Long-Term Disaster Recovery Handbook for Sonoma County Community Organizations Active in Disaster (COAD)

A quick reference guide from the charter members of Rebuilding Our Community (ROC) Sonoma County

Version 1, April 2020

Contents

Introduction: A short history of long-term recovery in Sonoma County

Prior to October 2017, Sonoma County had not experienced a disaster on the scale of the wildfires that ravaged the community since the Hanley Fire of 1964. We were not prepared for the enormity of the response, relief, recovery, and rebuilding processes that would be necessary to heal. In the immediate weeks following the devastation, the Sonoma County VOAD (Volunteer Organizations Active in a Disaster) organized an initial meeting, gathered partners, and initiated a long-term recovery group: Rebuilding Our Community (ROC) Sonoma County. ROC created and activated its "one-stop shop" to offer resources to fire survivors from the beginning stages to long-term recovery. It is the first and only long-term recovery group in Sonoma County made up of non-governmental organizations.

Anchored by 60 local nonprofit and faith-based organizations, and nurtured by generous philanthropy and supportive local government relationships, ROC has been an undeniable presence in the recovery effort. With ROC's mission near completion, Sonoma County long-term recovery operations will transition to the Long-Term Recovery Committee of the Sonoma County COAD (Community Organizations Active in Disaster).

Disasters are inevitable and Sonoma County must be prepared the next time disaster strikes. The Sonoma County COAD now serves as the advisory organization that serves to encourage more effective service to people affected by disaster through preparation, communication, coordination, cooperation, collaboration, convening mechanisms, and outreach. With the help of community partners, the COAD will take actions to become more resilient.

Experience is the worst teacher – it gives the test before presenting the lesson. —
Vernon Law

How to use this handbook

The purpose of this handbook is to help guide those involved with standing up a long-term recovery group (LTRG) after a disaster. Its structure derives from the *National Voluntary Organizations Active in Disaster (VOAD) Long Term Recovery Guide*, but its content is built upon the experiences and knowledge of those who were active in long-term recovery after the 2017 Sonoma County wildfires. Although the content here is geared toward the Sonoma County experience, the best practices and guidance can aid other cities, counties, and states. The handbook is not meant to be read cover-to-cover, but rather to serve as a reference in standing up a long-term recovery group.

The terms "long-term recovery group", "LTRG", and "ROC" are used synonymously throughout the handbook.

- It will help you prepare for disaster and guide your activation plan. This quick-reference of best practices, pitfall avoidance, and planning suggestions can streamline long-term recovery development and operation.

- The content is geographically relevant and gives personal accounts from those who experienced starting the first long-term recovery group in Sonoma County.

- Addresses the challenges of decision making in a long-term recovery group collaborative framework.

- Provides ready availability to pertinent documents, forms, and documents that were developed for use after the 2017 Sonoma County wildfires so you don't have to.

- Provides a guide to pertinent government and agency contacts.

HOW THIS HANDBOOK IS STREAMLINED TO PUT GUIDELINES AT YOUR FINGERTIPS

- Unlike the *National Voluntary Organizations Active in Disaster (VOAD) Long Term Recovery Guide,* this handbook omits tactical details, but provides links to the VOAD guide.

- Standard operating procedures are left to Sonoma County COAD (Community Organizations Action in Disaster) activation plans, which include a Long-Term Recovery Committee activation plan.

- It does not cover procedures and training information for professions mentioned, but some of that information is included in the Appendices.

- Most information is presented in bulleted form to help you quickly find what you need.

Handbook maintenance

The Long-Term Disaster Recovery Handbook for Sonoma County Community Organizations Active in Disaster (COAD) is a living document that will be maintained by the COAD's Long-Term Recovery Committee. The process for maintaining the Handbook will ensure that all users and stakeholders are given the opportunity to contribute to its content. The maintenance process will rely on lessons learned from disaster preparedness activities and actual incidents, as well as recognized best practices across functional disciplines.

Chapter 1: Disasters and long-term recovery

This handbook follows the ideologies set forth in the *National Voluntary Organizations Active in Disaster (VOAD) Long Term Recovery Guide*. As such it is appropriate to briefly revisit basic terms and definitions about disasters used by the National VOAD. See "Appendix A: Common terms and definitions" for a more comprehensive collection.

Disaster is a natural or human-caused incident that disrupts normal life, causing physical and/or emotional trauma and/or damage to property and/or community infrastructure. Disasters may include hurricane, tornado, wind storm, flood, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snow or ice storm, wildfire, explosion, acts of public violence or terrorism, or other human caused or technological events involving toxic and/or radiological materials, etc.

Recovery is the period following a disaster and the community's early response to that disaster, whereby things return to a new normal. After neighbors move from shock to action, communities organize by implementing plans and structures aimed at bringing help to affected individuals and families in a holistic, integrated process that brings needed resources to the most vulnerable. Recovery following each disaster is unique and may last weeks or years. Disasters are never welcome, but they give communities an opportunity to build back stronger. Often, damages sustained in disaster can be prevented from recurring by implementing a long-term recovery strategy grounded in risk reduction analysis and mitigation.

Phases of disaster

Communities are always in one of the phases of disaster, which often overlap or intertwine—preparedness, response, recovery and mitigation.

Recovery
Actions taken after an emergency to restore and resume normal operations

Mitigation
Efforts to reduce the effects or risks associated with hazards

Response
Actions taken during an emergency to save lives, property, and the environment

Preparedness
Actions taken prior to an emergency to facilitate response and promote readiness

Continuity
Actions taken to protect the campus mission from disruption. Continuity influences all four planning phases of Emergency Management

LOCAL PUBLIC HEALTH INSTITUTE OF MASSACHUSETTS

The Institute of Geological and Nuclear Sciences Limited of New Zealand explored disaster recovery after the 2011 earthquakes in Christchurch. Their research elaborated on the phases of disaster and took a slightly different view, as illustrated in the following figure.
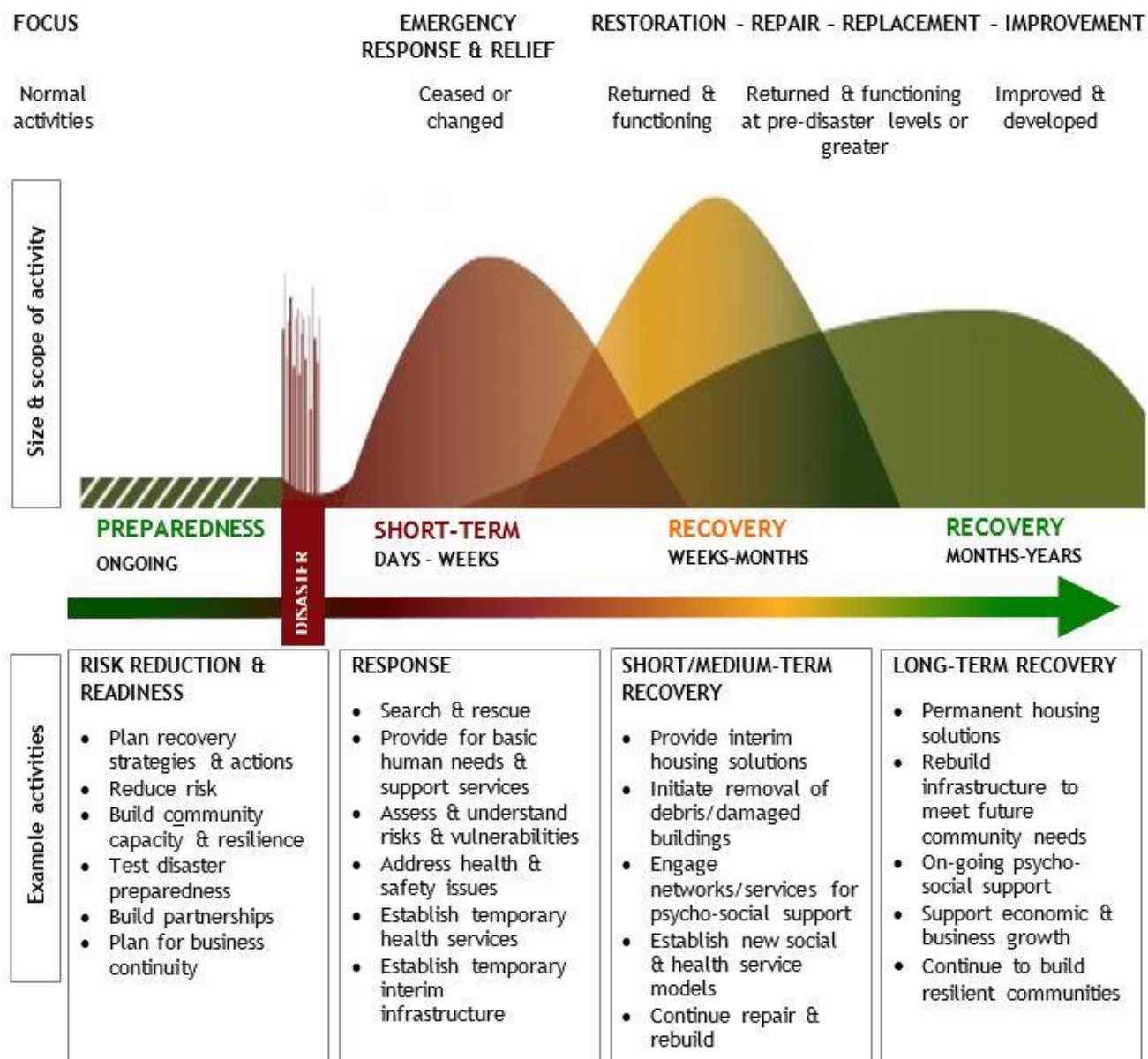
RECOVERY CONTINUUM – EXAMPLE ACTIVITIES BY PHASE (ADAPTED FROM CERA, 2012; FEMA, 2011 & JACOB ET AL., 2008)

See also "Chapter 1: Disasters and Long Term Recovery" in the *National VOAD Long-Term Recovery Guide* (www.nvoad.org/mdocs-posts/long-term-recovery-guide/) for additional descriptions of the disaster phases.

Government's role in long-term recovery

Readers of this handbook will likely understand how and why the state and federal governments issue disaster declarations. Whether a disaster is undeclared, locally-declared, state-declared, or federally declared, the local government is a vital member of the long-term recovery group's plans and operations. This became abundantly clear by Rebuilding Our Community (ROC) Sonoma County and local government officials throughout 2017 wildfire recovery efforts.

This section shares experiences and thoughts of ROC members who represent the City of Santa Rosa and Sonoma County's Office of Recovery and Resiliency.

MOST SIGNIFICANT DISASTER RESPONSE WORK DONE BY THE LONG-TERM RECOVERY GROUP

- Both city and county members named Disaster Case Management (DCM) as the most beneficial part of their ROC partnership in guiding the government's recovery activities for the following reasons:
  - Availability of data that showed vulnerability levels allowed local government to focus resources accordingly. It especially helped identify the most vulnerable survivors, especially those in FEMA direct housing. The data also helped identify renters who needed assistance and those who were leaving the area. (See "Chapter 4: Disaster Case Management in Long-Term Recovery" for definitions of vulnerability levels.)
  - Another benefit of sharing survivor data after the 2017 fires was that ROC identified the most vulnerable populations and were able to initiate ADU (accessory dwelling units) conversion action. The ROC Housing Committee made the process almost turnkey and were able to further the program the city had previously started. ROC also identified the funding needs for garage conversions. This level of collaboration must continue.
  - ROC leadership occasionally attended the City Council and Build/Rebuild subcommittee meetings to present survivor data and gather information. This collaboration informed the work of all attendees.
  - The city and county were much better able to assist undocumented citizens with ROC's data and the assistance of DCMs.
- Creating a system to manage casework through the ROC committees gave members better focus. The committee structure fostered knowledge sharing and improved productivity. It helped ROC members understand what it takes to be an effective LTRG.
- FEMA issues were prevalent. In addition to data, ROC provided first-hand knowledge about recovery status that was vital for a number of FEMA issues. Of particular note was ROC's support and coordination of the FEMA direct housing extension. This was a textbook example of comprehensive collaboration across the ROC Executive Committee, the city, and the county.
- The ROC Resource Center was important for both survivors and those involved with recovery support, such as ROC partners, agency connections, volunteers, and government members.
- In subsequent undeclared events (PSPS events, 2019 floods, and Kincade Fire), lessons learned by ROC were applied to awareness and communication activities with positive results. These were important experiences for future disaster planning, as state and federal government assistance diminishes after a community has recovered from multiple incidents. The local capacity of communities who have recovered from past disasters are assessed more stringently, meaning a state or federal declaration is less likely with smaller incidents.

The emergency management system in the United States depends on the ability of local government to provide the first level of response. If the magnitude of the incident requires a response/recovery effort that exceeds the resources of the community, local government may request assistance from the next level of government.

OVERALL INTERFACE BETWEEN LOCAL GOVERNMENT AND THE LONG-TERM RECOVERY GROUP

Mayor Tom Schwedhelm shared these thoughts about ongoing engagement between the City of Santa Rosa and ROC:

- ◦ Continue to include an elected official on the ROC Executive Committee. It's important to have a city staff person that's actively engaged with the community to help ROC "connect the dots" and champion ROC's influence in the city's recovery-related decisions.

- ◦ City Council members have a broad view of disaster activities, which can be helpful to ROC in connecting people and resources. This can reduce duplication of effort and aid in equitable disbursement of funds. Next time with relationships and procedures now in place, we should be even better at serving the most vulnerable survivors first.

- ◦ The COAD and ROC must be ready to engage with whoever holds pertinent government positions during the preparation phase and be ready to do so at any time. For example, COAD/ROC should brief a new mayor promptly after they take office.

Commitment for emergency preparedness has to be renewed whenever government officials or councils change

- ◦ Continue coordination and support activities during future disasters as appropriate (e.g., LAC, ROC Resource Center, and DCM).

- ◦ We should be advocating for the COAD and long-term recovery preparedness with local state senators and other legislators now.

- ◦ Encourage communities to establish or keep active Citizens Organized to Prepare for Emergencies (COPE) and May Your Neighborhood groups. These groups have both been successful models for neighborhood preparedness and resilience. The COPE groups in Sonoma County that we are aware of include:

  - - COPE Fitch Mountain (fitchmtn.org/cope.html)

  - - COPE Northern Sonoma County (copenorthernsonomacounty.com/)

  - - COPE Oakmont (oakmontvillage.com/emergency-medical/emergency-preparedness/)

  The only Map Your Neighborhood group in Sonoma County at the time of this handbook's publication is in Sebastopol (sebastopolcert.org/map-your-neighborhood).

- ◦ Engage with the city's Community Engagement Manager to promote neighborhood gatherings throughout the year.

Bringing communities together ties into preparedness. For example, the Coffey Park event that brought neighbors together to make positive, collaborative decisions about the new park's design built trust and created a tighter neighborhood bond.

John Kessel, Sonoma County Office of Recovery and Resiliency, became an active ROC member and supporter in early 2018. He provided these observations from the County's perspective about interacting with the long-term recovery group:

◦ Interaction with ROC leadership is invaluable. The relationship and working side-by-side made a big difference in effective recovery operations.

◦ The County had a seat at the table with ROC early on. It's important that this connection be a part of the long-term recovery group's activation plan.

◦ Trust was developed through continuous dialog, which allowed for greater shared vision, advocacy, and coordinated efforts. For example, in a particular call with FEMA, there was mutual trust between County and ROC participants to be on the call and to speak openly with each other, which created a better working relationship. This practice should continue.

◦ Given the difficulty in getting survivor demographics from FEMA, it's important to have shared and coordinated data and services between service providers (both nonprofits and government programs). This can be aided by having a standardized intake form that is coordinated with the LAC form, which was partially completed after the Kincade fire.

◦ Roles were often ad hoc rather than formal when ROC started. Suggest that the COAD formalize roles and processes that include the working relationship with the County during the preparedness phase. This will make both sides more nimble when activation occurs. Including someone with a broad focus from the County Administrator's office is advisable.

We can't assume that people will come together like they did with the 2019 floods and Kincade fires. The process "has to be constitutionalized not individualized."

Resources

"Chapter 1: Disasters and Long Term Recovery" in the *National VOAD Long-Term Recovery Guide* (www.nvoad.org/mdocs-posts/long-term-recovery-guide/)

"A Framework for Exploring the Role of Business in Community Recovery Following Disasters" (www.massey.ac.nz/massey/fms/Colleges/College%20of%20Humanities%20and%20Social%20Sciences/Psychology/Disasters/pubs/GNS/2015/SR_2015-062.pdf)

Chapter 2: Organizing a long-term recovery group

Just days after the October 2017 Sonoma County wildfires, local FEMA and Cal OES representatives introduced the concept of a long-term recovery group (LTRG) to community members from nonprofit, faith-based, government, business, and other local organizations who wanted to help people recover from this disaster. This knowledge gave these early organizing partners a foundation from which to build ROC Sonoma County. They were united by a single mission: to assist individuals and families whose lives had been affected by the 2017 wildfire, and guide them in their post-disaster recovery. The experiences of early ROC members serve to guide those who come together in the face of future disasters.

Early organizing partners

Local FEMA Voluntary Agency Liaison (VAL) and Cal OES representatives organized the first few gatherings of community members likely to be involved in disaster recovery. During this time, the LTRG began to coalesce.

WHAT WORKED

- ◦ FEMA and Cal OES explained that a LTRG was needed and educated attendees about the purpose and operation of such a group. This included initiating the formation of 10 committees, based on the structure recommended by the National VOAD, as well as installing two co-chairs for the LTRG.

- ◦ In early November 2017, the LTRG co-chairs held a follow-up meeting for potential Executive Committee members and officers were selected. The timely establishment of a leadership team set the foundation for forward progress. ROC was very fortunate to have some of the right people at the table at this early stage.

COULD BE BETTER

- ◦ In the beginning, everyone showed up to participate. One partner advised that, "if you're not bringing money, personnel, or materials to the table, you shouldn't be on LTR Committee."

- ◦ Executive Committee members were not all at the same organizational level, which affected the team's ability to make timely decisions. Executive Committee members must be able to represent their organizations with full decision-making capabilities.

- ◦ The political nature of the original organizing of the group created delays in meeting needs of clients. Everyone wanted to participate. Clear communication and transparency in vetting potential Executive Committee members is essential.

"Norming, storming, performing – was so true. Encourage people not to get discouraged during the 'storming' part of recovery. It's a necessary phase. We're all people who get tired. You need to allow for that."

Getting partners in place

Once the initial foundation was in place, the early organizing partners could move to the next step in formalizing ROC partnership. You will see some conflicting views in the shared experiences that follow based on observations from different vantage points.

WHAT WORKED

- ◦ Weekly meetings with the emerging Executive Committee hastened committee chair placement and operation. General meetings began, where attendees were encouraged to sign up for committees.

- ◦ Finding the right roles for city and county staff members, and including them on the Executive Committee from the beginning was essential.

> *"Adam always got people to show up. Having a strong leader is huge – someone with integrity, who is composed, and reminds us why we're there."*

- ◦ FEMA and Cal OES involvement gave the LTRG credibility both within the group itself and to the public. It showed that ROC was authorized and sanctioned by those federal and state agencies.

COULD BE BETTER

- ◦ The decision-making process was fraught with challenges. Sometimes the shared leadership model slowed progress. But the most significant thing that hampered decision-making was a lack of complete and accurate data from the agencies. While the Executive Committee brought in a consultant to help operationalize the decision-making process, it was rather late in the recovery. This process should have been defined at the beginning.

- ◦ At the beginning, all ROC leaders took on multiple responsibilities. When there is a disaster on the scale of 2017, there will always be a time period when this is the case. However, we now understand the steps required after a sizable disaster. For example, we know that we will need a LTRG, a chairperson, administrative staff, a location, funders, and a commitment for a 3-5 year plan.

- ◦ The most difficult part of the LTRG's operation has been developing and maintaining a functional Communications Committee led by and consisting of members with pertinent skillsets. There are a number of ways the COAD's LTR Committee could support a fully functional, well-prepared Communications Committee. For example:

  - Secure resources to hire contractors within the first few days of a disaster and include these contractors in preparedness activities. If the COAD becomes a 501c3, they could fundraise for these resources.

  - One of the member organizations could commit to assigning a communications person, whose job description includes disaster communications (this would become part of that member's donation to recovery work).

Regardless of the steps taken to mobilize a functional communications team after a disaster, Communications Committee success is more likely with a leader who has pertinent experience with managing, organizing, and implementing a communications strategy.

◦ Donations management functions never got incorporated into ROC's operations. This happened because of the strength of a number of grassroots organizations, who possessed much passion and energy. ROC didn't have the opportunity to support them well and they were not interested in working with larger donation managements groups, as they thought they'd be slowed down. This resulted in a gap in ROC's operations.

◦ The referrals process could have been improved by separating emotional and spiritual assistance between accredited professionals and unaccredited practitioners. Viewing all emotional and spiritual practitioners as one group left a gap in ROC's connections with some professional organizations. It would have been better to distinguish between these two groups as they became involved with ROC to help identify these gaps.

The ROC Resource Center was a game-changer. One member stated that, "once there was a location, ROC was legitimized."

NEXT TIME

◦ Take the necessary time to develop LTR Committees during the preparation phase. Vet potential leaders to find the most suitable person, create solid activation plans, and recruit committed, properly experienced committee members. No matter how much we prepare, when disaster strikes there will inevitably be some degree of chaos. There is much we can do to minimize it.

Developing the mission statement

The ROC Executive Committee was clear about their mission from the start.

ROC Sonoma County is a collaborative network that addresses the long-term recovery needs related to the disastrous 2017 Sonoma County Fires.

Once the Committee defined ROC's public image, the mission statement wrote itself. These elements describe ROC's mission:

◦ Focused on disaster-related assistance for individuals and families

◦ Not part of FEMA, any other government organization, or a small business

◦ Returning people to the lives they had before the fires

◦ A long-term recovery group responding to a specific disaster

Setting up the structure of the LTRG

Guidance from the *National VOAD Long-Term Recovery Guide* influenced the structure of ROC. The Executive Committee was in unfamiliar territory, so were grateful for this helpful resource.

