



Community Disaster Recovery

A Guide for BC Local Authorities
and First Nations

September 2005
(revised September 2006)



Community Disaster Recovery Guide

Amendments

Date	Pages Effected	Description of Change(s)
Sept 2005	All	Release of Guide to Local Authorities and First Nations
Sept 2006	1.4-1.7, 1.9 & 1.10, 1.16, 1.18, 1.21 & 1.22 2(i) to 2(iii) 2.3, 2.5, 2.7 & 2.8 2.10 2.17 2.21 & 2.22 2.23 & 2.24 2.25, 2.32-2.34, 2.36, 2.37, 4.2, 4.4, 4.19, 4.26, 4.29, 4.36, 4.38 Section 4 forms 5(i) 5.A.1 5.F.1 5.G.1	<ul style="list-style-type: none"> • Change "disaster victims" to "those impacted by a disaster" • Table of Contents of Annotated Index – revised format and name change to Community Recovery data base and Capacity and Needs Assessment • Change from backfilling positions coordinating the “emergency response” to “recovery activities” and adding reference to the Financial Assistance for Emergency Response and Recovery Costs Guidelines for Local Authorities and First Nations • Removed duplication of “ICBC” • Change "disaster victims" to "those impacted by a disaster" and Community Recovery data base name change • Added bullets to text under “door-to-door” • Change "disaster victims" to "those impacted by a disaster" • Amend Claim Submission form, adding definition/examples of "Community Recovery" • Update Community Recovery Aids Index • Introduce "Capacity and Needs Assessment" • Change "disaster victims" to "those impacted by a disaster" • Introduce “Provincial Integrated Recovery Council Framework for Cooperation and Coordination” Document

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Community Disaster Recovery

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Community Recovery Management

Introduction

The ability to recover from the physical damage, injury, economic impairment and human suffering resulting from a disaster is a critical element of any emergency program.

Successful recovery management depends on the rapid start-up of a community recovery task force during the response phase – as soon as people are evacuated or when serious damage occurs to homes, infrastructures or businesses.

Recovery can be divided into at least two categories:

1. Local Authority Recovery: Reconstruction of critical infrastructure and re-establishment of services by local authorities (utility services, roads, buildings, dams and dikes); and
2. Community Recovery: Community actions to limit losses, reduce suffering, and restore the psycho-social and economic viability of the community.

One key component of an effective community recovery effort is the awareness and coordination of all community recovery activities as they are being carried out. Recovery activities work best when expertise and resources are shared among volunteers, government and private businesses.

To help ensure this, communities should delegate one person to serve as a **Recovery Director** to provide the leadership needed to coordinate support from all levels of government, various service agencies, and the general public. The Recovery Director should, in turn, form a **Recovery Task Force**, comprised of representatives of contributing organizations dedicated to work together to meet the needs of residents and businesses.

This Guide focuses on the economic and psycho-social recovery of small and medium sized communities, and will assist individual communities in the development of recovery plans specific to their needs.

In addition to this *Community Disaster Recovery Guide*, PEP maintains a webpage devoted to recovery issues, including an *Annotated Index* of related topics, and a separate guide to planning for recovery, forms and templates, and a *Sample Community Recovery Plan*.

Users of this Guide should periodically check PEP's website for the latest information and advice on recovery issues.

Effects of Disaster

The effects of a disaster depend directly on the type, severity, and duration of the event. Some common effects of disaster include:

Physical Effects

- Damage to buildings, commercial structures, and community facilities
- Alteration of the landscape, such as in a landslide or major flood
- Environmental contamination by chemicals or pollutants

Social Effects

- Stress and psychological trauma
- Focus on the short term, foregoing long-term goals and opportunities
- Delay of programs that serve long-standing social needs
- Gaps in community economic classes tend to widen

Economic Effects

- Loss of businesses
- Loss of jobs
- Reduced cash flow within the community
- Adverse ripple effects in community investment

Disasters challenge virtually every community member, either directly or indirectly, to a test of personal and economic survival. Specific social and financial conditions will influence community, family, and individual recovery.

Impacts ripple throughout the community, affecting businesses, jobs, school children, development proposals, and the elderly, among others. Severe events may affect a local government's sources of income, including property taxes, and the entire community's ability to sustain economic viability.

A well-managed community recovery effort mitigates both short- and long-term impacts and can allow impacted communities to introduce improvements that would not otherwise have been possible.

Recovery Defined

Recovery means a coordinated set of actions designed to reduce the effects of disaster. A recovery program implies a deliberate effort to forestall and overcome the adverse impacts of a disaster. Recovery is best understood in the context of *Comprehensive Emergency Management*, which includes all of the concepts shown in Figure 1.

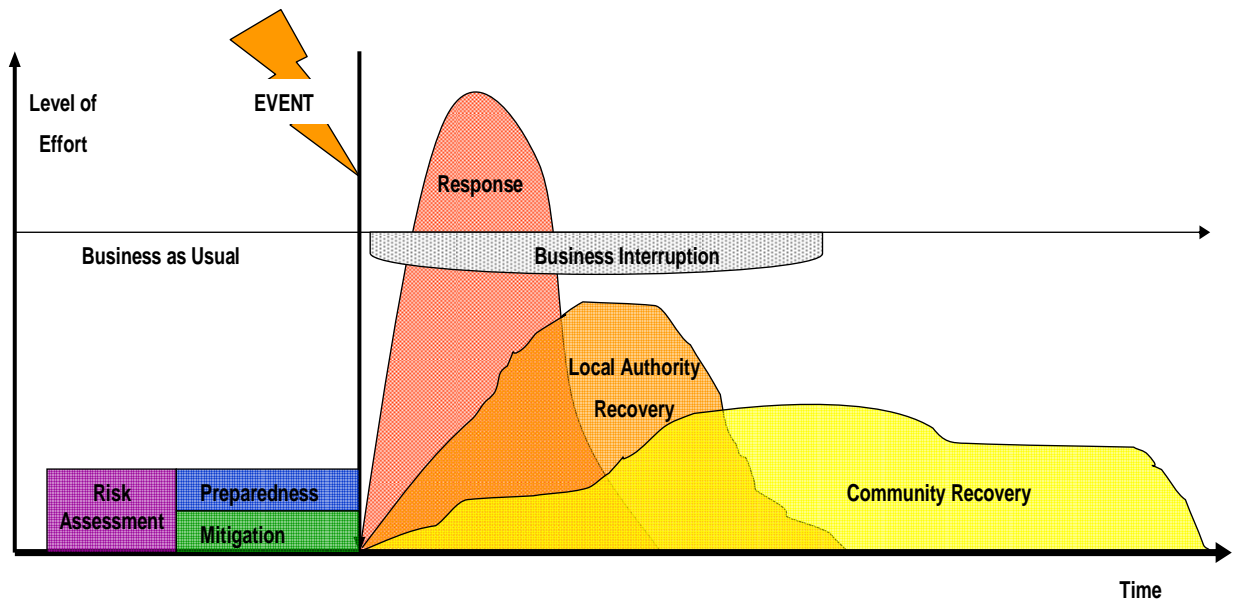


Figure 1: Conceptual Timeline Showing Comprehensive Emergency Management

Comprehensive Emergency Management includes the full complement of all activities that address the risks of major emergencies and disasters. Briefly, these elements include:

Risk Assessment – A risk assessment represents an understanding of the hazards that threaten a community, the most vulnerable elements, and the likelihood of specific consequences if hazards are realized. This understanding can be greatly enhanced through a Hazard, Risk, and Vulnerability Assessment (HRVA).

Preparedness – Preparedness means developing action plans, gathering the equipment and facilities implied in the plans, training the right people in the plan and with the equipment, and exercising all of the elements with rigorous tests. Effective preparedness depends on a sound understanding of risks. Communities of any size or location can benefit from preparing for 1) Response, 2) Business Continuity, 3) Local Authority Recovery, and 4) Community Recovery.

Mitigation – This is the "ounce of prevention" side of the risk picture. Good mitigation programs implement cost-effective measures that reduce the likelihood of an adverse event, or reduce the consequences should an emergency occur, or both. As with preparedness, which may proceed concurrently, mitigation depends

on a good understanding of the hazards and vulnerability factors that contribute to community risk.

Response – Coordinated response programs include all actions taken during an emergency event to save lives, protect property, and limit damage to the environment. Response activities among BC local authorities typically involve two levels: 1) Site Response, where first responders and others address the immediate task of eliminating hazards or moving people out of harm's way, and 2) Site Support, including activities at an Emergency Operations Centre (EOC) that provide resources, information, and direction to sites. If residents have been evacuated, re-entry efforts to return evacuees are considered response activities.

Business Interruption Losses – This category includes efforts to continue delivering public services during an emergency, and interrupted revenues suffered by the local authority that may not be immediately obvious, including lost income from public facilities. These effects may arise from other impacts, such as damage to public works and facilities, or the commitment of key local authority personnel to emergency response.

Local Authority Recovery – While a local authority is responding to an emergency, it faces the all-important challenge of internal recovery, including two aspects that must occur at the same time: 1) Restoration of damaged infrastructure, and 2) Continuation of public services, also known as "business continuity." Like response, local authority recovery begins immediately after the event and may involve reconstruction of such critical infrastructure as municipal services, roads, public buildings, and dikes.

Community Recovery – The final element of Comprehensive Emergency Management considers recovery among community members, including individuals and families, business owners, farm owners, non-profit organizations, and community groups. In recovery, a rural or urban community and its inhabitants consciously and collectively act to limit losses and reduce suffering. This includes attention to the psycho-social viability and economic health of the community and its inhabitants.

As illustrated in Figure 1, effective **community recovery** efforts begin simultaneously with response and local authority recovery. It may not receive as much initial effort, but community recovery typically lasts much longer than response. In comparison, recovery can consume more resources than response in terms of time, effort, and expenditures. Community recovery should be managed separately from "local authority recovery," which focuses on infrastructure.

In this guide, the term "recovery" refers to community recovery as defined above, including all of the following concepts:

- Coordinated information for affected residents and businesses
- Advocacy for those impacted by a disaster
- Coordinated donations of funds, goods, and services
- Volunteer effort to assist with cleanup and reconstruction
- Facilitated healing

Benefits of Recovery

The key benefits for local authorities engaging in community recovery:

Reduce Human Suffering – First and foremost, a well-coordinated recovery effort reduces human suffering. A solid recovery effort directly helps citizens return to normal as quickly as possible.

Protect Community Culture – Recovery provides an opportunity for the community residents to come together to support those citizens most heavily impacted. The entire character of a community can be influenced by how well – or how poorly – its leaders manage the recovery process. Failure in any aspect of recovery can mean the loss of jobs, taxpayers, and key community features that may have taken decades to develop. Success in recovery can mean heightened awareness of community identity and a positive future.

Reduce Economic Losses – Success also means greater market share for new businesses and non-government organizations seeking a home. Recovery can encourage growth in every sector of the local economy.

Enhance a Sustainable Community – Properly implemented, recovery supports the concept of sustainable and resilient communities. This means that every person, business, and/or institution is better able to withstand future disasters with enhanced community health overall.

Successful Recovery

Leadership and collaboration are the keys to successful recovery.

Someone must provide **leadership** in gathering the many organizations and individuals devoted to assisting those impacted by a disaster under one set of objectives, with a belief that thoughtful management accomplishes more than individual action.

Collaboration means working together to achieve specific goals and to undertake specific projects for mutual benefit. In community disaster recovery, contributing organizations collaborate when they share information, resources, tasks, and decision making with the common goal of assisting those affected by a disaster. Collaboration also implies respect for the mission and diversity of other organizations. Collaboration yields improved services, reduces fragmentation and duplication of effort, enhances problem solving, and reduces costs.

Without both leadership and collaboration, governments, non-government organizations and volunteers will spontaneously act without coordination or direction. Such *ad hoc* actions can and often do make a bad situation worse, result in much frustration and emotional distress for those impacted, and may extend the recovery time and effort. Recovery organizations face confusion in the delivery of services, frustration in encountering problems that could be avoided, public criticism, and unnecessary economic losses.

Why Local Authorities Should Lead Recovery

Public safety and community well-being are responsibilities of all levels of government. In British Columbia however, as throughout Canada, primary responsibility for community recovery rests with the local authority. Provincial and federal governments provide support to local authorities in this effort. Local authorities should lead recovery because:

No One Else Can Lead – Local, regional, and national service agencies and individuals may share a common mandate in assisting those impacted by a disaster, but each has limitations on their services. Only the local authority has the broad mandate of community recovery and should, therefore, coordinate with other service providers. The local authority can generate the cooperation among the large array of government agencies, community organizations, businesses, and citizens needed for successful collaboration.

Legislative Requirements – The BC *Emergency Program Act* requires local governments that are designated as local authorities to plan for recovery. Specifically, the Act states:

A local authority must prepare or cause to be prepared local emergency plans respecting preparation for, response to and recovery from emergencies and disasters. – Section 6 (2)

Further, the Local Authority Emergency Management Regulation states:

A local authority must, as part of the local emergency plan prepared by it under Section 6(2) of the Act...establish the priorities for restoring essential services provided by the local authority that are interrupted during an emergency or disaster...
– Section 2.3 (g) and (h)

Common Sense – It also makes good sense for the local authority to lead the recovery effort for several reasons:

- The local authority can take advantage of opportunities for land use improvements that may not arrive in any other way.
- Clients and other community members are more likely to trust local recovery organizations than outsiders.
- Local authorities are best able to control the outcome of recovery, including economic enhancements.

Timely leadership by the local authority must ensure collaboration of activities by volunteers, governments, non-government organizations and private businesses.

The Role of Volunteer Agencies in Recovery Management – National, provincial, and local volunteer service agencies can and do play significant roles in emergency management to supplement government assistance, where appropriate. Depending on their mandate, service organizations may assist in each of these major areas of emergency management:

Mitigation – During mitigation, volunteer agencies educate their constituents and communities about how they can reduce their risks from a range of hazards.

Preparedness – In preparedness, volunteer agencies work with community Emergency Program Coordinators and Committees in developing response and recovery plans.

Response – During the response phase of major emergencies, service agencies may work in partnership with Emergency Social Services to provide mass shelter, food, emotional support, family notification, and other services to those immediately affected by an incident.

Recovery – In recovery, volunteer service agencies assist local governments in providing both short- and long-term support, such as performing rapid damage assessment, interviewing those impacted by a disaster to assess needs, cleaning up debris, providing temporary shelter, managing donated goods and services, and renovating or rebuilding homes, among others.

Funding Recovery Management

Community Recovery Costs

The financial costs of community recovery are a concern for every local authority. These costs may be eligible for cost-sharing with the province when Disaster Financial Assistance has been authorized (80 percent province – 20 percent local authority). Local authority expenditures in community recovery that are eligible for provincial cost-sharing include:

Incremental Costs – When a community employs its own staff and utilizes community-owned office space and equipment, overtime and other incremental costs that are over and above normal community operational costs.

Contracting for Staff – Most small, disaster events are adequately handled by local staff. However, when a catastrophe occurs, a local authority may wish to contract for the services of a Recovery Director and support staff. The local authority may call upon the Provincial Emergency Program for assistance in identifying and hiring experienced recovery management contract resources.

Equipment/Facility Rental Costs – When a community chooses to rent or lease non-government offices, warehouses, meeting rooms, equipment, or other similar resources.

Funding Options

Provincial Disaster Financial Assistance (DFA) may also be available for individuals, families, small businesses, farms, and charitable organizations when insurance is not available. Generally, flooding is a non-insurable hazard, while insurance is readily available for fire. This is an important distinction, as it has a direct impact on the level of financial support available.

Private donations will often fund a significant proportion of the support required by individuals and families. Recovery leadership is a prerequisite to the fair collection and equitable distribution of donated funds. No legislation controls either the solicitation or the disbursement of such donations. Therefore, coordination depends on the good will of the participants.

