaster programming, and determine what area in this field is most logical for you to pursue by taking three **Disaster IQ Quizzes** focused on assessing your **Commission Capacity**.
- STEP 3** Guide you through a brainstorming session of common strategies for integrating disaster programming into your Commission's organizational structure by **Choosing a Track** based on your quiz results.
- STEP 4** Connect you to resources, models, sample documents, and mentorships that can help jumpstart your planning process so that you **Don't Start From Scratch!**

The first two **Steps** are essential to determine what additional preparations may be necessary for your Commission to succeed in disaster services. Subsequent **Steps** delineate strategies and tools for development in the disaster field and can be selectively examined depending on their relevance and suitability to your Commission.

### Special Message: For Reluctant Commission Leaders

Some of you may still be saying to yourselves, "*Disaster never strikes in my state*" or "*It's not worth the investment to expand into disaster services while our budget is shrinking*" or "*This isn't a Commission's role, other agencies have it covered.*" Here are a few thoughts on these points:

- Disaster is a CNCS strategic priority measure in part due to the sensational impact that national service has made in responding to and recovering from natural and man-made catastrophes. It is a field where CNCS and many Commissions have seen success and action, and if Commissions are not doing so already, they should determine how they can best help their states and communities in times of disaster.
- Even if your Commission represents a state with low occurrences of disaster, it is still possible to be prepared without any undue or onerous burden being placed on your resources.
- This field, like any other, can be territorial and especially considering when it is compounded with the challenge of explaining national service to those who do not understand it, there may be some raised eyebrows about a new AmeriCorps disaster response team. Other state agencies or nonprofit groups may claim "ownership" of a specific disaster or a specific disaster function. In the end though, when the first AmeriCorps boots hit the ground and work begins, skepticism tends to evaporate as quickly as a summer thunderstorm. In this field the end product almost always justifies the means.

### **Tip!**

**Don't get overwhelmed when deciding where to start! Take the **DISASTER IQ QUIZZES** and decide on a track based off your high score!**

## Step 1: Disaster IQ Quiz

### Commission Authorities and Partnerships

#### Overview

The first step in defining the role your Commission will have in disaster begins with examining the related authorities and partnerships that govern your agency’s operations. Start by taking the following quiz to make a quick diagnostic of your Commission’s statutory or partnership-based assets. This will help to define the foundation from which new disaster programming can be formed. For a closer look at how national service and CNCS fit into the National Disaster Response and Recovery Framework, see **Appendix A2**.

#### Commission Disaster IQ Quiz – State Authorities and Partnerships

Assess your Commission using the following chart to determine current institutional connections to broader disaster infrastructure.

Authorities and Partnerships	Select One		
	In Place	Under Development	Not In Place
<b>State Emergency Operations Plan:</b> <i>Commission is written into one or many emergency support functions under the guidance of the state emergency management agency</i>			
<b>Governor’s Request:</b> <i>Commission has an understanding with the governor’s office that national service can be relied upon to serve in specific emergency functions at the governor’s request</i>			
<b>Governor’s Executive Order:</b> <i>Commission has been granted a temporary or permanent status to serve in specific disaster related functions within their state</i>			
<b>State Statutes:</b> <i>Commission is written into their state statutes as having a specific role in disaster services</i>			
<b>Memorandums of Understanding, Etc.:</b> <i>Commission has one or multiple memoranda of understanding, agreement, or mutual aid with state agencies, Citizen Corps, faith-based groups, or nonprofit organizations pertaining to disaster services within their state</i>			

#### Interpreting the Results

##### WELL POSITIONED!

Your Commission has a **minimum of ONE** mark in the “In Place” category and is well positioned to build upon and reinforce disaster programming within your state.

##### ON THE RIGHT PATH!

Your Commission has a **minimum of ONE** mark in the “Under Development” category (and none in the “In Place” category) and is on the right track towards building a strong infrastructure for national service to respond to disaster within your state.

#### IMPORTANT NOTE!

Commissions with effective disaster programming that scored in the “WELL POSITIONED” category may not be in need of this document as a “Start-up Guide”. Instead, consider it an exercise in brainstorming and a possible resource for expansion.

## TIME TO BUILD!

Commissions that have **no marks** in either the “**In Place**” or “**Under Development**” categories are currently at a disadvantage for delivering disaster services programming within their state.

## The Study Guide

The results are in! See how your Commission can score higher.

At minimum, a single, well-documented, and governor-approved avenue for Commissions to support disaster services in their state is preferred before building up disaster infrastructure or other commitments. In addition, a form of partnership with other state governmental or nonprofits active in disaster is desirable, and if necessary can be an alternative to formal state authorities. The following list details which type of authority or partnership is preferable. If your Commission scored in the **TIME TO BUILD!** category, pay close attention!

### Tip!

**Don't go it alone! Check out some examples of Commissions that have successful disaster partnerships in their states, see Appendix A3.**

Authorities and Partnerships	Ordered by Desirability
<b>State Emergency Operations Plan:</b> <i>Commission is written into one or many emergency support functions under the guidance of their state Emergency Management Agency (EMA).</i>	<b>MOST DESIREABLE:</b> Commissions written into their state's emergency plan are well positioned to have a clear understanding of their role in disasters, and are best equipped to position their resources and programming strategically.
<b>State Statutes:</b> <i>Commission is written into state statutes as having a specific role in disaster services</i>	<b>VERY DESIREABLE:</b> Commissions written into their state's statutes are well positioned to take on specific functions in disaster, but there is potential for confusion when reconciling statutes with the state emergency plan in untested emergency situations.
<b>Governor's Executive Order:</b> <i>Commission has been granted a temporary or permanent status to serve in specific disaster related functions within their state</i>	<b>MORE DESIREABLE:</b> A governor's approval of a Commission's disaster function can make or break a response, but eventually transitioning executive order into a state statute or the state emergency plan will help build the security and consistency of the Commission's disaster programming.
<b>Memorandums of Understanding, Etc.:</b> <i>Commission has one or multiple memoranda of understanding, agreement, or mutual aid with state agencies, Citizen Corps, faith-based groups, or nonprofit organizations pertaining to disaster services within their state.</i>	<b>DESIREABLE:</b> It is always positive to build partnerships and mutual aid agreements with other agencies and disaster organizations, but such enterprises are always best when undergirded by a role within state law.
<b>Governor's Request:</b> <i>Commission has an understanding with their governor's office that they can be relied upon to serve in specific emergency functions at the governor's request</i>	<b>A GOOD START:</b> It is positive for a Commission to build a reputation for participation in disaster, but it is better to have a clear, written understanding of national service's role in disaster.



## What Now?- How to Raise a Commission's Disaster IQ

If your Commission scored low on the Disaster IQ quiz, the good news is that there are numerous tactics that can be considered to improve your score. State authorities and partnerships should be carefully developed in advance of a disaster and, ideally, in advance of other deep investments in disaster services. Disaster response situations unfold rapidly and chaotically, making relationships, partnerships, and systems building virtually impossible in real time. A Commission should consider the following steps as they build the undergirding for their role in disaster within their state.

### Tip!

**California Volunteers has developed an excellent guide for understanding and connecting to other Voluntary Organizations Active in Disaster, see Appendix A4.**

## State and Federal Authorities

- Learn how the state legislature and Governor's office prioritize disasters.
- Research the state's plan is for volunteer management, post-disaster recovery, and disaster preparedness.
- Seek out the state EMA, find common ground, build a relationship, brainstorm areas where national service can fit fluidly and reliably into the state's emergency management structure.
- Identify service gaps in the state that your Commission could fill.
- Seek out the FEMA Voluntary Agency Liaison (VAL) representing your Commission's region, and ask their counsel on strategic partnerships to be made in the region's nonprofit response network.

## Local and County Authorities

- Seek out county emergency managers across the state, particularly those near areas at high risk of disaster and in areas with high concentrations of national service resources. Educate these officials on the potential roles of national service can play in disaster. Build a relationship with these officials; brainstorm areas where national service can fit fluidly and reliably into the county's emergency management structure.
- Nurture relationships with corporations and small businesses to siphon volunteers and resources in times of disaster.

## Nonprofit and Faith-based Organizations

- Establish relationships with national service partners active in disaster, including the state's VOAD body.
- Seek out faith-based groups active in disaster within the state and determine areas of mutual aid and partnership in disaster response.
- Create partnerships with statewide response and volunteer organizations, and/or encourage AmeriCorps grantees to establish such relationships.

## Step 2: Disaster IQ Quizzes

### Commission Capacity

#### Overview

Commissions vary in mission, size, funding, personnel skill sets, and AmeriCorps portfolio makeup, but regardless of these variances there is always a way for them to engage in their state’s disaster framework. These engagements may look drastically different from state to state. One Commission may spearhead hands-on training events to diffuse knowledge and best practices, and another Commission may take a more hands-off approach of funding and nurturing AmeriCorps grantees to provide disaster services tied in with the state’s emergency response framework.

The following three quizzes will allow for you to make a quick self-assessment of your Commission to determine what type of disaster programming you are best positioned to attempt. **You should take each quiz** and compare the results to provide a clear evaluation of which disaster field your Commission is best positioned to explore. By the end of this section you will have a clear indication about which of the three “Disaster Expansion Tracks” to pursue.

**Tip!**  
 Sign up for mentorship from one of the many Commissions currently active in Disaster Services. Contact the CNCS DSU at [DSU@cns.gov](mailto:DSU@cns.gov) to be connected with the most logical partner agency.

#### Disaster IQ Quiz 1: Volunteer and Donation Management

Your Commission can play a crucial role in disaster by engaging in exactly what many Commissions do best: managing volunteers. Because this function is typically what the public believes national service does on a daily basis, it is naturally the first area that most Commissions are inclined to focus on when defining their role in disaster. The following quiz will help you inventory your Commission’s capacity to successfully implement volunteer and donation management in times of crisis.

Volunteer and Donation Management	Select One		
	In Place: 2 Points	Easy to Establish: 1 Point	Difficult to Establish: 0 Points
<b>Disaster Volunteer Network:</b> Commission can tap into skilled volunteers with abilities applicable to identified needs in disaster response or short-term recovery.			
<b>Voluntary Organizations Active In Disaster (VOAD):</b> Commission possesses a strong relationship with their state VOAD and other nonprofit and faith-based groups active in disaster.			
<b>Disaster Volunteer Management:</b> Commission staff, or other close partners, possesses volunteer management skills that can be called upon in disaster response, such as call center operations, distribution center management, or Volunteer Reception Center (VRC) management.			

# DISASTER SERVICES START-UP GUIDE

<b>National Resources:</b> <i>Commission has established partnerships or mutual aid agreements with out-of-state national service programs to provide additional human capital in disaster response situations.</i>			
<b>Donation Management Software:</b> <i>Commission has access to a database that can track donations and match them to community needs in real time.</i>			
<b>Volunteer Management Software:</b> <i>Commission has access to a database that can track volunteers and match them to community needs in real time.</i>			
<b>Response or Recovery-Focused Grantees:</b> <i>Commission has at least one AmeriCorps program in their portfolio with performance measures including disaster response and/or disaster recovery.</i>			
<b>Flexibility to Respond:</b> <i>Commission possesses the staffing and financial capacity to temporarily divert resources to disaster response without significant negative impact to their operations.</i>			
<b>Grantee Flexibility to Respond:</b> <i>Commission allows for their AmeriCorps grantees to utilize their members' hours in disaster operations without penalizing them for lost hours to their original grant.</i>			
<b>TOTAL</b>			

## Interpreting the Results

**WELL POSITIONED:** 13+ Points

**ON THE RIGHT PATH:** 8 – 12 Points

**TIME TO BUILD:** Less than 8 Points

## YOU CAN DO IT!

One quiz down and two more to go in Step 2! The high score between these three quizzes will indicate a path for your Commission to pursue in disaster services.

# DISASTER SERVICES START-UP GUIDE

## Disaster IQ Quiz 2: Preparedness

Preparedness programming and training are common and successful paths that you can take to provide disaster services through your Commission. One common strategy is to encourage AmeriCorps grantees to prioritize disaster preparedness activities through your grant grading system and performance measures. Another strategy is to educate Commission staff in certain aspects of disaster preparedness and through them directly train AmeriCorps programs, the general public, and/or other nonprofit audiences. The following quiz will help inventory your Commission’s capacity to successfully implement disaster preparedness programming.

Disaster Preparedness	Select One		
	In Place: 2 Points	Easy to Establish: 1 Point	Difficult to Establish: 0 Points
<b>Disaster Volunteer Network:</b> <i>Commission can tap into skilled volunteers with abilities applicable to identified needs in disaster preparedness or mitigation.</i>			
<b>National Resources:</b> <i>Commission has established partnerships with AmeriCorps National Direct programs with expertise in disaster preparedness.</i>			
<b>Mayors and County Seats:</b> <i>Commission possesses strong relationships with mayors, county-level leaders, and local agencies.</i>			
<b>Preparedness or Mitigation-Focused Grantees:</b> <i>Commission has at least one AmeriCorps program in their portfolio with performance measures including disaster preparedness or disaster mitigation.</i>			
<b>Trained Staff:</b> <i>Commission has at least one staff member with the capability and work schedule capacity to deliver disaster preparedness training sessions.</i>			
<b>Hazard Analysis and Preparedness Gaps:</b> <i>Commission understands the preparedness gaps and potential hazards faced by vulnerable populations throughout their state.</i>			
<b>TOTAL</b>			

### Interpreting the Results – Disaster Preparedness

**WELL POSITIONED: 8+ Points**

**ON THE RIGHT PATH: 5– 7 Points**

**TIME TO BUILD: Less than 5 Points**

# DISASTER SERVICES START-UP GUIDE

## Disaster IQ Quiz 3: Recovery

Disaster recovery has historically been an area of extraordinary impact for national service, and many Commissions have been integral to crafting successful recovery operations. One common strategy is for a Commission to encourage a substantial cadre of construction-related grantees within their AmeriCorps portfolio. This allows for programs with relevant rebuilding and infrastructure development skills to be expanded and extrapolated in times of disaster. Another more hands-on strategy has seen some Commissions becoming the intermediaries for case management grants and programming through FEMA to directly serve populations effected by disaster. The following quiz will help inventory your Commission’s capacity to successfully implement disaster recovery operations.