WHAT WORKED

- ◦ The major decision to have co-chairs impacted the growth and development of ROC. There were 10 committees in the beginning – a lot for a volunteer leader to manage – so the shared responsibilities made it possible to draw on each co-chair's strengths and balance the workload.

- ◦ Catholic Charities provided IT infrastructure for disaster case management and oversight of DCMs and case workers that was used across agencies during both emergency and long-term recovery phases.

- ◦ Community Action Partnership provided meeting space, office space, personnel, and personnel management to ROC.

- ◦ Red Cross continued to participate with and support ROC beyond the emergency shelter activities.

- ◦ Community Foundation Sonoma County and Redwood Credit Union provided channels for money to flow from individual and corporate donors through ROC to fire survivors.

- ◦ Eventually the walk-in ROC Resource Center provided drop-in services for survivors seeking help, office space for appointments with DCMs and case workers, and conference spaces for client-related events, interagency meetings, and ROC committee meetings.

COULD BE BETTER

- ◦ As ROC was the first Sonoma County LTRG, getting it fully operational was understandably time-consuming. From the perspective of outsiders, it seemed that an inordinate amount of time was spent on administrative tasks, which delayed service provision through ROC. Fortunately, many of the established member agencies and spontaneous citizen groups were able to provide services without ROC's authorization. Current preplanning activities should serve to eliminate these growing pains in the future.

- ◦ The choice of committee leaders who can meet their responsibilities in the LTRG while performing their regular jobs is crucial. This balance of responsibilities directly affected ROC's success in cases where we lacked the bandwidth to establish relationships with certain organizations. Committee leaders must have the skills to delegate tasks and monitor progress toward meeting goals.

It is important for the LTRG to provide adequate support to a member agency that assumes responsibility for a FEMA contract. In February 2018, FEMA funding for DCM services in Sonoma County was secured by a ROC partner agency. This lead agency was then responsible for all aspects of managing the contract, which will not be enumerated in this handbook, but the responsibility was significant and presented time and resources challenges that resulted in the delay of DCM service startup. The lessons learned from managing a FEMA contract should result in a more coordinated program when the next LTRG enters into such a contract.

◦ Agencies were overwhelmed by the enormity of the recovery operation and the long-term commitment required of staff members who were asked to take on roles with ROC. This created stress, internal tension, and staff turnover in many organizations, which disrupted ROC's operational flow.

◦ There was no established and active COAD in place in 2017, which made ROC partners feel like they were starting from scratch. ROC operations took place "in the margins" of agencies. This should be minimized going forward given the ongoing work of the Sonoma County COAD and its LTR Committee.

◦ It's important to have a clear organizational structure for future LTRG's before they begin, including clearly defined roles and responsibilities for the Executive Committee. Unfortunately that did not happen when ROC was formed to respond to the 2017 wildfires. It's also important for everyone to recognize that there may be situations in which a decision cannot be agreed upon by all members of the Executive Committee. In those cases, the Chairperson of the LTRG should be given bottom line decision-making authority so that the overall operations of the recovery program can proceed in a timely manner. This guidance harkens back to adequate vetting of leaders and clear, transparent communications.

NEXT TIME

◦ Develop and maintain strong relationships with the Sonoma County Office of Education (SCOE), the Superintendent of Schools, and principals of schools in neighborhoods that were particularly hard hit by the disaster. Key personnel in the educational infrastructure, such as school social workers, may be helpful in identifying children of potential clients and communicating information about services and funding that the LTRG can provide to eligible parents of those students. The data collected from educational resources may also be helpful in reconciling overall LTRG data.

◦ The LTRG Executive Committee can proactively monitor committee effectiveness, determine whether committee chairs are able to fulfill their duties, and take appropriate action if a committee is not functioning properly.

◦ The COAD LTR Committee must focus its attention on leadership development for the Donations Management and Communications Committees that will be in place for the next LTRG that stands up.

Establishing policies and framework of governance

As defined in ROC's mission statement, the group's focus was to assist individuals and families who were affected by the 2017 fires. That served as the basis of ROC's established policies. With regard to governance, ROC's Executive Committee held responsibility for setting the group's direction and providing oversight of the committees.

Discussions about developing the Executive Committee and identifying committee leads is discussed earlier in this chapter and throughout the handbook, but these important topics fall into group governance as well. Here we share experiences from ROC leaders and partners.

WHAT WORKED

- ◦ Developed a partner agreement early on to ensure consistency and cohesiveness across partner organizations.

- ◦ ROC's governance was guided by frameworks established by other groups, such as the National VOAD and FEMA. ROC also adopted policies and procedures from some of the larger mature member organizations, as this was the only way they could participate.

- ◦ Discussions with the other nine California LTRGs helped ROC manage certain operations, such as suspension of additional living expenses (ALE). They also helped ROC understand how state law impacts LTRGs, which provided relevant perspective, as opposed to working with groups outside of California.

Insurance companies use the term ALE to describe costs of living that are incurred by the policyholder should they be temporarily displaced from their place of residence.

COULD BE BETTER

- ◦ Ensure consistent and frequent communication between long-term recovery committees. This may seem obvious, but when faced with the challenges of a disaster, it is easy to operate in a vacuum. Consistent communication across committees is vital to a cohesive recovery operation. For example:
  - - If the Housing Committee is developing guidelines that determine the eligibility of a client to receive rental assistance, it is important to include the Disaster Case Management Committee in those discussions to ensure clear and consistent client communications.
  - - If the Volunteer Committee is creating volunteer recruitment plans, it is important to include the committees that will be using volunteers in the planning process.

- ◦ FEMA deadlines were disruptive and a major cause of inadequate data sharing between service providers and the Executive Committee.

- ◦ A major challenge that slowed progress was ROC's inability to select common communication platforms and get complete, accurate data to share. As a result, many community members didn't know about ROC because the Executive Committee struggled to develop cohesive messaging. This challenge is covered more broadly in "Chapter 7: Communications."

◦ The lessons learned from collaboration across agencies should support a rigorous effort to build shared infrastructure that readily supports shared systems and data. For example, an open-source spreadsheet (such as a Google Sheet) outlining the documentation required by clients to receive services offered by each participating agency could be readily available to DCMs and clients.

◦ ROC did not prioritize the establishment of its own policies and procedures. Policy accountability has come primarily from the partner organizations. Strengthening this area in the future would help with sustainability, liability, and equitability across LTRG member agencies. Working with other California LTRGs would be helpful in guiding that process.

◦ At the beginning, DCM and volunteer training happened on an ad hoc basis. Once the FEMA contract was in place to fund DCM, some 5 months after the disaster, a more robust training regime was developed and delivered to all agencies performing disaster case management. Training new DCMs as they are hired would result in the ability to execute case management from the onset of a disaster.

◦ With regard to casework and volunteer training, it would be very helpful to have a COAD Volunteer training program. Such a program would be part of the preparedness phase and ensure the availability of trained disaster volunteers and caseworkers at all times. These people would be available during emergencies to assist partner agency employees with their normal duties or take on new roles as needed during such events.

◦ LTRG responsibility should include maintaining relationships with LTRGs in other California counties. Encourage Cal OES and FEMA regional representative to use their authority to convene such interactions as a good way to support a healthy infrastructure of LTRGs in California. The Sonoma County COAD could foster this activity.

Handling financial resources

ROC made the decision early on to use a fiscal agent rather than becoming a 501c3 nonprofit, which would have slowed operations considerably. ROC was fortunate that Lutheran Social Services (LSS) was willing to serve as ROC's fiscal agent.

WHAT WORKED

◦ Using a fiscal agent worked well in a number of ways. The fiscal agent:

- Managed record-keeping, financial reporting, and insurance

- Had internal safeguards and record protection procedures

- Protected the Executive Committee from liability issues

- Eliminated the need for the LTRG to have directors and other formal constructs required by a 501c3

ROC was also fortunate to have established funding partners who managed finances that did not flow through LSS, such as smaller grants for temporary housing, furniture, and so on.

NEXT TIME

◦ Take time to learn the specifics around disaster relief financing. The rules for handling finances for disaster related relief are unique and different from other kinds of philanthropy. At the

beginning, the focus will be on getting goods and some services out to people. Later in the recovery phase, it is essential to carefully track finances to verify that philanthropic funds are going to disaster relief, which is held to a much higher standard for IRS reporting. See also "Chapter 10: Financial controls and reporting".

Developing bylaws

Bylaws help identify how the LTRG intends to operate organizationally and how it will relate to the larger community. Its most important purpose is defining the governance structure for the LTRG.
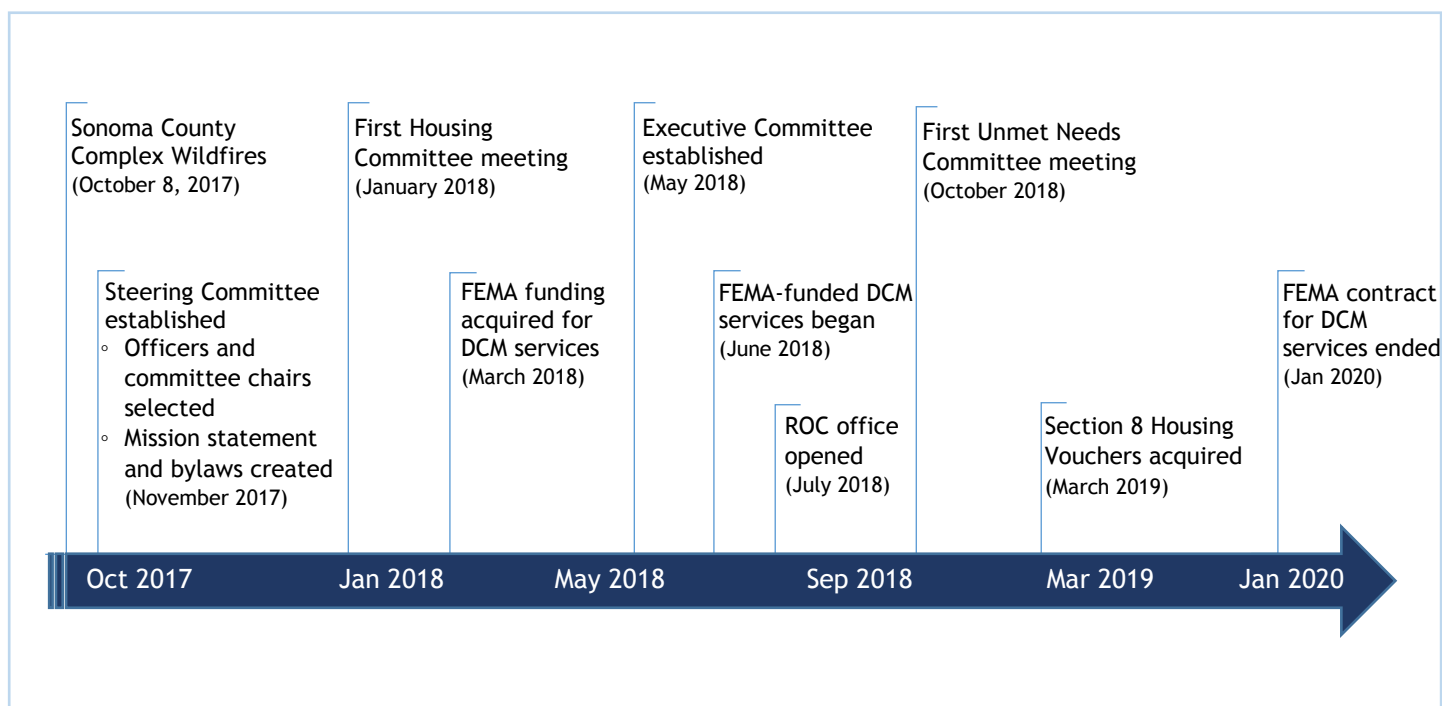
- ◦ ROC made the decision to use bylaw content created by other LTRGs, so the process was relatively quick.

- ◦ ROC reviewed the bylaws regularly. They updated the bylaws when co-chairs were created, when the committee structure changed, and when Kincade Fire assistance was added to the mission.

Measuring and evaluating results

The National VOAD advises that monitoring your program and evaluating results regularly will ensure the ongoing success of the LTRG. In addition to confirming that progress is being made, it will also help to encourage support from donors and continued community involvement, and will provide data that will be useful for planning future possible responses. Program results can include the following:

- ◦ Number of families receiving help through your LTRG

- ◦ Number of families returned to safe and secure permanent housing

- ◦ Decreased vulnerability in the community

- ◦ Increased community resilience, etc.

There was no non-governmental Sonoma County LTRG prior to 2017, so the challenges to get ROC functioning were substantial. It was helpful to have access to data that showed ROC's rate of progress was similar and sometimes faster than other LTRGs. The chart below illustrates how ROC progressed and when key milestones were achieved.

Sonoma County Complex Wildfires (October 8, 2017)

First Housing Committee meeting (January 2018)

Executive Committee established (May 2018)

First Unmet Needs Committee meeting (October 2018)

Steering Committee established
◦ Officers and committee chairs selected
◦ Mission statement and bylaws created (November 2017)

FEMA funding acquired for DCM services (March 2018)

FEMA-funded DCM services began (June 2018)

FEMA contract for DCM services ended (Jan 2020)

ROC office opened (July 2018)

Section 8 Housing Vouchers acquired (March 2019)

Oct 2017 — Jan 2018 — May 2018 — Sep 2018 — Mar 2019 — Jan 2020

REBUILDING OUR COMMUNITY (ROC) LONG-TERM RECOVERY GROUP KEY MILESTONES

Resources

◦ Chapter 2: Organizing a Long Term Recovery Group in the *National VOAD Long-Term Recovery Guide* (www.nvoad.org/mdocs-posts/long-term-recovery-guide/)

Chapter 3: Housing in long-term recovery

Housing-related issues represent perhaps the most important and challenging aspect of disaster recovery. The ROC Housing Committee forged complicated and difficult paths in its quest to secure housing for thousands of community members affected by the 2017 Sonoma County fires. Here we discuss some of their experiences.

Housing strategy

As part of its preparedness phase, the LTRG must develop a housing strategy that accounts for emergency, temporary, transitional, and permanent housing solutions that span the needs of renters and owners. Here are thoughts about housing strategies that arose as part of ROC's collaboration.

WHAT WORKED

- ◦ The strength and support of ROC partners provided a solid foundation from which the Housing Committee could operate. Working with what is essentially a group of volunteers was energizing and positive.

- ◦ We were able to secure and distribute 33 section 8 HUD vouchers to fire-affected people. There are still vouchers available because applicants have left the system themselves or been denied.

Another important reason we still have housing vouchers is that many people are unaware of the rental assistance provided by ROC. ROC needs a more vocal, visual presence in the community.

NEXT TIME

- ◦ It is recommended that the COAD's LTR Committee work to influence a countywide government policy to accommodate alternative housing options when a state of emergency is declared. This policy should eliminate or reduce liability of organizations that enable such housing, allowing flexibility in caring for the community.

- ◦ With the Kincade fire, organizers had days to get organized. This was not the case in 2017 and may not be the case next time. Preparedness and a robust action plan are essential.

- ◦ Agencies need to work collaboratively to agree on roles for the next disaster. This can include identifying a movable source of housing and warehouse space in advance. Relying on FEMA is suboptimal.

In an ideal world, we would have 500 containers kitted out as living spaces and a warehouse with emergency supplies ready to go.

Attaining housing goals

A key consideration for achieving housing recovery goals after a disaster must include a strategy to effectively blend federal, state, nonprofit, insurance-based, private sector financing, and other potential sources of housing assistance. The following observations were shared by ROC's Housing Committee lead.

COULD BE BETTER

- ◦ Housing regulations imposed by the local government hampered efforts to provide housing after the 2017 fires. For example, when a parking lot was donated that could have accommodated enough trailers to house more than 70 people, the refusal by city officials to override zoning rules prevented its use. There was no possible workaround for this obstacle.

NEXT TIME

- ◦ Fundraise ahead of time, targeting traditional donors as well as impact investors. ("Impact investing refers to investments made into companies, organizations, and funds with the intention to generate a measurable, beneficial social or environmental impact alongside a financial return'. Impact investments provide capital to address social and/or environmental issues."[1])

- ◦ Consider developing a housing trust fund in the North Bay similar to the Housing Trust Silicon Valley fund, which would ultimately provide a steady stream of housing funds. Such a fund would need to allow for flexibility in spending and adopt a commonsense approach. There is a local fund in development that fits this model for ADUs.

ROC can support such fundraising programs through regularly distributed, effective communications. The messaging of such communications could stress the opportunity for the community to support their neighbors by donating funds in preparation for the next disaster, for example.

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[1] *Impact investing as defined on Wikipedia*.

Policies and distribution of housing funds

Plans for adequate post-disaster housing must consider the development of pre-disaster inter-agency agreements between state and county agencies, and other organizations that address housing issues on a frequent basis. These types of agreements increase the likelihood that housing policies, post-disaster housing assistance, and reconstruction strategies will be consistent and meet the goals of the LTRG's recovery plan.

COULD BE BETTER

- ◦ After the 2017 fires, HCD (Housing Authority of California), which distributes a variety of disaster funds, decided that the county and individual municipalities would handle multi-family funding distributions only. Single-family distributions were handled by HCD, who were inexperienced in this area. In addition, many Coffey Park residents were denied HCD funds early on due to overly restrictive rules, given the severity of the disaster.

NEXT TIME

- ◦ When developing inter-agency agreements during the preparedness phase, consider state/county emergency management, state/county commerce, quasi-governmental housing agencies, nonprofits, financial management agencies, the state/county disaster recovery organization, and others as appropriate.

- ◦ Ideally, it would be most efficient if state and federal emergency funds flowed directly to individual counties and municipalities who are best equipped to define the guidelines for funds distribution. When there's a disaster, people at most income levels need assistance, so guidelines set by state agencies are always going to be too general to apply to specific counties.

- ◦ Staying engaged with Sonoma County's state government officials is key. Consider working with them to draft a bill that could be taken to all states to effect change in the distribution of disaster funding.

- ◦ Consideration should be given to securing government funds that enable the LTRG to issue assistance vouchers that are separate from section 8 vouchers. When community members lose their rented homes due to disaster and cannot afford a massive rent increase, we lose our economic base and exacerbate homelessness. It takes an emotional toll when community members don't see the county helping the most vulnerable.

"If you can think of it, it can be done."

Adrian Chorley, President /CEO California Community Lender Inc. and ROC Housing Committee Lead

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Resources

- ◦ *State Disaster Recovery Planning Guide* (www.cof.org/sites/default/files/documents/files/State-Disaster-Recovery-Planning-Guide_2012.pdf)
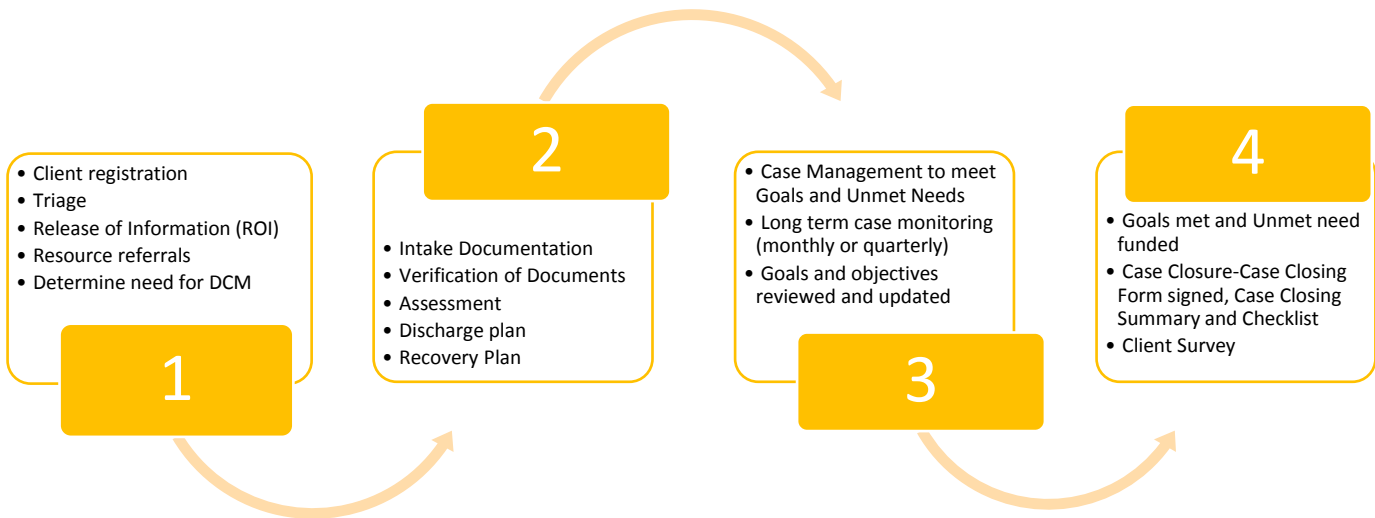
Chapter 4: Disaster case management in long-term recovery

The 2017 Sonoma County fires affected more than 10,000 individuals, so it is easy to see why Disaster Case Management (DCM) was an overwhelming undertaking. Many of the processes had to be developed in real-time and collaboration across local agencies was challenging at best. Here we observe the various facets of Disaster Case Management as experienced after the 2017 fires.

It is important to note that because Disaster Case Management was carried out by multiple agencies, the experiences of Case Managers sometimes varied between agencies. That means the same activity may be reported as both "What worked" and "Could be better".

2

- Client registration
- Triage
- Release of Information (ROI)
- Resource referrals
- Determine need for DCM

1

- Intake Documentation
- Verification of Documents
- Assessment
- Discharge plan
- Recovery Plan

- Case Management to meet Goals and Unmet Needs
- Long term case monitoring (monthly or quarterly)
- Goals and objectives reviewed and updated

3

4

- Goals met and Unmet need funded
- Case Closure-Case Closing Form signed, Case Closing Summary and Checklist
- Client Survey

DISASTER CASE MANAGEMENT MODEL

Outreach

The outreach process identifies vulnerable and other special needs populations impacted by the disaster. Outreach is about being where people are coming for assistance. In Sonoma County, these locations include the LACs (Local Assistance Centers) initially and DRCs (Disaster Recovery Centers) sometime after the disaster, as specified by the county and city. In addition, people gather at emergency shelters and relief agency offices immediately after a disaster.