The local authority may choose to solicit local donations by establishing an event-specific fund-raising society, or by using a non-profit society existing in the community (such as a Search and Rescue Society). Solicitations of local donations are intended to supplement the national and international donations by service relief agencies.

If selected, this option 1) Helps ensure that local donations will be applied to local needs, 2) Provides tax-deductible receipts to encourage donations, and 3) Collects cash that may be used to fund costs not covered by the province under Disaster Financial Assistance.

Local authority personnel need an in-depth understanding of the *Emergency Program Act and Compensation and Disaster Financial Assistance Regulation*, and the Guide for Local Authorities on Disaster Financial Assistance for Emergency Response and Recovery Costs so they can structure their recovery management process to maximize access to financial assistance.

For more on this topic, refer to the Provincial Emergency Program website (www.pep.bc.ca) and review PEP's *Financial Assistance for Emergency Response and Recovery Costs*.

Guiding Principles

Activities suggested in this Guide draw from the following basic principles:

Do No Harm – All aid has the potential for both positive and negative impact. The goal of managed recovery is to maximize the benefits and minimize the negative consequences of assistance. A coordinated strategy helps reduce possible conflicts between various assistance strategies.

Provide Leadership – Losses cannot be managed by simply allowing things to unfold. The local authority must step forward to coordinate the many recovery participants in an effective and visible way. Doing so will help forestall the freelancing, duplication of effort, and gaps in recovery services that may otherwise occur.

Foster Collaboration – Many Recovery Organizations can collaborate by working together to achieve specific goals and to undertake specific projects for mutual benefit. The Recovery Organization should include a structure that encourages collaborative thinking and decision making, one that does not unduly restrict or constrain organizations. By sharing common goals in recovery and promoting respect for each other's mission and diversity, the many organizations contributing to recovery can be more effective and build a stronger sense of community.

Empower Individuals – Successful recovery means empowering those impacted by a disaster in a way that preserves their dignity, embraces their right of choice, and demonstrates respect for their experience. Recovery task force members serve as advocates for those impacted by a disaster and provide assistance to them in accessing aid.

Act Quickly, Plan for the Long Term – Some recovery needs are urgent. We believe a small amount of help delivered in a timely manner is far more beneficial than delayed services. In addition to quick, targeted action, a recovery task force should engage the community in creative problem solving over the long term.

Plan for Transition to Normal Services – It is vitally important that recovery personnel plan for a transition to existing community services. The recovery task force will prepare a transition plan in writing for consultation among those impacted and other community members.

Capture Lessons Learned – The recovery period offers a tremendously important opportunity to learn what works and what does not within a community. The recovery task force will capture these lessons by collecting documents, interviewing recovery personnel and clients, and recording the progress of recovery from the first day of activity.

With these principles in mind, the next section outlines how recovery may progress from initiation through completion.

Steps in Community Recovery

No written summary can accurately identify every action that may be needed during recovery. There are too many variables at work in most situations, and the interactions among the players are far too complex to describe in simple terms. Further, disasters differ by category of hazard, magnitude of damage, type of community affected, and ability of those impacted by a disaster to recover.

There are common elements, however, in every recovery effort. This section attempts to organize what is, in reality, a dynamic and fairly fluid set of steps in the community recovery process.

Transition from Response

Even before recovery activities begin, there is an important transition from the response effort. Specifically, key Emergency Operations Centre (EOC) functions directly support recovery activities. These **EOC functions** include:

Information Officer – The EOC Information Officer may coordinate early recovery messaging, such as the need for certain types of donations and the nature of the recovery effort under development. As with every aspect of emergency management, communication of the recovery program is vitally important, and it begins in the EOC with the Information Officer.

Emergency Social Services Branch – The ESS Branch in the EOC Operations Section supports evacuations and re-entry during response by establishing Reception Centres or arranging other accommodations. Among many other roles, ESS personnel may inform evacuees and those impacted by a disaster about recovery issues, and provide continuity of care during the transition from response to recovery. Of particular interest, Reception Centres identify potential clients by name, address, and how they may be contacted for further information.

While recovery is not the sole responsibility of Emergency Social Services, ESS staff can reduce the time lag in providing recovery services by conducting early “needs assessment” interviews in cooperation with the Recovery Organization.

Situation Unit – The EOC Situation Unit, located in the Planning Section, performs a rapid damage assessment following a disaster, including an initial summary of the geographic area of impact, magnitude of damage, and approximate time required for response. These are important facts for recovery planning, and will usually provide enough information to estimate the approximate resources required.

Recovery Unit – The most important function in influencing recovery success is the Recovery Unit, located within the EOC Planning Section. The Recovery Unit assesses the need for recovery services based on the type and extent of damage. In addition, the Recovery Unit Coordinator may take initial steps in recovery, such as working with the Information Officer to issue media messages that control the donation of unwanted goods.

Because most events are limited in scope and duration, the Recovery Unit may directly coordinate recovery efforts in small events that can be managed while the EOC is active. If recovery needs exceed the ability of the Recovery Unit, the Coordinator advises the EOC Director to establish a Recovery Organization through the local authority.

If the situation warrants, the Recovery Unit Coordinator takes several steps to support the initiation of a formal Recovery Organization, including:

- Conduct a rapid damage assessment with others in the EOC Planning Section
- Use rapid damage information to identify the need for a formal Recovery Organization
- Prepare to brief the Recovery Director and Task Force on damage to ensure continuity of information.

If a Recovery Organization is approved while the EOC remains active, the Recovery Unit Coordinator continues to provide information that may assist recovery planning, and promotes the coordinated recovery effort among service providers.

All of these steps signify the transition from response to recovery. In essence, the Recovery Unit Coordinator “triggers” the Recovery Organization based on an assessment of damage, the scope of recovery effort required, and the likely duration of the recovery phase.

Community recovery is represented by four broad functions, identified below and explained in more detail in this section:

Get Organized

- 1 – Establish a Collaborate Task Force
- 2 – Establish a Recovery Organization
- 3 – Establish Recovery Facilities

Understand Needs

- 4 – Identify Clients
- 5 – Inform Clients and Public
- 6 – Interview and Advise Clients

Understand Resources

- 7 – Identify Available Resources
- 8 – Solicit and Control Donations
- 9 – Manage Donations (Funds, Goods and Services, Volunteers)

Match Needs and Resources

- 10 – Match Needs and Resources
- 11 – Transition to Community Services

Figure 2 shows another way of thinking about community recovery. In one sense, it is a process with a defined beginning, a cycle that addresses victims' needs, and a distinct end.

The following sections describe each step in more detail, suggesting some actions for a Recovery Organization to consider, and highlighting best practices from the recovery experiences of others.

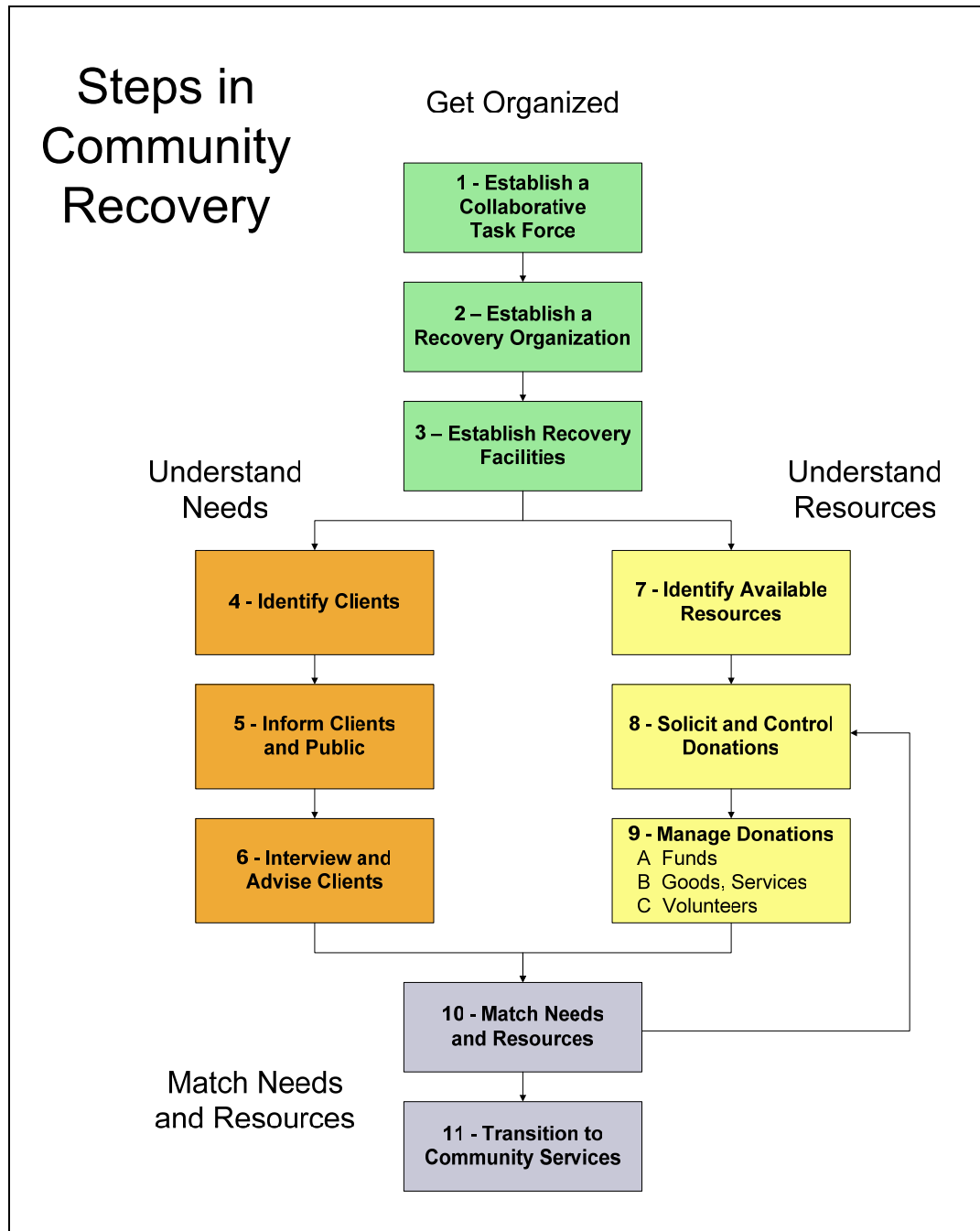


Figure 2. Steps in the Community Recovery Process

1 – Establish a Collaborative Task Force

Context

Recovery Director: The Recovery Director organizes and provides leadership to members of the community Recovery Organization.

Authorization and Budget: The Recovery Director establishes contact with the Policy Group to confirm authority to act on their behalf. The Policy Group may include elected officials and administrators from several affected jurisdictions. The initial Recovery Organization must have a start-up budget. The Recovery Director confirms the initial budget for the recovery effort. The Recovery Director also establishes contact with the EOC Director, if activated, to coordinate information and activities.

Service Providers: The Recovery Director will review the rapid damage assessment from the EOC to assess the general categories of needs, according to the type and magnitude of impact. Based on the needs, the Recovery Director identifies the local, regional, and provincial service providers that may contribute to recovery.

Community Recovery Task Force: The Recovery Director contacts relevant organizations to confirm availability and interest in collaboration. The Recovery Task Force should be comprised of representatives of organizations that can contribute to the recovery effort, such as national and local governments and service organizations. In addition, the Task Force may include representatives of survivors of the disaster, at the discretion of the Recovery Director. The Recovery Director sets up an initial Task Force meeting, and develops tentative Terms of Reference.

Collaboration: In the first Task Force meeting, the group reaches consensus on the business rules for working together, priorities for recovery objectives, and initial actions. Ideally, there is agreement from all participating agencies on sharing client information.

Actions to Consider...

1. The Recovery Director establishes contact with the Policy Group and EOC Director.
2. Confirm an initial budget.
3. Identify service providers that may contribute to recovery.
4. Call an initial meeting of the Recovery Task Force.
5. Prepare Terms of Reference for the Recovery Task Force.
6. Agree on the “business rules” for collaboration among Task Force members.

Sample Best Practices...

Kelowna, BC – Immediately following the devastating wildland/urban interface fire in 2003, the City designated their Community Development Manager as the new Recovery Director. Recovery policies were referred to a select committee of council members, and controversial decisions went to the mayor and council.

2 – Establish the Recovery Organization

Context

Recovery Organization: The Recovery Director identifies the functions to be activated in recovery, and establishes an initial Recovery Organization structure. In addition to the primary functions that deliver direct assistance to recovery clients, such as reconstruction and donations, the Recovery Organization should include support functions, such as Information, Planning, and Logistics.

Staff Requirements: Any function in the Recovery Organization may be filled by a qualified individual from another agency, including a local non-government organization, relief agency, or community volunteer. However, the Recovery Director should work directly for the Policy Group, composed of elected officials, either as an employee of the local authority or as a contractor.

The Recovery Director identifies staff requirements for the Recovery Organization and seeks support for the assignment of local authority staff from the Policy Group. A wide range of skills are required, in addition to adequate administrative support.

Note: Personnel for the Recovery Organization should not be drawn from response staff. Responders, including Emergency Social Service personnel, will likely be fully committed to the response phase. In addition, regular time for employees is not cost-sharable with the province.

Actions to Consider...

1. Review the Sample Community Recovery Plan and consider the functions identified for an organization structure.
2. Seek assistance from members of the Task Force in staffing the Recovery Organization.
3. Consider volunteers for staffing the Recovery Organization, acknowledging that recovery may continue for months.
4. Consult your PEP Regional Manager to assist in finding additional recovery staff.
5. Ensure all staff members sign an agreement of confidentiality.
6. Ensure availability of administration staff to help maintain office documentation.

Sample Best Practices...

Canberra, Australia – Following a major wildfire that claimed 4 lives and 500 homes, the local government established a "Community and Expert Reference Group" to assist with recovery planning, representing:

- Survivors
- Businesses
- Educational institutions
- Unions

The composition of the reference group was adjusted from time to time to reflect the issues and tasks at hand in recovery.

3 – Establish Recovery Facilities

Context

Facilities for Recovery: Recovery Director arranges for initial facilities needed to support recovery efforts, accounting for short- and long-term requirements. Depending on the scope of the disaster, recovery facilities may include:

Recovery Office: The set of offices and meeting rooms used by the Recovery Director and staff, including the Recovery Task Force.

Recovery Centre: A clearinghouse of recovery information for clients and others affected by the disaster. The Recovery Centre may include client interviews.

Goods Warehouse: Facilities used to receive, sort, store, and disseminate goods purchased in bulk and those collected through donations.

Public Meetings: Temporary facilities used to communicate the recovery process to large gatherings. May coincide with public meetings for response information.

Media Centre: Facilities to support the delivery of recovery information through the news media; may be integrated with EOC media sessions.

One-Stop Disaster Service Centre: Temporary facilities, such as a community centre, where disaster clients can meet directly with service providers.

Note: Recovery facilities should be separate from the EOC, and should not compete with resources required for response. Avoid long-term use of local authority facilities or community buildings (such as schools and conference centres) that may result in adverse impacts if occupied for many months.

Actions to Consider...

1. Work with the EOC Logistics Section to avoid competing for similar facilities.
2. Identify suitable facilities through local real estate agents.
3. Select sites that will not impact long-term revenue or other community impacts.
4. Negotiate agreements with owners through contracts. Confirm rates with PEP Regional Managers.
5. Arrange for phones, computers, janitorial services, and other support services.

Sample Best Practices...

Thompson-Nicola Regional District, BC – To serve as a goods warehouse following a wildfire in 2003, the TNRD leased a vacant retail store with 300,000 sq ft of open space. The Salvation Army used the facility to sort, store and display donated goods for those in need.

Kelowna, BC – Following devastating fires in 2003, the City of Kelowna used their community hall to offer a One-Stop Disaster Service Centre. Service providers were invited to set up booths where impacted citizens could seek specific information and support.