Disaster Recovery	Select One		
	In Place: 2 Points	Easy to Establish: 1 Point	Difficult to Establish: 0 Points
<b>Disaster Volunteer Network:</b> <i>Commission can tap into volunteers with skills applicable to identified needs in disaster recovery.</i>			
<b>Voluntary Organizations Active In Disaster (VOAD):</b> <i>Commission possesses a strong relationship with their state VOAD and other nonprofit and faith-based groups active in disaster.</i>			
<b>National Resources:</b> <i>Commission has established partnerships or mutual aid agreements with AmeriCorps National Direct programs to provide additional human capital and expertise in recovery and infrastructure redevelopment in times of disaster.</i>			
<b>Volunteer Management Software:</b> <i>Commission has access to a database or other system to track volunteers and match them to community needs.</i>			
<b>Support of Commissioners:</b> <i>Commission has the support of the governor, Commissioners, and other important stakeholders in having a long term role in disaster recovery operations.</i>			
<b>Recovery Focused Grantees:</b> <i>Commission has at least one AmeriCorps program in their portfolio with performance measures including disaster recovery, or at least two grantees that include performance measures in infrastructure development.</i>			
<b>Flexibility to Respond:</b> <i>Commission possesses the staffing and financial capacity to apply for, and manage, a disaster case management grant without significant impact to their operations.</i>			
<b>TOTAL</b>			

### Interpreting the Results – Disaster Recovery

**WELL POSITIONED: 10+ Points**

**ON THE RIGHT PATH: 6 – 9 Points**

**TIME TO BUILD: Less than 6 Points**

# DISASTER SERVICES START-UP GUIDE

**Disaster IQ Score Board** – Compare results on the following chart.

The disaster track where the Commission scored the highest (closest to WELL POSITIONED) will be what the Commission focuses on in Steps 3 and 4.

Disaster Track	Select One Score Category, per Disaster Track		
	WELL POSITIONED	ON THE RIGHT PATH	TIME TO BUILD
Volunteer and Donation Management			
Disaster Preparedness			
Disaster Recovery			

## **The Quizzes Are Over, Now What?**

There are no winners, losers, or high scores on these quizzes. The final result that you should come away with is the discovery of a *practical path*.

Practicality is the central theme that you should consider as you decide what field of disaster service to explore. Disasters are innately complex situations that demand multifaceted and ever more meticulous systems of response as our society grows. The most efficient and conscientious way to achieve success in this field is by starting with a narrow focus and developing a rock solid reputation, locally and regionally, for that one focus area. The quiz results will assist you in narrowing down a logical starting place.

The quiz results between Volunteer and Donation Management, Disaster Preparedness, and Disaster Recovery can be compared side by side. Logically, if your Commission scores in the “WELL POSITIONED” category for one expansion track and lesser in the other two, then you should focus your efforts on building programming within that one track. However, in the end, whichever expansion track is suggested by these quizzes, the results are a gauge of practicality and a suggestion, nothing more. The reality in some states will be that regardless of whether a disaster program is practical for a Commission to supervise, it is possible that political, geographical, budgetary, personnel, or other innumerable issues can cause a less practical option to rise to the top.

In the end, it is possible for your Commission to pursue any of the expansion tracks, but it is the recommendation of the DSU to focus on ideas within the track that received the highest score. Ties for high score simply mean that your Commission has more options for expansion.

### **TIP!**

**The quizzes themselves can be helpful for you to define the foundational elements necessary to build disaster programming within your Commission.**

## Step 3: Disaster Tracks

### *Volunteer and Donation Management – Preparedness – Recovery*

#### Overview

What the Disaster Tracks **will do** is outline in broad strokes how to plan disaster programming through your Commission.

What the Disaster Tracks **will not do** is give Commissions a “connect the dots” manual on how to initiate that disaster programming.

Circumstances vary too widely between states to be prescriptive; rather, these tracks should be explored as a collection of starting points to spark a unique path for your Commission to have an impact in disaster. These three tracks were chosen to broadly represent the most common and well-trodden paths that Commissions have specialized in, but by no means are these tracks comprehensive of every possible means of success in disaster services.

Lastly, this section includes many direct connections to the Appendices, all referencing documents and systems utilized by Commissions with success in this field. Please treat these appendices as an accompaniment to the design process.

#### Track 1: Volunteer and Donations Management

Spontaneous volunteers are a reality in almost all disasters, and management of these volunteers will often fall upon Commissions whether they are prepared for it or not. Disaster response structures that utilize, leverage, and track these volunteers are integral to success in this track.

Similarly, spontaneous donations can be a gift and a curse to any disaster response operation. No agency wants to turn donations away, but fewer agencies want to sort out random items that invariably end up getting sent to disaster zones. Commissions can have a unique role in connecting volunteers to organized warehousing and donations management operations, and some Commissions have even run warehousing operations themselves!

Remember, all disasters are different, which means that predicting the type of volunteer work or donations received for an emergency can be as difficult as reading a crystal ball. Focus on what is practical and inevitable: donations will come and volunteers will arrive, so now it’s just a matter of how to stand up a response operation.

The following strategies have been successfully employed by other Commissions in previous disasters.

#### **WHAT'S A VOAD?**

**VOAD stands for Voluntary Organization Active in Disaster. VOADs are non-governmental agencies that regularly play some role in disaster preparedness, response, and recovery. VOADs join into regional and state consortiums that actively collaborate to serve their communities in disaster. More information about their national organizing body is called NVOAD and can be found at [www.NVOAD.org](http://www.NVOAD.org).**

## Paths in Volunteer and Donation Management:

### 1. Volunteer Reception Centers<sup>2</sup> (VRC) – Commission Managed

- Utilize Commission staff to stand up a volunteer operation in person, providing direct coordination, tracking, and leveraging of volunteers.
- This path requires a staff with training on VRC operation and a schedule with enough flexibility to deploy them to a disaster zone for multiple days. Other local AmeriCorps, Senior Corps, or affiliate groups, including Volunteer Centers, can join the VRC under Commission staff leadership.
- This option is okay for the short term (i.e. two weeks or less), and if the need for a VRC drags on, should ideally be transitioned over to a reliable partner agency.

### 2. VRC Training

- Educate Commission staff to provide training and technical assistance to AmeriCorps grantees, Volunteer Centers, or other nonprofit, faith-based, and national service programs.
- Programs trained in this manner may have the implicit or officially designated responsibility to stand up a VRC in the event of disaster. Ideally, a Commission could arrange a memorandum of agreement with a grantee that has received this training to activate in the event of disaster.

**TIP!**  
To review a synopsis of FEMA's guidance on volunteers and donations management, see Appendix A5.

### 3. VRC – Grantee Managed

- Cultivate AmeriCorps grantees in the state's portfolio that have specialized training in volunteer and donation management.
- Develop relationships with out-of-state or national AmeriCorps grantees that agree to consistently deploy across state lines to assist the Commission in times of disaster.

### 4. Flexible Performance Measures

- The disaster response performance measures were devised with the built in flexibility to allow retroactive reporting (also known as backdoor reporting). This thereby allows programs that do not explicitly expect to be involved in disaster response to still take credit for those service hours through their performance measures, after the fact.
- Provide training and technical assistance to AmeriCorps grantees to explain how they can include disaster reporting in their next evaluation. Hopefully, this may incentivize programs to engage in disaster work without feeling as though they were falling behind on their standard performance tracking.

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<sup>2</sup> Volunteer Reception Centers may be called different names in various regions and organizations, for example, Volunteer Operations Centers, Volunteer Response Centers, or Volunteer Centers.



## 5. Counting Member Hours

- Members who accrue hours responding to a disaster during their term of service often do not have that service type among their planned activities. When they attempt to count those hours toward their term of service they should not be penalized. Ideally all hours spent engaged in disaster services at the request of the grantee should be counted. Please be in touch with the DSU at [DSU@cns.gov](mailto:DSU@cns.gov) for more information on this policy.

## 6. Social Media and Messaging

- The difference between a chaotic and an organized volunteer or donations response can hinge upon on your communications tactics. Delivering a clear and consistent message about where potential volunteers can receive training and assignments or where donations may be delivered is critical. Social media can play a great role in coordinating these efforts.
- Facebook, Twitter and Commission web sites are all popular tools for directing volunteers and donations. In particular they can be used to communicate needs, such as specific volunteer skill sets or specific types of donations, while screening unneeded manpower and materials.
- Use social media tools to promote greater visibility of the Commission website. Explore Volunteer Louisiana and the Mississippi Commission for Volunteer Service's websites for examples of blended Facebook, Twitter, and home page coverage of disaster and other topics, [www.volunteerlouisiana.gov](http://www.volunteerlouisiana.gov) and [www.mcv.org](http://www.mcv.org).
- If your Commission is tasked by the State Emergency Operations Center (SEOC) with these tasks, the SEOC's media messaging campaign can also direct potential volunteers and donors to these sites for additional information.

## 7. State Authorities

- Build a state-sanctioned and funded function within the state's emergency response plan that includes national service as a solution to volunteer or donations management in times of disaster.

## 8. Volunteer Centers

- Develop relationships with the state's volunteer centers such as the United Way, Hands On, or other networks, to share responsibilities for volunteer or donation management in times of disaster.
- Arrange a relationship through cooperative agreement that allows for the exchange of training, staff time, and other resources in the event of disaster.

## 9. Commission as a Disaster Response Cooperative Agreement (DRCA) Program

- Your Commission, or any of its disaster-centric programs, could apply to join the DRCA program offered through CNCS. DRCA programs enjoy a special status allowing them to receive funded mission assignments through FEMA to provide volunteer management and other services in federally declared disasters.

### TIP!

For a breakdown of how national service is officially activated in the National Disaster Framework, see Appendix A2.

- Commission Disaster Cadre – If your Commission were to join the DRCA program with CNCS, they would have the authority to call upon volunteers from any of the programs in their AmeriCorps portfolio to respond in certain federally declared disasters. You could collect an advance list of specialized AmeriCorps members from a variety of programs that could respond as a coordinated cadre in disaster.
- The greatest limitation of this approach is that only certain extreme disasters receive a federal declaration and, among those, FEMA only delivers Mission Assignments to CNCS under specific circumstances. For more information on the DRCA program contact the DSU at [DSU@cns.gov](mailto:DSU@cns.gov).

## 10. Donations Management

- Donations management policies vary widely between states, but the universal factor is that, no matter the system, a consistent public message is communicated about how the state, county, city, or jurisdiction wants to handle donations. Begin by discussing your state’s policy for donations with the Governor’s office and align your messaging with their plan, for example:
  - ✓ “All cash donations should funnel to the Governor’s disaster fund.”
  - ✓ “All food and water donations should go to one of 3 drop-off sites for the local COAD/VOAD group.”
  - ✓ “No clothes donations allowed!”
  - ✓ Additional information on Social Media and Messaging section on page 15 of this document.
- Familiarize yourself with FEMA’s national online system for donation management at <http://www.aidmatrixnetwork.org/FEMA/>.

## 11. Direct Support to Partner Agencies

- Provide direct manpower to another nonprofit or state agency with lead responsibility in a disaster. This was witnessed in the Deepwater Horizon incident during which Commissions were given the role of providing volunteer coordination to the Coast Guard and BP, typically non-traditional allies in disaster management. A Commission could position itself to be a consistent support agency for another prominent disaster-focused agency such as a state emergency management agency or the National Guard.

## Mentorship Opportunities

The following Commissions have experience in certain aspects of volunteer and donation management and have offered to mentor or consult on those topics.

- Volunteer North Carolina
- Mississippi Commission for Volunteer Service
- Iowa Commission on Volunteer Service
- Volunteer Florida

Contact the CNCS DSU at [DSU@cns.gov](mailto:DSU@cns.gov) to be connected with the most logical partner agency.

# DISASTER SERVICES START-UP GUIDE

## **Program Outline: Volunteer and Donation Management**

In this exercise, you will choose a program type in volunteer and donation management that makes the most sense for your Commission. Given all of the ideas that were touched upon in this track, and keeping in mind your Commission’s strengths and weaknesses that were identified during the quizzes, it is now time to sketch out a hypothetical program model. Use the worksheet below to outline a simple description of what this program looks like. For an example of a completed program outline, see **Appendix A6**.

<b>Program Title:</b> <b>Program Profile</b> <i>(1-2 sentence summary):</i>			
<b>Scope:</b> <i>What are the circumstances under which this program will activate?</i>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>		
<b>State Authorities:</b> <i>Are there state statutes or governor’s orders that support this program?</i>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>		
<b>Needs Assessment:</b> <i>How is this program providing a non-duplicative function that has potential to reach vulnerable populations?</i>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>		
<b>Program Summary:</b> <i>Provide an executive summary of your program model that would be understandable to Commissioners at the next board meeting.</i>			
<b>CNCS Programs:</b> <i>Which national service programs will be utilized?</i>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>	<b>Partnerships:</b> <i>Which state agencies, nonprofit, or faith-based groups are parts of the plan?</i>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>
<b>Commission Experience:</b> <i>Briefly note any experience the Commission has in providing this service in disaster.</i>		<b>Staff Experience:</b> <i>Briefly note any experience that Commission staff has in providing this service in disaster.</i>	
<b>Fiscal Needs:</b> <i>What is the estimated budget of this program? Is there an identified funding stream?</i>			
<b>Mentor:</b> <i>Which Commission has tried this plan before and would be willing to consult? (The DSU can help identify this.)</i>			
<b>Action Steps:</b> <i>Identify three clear, realistic steps to move this program forward.</i>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>		
<b>Timeline:</b> <i>Define the timeline for creating this program, including a deadline.</i>			

## **Track 2: Disaster Preparedness**

Preparedness is the most persistent and omnipresent field toward which Commissions can apply themselves in disaster services. The old adage, “an ounce of prevention is worth a pound of cure” holds true in a very literal sense to the critical preparedness functions that national service members and Commissions perform every year. Every state, no matter how well equipped, has gaps in its readiness plans for disaster. From the state government down to counties, cities, school districts, individual businesses, or nonprofit organizations, the need for solid preparedness function at every stratum is universal.

Commissions that have a smaller footprint in the field of disaster often find preparedness to be the easiest area to impact with minimal investment and expertise. The two most typical models that Commissions utilize, include (a) providing capacity-building training to any of a variety of government, grantee, nonprofit, volunteer, and public audiences; or (b) funding of grantees that have performance measures focused on disaster preparedness or mitigation with the expertise and capacity to implement programming themselves.

Categories of disaster preparedness are as varied as disasters themselves. This brings another common (in the disaster field) adage to mind, “if you’ve seen one disaster, you’ve only seen one disaster,” meaning, practically speaking, it is impossible for a Commission to prepare for every emergency contingency and should, instead, focus their efforts on developing one core preparedness function.

The following strategies have been successfully utilized by other Commissions in preparing for disaster.

### **Paths in Disaster Preparedness:**

#### **1. Personnel Preparedness**

- Develop a Continuity of Operations Plan (COOP) for the Commission so that a procedure exists to continue operations in the event of disaster. An example of a COOP can be found in **Appendix A7**. AmeriCorps grantees will look to the Commission for guidance on how to respond in disaster. Leading by example in preparedness is essential.
- Brief all Commission staff and state Commissioners on the COOP. Ensure that all personnel know their role in a potential disaster.