WHAT WORKED

- ◦ Relief workers were well distributed across the available assistance centers, including the LAC, County Human Services, Catholic Charities, La Luz Center, and so on. This made it easy for survivors from many different locations to gain access to ROC.

- ◦ For the mobile home park that was destroyed (Journey's End), the park owner provided complete contact information and stayed engaged with the relief team at Tzu Chi. Working with survivors

from a cohesive community such as a mobile home park doesn't always happen, but looking for a common provider of survivor information makes sense.

◦ Catholic Charities held resource workshops three times per week to help people apply for assistance and get on the Disaster Case Management waitlist. People were assisted with benefit enrollments, received gift cards, and were referred to service providers. Unfortunately, the workshops grew beyond the capacity of a single agency. In the future, it would be more effective to have this type of interaction done as case work by trained volunteers.

◦ Five months after the fires, some DCMs met with mayors, who helped raise awareness of ROC and extend outreach in different areas. For example, meeting with the Sebastopol mayor enabled these DCMs to reach people who were relocated to Sebastopol.

◦ To broaden outreach to the Spanish-speaking community, some DCMs contacted media outlets, including the Press Democrat, and Spanish-speaking radio stations and publications. In addition, they contacted agencies that were not ROC partners, but who supported the Spanish-speaking community.

◦ Once ROC was established, some DCMs distributed ROC literature via various community venues. For example, they went to Coffey Park gatherings, Journey's End reunions, FEMA trailers, Head Start sites, local churches, and schools.

It's important for all participating agencies to be involved in DCM process development, especially agencies that are new to long-term recovery.

Could be better

◦ The abundance of assistance centers resulted in many intake requests in many different formats. While the plentiful access was a good thing for survivors, the process wasn't standardized across agencies at the beginning.

◦ There was no process or broad communications strategy in place to coordinate where people should go for assistance to regulate client flow at each assistance center.

◦ Each agency created client applications, which were bundled into a single packet. This was confusing for clients and created duplicate data. It also made data entry arduous and error-prone. Ultimately, this resulted in incomplete data, which affected ROC's ability to obtain and report accurate data to the community, donors, and within the organization itself.

◦ There were multiple ROIs (releases of information), none of which allowed the sharing of client data across agencies. At that time, the LAC did not have an ROI in the registration packet that allowed sharing of data across agencies. It does now.

◦ Because client forms weren't created with a common ROC logo, it was confusing to clients as to which agency would be receiving their information and ultimately providing assistance. There should be standardized LTRG forms with a single logo.

NEXT TIME

- ◦ Create a collaborative network across agencies and committees from the beginning so that outreach management is understood and organized pre-disaster.

- ◦ Put a capacity assessment in place for each agency. This will regulate client flow and help determine distribution of funding. When need outpaces total capacity, ROC can communicate needs to additional service providers and/or funders.

- ◦ On day one, contact the County's Emergency Preparedness Manager to identify a single point of responsibility.

- ◦ The Sonoma County COAD Long-Term Recovery Committee should facilitate the creation of client application packets with comprehensive data-sharing agreement and ROI ahead of time, so agencies do not have to create these materials post-disaster. This action will also result in integrated data from all participating agencies from the beginning and allow for ease of data sharing.

- ◦ Enter client data as people come in to LAC/DRC to avoid a data backlog and allow for clients to be processed more quickly.

Screening

Screening helps identify unmet disaster-caused needs that could benefit from DCM services, including identification of immediate short-term needs. In Sonoma County, the goal is to use caseworkers or volunteers for the screening process to streamline client assistance. Here's how screening worked during the 2017 disaster.

WHAT WORKED

- ◦ The DCM triage form was a good guide for talking to clients. It was consistent and equitable in that it asked everyone the same questions. It also kept discussions focused and helped set the foundation for long-term DCM.

- ◦ Over time, the long-term recovery group trained volunteers and eventually hired a caseworker to manage the screening process.

- ◦ For Journey's End survivors, residence verifications were obtained from the park owner at the beginning. This sped the screening process.

- Database entry and client need prioritization was a challenge at the beginning. There were not enough people trained to assign a service priority level for each client, which added to the data entry backlog that started during the Outreach phase due to disparate forms and data duplication.

- Over time, some of the triage form questions became irrelevant, so it would be helpful to have a triage form that considers the recovery timeframe. For example, segment the form into three parts: part one to capture basic information that applies to all recovery phases, part two to capture data applicable in the first six months after the disaster, and part three to be used in any timeframe after six months.

- The data entry backlog delayed the triage process and assignment of cases to DCMs, which ultimately resulted in service delays throughout the recovery process. The problem was exacerbated by the stringent reporting requirements imposed by FEMA, which consumed time that DCMs could otherwise have spent on case management.

NEXT TIME
- Ideally, everyone who will work with survivors should receive triage training before the disaster, including caseworkers, volunteers, and other long-term recovery workers.

- Assign service priority levels for each survivor encountered during the outreach phase, as was done after the Kincade fire.

- Have different people doing intake and service priority leveling, so there is not an emotional component in the leveling.

- Recruit experienced volunteers at the beginning to help manage the screening load.

- Plan in advance for FEMA reporting requirements in case of a national disaster declaration.

Intake (enrollment in long-term disaster case management)

Intake occurs once a client is deemed an appropriate candidate for long-term disaster case management.

WHAT WORKED
- Having verification guidelines available up front was efficient.

- Consistent file name structure helped with client lookup in the database entry tool (ETO).

COULD BE BETTER
- Because of the lack of preparation for a long-term disaster recovery operation, it was necessary to create an enrollment contract and process, which aided the case management startup process. Without this process, it was difficult to delineate between a client's need for case management or case work. Once the triage form was developed and the process for prioritizing client needs was in place, the DCM process was improved. Availability of this information:

  - Helped determine who needed long-term disaster case management and who needed short-term case work

  - Identified clients who either didn't want to go through the disaster case management process or did not meet the criteria

  - Eliminated duplication of effort; without this process, some cases were being worked on by multiple agencies

- Pooling of resources facilitated the sharing of cases across agencies and thereby quickly identifying emergency needs

- Streamlined the process for clients

◦ Some DCMs felt that the residency verification guidelines could have been more rigorous. For example, it would have helped to have guidelines that specified irrefutable verifications, such as PG&E reference letter, mortgage or rental statement, a government-issued document, or corroboration from a landlord.

◦ Having one agency set processes and procedures made partners feel excluded at times.

◦ The agency that held the FEMA contract was responsible for collecting and reporting data to FEMA, the agency's state office, ROC DCMs, and the Executive Committee. FEMA data requirements did not always meet the data needs of the other organizations. It was necessary for the lead agency to prioritize FEMA reporting to ensure that funding for DCM staff continued. This sometimes resulted in frustration by the other organizations who also needed client data to operate effectively.

NEXT TIME

◦ The processes that now exist for the Intake phase and governance by the Sonoma County COAD's Long-Term Recovery Committee will greatly streamline this process. However, when DCMs start providing services, they should have weekly peer reviews with all other DCMs and make sure they receive training that's pertinent for this timeframe.

◦ The COAD will have processes in place to better manage FEMA interaction with regard to required client data.

Assessments

The disaster case management assessment is the first step in determining the client's verified disaster-caused unmet needs. As such, the process is quite rigorous and involves collecting extensive information for each client that has been assigned a Disaster Case Manager (DCM). Here are thoughts from DCMs who were involved with 2017 fire recovery.

WHAT WORKED

◦ The Needs Assessment Tool and Self-Sufficiency Matrix helped prioritize the comprehensive statement of goals, measure progress, and identify funding needs.

◦ The Assessment form aided DCMs by providing a snapshot of the client's past, current, and desired future living situation, which guided the recovery focus.

COULD BE BETTER

◦ Changes to the database entry tool (ETO) throughout the process was difficult. In addition, the types of data required from clients frequently changed. These changes were part of the growing pains of developing a LTRG, but their implementation resulted in service delays.

◦ Due in part to FEMA requirements, the assessment form is very long and asks some questions that have no real bearing on a client's recovery. It would be appropriate to create a shorter assessment form to use when a disaster is not federally declared. Some DCMs felt like they needed to apologize before starting the assessment in light of several very personal and delicate questions on the form.

- ◦ The assessment process has been fine-tuned since the 2017 fires, as has the collaboration across DCM agencies. This groundwork makes a solid foundation for the next Sonoma County LTRG.

ADDITIONAL THOUGHTS ABOUT CLIENT ASSESSMENTS

The LTRG sets criteria for who they are able to provide DCM services and funds. It was necessary for ROC to prioritize the service levels with an understanding about what vulnerable populations they would serve.

Generally, the categories of vulnerability apply to both owners and renters and include:

- ◦ Uninsured or underinsured (not enough coverage to rebuild a basic home)
- ◦ Low income (using HUD guidelines for median family income in the area)
- ◦ Over 65 years old
- ◦ Disabled (verifiable physical or mental impairment)
- ◦ Single parent families
- ◦ Persons with low literacy (poor reading/writing or comprehension skills)
- ◦ Undocumented (non-citizen individuals or families)

The DCM service levels were based on the highest to lowest levels of need as defined by the criteria set. Fire survivors received an initial prioritization level from the initial contact. DCMs were then able to further prioritize cases during the assessment process. ROC DCMs used the following guidelines in assigning vulnerability levels to survivors:

Level 4	May include uninsured homeowners. May also include underinsured homeowners or uninsured/underinsured renters whose home was destroyed or damaged and unlivable, who also have compounding vulnerabilities such as: low income, aged over 65, disabled, low literacy, single parent with dependent children, or undocumented immigrants. Those who will require significant Unmet Needs Funds to recover. May need ongoing weekly contact.
Level 3	May include all the same as level 4 without the compounding vulnerabilities. May also include those who have suffered a secondary loss, such as a renter who loses possession of a home as a direct result of the disaster. Or permanent loss of employment/income as a direct result of the disaster. Those who will require Unmet Needs Fund to recover. May need ongoing weekly or monthly contact.
Level 2	May include survivors who need temporary assistance from DCM and do not have compounding vulnerabilities These survivors will require referrals for assistance but will not require Unmet Needs Funds to recover. May need short-term weekly, monthly or quarterly contact.
Level 1	May include survivors who do not need ongoing DCM services and will not require Unmet Needs Funds to recover. These may include survivors that have already had their needs met with insurance or during the response phase. Or may include disaster affected community members who did not lose housing or employment permanently. Will not require further contact.

A more accurate assessment of community needs results from categorizing all those who seek assistance of any kind after a disaster. Consequently, the use of all triage levels is helpful regardless of whether ongoing case management occurs.

From October 2017 through April 2020, ROC has assisted 1,236 fire survivors at these vulnerability levels:

- Level 4   142
- Level 3   488
- Level 2   367
- Level 1   240

These survivors comprised:

- Renters   838
- Owners   317
- Other   57
- Unknown   25

Assessments for renters and homeowners are the same, but their recovery plans typically have some differences:

- Renters are generally not candidates for Unmet Needs (rebuilding) funds unless they have been approved for down payment assistance on a home. This can happen if a housing counseling evaluation proves that a home purchase will be more cost effective than renting.

- Home owners whose recovery plan includes rebuilding their home receive guidance from a Construction Analyst, who reviews and evaluates bids to ensure that the cost aligns with budget guidelines based on the destroyed dwelling. The Construction Analyst also works with the owner to determine whether there is a rebuild funding gap to present for Unmet Needs funding.

Recovery planning

This key phase of the DCM process outlines all steps involved in the client's recovery. DCMs experienced the following situations as part of recovery planning activities after the 2017 Sonoma County wildfires.

WHAT WORKED

- There was a system in place relatively early on in the process to tie results from the Self-Sufficiency Matrix to recovery planning. This tool divides the recovery process into manageable steps while keeping the main goal of stable housing in clear focus.

- Weekly DCM peer reviews were very valuable. They provided information on current resources available to clients, provided a sounding board for managing difficult clients, and built camaraderie.

- The DCM Supervisor provided a single point of contact for issues that arose.

COULD BE BETTER

- Managing assistance for thousands of survivors in need was challenging in many respects. In the beginning, DCMs were directed to prioritize level 1 and 2 survivors, who didn't require rebuild

assistance, in order to more quickly reduce caseloads. This prioritization structure delayed DCM engagement with level 3 and 4 survivors, many of whom did need rebuild assistance. Unfortunately, these delays set off a series of circumstances that led to the suboptimal handling of rebuild requests.

- Without DCM assistance to prepare requests to Hope City or the Unmet Needs Committee for rebuild funds, some survivors proceeded on their own and therefore could not take advantage of ROC rebuild assistance.

- Survivors who were pressured by their insurance companies to obtain construction bids within a certain timeframe, sometimes entered into unaffordable loans at which point it was too late to secure ROC assistance.

- Hope City was unable to help as many survivors as anticipated due to delays in case management preparation of rebuild paperwork.

◦ Access and sharing of resource and referral information was not provided to all DCMs as a centralized tool. While a tool did exists (Office 365 Teams), some DCMs were unable to gain access. This led to frustration and delays in service.

◦ Peer review meetings would have been more useful if subject-matter experts from ROC committees had attended to help answer questions.

◦ The management of gift cards fell on DCMs during much of the recovery period. This level of record-keeping added to an already heavy workload for DCMs.

NEXT TIME
◦ Maintain a centralized referrals/resources list that all LTRG members can access and update.

◦ It is anticipated that the Sonoma County COAD will have processes in place to better manage donations, such as gift cards.

Action and advocacy

Once the DCM begins implementing the client's recovery plan, there are certain steps that involve advocating for the client with the LTRG. What follows are some of the experiences that DCMs had in working with ROC on client advocacy.

WHAT WORKED
◦ The relationships that ROC established with local agencies gave DCMs ready access to the recovery programs and resources offered by those agencies. DCMs were also aided by the ability to visit these agencies and observe their programs.

◦ The availability of construction analysts to review inspection reports and bids was very helpful to DCMs.

◦ Presenting housing proposals at the DCM peer reviews helped DCMs fine-tune proposals and prepare for questions that were likely to be posed by the Unmet Needs and/or Housing Committees.

◦ When it made sense, ROC leadership provided flexibility in processes that enabled DCMs to more quickly assist clients.

◦ The delay in executing the unmet needs process was a frustrating experience for both DCMs and clients, not to mention funders. This was a by-product of the newness of a collaborative LTRG.

NEXT TIME
◦ While much work was put into creating a comprehensive resource/referral spreadsheet for DCMs, the tool was not used very much. It would behoove the LTRG to work with DCMs to determine the best way to fill the need for this information.

◦ It is important to institute a grievance process that allows clients to express concerns about a long-term recovery program decision or practice. The ROC Executive Committee has drafted a procedure that encourages clients to attempt to resolve problems directly with a program staff member of the home agency as the first step. The draft procedure continues with an escalation process to help ensure that clients achieve satisfaction. The draft Client Grievance Procedure and Form are included in Appendix B of this handbook.

Monitoring and reporting recovery progress

One of the DCMs' responsibilities is to monitor the client's recovery plan and ensure it is progressing properly. But here we focus on how DCMs report recovery progress as it relates to the long-term recovery group.

WHAT WORKED
◦ There was extensive and diligent reporting to FEMA, as was required to justify and secure funding for disaster case management.

COULD BE BETTER
◦ There was inconsistent reporting to ROC about how recovery was progressing and current unmet needs, as Community Action Partnership and Catholic Charities reported differently. In some cases it was challenging to get any data. This made it very difficult for ROC Executive Committee members to report out to donors and the community.

◦ Late in the recovery, one ROC partner was finally able to give an estimate of remaining cases and the average cost of each. This provided a starting place to understand the funding gap.

◦ Strong and consistent data reporting affects the ability to raise funds. Because data was inconsistent and sometimes nonexistent, funders couldn't release funds, which was frustrating for DCMs. Open access to data, including precise dollar amounts, staffing needs, and material needs would have enabled the funders to fund those needs.

◦ Some DCMs found the reporting requirements cumbersome and excessive, which affected productivity. It must be understood, however, that much of this reporting was the result of FEMA requirements.

Best parts of the experience

Here are some of the most striking thoughts from DCMs who assisted 2017 Sonoma County Wildfire clients:
- ◦ "Learn from the curve." Apply lessons learned to future disasters.

- ◦ Strong, consistent communication between LTRG members is the only way to succeed.

- ◦ ROC is ahead of other LTRG groups in terms of organization and accomplishments.

- ◦ "Looking back, it's nice to know we gave out so much assistance."

Biggest challenges throughout the case management process

The following challenges were mentioned multiple times in the creation of this handbook. Given the crucial role played by Disaster Case Managers, it makes sense to highlight those challenges here.

- ◦ DCMs felt that clear and consistent communication between ROC committees and DCMs was missing. Ready access to committees and knowing which committees were responsible for providing various resources, even if the resources weren't yet available, would have allowed DCMs to better set expectations with clients.

- ◦ It is essential for all agencies that provide case management to be involved in the creation and approval of processes. Also, processes should be written and available to all DCMs providing services; verbal declarations of processes make adherence difficult. Lastly, each process should be sanctioned by the LTRG Executive Committee.

- ◦ The implementation of changes to the ETO database system could have been better coordinated to minimize disruption of work.

- ◦ There was a tremendous amount of administrative work required of the DCMs. Additional trained administrative/casework staff would have given DCMs more time to work with clients and improved caseload flow.

- ◦ In many cases, guidelines and training were not provided or were provided late in the recovery process. This was particularly troublesome for relatively inexperienced DCMs. Early training could have greatly improved productivity. DCMs felt that training was lacking for topics such as:
  - Eligibility specifications for unmet needs and prompt communication of changes to eligibility specifications

  - Basic construction

  - Insurance levels and how to calculate for gap funds

  - Local housing rules and regulations

  - Trauma-informed care

  - Appropriate and legal ways to verify client information

  - Time management, given the extensive reporting requirements

Resources

- ◦ "Chapter 4: Disaster Case Management in Long Term Recovery" in the *National VOAD Long-Term Recovery Guide* (www.nvoad.org/mdocs-posts/long-term-recovery-guide/)

- ◦ "Tools for State VOADs to Prepare for DCM" (www.nvoad.org/mdocs-posts/tools-for-state-voads-to-prepare-for-dcm/), National VOAD

- ◦ Cal OES-County of Sonoma Local Assistance Center Intake Form and Release of Information

- ◦ Client Registration (Demographics and Household Screening)

- ◦ Disaster Recovery Discharge Plan

- ◦ Disaster Case Management Triage Form

- ◦ Needs Assessment

- ◦ Unmet Needs Supplemental Report

- ◦ Draft Client Grievance Procedure and Form

Chapter 5: Construction management

One of ROC Sonoma County's main goals was to enable 2017 Sonoma County wildfires survivors to move into permanent housing from trailers, short-term rentals and hotels. With more than 5,000 destroyed homes this was a lofty goal that depended on a robust construction management operation.

Joining the LTRG

Construction management was part of ROC from the beginning. As the group grappled with the enormity of the situation, managed new relationships, and determined appropriate roles, some aspects of the construction management processes worked better than others.

WHAT WORKED

- ◦ The Construction Committee roundtable, which met weekly, was a valuable forum for participants to share information. Some members had strong construction backgrounds, others brought diverse knowledge to the group about topics such as county building ordinances and zoning laws, and verifying client eligibility for rebuild assistance. It was here that the need for ADUs (accessory dwelling units)[2] became clear.

- ◦ The realization that housing and construction were vastly different topics requiring different expertise ultimately resulted in splitting the work into two committees. This led to more focused progress for both teams.

COULD BE BETTER

- ◦ Initially, housing and construction were managed in the same committee. Hope Crisis Response Network was the only member of that committee with direct knowledge of and experience with the construction aspects of long-term recovery. The committee's top priority was to get survivors housed, so the construction conversation was often overlooked. This resulted in a delay in establishing the groundwork for rebuilds and other construction concerns.

After a disaster:
Housing *calls for quickly organizing temporary shelter.*
Construction *is a long-term recovery activity focused on permanent housing.*

NEXT TIME

- ◦ The Construction Committee should include building officials and tradespeople. It can also include a disaster case manager or supervisor to share expected build requests or to obtain pertinent build information from the committee.

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[2]Accessory Dwelling Units (ADUs) are known by many names: granny flats, in-law units, backyard cottages, secondary units, and other names. Regardless of their name, ADUs are an innovative, affordable, effective option for adding much-needed housing, particularly in California where there is a shortage of affordable housing. Learn more about ADUs on the California Department of Housing and Community Development website (www.hcd.ca.gov/policy-research/AccessoryDwellingUnits.shtml).

Committee chair

The Chair of the Construction Committee must be well-versed about local building codes and timelines for construction projects in Sonoma County. The Chair must also ensure that committee members adhere to local building and fire codes and be committed to overseeing the long-term recovery process for as long as it takes. See Appendix 5 of the *National VOAD Long-Term Recovery Guide* for sample job descriptions.

> *Sonoma County building codes and the restrictions they pose are complex, so having a well-versed committee chair can make a big difference in preparing for the next disaster.*

COULD BE BETTER

- It is challenging to build in Sonoma County (and California in general) due to broad ranging building codes. It took a long time to come up to speed after the 2017 fires. A Construction Committee Chair who is knowledgeable on the codes helped navigate the system.

- It was difficult to recruit construction relief organizations due to the challenges of building in Sonoma County. Most organizations don't have the time or patience.

- It is difficult to get quality contractors and subcontractors for the amounts we can afford to pay. In Sonoma County, construction and labor costs are 35-40% more than in other locales.

Integration with DCM for management, assessment and estimation

Assessment and estimation are vital to the repair and rebuild processes, and are best done during the DCM workflow. This essential information informs funding decisions for each client.

WHAT WORKED

- Construction Analysts added value to the construction management, assessment, and estimation processes from the agency perspective.

- When estimates and quotes were supplied, they were used when developing the client's recovery plan to determine the estimated cost of repairs.

- The Case Management Checklist was a valuable tool that guided DCMs through the steps that were required to be completed before a build request could be submitted for review and approval.