4 – Identify Clients

Context

Clients: People who require recovery services are referred to as "clients." Client categories include:

- Individuals and Families
- Business Owners
- Farm Owners
- Not-For-Profit Charitable Organizations
- Community Groups

Identifying Clients: A majority of clients will identify themselves once they know where to seek support and learn what information is required. However, experience shows that some disaster survivors do not make an effort to seek assistance. This may reflect a sense of pride and self-sufficiency, or that the recovery effort is not widely understood in a community. An "outreach" effort may be needed to inform all affected individuals.

Detailed Needs Assessment: Additional detailed damage information is required early in the recovery process to identify specific clients and the magnitude of their losses. This process requires direct contact with individuals impacted by the disaster. A needs assessment usually progresses over time, as loss information comes to light gradually from many sources.

Actions to Consider...

1. Establish communications with EOC(s) and ESS reception centre(s).
2. Utilize registration information from Reception Centres to help identify potential clients and their current contacts.
3. Collect information on each property from accessible sources, such as property tax roles, BC Assessment Authority information, and school district lists.
4. Engage in an "outreach" effort, including media broadcasts and group meetings to reach people directly affected by the disaster.

Sample Best Practices...

Pemberton, BC – Following massive flooding in October 2003, Recovery Centre personnel at Pemberton consulted damage assessment maps and realized that some flood victims had not registered with the Centre. Staff made a deliberate effort to reach out to those who were reluctant to share their needs.

Kelowna, BC – In the week following the 2003 interface fire that destroyed 232 homes, Kelowna recovery staff used an initial public meeting to identify affected residents and collect alternate contact information. The initial session included those known to be impacted by the disaster and their neighbours to start the healing process.

5 – Inform Clients and Public

Context

Recovery Information Officer: Assign a trained and experienced staff member as the Recovery Information Officer. Recovery Organization members must work with the EOC Information Officer to ensure coordination of recovery information during the response phase. Early messaging related to donations of cash and used goods is important.

Recovery Messages: A lack of timely and accurate information may lead to chaos and ill feelings during recovery, when many citizens may already be experiencing a high degree of stress. Recovery messages must reflect a broad perspective of community loss and avoid focussing only on those who lost homes in a disaster. Many community members may have suffered losses, even if their residences have not been affected.

ESS Reception Centre Public Information: Recovery personnel should also work directly with ESS reception centre staff to make recovery and individual support information available during response. This may require assigning recovery staff directly to reception centres to explain the Recovery Organization and initial actions.

Recovery Centre: A Recovery Centre serves as a central clearinghouse of recovery information. Depending on needs at the time, a Recovery Centre may consist of a drop-in office where clients can ask questions and pick up information materials in person. It may also house a call centre where clients can access information by telephone.

Public Meetings: Holding public meetings may be required for the community as a whole or with specific community groups.

Website Services: Even before individual clients can be contacted, there is a need for recovery information by the general public. Affected residents and businesses have a strong desire to know the extent of damage and what they can do to help themselves. Websites help with such communication.

Actions to Consider...

1. Assign duties to a Recovery Information Officer, who should work under the direction of the EOC Information Officer, when activated.
2. Develop and distribute public information.
3. Establish a Recovery Centre as a central clearinghouse of recovery information.
4. Conduct one or more public meetings.
5. Establish a website for disseminating recovery information.

Sample Best Practices...

Penticton, BC – Following the Garnet Interface Fire in 1994, the city held a one-stop disaster service session for fire victims, bringing all government and non-government agencies together in one place to answer questions from affected residents.

Canberra, Australia – After the 2003 wildland/urban interface fire, the Australian Capital Territory Recovery Task Force developed a website dedicated to keeping the community informed on recovery efforts.

6 – Interview and Advise Clients

Context

Client Needs Assessment Form: A standardized questionnaire for client interviews is important if service organizations intend to share client information. The Provincial Emergency Program, working with relief/support agencies and others, recommends a single needs assessment form for use during recovery.

Needs Database: An electronic database of client information is also essential to the objectives of sharing information and serving clients effectively.

Client Interviews: Consultation with clients is an essential element of any humanitarian recovery effort. During direct contact, recovery staff members interview residents, business owners, farmers, and other individuals who have suffered from the disaster. They determine the type and degree of damage, and what may be required to assist clients with their own recovery. Initial interviews should include a request for client consent in sharing information among service providers.

Case Management: Considering the number and diverse nature of organizations active in recovery, it is important that clients are contacted as few times as possible, and that collected information is shared. Client contact should draw from the principles of "**case management**," where all transactions with the client are tracked and shared through a central case file that is accessible by all service providers. **Caution:** People may have an expectation that their needs will be met in a timely manner. Failure to deliver will result in strong, negative feedback.

Actions to Consider...

1. Hold "one-stop" disaster service sessions to bring relevant organizations together for easy access by those impacted by a disaster.
2. Select a standardized client needs assessment form and needs database.
3. Interview clients using a standardized questionnaire, and establish a database of client information.
4. Some clients will need an advocate to help in completing forms and acquiring needs information.
5. Provide interviewers with appropriate training. Monitor staff for stress.

Sample Best Practices...

Pemberton, BC – Following major flooding, recovery managers set up a case management system to identify and track client needs. Recovery Centre staff used case files to monitor client requirements, concerns, and emotional state.

7 – Identify Available Resources

Context

Community Resources: Most communities already contain a wealth of recovery resources. In addition to local government departments and local service providers, there are usually food banks, counselling organizations, child care groups, and church and social service organizations. Identifying such resources is an essential step in assisting recovery clients. In addition, there may be an outpouring of volunteer support from individuals and businesses following a disaster.

Out-of-Community Resources: National and international service agencies and religious groups may play important roles in recovery. BC's Provincial Integrated Recovery Council (PIRC) consisting of relief/support agencies with provincial capacity, and PEP's Emergency Social Services and Recovery staff, as well as provincial ministries, are also available to assist in recovery. See the PEP website for contact information for a variety of service organizations.

Resource Inventory: With the list of potential recovery needs in mind, the Recovery Task Force should identify all of the organizations that may be able to provide the required community and individual services. At the same time, it would be wise to identify the limitations of each organization, each according to their mandate and resources (see "Service Providers" in Annotated Index).

Disaster Recovery Funding: Estimate donation solicitation targets. The Recovery Organization may be able to access provincial government Disaster Financial Assistance funding, as well as corporate and private donations.

Actions to Consider...

1. Consult local directories and active social services to identify community resources.
2. Create an inventory of local and out-of-community resources, and prepare a table identifying organizations by service type.
3. Liaise with service organizations to confirm their services and limitations.
4. Identify how clients may directly access recovery services.
5. Estimate the resource needs and time period for recovery services.
6. Determine eligibility for provincial Disaster Financial Assistance.

Sample Best Practices...

Kelowna, BC – As local and national service providers gathered following the loss of more than 200 homes to wildfire, the Kelowna recovery task force developed a table identifying the types of services offered by category of need. This gave staff a good idea of which agencies were providing services. A staff person called each agency to keep the list up-to-date and adding offers of service.

8 – Solicit and Control Donations

Context

The act of soliciting donations communicates the needs of those affected to others with the means and willingness to help.

Spontaneous Donations: When disaster strikes, there is often a spontaneous outpouring of human generosity. Donations represent an essential element of the healing process for both the recipient and the donor. Experience has repeatedly shown that failure to properly manage donations will have a detrimental impact on a community's ability to manage both response and recovery. Disasters generate three types of donation: 1) Funds, 2) Goods and Services, and 3) Volunteer Effort.

Public Messaging: Messages on donations should begin within the first day following the event and must focus on an actual assessment of needs. Solicitation of funds should be the early and primary message. Misguided media or organizations may spontaneously begin to solicit such items as clothing or bedding, and this can lead to problems later.

Controlling Unwanted Donations: Stories of overwhelming contributions of goods and volunteers are legion. In the world of emergency management, they are called "the second disaster" because of the disruption they bring. One flood-ravaged community received more than 1,500 used and new stuffed toys mixed in a single truckload, which required already busy staff to stop other important activities and weed the shipment.

Refusing Material Donations: Organizations/media outlets must clearly understand goods may not be accepted if they have not been inventoried and sorted before delivery.

Actions to Consider...

1. Issue a news release as soon as possible to request initial donations in cash.
2. Estimate the need for donations of all types in terms of quantity and timing, and set targets.
3. Advertise the need for certain types of donations, such as funds or volunteers.
4. Approach community business for specific kinds of support.
5. Tap into your local volunteer organizations to access available personnel.

Sample Best Practices...

Kamloops – Following the devastating fires of 2003, the Canadian Red Cross issued a plea for donated funds to help support the fire victims. As a result of one advertisement, the Red Cross collected thousands of dollars on behalf of displaced residents.

"Sometimes it is best just to press 'pause' until we figure out what is needed." – City of Kelowna

9A – Manage Funds

Context

Funds are the easiest to manage among all donations because they require little or no transportation, storage, or sorting. Most funds can be handled electronically if the receiving account is properly structured. Best of all, dollars can be readily converted into tangible assets and services that fit the needs of those impacted by a disaster more exactly. Money can also go directly to some victims to help with mortgage or vehicle payments.

Allocation Principle: A small amount of help delivered in a timely manner may be far more beneficial than delayed services. Use donated funds to provide small amounts of help for people with immediate needs.

Expectations: When clients hear that funds have been donated, there may be unrealistic expectations regarding the level of financial assistance available.

Fund-Raisers: The coordination of fund-raising can be a significant challenge where the Recovery Organization has no authority and must rely on the voluntary cooperation of others. Some individual communities may choose to establish a funding society and solicit donations. They may sponsor community events, such as festivals and concerts, in order to raise funds.

Community Solicitation: Some national service agencies, such as the Canadian Red Cross and Salvation Army, may start the process of soliciting funds almost immediately, as may a variety of ad hoc individuals and community organizations.

Actions to Consider...

1. Liaise with other fund-raising organizations in the community to seek coordination of efforts and consolidation of funds.
2. If required, manage community solicitations and arrange events.
3. Communicate to the public the fund target, amounts received to date, and highlights of large donations.
4. Work with someone with an event planning background to deal with promoters for fund-raising events, such as concerts.

Sample Best Practices...

Kamloops, BC – A benefit rock concert held on behalf of McLure/Barriere fire victims raised thousands of dollars. The North Thompson Relief Fund collected \$4 million in cash donations from a wide variety of sources, including governments.

Kelowna, BC – The City of Kelowna set up a tax-exempt society to receive and distribute donated funds following the fire damage of 2003.

9B – Manage Goods and Services

Context

Unsolicited donations of tangible items can do more harm than good. With the best of intentions, concerned citizens may offer inappropriate clothing, furniture, and appliances to those impacted by a disaster. Such offerings can cause severe problems for the Recovery Organization.

Facilities and Equipment: Large quantities of donated goods require:

- Storage space and utilities
- Warehouse equipment, such as pallets and forklift trucks
- Staff time to store, sort and catalogue goods (more than 100 volunteers were needed at the Kamloops warehouse during the fire disaster of 2003)
- Time for documentation

Goods Management: A number of volunteer service organizations, such as the Salvation Army, have the experience and equipment necessary to manage large volumes of donated goods. For example, appliances must be inspected and certified as working and safe before being distributed.

Costs: Expenditures by the local authority for rental of non-government warehouses and other costs associated with managing goods and services are eligible for financial assistance.

Excess Donations: The community recovery task force, in partnership with the goods donation management agency, must have a policy in place to deal with excess donations. Sharing surplus donations with other disadvantaged citizens is consistent with the intent of most donors.

Actions to Consider...

1. Seek agreement from service agency for management of donated goods.
2. Identify a warehouse facility to receive and store donated goods.
3. Develop a policy for distributing donated goods and allocating services.
4. Coordinate public and corporate solicitation of goods according to needs.
5. Track all costs associated with managing goods for later financial assistance.

Sample Best Practices...

Thompson-Nicola Regional District, BC – Donations need not always come from non-government sources. When the TNRD saw a need to assist fire victims in rebuilding their homes, they waived all fees for building, zoning variances, permits, subdivision, and debris disposal. In addition, the TNRD provided free inspection services to review building and plot plans.

9C – Manage Volunteers

Context

Convergent Volunteers: Following the terrorist attacks in the USA on September 11, 2001, thousands of volunteers converged at the New York and Washington sites with a deep commitment to help in any possible way. They did not expect to become a burden on an already over-taxed recovery effort, but that was the result of unsolicited volunteers converging at the sites.

These "convergent volunteers" appear following every disaster, and they pose a major challenge for recovery managers. Volunteers often need transportation, protective clothing for some tasks, equipment, food and water, accommodation, and supervision. This consumes precious time and resources unless planned in advance.

People Need to Help: If citizens do not see a way they can assist, they may criticize the Recovery Organization or, worse, may engage in freelance activity that causes confusion, duplication of effort, conflict, and danger. On the other hand, volunteers who are underutilized may lose interest in some disasters that persist for many weeks.

Volunteer Management: Local service provider agencies that work with volunteers on a daily basis should be allowed to take a leadership role in an emergency. The concept of "neighbours helping neighbours" can build strong community bonds and bring lasting benefits. Volunteering is also a way a community can heal. Volunteers arriving from outside the community may require local accommodation. Managing volunteers in the recovery effort can mean the difference between a positive and a negative experience.

Actions to Consider...

1. Identify the service providers in your community who deal with volunteers daily, and request their assistance.
2. Use the PEP volunteer registration process to provide volunteers with WCB, Disability and third party liability protection.
3. Assign tasks to volunteers appropriate to their knowledge and skills.
4. Track the number of volunteers by type of effort and hours expended.
5. Plan an awards event to acknowledge the contribution of volunteers.

Sample Best Practices...

Salmon Arm, BC – The Firestorm that claimed more than 40 structures in 1998 also kindled a strong community spirit. On one weekend designated for "community cleanup," more than 150 volunteers showed up to help their neighbours. Salmon Arm recovery managers provided each with a safety briefing, personal protective equipment, and instructions.

Thompson-Nicola Regional District (TNRD) – To ensure safety in the cleanup following a major wildfire disaster, the TNRD ensured that all volunteers registered with PEP to receive WCB coverage.

10 – Match Needs and Resources

Context

Needs Assessment: A needs assessment, based on direct interviews with clients, is an ongoing part of the broader damage assessment process. Working from a needs database, recovery staff can prepare a summary of direct needs, such as how many residents require cleanup assistance.

The Needs Committee: Collectively, a Needs Committee examines each client's damage, vulnerability, history of assistance, and outstanding needs at the present time. In a cooperative effort, the service providers agree on steps that can and should be taken to assist each client, and assign responsibility for doing so. With a clear idea of specific client needs and a sense of what service providers can offer, a Needs Committee is able to match clients with resources. This activity usually consists of a series of meetings where service providers consider one case at a time.

To be effective, the process of matching needs and resources should begin quickly after the event, in a matter of days, not weeks. It may be possible to perform this important recovery service while emergency response is still underway.

Share Information: Note that matching needs with resources requires full knowledge of services received to date to avoid duplication and gaps. This approach requires all service providers to share a case management system, at least as far as providing information on individual clients.

Actions to Consider...

1. Establish a Needs Committee comprised of key service provider agencies and organizations.
2. Use a case file management process to track and share client needs information.
3. Set a policy for allocating donations.
4. Identify a small decision-making group to allocate donated funds, including immediate hardship grants.
5. Generate summary reports on the numbers of clients and the status of matching.

Sample Best Practices...

Squamish, BC – Service providers met each week to allocate resources among about 50 clients. Participants included Red Cross, Adventists, Salvation Army, Mennonite Disaster Services, and others.

Immediate Hardship Grants – Calls from clients can be overwhelming for recovery staff, both in terms of content and the time required. Absorbing heartbreaking stories without having the means to help eventually leads to stress among recovery workers. Consider allocating a small amount of money to those who need it most, using consistent principles.