#### **2. Develop a Disaster Expert on Staff**

- Hire or develop a staff member with skills in disaster management as a starting place for expansion into disaster preparedness. Some Commissions in disaster prone areas have designated the full time of one or more staff members to disaster, although this is not essential in all cases. A half, quarter, or less time

### **TIP!**

**FEMA’s Emergency Management Institute offers many online, free classes that can educate Commission staff in how to prepare for, respond to and recover from disaster. To learn more go to: <http://training.fema.gov/EMI/>**

staff position would allow the staff to meet all three essential elements of this role, as follows:

- ✓ Creating a single point of contact for the Commission in disaster, thereby establishing clear messaging and a formal designation of staff responsibilities.
  - ✓ Briefing the staff on the Commission COOP plan with an understanding of how the Commission fits into the state emergency management structure, and the roles of disaster centric AmeriCorps grantees.
  - ✓ Possessing a flexible schedule to allow for response to disaster temporarily overriding other Commission duties. In addition, this staff member would ideally have a cell phone and travel budget to allow for further flexibility to respond.
  - ✓ Most important to this track, they should be trained in an aspect of disaster preparedness that is of use to the field and is replicable in the form of training and technical assistance to grantees, partner organizations, and communities.
- If hiring or cross-training is not a possibility, consider building capacity for a staff role by utilizing VISTA, an intern, or a contractor.
  - Trainings on disaster management and readiness are numerous, of low or no cost, and can be used as professional development for staff members. Training opportunities can be found in **Appendix A8**.
  - Mentor the staff member by connecting them with existing Commissions with designated disaster points of contact, including, California, Mississippi, Alabama, Louisiana, etc. Disaster-centric peer exchange opportunities with other Commissions may be a possibility in your state, inquire about this possibility through your Regional FEMA Voluntary Agency Liaison (VAL), for a full list of these see **Appendix A36**.

### 3. Specialize in Training

- Develop a specific preparedness training focus that is targeted to a risk area of high need to the state or region. Create a short, simple presentation focusing on that risk area that can be given at grantee meetings, to partner nonprofits, and community organizations. “Train-the-trainer” formatted presentations are ideal for diffusing this information across the state.
- Consider partnering with state or local Citizen Corps organizations and/or your state’s emergency management agency to implement aspects of their existing preparedness training. To investigate Citizen Corps activity by locality, see **Appendix A15**.
- Examples of possible training topics include:
  - ✓ COOP development for nonprofit organizations, faith-based organizations, and small businesses in low-income areas or areas with a demonstrated lack of disaster preparedness.
  - ✓ VRC trainings for nonprofit, faith-based, and community organizations in regions where neither a Commission-led nor Volunteer Center-led VRC is

#### TIP!

Serve Alabama has an innovative program held at summer camps for children that has grown in attendance and impact each year through the use of public/private partnerships. A description of this program can be found in **Appendix A16**.

likely to activate in disaster, thereby building capacity in what can be described as volunteer deserts. See **Appendix A10**, for an example of a VRC Training Package.

- ✓ Standard education about AmeriCorps and the national service family of programs, which Commissions so often deliver, can be altered slightly to encompass the full list of resources that CNCS brings to disaster. Ideally, a pamphlet that describes these resources, like an emergency contact card, should be distributed at these meetings. The following topics are common talking points in such presentations:

- ❖ AmeriCorps programs in-state active in disaster
- ❖ VISTA as a resource in disaster recovery
- ❖ RSVP as a resource in all phases of disaster
- ❖ How to access NCCC

The DSU has extensive experience describing the full spectrum of CNCS in disaster and would be able to provide development and materials as necessary, see **Appendix A11**.

- ✓ Home fire prevention and space heater safety in regions with high rates of fire loss from home heating, as determined by the National Fire Protection Agency, **Appendix A12**.

#### 4. Grantee Preparedness

- Incentivize the grant selection process for AmeriCorps applicants that include disaster preparedness among their performance measures or include preparedness among your state's priority areas.
- Include a disaster preparedness training segment in the state's next grantee meeting.
- Increase the flexibility of state AmeriCorps contract/grant requirements to encourage greater disaster preparedness among programs or members that do not typically engage in disaster activities, for example, first aid, CPR, evacuation, or other plans, certifications, or trainings.
- Provide grantees with a model to perform preparedness audits on members, host sites, and service recipients, see **Appendix A13**.

#### 5. Citizen Corps Support:

- Determine whether Citizen Corps is active in your state. Citizen Corps and its Community Emergency Response Teams (CERT) are national preparedness programs provided by FEMA, and can prove to be a valuable partner and resource in your preparedness efforts. It is always wise to ensure your preparedness plans are not duplicative of what they currently have organized in your state, see **Appendices A14 + A15** to investigate Citizen Corps activity by locality
- Tie national service into state-wide emergency preparedness operations by providing CERT training for members and staff. Some Commissions target

### TIP!

**Citizen Corps is a great resource and partner for preparedness programming. They offer preparedness training to youth, businesses and neighborhoods.**

**Check them out at [www.CitizenCorps.gov](http://www.CitizenCorps.gov)**

younger people in high schools and colleges where the pool of available candidates is greater and who could go on to become lifetime CERT members. Partnership for these efforts is frequently held in collaboration with local emergency management agencies and fire departments.

## 6. Event-based Preparedness:

- Encourage event-based activities that focus on awareness such as “National Preparedness Month,” “Earthquake Awareness Week,” or the “Hurricane Season Kick-off.” Examples of event-based preparedness activities can be found in **Appendix A16**.

## 7. Web Messaging:

- Investigate what platform your state emergency management agency is utilizing for web or mobile disaster and severe weather alerts.
- Utilize email lists, newsletters, and your Commission’s Twitter and Facebook accounts to message preparedness activities to the general public. Offer the Commission web site as a venue for organizations to list their preparedness programming and contact information.
- Investigate [www.ready.gov/get-tech-ready](http://www.ready.gov/get-tech-ready) for ideas on technology based preparedness strategies that your Commission could endorse.

### TIP!

Visit FEMA’s national preparedness website at <http://www.ready.gov/>

## Mentorship Opportunities

The following Commissions have experience in certain aspects of disaster preparedness and have offered to mentor or consult on those topics.

- The Montana Commission has been very active in supporting preparedness in the state and has developed a preparedness toolkit. This excellent resource can be used by other commissions that have unique geographical considerations. An index of what is included in this toolkit can be found in **Appendix A17**.
- Some Commissions require that each staff member of the Commission, as well as, each of the grantees perform a personal preparedness audit for their families, see **Appendix A18** for Montana Commission example.
- Serve AL – Alabama Ready Campaign
- Volunteer Florida - Designated lead agency for ESF15 Volunteer and Donations management, and through MOU with the Florida Division of Emergency Management. Volunteer Florida conducts volunteer and donations management training year round at local, statewide and national events. Volunteer and donations management hotline, call center, multi-agency donations warehouse, and state emergency operations staffing are included in Volunteer Florida's responsibilities. Every Volunteer Florida staff has a designated "disaster" role.

Contact the CNCS DSU at [DSU@cns.gov](mailto:DSU@cns.gov) to be connected with the most logical partner agency.

# DISASTER SERVICES START-UP GUIDE

## **Program Outline: Disaster Preparedness**

In this exercise, you will choose a program type in Disaster Preparedness that makes the most sense for your Commission. Given all of the ideas that were touched upon in this track, and keeping in mind the Commission’s strengths and weaknesses that were identified during the quizzes, it is now time to sketch out a hypothetical program model. Use the worksheet below to outline a simple description of what this program looks like. For an example of a completed program outline, please see **Appendix A19**.

<b>Program Title: Program Profile</b> <i>(1-2 sentence summary):</i>			
<b>Scope:</b> <i>What disaster preparedness functions is this program serving?</i>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>		
<b>State Authorities:</b> <i>Are there state statutes or governor’s orders that support this program?</i>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>		
<b>Needs Assessment:</b> <i>How is this program providing a non-duplicative function that has potential to reach vulnerable populations?</i>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>		
<b>Program Summary:</b> <i>Provide an executive summary of your program model that would be understandable to Commissioners at the next board meeting.</i>			
<b>CNCS Programs:</b> <i>Which national service programs will be utilized?</i>	<ul style="list-style-type: none"> <li>•</li> </ul>	<b>Partnerships:</b> <i>Which state agencies, nonprofit, or faith-based groups are part of the plan?</i>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Commission Experience:</b> <i>Briefly note any experience the Commission has in providing this service.</i>		<b>Staff Experience:</b> <i>Briefly note any experience that Commission staff has in providing this service.</i>	
<b>Fiscal Needs:</b> <i>What is the estimated budget of this program? Is there an identified funding stream?</i>			
<b>Mentor:</b> <i>Which Commission has tried this plan before and would be willing to consult? (The DSU can help identify this.)</i>			
<b>Action Steps:</b> <i>Identify three clear, realistic steps to move this program forward.</i>	<ul style="list-style-type: none"> <li>•</li> </ul>		
<b>Timeline:</b> <i>Define the timeline for creating this program, including a deadline.</i>			



## **Track 3: Disaster Recovery**

At any given moment, there are usually over 100 federal disaster declarations active in the United States. The duration of these declarations vary from months to years and circumstances between them differ widely depending on geography, disaster type, and populations affected. There is no such thing as a typical recovery effort; all of them, catastrophic, localized, and everything in between, are a pervasive part of our national fabric. Americans respond heroically to thousands of emergencies each year, but the true stories of recovery often slip from our national consciousness. In the end, it is the local communities that witness the last nails being driven home to rebuild a neighborhood and the last shuttered businesses reopening. When faced with the adversity of disaster recovery the power, ingenuity, and flexibility of national service can truly shine, and Commissions are central to its success.

The first critique a Commission may face when considering work in disaster recovery, is that, “Our state isn’t recovering from disaster! Why would we need a disaster recovery program?” The answer to this is simple: disaster recovery is about being proactive.

Not every state needs a specific 100% recovery-centric AmeriCorps program to tackle the Herculean tasks of rebuilding housing, engaging in case management, addressing mental health issues, ameliorating environmental damage, and confronting economic impact in a disaster zone. These are the stories that we think of when associating AmeriCorps with recovery. Realistically, Commissions can look to a variety of models that can be tailored to the needs of the state without drastically taxing their resources, and even if there is not a currently active state disaster recovery effort.

The following strategies have been successfully utilized by other Commissions in designing disaster recovery programs.

### **Paths in Disaster Recovery:**

1. **AmeriCorps Grantees – Formula, Competitive, and Intermediary**
  - Educate the nonprofit organizations that are part of the Long Term Recovery (LTR) Committee in a given disaster area about the AmeriCorps grant applications process. A variety of enduring AmeriCorps models have been borne from disaster recovery efforts. For examples please see **Appendix A20**.
  - Incentivize the grant selection process for AmeriCorps applicants that include disaster recovery among their performance measures.
  - If an existing AmeriCorps program in-state uses an intermediary model, facilitate the sub-granting of members to local disaster recovery efforts.
  
2. **Adapting Existing Programs**
  - Various AmeriCorps programs, though not originally designed to work in disaster recovery, can be easily adapted to suit those purposes. If a grantee is willing to adjust this can be the most natural and effective way to engage national service in disaster recovery. The following are a few common examples of this scenario:

- ✓ Housing and infrastructure programs that typically work in home construction and neighborhood revitalization can be adapted into rebuilding programs.
- ✓ Environmental programs that typically focus on conservation or preservation can be adapted into environmental damage mitigation/recovery, and/or public infrastructure rebuilding programs.
- ✓ Health programs that typically focus on health education, improving access to care, or even disaster preparedness can be adapted to perform case management, triage, resource education, and direct service to meet the physical and mental health needs of populations recovering from disaster.
- Be proactive in discussing possible disaster scenarios and eventualities with AmeriCorps grantees and, if possible, build a reserve of a few programs that are willing and able to adapt in the event of disaster.
- “No disaster, no problem!” A program’s mission does not need to be rooted in disaster recovery for it to be successful in that field.

### 3. AmeriCorps National Direct Partners

- Numerous successful National Direct AmeriCorps grantees with large footprints in the world of disaster recovery, such as Habitat for Humanity, Rebuilding Together, and the St. Bernard Project, to name a few, might be a potential source of aid during a disaster recovery. Facilitate the introduction of these programs into a local LTRC; it’s possible to convince these programs to establish affiliates or satellites.

### 4. CNCS State Office

- Commissions should take a proactive role in meeting with State Offices to discuss how their resources could combine in a potential or ongoing disaster recovery.
- The effectiveness of VISTA and Senior Corps in disaster is well documented, and Commissions can assume the role of facilitator, connecting and partnering these programs to their own portfolio to assist in recovery efforts.

### 5. Legal Advocacy

- Some AmeriCorps programs that specialize in providing free legal counsel, case management, and advocacy, have distinguished themselves by organizing in post-disaster environments. Equal Justice Works is an example of one National Direct AmeriCorps program that assists with post-disaster services and has established satellite offices that provide counsel on such topics as:
  - ✓ Insurance settlements
  - ✓ Fraudulent contractor restitution
  - ✓ Inheritance
  - ✓ Federal and state post-disaster assistance paperworkSupporting legal service programs in-state prior to disaster will make it all the easier to access that resource in a potential disaster recovery.

## 6. Case Management

- Simply stated, case managers provide disaster survivors with a recovery planner and advocate. To use the metaphor of a financial planner who helps navigate complicated financial investment planning, a recovery planner or case manager helps the survivor navigate the recovery process.
- Case management is an intensive and time-consuming process that provides a support network to individuals and organizations whose post-disaster needs exceed governmental programs. Typically, case managers are professionals trained to deliver a host of counseling, financial, and bureaucratic functions. For more information, refer to **Appendices 21 + 25**.
- AmeriCorps grantees that specialize in case management have placed members into roles similar to that of a professional case manager.
- AmeriCorps members can serve as an outreach, data collection arm of professional case management organizations. For example, AmeriCorps members could conduct door-to-door client assessments or surveys of residents in disaster-affected areas to determine need and distribute critical recovery information on behalf of a case manager.
- Frequently, states request case management program support simultaneously to requesting a Presidential disaster declaration from FEMA. If awarded the grant to conduct case management, states often sub-grant those funds to state agencies, nonprofit organizations, or faith-based organizations for execution.

### **Mentorship Opportunities**

Review the following list for mentor Commissions who would be able to consult on certain aspects of disaster recovery.

1. Iowa Commission for Volunteer Service
2. Mississippi Commission for Volunteer Service - has been a key partner with FEMA in implementation of a case management program through the state commission organization.
3. Volunteer Alabama - Case Management Program
4. Volunteer Florida - EOC operations, hotline call centers, training, and partnership development.

Contact the CNCS DSU at [DSU@cns.gov](mailto:DSU@cns.gov) to be connected with the most logical partner agency.