COULD BE BETTER

- Sometimes the construction team had to conduct client assessments, especially while the DCM process was in development. This wasn't the preferred process, but it allowed rebuilding and housing repairs to continue to progress.

- Build requests were very minimal. Hope City and some of the churches identified many of the rebuild candidates and conducted case management themselves.

- More consistent collaboration between the Construction Committee and the ROC member agencies may have led to more rebuild requests.

Job site supervision

Qualified supervision needs to be in place for each job site to ensure quality workmanship, safety, efficiency, and code compliance. This part of the process was handled by the construction organization in the case of the 2017 Sonoma County wildfires. The Hope City Job Site Supervisors:

- ◦ Understood the differences between county and city building codes
- ◦ Were present on every build site
- ◦ Were able to manage volunteers on job site
- ◦ Understood the jobs of each worker on the site

Job site supervisors direct volunteers, contractors, tools, equipment and materials. They address issues quickly and ensure continued progress on the job site.

Volunteer coordination

After the 2017 Sonoma County wildfires, the community came out in droves to help. It was many months, however, before volunteers were needed for construction. Eventually, volunteers became critical members of the long-term recovery operation. As rebuilding activity increased, a Construction Volunteer Coordinator was activated to manage the care and scheduling of volunteers.

For the most part, volunteer coordination was governed by the Hope City branch of the Hope Crisis Response Network. From a long-term recovery group perspective, this section highlights some of Hope City's observations.

WHAT WORKED

- ◦ Having a local Volunteer Coordinator work in concert with Hope City's National Coordinator was valuable. The local coordinator was familiar with the organizations and churches that would be able to provide volunteers on an as-needed basis.
- ◦ The local and national Volunteer Coordinators managed volunteer scheduling together, which streamlined the process.
- ◦ When the Construction Manager needed someone with a particular skill quickly, the Volunteer Coordinator was able to fill that need.

COULD BE BETTER

- ◦ Due to a lack of collaboration with the ROC Volunteer Committee and the absence of other construction entities in ROC, the volunteer recruitment effort was left mostly to Hope City.

The volunteer coordinator cannot guarantee what types of work there will be when volunteers arrive at a site, just that there will be work.

NEXT TIME

- ◦ Ongoing engagement with the long-term recovery group's Volunteer Committee will be essential to the timely provision of construction volunteers when needed.

Resources

- ◦ "Chapter 5: Construction Management in Long Term Recovery" in the *National VOAD Long-Term Recovery Guide* (www.nvoad.org/mdocs-posts/long-term-recovery-guide/)
- ◦ Case Management Checklist

Chapter 6: Volunteer management

After the 2017 Sonoma County wildfires, many thousands of community members flocked to the Volunteer Center and disaster relief sites, such as the Sonoma County Fairgrounds and Veterans Center, to lend a hand. At the same time, local agencies mobilized their volunteers to assist with a vast number of relief efforts. ROC did not have a volunteer program until the ROC Resource Center opened in September 2018, which focused on supporting the Center and the DCMs. This section highlights general views about the role of volunteers in long-term recovery and experiences from ROC members involved with volunteer activities.

Role of volunteers in the long-term recovery group

ROC's Volunteer Committee included volunteer managers from some of ROC's partners as well as several other agencies (who were not ROC partners). This committee served as a source of information sharing, but did not formalize a collaborative volunteer program.

Here are some takeaways from volunteer efforts that occurred after the 2017 wildfires.

WHAT WORKED

- The biggest volunteer effort was with the construction of the Hope City sheds, which Hope City managed. A collaborative volunteer group within ROC may have been helpful in supporting Hope City.

- Those departments and agencies that had volunteer teams in place successfully activated them to provide services to a vastly expanded client base. Some agencies were able to recruit and deploy new volunteers after the disaster took place.

- Having a dedicated Volunteer Coordinator was useful in setting up the small volunteer program at the ROC Resource Center. However, the need for volunteers was erratic, so it was challenging to gauge the amount of recruiting and scheduling that might be required.

- In relief efforts for the Kincade fire, ROC worked with the City of Santa Rosa and Redwood Empire Food Bank to conduct large volunteer events for food distribution. While the program was very successful, its execution could have been streamlined by the existence of a more formalized ROC volunteer program.

COULD BE BETTER

- If a long-term recovery plan states that volunteers will do casework or work with clients in any capacity, it is important to train them during the disaster preparedness phase. It took 2-3 months to train volunteers to competently handle client work at the ROC Resource Center.

- The trained World Renew volunteers helped contact and complete triage interviews for 200 survivors in need, whom ROC may not have found otherwise,. ROC was grateful to have their assistance with the DCM backlog. However, the data entry for those 200 triage forms took many months to complete as case managers could not assume that workload. ROC volunteers entered most of this data once they were trained. Pre-training volunteers for long-term recovery casework could have shortened the data entry process.

◦ In the future the COAD's Long-Term Recovery Volunteer Committee may wish to consider a plan that formalizes a volunteer program. Such a program would forecast the need for trained volunteers as part of the disaster preparedness phase. The forecast would consider skill types and levels, numbers of volunteers, and an estimate of time that different types of volunteers would be needed. The committee would collaborate with agencies who have volunteer training curriculums in place to ensure that there was a sufficient number of trained volunteers available to deploy in case of disaster.

The existence of a trained Volunteer Corp that was ready to activate at the onset of a disaster alongside COAD member agencies would greatly enhance initial disaster response and recovery operations.

◦ Promote volunteerism from the COAD's Long-Term Recovery Committee throughout the year.

◦ It is important to communicate consistently with volunteers about the long-term recovery group's activities and progress, and the key roles the volunteers play in the recovery operation. Failure to do so risks loss of momentum and interest by volunteers.

◦ Strive to ensure strong relations between the Center for Volunteer Nonprofit Leadership (CVNL)/Volunteer Center of Sonoma County and COAD member agencies, high schools and colleges, as well as the community at large. These partnerships should evolve as a result of the CVNL/Volunteer Center's active participation in the COAD.

Insight from the CVNL/Volunteer Center of Sonoma County

Here is guidance and insight from the CVNL/Volunteer Center of Sonoma County's Volunteer Services Manager.

◦ If an agency provides volunteer services during long-term recovery, that agency is responsible for all volunteer engagement regardless of any recruitment assistance from the Volunteer Center of Sonoma County.

◦ The Volunteer Center provides an online portal that enables agencies to recruit and manage volunteers. This is a well-managed tool that can serve all Sonoma County agencies. The Portal empowers agency volunteer managers to specify precise volunteer needs and manage all aspects of their volunteer outreach. Volunteer posts can be made in English and Spanish. Learn more here: sonoma.cvnl.org/.

◦ When a disaster happens, people show up. The Volunteer Center Portal is where to direct potential volunteers who are not already volunteering with an agency and are not pre-trained. The Portal directs potential volunteers to agencies for training and also captures each agency's needs. It is the responsibility of agencies to use the Portal to enter agency information and volunteer needs.

◦ The Volunteer Center of Sonoma County does not have a "bank" of volunteers. There is a database of people who want to help, some of whom may be pre-trained. The Portal has sections for pre-trained and untrained volunteers.

Resources

 "Chapter 6: Volunteer Management in Long Term Recovery" in the *National VOAD Long-Term Recovery Guide* (www.nvoad.org/mdocs-posts/long-term-recovery-guide/

Flyer: "Volunteering in a Disaster"

CVNL/Sonoma County Volunteer Center (sonoma.cvnl.org/)

Chapter 7: Communications

A long-term recovery group that has a comprehensive communications strategy can be the most important aspect of its success. Delivering timely, accurate, and compelling communications after the 2017 Sonoma County fires had mixed results. This section gives an overview of that experience.

Communications related to the COAD will be different from communications for the long-term recovery group dealing with a disaster in process. It's essential to have a plan in place for both entities.

Communicating with partner agencies and ROC members

In the beginning, ROC was developing partner and member lists as the operation of the group was being defined. This meant that these lists were constantly changing. Over time, the lists were honed such that communications became more focused. Here we share experiences about partner and long-term recovery group (LTRG) communications.

What worked

- Recovery communications gained structure and cadence once regular meeting times were established. This is something that can be specified in the COAD activation plan.

- Holding separate meetings for all ROC members and individual committees streamlined communications and provided a more focused approach. Discussions that are necessary for one committee aren't always pertinent to other committees.

- ROC general meetings allowed ROC members to share committee initiatives and successes. Initial meetings also allowed the public to voice their concerns and ideas to ROC members.

- The mission statement made clear that ROC was focused on disaster-related needs for individuals and families affected by the fires (versus FEMA or small business assistance, for example). It was important to clearly communicate the prime goal of getting people back to where they were before fire.

- Sharing minutes and meeting notices among ROC Committees helped foster collaboration.

Could be better

- Initial communications for general ROC meetings brought broader attendance than expected. For example, fire survivors attended in hopes of getting assistance from the service organizations they knew were attending. This resulted in less focused meetings and the need to assist survivors in adjunct meetings. It's important to be very clear about the intended audience in meeting notices.

- It took time to understand who would be part of ROC and to get commitments. Contact lists came from many sources and were not combined for many months after the fires. This resulted in confusion, duplication of effort, and an inefficient communication process. Fortunately, we now have a COAD with an established contact list, which should alleviate this challenge in the future. However, reviewing contact lists for changes and updates must happen frequently.

◦ The ROC Communications Committee needed better definition and continuity. It was unclear what communications responsibilities the Committee held or for which audiences it was responsible. This resulted in an overly-complicated approach to communications, frustration of those attempting to assist, and limited success in achieving communication goals.

NEXT TIME

◦ Maintain a current, centralized email address list that includes everyone you believe will be and needs to be involved in recovery activities. In addition, designate a single point of contact to manage the master list and update it bi-annually.

◦ Designate one person at each partner agency to manage recovery contact information and interact with the person managing the master list.

◦ Each committee lead should manage a contact list of their members to share with the person managing the master list.

◦ Ensure consistent and frequent communication between long-term recovery committees. When faced with the challenges of a disaster, it is easy to operate in a vacuum. Consistent communication across committees is vital to a cohesive recovery operation.

◦ Develop an online multiagency social services directory to be shared across agencies and the LTRG.

◦ The Communications Committee chair should work within the COAD's LTR Committee to define its mission such that the committee is able operate effectively enough to fulfill this mission, and recruit leaders and working members as needed.

Communicating with government

Effective communications with city, county, and federal government agencies during disaster response and recovery are, of course, vital. The 2017 Sonoma County fires presented challenges that most ROC Executive Committee members had never encountered. The results with government communications were mixed.

WHAT WORKED

◦ Once a national disaster was declared, FEMA Voluntary Agency Liaisons (VALs) who were willing to share data about those affected by the disaster greatly improved ROCs ability to understand the scope of need by survivors and helped define funding requirements for ongoing recovery resource needs.

◦ Effective coordination with FEMA about who was receiving direct housing assistance facilitated the qualification of those recipients into disaster case management.

◦ Open conversations with city and county public information officers resulted in the alignment of talking points and a strong relationship. This was evident in ROC's invitation to speak at Santa Rosa City Council and Board of Supervisors meetings.

◦ Because ROC and the local government cultivated a strong relationship that fostered open information sharing, our local government was effectively able to assist with recovery issues that arose at the state and national levels.

- ◦ ROC's strong relationship with local elected officials became one of the most effective communications efforts after the 2017 fires. A mechanism should be built into the activation plan that defines the level and model for information sharing with these officials.

- ◦ The Communications Committee should develop and maintain relationships with public information officers (PIOs) for local government organizations and schools. It is essential to maintain consistent messaging with these organizations to increase credibility and diminish confusion within the community

- ◦ Develop a strong connection with 2-1-1 Sonoma County. During times of disaster, 2-1-1 provides incident-specific information in coordination with local emergency services, including road closures and shelters both locally and nationwide.

Communicating with donors

Donor communications after the 2017 fires were managed by those ROC members who were major funders for relief, recovery, and rebuilding efforts. Because long-term recovery needs were being defined in real-time and ROC was Sonoma County's first formal long-term disaster recovery group, there was a lot of guesswork at first, but much was learned.

COULD BE BETTER

- ◦ There were no talking points or presentations about ROC when funders needed to start fundraising, so they had to create their own communications to sell the idea of the long-term recovery group to donors and board members. This resulted in disparate messaging and duplication of effort. Once ROC had established co-chairs, they served as articulate and knowledgeable presenters to donors and board members, which was very helpful, but did not eliminate the need for readily available communications.

- ◦ Donors wanted data about the community's needs, how money was being spent, and who had been helped. This data was unavailable due to insufficient reporting practices by some key partners. This resulted in delaying presentations to key funders because of inadequate data, which impacted our ability to raise funds.

"We knew what we wanted to say, but didn't have the support details. So we ended up saying nothing rather than saying the wrong things."
Adam Peacocke, ROC co-chair

NEXT TIME

- ◦ Work closely with pertinent COAD committees to make sure there are talking points, presentations, and compelling website content developed in advance. Adding specific details as they become available is better than starting with no content.

- ◦ Keep a collection of communications that explain the concept of long-term recovery and the elements required to run an efficient long-term recovery group to share at a moment's notice. Develop compelling ways to tell donors that the "long" in long-term recovery is real. Donors

need to understand the need for operating funds and that it takes time to appropriately spend funds.

- ◦ Develop templates for reporting funding needs and spending by county. When agencies support multiple counties it is important to be able to create county-specific reports. Also, consider developing templates for reporting by agency.

- ◦ Quality of data and effectiveness of disaster case management impacts the ability to raise funds. Donors require a compelling, clear sense of need. They want to connect with the people they'll be helping. Long-term recovery group leaders must have the data to clearly state outstanding needs and share specific early cases, ideally with accompanying testimonies.

Corazon Healdsburg was better able to raise funds and improve media relations by sharing stories about specific clients after the Kincade fire (www.sonomamag.com/healdsburg-free-store-reopens-to-help-kincade-fire-victims/).

Communicating with the media/community

ROC was not fully organized as a long-term recovery group for some months after the 2017 fires, which meant its mission and messaging were not in place for some months after that. Engaging with the media and community was a challenge, but those challenges will be lessened with a functioning COAD now in place.

WHAT WORKED

- ◦ Having designated point people to interact with the media was valuable. ROC's co-chairs assumed this role, which resulted in consistent messaging.

- ◦ Once the ROC co-chairs were in place, communications got clearer and more consistent. In addition, each co-chair could take responsibility for different areas of communication. Consider dividing communications responsibilities between multiple long-term recovery group team members based on their area of expertise.

COULD BE BETTER

- ◦ The ROC website had a rocky start because ROC was not well-established for some months after the fires. While generous volunteers tried to start a useful website, the messaging was just not there. This was another obstacle in raising awareness of long-term recovery efforts and available resources to fire survivors.

- ◦ Early on there were multiple groups stepping up to help and it took time for these groups to settle on their individual missions in the recovery, including ROC. So the community didn't understand the difference between what ROC was doing versus what the county, Rebuild North Bay, Redwood Credit Union, American Red Cross, and others were doing. The confusion about ROC's role in the recovery effort resulted in a delay in reaching its intended clients – individuals and families most affected by the fires.

It was challenging to compile compelling, cohesive information that would resonate with the media at first, so the media didn't know about ROC and its mission. This meant that ROC did not have visibility in the community for some time. When newsworthy content became available, ROC leadership had to pitch it to the media.

NEXT TIME

- Set the foundation to coordinate communications across recovery groups, define each group's role, and clearly distinguish between immediate and long-term recovery.

- A dedicated COAD director can put a communications strategy in place that can be executed on day one. This must include identifying and making agreements with communications professionals with the right skills to carry out media outreach, which must include social media, website management, and direct community outreach via posters, flyers, etc.

A collaborative long-term recovery group needs exec level buy in. The skillsets of these execs aren't necessarily in media and communications.

- Raise awareness in the community about the Sonoma County COAD, its well-defined activation plan, and roles of its members. This kind of pre-disaster communication will encourage collaboration and reduce instances of organizations doing their own thing.

- Empower the COAD Communications Committee to take ownership of the ROC website so that when disaster strikes there is a central communication point. Use the website to raise awareness of the COAD and establish it as the county's main long-term recovery resource. Post-disaster, a well-established website would be an invaluable resource of news and updates about response, recovery, and volunteer outreach.

- The LTR Communications Committee should consider organizing its chosen internet platform around two main practices: 1) a centralized hub that links to most, if not all, other resource groups and 2) a commitment to update information multiple times per day in active emergencies and bi-weekly during "blue sky" periods. Refreshing data on a continual basis establishes that source of data as accurate, useful, and current. This can be tremendously nurturing in a time of disaster.

- Communicate simply, clearly, consistently, and frequently with the community before, during, and after disasters.

Communicating with volunteers

While partner agencies managed communications with their respective volunteers, ROC and sonomacounty.recovers.org also managed volunteer communications.

WHAT WORKED

- By the time the ROC Resource Center opened, there was a volunteer coordinator who could assess the needs, skills, and time requirements at the Center, which allowed for clear communications to potential volunteers.

- The Volunteer Center supported ROC by communicating volunteer needs through their comprehensive database. Most of the ROC Resource Center's volunteers came via this outreach.

- Ongoing communications and monthly meetings with ROC Resource Center volunteers kept them apprised of current recovery activities and allowed the sharing of best practices and challenges encountered while volunteering. However, this level of communication didn't begin for several months due to training activities and changes in volunteer activities during that time.

COULD BE BETTER

- While Sonomacounty.recovers.org was activated early on in the recovery process, providing a centralized repository of volunteer needs and sign-ups, it was not adopted county-wide. This led to an uncoordinated approach for communicating with potential volunteers. The Volunteer Center of Sonoma County now has a portal that could be used by all LTRG agencies who will seek volunteers after a disaster. See "Chapter 6: Volunteer Management" for details.

- Keeping volunteers apprised of the long-term recovery group's activities and progress should happen from the beginning and remain consistent. Not doing so resulted in loss of momentum and interest by volunteers. It's important to communicate to volunteers the key role they are playing in recovery.

NEXT TIME

- Consider whether it's feasible to port the work done by sonomacounty.recovers.org to the Volunteer Center's portal. Doing so may speed development of a volunteer database by specialty areas, skill level, and availability.

- Put a plan in place to communicate volunteer needs through local and national media, as appropriate, in the first days after a disaster.

Additional thoughts about communications and long-term recovery

The importance of effective communications after a disaster and throughout the recovery phase cannot be stressed enough. The COAD's Long-Term Recovery Committee must appoint an experienced communications professional to lead its Communications Committee.

ADMINISTRATIVE OVERSIGHT

Effective, accurate written communications and contact lists are tied to the administrative capacity of the LTRG. For the first 9 months of ROC's existence, the limited administrative bandwidth contributed to fractured communications. It is essential to make administrative oversight of communications and contact lists a top priority in the Communications Committee.

AUDIENCES

Develop a clear mission for the Communications Committee that defines how communications with all possible audiences will be managed. Audiences include:

- Disaster survivors
- General public
- Donors
- Government
- Volunteers
- ROC member agencies
- Significant funders
- Other LTRGs

WEBSITE

Establishing a centralized website is well worth the preliminary time and effort that it would require to create. It can be the one online source that all community members depend on for the latest updates on response, recovery, and rebuilding phases of a disaster, as well as a link to all ROC members and resources. You can think of it as the online version of the ROC Resource Center.

Here are some things to consider about creating a centralized LTR website:

- Agencies could submit requests for services, goods, or other needs
- Individuals could submit requests for assistance or information
- Requests from agencies and individuals could be forwarded to appropriate recipients as needed
- Agencies could collaborate on a centralized website for their long-term recovery content so that survivors and ROC members don't have to hunt for information on multiple sites
- A centralized website would reduce website maintenance efforts for each participating agency
- A centralized website would further nurture ROC's collaborative operation

Rule of thumb for communications: don't reinvent the wheel! Many organizations, including ROC partners, have developed excellent content about all aspects of long-term recovery. Use existing content as a starting place, which you can tailor to the local community.

Resources

- ◦ "Chapter 7: Communications in Long Term Recovery" in the *National VOAD Long-Term Recovery Guide (www.nvoad.org/mdocs-posts/long-term-recovery-guide/*)

Chapter 8: Donations management

Donations management functions were not incorporated into ROC Sonoma County's operations. This gap resulted from an operational disparity between large donation management organizations and grassroots organizations. ROC did not have the capacity to manage a program that would allow the organizations to coexist effectively. Large organizations have necessary policies and procedures in place that grassroots organizations felt would slow them down. Adherence to these policies protects those established organizations in terms of liability, financial practices, and so on.

In the future, the Donations Management Committee of the Sonoma County COAD's Long-Term Recovery Committee may wish to address questions such as:

- Will we handle donated goods?
- What is needed and when will it be used?
- Where will we store donated goods?
- How will we staff?
- How will we manage the donations (record keeping, etc.)?
- Who will oversee distribution?
- What equipment will we need to receive goods?
- Will we need to handle transportation of donated goods?
- Can donations be shared with other partners?
- What do we do with surplus or unneeded donations?

Thoughts to consider

One of the grassroots organizations that did help to manage donations after the 2017 Sonoma County wildfires shared some thoughts from that experience.

- Some nonprofit and government agencies have indicated that physical donations are not needed and that only money is helpful. This was not true in this interviewee's experience. "Just because agencies can't sort, store, and distribute physical items efficiently doesn't mean redistribution is useless or unappreciated. We need a better way to channel the flow goods, not to stop the flow.

  "Stopping physical donations leaves many survivors disconnected from resources willingly offered by their generous neighbors who have escaped catastrophe this time." Striving to implement technologies and methodologies that connect donors and recipients would help to address this issue.

Warehousing and distribution

The following insights pertain to warehousing and distribution. They were collected from one of the grassroots organizations that managed donations after the 2017 wildfires. *Most of the content is provided unedited from the interviewee.*

- The organization told donors that with physical items they were actually making two gifts: 1) the actual item, and 2) the storage and delivery of that item. With permission from both parties, they were connected to handle the transaction among themselves. The web site Freecycle can do this

already. This method is likely to work during readiness phase, interim relocation, and long term recovery. It's important to let spontaneous emergency donors know that most disaster survivors can't use their clothing and durable items right away and that it's often more cost-effective to buy consumables locally than to transport them to the disaster site.