11 – Transition to Community Services

Context

Demobilization: Although the need for care may continue for many months or years after a disastrous event, local authority recovery efforts cannot. At some point, the demand for services will subside below the threshold of an effective formal Recovery Organization. There is a strong need, therefore, to determine how ongoing recovery needs will make the transition to existing community services.

Transition Plan: In one respect, individuals are recovering from emergencies every day in any community. Private organizations and non-government agencies offer care in a wide array of services on a daily basis, including food, clothing, shelter, jobs, financial assistance, emotional support, and assistance with physical tasks. These organizations were active before the disaster and will likely be there during and after recovery. A transition to community services means engaging and empowering these organizations, including a thoughtful approach to building local capability.

Dependency: Exercise caution to avoid situations where clients develop long-term dependencies on disaster assistance funding.

Actions to Consider...

1. Develop a Transition Plan that matches needs with community service providers.
2. Meet with service providers to confirm their offers and to ensure the transfer of case information.
3. Discuss the Transition Plan with each client to be sure they understand the services that will continue.
4. Consider options for donating some collected funds to these organizations during recovery to help them handle the increased demand.
5. Mark the end of the formal recovery phase by a public announcement, celebratory event, or other activity that signifies a closure for all members of the community.

Sample Best Practices...

Pemberton, BC – The Recovery Organization worked closely with a local food bank program to deliver food vouchers and Christmas hampers to flood victims. This supported ongoing services once the Recovery Centre closed.

Vancouver, BC – The City of Vancouver Emergency Program has identified more than 100 service organizations that could be called upon to assist with some aspect of disaster recovery. Examples include:

- Adult Day Care Programs
- Non-Profit Housing Societies
- Victim Services

Kamloops, BC – The North Thompson Relief Fund donated monies to the local Food Bank to help provide consumable goods to fire victims.

Additional Information on Community Recovery

This *Community Disaster Recovery Guide* offers overview information on the large topic of community recovery. To support the basic concepts presented here, PEP has prepared a webpage devoted to information on recovery issues. Working through the *Annotated Index*, readers can access more details on specific topics of interest.

The *Annotated Index* on PEP’s website provides links to additional guides, forms, and templates for use in recovery planning and implementation. Figure 3 illustrates the three levels of detail on recovery information available from PEP.

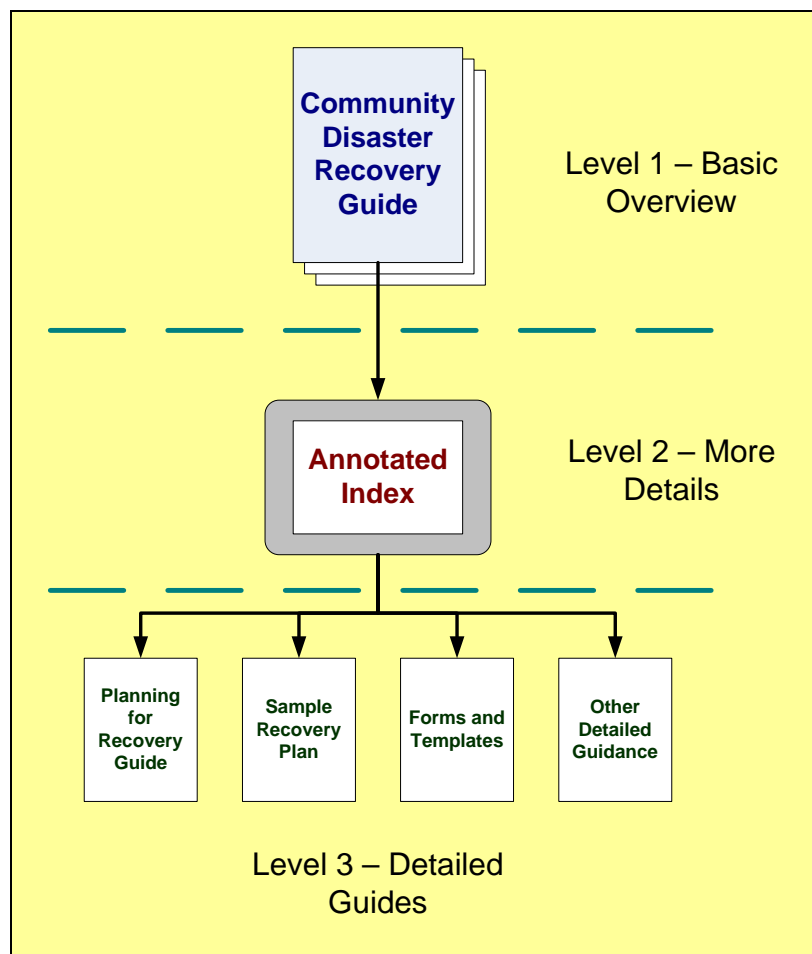


Figure 3. Levels of Detail in PEP’s Recovery Information

Access PEP’s Recovery webpage at: www.pep.bc.ca.

Note that the field of community disaster recovery is rapidly growing as more “lessons learned” and tools are documented. Consult the webpage often for improvements and new information of interest.

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Acronyms

BCAS	BC Ambulance Service
BCERMS	British Columbia Emergency Response Management System
CMHA	Canadian Mental Health Association
CRC	Canadian Red Cross
CRWRC	Christian Reformed World Relief Committee
DFA	Disaster Financial Assistance
EOC	Emergency Operations Centre
ESS	Emergency Social Services
FNESS	First Nations' Emergency Services
GIS	Geographical Information System
HRVA	Hazard, Risk and Vulnerability Analysis
ICS	Incident Command System
JEPP	Joint Emergency Preparedness Program
MAL	Ministry of Agriculture and Lands
MBO	Management by Objectives
MDS	Mennonite Disaster Services
MOFR	Ministry of Forests and Range
MOH	Ministry of Health
MOT	Ministry of Transportation
PEP	Provincial Emergency Program
PIRC	Provincial Integrated Recovery Council
PREOC	Provincial Regional Emergency Operations Centre
PSSG	Ministry of Public Safety and Solicitor General
WCB	Workers' Compensation Board

Advocate

An advocate is a person who supports the interests of another, either by speaking for them or through taking other specific action to their benefit.

In terms of disaster recovery, an advocate may assist an individual client or group in navigating through the sometimes complex requirements of recovery assistance, including making presentations on their behalf and helping them complete forms.

Action Plans

The Recovery Organization should specify the actions required to meet certain recovery objectives, set out by the Recovery Director in consultation with the Recovery Task Force.

As with response efforts, recovery activities can best be managed by preparing, in writing, a list of the objectives to be achieved and the actions to be undertaken. This is the role of the recovery Action Plan. The Action Plan contains objectives reflecting the overall recovery strategy and specific tactical actions and supporting information for the next operational period. The Action Plan may have a number of forms or sub-plans as attachments (e.g., communication strategy, debris removal plan, and volunteer management plan).

See *Recovery Action Plan Form REC 502* intended for use by Recovery Organizations.

British Columbia Response Management System (BCERMS)

The British Columbia Response Management System is a comprehensive management scheme that ensures a coordinated and organized provincial response and recovery to any and all emergency incidents. The broad spectrum of components of the BCERMS includes: operations and control management, qualifications, technology, training and publications.

See the *BCERMS Overview* available through the PEP website.

Business Rules

In the initial meeting of the Recovery Task Force, members should develop and agree on a set of “business rules” early in the formation of the Recovery Organization. Under the leadership of the Recovery Director, the Task Force should address and reach a consensus on the following important topics:

1. Purpose, Authority, Scope of Recovery Organization
2. Principles of Collaboration
3. Decision Making, Use of Action Plans, Management by Objectives (MBO)
4. Budget and Funding Mechanisms
5. Initial Recovery Organization Structure and Staffing
6. Damage Assessment Form
7. Needs Assessment Form for Shared Use
8. Needs Committee Members and Principles
9. Donated Funds and Need for Collaboration
10. Volunteer Confidentiality Guidelines
11. Communications Strategy (e.g., work through one Information Officer)
12. Facilities for Recovery Use

Refer to specific headings elsewhere in the *Annotated Index* for more information on these topics.

Case Management

A “case management” approach should be applied to ensure that no one in need is ignored following a disaster and that no needs go unmet.

The concept of case management anticipates treatment of each individual, family, or business owner individually by establishing a “case” file. All service providers consider the same case file for each client in need, and record the services actually provided.

See also “Community Recovery Database” and “Community Recovery Capacity and Needs Assessment.”

Community Recovery Database

A Community Recovery Database is essential to the principle of sharing client information among service providers. A standard needs assessment form should be used and contains:

- Consent to share information up front
- Basic Form
- In-depth Form

As an option, the Recovery Organization would develop one base file for each client. Service providers would have access to all client files, and would be able to add specific information unique to their organizational requirements by adding in-depth forms.

The Planning Section in the Recovery Organization would likely be expected to create and manage the Community Recovery Database.

See also “Community Recovery Capacity and Needs Assessment” and “Case Management.”

Community Recovery Capacity and Needs Assessment

Capturing client data could use direct data entry during interviews, but such an approach tends to interfere with rapport and listening skills. It may be better to use paper forms for collecting data directly from clients. Individuals and families should have advocates available, if needed, to help them complete the assessment process. Initial interviews should identify immediate needs and be short in duration.

It is recommended that recovery staff use the standardized “Community Recovery Capacity and Needs Assessment” which advises clients how their information will be used. This assessment identifies the needs of the clients in recovery and their capacity to assist themselves or contribute their special skills/trades to assist their community to recover. All clients should have access to the information that is collected on their behalf, upon request. The Recovery Organization should have the ability to print the information on hand or provide copies.

Recognition of community strengths and capacity is a vital component of the overall needs assessment. Emphasis should be on community empowerment and resilience, specifically in identifying and aiding local community groups to assist clients.

Note: Every needs assessment form used by every agency must include a client information consent that allows for the sharing of client needs information. See “Consent for Information Sharing.”

Client Interviews

Consider the following points in designing and carrying out client interviews:

- Client trust is a major issue.
- Avoid need for repeat interviews.
- Provide immediate short-term help whenever possible.
- Some clients may be economically challenged before the impact of a disaster.
- Turf issues may impede the objective of sharing information.
- Some clients may need advocates.
- Find a balance between obtaining timely information and pestering clients.
- Avoid developing a culture of dependency.

Some clients, for a variety of reasons, may not be able to attend a Recovery Centre for interviews. Recovery Centre staff will be required to go to them, either at their residence or at a temporary shelter. Interviewing clients in their own home offers several advantages, including the ability to witness damage first-hand, to observe photographs, to access other family members for additional detail, and to offer the comfort most people feel at home. Some needs will simply not be identified through a standard form and may only arise in conversation.

If interviewing clients outside the Recovery Centre, it is advisable to have teams of two persons. One can establish a rapport with the clients while the other takes notes and ensures the collection of critical information.

Note: Avoid building client expectations that may not later be fulfilled. Elected officials and other service organizations may be anxious to reassure citizens by making media announcements that financial assistance will be available. The citizens impacted by the disaster have an expectation they will receive generous and immediate assistance, when in fact there may be obstacles that limit assistance in terms of both amount and timeliness. Client satisfaction is directly linked with their expectations.

ESS Evacuation Centre Role

Citizens forced to evacuate their homes may register with ESS at a Reception Centre. The ESS registration data can be used to identify recovery clients in some cases, and should be requested from Reception Centre staff to support recovery. In addition, ESS volunteers may be able to assist in assessing client needs to provide continuity of care.

Recovery Organizations should use a standard form to collect information on clients.

See the *Community Recovery Capacity and Needs Assessment* for a sample.

Collaboration

Collaboration occurs when diverse individuals or organizations work together to achieve related goals for mutual benefit.

Why Collaborate

When diverse organizations decide to collaborate, they may do so for the following reasons:

- To support common goals
- To share decision making
- To share information, resources and tasks
- To demonstrate respect for each other's mission and diversity
- To enhance a sense of community

Benefits of Collaboration

Successful collaboration can help the Recovery Organization and its members meet commitments to:

- Improved service
- Improved efficiency
- Reduced fragmentation and duplication of services
- Expanded capability
- Opportunity for continued interaction
- Enhanced problem solving
- Reduced costs
- Reduced frustration among clients and volunteers

Failure to Collaborate

Failure among Recovery Organizations to collaborate often yields the following adverse results:

- Confusion in delivery of services
- Turf battles
- Waste
- Frustration
- Mountain of unneeded goods
- Public criticism
- Discrimination
- Economic loss

Principles of Collaboration

In establishing a collaborative Recovery Organization, consider and adapt the following guiding principles:

- There should be a structure for collaborative thinking and decision making that does not unduly restrict or constrain organizations. The structure should be pre-planned by all stakeholders.
- Collaboration between all stakeholders can be managed by including a mix of government, private and volunteer agencies on the Community Recovery Task Force and other sub-committees.
- All participating organizations should be represented on the Task Force. However, this may result in a large group, rendering decision making difficult.
- Collaboration should also include representatives of survivors as participants in the decision-making process.
- Collaboration should result in common objectives and shared decision making, information, resources, and tasks.

Practice of Collaboration

Local authorities can enhance collaboration among Recovery Organizations in three specific ways:

1. Meet with potential Recovery Organizations before disaster strikes to gain concurrence with the principles outlined above. Obtain written agreements from key players.
2. Establish a Recovery Task Force at the earliest opportunity following a disaster and include representatives of all contributing organizations. At the initial meeting of the Task Force, specifically discuss and seek commitment to a set of “business rules” designed to facilitate collaboration. See “Business Rules.”
3. Commit the Recovery Organization to working with a series of Action Plans, developed under consultation with Task Force members.

Confidentiality Agreement

Members of the Recovery Organization will be exposed to personal information collected to assist those affected by the disaster. To ensure confidentiality of such information, volunteers should sign an agreement not to disclose or misuse client data.

Refer to the *Code of Conduct* template document.

Consent for Information Sharing

The collaborative concept of sharing client information among service providers is valid only if the clients themselves agree to such an arrangement. As information is collected, clients should be given the opportunity to consent to information sharing in writing. The Recovery Organization should develop and apply an Information Consent Form for client signature, if not using the Community Recovery Capacity and Needs Assessment which includes a section on information sharing consent.

While the wording of the consent form will be generally standardized, the form will have to be adjusted to identify the collecting agency and community.

The Consent Form:

- Informs the client that their private information will be shared for the limited purpose of ensuring they receive every available support.
- Authorizes the Recovery Organization to seek client information from other sources.
- Allows the Recovery Organization to maintain a “Case Management File” that contains information from multiple sources.

Note: Clients who decide against consenting to the sharing of information still qualify for all available recovery assistance.

Refer to *Community Recovery Capacity and Needs Assessment* for an example.

Damage Assessment

The Emergency Operations Centre (EOC) often undertakes a damage assessment to support response objectives, and is critical in devising action plans for protecting people, property, and the environment. An early damage assessment also helps the recovery effort, especially in the initial period when decisions about the scope of recovery are important.

There are three basic types of damage assessment: 1) Rapid Damage Assessment, and 2) Community Damage Assessment, and 3) Individual Damage Assessment.

Rapid Damage Assessment

The EOC Planning Section will likely conduct a “rapid damage assessment” following a major impact. This assessment will be high level and likely provide only general information, such as the number of dwellings damaged, number of people evacuated, and area affected by the event. The damage assessment should include maps and local government property data.

The rapid damage assessment will allow the Recovery Unit Coordinator in the EOC to estimate the resource needs and time period for recovery services. It is

possible to estimate the overall recovery needs at an early stage from initial information on the type of emergency, area of impact, the degree of impact, and time of year.

Using a flood, for example, one could predict a need for temporary shelter while residents attend to debris disposal, site cleanup, and control of moulds. There may be a need to replace damaged furnishings and appliances. Because floods are non-insurable events, and Disaster Financial Assistance may be offered those impacted by a disaster, there will be need to inform clients of the application process. The number of households and businesses affected will have a direct influence on the number of resources needed.