# DISASTER SERVICES START-UP GUIDE

## **Program Outline: Disaster Recovery**

In this exercise you will choose a program type in Disaster Recovery that makes the most sense for your Commission. Given all of the ideas that were touched upon in the previous section, and keeping in mind your Commission's strengths and weaknesses that were identified during the quizzes, it is now time to sketch out a hypothetical program model. Use the worksheet below to outline a simple description of what this program looks like. For an example of a completed program outline, please see **Appendix A22**

<b>Program Title:</b>			
<b>Program Profile</b> <i>(1-2 sentence summary):</i>			
<b>Scope:</b> <i>What disaster recovery functions is this program serving?</i>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>		
<b>State Authorities:</b> <i>Are there State statutes or governor's orders that support this program?</i>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>		
<b>Needs Assessment:</b> <i>How is this program providing a non-duplicative function that has potential to reach vulnerable populations?</i>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>		
<b>Program Summary:</b> <i>Provide an executive summary of your program model that would be understandable to Commissioners at the next board meeting.</i>			
<b>CNCS Programs:</b> <i>Which national service programs will be utilized?</i>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>	<b>Partnerships:</b> <i>Which State agencies, nonprofit, or faith-based groups are part of the plan?</i>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>
<b>Commission Experience:</b> <i>Briefly note any experience the Commission has in providing this service in disaster.</i>		<b>Staff Experience:</b> <i>Briefly note any experience that Commission staff has in providing this service in disaster.</i>	
<b>Fiscal Needs:</b> <i>What is the estimated budget of this program? Is there an identified funding stream?</i>			
<b>Mentor:</b> <i>Which Commission has tried this plan before and would be willing to consult? (The DSU can help identify this.)</i>			
<b>Action Steps:</b> <i>Identify three clear, realistic steps to move this program forward.</i>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>		
<b>Timeline:</b> <i>Define the timeline for creating this program, including a deadline.</i>			

## Step 4: Resource Appendices

### *Collection of Useful Resources, Models, and Sample Documents*

#### **Overview**

Throughout the preceding steps there have been references to a host of documents and programs examples that may be found here by their corresponding listing number.

Commissions have been involved in disaster since their inception, and in that time, a host of wonderfully useful institutional knowledge has been compiled within various states. This resource section is an attempt to capture a sampling of the most relevant and easily accessible documents and references that might be of use to your Commission.

As mentioned at the beginning of this Start-up Guide, the resources presented here are not meant to be a step-by-step detail of how to construct any one program, but are merely to help you generate ideas on what aspect of disaster service is right for your Commission. The DSU hopes that deeper dives into the specifics of program development will come thereafter, and that we, as an agency, can be of service in helping to establish those programs as they unfold.

#### **Appendices Note 1#!**

**Not all appendices are included in their full versions in this document, and some only have a URL listed as reference. This was done to keep the document brief and hopefully will not frustrate your research. For a PDF version of this document, please reference: [www.nationalservice.gov/about/role\\_impact/disaster.asp](http://www.nationalservice.gov/about/role_impact/disaster.asp)**

#### **Appendices Note 2#: CNCS Knowledge Network Coming Fall 2012**

**Some of the following Appendices will temporarily be listed with a note to contact the DSU, coming later this year the CNCS Knowledge Network will allow a platform for the direct download of these and other useful documents.**

# DISASTER SERVICES START-UP GUIDE

## Appendix List

Appendix #	Referenced on Page	Item	Sample Included in Appendices	URL/Further Reading
A1	3	ASC 2011 Landscape Survey of State Service Commissions	YES	<a href="http://statecommissions.org/data/n_0001/resources/ive/2011%20ASC%20Landscape%20Summary%20Final.pdf">http://statecommissions.org/data/n_0001/resources/ive/2011%20ASC%20Landscape%20Summary%20Final.pdf</a>
A2	5	National Disaster Response and Recovery Frameworks and CNCS	YES	<a href="http://www.fema.gov/national-disaster-recovery-framework">http://www.fema.gov/national-disaster-recovery-framework</a>
A3	6	Examples of Successful Partnerships at State Level	YES	1) <a href="http://www.nationalservice.gov/about/newsroom/releases_detail.asp?tbl_pr_id=2012">http://www.nationalservice.gov/about/newsroom/releases_detail.asp?tbl_pr_id=2012</a> 2) <a href="http://www.readync.org">www.readync.org</a> 3) <a href="http://www.healthcarevolunteers.ca.gov">www.healthcarevolunteers.ca.gov</a>
A4	7	Spontaneous Volunteer Management Plan, Guidance for Local Government and Programs	NO	<b>Please contact the CNCS Disaster Services Unit at <a href="mailto:DSU@cns.gov">DSU@cns.gov</a></b>
A5	14	FEMA's Donated Resource Policy and a Synopsis of FEMA's E-288 Training on Volunteers and Donations Management	NO	2)Policy: <a href="http://www.mmr.fema.gov/government/grant/pa/9525_2.shtm">http://www.mmr.fema.gov/government/grant/pa/9525_2.shtm</a> 1)Training: <a href="http://training.fema.gov/EMIWeb/edu/docs/Volunteer%20and%20Donations%20Mgmt%20Information%20Overview.ppt">http://training.fema.gov/EMIWeb/edu/docs/Volunteer%20and%20Donations%20Mgmt%20Information%20Overview.ppt</a>
A6	17	Completed Program Outline for Volunteer and Donations Management	YES	
A7	18	CA Volunteers Guidebook for Doing a COOP, including: Overview, Quick Check Form, and Worksheets.	Partial	<b>Please contact the CNCS Disaster Services Unit at <a href="mailto:DSU@cns.gov">DSU@cns.gov</a></b>
A8	19	FEMA Training Opportunities	NO	<a href="http://training.fema.gov/IS/">http://training.fema.gov/IS/</a>
A9	-	Sample Emergency Operations Plan – North Carolina	NO	<a href="https://www.nccrimecontrol.org/div/EM/Documents/N_C_EOP_2012-FINAL.pdf">https://www.nccrimecontrol.org/div/EM/Documents/N_C_EOP_2012-FINAL.pdf</a>
A10	19	VRC Training Packages	NO	1) <a href="http://www.ohioresponds.gov/docs/VRCManual.pdf">www.ohioresponds.gov/docs/VRCManual.pdf</a> 2) <a href="http://www.dem.azdema.gov/logistics/docs/Volunteer_Reception_Center_Operations_Guide.pdf">http://www.dem.azdema.gov/logistics/docs/Volunteer_Reception_Center_Operations_Guide.pdf</a> 3) <a href="http://www.disasterhelp.net/info/disaster_volunteer_centers/index.htm">www.disasterhelp.net/info/disaster_volunteer_centers/index.htm</a>

# DISASTER SERVICES START-UP GUIDE

A11	20	Fact Sheet	YES	<a href="http://www.nationalservice.gov/pdf/factsheet_disaster.pdf">http://www.nationalservice.gov/pdf/factsheet_disaster.pdf</a>
A12	20	Listing of Regions with High Fire Losses From Home Heating	NO	<a href="http://hispanicfirefighters.org/wp-content/uploads/2010/09/U.S.-Fire-Experience-by-Region-2010.pdf">http://hispanicfirefighters.org/wp-content/uploads/2010/09/U.S.-Fire-Experience-by-Region-2010.pdf</a> (pages 36-42)
A13	20	Community Preparedness Audits	NO	1) <a href="http://www.emd.wa.gov/myn/myn_why.shtml">http://www.emd.wa.gov/myn/myn_why.shtml</a> 2) <a href="http://serve.mt.gov/montana-citizen-corps/map-your-neighborhood/">http://serve.mt.gov/montana-citizen-corps/map-your-neighborhood/</a>
A14	20	Citizen Corps Partnership Examples	NO	1) <a href="http://www.californiavolunteers.org">www.californiavolunteers.org</a> 2) <a href="http://www.serveohio.org">www.serveohio.org</a> 3) <a href="http://www.volunteernc.org">www.volunteernc.org</a> 4) <a href="http://www.ofm.wa.gov/serveva">www.ofm.wa.gov/serveva</a>
A15	20	Citizen Corps Activity by Locality	NO	<a href="http://www.citizencorps.gov/cc/CouncilMapIndex.do">http://www.citizencorps.gov/cc/CouncilMapIndex.do</a>
A16	20	Description of AL Commission Summer Camp program	YES	
A17	21	Special Needs Toolkit Table of Contents	YES	<a href="http://serve.mt.gov/disability-inclusion/">http://serve.mt.gov/disability-inclusion/</a>
A18	21	Example of a Family Preparedness Audit Completed Program	NO	<a href="http://www.ready.gov/are-you-ready-guide/">http://www.ready.gov/are-you-ready-guide/</a>
A19	22	Outline for Disaster Preparedness	YES	
A20	23	Examples of AmeriCorps Disaster Recovery Activities	YES	
A21	25	United States Health and Human Services	NO	<a href="http://www.acf.hhs.gov/ohsepr/dcm/docs/Draft_DCM_ImplementationGuide.pdf">http://www.acf.hhs.gov/ohsepr/dcm/docs/Draft_DCM_ImplementationGuide.pdf</a>
A22	26	Program Outline for Disaster Recovery	YES	
A23	-	Florida Commission MOU with Emergency Management Agency	YES	
A24	-	Example of Agreement Between State Commission and CNCS on Disaster Services	NO	<b>Please contact the CNCS Disaster Services Unit at <a href="mailto:DSU@cns.gov">DSU@cns.gov</a></b>
A25	25	NVOAD Case Management Handbook	NO	<a href="http://www.nvoad.org/pollydoc/DCM%20Guidelines%20-%20Final%20-%202012%20-%20Feb.pdf">http://www.nvoad.org/pollydoc/DCM%20Guidelines%20-%20Final%20-%202012%20-%20Feb.pdf</a>
A26	-	Fire Ready MT Winter Ready MT	NO	1) <a href="http://serve.mt.gov/fire-ready-montana-2/">http://serve.mt.gov/fire-ready-montana-2/</a> 2) <a href="http://serve.mt.gov/winter-ready-montana/">http://serve.mt.gov/winter-ready-montana/</a>
A27	-	CO Checklist for Donation and Volunteer Management	NO	<a href="https://covoad.communityos.org/cms/files///EOC%20Support%20Guide_FINAL_Sept2011_Version%201_1%20(web%20version).pdf">https://covoad.communityos.org/cms/files///EOC%20Support%20Guide_FINAL_Sept2011_Version%201_1%20(web%20version).pdf</a> (Pages 6-8)

# DISASTER SERVICES START-UP GUIDE

<b>A28</b>	-	FEMA Policy 9525.2 Training	NO	<a href="http://www.fema.gov/pdf/government/grant/pa/9525_2.pdf">http://www.fema.gov/pdf/government/grant/pa/9525_2.pdf</a>
<b>A33</b>	-	California Disaster Volunteer Network	YES	
<b>A35</b>	-	DRCA Application and sample MOU	NO	<b>Please contact the CNCS Disaster Services Unit at <a href="mailto:DSU@cns.gov">DSU@cns.gov</a></b>
<b>A36</b>	19	FEMA Voluntary Agency Liaison (VAL) list	NO	<a href="http://www.fema.gov/library/viewRecord.do?fromSearch=fromsearch&amp;id=6171">http://www.fema.gov/library/viewRecord.do?fromSearch=fromsearch&amp;id=6171</a>
<b>A38</b>	-	Maine Prepares For Winter	NO	<a href="http://www.maine.gov/mema/prepare/prepare_prep_winter.shtml">http://www.maine.gov/mema/prepare/prepare_prep_winter.shtml</a>
<b>A39</b>	-	CERT training materials	NO	<a href="http://www.citizencorps.gov/cert/training_mat.shtm">http://www.citizencorps.gov/cert/training_mat.shtm</a>
<b>A40</b>	-	Ready.gov	NO	<a href="http://www.ready.gov/">http://www.ready.gov/</a>
<b>A41</b>	-	Staff training on Incident Command System (ICS) 100/200	NO	<a href="http://www.fema.gov/emergency/nims/IncidentCommandSystem.shtm#item7">http://www.fema.gov/emergency/nims/IncidentCommandSystem.shtm#item7</a>
<b>A42</b>	-	Citizen's Corps Guide	NO	<a href="http://www.citizencorps.gov/downloads/pdf/councils/FEMAReport2011.pdf">http://www.citizencorps.gov/downloads/pdf/councils/FEMAReport2011.pdf</a>
<b>A43</b>	-	Vets/Military Families Knowledge Network	NO	<a href="http://www.nationalserviceresources.org/veterans">http://www.nationalserviceresources.org/veterans</a>



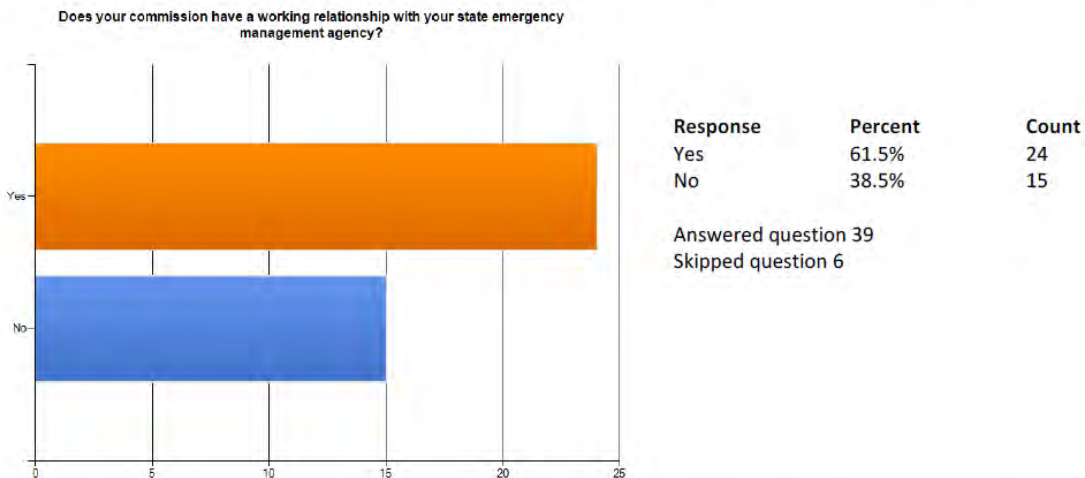
## Appendices

### APPENDIX A1:

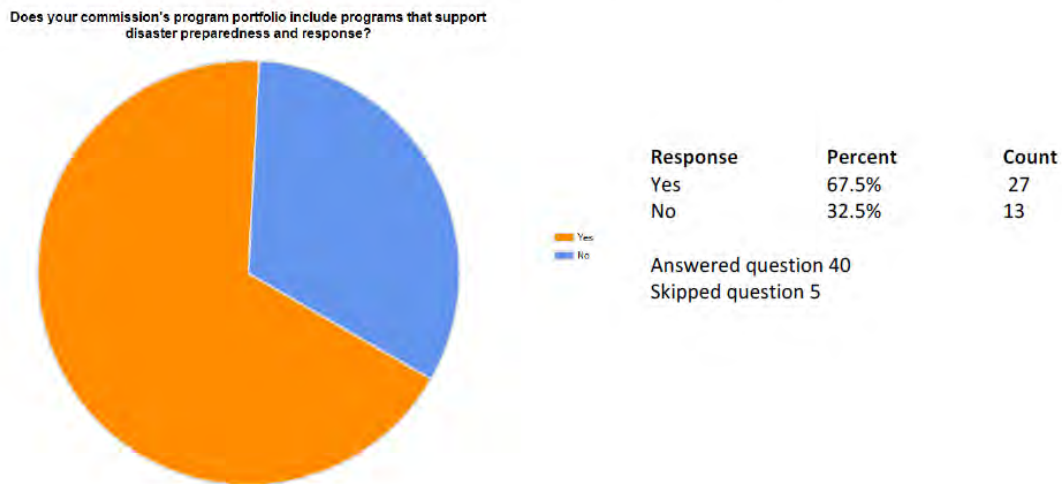
*ASC – America’s Service Commissions 2011 Landscape Survey Summary, pages 36 - 88*

## Disaster Preparedness & Response

Does your commission have a working relationship with your state emergency management agency?