- During the active emergency, when people are rescued in whatever they are wearing, we will still need immediate clothing, food, toiletries, etc. At this time, a limited amount of warehousing and distribution must be undertaken. Perhaps some readiness organizing could be done with our existing secondhand distribution groups during blue sky time so that both they and the public would be better prepared to react effectively during a disaster.

- A key changed process for agencies like the Red Cross or Salvation Army would be to arrange ahead of a disaster event for them to have an on-call staff of trained data entry people (probably volunteers) who could keep both a central hub site and the specific agency sites updated with donation needs and what's available where on an hourly basis. This would require teams comprised of two trained people to be active around the clock. One person is at the distribution center monitoring the flow of items and in continuous contact with a partner who is at his or her computer entering the data. These two people should have no other task or assignment of higher priority than their data update job.

Resources

- "Chapter 8: Donations Management in Long Term Recovery" in the *National VOAD Long-Term Recovery Guide* (www.nvoad.org/mdocs-posts/long-term-recovery-guide/)

Chapter 9: Emotional, spiritual, and physical care

The Emotional, Spiritual and Physical (ESP) Care Committee was part of ROC from the very beginning. Their mission was to support the efforts of ROC's long-term recovery efforts by identifying areas of need and the resources that would provide emotional, spiritual, and physical care as a result of the 2017 wildfires. This committee accomplished a great deal, as discussed in this section.

Community spiritual assessment

While the ROC ESP Committee did not conduct a formal community spiritual assessment, there was a cohesive and diverse group of caregivers, care-related agencies, and faith-based groups engaged to conduct outreach throughout the community. A community spiritual assessment is sometimes done during the transition to long-term recovery to identify spiritual needs for which the community may not have ready assets.

WHAT WORKED

- A collaborative approach to identifying needs in the community and assembling a comprehensive resource mapping document was very helpful. Because the document was shared widely, ESP care was provided to a greater number of survivors. Caregivers, care-related agencies, faith-based groups, and disaster case workers and managers had a valuable tool for informing survivors about the availability of care.

The Healthcare Foundation of N. Sonoma County applied for and received almost $1M in grant money to support the ESP resource mapping project.

- The ESP Committee comprised 23 members, who were engaged early on. This level of organization eased the transition from short-term to long-term care activities. However, it took time to understand who was at the table and how they wanted to contribute to recovery.

- The committee held monthly meetings for the first year after the wildfires lending an important element of continuity and coordination.

- Wildfire Mental Health Collaborative took on mental health recovery so that others weren't duplicating that effort. They spearheaded the availability of online resources, a mobile app, and NAMI (National Alliance on Mental Illness) resources. They also provided a 2-day SPR (Skills for Psychological Recovery) training for over 200 laypeople and mental health professionals in the county.

- Santa Rosa Community Health created the Sonoma Community Resilience Collaborative. In partnership with the Center for Mind Body Medicine, they have trained more than 200 people in techniques geared towards community resilience, and stress and trauma prevention that can impact social, mental, and physical recovery. This training continues in 2020, remaining a valuable asset for future preparation.

- The ESP Committee included attention to physical concerns to make sure that possible water contamination as well as food and nutrition for survivors were considered.

COULD BE BETTER

- The VOAD's expectation for a community spiritual assessment was not understood. Initial client data wasn't shared, but eventually came from local agencies. This challenge led to delays in administering assistance via the ESP Committee.

- The referrals process could have been improved by separating emotional and spiritual assistance between accredited professionals and unaccredited practitioners. Viewing all emotional and spiritual practitioners as one group left a gap in ROC's connections with some professional organizations. It would have been better to distinguish between these two groups as they became involved with ROC to help identify where gaps may exist.

NEXT TIME

- In the case of a FEMA-declared disaster, California HOPE Project, which is funded by FEMA, could be called on to administer community mental/spiritual assessments.

- Another avenue for collecting community data would be to go to individual groups and request data about their clients' needs in order to help them connect with the proper resources.

- Remain engaged with key members of the ROC ESP Committee who hold so much knowledge about the 2017 recovery.

Spiritual care interventions to kindle hope

The maintenance of hope during times of struggle is a central priority of emotional, spiritual, and physical care providers. The loss of hope is despair. ROC ESP Committee members have taken an active role in community outreach to help renew and bolster a sense of hope.

WHAT WORKED

- There were a number of workshops, retreats, and fairs throughout the first two years of the recovery that kept consistent spiritual assistance flowing to the community. Organizations such as Integrative Medical Clinic Foundation, Journey Center, Redwood Empire Chapter of California Association of Marriage and Family Therapists, Sonoma Strong Healing Fair, and others offered these events.

- The ROC ESP Committee participated in many tabling events to distribute resource information.

- The Sonoma Strong website and Sonoma Rises phone app for personal evaluation and check-in were effective in engaging people who didn't necessarily want face-to-face assistance.

- California HOPE accomplished significant community outreach, offering one-on- one meetings and group presentations. They also provided mental health support to Camp Noah, a resilience camp for elementary age students.

Camp Noah is a nationally acclaimed, 20-year-old preparedness and resilience program for children, hosted across the U.S. in communities that have been impacted by disaster and trauma. One week of Camp Noah was held for 40 campers at First United Methodist of Santa Rosa's Stony Point campus in July 2018, staffed by volunteers from six local churches and five mental health professionals from California HOPE.

COULD BE BETTER

- The interface between ESP professionals and DCM was disjointed. Neither group felt fully supported by the other. DCMs felt like they had to identify and access services their clients needed. The ESP Committee felt that the DCMs weren't utilizing the reference materials they provided. It's important to establish a strong bond between these groups.

- Because faith-based organizations were overwhelmed with helping their own communities, they didn't participate to a high degree in ROC ESP Committee activities. While this diminished the presence of faith-based organizations in ROC activities, it was a necessary choice they made in the face of enormous need. Also, it is not felt that the reduced participation hampered community recovery.

NEXT TIME

- Earlier outreach to faith-based organizations may result in better collaboration across a broader group.

- When planning for the next disaster, it's important for the LTRG to recognize that survivors experience an arc of emotional responses after a natural disaster. "This usually starts with a 'heroic' phase, when people rise to the occasion to survive and help others. Then disillusionment sets in as people come to grips with a new reality post-disaster", said Judith Andrews, co-chair of the Texas Psychological Association after Hurricane Harvey. Plan a logical approach to long-term emotional care services that coincides with the typical arc of responses. The plan should consider the need for ongoing support, ways to bring the community together, weekend events, and so on.

- Understand the social profiles of core ESP partners. ROC made NAMI the resource for professional services, but because NAMI is associated with mental illness in the community, the trauma-informed care services were not recognized. Very few people called NAMI because of that association.

Attention to emotional and spiritual issues around anniversary times

In each of the two anniversaries that have passed since the 2017 fires, there have been significant gatherings within individual neighborhoods, churches, and communities. ROC has supported many of these events via communications, social media, and event presence, but has not felt the need to initiate such events given the organic proliferation by others.

WHAT WORKED

- ROC participated in the Sonoma County Healing Fair, which was a holistic event. It was important to have a presence at such events to raise awareness of ROC and its ongoing ability to support the recovery of fire survivors.
- County and faith-based groups conducted a number of activities. The ROC ESP Committee chose not to participate in most of these activities because they were geared toward specific faiths and didn't feel all inclusive.

NEXT TIME

- Reach out to partners to understand what is being planned for anniversaries to avoid wasted time and duplicate efforts. Use that knowledge to inform the community about these events and consider having a presence (for example, host a table or partner with a ROC member).

Retreat opportunities for care givers

Care providers, as well as the many other community members involved with long-term recovery, are vulnerable during times of disaster and must be cared for, too. They endure long working hours for extended periods of time at the expense of their own self-care. Several disaster response agencies provided retreats and workshops during the 2017 fire recovery.

- Lutheran Social Services sponsored a caregiver retreat about skills for psychological recovery and self-care for spiritual leaders.
- A number of organizations offered self-care workshops for first responders.
- American Red Cross offered self-care workshops.

Identify organizations that provide self-care retreats and workshops for care providers and long-term recovery staff as part of the preparation phase of your long-term recovery plan.

Make use of work that was done for the 2017 recovery. ESP Committee policies, processes, and online tools are available from Committee members. This will reduce ramp-up time considerably.

Resources

- "Chapter 9: Spiritual Care in Long Term Recovery" in the *National VOAD Long-Term Recovery Guide (www.nvoad.org/mdocs-posts/long-term-recovery-guide/*)

Chapter 10: Financial controls and reporting

Financial controls and systems are one of the first things a new long-term recovery group (LTRG) should consider and implement, as heavy scrutiny makes grants contingent upon an identified process for receiving, disbursing, and reporting the use of funds. A good financial control system will focus on transparency and accountability.

Fortunately for ROC, some of the most well-established and respected funders and agencies in the county came on-board as partners from day one. What follows is an overview of what these partners experienced in coordinating ROC's financial operations.

Philanthropic funding interface with ROC

The creators of the Sonoma County LTRG, ROC, included local members from Community Foundation Sonoma County, United Way of the Wine Country, American Red Cross, Catholic Charities, and Hope Crisis Response Network. But even before ROC began coalescing, these organizations were raising money for relief and recovery efforts. As time went on, these partners became the core of ROC's financial foundation.

WHAT WORKED

- ◦ While the Unmet Needs Committee had general guidelines about distributing funds, it was each funder's choice whether to contribute. This allowed the funders to operate independently and support their boards as they saw fit. It also contributed to the efficiency of the committee because consensus wasn't required for each funding decision. Lastly, this harmonious interaction allowed Unmet Needs Committee members to inform each other's decisions but not control them.

- ◦ It was wise to meet with the funding community before ROC convened. From a philanthropic perspective, there is a small window when money will funnel into the community and pressure to get it out quickly, so it's important to engage key funders quickly.

- ◦ Some of the funds received by one funder at the beginning were for individuals (rather than unmet needs). The result was that the funder gained visibility and an elevated position in the community, which helped them raise additional funds for unmet needs.

- ◦ In addition to large grants for rebuilds, philanthropic funding was provided to ROC partners for smaller grants to support survivors who had needs other than rebuilding. This demonstrated that donations were supporting the full needs of fire survivors, from the immediate relief phase, which included needs such as paying utility bills, purchasing tools, and rent payments, to the longer-term rebuild phase.

- ◦ Elaborating on the previous point, ROC set up micro-grants so that DCM could provide funds to survivors more quickly. These funds covered expenses such as landscaping, appliances, furniture, work tools and supplies, paying off HELOC type loans, and other expenses that didn't require extensive vetting. It was a very successful program that helped close cases.

- ◦ Local fundraising began immediately after the 2017 fires. It was clear that a significant part of the community would need assistance. Don't wait for a state or federal disaster declaration to start raising funds.

COULD BE BETTER

◦ While ROC's funding partners effectively engaged key funders, communicating the expected length of the long-term recovery was challenging. For example, Redwood Credit Union and Tipping Point, who raised the bulk of donations after the 2017 fires, targeted the relief phase of disaster philanthropy, with the majority of funding allocated within six months. When a long-term recovery operation begins, is vital to educate funders about the importance of balancing immediate relief and long-term recovery.

◦ It took quite some time to bring client cases to the Unmet Needs Committee. This was the result of instituting new processes and eligibility guidelines, as well as a backlog in disaster case management processes. Once cases were being presented to the Unmet Needs Committee, interaction with ROC worked well. The delay caused frustration by those who had donated to the unmet needs funds, as they wanted to see that rebuilds were happening.

Lesson learned: A lack of up-front communication with funders about the importance of balancing immediate relief and long-term recovery strained relationships and resulted in having just two funders on the Unmet Needs Committee.

NEXT TIME

◦ Ideally, there should be communications between the LTRG and key funders to understand who is opening a fund. Everyone involved should then help promote that fund. This is a good way to get started before it's known whether there will be long-term recovery group activation (i.e., FEMA declaration). For example, taking what was learned after the 2017 fires, Community Foundation Sonoma County guided people to United Way of the Wine Country for immediate relief after the Kincade fire in 2019.

◦ Work closely with the Communications Committee to make sure there are talking points, presentations, and compelling website content developed in advance. In 2017, the funders had to sell the long-term recovery effort to donors and board members. Having an articulate and knowledgeable ROC co-chair present to these audiences helped a lot, but did not eliminate the need for readily available communications.

◦ The distribution of donations was not well coordinated. Part of this was due to the fact that funding needs were largely indefinite at the beginning, so some agencies received less funding than their recovery contribution dictated. Next time, there will be a better understanding about community needs after a disaster. This will inform fund distribution, making for a more equitable and accurate outcome.

RELATED INFORMATION PERTAINING TO THE SONOMA COUNTY COAD

◦ The Sonoma County COAD should include a number of funders who agree on the types of funds that each entity will open when the need arises, including immediate short-term grants (relief phase), mid-term funds (recovery phase), or longer term unmet needs (rebuild phase). This agreement should be part of the activation plan. It's important to make sure the funders are in sync before disaster strikes.

◦ Reach out to key funders and encourage them to join the COAD (e.g., Vintner's Foundation, Redwood Credit Union, Tipping Point, faith-based organizations, and others). ROC wants to

partner with these funders in a way that works for everyone. Ask what role they want to play next time.

Communications related to the COAD will be different from communications for a disaster in process. It's important to have a plan in place.

Handling money

A coordinated process for handling incoming funds, issuing receipts, approving expenditures, reconciling funds, and signing checks is vital to the smooth operation of the long-term recovery group. Here are some experiences from ROC after the 2017 fires.

WHAT WORKED

- ◦ It was very helpful to have ROC partners Catholic Charities and Community Action Partnership able to accept and disburse funds early on for things such as rental assistance and the ROC Resource Center. These organizations are already funding partners and grantees of Community Foundation Sonoma County and United Way of the Wine Country, so the funding arrangements were easy to set up.

- ◦ To have Lutheran Social Services (LSS) acting as fiscal agent and holding the funds for unmet needs was important and simplified that part of the funding process. Regardless of when funds were spent, this arrangement kept the funds pooled and accounted for at LSS.

- ◦ The collaboration between the Unmet Needs Committee, disaster case managers, and the disaster case management supervisor was helpful for everyone. The Unmet Needs Committee was able to see both the big picture and client details first hand. The case managers and supervisor learned what questions the funders would ask, which made subsequent presentations go more smoothly.

COULD BE BETTER

- ◦ Funders need to adopt a reasonable timeline for funds to be spent. Funders must account for the fact that nonprofits need time for up-front planning, material and staffing acquisitions, changes that affect the recovery path, and so on. Community Foundation Sonoma County eventually made 18-month and two-year grant periods available and partnered with nonprofits to determine what was realistic.

- ◦ Set proper expectations for the disbursement of funds. It costs money to give disaster money away and raise it. Never say 100% is going to disaster. Clearly communicate that there are overhead costs.

Cautionary tale: One construction nonprofit had to cease recovery operations because they were unable to deliver in the timeline given. They scaled up to demonstrate that they could spend the money but were ultimately unable to secure sufficient resources to do so. Realistic spending timelines are essential to success.

- ◦ Make it easier for donors to participate in supporting unmet needs. Consider creating an Unmet Needs fund through the Long-Term Recovery Committee. Any donor or funder could contribute (Mendocino did this).

- ◦ Engage earlier with funders who were not included after the 2017 fires. There were some funders that ROC couldn't incorporate, which may have resulted from a gap in relationship-building and connecting with the right people sooner.

Financial reporting

Reporting for the funds associated with the 2017 fires was a simple accounting of dollars out. The formal accounting was done within each partner organization involved. However, if the LTRG creates financial controls and systems, it will become important to adopt a consistent and coordinated process for financial reporting.

WHAT WORKED

- ◦ The funders appreciated getting reports from ROC about the number of clients assisted and the assistance amounts.

COULD BE BETTER

- ◦ There was inconsistent reporting on the impact of dollars, as Community Action Partnership and Catholic Charities reported differently. In some cases it was challenging to get data at all. This made it very difficult for the funders to inspire donors to give more or factually explain about the significant need that was still to come.

- ◦ Late in the recovery, one ROC partner was finally able to give an estimate of remaining cases and the average cost of each. This gave the funders a starting place to understand the funding gap.

- ◦ Strong and consistent data reporting affects the ability to raise funds. Because data was inconsistent and sometimes nonexistent, funders couldn't release funds. Open access to data, including precise dollar amounts, staffing needs, or material needs would have enabled the funders to fund those needs.

- ◦ It's vital to hone good relationships and trust between funders and service providers. Good decision-making depends on having good information.

Audit process

Auditing of the funds allocated to 2017 fire recovery was conducted within the ROC partner agencies involved.

WHAT WORKED

- ◦ The funders needed only an invoice, the client case study, and check copy to reconcile funds distributed. The service providers supplied this documentation.
- ◦ The unmet needs forms from disaster case managers served as proposals/case studies in working with donors.
- ◦ See the Unmet Needs Supplemental Report in Appendix B.

Reporting to donors

Reporting to donors and contributors goes beyond the "asking" to include 1) reporting the use of donated funds and goods and 2) interpreting that use in terms of the numbers of families assisted, the nature of the assistance provided, and on-going identification of emerging needs. In the case of the 2017 fires, the funders held responsibility for reporting to their respective donors.

COULD BE BETTER

- ◦ Because funds were not spent quickly enough, donors became frustrated. When it was possible to start sharing case studies, donors were happier.
- ◦ Communication to donors about funds that were unspent for a significant amount of time was insufficient. ROC should be prepared to deliver these types of communications in a timelier manner in the future.

Resources

- ◦ "Chapter 10: Financial Controls and Reporting" in *the National VOAD Long-Term Recovery Guide* (www.nvoad.org/mdocs-posts/long-term-recovery-guide/)

Appendices

The resources in the following Appendices are more specific to Sonoma County than those in the *National VOAD Long-Term Recovery Guide* (www.nvoad.org/mdocs-posts/long-term-recovery-guide/), which also contains a wealth of information.

Appendix A: Acronyms used in this handbook

The following acronyms are used in this handbook, many of which are generally common in disaster work.

ADU	Accessory dwelling unit
ALE	Additional living expenses
Cal OES	California Office of Emergency Services
COAD	Community Organizations Active in Disaster
COPE	Citizens Organized to Prepare for Emergencies
DCM	Disaster Case Management/Disaster Case Manager
DRC	Disaster Recovery Center
EOC	Emergency Operations Center
ESP	Emotional, spiritual, physical (typically refers to types of care)
FEMA	Federal Emergency Management Agency
JDU	Junior dwelling unit
LAC	Local assistance center
LTR	Long-term recovery
LTRG	Long-term recovery group
NAMI	National Alliance on Mental Illness
PIO	Public information officers
PSPS	PG&E's Public Safety Power Shutoff
ROC	Rebuilding Our Community (Sonoma County's long-term recovery group)
ROI	Release of Information
SCOE	Sonoma County Office of Education
SPR	Skills for psychological recovery
VAL	Voluntary Agency Liaison for FEMA
VOAD	Volunteer Organizations Active in Disaster

Appendix B: Sample ROC forms

The forms included in this Appendix were the most commonly used throughout the disaster case management processes after the 2017 Sonoma County Wildfires. They are included here for reference purposes in approximate order of use.

- ◦ CalOES-County of Sonoma Local Assistance Center Intake Form and Release of Information

- ◦ Client Registration (Demographics and Household Screening)

- ◦ Disaster Recovery Discharge Plan

- ◦ Disaster Case Management Triage Form

- ◦ Needs Assessment

- ◦ Unmet Needs Supplemental Report

- ◦ Draft Client Grievance Procedure and Form

- ◦ ROC Disaster Relief Services Closing Survey- Sonoma County

COUNTY OF SONOMA
LOCAL ASSISTANCE CENTER
INTAKE FORM

Today's Date: **Evacuation Date:**

Is this your initial visit?   ☐ YES   ☐ NO

First Name: **Last Name:**

Street Address:

Mailing Address, if different:

City: **Zip Code:**

Phone: **Email:**

Do you rent or own your home?   **Rent**   **Own**

Was your home destroyed/damaged?   ☐ **No** ☐ **Destroyed** ☐ **Damaged** ☐ **I don't know**
How many individuals in your household?

Was your property insured?   ☐ **Yes** ☐ **No**

Was your property used as a home business?   ☐ **Yes** ☐ **No**

Are you self-employed?   ☐ **Yes** ☐ **No**

Was your business destroyed/damaged?	**No**	**Destroyed**	**Damaged**	**I Don't Know**
Business Name:				
Business Address:				
Business City:	**Zip Code:**			

I grant permission to share this information with other government and non-profit relief agencies.

Printed Name: **Signature:**

How did you find out about this **Local Assistance Center**?
☐ TV   ☐ Radio   ☐ Newspaper   ☐ Sign   ☐ Community Group
☐ Word of Mouth   ☐ Social Media   ☐ Other

Office of Recovery and Resiliency, 575 Administration Drive, Santa Rosa, CA 95472

RELEASE OF INFORMATION
County of Sonoma - Disaster Recovery Assistance

I, _____ give permission to share my personal and
(Name of Client)
confidential information to the County of Sonoma and its various contracted partner groups and agencies, including but not limited to Sonoma County Rebuilding Our Community (ROC), Napa County Disaster Recovery Group, Mendocino County Rebuilding Our Community, Team Lake County, Catholic Charities California, American Red Cross, for the purposes of providing post-disaster and other recovery-related services to me, including Disaster Case Management. The purpose of me agreeing to release my information is because sharing my information is necessary for these partner groups and agencies to collaborate and coordinate services to me for recovery from the _____
disaster event.

I understand that shared data may include my client case information, including my personal identifying information, my demographic, assessments, development of Recovery Plans, and referral coordination. I further understand that the County and its partner groups and agencies will only access case data if they are party to a data sharing agreement with the County and have a specific reason that relates to my recovery and to referral information to coordinate services. A list of partners will be provided on request. All partners will adhere to the data sharing agreement signed between them and the County and all Case Managers will receive confidentiality training and sign a confidentiality agreement before accessing client data.