Community Damage Assessment

Damage assessment is a progressive activity in some events, and can take months to complete. As recovery efforts begin, the Recovery Organization may engage in a detailed damage assessment utilizing community maps, digital photographs, and technical experts.

The design of an effective Recovery Organization depends on accurate information about the situation. Information required in a community assessment of damage may include:

- Aerial photographs
- Area affected, including a map, and where the event is going
- Estimated funding requirements
- Demographics of area affected
- History of past events to provide perspective
- Likelihood of animals affected (number of farms)
- Nature of damage
- Number and type of roads lost
- Number of businesses affected
- Number of insured
- Number of jobs lost
- Number of persons affected
- Schools affected and need for child care
- Type of event

In addition to local resources (relief agencies/service providers) available, recovery personnel should consider the following potential sources of information:

- Chamber of Commerce
- Damage assessment teams
- EOC Planning Section
- First Nations leaders
- Lead response agency, such as the Ministry of Forests and Range for wildfire situations
- Local government planning department and public works department
- News media

- Police Departments and RCMP Detachments in area
- Reception Centres
- Statistics Canada

Individual Damage Assessment

The Recovery Organization is responsible for assessing the impact of the disastrous event on individuals, families and businesses. This effort may include inspection of individual property sites, and collecting detailed information on such items as the property location and degree of damage. Photographs of damaged property help to confirm the extent of need.

The Canadian Red Cross (CRC) and the Christian Reformed World Relief Committee (CRWRC) can provide teams of trained volunteers to perform detailed door-to-door damage assessments.

Damage Assessment Information Database

The Planning Section in the Recovery Organization would likely be expected to create and manage both the Community Damage Assessment and the Individual Damage Assessments in a database.

Database fields for an Individual Damage Assessment may include:

- Client information (owner/renter)
- Property address
- Type of structure
- Magnitude of damage
- Estimate of loss
- Other personal losses and requirements.

Decision Making in Recovery

The guiding principle behind response is “command and control.” For recovery, where there are many contributing organizations and a somewhat reduced level of urgency, success depends on “cooperation and collaboration.”

Nevertheless, it remains important to be clear on who holds the ultimate responsibility for making decisions related to recovery.

The Recovery Director should make every effort to bring contributing organizations in the Task Force to consensus on major decisions. However, to ensure progress, the Recovery Director should be empowered by the Local Authority (one or more) to make decisions, based on the advice of the Task Force and under the direction of the Policy Group.

Disaster Financial Assistance

Under the BC *Emergency Program Act* and *Compensation and Disaster Financial Assistance Regulation*, local authorities can receive financial assistance for eligible post-disaster recovery costs expended to repair or restore essential public works, structures and facilities, as well as replace essential materials, and to efforts that support community recovery.

Local authorities and First Nations may qualify for up to 80 percent of eligible costs that exceed \$1,000, including efforts to coordinate local recovery organizations and service providers.

Incremental costs related to community recovery that are eligible for financial assistance include:

- Overtime costs and benefits for local authority staff devoted to community recovery
- Backfilling positions to temporarily cover full-time staff coordinating the recovery activities
- Facility rental to support community recovery, if other than local authority facility
- Contractors serving in support capacities
- Telephone and data services, including installation and operation while Recovery Centre is active
- Costs of materials, supplies, and rented equipment that would not usually be provided
- Reasonable volunteer expenses (e.g., mileage, hourly rate, meal reimbursement, phone charges)

For more information on financial assistance for community recovery efforts, refer to the *Compensation and Disaster Financial Assistance (C & DFA) Regulation* or the *Financial Assistance for Emergency Response and Recovery Costs: A Guide for BC Local Authorities and First Nations*, accessible through the PEP website (www.pep.bc.ca), or contact the Recovery Office at PEP at:

BC Provincial Emergency Program
Ministry of Public Safety and Solicitor General
PO Box 9201 Stn Prov Govt
Victoria BC V8W 9J1
Telephone: (250) 952-5505
Toll Free: 1-888-257-4777

Donated Funds

Funds Management

Several established Recovery Organizations collect donated funds for distribution to those affected. In addition to these, local authorities should consider

establishing a separate account through an existing or new non-profit society for the purposes of collecting and managing donations.

This would ensure donations that are collected locally would be applied locally. In addition, donated funds could be used to support the Recovery Organization, including costs that are not covered through provincial Disaster Financial Assistance (DFA). Any local society that is established for the purpose of raising donated funds should be registered under the BC *Society Act*.

Fund-Raising Events

Some disasters may generate interest in fund-raising events, such as musical shows or fairs. Although there are many honest operations wishing to truly help those hit the hardest by a disaster, beware of predators. Before sanctioning such an event by issuing a permit, local authorities should consult their solicitors to generate a contract that specifies how collected funds are to be handled and distributed to those in need. It would be best to have a manager on the Recovery Organization with an events management background, if possible.

Allocating Funds

Imagine this situation: You have collected close to \$1 million in donations, and clients are clamouring for attention. More funds have been promised, but you are not sure how much will eventually be collected. Who do you award donated funds to? Who should not receive an allotment at all, such as those who are insured? How much should you give? Do you hand out some funds now, or wait until all donations come in so they can be evenly divided? These questions are more difficult to resolve than they may first appear.

The Needs Committee considers these issues and each client's ability to absorb some losses in ensuring that the recovery effort focuses on those with the greatest needs. This policy requires discussion and agreement among members of the Recovery Task Force.

As for the amount to allot, some may consider an even distribution of all collected funds among all clients is the fairest method. This approach, however, sometimes forces a community to wait until all monies are collected, which may take months, before allocating even a small amount. This delay can lead to frustration and more losses.

Some people expect to be protected from even minor out-of-pocket expenses. Many clients may be close to the edge before the disaster they cannot absorb the loss. Others stand to lose their business, job, house, or educational opportunities and will not ask for help. Very few seek to take advantage of the situation. Therefore, do not make it harder for honest people to get help just because of concern about a few cheaters.

See also “Financial Accountability.”

Donated Goods

Donated Used Goods

The Recovery Director should make early efforts to dissuade the donation of used goods. Not only do used goods demand the immediate attention of busy recovery personnel, they often fail to meet the specific needs of disaster victims.

The Recovery Director and Information Officer should issue an appeal for funds in lieu of donated goods, at least until the needs of those affected are known.

See *News Release Template – Donations* for an example message.

Goods storage should occur at a clean and dry warehouse. Operators must be experienced in warehouse management, including documentation.

If more goods are donated to the disaster than can be used, consider ways to utilize donations to enhance ongoing programs that will help develop positive community relations.

Corporate Donations

Some organizations (such as the Canadian Red Cross and Salvation Army) have agreements in place with various corporations for donations following disaster. It would be most effective for the Recovery Organization to tap into corporate resources for assistance through these established links.

Note that some local authorities may object to formally advertising specific retailers who are offering discounts on the assumption that it may be seen as favouritism by some. However, local businesses will want to help. One compromise is to add this statement to information on corporate donations provided to clients: "This list should not be seen as endorsement of a specific retailer."

Donated Services

We often think of donations in terms of funds and goods, and may overlook the fact that individuals and businesses may also offer donated services. There are, of course, the established organizations that offer specialized services to disaster survivors, including the Christian Reformed World Relief Committee and Mennonite Disaster Services (see "Service Providers" for more examples).

In addition, there may be individuals, associations, clubs, institutions, and businesses wanting to donate services. Volunteers may arrive at the response EOC or at the Recovery Office to offer their time (see "Volunteers"), but others may only be aware of the value of donated services if they are contacted by the Recovery Office.

Some examples of donated services include:

- International clubs can help clients communicate with families and friends in other countries, and help arrange culturally appropriate funerals and other events.
- Church groups can assist their members and others by providing and coordinating a host of services.
- High school classes can help design and publish books commemorating the event.

Donated services can be coordinated through a specific function in the Recovery Organization, the *Service Branch*.

Refer to the *Sample Community Recovery Plan* for more information on this function.

Elected Officials

During recovery planning and implementation, it is vitally important that members of the local authority understand their role and responsibilities in support of recovery efforts.

Emergency Program Coordinators should develop and deliver a short presentation to elected officials to specifically address issues of concern to them. Topics may include:

- **Authority** – Their authority to make decisions and set priorities in recovery
- **Legislated Responsibilities** – Under the *Emergency Program Act*
- **Political Risks of Inaction** – Public expectations.
- **Costs and Benefits** – Costs of recovery planning and implementation are outweighed by benefits accrued in reducing these losses
- **Scope of Effort** – The tasks selected for recovery planning, including meetings with local and regional service providers, preparation of a Community Recovery Plan, training, and exercises. Budget requirements by program year and funding option.
- **Policy Group** – Roles and responsibilities of Policy Group members.

Facilities for Community Recovery

The Recovery Organization will require both short- and long-term access to a number of facilities. Experience has shown that the facility will be required for nine months to a year or more, particularly where reconstruction of homes is necessary. Long term is defined as greater than nine months.

Community Recovery Office

(Full Time – Long Term)

The Community Recovery Office will become the centre of recovery collaboration within the community. It should have appropriate telephone and internet communications capabilities, and workspaces to meet the needs of the Recovery Organization.

Ideally, the office space will have boardroom facilities and perhaps other meeting rooms where members of the Recovery Task Force and other sub-committees can meet. However, available private facilities, such as hotel conference rooms, can be utilized.

Location

- Located near the EOC, but not in the same building.
- Located in an available (non-critical) facility, e.g., a previously vacant store front office.
- Located on a bus route if possible.
- Separate from any donated goods warehouse.
- Avoid buildings owned by the local authority if needed to continue with the normal provision of public services. Local government facilities are not eligible for provincial financial assistance.

Size and Equipment

- Telephone service is the first priority for the Community Recovery Office.
- The size of the Community Recovery Office should be large enough to anticipate growth of the Recovery Organization over time. It is easier to downsize the office space than to move to another location.
- Boardroom space would be helpful to accommodate meetings by the Recovery Task Force and other committees.
- Computers and internet access will be required. Software should include spreadsheet or database software to accommodate information sharing.
- Use signs to clearly identify the Community Recovery Office.

Recovery Centre

(Optional – Periodic Use – Long Term)

A Recovery Centre is a clearinghouse of community recovery information. Alternately, it may serve as a storefront drop-in centre where clients can ask questions and pick up information materials in person. It may also serve as the interview centre for recovery clients, and should include the appropriate small meeting areas or rooms to facilitate private conversations.

The Recovery Centre may also house a toll-free Call Centre where Recovery Centre members address questions about recovery. The Call Centre should also include a taped voice message that explains the centre's hours of operation and a telephone number that clients can call in an emergency.

When locating the Recovery Centre, consider the proximity to the affected population and their ability to easily travel to the centre. The Recovery Centre facilities and equipment should be dedicated to the function for the anticipated recovery period. Facility management includes telephones and security. Recovery Centre facilities should allow reasonable access to persons of all ability levels.

A Recovery Centre requires knowledgeable staff, with sufficient alternate members to allow staff to take suitable breaks. With some recovery efforts continuing for months or even years, no Recovery Centre staff member should be expected to fill a position 12 hours a day, 7 days a week. Use local staff members who know the impacted population.

Following floods in Pemberton, BC, Recovery Centre staff covered one entire wall with paper, and encouraged clients and other visitors to express their feelings and appreciation. The wall proved to be a focal point of the Recovery Centre.

Location

- Located near transportation nodes that are easily accessible by disaster clients
- Near or adjoining the Community Recovery Office.
- Avoid buildings owned by the local authority if needed to continue with the normal provision of public services. Local government facilities are not eligible for provincial financial assistance.

Size and Equipment

- Telephone service is the first priority. PEP may be able to supply a toll-free telephone number and expedite emergency installation for the Recovery Centre. Cell phones are not adequate.
- Use signs to clearly identify the Recovery Centre.
- Include ramps to allow wheelchair access.

Goods Warehouse Facility

(Full Time – Long Term)

Depending on the size of the disaster and the publicity, past history has shown that there may be many truckloads of unsolicited used clothing, food, pots and pans, bedding, furniture and children's toys donated. The community will require adequate space to inventory, store, sort, repair, clean and distribute these goods.

Goods storage should occur at a clean and dry warehouse. Operators must be experienced in warehouse management, including warehouse documentation.

Smooth management of donated goods does not just happen. It takes planning and preparation ahead of time in a few important steps. Overall, the Goods Coordinator should establish the information and facilities needed to be fully

functional within 24 hours of a disaster. List warehouse options by location and contact, and arrange for appropriate warehouse equipment (e.g., forklift) and personnel (e.g., warehouse manager) for donated goods.

Location, Size, and Equipment

- The location within the community is not a critical factor, but should have easy access to the main transportation routes.
- A local real estate firm can usually locate an empty warehouse or suitable building. Think big.
- Loading and unloading ramps are a necessity, as well as a forklift and pallets.
- Consider a 6-month lease or rental with an option for an extension.
- The warehouse should have at least one telephone.

Management and Staffing:

- The Salvation Army has experience in training and managing volunteers to sort and organize the goods.

Public Meetings

(Temporary – Periodic Use)

A large facility may be needed for public meetings on recovery, a location where potential clients and other community members will receive critical information and be able to ask questions.

Anticipate that a significant proportion of the community may attend, not only those impacted by the event. A large facility such as an arena, community hall, or live performance theatre may serve.

While the EOC is active, coordinate all public meetings with the EOC Information Officer.

Media Centre

(Temporary – Periodic Use)

The EOC will have identified a media centre location where media briefings are held during the response phase. While the EOC is active, all media contact through a Media Centre for recovery issues should be combined with response issues and managed by the EOC Information Officer.

The EOC media centre facility may be available after the end of the response phase, and should be used to continue the delivery of recovery messages. A meeting room in a hotel can be used if necessary.

One-Stop Disaster Service Centre

(Temporary – Periodic Use)

Depending upon the type and severity of a disaster significant numbers of homes and businesses may have been damaged. Citizens may be forced to find temporary shelter while their homes are repaired or a new home is constructed. They face the very daunting task of replacing their possessions and dealing with a myriad of government red tape and regulations.

The purpose of a “One-Stop Disaster Service Centre” is to arrange for all of the services providers (private, non-profit and government) to be available at one central location to quickly answer questions clients may have about a range of recovery issues, such as building permits, debris disposal, insurance, and where to pick up their mail, and how to access financial assistance. Short workshops can be held on rotating bases, dealing with cleanup, health and safety issues and other issues of interest.

The size and services provided by a Disaster Service Centre directly depend on the type of disaster event, the extent and type of damage, and the number of citizens impacted.