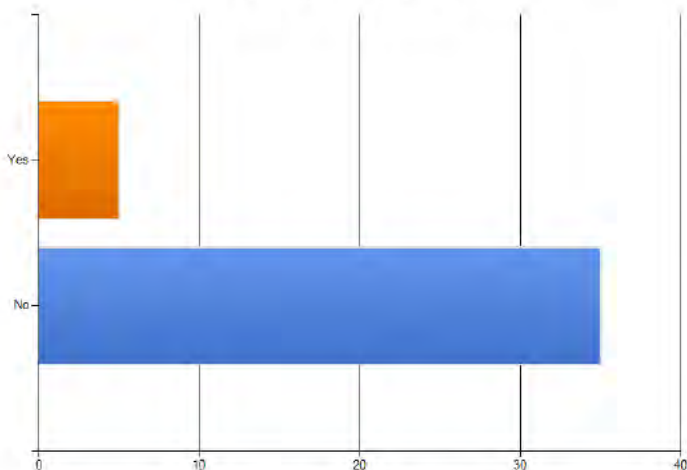
Does your commission's program portfolio include programs that support disaster preparedness and response?



# DISASTER SERVICES START-UP GUIDE

## Does your commission receive any funding from your state emergency management agency or office of homeland security?

Does your commission receive any funding from your state emergency management agency or office of homeland security?

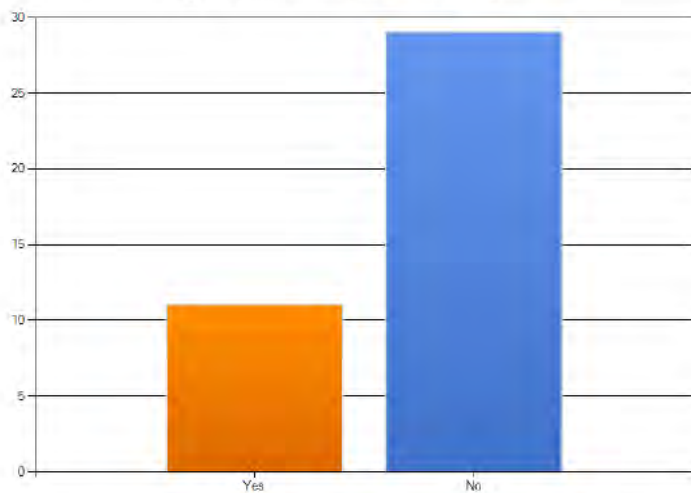


Response	Percent	Count
Yes	12.5%	5
No	87.5%	35

Answered question 40  
Skipped question 5

## Is your commission involved with Citizen Corps?

Is your commission involved with Citizen Corps?

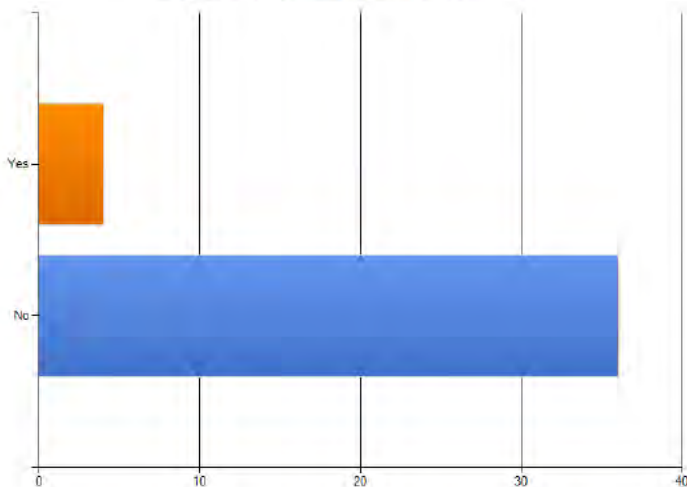


Response	Percent	Count
Yes	27.5%	11
No	72.5%	29

Answered question 40  
Skipped question 5

## Does your commission receive Citizen Corps funding?

Does your commission receive Citizen Corps funding?



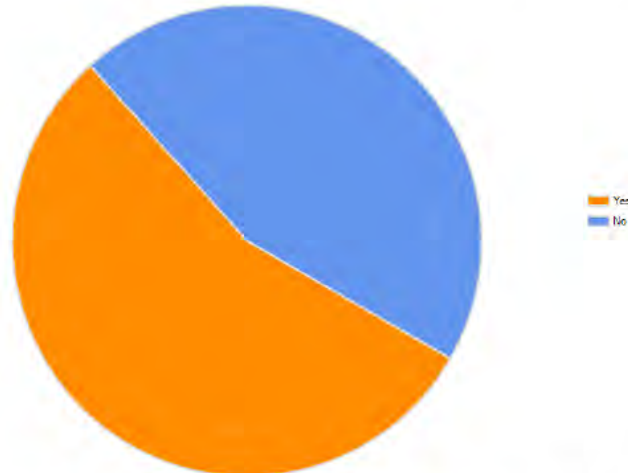
Response	Percent	Count
Yes	10.0%	4
No	90.0%	36

Answered question 40  
Skipped question 5

# DISASTER SERVICES START-UP GUIDE

## Do you have a member of your staff tasked with coordinating disaster activities for your commission?

Do you have a member of your staff tasked with coordinating disaster activities for your commission?

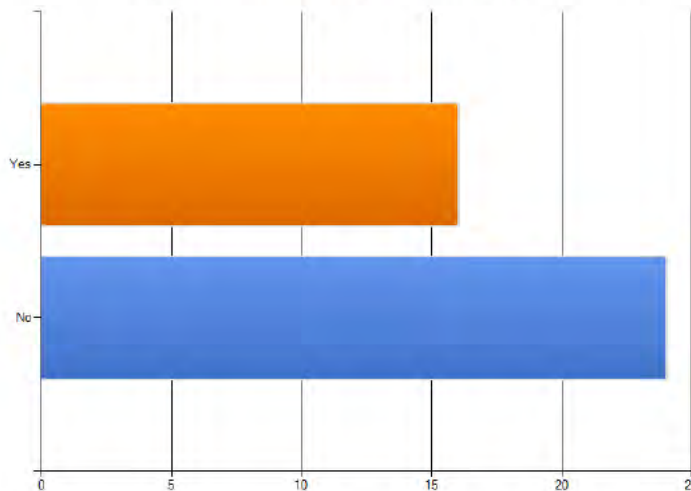


Response	Percent	Count
Yes	55.0%	22
No	45.0%	18

Answered question 40  
Skipped question 5

## Is your commission written into your state emergency plan?

Is your commission written into your state emergency plan?



Response	Percent	Count
Yes	40.0%	16
No	60.0%	24

Answered question 40  
Skipped question 5

### If yes, what are its identified responsibilities?

- Statewide volunteer coordination
- Volunteer coordination
- ESF-6 (Secondary); ESF-14 (Primary)
- It's not specific. The state agency where we are located is written into the plan.
- Coordination of emergent volunteer reception centers.
- Volunteer and donations mgt
- Commission is contained within the state agency. We are covered by the agency's plan.
- Management of spontaneous volunteers, member of the Donations and Volunteer Management Team
- Volunteer coordination -- MCCS co-chairs the Donations Management Team with senior emergency management official at MEMA
- Lead for ESF-14: Volunteer and Donation Management
- Participate with volunteer turnout connect national service members to need
- We provide the 2-1-1 Call in for disasters and train AmeriCorps members for deployment.
- Under the umbrella of the Delaware Health and Social Services COOP
- POC for national service programs Unaffiliated Volunteer Portal call center
- Volunteer management and donations management

## **APPENDIX A2:**

### ***National Disaster Response and Recovery Frameworks and CNCS***

The two major documents that discuss the role of the Federal government in disaster services are the National Disaster Response Framework (Response Framework) and The National Disaster Recovery Framework (Recovery Framework). CNCS is not explicitly named in the Response Framework, and the role and capabilities that a commission may bring to the immediate response vary depending on the State. Within the Recovery Framework, Federal agencies are designated as Coordinating Agency, Primary Agency, or Supporting Organization. CNCS has been identified as a Primary or Supporting Federal agency in several of the Recovery Support Functions (RSFs). Under the Recovery Framework, CNCS and the State commissions may be asked to participate if the capabilities and skills exist to enhance the recovery.

The roles of CNCS are as follows:

- Community planning and capacity building: CNCS is a supporting organization
- Economic: CNCS is a supporting organization
- Health and social services: CNCS is a primary agency
- Housing: CNCS is a supporting organization
- Infrastructure systems: CNCS has no role
- Natural and cultural resources: CNCS is a supporting organization

As a primary agency under health and social services, the CNCS and a state commission may be requested to perform the following activities:

- Incorporate planning for the transition from post-incident recovery operations back to a steady-state.
- Develop strategies to address health, behavioral health, and social services recovery issues – particularly the needs of response and recovery workers, children, seniors, people living with disabilities, people with functional needs, people from diverse cultural origins, people with limited English proficiency, and people in underserved populations.
- Promote the principles of sustainability, resilience, and mitigation in preparedness and operational plans.
- Perform case management under an RSF.

## **APPENDIX A3:**

### ***Examples of Successful Partnerships at the State Level***

#### **North Carolina: ReadyNC**

In partnership with the NC Department of Crime Control and Public Safety and the NC Division of Emergency Management, the Commission has a lead role for community preparedness in the state.

The Commission helped to create and launch ReadyNC, the state's comprehensive disaster preparedness campaign. The campaign includes websites in English ([www.readync.org](http://www.readync.org)) and Spanish ([www.listonc.org](http://www.listonc.org)) that are accessible for the deaf and hard of hearing. In addition to providing important preparedness information for hurricanes, winter ice storms, tornadoes and

other weather events, the websites also describe how to create a family preparedness plan and disaster supply kit. A 30-minute video “Get Ready, North Carolina” that discusses the danger of hurricanes and the importance of preparedness, can be viewed on the websites.

## **California: Disaster Healthcare Volunteers**

Medical and Healthcare professionals are acutely aware that major disasters can immediately overwhelm critical life-saving systems and services in California communities. It is essential that we maintain a secure registration system that can rapidly locate and communicate with volunteer healthcare professionals and deploy them as a surge of support to fill important healthcare positions. In conjunction with several State agencies, we ask you to join the thousands of your colleagues who have already registered on the Disaster Healthcare Volunteers (DHV) system. DHV is California’s single registry, licensing and credentialing verification system for all medical and healthcare volunteers, including members of the Medical Reserve Corps (MRC).

## **Iowa: AmeriCorps Levee Patrols Begin in Hamburg Tomorrow**

### ***“As Missouri River Swells, AmeriCorps Helps Protect Iowa Town” 6/30/2011***

Teams of 10-12 AmeriCorps members from the Iowa Department of Natural Resources Keepers of the Land AmeriCorps program will patrol the levees protecting the town in continuous eight day shifts, looking for seepage, sandboils or other weak spots to report to the Army Corps of Engineers. They will also check the couplings and piping of pumps removing seepwater, monitor rain levels, and assist the town in other ways.

The Missouri River, a major tributary of the Mississippi River system, is expected to rise to record levels and stay there for weeks and possibly months. Heavy winter snowmelt in the Rocky Mountains, as well as heavy spring rains, have caused the high water levels, which could remain through mid-August, causing strain on levee systems. This has called for creative new deployments for national service members in the state.

“This is the first time that we are aware of that AmeriCorps has ever been utilized to monitor levees and with the National Guard stretched thin our members are proud to be able to step in and provide assistance in a mission of such importance,” said Adam Lounsbury, Executive Director of the Iowa Commission on Volunteer Service, which oversees AmeriCorps programs in the state.

In addition to the levee patrols, AmeriCorps members have been active in other flood prevention and education efforts this spring. In Council Bluffs, 56 AmeriCorps members joined the Iowa Disaster Behavioral Response Team, a branch of the Iowa Department of Human Services, to canvass more than 5,000 households on safe evacuation procedures. The canvass educated many residents who did not even know they were at risk for flooding.

## APPENDIX A6:

### Completed Volunteer Management Plan

<p><b>Program Title:</b> Sample Commission VRC Plan</p> <p><b>Program Profile</b> (1-2 sentence summary): At the request of the governor, the Commission will make two staff available to operationalize a VRC anywhere in the State for a maximum of two weeks. Any extended need for VRC support will be handled in concert with the state's United Way.</p>			
<p><b>Scope:</b> <i>What are the circumstances in which this program will activate?</i></p>	<ul style="list-style-type: none"> <li>Will only activate at the request of the governor.</li> <li>Will operationalize for a maximum of 2 weeks, followed by a transition to the state's United Way (an AmeriCorps grantee), if necessary.</li> <li>Commission staff will be joined by AmeriCorps members as appropriate.</li> </ul>		
<p><b>State Authorities:</b> <i>Are there state statutes or governor's orders that support this program?</i></p>	<ul style="list-style-type: none"> <li>Eventually, we hope that this program can become part of the state's emergency plan.</li> <li>The governor's office has agreed to reimburse travel time spent en route to these assignments.</li> </ul>		
<p><b>Needs Assessment:</b> <i>How is this program providing a non-duplicative function that has potential to reach vulnerable populations?</i></p>	<ul style="list-style-type: none"> <li>There is only one other organization in-state that provides emergency VRC services, they have agreed to partner in the event of disasters within their region of the state.</li> <li>No system for tracking volunteer hours to count towards FEMA match exists in the state, our VRC system would ensure that time is tracked and the match reimbursed.</li> </ul>		
<p><b>Program Summary:</b> <i>Provide an executive summary of your program model that would be understandable to Commissioners at the next board meeting.</i></p>			
<p>In the event of a disaster the Governor has the option of tapping a maximum of two Commission staff to manage a VRC. The goals of the VRC will be to coordinate unaffiliated volunteers towards safe and meaningful service, while tracking their hours served. Lutheran Disaster Response and AmeriCorps NCCC are likely partners to supplement and assist the VRC operation, and if a response extends beyond 2 weeks the United Way has agreed to continue VRC operations as necessary. The governor's office has agreed to reimburse travel expenses associated with these requests, but it is the goal of this Commission to one day be written in to the State's EM plan to assure full reimbursement and recognition for these services.</p>			
<p><b>CNCS Programs:</b> <i>Which national service programs will be utilized?</i></p>	<ul style="list-style-type: none"> <li>United Way is a VISTA grantee</li> <li>NCCC</li> </ul>	<p><b>Partnerships:</b> <i>Which State agencies, nonprofit, or faith-based groups are parts of the plan?</i></p>	<ul style="list-style-type: none"> <li>United Way</li> <li>Lutheran Disaster Response</li> </ul>
<p><b>Commission Experience:</b> <i>Briefly note any experience the Commission has in providing this service in disaster.</i></p>	<p>No experience.</p>	<p><b>Staff Experience:</b> <i>Briefly note any experience that Commission staff has in providing this service in disaster.</i></p>	<p>One staff member is a former AmeriCorps NCCC member with experience in disaster.</p>
<p><b>Fiscal Needs:</b> <i>What is the estimated budget of this program? Is there an identified funding stream?</i></p>	<p>Materials and travel expenses for a two week operation would run approximately \$3,000, part of which would be reimbursed by the State's Emergency Management Agency at the request of the Governor's Office.</p>		
<p><b>Mentor:</b> <i>Which Commission has tried this plan before and would be willing to consult? (The DSU can help identify this.)</i></p>			<p>Mississippi</p>
<p><b>Action Steps:</b> <i>Identify three clear, realistic steps to move this program forward.</i></p>	<ul style="list-style-type: none"> <li>Train one Commission Staff member in VRC operations.</li> <li>Build a clear partnership with the governor's office on this disaster function</li> <li>Build partnership with the United Way and notify local NCCC Campus.</li> </ul>		
<p><b>Timeline:</b> <i>Define the timeline for creating this program, including a deadline.</i></p>	<p>A minimum of 9 months will be necessary to acquire the requisite trainings and build the partnerships necessary to feel confident in activating this plan.</p>		