I understand my information will be protected and kept confidential and only used in furtherance of providing recovery service to the fullest extent possible, but that it may be shared to the extent required by law.

Data will be shared in care of Santa Rosa Catholic Charities. Contact information:

Santa Rosa Catholic Charities
987 Airway Ct., Santa Rosa, CA 95403
707-867-8004, cking@srcharities.org

My signature indicates that I understand the types of information that will be disclosed and why it is necessary. I am aware that this consent is for release of information only to and by and between the County's partner groups and agencies who have entered into data sharing agreements with the County, and that my consent can be revoked (in writing) at any time. My signature also means that I have read this form and/or have had it read to me and explained in a language that I can understand. All the blank spaces on this form must be completed in order for the consent to be valid.

This consent form expires on upon termination by client or completion of recovery services.
Client Signature Date
Witness Interpreter (if needed)

Rebuilding Our Community (ROC) Sonoma County Client Demographics and Household Screening

Rebuilding Our Community is a group of agencies throughout the county working together to make sure all of our residents are able to fully recover from the 2017 Fires. This information is needed to assess the full impact in our community, it will not be shared without your permission.

Head of Household Demographics

1) First Name _____   Middle Initial ___ Last _____

2) Street Address _____Apt # _____ Zip code_____ Date of Birth ___/___ /___

3) Phone (_____) _____ – _____ □ Home □ Cell □ Work Email_____

4) How long have you been at this address?

_____

5) Mailing Address _____ Apt # _____ Zip code_____

6) What is the best way for us to contact you? □ call □ email □ text Can we leave a message? □ Yes □ No

7) Preferred Language_____ Translation Assistance Needed? □ Yes □ No

8) How well do you speak English? □ Very well □ Well □ Not well □ Not at all

Demographic Information

9a) **Race** (Select as many as apply):	9b) **Ethnicity** (Select one):	10) **Gender**
□ American Indian or Alaskan Native	□ Hispanic/Latino	□ Male
□ Asian	□ Non-Hispanic/Non-Latino	□ Female
□ Black or African-American	□ Rather not say	□ Other
□ White		□ Rather not say
□ Native Hawaiian or Other Pacific Islander		
□ Other		
□ Rather not say		

11) **Are you a Veteran?** □ Yes □ No □ Rather not say

Household Screening

12) Does **everyone** in your household have health insurance? □ Yes □ No □ Don't know □ Rather not say

12a. What kind of health insurance_____

13) Do you feel your current housing is at risk? □ Yes □ No □ Don't know □ Rather not say

14) Are you homeless? □ Yes □ No □ Rather not say

15) Do you feel safe at home? □ Yes □ No □ Rather not say

The following information helps us to determine your eligibility for programs that may help your household.

16) Please provide the TOTAL Gross Income for all members of your household for last year:
_____ (an estimate is OK)

17) Are you active on CalFresh? □ Yes □ No □ Not sure Start Date _____ County Case#_____

Household Information			Received services from this agency before?	Employment Status	Education
First Name: **Last Name:**	**Relationship:** SELF	**DOB:**	☐Yes ☐No	☐Retired ☐Employed: **full time part time** ☐Student ☐Self-employed ☐Unable to work due to disability ☐Unemployed: How long? _____ ☐N/A	☐0-8 ☐**9-12/non-graduate** ☐High school grad/GED ☐**12/some Post-secondary** ☐2 or 4 year College Grad ☐Grad school
First Name: **Last Name:**	**Relationship:**	**DOB:**	☐Yes ☐No	☐Retired ☐Employed: **full time part time** ☐Student ☐Self-employed ☐Unable to work due to disability ☐Unemployed: How long? _____ ☐N/A	☐0-8 ☐**9-12/non-graduate** ☐High school grad/GED ☐**12/some Post-secondary** ☐2 or 4 year College Grad ☐Grad school

Rebuilding Our Community (ROC)
DISASTER RECOVERY
Discharge Plan

Client's Name: _____

Case Manager: _____

Start Date: _____

Disaster Related Needs

Reasons for Case Closing	
Goals Accomplished	*Refused to comply with program
No longer desires services	No longer meets eligibility
Moved out of service area	Needs exceed organizational resources
Unable to contact after multiple attempts	Other

*The Head of Household has the right to present written or oral objections to the decision for close a case to ROC Case Management Committee and/or member providing RCM services

After-care and Follow-up

Client(s) Signature: _____ Date: _____

Case Manager Signature: _____ Date: _____

REVIEWED AT CASE CLOSING

Client(s) Signature: _____ Date: _____

Case Manager Signature: _____ Date: _____

Supervisor Signature: _____ Date: _____

1/3/18

Disaster Case Management Triage Form

Client Name_____	DOB_____

☐2015 Valley Fire ☐2016 Clayton Fire ☐2017 Sulphur Fire ☐2017 Tubbs/Nunns Fire ☐2017 Redwood Fire ☐2017 Atlas Fire
☐2017 37 Fire ☐2017 Mendocino Complex Fire ☐2018 Pawnee Fire ☐2018 Camp Fire ☐2019 Russian River Flood
☐2019 Kincade Fire ☐Other_____

Pre-disaster address:	Zip Code:

☐Single family dwelling ☐Mobile home ☐Duplex ☐Condo/townhouse ☐Apartment ☐Own ☐Rent ☐Other_____

Disaster Related Needs	Notes
Damage: ☐No Damage	
1. ☐Dwelling Destroyed	
2. ☐Damaged Dwelling ☐Needs major structural repair	
3. ☐Undamaged Dwelling	
4. Able to live in home? ☐Y ☐N	
Housing	
5. ☐Have stable housing similar to prior housing	
6. ☐Have stable housing, staying with network	
7. ☐Have temporary housing-need permanent	
8. ☐Staying in shelter	
9. ☐Need temporary/emergency shelter	
10. ☐Need financial assistance to find stable housing	
Losses	
Documents ☐N/A	
11. ☐Household Records Lost – Needs to replace	
12. ☐Immigration Documents Lost	
Vehicle ☐N/A	
13. ☐Needs Vehicle Repair	
14. ☐Needs Vehicle Replacement	
Wages ☐N/A	
15. ☐Lost Job (temporary)	Dates:
16. ☐Lost Job (permanent)	Date:
Other Needs	
Physical/Support ☐N/A	
17. ☐Ongoing Health Concerns	
18. ☐Limited social/emotional/mental health support	
Services Needed ☐N/A	
19. ☐Child Care/Senior Support	
20. ☐Employment/Benefits	
21. ☐Transportation	
22. ☐Immigration Services	
Resources	
Circle ones that have been applied to	
23. Applied to: None FEMA SBA UW/RCU Undoc SVdP Other:	
☐FEMA number_____	If not applied to any, why not?
☐Approved for:	
☐Denied from:	
☐N/A ☐Appealed to:	
Insurance: ☐No Insurance	
24. ☐Have insurance policy:	☐Home ☐Car ☐Rental ☐Other_____
a. ☐Has insufficient insurance:	☐Home ☐Car ☐Rental ☐Other_____

OVERALL CURRENT RECOVERY STATUS OF THE HOUSEHOLD?

☐ MOSTLY RECOVERED: STILL HAVE SOME PROBLEMS

☐ PARTIALLY RECOVERED: STILL A LOT OF WORK TO DO

☐ NOT BEGUN: JUST LIKE THE DAY OF THE DISASTER

☐ GETTING WORSE: MORE PROBLEMS SINCE THE DISASTER HIT

☐ COMPLETELY RECOVERED: NO REMAINING NEEDS

☐ UNKNOWN

HOW DID CLIENT HEAR ABOUT DISASTER CASE MANAGEMENT? ☐PUBLIC MEDIA ☐211 ☐GOVT AGENCY ☐LTRG ☐NPO ☐OTHER ☐UNKNOWN

OTHER CRITICAL NEEDS

1.

2

3.

4.

VULNERABLE POPULATIONS

☐General survivor ☐Aged over 65 ☐Disabled ☐Safety Risk

☐Limited English Proficiency ☐Limited Literacy ☐Unemployed ☐Housing Insecurity

☐Single parent (minor dependents) ☐Priority population 1 ☐PP 2 Risk

☐Poverty ☐Access and Functional Needs

Date: ___/___/___ Staff/Vol: _____

Agency: _____ Site: _____

NEEDS ASSESSMENT (PARTIAL)

This 7-page form was completed for all survivor households to determine service needs. Much of the information collected was required to satisfy the conditions of the FEMA contract.

NEEDS ASSESSMENT

DISASTER SURVIVOR INFORMATION		
Client Name:	ETO#:	Date:
Disaster Case Manager:	Agency:	

INTRODUCTION

1. Tell me what your life was like before the fire:

2. Tell me what your life is like now:

HEALTH AND WELLNESS

Our first priority is to make sure you are currently as safe and stable as possible, as this will help you achieve your long term recovery goals.

3. Do you have enough food every month? ☐Y ☐N

4. Are you able to store food and prepare meals at your current housing? ☐Y ☐N

5. Are you able to make it to the store to buy food and other necessities? ☐Y ☐N

6. How are you paying for your monthly expenses?

   a. Employment   FT   PT   # of jobs____

   b. Retirement funds ☐

   c. Government funds ☐

   d. Family assistance ☐

   e. Spousal or child support ☐

7. Do you have enough money coming in or saved to meet your expenses each month? ☐Y ☐N

8. Do you have the same job as before the fire? ☐Y ☐N ☐Unemployed prior to fire

   a. Has your employer been supportive of your recovery needs? ☐Y ☐N ☐N/A

   b. Do you feel this job is stable? ☐Y ☐N ☐N/A

   c. Does your spouse/partner have the same job as before the fire? ☐Y ☐N ☐N/A ☐Unemployed prior to fire

   d. Has your spouse's/partner's employer been supportive of his/her recovery needs? ☐Y ☐N ☐N/A

   e. Do you feel your spouse's/partner's job is stable? ☐Y ☐N ☐N/A

9. Are you able to care for your own personal needs? ☐Y ☐N

10. How have your needs changed due to the fire?   What kind of assistance could you use?

11. What immediate needs would you would like to address before you leave today?

12. Have you been able to get yourself to work on time on a regular basis since the fires? ☐Y ☐N ☐N/A

13. Did you lose your clothes and other supplies for daily life due to fire or smoke damage? ☐Y ☐N

14. Do you have transportation? ☐Y ☐N

15. How have your transportation needs changed due to the fires?

16. Do you have a driver's license? ☐Y ☐N

17. Do you have shelter/housing now? ☐Y ☐N

18. Do you have any concerns about your housing situation?

   a. ☐ Trouble finding housing

   b. ☐ Unsafe housing

   c. ☐ Not enough money to pay for housing

   d. ☐ Waiting for section 8

   e. ☐ Eviction/recent foreclosure

   f. ☐ Not currently housed

   g. ☐ Housing at risk

   h. ☐ Unstable housing

   i. ☐ No Concerns

   j. ☐ Other_____

NEEDS ASSESSMENT

19. How many people are in your current household? _____

20. How many bedrooms are there? _____ or ☐Homeless

21. How many units on the property of your current housing? _____

22. Do you feel safe in your current housing? ☐Y ☐N

23. Are you receiving any form of emotional support such as:
    a. ☐ Counseling
    b. ☐ Therapy
    c. ☐ Ministry
    d. ☐ Other
    e. ☐ No

24. Do you have any community group, church community, or other social network that provides you with emotional or spiritual support? ☐Y ☐N

    If yes, how were these supports impacted due to the fires?

25. Do you fear for your health or safety or for those around you? ☐Y ☐N

26. Tell me about your personal support/community
    a. ☐ I have good support from family
    b. ☐ I have no or limited contact with family
    c. ☐ I have friends who help me (in or out of town?)
    d. ☐ I feel isolated/little community support
    e. ☐ I am as active and involved as I want to be
    f. ☐ I have difficulty participating in group activities
    g. ☐ I have been pressured/negatively influenced by people in my life

27. Have you had past traumatic events in your life? ☐Y ☐N
    If yes, describe:

28. How is your physical health?
    a. ☐ Chronic health concerns
    b. ☐ Physical disabilities
    c. ☐ Dental problems
    d. ☐ Vision problems
    e. ☐ Allergies/environmental sensitivity
    f. ☐ Chronic pain
    g. ☐ History of head trauma
    h. ☐ Sleep disturbances
    i. ☐ No Concerns

29. Do you have access to a health care clinic for yourself? ☐Y ☐N

30. Have you accessed the clinic since the fires? ☐Y ☐N

31. How do you cover medical expenses?
    a. Insurance ☐Y ☐N
    b. MediCal ☐Y ☐N
    c. MediCare ☐Y ☐N
    d. Out of Pocket ☐Y ☐N
    e. Other _____

32. If you or a family member needed support for substance abuse would you know how to access it? ☐Y ☐N

33. Have experienced a change in use of alcohol or drugs in yourself or any family members since the fire? ☐Y ☐N

34. What has been most challenging for you since the fires and evacuation ended?

---

35. Does your household have children? ☐Y ☐N

Please skip to the Housing Section on the next page if household does not have children

---

36. Have you been able to get your kids to school on time on a regular basis? ☐Y ☐N

37. Was your child's school closed due to the fires? ☐Y ☐N

38. Are they at the same school site now? ☐Y ☐N

39. Is the school community supportive? ☐Y ☐N

40. Do your children have the support they need right now? ☐Y ☐N

41. Has their behavior changed since the fire? ☑Y ☐N

42. Do you have parenting support? ☐Y ☐N

43. Would you like parenting support? ☐Y ☐N

44. Do you have access to a healthcare clinic for your children? ☐Y ☐N

45. Did you lose access to childcare? ☐Y ☐N ☐NA

46. Describe your current child care situation:

47. Do your children feel safe in your current housing? ☐Y ☐N

48. Are you dealing with any child custody arrangements? ☐Y ☐N

49. Do your children have any specific needs or issues from before the fire or that have appeared since? ☐Y ☐N
    If yes:

NEEDS ASSESSMENT

HOUSING

1. Were you able to meet your housing payments (rent or mortgage), and your other expenses each month before the fires? ☐Y ☐N

2. Have you ever been homeless in the past? ☐Y ☐N

The following questions are about your current housing.

3. Do you currently have pets? ☐Y ☐N

   # Dogs_____   # Cats_____   # Other_____

4. Do you have enough money for your current rent or mortgage payment? ☐Y ☐N ☐N/A

5. Are you currently renting? ☐Y ☐N

The following questions are about your pre-disaster residence.

6. Was the residence affected by the disaster your primary residence? ☐Y ☐N

7. How many people lived in the house total (# outside of current household for case) _____

8. How many bedrooms were there? _____

9. How many bathrooms were there? _____

10. Are there essential utilities or appliances that are not functioning?
    a. Water: _____ ☐Overdue bill ☐Repair ☐Replacement
    b. Gas: _____ ☐Overdue bill ☐Repair ☐Replacement
    c. Electric: _____ ☐Overdue bill ☐Repair ☐Replacement
    d. Sewer/septic: _____ ☐Overdue bill ☐Repair ☐Replacement
    e. HVAC: _____ ☐Overdue bill ☐Repair ☐Replacement
    f. Refrigeration: _____ ☐Overdue bill ☐Repair ☐Replacement
    g. Other: _____
       ☐Overdue bill ☐Repair ☐Replacement
    h. ☐Unknown

11. Has there been damage to or loss of household essentials? ☐Y ☐N
    If yes, describe:

12. Has there been damage to or loss of equipment, tools, livestock or other property essential to the client's livelihood? ☐Y ☐N
    If yes, describe:

13. Has there been damage to or loss of client's vehicles? ☐Y ☐N
    If yes, describe:

14. Has there been an assessment of the damage to the client's residence? ☐Y ☐N ☐Unknown
    a. If yes then select all that apply and the date the assessment was completed.
       i. FEMA Date _____
       ii. Insurance Assessment Date _____
       iii. Private Contractor Assessment Date _____
       iv. Other Assessment _____
           Date_____

15. Is the residence habitable? ☐Y ☐N
    a. If yes: What repairs and/or improvements have been made thus far?

    b. If no: What repairs and/or improvements are necessary in order for the residence to become habitable?

If you are currently renting:	If you owned a pre-disaster residence:

If you are currently renting:

16. Is the rent being covered by an external entity?
    ☐FEMA   ☐Insurance Company   ☐No
    ☐Other _____

17. How much are your monthly rental payments? $_____

18. Are you behind on rent? ☐Y ☐N
    If yes: What is the amount of rent currently due? $_____

19. Consent to engage landlord? ☐Y ☐N
    If yes: Landlord Name _____
    Contact Information _____
    Landlord Address _____
    _____

If you owned a pre-disaster residence:

20. Is the title clear? ☐Y ☐N

21. Did you own the land? ☐Y ☐N

22. How many units were on property? _____
    All permitted? ☐Y ☐N ☐N/A

23. Do you have a mortgage? ☐Y ☐N
    a. PMI Loan? ☐Y ☐N
    b. Mortgage payment $_____
    c. Total Mortgage Amt _____
    d. Payoff date_____
    e. Are payments current? ☐Y ☐N
    f. Are your property taxes current? ☐Y ☐N

24. Do you have repair estimates? ☐Y ☐N
    Estimate amount $_____

25. Do you have funds to apply towards construction/rebuilding of the home? ☐N/A ☐N ☐Y $_____

NEEDS ASSESSMENT

INSURANCE AND DISASTER AID

1. Do you have homeowners or renters insurance for your pre-disaster residence?

   a. ☐ Homeowners

   b. ☐ Renters

   c. ☐ None

   Insurance Company and contact information_____

2. If yes, have you submitted a claim to the insurance company? ☐Y ☐N   ☐NA   Claim #_____-

   a. If YES what is the status of the claim? _____

   b. Total amount received from the insurance company to date? $_____

   c. How much of the insurance settlement is remaining? $_____

   d. Describe how you have spent, or plan to spend, the insurance settlement _____

   _____

3. Were you able to keep your receipts from evacuation and expenses since the fire?
   ☐Yes   ☐Some   ☐No

4. What is the status of your FEMA application?

   a. ☐ Have not applied – If not applied, SKIP TO #5

   b. ☐ Application submitted

   c. ☐ Application approved

      i. Date of the initial determination made by FEMA _____

      ii. Total amount received from FEMA $_____

      iii. Max grant received? Y☐   N☐

   d. ☐ Application denied

      i. Date of the initial determination made by FEMA _____

      ii. ☐ Client has appealed

         1) Date of initial appeal _____

         2) What were the results of the initial appeal?

            a) ☐ Approved

               i) Total amount received after appeal $_____ if approved

            b) ☐ 2nd appeal pending

            c) ☐ 3rd appeal pending

            d) ☐ Denied
               i) Reason for denial _____

      iii. ☐A FEMA appeal is needed

   e. ☐ Undetermined

   f. ☐ Decline to submit

5. Have you applied for a post-disaster or second home loan (other than SBA)? ☐Y ☐N

   a. If yes, what is the status of the application? ☐Pending ☐Denied ☐Approved $_____

6. Did you apply for SBA loan?

   a. ☐ Yes: Date of submission_____   SBA Loan #_____

   b. ☐ No

7. SBA loan status If you applied:

   a. ☐ Pending

   b. ☐ Approved $_____

      i. Did you receive the SBA Loan? ☐N   ☐Y $_____

   c. ☐Denied

   d. ☐N/A

NEEDS ASSESSMENT

INCOME/FINANCIAL STABILITY

1. What is the total monthly household income for all family members' employment income and benefits? $_____

2. What was the total monthly household income for all family members' employment income and benefits right before the fires?
   $_____

3. Did your household lose income due to the disaster? ☐Y   ☐N   Date Income Lost _____

   a. Describe the circumstances surrounding the loss of income:

4. If returned to work: when? _____   ☐N/A

5. Were you following a household budget before the fires? ☐Y   ☐N

6. Have you used a budget before? ☐Y   ☐N

7. Are you using a household budget now? ☐Y   ☐N

8. Were you saving on a regular basis before the fires? ☐Y   ☐N

9. Are you enrolled in a matched savings program? ☐Y   ☐N

10. With who?

11. Did you have emergency savings you were able to use after the fires? ☐Y   ☐N

12. Do you have a bank account?   ☐Savings (Amt)_____   ☐Checking   ☐Other   ☐None

    Bank(s):_____

13. Does anyone in your household have a retirement account? ☐Y   ☐N

    a. Have you had to access it since the fires? ☐Y   ☐N

14. Do you have any investments or other assets that contribute to your financial stability? ☐Y   ☐N   ☐N/A

15. Have you checked your credit in the last year?   ☐Y   ☐N   Last known credit score _____

    a. If yes, were there errors in the credit report? ☐Y   ☐N

    b. If yes, did you take action to correct it? ☐Y   ☐N

16. Has your credit history made it hard to get a car, insurance, phone, job or housing? ☐Y   ☐N

17. Did you complete your taxes last year?

18. Did you complete your taxes in the last three years? ☐Y   ☐N

19. Please list your current vehicles not damaged in the fire (make, year, amount owed):

    -

    -

    -

20. Do you have student loans or other debts you are having trouble paying? ☐Y   ☐N

    Total debt: $_____

21. How much of your total debt has been added since the fires? $_____

    Please describe:

22. Have you been trying to pay down your debt? ☐Y   ☐N   If no, skip to question #25

23. Have you had issues with a financial product or service like a bank account, loan, mortgage, debt collector, or credit report that you haven't been able to solve? ☐Y   ☐N

24. Did you have any financial goals you were working on before the fire? ☐Y   ☐N
    Please describe:

25. Do you manage the finances for the household or does someone else?

    ☐ I manage the finances   ☐ Someone else manages the finances

Complete CFPB Questionnaire

NEEDS ASSESSMENT

RECOVERY PLANNING
1. Tell me how you would describe your preferred life.
2. What is your current recovery plan?
3. What steps have you already taken towards recovery?
4. What personal characteristics have helped you deal with challenging circumstances in the past?
5. What do you see as your biggest obstacles to achieving a full recovery?
6. Did you have other difficult life events happen before or since the fire that are making your recovery process challenging?
7. Do you and your spouse/partner agree on what recovery path to take?
8. Do you have any outstanding legal issues that since or before the fires that may affect your ability to fully recover?
9. Are you interested in more information about Immigration programs? ☐Y   ☐N
10. Are you considering enrolling in an education program or changing jobs? ☐Y   ☐N
11. Do you have adults in your life that you help care for? ☐Y   ☐N

Unmet Needs Supplemental Report

Date of Presentation:_____ **Case Manager:** _____

Head of Household ETO #_____

ASSESSMENT

Dwelling Type	Title Clear	Number of Beds/Baths and Sq. Footage	Primary Residence

RESOURCES RECEIVED/AVAILABLE

RECEIVED	Insurance	FEMA	SSGP	SBA	Loan	Other	Other	Other	Total
AVAILABLE	Insurance	FEMA	SSGP	SBA	Loan	Other	Other	Other	Total

SUSTAINABILITY PLAN

CFPB Score	Income Source(s)	Benefit Enrollment	Projected Tax Credits	ITIN	Debt	Estimated Property Taxes	Credit Score

Liability: (only if current legal issues that would prevent sustainability)

Summary:

BID

	Total Cost	Client Rebuild Funds	Unmet Need
Company Name			

ELIGIBILITY

Date of Peer Review:
Date of Supervisor Review:
Date of Construction Analyst Review:
Date of Construction Committee Approval:

Sign:_____ **Date:**_____
Disaster Case Manager

Sign:_____ **Date:**_____
Case Manager Supervisor

Unmet Needs Funding Commitment

Date_____ ETO#_____ Presenting Agency_____

	Needs	$ Amount
1		
2		
3		
4		
5		
6		
	Total Need	$

Commitments

Funding Agency	$ Amount	Authorized Signature	Est. Disbursement Date
Community Foundation			
United Way			
Catholic Charities			
Hope City			
Total $			

DRAFT CLIENT GRIEVANCE PROCEDURE AND FORM

Disaster Case Management respects and values input from their clients and is committed to providing opportunities for any client to express his or her concern about program decisions and or practice. We encourage an attempt to work out the problem directly with the program staff member of the home agency as the first step. If an agreement cannot be reached, a Grievance Form should be filled out, clarifying if it is an internal agency grievance or a DCM grievance. DCM grievances are only related to the DCM workflow process, individual agency programs would handle grievances following their internal agency process. All complaints and grievances will be handled in a confidential manner. Each client is protected from retaliatory action for making a complaint or grievance.