Possible participating organizations to consider for a One-Stop Disaster Service Centre include:

Potential Participant	Topics to Address
Animal Care Groups	<ul style="list-style-type: none"> • Provide advice on fence and corral reconstruction, animal care following disaster
Banks and Credit Unions	<ul style="list-style-type: none"> • A financial institute could provide small, no interest, unsecured loans to victims
BC Housing	<ul style="list-style-type: none"> • Temporary shelter assistance during reconstruction
Canada Post	<ul style="list-style-type: none"> • Temporary mail delivery services
Emergency Social Services (Ministry of Public Safety and Solicitor General)	<ul style="list-style-type: none"> • Ongoing financial assistance for homeless in the long term • Extraordinary assistance for persons already on assistance
Health Authority Medical Health Officer Mental Health Association	<ul style="list-style-type: none"> • Provide advice on disease prevention during cleanup • Provide advice on drinking water and septic system safety • Arrange for inspections • Provide advice on mental health issues
Human Resources Development Canada	<ul style="list-style-type: none"> • Employment insurance
Insurance Corporation of British Columbia (ICBC)	<ul style="list-style-type: none"> • Vehicle damage claims • Provide immediate cash advance for people who have had their vehicle destroyed
Insurance Bureau of Canada	<ul style="list-style-type: none"> • Review policies and provide support on the insurance claim process • Problem solve (advocate)

Legal Aid	<ul style="list-style-type: none"> • Provide assistance and advice respecting legal issues
Local Government	<ul style="list-style-type: none"> • Service centre management • Public information • Debris removal • Inspection services • Building permits
Ministry of Employment and Income Assistance	<ul style="list-style-type: none"> • Extraordinary aid for persons already on assistance
Provincial Integrated Recovery Council (PIRC)	<ul style="list-style-type: none"> • Council of volunteer service agencies and provincial ministries as a collaborative recovery management team to coordinate and provide recovery services and volunteers
Provincial Emergency Program (Ministry of Public Safety and Solicitor General)	<ul style="list-style-type: none"> • Disaster Financial Assistance (DFA)
School Board	<ul style="list-style-type: none"> • Where one or more schools have been damaged, or where there has been an interruption of the school calendar
Utility Companies	<ul style="list-style-type: none"> • Electrical power, gas, telephone, cable services • Information for safe re-entry • Site inspection and reconnection
Volunteer Service Agencies	<ul style="list-style-type: none"> • Distribution of support • Rebuilding homes • Debris removal • Cleanup • Temporary shelter • Rent and other financial assistance

Tips for Recovery Facilities:

- **Management:** The Recovery Organization manages all facilities, with the assistance of the Logistics Branch.
- **Transportation:** Citizens may require assistance by means of shuttle bus or volunteer drivers to some facilities.
- **Advertisements:** The Recovery Organization should advertise the presence and location of all facilities by means of media outlets and personal contact.
- **Reception:** In facilities open to the public, take steps to avoid lineups, provide group information briefings on rotating bases, provide refreshments, and arrange for childcare.
- **Privacy:** Prevent unsupervised access by the news media, and screen off interview areas where appropriate. Designate areas where media can interview clients and others if they wish.
- **Multicultural and Multilingual Services:** Call upon local community groups with the appropriate skills.

Refer to PEP's *Financial Assistance for Emergency Response and Recovery Costs*, and contact the PEP Recovery Office to confirm assumptions about eligibility.

Financial Accountability

Donated funds are an important resource for client recovery, and many witnesses to a disaster feel compelled to give generously. However, those collecting donations must take steps to maintain public confidence by adopting transparent and accountable procedures.

It is important for any individual or organization collecting donated funds to adopt, in writing, accountability guidelines and to report regularly to the Recovery Director.

Financial Assistance for Recovery Costs

See “Disaster Financial Assistance.”

Functions in Recovery

The Recovery Organization, following the principles of BCERMS, anticipates a number of functions that work cooperatively in a single organization.

Refer to the “Sample Community Recovery Plan” for an example organization chart and checklists for each recommended function.

Staffing these functions should consider the following skills, knowledge, and experience.

Recovery Director

- Leadership and Team Building
- Interpersonal Communications
- Conflict Resolution
- Organization and Management
- Budgeting

Risk Management Officer

- Risk Assessment
- Safety Assessment
- Liability Management
- Documentation

Liaison Officer

- Knowledge of Community
- BCERMS
- Knowledge of Recovery Organization and functions

Information Officer

- Knowledge of News Media
- Briefing Elected Officials
- Information Research
- Writing Skills
- Event Organization
- Website Organization

Client Advisory Branch

- Listening Skills
- Confidentiality
- Organization of Complex Information
- Case Management Experience
- Supervisory Experience

Needs Committee Member

- Ability to Weigh Community Priorities
- Demonstrable Fairness

Transition Branch

- Knowledge of Local Social Services
- Case Management Experience

Funds Branch

- Bookkeeping
- Knowledge of Accountability Procedures
- Documentation

Goods Branch

- Warehousing Skills
- Documentation

Service Branch

- Project Management Skills
- Organization and Management
- Scheduling
- Knowledge of Service Providers
- Personal Communication Skills

Planning Section

- Knowledge of BCERMS
- Skills in Plan Development
- Documentation

Logistics Section

- Knowledge of BCERMS
- Knowledge of Local Resources
- Resource Management Skills

Finance/Administration Section

- Knowledge of BCERMS
- Bookkeeping Skills
- Clerical Skills
- Knowledge of Provincial Disaster Financial Assistance

Fund-Raising Societies

Refer to “Donated Funds.”

Hazard, Risk and Vulnerability Assessment

The process of preparing for recovery would benefit from a full understanding of the hazards, risks and vulnerabilities in a community. Local authorities can develop optimum guidance for their recovery program by knowing what might happen, where disasters may strike, and the potential magnitude of events. A Hazard, Risk, and Vulnerability Assessment (HRVA) is a vital first step in the recovery planning process.

Refer to the PEP website for more information on conducting an HRVA for your community.

Identifying Clients

Recovery clients may not readily identify themselves following a disastrous event for a variety of reasons. Recovery Organization personnel should consider information from the following sources in identifying clients:

- Reception Centre
- Recovery Centre and community recovery database
- Maps and properties and owners, e.g., from BC Assessment Authority
- Outreach, e.g., door-to-door, media, call centre, website
- Hazard, Risk and Vulnerability Assessment information
- Property taxation roles

Information Officer

An Information Officer is a member of the Recovery Organization responsible for interfacing with the public and media or with other agencies requiring information directly about the recovery efforts. The Recovery Information Officer may have assistants.

The Recovery Information Officer should report to EOC Information Officer while the EOC is active, so the community response and Recovery Organizations speak with one voice.

Recovery messages should be approved by the EOC Director while the EOC is active, then by the Recovery Director when the EOC is no longer active.

Information Strategy

The Recovery Organization should develop an Information Strategy for recovery, working collaboratively among participating organizations. Communications should include the timely sharing of information among recovery staff, organizations, elected officials, impacted citizens, news media, and general public.

The Information Strategy should include:

- A public media release that informs the general public and organizations that cash donations are preferable to the donation of goods, such as clothing. The Recovery Organization would coordinate this media release through the EOC Information Officer who would ensure that all applicable areas of the EOC, such as the Director, Planning Section, Recovery Unit, etc. have an opportunity for review and input. The media release should be widely distributed to news media, appropriate organizations, and stakeholder agencies.
- Website messaging about cash donations as well as messaging for any pre-recorded information lines that may be in use.
- A review of the public information bulletins and publications specific to the hazard that can be provided by each of the Recovery Task Force organizations, e.g., “One Step at a Time – A Guide to Flood Recovery.”
- Development of any new information bulletins with appropriate information that may not already exist, e.g., actions to take when air quality alerts are issued.
- Continued public information about Call Centre information lines while they are operational.
- Public information on the location of the Recovery Centre, hours of operation, and contact information. Public information should also include a list of the types of services offered to victims, e.g., temporary housing, Disaster Financial Assistance forms, food vouchers, needs assessments, and access to donations.
- Invite community partners (e.g., utilities) to prepare “frequently asked questions” (FAQs) for distribution via handouts and website.

Means of communication for recovery messages may include, in the following order of progression:

News Media messages on what the local authority is doing to assist those impacted by a disaster (coordinated through the EOC, when the EOC is operational). Continue use of a Media Centre and media briefings as needed.

Telephone contact with clients to provide recovery information (consider initial contact vs. follow-up contact). Consider these additional points:

- May have capacity problems in some disasters.
- Not everyone has a phone. Some people have unlisted numbers.

- Some may only have cell phones.
- Using telephones may result in issues around trust (who is calling).
- Recorded messages may be useful.
- Consider use of forced choices in answering service (“If you would like to know about debris disposal, press 2”).
- Call takers need a reliable source of good information.
- Work closely with the EOC Call Centre so there is one voice, using one phone number to advise community members about both response and recovery.
- May make appointments for face-to-face interviews in the home.

Face-to-face interviews with individuals and families at the Recovery Centre.

Door-to-door messengers to provide direct recovery information to potential clients (allows face-to-face interactions). Consider these points:

- The time required for door-to-door service depends on size/resources
- Specific skills are required for people to go door-to-door; need to screen volunteers for this activity
- Need to train teams in confidentiality and sensitivity
- Door teams of two should be assigned and given identification and pre-packaged information
- Door-to-door is only efficient if clients are at their residences

Neighbourhood information centres may also provide useful means of disseminating recovery information. Some communities and neighbourhoods have natural gathering places, such as a general store or popular restaurant, where recovery information would be easily accessible by all.

Public meetings are useful in disseminating information and ensuring impacted citizens have a forum to ask questions.

Community recovery website, perhaps building on response information, and a chat room where survivors can share their experiences. In designing a website, consider these points:

- Use an outside organization website to promote multi-agency approach (not city website)
- Include FAQs from participating organizations
- Consider a chat room that will help clients share their experiences, photos, tips, questions, and answers. Coordinate content with EOC
- Ensure website is supported, updated frequently
- Provide links from main site to other member organization websites
- Offer a Bulletin Board
- Consider an intranet for Recovery Organization
- Include the website address in all public information

Recovery may not generate as much interest as response among media organizations, especially national or international news centres that tend to focus on incident damage and response. Local media, however, usually maintain interest in the recovery phase because local readers want the story. Recovery organizations may have to generate messages and news stories to inform the general public about the facts. This effort may include informing affected residents and business people on how they can protect themselves from further harm.

Providing a consistent message is important for all media releases. It is, therefore, important for all government and non-government organizations to agree on a single approach to information dissemination.

Some service organizations may reserve the right to issue communication through their established systems. After all, news media representatives may contact them directly. This should not present a problem if they agree to include only information about the recovery effort that has been approved by the Recovery Director.

Common messages in recovery may include:

- Take responsibility for your recovery
- Donate funds, not goods
- Volunteer through established organizations, and here is how
- If affected, register with Recovery Organization

All information released by the Recovery Organizations should have the following characteristics:

- Factual
- Clear
- Not too complex
- Language appropriate to audience
- Contextually clear

Where there may be language and cultural barriers, consider involving cultural clubs and church groups in translating information. Ask for assistance from the PEOC in accessing translators and cultural representatives. The Ministry of Employment and Income Assistance also contracts with interpreters.

Refer to the template *Information Strategy*.

Local Authority

Local authorities are defined by the BC *Emergency Program Act* to include:

- For a municipality, the municipal council
- For an electoral area in a regional district, the board of the regional district

Mitigation

Mitigation includes activities taken to eliminate or reduce the probability of an event, or to reduce its severity or consequences prior to a disaster or emergency.

Members of the Recovery Organization may help disaster survivors identify ways to reduce the potential for impact from a future event, such as adding elevation to a home that is rebuilt following a flood.

Actions that are taken during an emergency to protect publicly-owned facilities may be eligible for provincial financial assistance. Works that are undertaken as preventative measures to guard against future disasters are not eligible for financial assistance without prior approval from PEP.

Needs Committee

A coordinated recovery depends on an organization that will facilitate the matching in an efficient manner. Often, all that is needed is to connect survivors with service providers, and empower clients to manage their own recovery. Many of those impacted by a disaster will remain self-sufficient, meaning they will seek information about recovery services and take the initiative to ensure they fill their needs without outside coordination.

Other affected residents may not be in a position to manage their own recovery without assistance. A "Needs Committee" has been used by others to fulfill this requirement. This effort calls for a collaborative group of local and regional agencies that share the common mandate of assisting disaster victims. A Needs Committee assists these individuals, considering one case at a time. See the *Guidelines for Needs Committee* template.

Planning for Recovery

Recovery involves the coordination of government, non-government, and private organizations and individuals over a long time period. Although individual lives are not usually at stake during recovery, livelihoods may be. Recovery influences the survival of families, businesses, jobs, tax revenues, and neighbourhoods – even whole communities.

It makes sense, therefore, to plan ahead for recovery following disaster by identifying the many organizations that may play a role in reducing losses.

Access PEP's *Planning for Recovery* section for more information.

Policy Group

Community recovery following a disaster constitutes "new ground" for most local authorities, requiring decisions that arise once a decade or more. In such events, local authorities will inevitably be challenged to make new policies.

Policy decisions that may arise during recovery may include such examples as:

- Should the local authority lead the community recovery effort, or should the responsibility be delegated to another organization?
- How much access should we provide news media representatives?
- Should donated funds be collected through the local authority or through a non-government organization?

The Policy Group for the recovery effort should be the same local authority representatives identified for response. For a municipality, the local authority is identified in the BC *Emergency Program Act* as the municipal council. For an electoral area in a regional district, the local authority is the board of the regional district.

The British Columbia Emergency Response Management System (BCERMS) recommends that Policy Group members do not attend the EOC, rather they meet separately to determine specific and binding policies in response to the situation at hand. Similar protocols should apply to the recovery effort.

Policy Group for recovery is the same as for the EOC, including collaboration among several jurisdictions, if required.

Preparedness

See "Planning for Recovery."

Provincial Integrated Recovery Council (PIRC)

The Provincial Integrated Recovery Council is co-chaired by Emergency Social Services and the Recovery/Disaster Financial Assistance Office of the Provincial Emergency Program, to provide a forum for collaborative recovery management within the province. PIRC coordinates the efforts of the many organizations engaged in recovery and fosters effective recovery programs to support local authorities within the province.

Provincial Regional Emergency Operations Centre (PREOC)

A Provincial Regional Emergency Operations Centre manages activities at the Provincial Regional Coordination Level and coordinates the joint efforts of government and non-government agencies.

Recovery Centre

See “Facilities for Recovery.”

Recovery, Community

Community Recovery is defined as: *Community actions to limit losses, reduce suffering, and restore the psycho-social and economic viability of the community.*

Recovery does not include returning residents to evacuated areas. This function remains with the response efforts and should be managed by the EOC.

Also, Community Recovery does not include “local authority recovery,” defined as those efforts to return local government infrastructure and facilities to restore public services.

Recovery Director

The Recovery Director serves a critically important function in the Recovery Organization. Leadership by the Recovery Director is essential to recovery success.

Because the Recovery Director may commit the local authority to significant financial expenditures, this function should be filled by a local government employee or contractor appointed by a municipal council or regional district board. The local authority delegates its legislative powers in recovery from the *Emergency Program Act*.

Once appointed by the local authority, the Recovery Director reports to the Policy Group throughout the recovery period. The Recovery Director acts on behalf of the local authority in the management of all recovery activities.

The Recovery Director must possess certain knowledge, skills, and attitudes to be successful. Unlike responders, the recovery effort involves a great deal of voluntary effort and cooperation among local members of the community and regional or perhaps national non-government service providers. The Recovery Manager must possess the ability to lead and to listen, to defend and to accept, and to keep a distance from the day-to-day activities and maintain a perspective on the overall organization.

Selection of a Recovery Director with experience and the necessary skills can be difficult for small and medium size communities due to the very infrequent occurrence of disaster events. A community, in consultation with the PEP Recovery Manager, may choose to contract for the services of experienced personnel outside of their own community.

Recovery Organization

Objectives

The Recovery Organization serves the following objectives:

- To facilitate the collaboration of community services in effective recovery.
- To establish uniform policies for effective coordination to accomplish recovery and restoration tasks.
- To coordinate the actions of community, welfare, business and education organizations in their contribution to the recovery to ensure the most effective use of skills and resources.
- To provide advice to the government and non-government organizations on the needs and responses of the affected individuals, communities and other sectors.
- To provide regular progress reports to the local authority, as well as regular community and media information on the recovery progress.

Management

Any organization is improved with effective management, and this is especially true when multiple service organizations come together in recovery. There is always the potential for freelancing, duplication of effort, and gaps in recovery services unless all the players agree to work through a single organization. Managing the recovery effort to enhance cooperation takes strong leadership, balanced with sensitivity to personal needs.

As with the response effort, recovery can benefit from the principles of the Incident Command System, including the establishment of operational periods, delineating objectives, and regularly sharing functional needs in planning meetings to encourage collaboration.

Management also means looking after the personal needs of the organization members, such as monitoring stress levels and providing sufficient alternate personnel for key positions.