## APPENDIX A7:

### *California Volunteers Guide to Creating a COOP Plan*

#### **Part 1: AN INTRODUCTION TO CONTINUITY OF OPERATIONS PLANNING (COOP) FOR COMMUNITY AND FAITH-BASED ORGANIZATIONS**

What would you do if your building was made unusable by a disaster, if your staff was unavailable, or if you had no way of reaching your clients? By developing a continuity of operations plan (COOP) you can significantly strengthen your ability to serve your community during and after disasters. This introduction will help demystify the COOP planning process and help you get started. Following this introduction you will find a “Quick-Check” tool and worksheets to help you gather the information necessary to develop your own COOP.

#### **Create a Continuity of Operations Planning (COOP) Team**

Your planning team should represent all aspects of your facilities and programs: Board members, organization management, administrators, facilities managers, program coordinators and staff. Be sure to include those with expertise vital to daily functions. Find out if there are members of your Board or volunteers with risk management or business continuity planning experience. Note: the team you assemble to create this plan can be different from the team designated to lead during a disaster. Designate an individual who will be responsible for pulling all of the COOP information together, developing and maintaining the plan.

#### **Perform an Operational Assessment**

##### **How Does Your Organization Function?**

**Identify your mission and all of your programs and services:** Day-to-day services, post-disaster services, and guest programs (i.e., local organizations using your facilities for programs and meetings).

##### **What are Your Business Activities?**

- Identify your business activities: Prioritize the programs you have identified and decide which are most critical and need to function quickly during the post-disaster period.
- **Identify actions & processes associated with these business activities:** Inventory the separate

processes that allow each business activity to function. For example, in order to run your soup kitchen, you must (among other things):

- ✓ Pay employees or coordinate volunteers
- ✓ Continue your access to food
- ✓ Ensure you have a facility
- ✓ Conduct outreach

## **Identify your critical activities**

**Assess how your organization functions**, both internally and externally, to determine which staff, materials, procedures, and equipment are absolutely necessary to maintain operations. Determine how decisions will be made and operations managed during an operational disruption.

## **Identify which activities are critical to survival and recovery:**

In addition to those activities critical to direct delivery of your primary programs and services, include emergency payroll, expedited financial decision-making, and accounting systems to track and document costs in the event of plan activation. Establish procedures for delegation of authority and succession of management. Identify personnel necessary to carry out these activities and designate alternates.

## **Consider the events that can cause a major disruption to your organization's facilities and programs.**

- **All-Hazards:** This should include natural and human-caused hazards. In California, earthquakes, floods, and fires are the most prominent natural hazards. Remember to also consider such things as a drastic loss of staff resources from an influenza epidemic.
- **Consider your vulnerabilities:** Are you next to a sensitive location? Are there chemicals or fuel stored nearby? Is your organization subject to bias crimes? Are you in a flood zone?
- **Plan for utility disruptions:** Loss of power, heat, water, communications and the loss of the use of your facility (this could be due to a number of hazards).

## **Identify impacts of hazards on your critical activities and their associated processes.**

### **Determine what is already in place to help protect your resources:**

- **Records:** Files, computer back-up, contracts, agreements
- **Insurance:** Explore disaster-related insurance options
- **Physical resources:** Assess your facility's security
- **Plans:** Fire safety, building evacuation, shelter-in-place
- **Support and resources:** Memorandums of Understanding or mutual aid agreements with other local organizations, assistance from your regional/national associates

### **Determine what other procedures and resources are needed to help carry out your critical activities:**



- **Facilities:** Alternate sites for managing and delivering services, alternate record storage locations.
- **Equipment and supplies:** “Go-Kits”, alternate suppliers for critical supplies
- **Communication:** Primary and alternate means of communicating with staff, management, outside resources, and clients
- **Timing:** Consider how your actions need to change at different times of the day/week/year.
- **Decision making and leadership:** What kind of organizational structure will you use? Consider who is making decisions, communicating with your clients and partners, and completing emergency actions.

From the data gathered during your operational assessment begin making a plan for what you will do if your facility is not accessible. Define crisis management procedures and individual responsibilities in advance. Talk with your staff or co-workers and frequently review and practice what you intend to do during and after a disruption. Your COOP should address two types of activities:

- **Emergency Actions:** Immediate response
  - ✓ Include actions that should be taken just before (if there is warning), or immediately after a disaster to prevent loss of life and property and to promote fast recovery. Make a checklist to ensure that steps are not missed or forgotten during stressful times.
  - ✓ Include a Communications Plan detailing who needs to be contacted, under what circumstances, how they will be contacted, and what steps they will take.
  - Address circumstances that force you to evacuate or shelter-in-place (stay where you are).
- **Continuity of Services:** Continuation, expansion, or suspension of existing daily programs

In addition, your plan should **integrate with other Community Disaster Response and Recovery Plans**. Include any services you offer during disasters that are not part of your regular programs. You should also identify how you will resume regular business operations and how your organization will contribute to the recovery of your community at large. Plans must be shared and practiced with all staff and volunteers. Clients should also be aware of the plan, especially alternate service locations. Conduct various types of drills to ensure your plans address all situations.

## APPENDIX A11:

### *Disaster Services Unit Fact Sheet*

## National Service and Disaster Response Fact Sheet

The Corporation for National and Community Service (CNCS), a federal agency, provides strong support, expertise, through trained and dedicated volunteers to help communities to prepare for, mitigate, respond, and recover from natural and man-made disasters. From forest fires and floods, to hurricanes and tornadoes, to terror attacks and oil spills, participants in CNCS programs have provided critical support to millions of Americans affected by disasters since 1994. Reflecting the agency's growing expertise and commitment in disaster services, the CNCS board of directors made disaster services one of the agency's focus areas for its 2011-2015 strategic plan.

### Disaster Continuum Projects

#### PREPAREDNESS

*AmeriCorps State/National, VISTA and Senior Corps, among other programs regularly provide these services every day across the nation*

- Preparedness Education
- Installing Accessibility Improvements on Homes and Shelters

#### MITIGATION

*AmeriCorps NCCC, AmeriCorps State/National and VISTA, among other programs regularly provide these services every day across the nation*

- Public Information Outreach
- Fuel reduction and prescribed burning to mitigate Wildland fires
- Various environmental project to mitigate flooding and effects of hurricanes

#### RESPONSE

*During times of disaster, AmeriCorps NCCC, AmeriCorps State/National and Senior Corps, among other programs provide these services to disaster affected communities*

- Volunteer Base Camp Setup and Operation
- Operations Center Setup and Support
- Special Needs Assistance
- Call Center Support/Setup/Operations
- Shelter Operations
- Pet Shelter Operations
- Volunteer Coordination
- Debris Removal
- Warehouse Management
- Volunteer Base Camp Setup and Operation
- Public Information Outreach

#### RECOVERY

*After disaster, AmeriCorps NCCC, VISTA, and AmeriCorps State/National programs regularly provide these services to disaster affected communities*

- Home Construction/Repair
- Public Facilities Renovation
- Needs Assessment
- Case Management
- Disaster Recovery Center Support
- Long-Term Recovery Committee Support
- VRC Support

## **Disaster Services Unit**

For more information on what CNCS assets and programs can do to assist during disaster, please contact the Disaster Services Unit.

### **Kelly DeGraff**

Director, Disaster Services  
(O) 202.606.6817  
(C) 202.355.2014  
[kdegraff@cns.gov](mailto:kdegraff@cns.gov)

### **Will Chrysanthos**

Partnerships and Field Operations Officer  
(O) 202.606.6738  
(C) 202.491.2554  
[wchrysanthos@cns.gov](mailto:wchrysanthos@cns.gov)

### **Katrina French**

Program Officer,  
Disaster Services  
O: 202-606-3612  
C: 202-200-0646  
[kfrench@cns.gov](mailto:kfrench@cns.gov)

## **AmeriCorps VISTA or Senior Corps in Your State**

Please contact your CNCS State Service Director. A list of each state's contact can be found here:  
<http://www.nationalservice.gov/about/contact/stateoffices.asp>

## **State Service Commissions and AmeriCorps in Your State**

Please contact your State Service Commission. A listing of these commissions can be found here:  
<http://www.nationalservice.gov/about/contact/statecommission.asp>

## **AmeriCorps National Civilian Community Corps by Region**

**NCCC Atlantic Region** - Perry Point, MD  
Tel: 410-642-2411 ext. 6850  
Email: [NCCCAtlantic@cns.gov](mailto:NCCCAtlantic@cns.gov)  
States Served: CT, DC, MA, MD, ME, NH,  
NJ, NY, PA, PR, RI, USVI, VT

**Southwest Region** – Denver, CO  
Tel: 303-844-7405  
Email: [NCCCSouthwest@cns.gov](mailto:NCCCSouthwest@cns.gov)  
States Served: AR, AZ, CO, KS, MO, NM, OK,  
TX

**North Central Region** - Vinton, IA  
Tel: 319-472-9664  
Email: [JBurns@cns.gov](mailto:JBurns@cns.gov)  
States Served: IA, IL, IN, MI, MN, NE, ND,  
OH, SD, WI

**Southern Region** – Vicksburg, MS  
Tel: 601-630-4043  
E-mail: [rsmith@cns.gov](mailto:rsmith@cns.gov)  
States Served: AL, FL, GA, KY, LA, MS,  
NC, SC, TN, VA, WV

**Pacific Region** - Sacramento, CA  
Tel: 916-640-0310  
E-mail: [nccwestern@cns.gov](mailto:nccwestern@cns.gov)  
States Served: AK, CA, HI, ID, MT, NV  
OR, UT, WA, WY, Pacific Territories

## APPENDIX A16:

### Serve Alabama – Be Ready Camp 2012

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## Be Ready Camp 2012



THE GOVERNOR'S OFFICE OF FAITH-BASED AND COMMUNITY INITIATIVES

FOR IMMEDIATE RELEASE: FRIDAY, JUNE 1, 2012

It is with great pleasure that Serve Alabama (Governor's Office of Faith-Based & Community Initiatives) and the Alabama Department of Homeland Security (AL DHS) announce the seventh annual Be Ready Camp. This camp provides an opportunity for sixth graders across Alabama to become Youth Preparedness Delegates, receive a commendation from Governor Robert Bentley, and carry the message of preparedness and safety to their schools, communities and families.

Be Ready Camp is an innovative and unique program that promotes citizen preparedness and participation to sixth graders in Alabama. Be Ready Camp is a five-day full immersion residential camp with two sessions during National Preparedness Month in September at the U.S. Space and Rocket Center in Huntsville, Alabama.

Be Ready Camp utilizes a modified Community Emergency Response Team (CERT) training as its foundation and broadened to include additional lessons.

Be Ready Camp curriculum includes: emergency preparedness, introduction to survival and first aid, developing an emergency kit, creating a family disaster plan, water survival, light search and rescue, disaster psychology, triage, career exploration, and terrorism awareness. The camp concludes with a mock disaster, where the youth perform victim search and rescue alongside professional responders in a realistic setting. Students are tasked with bringing the message of preparedness and what they have learned back to their families and their communities.

Who is Eligible to Attend Be Ready Camp?

All Alabama residents who will be in the sixth-grade by September 2012 are eligible to attend Be Ready Camp.

What is the Cost of Attending Be Ready Camp?

Be Ready Camp is free to participants who are selected. It is the responsibility of the participant's parent/guardian to provide transportation to and from Huntsville, Alabama.

Selection Process

The selection process for Be Ready Camp is open to all Alabama residents who will be in the sixth grade by September 2012. Submissions are due by June 30, 2012. Please contact Marguerite Long for detailed information regarding application process.

Be Ready Camp has been featured in international Homeland Security journals and received national media attention, including coverage for the Cable News Network (CNN). Additionally, the camp is considered a best practice by the White House and the U.S. Department of Homeland Security.

Contact Marguerite Long at 334-954-7451 or [Marguerite.Long@ServeAlabama.gov](mailto:Marguerite.Long@ServeAlabama.gov) for more information.

[www.servealabama.gov/bereadycamp](http://www.servealabama.gov/bereadycamp)

HOME

ABOUT SERVE ALABAMA

AMERICORPS IN ALABAMA

AMERICORPS MEMBERS

AMERICORPS MEMBER TRAINING

BECOME AN ALABAMA AMERICORPS PROGRAM

READY ALABAMA

BE READY CAMP 2012

CONTACT SERVE ALABAMA

GOVERNOR'S EMERGENCY RELIEF FUND



### ServeAlabama.Gov

Serve Alabama, The Governor's Office of Faith-Based and Volunteer Service works to increase an ethic of service and volunteerism in the State of Alabama, strengthen the capacity of Alabama's faith and community-based organizations, and promote collaboration among individuals and organizations striving to meet some of the greatest needs in our state.

We Serve Alabama in the following ways:

We serve as the Alabama State Service Commission, granting and administering (10) State AmeriCorps Programs across Alabama.

We are the state's lead agency for Volunteer and Donations Management after disasters. Our work in this role includes response to Hurricanes Ivan and Katrina, Deepwater Horizon Spill and the April 2011 tornadoes.

We serve as a liaison to the state for faith-based and community-based non-profit groups.

We administer FEMA's Disaster Case Management Program for survivors of the April 2011 storms.

We administer the Governor's Emergency Relief Fund.