Steps/Levels of Review:

Step 1   Disaster Case Manager

The DCM Client Grievance Form is filled out by the client to explain the grievance or complaint and what has happened so far to resolve the situation. The Disaster Case Manager will help write information in a client's own words on the Client Grievance Form if needed. The form must be submitted by the client within five days of the day the client receives the form. The Grievance Form is given to the DCM's Supervisor and a copy given to the agency Executive Director. The Supervisor has five working days to meet to discuss the situation, to make findings and to suggest a solution. The client will be asked to sign the form and to indicate agreement or disagreement. If the client disagrees, the grievance goes to Step 2.

Step 2   Disaster Case Management Program Supervisor

The Disaster Case Management Program Supervisor meets with the client within three working days to client to discuss the situation, make findings, and suggest a solution. The client will be asked to sign the form to indicate agreement or disagreement. If the client disagrees, the grievance goes to Step 3.

Step 3   Disaster Case Management Committee Chairperson

The Disaster Case Management Committee Chairperson has seven days to meet with the client to discuss the situation, to make findings, and to suggest a solution. The client will be asked to sign that section of the form to indicate agreement or disagreement. If the client disagrees, the grievance goes to Step 4.

Step 4   Long Term Recovery Group (LTRG) Executive Committee with appointed Chairperson

The LTRG Chairperson has ten working days to meet with the client to discuss the situation with the ROC Steering Committee, to make findings, and to suggest a solution. The client will be asked to sign the form to indicate agreement or disagreement. The client has the right to seek a remedy with appropriate public regulatory agencies.

Client, DCM, Supervisor, and all parties involved will be notified of the resolution of the grievance.

Acknowledgment of Receipt: *I have been informed of the Service Recipient Grievance Procedure and Practices. I understand that it is my right to file a grievance according to these procedures if I have a complaint about the services I receive as a part of the Disaster Case Management Program that cannot be resolved through other means.*

Name: _____ Date*:* _____

Client Grievance Form

Today's Date:	Agency:		
Name:	Phone:		Fax:
Address:	Email:		
Preferred way to reach you:			
Client Age (if under 18):	Parent/Guardian name if under 18:		
Date:	Received by:		
Explain the grievance or complaint - Be specific: Date? Where? What happened? Who was involved?			
What do you want done to resolve the issue?			
How have you attempted to resolve the issue?			
STEP 1 Disaster Case Manager Five (5) days			
Received by:		Date:	
Proposed Resolution:			
Acceptable to Client: Yes No Signature of Client:		Date:	
Signature of Disaster Case Manager:		Date:	
Signature of Supervisor:		Date:	
If no, client intends to move on to the next step in the grievance process: Yes No			
If no, date client initiates Step 2:			

Client Grievance Form

STEP 2 Disaster Case Management Supervisor	Three (3) working days
Received by:	Date:
Findings:	
Proposed Resolution:	
Acceptable to Client: Yes No Signature of Client:	Date:
Signature of Disaster Case Management Supervisor:	Date:
If no, client intends to move on to the next step in the grievance process: Yes No	
If no, date client initiates Step 3 in the process:	

Client Grievance Form

STEP 3 Disaster Case Management Committee Chairperson	Seven (7) working days
Received by:	Date:
Findings:	
Proposed Resolution:	
Acceptable to Client: Yes No Signature of Client:	Date:
Signature of **Disaster Case Management Committee Chairperson:**	Date:
If no, client intends to move on to the next step in the grievance process: Yes No	
If no, date client initiates Step 4 in the process:	

Client Grievance Form

STEP 4 Long Term Recovery Group Steering Committee with appointed Chairperson Ten (10) working days
Received by: Date:
Findings:
Proposed Resolution:
Acceptable to Client: Yes   No   Signature of Client:
Signature of Executive Director (or Designee):   Date:
Follow-up:

ROC Disaster Relief Services Closing Survey- Sonoma County

We are committed to constant quality improvement in our program and your feedback will help us do that. Your answers will not be connected to you. Please answer the questions based on your experience working with a disaster relief agency. If you worked with more than one agency you can fill it out more than once. Thank you for your help in providing the best services possible. For more information on Sonoma County's Long Term Recovery Group, Rebuilding Our Community (ROC), please go to https://rocsonomacounty.org/, or call (707)535-3349.

1. Please indicate which disaster you were affected by: ○ Tubbs Fire ○ Atlas Fire ○ Redwood Complex ○ Sulphur Fire ○ Valley Fire ○ Clayton Fire ○ Rocky or Jerusalem Fire ○ Nuns Fire ○ Other_____

2. Which Agency did you work with? _____

3. For each statement, please indicate how true the following statement is based on your experience working with a disaster relief agency.

	Extremely true	True	Somewhat true	Not true	NA
The agency responded Promptly to my communication attempts.	○	○	○	○	○
Staff were courteous and professional throughout our work together.	○	○	○	○	○
Staff understood the disaster relief process	○	○	○	○	○
Staff clearly communicated the disaster relief process	○	○	○	○	○
Staff were knowledgeable about local resources related to my needs	○	○	○	○	○
Staff helped me understand my needs	○	○	○	○	○
My DCM did everything they could to help address my needs	○	○	○	○	○
Staff helped me to navigate the relief process more effectively than I would have been able to alone	○	○	○	○	○
I have a stronger knowledge of resources in my community after receiving services	○	○	○	○	○
I would recommend disaster case management to someone else who is recovering from a disaster	○	○	○	○	○

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4. Please provide any additional information that is important to your experience of working with a disaster case manager during your recovery.

5. Please indicate your age: ⚪ Under 18 ⚪ 18-34 ⚪ 35-49 ⚪ 50-64 ⚪ 65 or Over

6. Please indicate your Race/Ethnicity (Check all that apply)
☐ American Indian or Alaskan Native
☐ Asian
☐ Black or African-American
☐ White
☐ Native Hawaiian or Other Pacific Islander
☐ Other
☐ Rather not say

7. Please indicate your Gender
⚪ Male

⚪ Female

⚪ Prefer not to say

⚪ Other

8. Are you comfortable with us contacting you to follow up? ⚪ Yes ⚪ No ⚪ Other:

9. If you said yes, please provide your name and a phone number or email to contact   you:

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Appendix C: Sample documents

- ◦ [Rebuilding Our Community (ROC) Bylaws](#)

- ◦ [Rebuilding Our Community (ROC) Flyer](#)

- ◦ [Volunteering in a Disaster Flyer](#)

- ◦ [Case Management Checklist](#)

- ◦ [Sample Disaster Case Management Progress Report](#)

- ◦ [FEMA Appeals FAQs](#)

ROC Sonoma County
Long Term Recovery Committee
By-Laws

ARTICLE 1   LONG-TERM RECOVERY GROUP NAME
Section 1:   The name of the organization shall be the ROC (Rebuilding Our Community) Sonoma County. Referenced in the rest of the document as ROC Sonoma County.

ARTICLE 2   PURPOSE OF THE LONG-TERM RECOVERY GROUP
Section 1:   ROC Sonoma County sets forth these by-laws to establish and maintain a network within and on behalf of faith-based, non-profit, governmental, business and other organizations and agencies, which will provide for a coordinated recovery effort for the Sonoma County Fires.

Section 2:   ROC Sonoma County will coordinate the management of the long-term recovery to all Sonoma County community members affected by the Sonoma County Fires who do not have adequate personal resources for basic needs as a result of the disaster. Resources will be made available as long as supplies permit.

Section 3:   ROC Sonoma County will coordinate the spiritual, emotional, physical and financial resources to those affected by the disaster regardless of race, creed, color, gender, sexual orientation, disability or religious preference.

ARTICLE 3   MEMBERSHIP
Section 1:   Each participating faith-based (diocese, presbytery, conference, et al), non-profit, governmental, business, educational and other organizations and agencies that provide financial material and/or labor support for the work of ROC Sonoma County is considered a Member Organization.

ARTICLE 4   ELIGIBLE VOTERS
Section 1:   Only one (1) representative of each Member Organization shall be eligible to vote on matters coming before ROC Sonoma County.

Section 2:   Votes submitted via electronic mail, by members of the Steering Committee shall be considered valid.

ARTICLE 5   MEETINGS OF THE ROC Sonoma County
Section 1:   All meetings of ROC Sonoma County will be at the call of the Co-Chairs or any two (2) of the ROC Sonoma County Steering Committee members.

Section 2:   Regularly scheduled meetings of ROC Sonoma County may be established. Notice of these meetings, giving the time and place and the proposed agenda, shall be electronically transmitted or given by written notice to all Member Organizations.

Section 3:   Special Meetings of ROC Sonoma County may be called, providing the call shall clearly state the purpose for the meeting and the time and place shall be given electronically or by written notice at least three (3) days in advance to all Member Organizations.

ARTICLE 6   QUORUM
Section 1:   A quorum for transaction of business shall consist of at least 50% plus one of the voting Member Organizations' representatives present.

ARTICLE 7   STEERING COMMITTEE MEMBERSHIP
Section 1:   A Steering Committee of ROC Sonoma County will be established, with the following positions:

1. Two members who shall preside as Co-Chairs at all meetings, and perform other functions as deemed necessary by the Steering Committee. The Co-Chairs will serve as liaison to the County of Sonoma as needed.

2. A Secretary shall record and preserve all minutes of the meetings and perform other functions as deemed necessary by the Steering Committee. If unable to attend a meeting, the Co-Chairs or presiding Steering Committee member shall appoint a secretary pro-tem for that meeting, or arrange for a full recording of the meeting from which the Secretary can record and preserve minutes of the meeting.

3. A Treasurer shall receive, deposit and account for any ROC Sonoma County financial matters to the Members by way of regular financial reports and perform other functions as deemed necessary by the Steering Committee.

4. At-Large representative

5. Chair or representative of each committee

6. City and County Liaison: A representative from the City of Santa Rosa and County of Sonoma will be on the Steering Committee, but will be non-voting members.

All for-profit/corporate and governmental entities are non-voting members.

ARTICLE 8   STEERING COMMITTEE
Section 1:   The Steering Committee of ROC Sonoma County shall provide overall direction to the organization, its Committees and Membership.

Section 2: The STEERING Committee shall meet at the call of the Co-Chairs to perform such actions related to administrative overview of the affairs of ROC Sonoma County, including but not limited to:

1. Hiring, evaluating and terminating of staff, whether compensated or volunteer,

2. Engagement and execution of contracts and agreements,

3. Public relations,

4. Calling regular and special meetings as needed.

5. Policy Development

Section 3: Except as otherwise required by law or these by-laws, the Steering Committee shall have all the authority of ROC Sonoma County in the management of ROC Sonoma County during such time as ROC Sonoma County is not meeting and may authorize contracts and agreements as required.

Section 4: A simple majority of the Steering Committee must be present to conduct business.

Section 5: Steering Committee members are expected to attend all Steering Committee meetings. Missing two consecutive meetings could be cause for removal from the Steering Committee.

Section 6: Removal of Steering Committee Members: For good cause, a Steering Committee member may be removed by a vote of two-thirds of all of the other Steering Committee members. Such removal or recall of a Steering Committee member shall be without prejudice to the contract rights, if any, of the person so removed.

ARTICLE 9 COMMITTEES AND TASK FORCES

Section 1: ROC Sonoma County may create and direct temporary or permanent committees and task forces made up of its members or other persons as needed.

Section 2: The following are initial committees of ROC Sonoma County, and additional committees may be added, subtracted, or combined at the discretion of the Steering Committee:
1. Disaster Case Management
2. Rebuilding/Construction
3. Volunteers
4. Donations Management/Fundraising
5. Emotional and Spiritual Care
6. Housing (Rental)
7. Public Information/Media
8. Community Assessment
9. Unmet Needs

Additional descriptions of the committees can be found in the attachment.

Section 3: Additional committee information
1. Committees may consist of as few as one to many members.
2. Membership of committees may consist of both ROC Sonoma County members and other subject matter experts from inside and outside the community.
3. Each ROC Sonoma County will be chaired or co-chaired by a member of ROC Sonoma County.
4. Each committee may be staffed a "Coordinator".
5. Staffing may be provided by hire, on-loan, grant-funded positions, contracted services, volunteers or any combination of the above.
6. In all committees (including Steering Committee) will have one vote per agency.

ARTICLE 10   VACANCIES AND NOMINATING PROCESS
Section 1:   Any Steering Committee vacancy shall be filled by special election in accordance with these by-laws concerning meetings protocol of ROC Sonoma County.

Section 2:   The Steering Committee shall determine the appropriate process for securing nominations from among the member organizations to fill any vacancies of any positions, announcing the nomination process and conducting an election.

ARTICLE 11   FISCAL AGENT
Section 1:   The Fiscal Agent to the ROC Sonoma County shall be an organization with anexisting 501(c)3 status. Upon selection by the Steering Committee, said Agent will be responsible to accept and disperse donations at the direction of the Steering Committee in cooperation with the Fiscal Agent's policies and procedures.

ARTICLE 12   FINANCIAL REPORTS
Section 1:   Financial reports will be produced in accordance with direction of the Steering Committee and will be subject to approval of the Member Organizations.

ARTICLE 13   RULES
Section 1:   Business of ROC Sonoma County will be conducted with utmost transparency and be guided by *Rosenburg's Rules of Order*.

ARTICLE 14   SELECTION CRITERIA (CLIENT)
Section 1:   Selection Criteria of clients needing assistance shall be established and approved by the ROC Sonoma County. A written set of "criteria of assistance in priority order" is meant to guide the work of ROC Sonoma County and case management process. Criteria or guidelines for distribution of funds and other resources may be amended in response to changing circumstances by a vote at a regular or special meeting of ROC Sonoma County called in accordance with the by-laws.

ARTICLE 15   AMENDMENTS
Section 1:   These By-Laws may be amended, subject to the laws of the State of California, at an annual meeting or special meeting of the Steering Committee, providing that a full written account of the proposed changes have been sent all Member Organizations of ROC Sonoma County one week (7 days) prior to the meeting.

ARTICLE 16   DISSOLUTION OF THE ROC Sonoma County
Section 1:   ROC Sonoma County will be dissolved at the discretion of the Board, but not before all cases have been closed or forwarded to a member agency for completion. The dispersion of assets shall be determined by the Steering Committee and its membership.

ARTICLE 17   CONFLICT OF INTEREST

Section 1:   No member of ROC Sonoma County shall derive any personal profit or gain, directly or indirectly, by reason of their participation with ROC Sonoma County. This shall also include the member's business or other nonprofit affiliations, family and/or significant other, employer, or close associates who may stand to receive a benefit or gain. Each individual shall disclose to the Co-Chairs any personal interests they may have in any matter pending before the organization and shall refrain from participation in any discussion or decision on such matter. The purpose of this policy is to protect the integrity of ROC Sonoma County and the organization's decision-making process as well as to enable our constituencies to have confidence in the integrity, intentions and actions of the officers, committees, volunteers, and stakeholders.

APPROVED

ROC (Rebuilding Our Community) Sonoma County

"IT IS ESSENTIAL THAT COMMUNITY AGENCIES COLLABORATE AND COORDINATE THEIR RESPONSE AND RECOVERY PLANS. THIS LAYS THE FOUNDATION FOR A LONG-TERM RECOVERY GROUP."

Organized mechanisms for addressing the disaster-caused long-term recovery needs of the community and its residents can maximize the utilization of available resources by enhancing community confidence, avoiding duplicative assistance to individuals, and generating financial, material and personnel resources.

Long-Term Recovery Manual – National Voluntary Organizations Active in Disaster (VOAD)

Our Story: ROC Sonoma County grew out of the catalytic efforts of VOAD, FEMA, CA OES, etc. who, based upon experience with communities facing the impact of disasters understand the resources needed to promote long-term recovery for a community. The purpose of ROC Sonoma County is to establish and maintain a network within and on behalf of faith-based, non-profit, governmental, business and other organizations and agencies, which will provide for a coordinated recovery effort for the Sonoma County Fires

Mission Statement: *ROC Sonoma County is a collaborative network that addresses the long-term recovery needs related to the disaster of the 2017 Sonoma County Fires.*

Our Focus: ROC Sonoma County will coordinate the management of the long-term recovery to all Sonoma County community members affected by the Sonoma County Fires who do not have adequate personal resources for basic needs as a result of the disaster.

Our Committees - Besides a Steering Committee, the work of ROC is distributed among ten committees.
1. Disaster Case Management
2. Rebuilding/Construction
3. Volunteers
4. Donations Management
5. Fundraising
6. Physical, Emotional and Spiritual Care
7. Housing (Rental)
8. Public Information/Media
9. Community Assessment
10. Unmet Needs

Contact Information – If you are interested in learning more you can contact the co-chairs of the ROC Sonoma County Committee (Adam Peacocke: 707-235-6506 and Jennielynn Holmes: 707-800-2372).

Please join us at our general meetings which are held on the fourth Wednesday of every month at 3:00pm at the Salvation Army office, 93 Stony Circle in Santa Rosa.
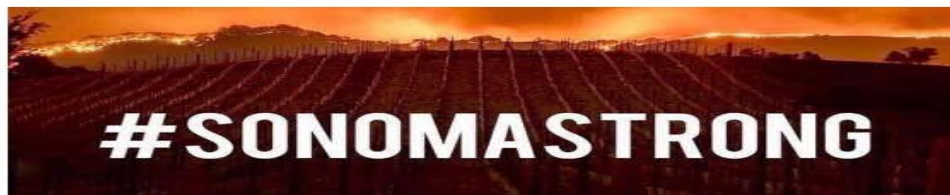
Participating Agencies are listed on the back side of this page

- So. Co. Churches United Relief
- Catholic Charities
- Community Action Partnership
- Tzu Chi Santa Rosa
- The Salvation Army
- PEER Sonoma
- SR Kiwannis Club
- Volunteer Center of SoCo
- Sonoma County VOAD
- Red Cross
- St. Vincent De Paul
- Jewish Family & Children's Services
- La Luz Center
- Habitat for Humanity
- Rebuilding Together
- Community Disaster Response Team
- Congregation Shomrei Torah
- Lutheran Social Services/Disaster Relief
- California Human Development Corporation

- Lions Club International
- Community Childcare Council of Sonoma County
- St. Joseph Health Sonoma County
- Santa Rosa Metro Chamber
- Jewish Community Federation
- FEMA
- Cal Office of Emergency Services
- LO*OP Center Inc.
- Hope Crisis Response Network
- Sonoma County Community Development Corporation
- United Policyholders
- City of Santa Rosa
- Sonoma County Dept. of Fire & Emergency Services
- Engineers without Borders
- RECAMFT
- CA Office of Emergency Services
- Petaluma Health Center

- Santa Rosa Community Health
- Community Foundation of Sonoma County
- United Way
- Goodwill Industries
- Council of the Presbytery of the Redwoods
- Petaluma People Services Center
- Graton Rancheria
- Rotary
- Becoming Independent
- Undocufund
- Mennonite Disaster Services
- Recovers
- Redwood Credit Union
- Legal Aid of Sonoma County
- Council on Aging
- AmeriCorps NCC
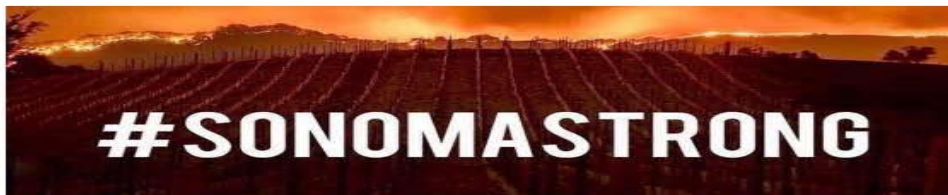
VOLUNTEERING IN A DISASTER

HOW CAN I HELP?   WHERE SHOULD I START?

Are you a licensed health professional - Nurse, Doctor, EMT/ Paramedic, Behavioral Health, Pharmacist - who can provide medical-health services to those impacted by a disaster?