Consider these additional actions:

- Establish the Recovery Organization early and rotate people in and out of positions.
- Set operational periods for regular reporting and decision making (e.g., every day near the beginning and up to one week later).
- Ask each section of the Recovery Organization to prepare written objectives for each operational period.
- Conduct recovery planning meetings where each section has a chance to highlight objectives and needs.
- Arrange for training in stress debriefing and stress counselling services for recovery personnel.

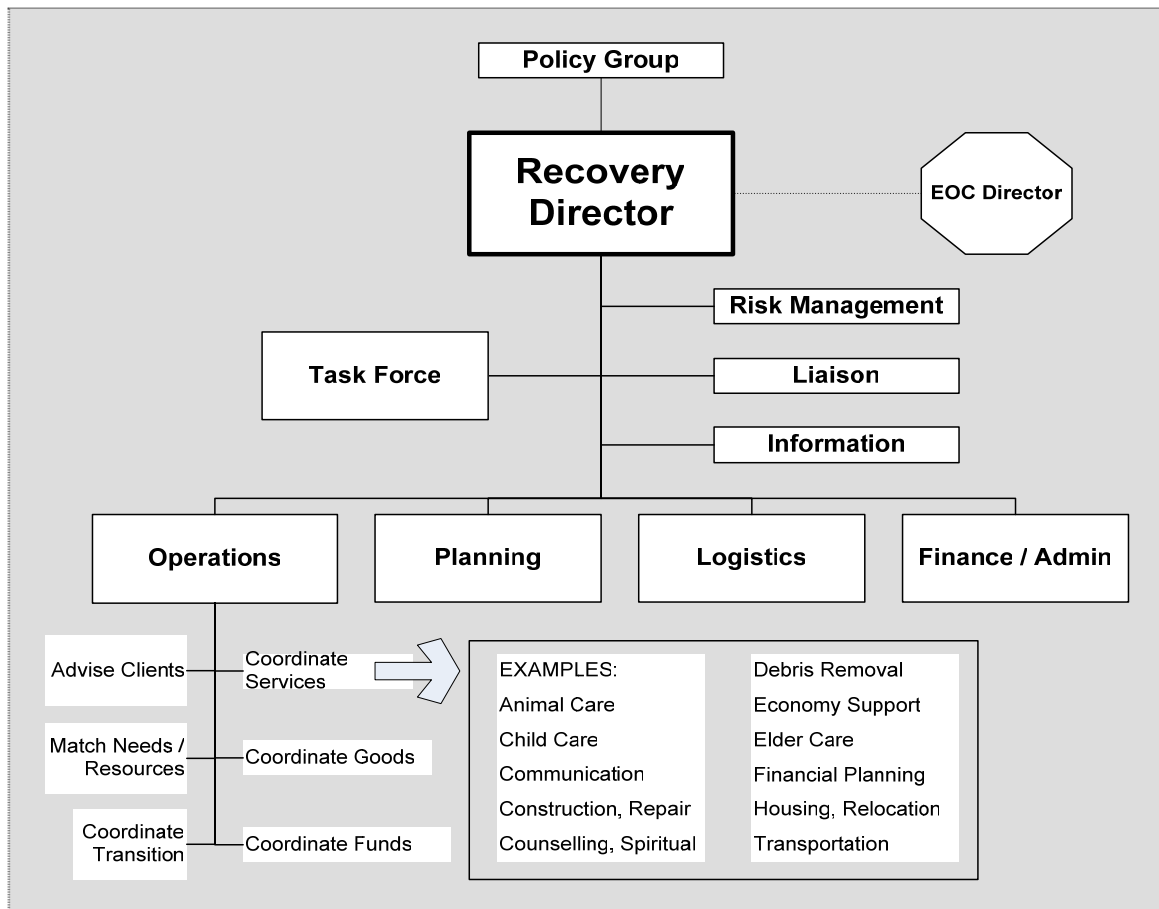
Structure

Flexibility is an important feature of a successful Recovery Organization. As with the coordination of response, a structure can benefit from the principles laid out in the Incident Command System. Although each type of emergency may bring unique challenges, the need for an overall guiding framework will not change.

As with the Response Organization, the recovery organizational model should serve a flexible scope, ranging from small to large, depending on the needs of the situation at hand. A Recovery Organization should be flexible enough to address multiple hazards.

When a disaster event impacts multiple jurisdictions, it is imperative that recovery activities be coordinated across all jurisdictions. For example, a severe winter storm event may impact municipal, regional district, and First Nations jurisdictions that share requirements for recovery resources.

A specific, trained group may begin the recovery process by initially filling key functions in the recovery organization, which would later be assumed by members of the local community. The figure below shows an organization structure for a complex recovery.



Policy Group

- Elected officials from affected jurisdiction(s).

Recovery Director

- Develop/manage the Recovery Organization based on an assessment of needs/resources.
- Develop close working relationships with local, regional and national non-governmental organizations (NGOs), and prepare procedures for collaboration.
- Keep the Policy Group informed on recovery progress and challenges.
- Chair the Task Force to facilitate collaboration of decision making and sharing of information, resources, and tasks.
- Maintain links with the EOC Director and Recovery Unit Coordinator in the EOC.

Task Force

- Meet regularly to develop and adopt objectives for recovery Action Plans.
- Share information that enhances the effectiveness of all organizations.
- Identify opportunities to share resources among Recovery Organizations to meet needs.
- Divide tasks according to organization mission and policies.

Advise Clients

- Assess the need for assistance to individuals, families, business owners, farm owners, and the community in recovery from a major emergency or disaster.
- Supervise the effort to identify specific clients and to manage client information.
- Develop and manage one or more Recovery Centres to facilitate direct contact with clients.

Match Needs and Resources

- Examine each client's damage, vulnerability, history of assistance, and unmet needs.
- Agree on steps to take to assist each client, and assign responsibility for action.
- Match clients with resources.

Coordinate Transition

- Facilitate a smooth transition of recovery services to local providers at the end of the formal recovery period.

Coordinate Services

- Support the delivery of recovery services, including measures to forestall gaps in and duplication of effort.
- Coordinate all services to ensure collaborative sharing of information, resources, and tasks.

Coordinate Goods

- Develop procedures for managing goods, both donated and purchased in bulk.
- Forestall the delivery of unwanted goods.
- Manage donations of goods, including transportation, storage, sorting, repair, and delivery.

Coordinate Funds

- Develop expedient means of identifying financial resources that may be able to assist clients with disaster recovery.
- Develop policies and procedures for managing received financial donations.
- Prepare criteria for distribution of donated funds, as approved by the Recovery Director.
- Coordinate the collection and distribution of donated funds among multiple agencies.

Other Recovery Organization Functions

- Consider the same general functions as in the EOC for: Risk Management, Liaison, Information Officer, Planning, Logistics, and Finance/Administration.
- Note that the Information Officer would manage joint information on behalf of all participating agencies, and report through the EOC Information Officer when the EOC is active.

Recovery Task Force

The Recovery Director establishes the “Community Recovery Task Force” composed of a broad base of stakeholders, government, and volunteer services agency representatives.

A representative of the community’s Emergency Social Service organization, if available, should be included in the Task Force to provide a continuity of information about those affected by the event.

The Task Force should include at least one representative of the survivors, those directly affected by the event, to facilitate their active participation. As one report from Emergency Management Australia put it:

“Effective recovery can be achieved only where the affected community participates fully in the recovery process and where it has the capacity, skills and knowledge to make its participation meaningful.”

See the *Planning for Community Recovery* section for more information on developing a Recovery Task Force.

Recovery Unit Coordinator (EOC)

The Recovery Unit will likely coordinate recovery efforts in small events that are limited in scope and duration while the EOC is active.

The Recovery Unit Coordinator assesses available damage information to foresee the need for larger coordination efforts through a Recovery Organization. If warranted, the Coordinator requests that the EOC Director approach elected officials that comprise the local authority with a recommendation to 1) Identify and authorize a Recovery Director, and 2) Establish an initial budget for recovery.

See the recommended EOC Recovery Unit Coordinator Checklist in the *Community Recovery Aids* section.

Sample Community Recovery Plan

PEP provides a sample *Community Disaster Recovery Plan* to help local authorities get started with the planning process. However, it is important to remember that no single plan will serve the needs of every community. Each local authority, working with their Emergency Planning Committee members and recovery stakeholders, is encouraged to adapt the sample plan to suit their individual needs.

See the *Sample Community Disaster Recovery Plan*.

Services in Recovery

Advocacy: Work on behalf of those impacted by a disaster with special needs (e.g., those with disabilities, orphans, single parents, seniors, or those with special dietary needs) to obtain needed resources and services.

Animal Care: Provide care services for animals during the disaster including rescue, sheltering, repairing fences and barns, and grieving services for people who have lost pets and other animals. Provide resources for pet and livestock, animal food, water, medications, and carcass disposal.

Child Care: Establish and staff temporary childcare centres for those impacted by a disaster as they deal with reorganizing their personal affairs.

Communication: Assist displaced persons in communicating with others through gatherings, mail services, telephone access, radio, e-mail, and internet services.

Construction, Repair: Provide staff, equipment, or tools to make repairs to homes following a disaster (short-term protective efforts and long-term repairs).

Counselling: Provide professional assistance to those impacted by a disaster and relief workers to help alleviate mental stress and anguish caused either by the disaster or the disaster relief operation.

Damage Assessment: Physically review damaged areas to document consequences and estimate resources required for rebuilding or reconstruction.

Debris Removal: Provide debris removal services, including removing, transporting and disposing of debris.

Economy Support: Coordinate activities designed to protect the viability of businesses, institutions, and other centres of local employment.

Elder Care: Provide a variety of support services, such as home-care, transportation, advocacy, and counselling to the elderly.

Employment: Provide assistance to clients in resolving disputes with employers, and in obtaining access to job opportunities to replace work-related income lost due to the disaster.

Financial Assistance: Provide financial assistance to those affected by disaster, such as financial aid and interest-free loans. This may include eligible Disaster Financial Assistance available from the province. Help review their current financial situation and provide advice to help them recover from the economic effects of the disaster.

Funds Management: Set up accounts and means for receiving, tracking, and distributing funds donated to support disaster victims.

Goods Management: Establish means of receiving, transporting, warehousing, and distributing donated goods during recovery disasters. Control unsolicited donations. Purchase and distribute basic commodities in bulk that are not readily available at the time of need (beyond ESS services). Acknowledge the need for special foods among some client groups.

Health Care: Provide first aid and CPR to workers in shelters and on disaster sites. Provide assistance to those impacted by a disaster and relief workers. Coordinate critical care for home-bound people (e.g., respirators).

Housing Relocation: Help move individuals and families from damaged areas to shelters and other temporary or permanent housing facilities.

Identification: Help locate those impacted by a disaster retrieve personal identification and access to personal accounts and records.

International Services: Provide tracing services for foreign nationals affected by local disaster situations. Help individuals communicate with relatives in foreign countries.

Legal Services: Arrange for free legal services to clients in need of short-term advice and support.

Mass Care Long Term: Provide a variety of mass care activities. Activities may include:

- Identify and set up shelter facilities
- Staff shelters with skilled staff including feeders, registrars, mental health workers, and health care providers
- Distribute food and other goods to the shelters
- Feed those impacted by a disaster victims (either in the shelters or through mobile feeding units)
- Provide temporary shelter for those impacted by a disaster
- Provide housing for disaster relief workers
- Render first aid when necessary

Mitigation Planning: Assist clients with decisions about mitigation during recovery, such as:

- Rebuilding homes outside of hazard zones
- Retrofitting damaged buildings in hazardous areas
- Educating families on mitigation measures in the home

Mobile Feeding: Use mobile feeding units to serve hot meals to those impacted by a disaster and relief personnel on site.

Radio Communication Services: Provide emergency radio communication to fellow agencies and local government personnel who are engaged in disaster recovery.

Rebuilding: Help individuals repair and rebuild their homes damaged by disaster. Work with private businesses to encourage the donation of needed building materials.

Sanitation Services: Provide portable toilets, shower units, cleanup kits, comfort kits, or personal hygiene kits to those impacted by a disaster.

Spiritual Care: Provide spiritual counselling for people with serious personal problems, such as lack of faith and discouragement, and provide a supporting presence that communicates care and understanding.

Training: Train community-based volunteers in major activities during recovery, and provide job skills training to disaster-affected individuals.

Translation: Provide linguists for the purposes of transcribing documents and communicating with those impacted by a disaster.

Transportation: Provide transportation services for those impacted by a disaster, particularly individuals with special needs such as the elderly and the physically disabled. Use transportation means to bring donated goods from outside the disaster area to areas in need.

Volunteer Management: Provide trained volunteers to support response and recovery activities and coordinate spontaneous, unaffiliated volunteers. Recruit and train volunteers, and provide housing, meals, and emergency health care to volunteers.

Warehousing: Locate and set up central locations for storing and organizing bulk-purchased and donated goods, such as food, water, clothing, medical supplies, and furnishings.

Service Providers

The following service providers are known to operate within British Columbia and should be considered in building a Recovery Organization:

BC Housing

www.bchousing.org

BC Nurse Line and Health Guide

www.bchealthguide.org/kbaltindex.asp

Buddhist Compassion Relief Tzu Chi Foundation Canada

www.tzuchi.ca

Canadian Disaster Child Care

<http://members.shaw.ca/disasterchildcare>

Canadian Mental Health Association

www.cmha-bc.org

Canadian Red Cross Society

www.redcross.ca

Christian Reformed World Relief Committee

www.crwrc.org

Community Services Society

Various locations

Emergency Social Service Program

www.ess.bc.ca

First Nations' Emergency Services

www.fness.bc.ca

Health Authorities

Various locations

Mennonite Disaster Services

www.mds.mennonite.net

Provincial Emergency Program

www.pep.bc.ca

RCMP Victim Services

www.vaonline.org/vsu.html#Canada

Salvation Army, BC Division

www.salvationarmy.ca/britishcolumbia

Society of Saint Vincent de Paul

www.ssvp.ca

St. John Ambulance

www.sja.ca

Sharing Information

Information collected by one agency for the purposes of assisting those affected by a disaster should be shared among all service providers with the same objective. This will often require agreement from all participating government and non-government service organizations ahead of time.

Consider the following principles in establishing sharing agreements:

- No organization has ownership of either the client or the client's need assessment information.
- Failure to share client information will harm the client by forcing multiple interviews, duplication of effort, and gaps in service.
- All client forms should include an area for client's consent to share personal information (e.g., the Community Recovery Capacity and Needs Assessment includes this consent authorization).
- Clients who do not consent to information sharing are still eligible for full recovery services.

Client information can be shared in several ways:

- Electronic
- Photocopying
- Case conferencing

Sharing client data may require a central electronic database and computer resources. Recovery Organizations may have to share information in paper format if electronic means are not available.

See also "Consent to Share Information."

Staffing the Recovery Organization

The Recovery Director identifies the need for staff in the Recovery Organization, according to the type, scope, and magnitude of the disaster impacts. The number and type of staff members required depends on the functions activated in the recovery effort.

Recovery Directors should not overlook the importance of administration and clerical staff for office management, data entry, case management, file maintenance, and similar important duties.

Refer to "Functions in Recovery" and "Recovery Organization" for more on each of the possible functions.

In staffing the Recovery Organization, the Recovery Director considers the skills, knowledge, and experience of available personnel to attain the best fit, and identifies at least one primary and one alternate person for each function.

Avoid using local authority employees in the Recovery Organization (other than the Recovery Director) because: 1) Local authority employees may be tired from the response, or may be involved with repairing critical infrastructure, 2) A recovery effort that requires weeks or months would take local authority employees away from other public services, and 3) Local authority employees are not eligible for Disaster Financial Assistance for regular hours.

Consider the following optional sources for recovery personnel:

- Local, regional and national service organizations, identified through members of the Recovery Task Force, such as the Red Cross
- Other local community volunteer groups, such as the Lion's Club
- ESS volunteers, if available and rested
- Convergent community volunteers
- Other communities, including municipal employees on leave and volunteers
- Contractors, such as those identified through PEP

When considering volunteers, note that the long-term workload often associated with large disasters requires a commitment beyond the capabilities of most volunteers.