SEARCH POSTS

## APPENDIX A17:

### *Serve Montana – Special Needs Population Planning Toolkit - Table of Contents*



June 2010

Dear Local Planner,

**Welcome to the Special Needs Populations Planning Toolkit.** The Governor's Office of Community Service has created this toolkit to assist you with inclusion of special needs populations in your emergency planning efforts.

The purpose of this document is to serve as a sort of virtual Table of Contents to help you quickly navigate your way through the many resources on the disc.

If you would like to jump right in and get started, just open the [Job Aid](#) document. This document reflects recommended planning steps from the [CPG 301](#) planning guide (included in the toolkit) and is a good place to start your exploration and use **of the toolkit's resources.**

**If you would prefer to move more slowly and investigate the toolkit's contents section-by-section, they are listed below with descriptions and links. Simply click the link you are interested in and you'll go right to it:**

1. [Guidance Documents](#): The first folder on the disc contains various documents, organized into folders to help local planners and provide reference. This folder contains:
  - o [Booklets](#): Articles pertaining to Special Needs Planning
  - o [Brochures](#): Various informative brochures pertaining to different types of Special Needs.
  - o [Planning Guides](#): Numerous federal and private sector guides that provide specific and appropriate guidance for planners. This folder also contains pertinent NIMS-related documents such as the [Target Capabilities List \(TCL\)](#), and the [National Response Framework \(NRF\)](#), as well as [local samples](#) of planning documents.

- [Sample Annexes & Templates](#): This folder contains a cross-section of various Special Needs Annexes as well as an MSWord formatted [annex template](#) to help you get started.
2. [Resource Lists](#): This folder contains three key documents:
- [DPHHS Resources](#): This document contains links to resources that are available from the Montana Department of Public Health and Human Services (DPHHS)
  - [Essential Resources](#): This document lists the most essential planning guides for emergency managers, personal preparedness brochures and booklets, and helpful websites mentioned in the [Job Aid](#) and included on the CD.
  - [More Resources](#): This document lists other available planning guides for emergency managers, personal preparedness brochures and booklets, and helpful websites beyond what is found in the toolkit.

**Montana Disaster and Emergency Services and the Governor's** Office of Community Service hopes this toolkit proves useful to you in your planning efforts, and we look forward to working with you to include special needs populations in emergency planning across the state.

We would also like to thank Brett Lloyd of Spartan Consulting for all of the time and technical expertise he has contributed to the success of this project. If you have any questions concerning this toolkit, how to use it, or how it may help you, please feel free to contact either **the Governor's** Office of Community Service at (xxx) xxx-xxxx

Thanks again,

**Governor's Office of Community Service**

## APPENDIX A19:

### *Sample Disaster Preparedness Plan*

<p><b>Program Title:</b> “Ready Children, Ready Parents, Ready Schools: Disaster Preparedness Program”</p> <p><b>Program Profile</b> (1-2 sentence summary): This program will utilize existing AmeriCorps State programs that tutor and work in elementary and middle schools. It will provide preparedness education for children, their families and the school at large to promote resiliency and disaster preparation.</p>			
<p><b>Scope:</b> <i>What disaster preparedness functions is this program serving?</i></p>	<ul style="list-style-type: none"> <li>• Self-sufficiency of children and their families</li> <li>• Greater communication and planning between schools and the families they serve</li> </ul>		
<p><b>State Authorities:</b> <i>Are there state statutes or governor’s orders that support this program?</i></p>	<ul style="list-style-type: none"> <li>• Approval by school boards in relevant districts will be required.</li> </ul>		
<p><b>Needs Assessment:</b> <i>How is this program providing a non-duplicative function that has potential to reach vulnerable populations?</i></p>	<ul style="list-style-type: none"> <li>• Working with the local American Red Cross chapter, preparedness training will be tailored for teaching children and their families about disaster, emergency kit preparation, family communication, and evacuation planning.</li> <li>• This need has not been approached holistically utilizing the existing experience and knowledge of the community in coordination with the school.</li> </ul>		
<p><b>Program Summary:</b> <i>Provide an executive summary of your program model that would be understandable to Commissioners at the next board meeting.</i></p>			
<p>This program will utilize one day event to establish preparedness models in schools of 10 districts throughout the state to provide children and their families the opportunity to learn how to become more self-reliant and resilient in the face of disaster. These events will also provide the opportunity to convene school administration, Parent Teacher Associations, School Boards and parents to discuss each schools COOP plan and ways that parents and children can strengthen these disaster plans. Each participant will leave these events knowing how to create a readiness kit, how to create and implement disaster communications and evacuation plans and how to integrate existing school COOP procedures into individual family plans. These events can also identify gaps between school plans and family plans and provide an opportunity for the school officials and parents to address these gaps.</p>			
<p><b>CNCS Programs:</b> <i>Which national service programs will be utilized?</i></p>	<ul style="list-style-type: none"> <li>• AmeriCorps State</li> </ul>	<p><b>Partnerships:</b> <i>Which state agencies, nonprofit, or faith-based groups are part of the plan?</i></p>	<ul style="list-style-type: none"> <li>• American Red Cross</li> <li>• School board</li> <li>• Parent Teacher Assoc.</li> </ul>
<p><b>Commission Experience:</b> <i>Briefly note any experience the Commission has in providing this service.</i></p>	<p>national days of service</p>	<p><b>Staff Experience:</b> <i>Briefly note any experience that Commission staff has in providing this service.</i></p>	<p>Disaster POC has planned and orchestrated one day preparedness events during days of national service.</p>
<p><b>Fiscal Needs:</b> <i>What is the estimated budget of this</i></p>	<p>\$5,000 for 10 schools to provide refreshments and copies of</p>		

<i>program? Is there an identified funding stream?</i>	handouts
<b>Mentor:</b> <i>Which Commission has tried this plan before and would be willing to consult? (The DSU can help identify this.)</i>	
<b>Action Steps:</b> <i>Identify three clear, realistic steps to move this program forward.</i>	<ul style="list-style-type: none"> <li>• Create partnerships with local ARC, PTAs and School Boards using AmeriCorps State program staff and commission staff</li> <li>• Fundraise through interested parties for supplies and monetary donations to provide needed materials</li> <li>• Message to public, targeted communities, local and state officials for event awareness and buy-in</li> </ul>
<b>Timeline:</b> <i>Define the timeline for creating this program, including a deadline.</i>	6 months

## APPENDIX A20:

### ***Examples of AmeriCorps Disaster Recovery Activities***

#### **Kentucky**

AmeriCorps members in Kentucky serving with the American Red Cross Louisville Chapter, the Homeland Security Corps, and the Senior Connections AmeriCorps Program are providing vital services to those affected by flooding throughout the state, including cleaning out flooded homes to hasten recovery.

#### **Oklahoma**

RSVP volunteers in Oklahoma are providing assistance to the residents of Tushka, where an EF-3 tornado hit. The RSVP volunteers have helped families relocate and AmeriCorps National Preparedness and Response Corps members have been dispatched to Oklahoma to assist in disaster recovery efforts.

#### **Tennessee**

NCCC teams responded to the recent floods and they were followed by AmeriCorps members who provided resource information to citizens impacted by the recent floods on how to recover their homes, belongings and materials. It included direct assistance to help families recover. In conjunction with the Red Cross, members conducted wellness checks.

#### **Rhode Island**

NCCC and AmeriCorps members have been working with communities across Rhode Island to plan and implement long-term recovery strategies in the areas impacted by the floods.

#### **Mississippi**

The Mississippi State Commission continues to provide case management services to promote the recovery of individuals and communities impacted by Hurricane Katrina. They are providing one-on-one assistance to disaster survivors.



## **Louisiana**

AmeriCorps members continue to work with St. Bernard Project (SBP), a community based-organization that is rebuilding homes that were initially damaged in Hurricane Katrina and Rita but continued to work as other disasters have occurred. In conjunction with Habitat for Humanity, members gutted, restored and rebuilt thousands of homes in St. Bernard parish and New Orleans.

## **Iowa**

After devastating floods in 2008, AmeriCorps and Vista members formed the VISTA Corridor Flood Recovery Program, which focused on expanding neighborhood resource centers and developing partnerships and coalitions to support recovery operations.

## **Texas**

AmeriCorps members worked with FEMA to support locally managed long term recovery planning and implementation. In the town of Bastrop, TX, they provided direct assistance to homeowners who have requested help with a variety of recovery tasks.

## **Colorado**

In the aftermath of the wildfires, AmeriCorps members are working with community leaders to facilitate citizens returning to their damaged homes and communities.

## APPENDIX A22:

### *Sample Disaster Recovery Plan*

<b>Program Title:</b> “Recovering Access”			
<b>Program Profile</b> (1-2 sentence summary): This program redirects a current AmeriCorps State program that currently serves the disabled population with access, and helps their clients address disaster recovery issues.			
<b>Scope:</b> <i>What disaster recovery functions is this program serving?</i>	<ul style="list-style-type: none"> <li>• Provides recovery support to disabled clients through:               <ul style="list-style-type: none"> <li>○ Rehabilitation of damaged homes</li> <li>○ Support to federal, state and local access to recovery programs</li> </ul> </li> </ul>		
<b>State Authorities:</b> <i>Are there state statutes or governor’s orders that support this program?</i>	<ul style="list-style-type: none"> <li>• none</li> </ul>		
<b>Needs Assessment:</b> <i>How is this program providing a non-duplicative function that has potential to reach vulnerable populations?</i>	<ul style="list-style-type: none"> <li>• Program acts as a link and resource for state-implemented disaster case management, no other organization in-state is serving individuals with disabilities in this field.</li> <li>• High elderly population in areas currently recovering from disaster</li> </ul>		
<b>Program Summary:</b> <i>Provide an executive summary of your program model that would be understandable to Commissioners at the next board meeting.</i>			
<p>Through the current AmeriCorps State grantee that works to provide access of individuals with disabilities, this program will redirect a portion of its members to assist with accessibility renovations on homes being rebuild after disaster. They will also serve as advocates for individuals with disabilities to contractors and disaster case managers. The members assisting with access to case management will work closely with the state case management network to identify and extend knowledge of services to the programs beneficiaries. The commission will assist with providing some disability accommodation trainings to the new members.</p>			
<b>CNCS Programs:</b> <i>Which national service programs will be utilized?</i>	<ul style="list-style-type: none"> <li>• AmeriCorps State</li> </ul>	<b>Partnerships:</b> <i>Which State agencies, nonprofit, or faith-based groups are part of the plan?</i>	<ul style="list-style-type: none"> <li>• Case management Program</li> <li>• Current partners the AmeriCorps State</li> </ul>
<b>Commission Experience:</b> <i>Briefly note any experience the Commission has in providing this service in disaster.</i>	Providing disability inclusion training	<b>Staff Experience:</b> <i>Briefly note any experience that Commission staff has in providing this service in disaster.</i>	Commission POC has worked many years with the disabled population in this state and has some experience with disaster recovery
<b>Fiscal Needs:</b> <i>What is the estimated budget of this program? Is there an identified funding stream?</i>	formula funding, and staff time to develop trainings		
<b>Mentor:</b> <i>Which Commission has tried this plan before and would be willing to consult? (The DSU can help identify this.)</i>			

<b>Action Steps:</b> <i>Identify three clear, realistic steps to move this program forward.</i>	<ul style="list-style-type: none"> <li>Commission POC to be familiarized with case management agency</li> <li>Training for AmeriCorps members to be developed</li> <li>Convene AmeriCorps program leaders with case management agency</li> </ul>
<b>Timeline:</b> <i>Define the timeline for creating this program, including a deadline.</i>	7 months

**APPENDIX A23:**

***Volunteer Florida MOU with Emergency Management Agency***

**MEMORANDUM OF UNDERSTANDING  
BETWEEN  
FLORIDA DIVISION OF EMERGENCY MANAGEMENT  
AND  
FLORIDA COMMISSION ON COMMUNITY SERVICE**

**I. PURPOSE**

This Memorandum of Understanding (MOU) between the Florida Division of Emergency Management (DEM) and the Florida Commission on Community Service (FCCS) describes the areas of responsibility of each organization in disaster preparedness, response, recovery and mitigation operations in the event of an actual or mock natural, man-made, or technological disaster or emergency.

**II. AUTHORIZATION**

DEM and FCCS have entered into this agreement pursuant to the authority provided by the National and Community Service Act, Public Law 101-610, as amended; Chapter 252, Florida Statutes; and Section 14.29, Florida Statutes.

**III. RESPONSIBILITIES OF THE PARTIES**

**A. FLORIDA COMMISSION ON COMMUNITY SERVICE**

Section 14.29, Florida Statutes, provides for the establishment of policies and procedures relating to the expenditure of funds to develop and facilitate community outreach initiatives, and that such efforts shall be geared towards promoting community service in conjunction with existing programs in an effort to address the state's public safety needs by fostering greater civic responsibility. FCCS is designated as the primary entity on such matters and other issues relating to volunteers and community service.

It is hereby agreed that FCCS will provide the following services in support of the purposes of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288 (Stafford Act), as amended, and the State Emergency Management Act (Chapter 252, Florida Statutes). Unless expressly provided otherwise, FCCS shall perform the activities and responsibilities indicated in this MOU independent of any funding from DEM.

1. Serve as the lead agency for Emergency Support Function (ESF) 15- (Volunteers and Donations), responsible for the coordination of donated goods and services in the aftermath of a disaster, to inventory donations and volunteer services, and to monitor/manage the availability and distribution of volunteers and donations received to assist other ESFs and impacted counties, in cooperation with the State Coordinating Officer.