Do you want to help provide client-facing mass care, logistics, and recovery work? Red Cross connects volunteers with just-in-time disaster training and gets you on the front lines to help, fast.

CVNL coordinates spontaneous volunteers during a disaster. Are you interested in joining us helping others in times of need?

More information?   How do I sign up?   Is training provided?   Who do I contact?

Medical Reserve Corps (MRC)

http://www.sonoma-county.org/health/services/mrc.asp *Register as a CA disaster service worker at healthcarevolunteers.ca.gov (707) 565-4496 for info and to schedule orientation & swearing in.

American Red Cross (ARC)

https://www.redcross.org/volunteer/become-a-volunteer.html

(A local Volunteer Intake Center may be established depending on the size and scale of the disaster)

Volunteer Center (CVNL)

Center for Volunteer Nonprofit Leadership

sonoma.cvnl.org to help others. Help us in a coordinated response.

COMO AYUDAR EN TIEMPOS DE EMERGENCIA EN EL CONDADO DE SONOMA

¿COMO PUEDO AYUDAR?   ¿EN DONDE EMPIEZO?

¿Eres un profesional de salud con licencia-enfermero/a, medico/a, EMT / paramédico, Especializado en Salud del Mental o Farmacéutico, que puede proporcionar servicios de salud médica a las personas afectadas por un desastre?

¿Desea ayudar a proporcionar atención masiva al cliente, logística y trabajo de recuperación? La Cruz Roja conecta a los voluntarios con capacitación sobre desastres justo a tiempo y los pone en primera línea para ayudar, rápidamente.

CVNL coordina voluntarios espontáneos durante un desastre.

¿Estás interesado en unirte con nosotros para ayudar a otros en momentos de necesidad?

¡Quiero mas informacion! ¿Donde me registro? ¿Puedo obtener entrenamiento? ¿A quien contacto?

Medical Reserve Corps (MRC)
http://sonomacounty.ca.gov/Health/Public-Health/Public-Health-Preparedness/Medical-Reserve-Corps/
*Regístrese como trabajador de servicios para desastres de CA visitando https://healthcarevolunteers.ca.gov/
Llame al (707) 565-4496 para más información y para programar una orientación y juramento.

American Red Cross (ARC)
https://www.redcross.org/volunteer/become-a-volunteer.html
Se puede establecer un Centro de Admisión de Voluntarios local dependiendo del tamaño y la escala del desastre.

Volunteer Center (CVNL) Center for Volunteer Nonprofit Leadership
Visite sonoma.cvnl.org para ayudar a otros. Ayúdenos en una respuesta coordinada.

CASE MANAGEMENT CHECKLIST

Client Name   **APN**

Date Application Received

Application   _____

Pay Stub   _____

Current Property Tax Statement   _____

Current State Tax Return   _____

Current Federal Return   _____

Copy Homeowners Insurance   _____

Copy of Property Deed   _____

Current Mortgage Statement   _____

Current State or Federal Assistance   _____
Programs

FEMA Documents (Assistance or Denial)   _____

SBA Documents (Assistance or Denial)   _____

Mortgage Documents (Approval or Denial)   _____

Current Bank Statement   _____
(Checking/Savings)

Additional Investment Documents   _____

Current Utility Bills   _____

Current Credit Card (s) Statement   _____

Outstanding Long Term Debt Documents   _____ (Including Bankruptcy)

Additional Supporting Documents   _____

Checklist Completed by _____ Date_____

Mission Statement: ROC Sonoma County is a collaborative network that addresses the long-term recovery needs related to the disaster of the 2017 Sonoma County Fires.

REBUILDING OUR COMMUNITY (ROC) SONOMA COUNTY

LONG TERM DISASTER CASE MANAGEMENT PROGRESS REPORT

Report Date:
Reporting Period: October 9, 2017 – February 15, 2020

Summary

Total Client Contacts	12,890	Increased 3% since last report	**Active Cases**	110	Increased by 67% since last report
Total Households Triaged	1,235	Increased by 1% since last report	**Open Cases**	42	Decreased by 57% since last report
Current Number of Case Managers	10	Stayed the same as the last report	**Closed Cases**	1,083	Increased by 2% since last report

Vulnerable Populations

Vulnerable Populations	Total Number of Households (Not unduplicated, households can be in multiple categories)
Disabled	112
Elderly	182
Priority Population 1	82
Access and Functional Needs	35
Poverty	114
Housing Insecurity	192
Unemployed	122
Safety Risk	26
Limited English Proficiency	90
Limited Literacy	22
Single Head of Household (with minor children)	77
Minor Child (without parent or guardian)	0

Program Update

Total Households Triaged 10/9/17-2/15/20 by Housing Status				
	Active	Open	Closed	Total
Renters	51	31	756	838
Owners	55	7	255	317
Other	3	3	48	54
Unknown	1	1	24	26
Total	110	42	1083	**1235**

Total Households Triaged 10/9/17-2/15/20 by Level				
	Active	Open	Closed	Total
Level 1	0	0	240	240
Level 2	17	5	346	368
Level 3	69	27	388	484
Level 4	24	9	109	142
Unassigned Level	0	1	0	1
Total	110	42	1083	**1235**

Report Prepared by: Lindsey Hazlewood

Catholic Charities
of the Diocese of Santa Rosa

2

Mission Statement: ROC Sonoma County is a collaborative network that addresses the long-term recovery needs related to the disaster of the 2017 Sonoma County Fires.

Client Assistance

Catholic Charities Client Assistance Provided to Date: All Counties

Client Assistance Category	Amount Distributed
Basic Needs/Diversion (includes utilities, gift cards, hotel, document replacement, furniture, moving costs, auto repair, and food)	
Rent and security deposits	
Grand Total	

Active Cases *Includes only Sonoma County cases.

Active Cases as of 2/15/20	Caseloads	Renter	Other	Owner	Rebuilding	Hope City	In Construction Program	Potential Unmet Needs	How many cases ready to present to unmet needs in the next 2 months
Catholic Charities					Of the owners on caseload	Of the rebuilding owners	Of the owners on caseload	Of the cases on caseload	
	9	3	0	6	0	0	0	0	0
	4	3	1	0	0	0	0	0	0
	2	3	0	0	2	0	2	1	1
	3	9	0	3	3	2	3	0	0
	14	0	0	0	0	0	0	0	0
	1	1	0	0	0	0	0	0	0
	1	1	0	0	0	0	0	0	0
	7	4	0	3	Unk	Unk	Unk	Unk	Unk
	3	0	0	3	3	Unk	Unk	Unk	Unk
Community Action Partnership									
	15	11	1	3	Unk	Unk	Unk	Unk	Unk
	2	2	0	0	Unk	Unk	Unk	Unk	Unk
	2	1	0	0	Unk	Unk	Unk	Unk	Unk
	4	0	0	4	Unk	Unk	Unk	Unk	Unk
	3	2	0	1	Unk	Unk	Unk	Unk	Unk
Tzu-Chi									
	16	4	0	12	Unk	Unk	Unk	Unk	Unk
	24	11	0	13	Unk	Unk	Unk	Unk	Unk
Total	110								

Mission Statement: ROC Sonoma County is a collaborative network that addresses the long term recovery needs related to the disaster of the 2017 Sonoma County Fires.

Data Definitions

1. Vulnerable Populations: See Attached Data Index from Triage Instructions
2. Active Case: case that is on a caseload that does not have a closure date
3. Open Case: case that was triaged, has never been on a caseload, and does not have a closure date
4. Closed Case: case that has a closure date and/or reason
5. Client Contacts: taken from case notes if contact with client occurred (versus just leaving a message)

Triage Instructions: DATA INDEX
High Acuity Client
- Safety Risk (Domestic Violence, Abuse, Neglect)
- Housing Insecurity (Direct Housing, TSA, Homeless)
- Poverty (Public/Private Assistance or Self-Report)
- Unemployed (But Able Bodied and Work Eligible)
- Elderly (65 Years Old or Older)
- Minor Child (Without Parent or Guardian)
- Single Head of Household (With Minor Child(ren))
- Disabled
- Limited Literacy
- LEP
- Priority 1 Population

Access and Functional Needs Client
Access and functional needs (AFN) refer to individuals who are or have:
- Physical, developmental or intellectual disabilities
- Chronic conditions or injuries
- Limited English proficiency
- Older adults
- Children
- Low income, homeless and/or transportation disadvantaged (i.e., dependent on public transit)
- Pregnant women

FEMA's National Response Framework gives a new definition of the term "special needs populations" that is function based. This reflects a need rather than a condition, diagnosis, or label. Individuals may have additional needs before, during and after an incident in functional areas, including but not limited to:
- Maintaining independence
- Communication
- Transportation
- Supervision
- Medical care

Limited Literacy
Levels 1 and 2 in the example below would be considered limited levels of literacy.
Five levels of literacy are defined:
- **Level 1** indicates persons with very poor skills, where the individual may, for example, be unable to determine the correct amount of medicine to give a child from information printed on the package.
- **Level 2** respondents can deal only with material that is simple, clearly laid out, and in which the tasks involved are not too complex. It denotes a weak level of skills, but more hidden than Level 1. It identifies people who can read but test poorly. They may have developed coping skills to manage everyday literacy demands, but their low level of proficiency makes it difficult for them to face novel demands, such as learning new job skills.
- **Level 3** is considered a suitable minimum for coping with the demands of everyday life and work in a complex, advanced society. It denotes roughly the skill level required for successful secondary school completion and college entry. Like higher levels, it requires the ability to integrate several sources of information and solve more complex problems.
- **Level 4** and **level 5** describe respondents who demonstrate command of higher-order information processing skills.

Priority Population 1
Members of the household are undocumented immigrants.

Limited English Proficiency
Limited English proficiency (LEP) is a term used in the United States that refers to a person who is not fluent in the English language, often because it is not their native language.

January 18, 2018 DR-4339-PR FS 027 FEMA News Desk: (866) 366-8807 *fema-pr4339prensa@fema.dhs.gov*

FAQ

FEMA's Appeals Process

Q: FEMA has denied my request for assistance, is there an appeals process?
A: Yes. Everyone has the right to appeal. Applicants who have been found ineligible for assistance can have FEMA revisit their cases.

Q: What are the most common reasons for FEMA to deny my request for assistance?
A: Appeals may relate to a variety of reasons:

1. Additional information is needed before a decision can be made, such as an insurance determination letter, proof of ID, proof of occupancy and/or ownership.
2. The applicant has adequate insurance coverage for anticipated repairs;
3. Missed inspections and no follow-up communication with FEMA;
4. FEMA's inability to contact you;
5. The damaged house is not your primary residence; for instance a vacation home or rental property;
6. Multiple applications were received by FEMA for the same address;
7. Your home is safe to occupy.

Q: How long do I have to file an appeal?
A: You have 60 days to appeal from the date of your determination letter. If you have insurance, you have one year from the date of the eligibility determination letter to appeal.

Q: Can I get help filing this appeal?
A: Many of these issues can be easily solved by visiting a Disaster Recovery Center (DRC) or calling the FEMA help line. To find a DRC near you, check on www.disasterassistance.gov. You can also ask questions about the appeals process on the helpline at **1-800-621-FEMA (3362)** or (TTY) **1-800-462-7585** for the speech and hearing impaired. Services are available in Spanish and English (press **2** for Spanish).

Q: How do I appeal?

A: You should write a letter explaining why you think the decision about the amount or type of assistance is not correct. Please include a list of the damage or unmet needs that are not covered, and attach any supporting documentation you think will help FEMA understand your appeal. It's a good idea to provide specific examples and photos if available, such as damage you feel were not addressed in the inspection process.

Q: Can someone other than the applicant sign the letter?

A: Yes, the co-applicant, or someone who represents the applicant or household, can sign the letter. If the person writing the letter is not a member of the household, the applicant must include a signed statement that authorizes the writer to act on your behalf.

Q: What kind of supporting documentation is required?

A: Supporting documents should relate to the appeal issue. For example, renters should include a letter from their landlord confirming occupancy. Other supporting documents might include:

1. Landlord's statements about damage,
2. Medical statement about need
3. Merchandise receipts
4. Contractor invoices (plumber, carpenter, etc.) and service or repair receipts/statements. Each contractor must include an estimate breakdown, contact information, measurements, etc.
5. School/employer statement for loss of essential tools.

Q: What if I made the repairs myself?

A: You can still appeal and submit your supporting documents as described above.

Q: What personal information should I include in my appeal?

A: The appeal letter should include your full name, the address of the damaged house, and your current contact information (mailing address, telephone number, and/or email address), and your FEMA registration number on all pages. Appeal letters should also include the disaster number: DR-FEMA-4336 for Hurricane Irma and DR-FEMA-4339 for Hurricane Maria. Be sure to date and sign the letter.

Q: How do I submit my appeal?

A: There are four ways to submit your appeal letter:

1. In person at a local Disaster Recovery Center. To find a center close to you, check the website asd.fema.gov/inter/locator/home.htm.
2. Accessing your account at www.disasterassistance.gov and uploading your scanned documents online.
3. Faxing the letter and supporting documents to 800-827-8112 (Attention: FEMA Appeals Officer).
4. Mailing the letter and supporting documents (**copies only-no original documents**) to:

FEMA Appeals Officer; P.O. Box 10055; Hyattsville, MD 20782-8055.

Q: I've received my insurance payment and my damage exceed the amount of money received. Can I still appeal to FEMA?
A: Yes, you can appeal insurance-related denials. Your letter should follow the format described above and include a list of damage and any unmet needs that you believe were not covered by your insurance payment. Please include supporting documents, such as letters from the insurance company, repair receipts, and contractor estimates.

Q: Should I file an appeal while I wait for my insurance claim?
A: No. If an applicant is waiting for an insurance settlement and has received a letter from FEMA stating that a claim for federal assistance has been denied because of insurance coverage, then he or she should contact FEMA and request a "delay of settlement" letter. A completed copy of the letter should be mailed back to FEMA at the above address so the agency is aware that the claims process is still ongoing.

Q: How long will it take FEMA to review my appeal?
A: The applicant should receive a response from FEMA within 90 days of receiving the appeal letter. If you don't hear back from us, you should contact FEMA by visiting a DRC or calling the FEMA helpline at 800-621-3362 or (TTY) 800-462-7585.

The deadline to apply for disaster assistance is **March 20, 2018**.

###
 Disaster recovery assistance is available without regard to race, color, religion, nationality, sex, age, disability, English proficiency or economic status. If you or someone you know has been discriminated against, call FEMA toll-free at **800-621-FEMA (3362)** *(voice,* **711/VRS** *- Video Relay Service.) Multilingual operators are available. (Press* **2** *for Spanish). TTY call* **800 -462-7585**.

Follow us at:
www.fema.gov/hurricane-maria
www.facebook.com/femapuertorico
www.twitter.com/femaregion2

Appendix D: Contacts

Current as of April 2020.

DISASTER RELIEF AND RECOVERY ORGANIZATIONS

National			
National VOAD	(703) 778-5088	info@nvoad.org	P.O. Box 26125 Alexandria, VA 22314 www.fema.gov/
FEMA Disaster Assistance	(800) 621-FEMA(3362)		www.DisasterAssistance.gov
State			
California Office of Emergency Services (OES) – Main Office: Mark Ghilarducci, Director	(916) 845-8510		3650 Schriever Avenue, Mather, California 95655-4203 www.caloes.ca.gov/
California VOAD: Emily Rogan, Coordinator		emily.rogan@uphelp.org	www.calvoad.org/
Community Long Term Recovery Group, Santa Barbara: Kate Wiebe, Chair		kwiebe@ictg.org	readysbc.org/additional-resources/cltrg/
Mission of the Los Angeles Region Community Recovery Organization: Jenni Campbell, Exec Director	(818) 835-1174		5737 Kanan Road #127 Agoura Hills, CA 91301 www.larcro.org/
Ventura County Long-Term Disaster Recovery Group: Kelly Brown & Nicholas Minh Nguyen, Co-Chairs		VenturaCountyLTRG@gmail.com	www.vcdisasterrecoverygroup.org/
Region			
Camp Fire Long Term Recovery Group: Matt Plotkin, Exec Director	(530) 828-8011	mplotkin@campfirelongtermrecovery.org	1095 Nelson Street, Suite #100 Chico, CA 95928 www.campfirelongtermrecovery.org/
Cal OES – Coastal Region Branch: Lee Dorey, Acting Regional Administrator	(916) 203-9175		2333 Courage Drive, Suite H Fairfield, CA 94533 www.caloes.ca.gov/cal-oes-divisions/regional-operations/coastal-region

Region, continued			
Cal OES – Coastal Region Branch: Mark Courson, Fire Mutual Aid Coordinator, North	(916) 281-4484		www.caloes.ca.gov/RegionalOperationsSite/Documents/EMA_ESC_OA_Assignments_Coastal.pdf
Cal OES – Coastal Region Branch: Sarah Finnigan, Emergency Services Coordinator	(707) 330-6240		
FEMA region 9: Charles Craig, VAL (Voluntary Agency Liaison) Group Supervisor	(510) 627-7100	charles.craig@FEMA.dhs.gov	1111 Broadway, Suite 1200 Oakland, CA 94607-4052
Regional VOADs			
Marin County VOAD: Adriana Rabkin, Coordinator	(707) 462-1959	MarinVOAD@gmail.com	
Mendocino VOAD: Tami Bartolomei, President Rebecca Enberg, Secretary & NCO		tbartolomei@cityofukiah.com renberg@ncoinc.org	
Napa County VOAD: Celeste Guint, Director		celeste@napavalleycoad.org	
NorCal VOAD: Jim Uhey, Chair		jimuhey@tppusa.org	
San Francisco VOAD: Meredith Terrell, Chair		sfvoad@gmail.com	www.sfvoad.org/
County			
Sonoma County COAD: Jennifer O'Donnell, Chair		jennifer.o'donnell@unitedwaywinecountry.org	
Sonoma County Department of Emergency Management: Christopher Godley, Director	(707) 565-1152		2300 County Center Dr. Suite 220 B Santa Rosa, CA 95403 sonomacounty.ca.gov/Emergency-Management/
Sonoma County Office of Recovery and Resiliency	(707) 565-2431		575 Administration Dr. Suite 104A Santa Rosa, CA 95403 sonomacounty.ca.gov/Office-of-Recovery-and-Resiliency/

Sonoma County Community Organizations Active in Disaster (COAD)

Role and name	Affiliation	Contact information
Chair: Jennifer O'Donnell	United Way of the Wine Country	Jennifer.o'donnell@unitedwaywinecountry.org
Vice Chair: Cynthia King	Redwood Community Health Coalition	cking@rchc.net
Treasurer: Lily Rego	*CVNL/Volunteer Center of Sonoma County*	lrego@cvnl.org
Shelter Council Rep: James Cooper	American Red Cross	
Access and Functional Needs Reps: Mike Humphrey and Gabriela Orantes	County of Sonoma and Just Recovery	mhumphre@schsd.org gorantes@northbayop.org
Dept of Emergency Management Rep: Nancy Brown	County of Sonoma	nancy.a.brown@sonoma-county.org
Office of Recovery and Resiliency Rep: John Kessel	County of Sonoma	john.kessel@sonoma-county.org
Communications Committee Chair: Susan Cooper	Community Action Partnership of Sonoma County	scooper@capsonoma.org
Community Preparedness Co-Chairs: Nathan Gilfenbaum and Amy Holter	Catholic Charities	ngilfenbaum@srcharities.org aholter@srcharities.org
Emotional/Spiritual Committee Chair: Cynthia Calmenson	Imagine You	cynthiac@imcfound.org
Long-term Recovery Committee Chair: Adam Peacocke	Sonoma County Churches United Relief	adam@feathervine.com
Volunteers/Donation Management Committee Chair: Jessica Grace-Gallagher	CVNL/Volunteer Center of Sonoma County	jgracegallagher@volunteernow.org

Appendix E: Reference materials

- ◦ "A Framework for Exploring the Role of Business in Community Recovery Following Disasters" (www.massey.ac.nz/massey/fms/Colleges/College%20of%20Humanities%20and%20Social%20Sciences/Psychology/Disasters/pubs/GNS/2015/SR_2015-062.pdf)

- ◦ "Bridging to the Future, Sonoma and Napa Counties after the 2017 Fires" (Full report: stjosephcpf.org/wp-content/uploads/2020/02/St.-Joseph-Health-CPF_BridgingFutureFINAL.pdf; summary: stjosephcpf.org/wp-content/uploads/2019/11/St.-Joseph-Health_Executive-Summary.ONLINE.pdf)

- ◦ Butte County—"Strengthening the Safety Net" (latogether.org/wp-content/uploads/Butte-County-Safety-Net-Report.pdf)

- ◦ Cal OES "Disaster Recovery Assistance and Services Brochure" (www.caloes.ca.gov/RecoverySite/Documents/Disaster-Recovery-Assistance-and-Services-Brochure.pdf)

- ◦ California Disaster Recovery Framework, 2019 (www.caloes.ca.gov/RecoverySite/Documents/2019-California-Disaster-Recovery-Framework.pdf)

- ◦ "Fall 2018 California Wildfires Helping Handbook" (media2.mofo.com/documents/fall-2018-ca-wildfires-helping-handbook.pdf)

- ◦ National VOAD Resource Center (www.nvoad.org/resource-center/)

- ◦ Sonoma County Emergency and Preparedness Information (socoemergency.org/)

- ◦ "State Disaster Recovery Planning Guide" (www.cof.org/sites/default/files/documents/files/State-Disaster-Recovery-Planning-Guide_2012.pdf)

Additional resources

The Appendices in the *National VOAD Long-Term Recovery Guide* (www.nvoad.org/mdocs-posts/long-term-recovery-guide/) provide the following information:

- ◦ Commonly used acronyms in disaster work
- ◦ Common terms and definitions
- ◦ Sample forms
- ◦ Federal disaster programs
- ◦ State and county disaster programs
- ◦ FEMA Voluntary Agency Liaisons (VALs) and donations specialists
- ◦ Sample job descriptions
- ◦ Web resources

Thanks to Sonoma County community members who contributed to this handbook by sharing their experiences from the 2017 Sonoma County Complex Fires to help others stand up in the face of future disasters.