As lead agency for ESF 15, the Florida Commission on Community Service shall:

- a. Designate an Emergency Coordinating Officer and Alternate Emergency Coordinating Officer and register them with the State Watch Office with 24-hour notification capability.
- b. Coordinate the development, maintenance, and revision of the ESP 15 annex to the State Comprehensive Emergency Management Plan (CEMP), the ESP 15 Standard Operating Procedure (SOP) and support documents, with the ESF 15 support agencies.
- c. Participate in meetings and training with other ESFs as needed to ensure proper coordination and performance.
- d. Provide and/or coordinate staffing, in any actual or mock emergency or disaster, during the activation of the State Emergency Operations Center (SEOC), Forward State Emergency Response Team (FSERT) and any Joint Field Office (JFO), to manage ESF 15 activities.
- e. Assist in the development of training and educational presentations and workshops for county ESF 15 components and local community service programs for interaction with the State ESP 15. FCCS will assist in the development of ESP 15 capabilities in counties where assistance is needed.
- f. Support delivery of training and educational presentations to residents of the State on emergency preparedness for families and businesses.
- g. Identify and recommend preparedness, response, recovery, and mitigation activities that community service programs may conduct before, during and after emergencies at both state and county level (e.g. community outreach to

- survivors, shelter managers, debris removal and cleanup of residential facilities of disabled and elderly survivors, coordination of work activities of other volunteers, damage assessment, inspection and reporting, case management, etc.)
- h. Establish and maintain liaison with the Corporation for National and Community Service (CNCS) regarding performance of activities pursuant to this agreement. Identify, solicit and access resources from CNCS pertinent to the performance of activities contemplated by this MOU.
    - i. Coordinate ESP 15 activities with the Seventh Day Adventist Disaster Services at the Multi-Agency Donations Warehouse (MADW). Assist with the identification of ESP 15 activities for interface with the MADW. DEM will be responsible for the establishment and operational activities of the MADW. Wherever possible, FCCS will support MADW operations to ensure operational success.
    - j. Provide fiscal and program management services for Federal, state and private sources that support ESP 15 and non-governmental organization engagement in preparedness, response, recovery, and mitigation activities. This includes but is not limited to case management programs, disaster expense reimbursement programs and Florida Disaster Fund programs.
    - k. Provide services, to the extent of available resources, to accomplish missions tasked to ESF 15 during activation at State EOC.
  2. Incorporate, into existing and future agreements with subgrantees and project sponsors, language that indicates that members and volunteers of FCCS and its FCCS/Corporation for National and Community Service (CNCS) participating organizations [including, but not limited to: AmeriCorps, AmeriCorps Volunteers in Service to America (VISTA), AmeriCorps National Civilian Community Corps (NCCC), Foster Grandparent, Senior Companion, and Retired Senior Volunteer (RSVP) programs] and other FCCS resources will be made available to be assigned to provide assistance in disaster preparedness, response, recovery, and/or mitigation activities. FCCS will identify programs and projects which could be called upon to assist in the affected areas. FCCS staff and participating organizations providing disaster assistance shall work under the direction and control of their respective participating organization and shall not be considered volunteers to DEM for purposes of Chapter 110, part IV, Florida Statutes. The participating organizations shall work under the overall coordination of the State Coordinating Officer (SCO) appointed by the Governor, in the event a disaster or emergency has been declared, or the Director, DEM, in the event of no declaration.

3. Arrange, through participating organizations, for training, with the assistance of DEM as needed, of FCCS staff and the members and volunteers of the various participating organizations FCCS identifies as available for disaster assistance activities, in: basic disaster preparedness, response, recovery, and mitigation; roles of state and local governments and community relief agencies in disaster preparedness, response, recovery, mitigation; and coordination of such assistance activities.
  
4. Recommend FCCS participating organizations to perform work, under the overall coordination of the SCO, to organize and assist in such disaster in preparedness, response, recovery, and mitigation activities as described below:
  - a. Prepare/distribute meals to disaster assistance workers and survivors;
  - b. Debris removal and clean up of residential facilities of disabled and elderly survivors;
  - c. Compile and distribute information to disaster survivors;
  - d. Arrange for transportation of survivors for health and safety purposes;
  
  - e. Coordinate outreach service activities with other relief agencies, with particular emphasis on the disabled, elderly, children, recent immigrants, and those with poor access to services;
  - f. Assist with placement and tracking of survivors in shelters during evacuations and the placement of survivors in need of long-term post- event housing;
  - g. Coordinate work activities of spontaneous volunteers;
  - h. Provide support at recovery centers to address the needs of survivors with special emphasis on the elderly, children, and disabled;
  
  - i. Canvass community organizations and homes as directed in affected areas to identify survivors with special needs, assist servicing of those needs, and monitoring quality of services rendered and victim satisfaction;
  
  - j. Report on outreach activities to the SCO, state agencies, local CNCS/FCCS programs supplying volunteers and members, and DEM;

- k. Coordinate efforts with other relief agencies as appropriate; and
  - l. Assist local and state emergency management agencies, community organizations, religious groups, local school systems, and the media in promoting disaster preparedness and prevention among families, children, and the public by organizing the distribution of printed and video materials, soliciting participation in interactive video conferences, and undertaking other activities to educate the public in these areas.
5. Coordinate closely with local and state government disaster agencies, ESF 15 support agencies, Florida Voluntary Organizations Active in Disasters (FL VOAD) and its member organizations, other relief organizations, and DEM.
6. Coordinate public information activities with local FCCS/CNCS programs, county emergency management agencies, state agencies, and FEMA.
7. Report on disaster assistance of the various FCCS/CNCS participating organizations and programs to state and federal officials.
8. Travel and operational expenses shall be the initial responsibility of FCCS and FCCS/CNCS participating organizations. For any travel or travel-related expenses to be paid by DEM, DEM approval shall be secured in advance of incurring any expense. In all cases where FCCS or participating organizations intend to seek reimbursement, FCCS and participating organizations shall maintain appropriate financial records and supporting documents in accordance with DEM requirements. Where reimbursement will be provided by or administered through DEM, reimbursement claims shall be submitted to DEM in accordance with DEM instructions. For all participating organizations and volunteers, FCCS shall arrange for training (with the assistance of DEM as needed) in creation and maintenance of appropriate records to support reimbursement from Federal government and other sources for costs incurred performing disaster response and recovery activities.
9. Maintain current contact information for all CNCS supported state service commissions, CNCS state offices and Florida ESF 15 support agencies.
10. Meet annually (or as requested) with representatives of DEM to evaluate progress in the implementation of this agreement and to make revisions to the agreement as deemed necessary.

B. DIVISION OF EMERGENCY MANAGEMENT  
General Responsibilities of DEM

DEM has responsibility with the state government for various emergency management activities. It establishes and maintains a comprehensive and coordinated emergency management capability to support local governments in preparing for, responding to, and recovering from the effects of emergencies and disasters of all types. In carrying-out this responsibility DEM may:

1. Assist local governments with preparedness and mitigation planning to develop capability to respond to, recover from, and mitigate the consequences of, emergencies and disasters.
2. Assess the severity and magnitude of a disaster for which outside assistance is requested by a local government.
3. Issue mission assignments to selected state agencies to provide support to local agencies to meet the needs of disaster survivors.
4. Coordinate the establishment and equipping of disaster field offices for the use of local, state, and Federal agencies for relief and voluntary organizations responding to disaster and recovery needs.
5. Coordinate state agencies disaster preparedness, response, recovery and mitigation activities with those of local and state governments and of private relief organizations.

### Specific Responsibilities of DEM

DEM agrees to:

1. Provide training to or, with DEM's advance approval, reimburse FCCS to provide for training for FCCS participating organizations for the benefit of their members and volunteers assigned to disaster assistance. Training may include basic preparedness, response, recovery, mitigation functions, and how to work productively with state and local government and private relief agencies.
2. Provide training to, or with DEM's advance approval reimburse FCCS to provide training for, FCCS participating organizations and their members and volunteers at the site of disasters in the specific skills and information they will need to perform tasks assigned.
3. Provide office space and furniture, telephone service, facsimile equipment, computers, office materials, to the extent they are available, for FCCS staff assigned to lead FCCS disaster assistance efforts at the SEOC, Florida Volunteer and Donations Call Center and FEMA/State Joint Field Office and for FCCS members and volunteers assigned to work at various disaster assistance offices.



4. Assist in arrangements for the necessary tools and equipment for FCCS participating organizations and their members and volunteers to perform functions assigned to them.
5. Coordinate appropriate mission tasks through ESF 15.
6. Ensure appropriate coordination of public information releases regarding FCCS disaster assistance.
7. Assist FCCS staff and participating organizations in obtaining reimbursement of travel, lodging and meal expenses for staff and participating organization volunteers providing disaster assistance, in accordance with applicable policies, regulations and rules, upon receipt of appropriate claims and supporting documentation. In the event no federal resources are available, then reimburse FCCS staff and specifically identified and participating organization volunteers for travel, lodging and meal expenses approved in advance by DEM for FCCS staff and specifically identified and pre-approved participating organization volunteers providing disaster assistance, in accordance with DEM policies and procedures, upon receipt of appropriate claims and supporting documentation.

#### **IV. PERIOD OF AGREEMENT & MODIFICATION**

This agreement shall be effective from the date it has been signed by representatives of both organizations. Either party may terminate this memorandum of understanding upon provision of 90 days written notice to the other party. This memorandum of understanding may be amended at any time, in writing and with signatures of both parties, upon mutual agreement of the two parties.

#### **V. LIABILITY**

Nothing in this MOU shall be construed to impose on the State of Florida or the Division of Emergency Management any additional liability. Nothing in this MOU may be interpreted as a waiver of State sovereign immunity. Any provision of this MOU that is inconsistent with the State's sovereign immunity statute shall be considered null and void.

#### **VI. NOTICE AND CONTACT**

- A. All notices provided under or pursuant to this MOU shall be in writing, either by hand delivery with a written receipt, or first class, certified mail, return receipt requested, to the representative identified below and said notification attached to the original of this MOU.
- B. The DEM representative for this MOU is:

SERT Chief Division of Emergency  
Management

2555 Shumard Oak Blvd.  
Tallahassee, Florida 32399-2100  
(xxx) xxx-xxxx

- C. The FCCS representative for this MOU is:  
Director of Emergency Management  
Florida Commission on Community Service  
401 South Monroe Street  
Tallahassee, Florida 32301  
(xxx) xxx-xxxx

- D. In the event that different representatives are designated by either party after execution of this MOU, notice of the name, title and address of the new representative will be rendered as provided in Article V.A. above.

**APPENDIX A33:  
California Disaster  
Volunteer Network**

## Disaster Volunteer Network Putting the skills of your trained volunteers to work in California

- The Disaster Volunteer Network (DVN) is an online volunteer management tool – free to emergency managers and to volunteer programs involved in disaster or emergency management.
- The DVN provides both a statewide and local view of public, private, and nonprofit volunteer resources – making it faster and more efficient to locate the volunteer resources needed and putting them to work.
- This new, online solution provides the most up-to-date information and provides an accurate snapshot of volunteer capabilities.

### Potential DVN Users:

#### – Emergency Managers

- Local Government
- State Government
- Tribal Government

#### – Volunteer Program Coordinators

- Government affiliated programs, e.g. Citizen Corps programs
- Nonprofit programs
- Community-based programs
- Faith-based programs
- Community college programs
- Private sector programs

Last Name	First Name	Status	Actions	
Jackson	Mary	Deployed	Edit	Demobilize/Update Deployment
Brook	James	Deployed	Edit	Demobilize/Update Deployment
Chang	Peter	Available	Edit	Deploy
Erickson	Judy	Available	Edit	Deploy
Greendale	Catherine	Deployed	Edit	Demobilize/Update Deployment
Hackly	Cindy	Deployed	Edit	Demobilize/Update Deployment

# DISASTER SERVICES START-UP GUIDE

## Benefits:

- Free
- Easy-to-use
- Up-to-date information on volunteers

## DVN Features:

- A tool for volunteer programs to manage their volunteers and events on a daily basis
- A directory of volunteer programs with information about how to contact them
- A search engine to quickly identify specified volunteer resources, programs, and contact information
- A reporting tool for volunteer programs and emergency managers
- A snapshot of volunteer resources in the State of California

## Accessibility:

Users can access the DVN through any computer with an internet connection and an internet browser (i.e. Internet Explorer, Safari, and Firefox). The DVN does not require any software purchase or download.

EMail	Photo	Name	Status	General Skills	Availability	Languages	Access and Functional Needs	Details/Edit
<input type="checkbox"/>		Brook, James	Deployed	Veterinary CERT Basic	Disaster Events	English Spanish		<a href="#">View Registration</a> <a href="#">Demobilize/Update</a>
<input type="checkbox"/>		Chang, Peter	Available	Animal Handler Food Preparation Donations Management Pantry Operations POD Transportation Warehouse Operations	Disaster Monday 08:00 - 22:00 Tuesday 08:00 - 18:00 Friday 18:00 - 23:00 Saturday 07:00 - 23:00 Sunday 09:00 - 23:00 Holidays 09:00 - 23:00 Events Availability All	English Cantonese Mandarin		<a href="#">View Registration</a> <a href="#">Deploy</a>
<input type="checkbox"/>		Erickson, Judy	Available	Information Technology Volunteer Management	Disaster Availability All Events Availability All	English Spanish Portuguese	Weight Lifting Limitations	<a href="#">View Registration</a> <a href="#">Deploy</a>
<input type="checkbox"/>		Greendale, Catherine	Deployed	Communications Volunteer Management Donations Management	Disaster Saturday 08:00 - 23:00 Sunday 08:00 - 23:00 Events Saturday 08:00 - 23:00 Sunday 08:00 - 23:00	English Dutch		<a href="#">View Registration</a> <a href="#">Demobilize/Update</a>
<input type="checkbox"/>		Hackly, Cindy	Deployed	Shelter Management Support Donations Management Warehouse Operations	Disaster Monday 03:00 - 04:00 Events	English Spanish Cantonese		<a href="#">View Registration</a> <a href="#">Demobilize/Update</a>
<input type="checkbox"/>		Jackson, Mary	Deployed	Administration Support Volunteer Management	Disaster Events	English French		<a href="#">View Registration</a> <a href="#">Demobilize/Update</a>
<input type="checkbox"/>		Jackson, Thomas	Inactive	Fire Prevention	Disaster Events	English Dutch Russian		<a href="#">View Registration</a> <a href="#">Demobilize/Update</a>



Register today at [www.californiavolunteers.org](http://www.californiavolunteers.org)

## GLOSSARY

**ASC** – America’s Service Commissions

**CERT** – Citizen Emergency Response Team

**CNCS** - Corporation for National and Community Service

**COAD** – Community Organization Active in Disaster

**Commission** – State Service Commission

**COOP** – Continuity of Operations Plan

**DRCA** – Disaster Response Cooperative Agreement

**DSU** – Disaster Services Unit – CNCS department with agency-wide responsibility for coordinating and surveying disaster related activity.

**EMA** – Emergency Management Agency can refer to either county or state agency

**EOC** – Emergency Operations Center

**ESF** – Emergency Support Function

**FEMA** – Federal Emergency Management Agency

Grantee – An organization or agency receiving CNCS grant funds

**ICS** – Incident Command System is a standardized, on-scene, all-hazards incident management approach used by EMAs and FEMA to respond to disaster and other types of incidents.

**JFO** - Joint Field Office

**LTRC** – Long Term Recovery Committees are multi-agency groups that form in the wake of disaster to collaborate and oversee a community’s full recovery. They typically convene on a regular basis to pair community needs with the resources that each agency can bring to the table, and often collaborate or constitute disaster case management.

**MOA** – Memorandum of Agreement a document written between parties to cooperate on an agreed upon project or meet an agreed objective.

**MOU** – Memorandum of Understanding a document describing a bilateral or multilateral agreement between parties. It expresses a convergence of will between the parties, indicating an intended common line of action.

**RSF** – Recovery Support Function

**SEOC** – State Emergency Operations Center

**Sub-Grantee** – An organization or agency receiving CNCS grant funds through a grantee

**SUV** – Spontaneous Unaffiliated Volunteer

**VAL** – Voluntary Agency Liaison - FEMA staff who are the primary point of contact for nonprofit and faith based groups with the agency.

**VOAD** – Voluntary Organization Active in Disaster

**VRC** – Volunteer Reception Center