Be aware that continual contact with those impacted by a disaster and hearing about their losses can negatively affect recovery staff, especially when they cannot offer direct and immediate relief. Consider ways to speed the relief effort, allow staff members in direct contact with clients to offer relief when available, and monitor staff for the effects of stress.

See “Recovery Director” for more information on staffing the Recovery Organization.

Task Force

See “Recovery Task Force.”

Training

As with response functions, training in recovery is an important contributor to success.

Over the next few years, the Provincial Emergency Preparedness plans to coordinate the development of recovery courses with approved educational institutions.

Until such courses are available, consider the roles, responsibilities, and checklists in the “Sample Community Recovery Plan” as training material,

augmented by the requirements of your own community. Several service providers, such as the Canadian Red Cross, may be able to provide experienced training staff.

Unified Command

In the Incident Command System, Unified Command is a unified team effort that allows all agencies with jurisdictional responsibility for the incident, either geographical or functional, to manage an incident by establishing a common set of incident objectives, strategies and action plans. This is accomplished without losing or abdicating agency authority, responsibility, or accountability.

Volunteers

The management of volunteers will be an important part of any recovery effort. Disasters generate an outpouring of volunteer altruism and a strong desire to help those impacted by events beyond their control. Unless these volunteers are properly managed, they can complicate recovery efforts.

Volunteers may be engaged in a wide variety of activities, including:

- Assisting clients with local transportation
- Caring for pets and other animals
- Cleaning damaged properties
- Offering free professional services to clients, such as financial planning
- Sorting donated goods

The function of finding and organizing volunteers falls to the Logistics Section of the Recovery Organization, including the registration of volunteers. Once registered, recovery volunteers may be assigned to any of a number of functions or direct services, and be offered the training required to perform their tasks safely.

Volunteers may have access to personal information collected to assist disaster victims. All volunteers should sign an agreement not to disclose or misuse client data.

See the *Code of Conduct* for a template document.

Planning for Community Recovery

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Planning for Community Recovery

Introduction

Community recovery is a vital component of any emergency management program. Because recovery often takes time, some have the mistaken impression that issues can be addressed when they arise. However, the opportunities for calm dialogue and reasoned decision making can diminish as the urgency to address client needs rises. Recommendations from communities with experience in disaster recovery highlight the critical need for pre-disaster planning.

If recovery is important, and planning ahead means the difference between success and failure, what can and should local authorities do to prepare? If they were to follow best practices, what would recovery planning look like?

This Planning for Community Recovery Guide offers the following 20 specific suggestions on how a local authority can and should work with others to consider their community's unique needs in recovery before disaster strikes.

A – Confirm Internal Support

1. Design Recovery Program
2. Estimate a Budget
3. Present Recovery Program to Local Authority

B – Build External Support

4. Identify Hazards and Recovery Needs
5. Identify Contributing Organizations and Their Services

C – Identify Recovery Task Force

6. Hold an Initial Meeting
7. Arrange Regular Meetings

D – Develop Recovery Organization

8. Design an Organization Structure
9. Identify Recovery Organization Staff
10. Arrange for Recovery Facilities
11. Document Financial Assistance Requirements

E – Develop Guides, Forms and Templates

12. Develop a Communication Strategy
13. Develop an Information Consent Form
14. Prepare a Standard Client Needs Assessment Form
15. Prepare Volunteer Policies and Forms
16. Develop Needs Committee Guidelines

F – Prepare Support Information

17. Prepare and Annually Update a Contact List
18. Establish a Donations Fund

G – Train Participants and Exercise Recovery Plan

19. Train Recovery Staff
20. Exercise the Recovery Plan

Each of the following planning activities will generate specific decisions, policies, procedures, or information of relevance to the Recovery Organization. Capturing this information in written form helps immeasurably in communicating the recovery program to others, in training personnel in specific actions, and in guiding the recovery effort when needed.

The Emergency Program Coordinator bears responsibility for preparing the Community Disaster Recovery Plan. Consider the *Sample Community Recovery Plan* in Section 4 and adapt it, as needed.

Planning Assumptions

The following material is primarily directed to the Emergency Program Coordinator in each local authority, with the following assumptions in mind:

- The Emergency Program Coordinator, acting on behalf of the local authority, will prepare a Community Disaster Recovery Plan.
- The Emergency Program Coordinator will lead the planning process, involving the Emergency Planning Committee and Recovery Organizations in appropriate discussions and decisions.
- The Emergency Program Coordinator will consult the *Annotated Index* and *Sample Community Disaster Recovery Plan*.

Steps in Recovery Planning

This Guide offers a series of recovery planning steps that can be undertaken over time to build a solid foundation for collaborative recovery efforts.

A – Confirm Internal Support

1. Design Recovery Program – For communities that have not yet addressed recovery, a good place to begin is with your Emergency Planning Committee.

Arrange a committee meeting to discuss the key elements in the design of your community recovery program, including:

- The purpose of the program and Recovery Plan, specifically that it serves as a guide for action, not as a prescriptive set of procedures to be blindly followed.
- The authority for recovery planning management, to forestall confusion about who should be in charge of the effort.
- The scope of the Recovery Plan indicates its boundaries in terms of geography, time, effort, and hazard type.
- The principles that guide the planning process. The Sample Plan suggests six basic principles for local authorities to consider.
- The recovery objectives to summarize the overall intentions of your local authority.
- How decisions will be made during the recovery effort.

Refer to the appropriate sections of the *Sample Community Recovery Plan* to aid discussion. Check with your PEP Regional Manager or with your organization's solicitor if you are unclear on the requirements of local authorities under the BC *Emergency Program Act* and *Compensation and Disaster Financial Assistance (C & DFA) Regulations*.

ACTION: Discuss with your Emergency Planning Committee the key elements of a recovery program, including the purpose, objectives, scope, guiding principles, and decision-making elements of a Community Recovery Plan.

2. Estimate a Budget – As with other elements of your overall emergency program, recovery planning may require funds. Expenditures may be needed for meetings, contractor assistance with plan development, equipment purchases, training, and exercises. Like response planning, consider the availability of provincial grants, Joint Emergency Preparedness Program (JEPP) applications, corporate donations, and local authority funds in identifying funding options.

ACTION: Estimate the budget requirements for recovery planning, including considering the funding options through grants, JEPP, corporate donations, and local authority funding.

3. Present Recovery Program to Local Authority – Working with the PEP Regional Manager for your area, the Emergency Program Coordinator should develop and deliver a presentation to elected officials on the recovery program, including the role of the local authority in funding the effort and contributing to policy interpretation during recovery. Topics may include:

- Authority – Their authority to make decisions and set priorities in recovery
- Legislated Responsibilities – Under the *Emergency Program Act*.
- Political Risks of Inaction – Public expectations.
- Costs and Benefits – Costs of recovery planning and implementation are outweighed by benefits accrued in reducing these losses
- Scope of Effort – The tasks selected for recovery planning, including meetings with local and regional service providers, preparation of a Community Recovery Plan, training, and exercises. Budget requirements by program year and funding option.
- Policy Group – Roles and responsibilities of Policy Group members.

Seek specific approval by your local authority of the scope of effort and requested budget for developing a Recovery Plan.

ACTION: Working with your PEP Regional Manager, deliver a presentation to your local authority elected officials on the recovery program, and their role in supporting community efforts.

B – Build External Support

4. Identify Hazards and Recovery Needs – In order to identify the external organizations that might support community recovery, it would help to anticipate the types of events that could require coordination. In several BC communities, flooding, severe weather events, and wildfires have generated the need for widespread recovery services; the same can be anticipated for earthquakes in some areas of the province. The Emergency Planning Committee will find it valuable to identify the types of hazards unique to your community that could result in large recovery efforts.

Next, the Committee will also be interested in the potential needs that may arise from each hazard type. Home reconstruction may be an essential service following a wildfire, but is not likely after prolonged power outage, or following an outbreak of animal or human disease. Refer to **Figure 1** at the back of this section for an example of this step. This action will also help develop a method for estimating the overall recovery needs at an early stage, and should be included in your Recovery Plan.

ACTION: Review your community or regional Risk Assessment to identify the types of events that could require the coordination of recovery, and the potential types of recovery needs.

5. Identify Contributing Organizations and Their Services – With a firm idea of the services that may be required during disaster recovery in your community, it is essential to understand who the potential contributors are and what they can offer. In this planning activity, the Committee would identify potential service providers ahead of time and list the resources they represent. This will also help the recovery effort to organize quickly when needed.

One key here is to look carefully at the capacity of your full community to assist with recovery. Certainly, local representatives, such as Canadian Red Cross, Salvation Army, and St. Vincent de Paul, should be considered, as well as provincial and regional government services. Other important local organizations may not immediately come to mind. Some examples include:

- Local volunteer organizations can help manage convergent volunteers during recovery.
- Learn-to-read or language translating organizations can help clients understand recovery documents and complete written forms.
- Service clubs can assist in site cleanup.

- Chamber of Commerce can help advise businesses affected by the event.
- RCMP or Community Police Victim Services can help advise those directly affected by disaster.

Adapt and use a table like the one shown in **Figure 2** at the back of this section to list all possible local, regional, and provincial organizations with skills in recovery services. Completing Figure 2 may require discussion with individual service providers to confirm their capabilities and limitations.

ACTION: For each need type, identify local, regional, provincial, and federal agencies, and non-government organizations that may contribute to recovery following a disaster, and develop a table showing the types of services offered by each organization.

C – Identify Recovery Task Force

Much of the success in any recovery effort depends on the willingness of many service organizations to collaborate. Your emergency program can boost collaboration by bringing the key players together ahead of time to discuss and agree on key principles.

6. Hold an Initial Meeting – After identifying the full range of government and non-government organizations likely to be active in recovery, invite representatives from each organization to an introductory meeting. The purpose of this gathering will be to “kick-start” the recovery planning process and to help build a working rapport among those who will work together during recovery. In an initial meeting, you will help establish a pre-event dialogue that will help all to understand their roles and the respective missions of other organizations.

This is a good time to identify potential members of a Recovery Task Force, a permanent committee of service organization representatives that will consider and agree on the principles required for working together. Begin by addressing the purpose, authority, scope, guiding principles, and decision-making policies developed by the Emergency Planning Committee in Step 1.

ACTION: Hold a “kickoff meeting” with members of your Community Recovery Task Force to involve them in the recovery planning process. Review with the Task Force the purpose, authority, and scope of the Recovery Plan.

7. Arrange Regular Meetings – As you develop your initial Recovery Plan, there is benefit in meeting regularly with members of the Community Recovery Task Force to address key issues, at least for the initial year or so. Once complete, the Task Force may meet less frequently, perhaps once a year, to keep everyone informed on changes in recovery policies and capabilities.

During early meetings with your Recovery Task Force, discuss the principles of collaboration and how to implement this important concept in your community, addressing the statements offered in **Figure 3**. Seek agreement on outstanding issues and record the discussions.

The Task Force should also develop and agree on a set of “business rules” that allow each organization to contribute fully during recovery. The Task Force should address and reach a consensus on the following critical topics:

13. Purpose, authority, scope of Recovery Organization
14. Cooperation agreements
15. Decision making, use of Action Plans in recovery
16. Budget and funding mechanisms
17. Initial Recovery Organization structure and staffing
18. Damage Assessment Form for shared use
19. Needs Assessment Form for shared use
20. Needs Committee members and principles
21. Donated Funds and need for collaboration
22. Volunteer confidentiality guidelines
23. Communication strategy
24. Facilities for recovery use

Consult the *Annotated Index* for information on each of these topics.

ACTION: Arrange regular meetings of the Recovery Task Force to reach consensus on the Business Rules for the recovery organization.

D – Develop Recovery Organization

Defining the Recovery Organization that will operate on behalf of the local authority is one of the most important steps in planning, and sets out the “concept of operations” for recovery. By simply communicating the desired structure, your partner service providers will know who is in charge and how they fit with others.

8. Design an Organization Structure – This action identifies all of the functions that could be activated in a large-scale recovery effort. The intent here is to anticipate a reporting relationship in the largest potential Recovery Organization, one that clearly delineates the functions and specifies who is in charge.

As with the principles of the BC Emergency Response Management System (BCERMS) for response, the recovery functions may be filled only as needed and then vacated when the need no longer exists. The important step in the planning process is to specify the functions, anticipate how they work together, and define the relationships to other local authority elements, such as the EOC.

Discuss with the Emergency Planning Committee the Recovery Organization elements suggested in the *Sample Community Disaster Recovery Plan*. Adapt or adopt your own views on a practical organization, and record the position titles selected in relationship to others. Prepare a Recovery Organization chart.

The value of written checklists as reminders of key policies and procedures has been proven in many response operations, and apply equally well to recovery efforts. In this activity, lead your Emergency Planning Committee and/or Task Force members in developing checklists for each of the functions.

Each checklist should briefly list the function’s responsibilities, the supervisor, the procedures to follow, and any function aids. PEP’s *Sample Community Recovery Plan* offers some examples for key recovery functions.

ACTION: Identify the recovery functions and organization structure that best fits the needs of your community, and prepare function checklists, considering the examples in the Sample Recovery Plan.

9. Identify Recovery Organization Staff – With the Recovery Organization in mind, the next task calls for identifying people who may fill specific functions.

Unlike site and site support response, there is little need to identify staff for most functions in recovery. The need for community recovery in any single community will likely arise infrequently, and personnel may change over the years. Also, there will be time during the recovery phase to train the personnel needed for most of the functions to be activated.

However, personnel should be identified before a disaster for three critical positions in recovery so they can receive specific training and be prepared to act:

EOC Recovery Unit Coordinator – One or more persons for this EOC function should already be identified and trained as part of the Emergency Response Plan. If not, the Emergency Program Coordinator should attend to this requirement as a critical element in the success of recovery. Consult the sample checklist for the EOC Recovery Unit Coordinator in PEP's *Annotated Index for Community Recovery* for more on this function.

Recovery Director – The Recovery Director is the most critical position in the Recovery Organization, and the selected person must possess skills in facilitation, consensus building, and project management. Unlike the other Recovery Organization functions, the Recovery Director should either be a local authority employee, or have written authorization from the local authority to act on its behalf, with and through the powers conferred under the BC *Emergency Program Act*.

Recovery Information Officer – An Information Officer dedicated to recovery issues is highly recommended. It is essential that this function issue early news media messages that effectively guide donations and support the development of a collaborative Recovery Organization. It is also important that the Recovery Information Officer knows to work under the direction of the EOC Information Officer, while the EOC is active.

Considering the skills and knowledge required in these three functions, identify at least one primary and one alternate for each function. Confirm with the selected personnel their willingness to serve, record their name and contact information in the Recovery Plan, and arrange for training.

Note that it may be better to avoid using local authority employees in the Recovery Organization (other than the Recovery Director) for three

reasons. First, local authority employees may be exhausted following the response effort, or may be devoted to local authority recovery (including repairing critical infrastructure and dealing with service interruptions). Second, recovery typically requires many weeks or months of effort, taking local authority employees away from other perhaps vital public services. Third, the local authority will not be eligible for provincial financial assistance for regular hours (non-overtime) for local authority employees, whereas the cost of contractors is eligible for provincial financial assistance at 80 percent.

Fortunately, there are options to using local authority employees. Consider recovery personnel from the following external sources:

- Local, regional and national service organizations, identified through members of the Recovery Task Force
- Other local community volunteer groups, such as the Lion's Club
- ESS volunteers, if available and rested
- Convergent community volunteers
- Other communities, including municipal employees on leave and volunteers
- Contractors, such as those identified through PEP

ACTION: Identify personnel who may serve in the key functions of the Recovery Organization, including a Recovery Director, considering the skills and knowledge required.

10. Arrange for Recovery Facilities – As with any other human activity, people need space and tools to work. In recovery, some of the effort involves direct contact between disaster victims and individuals who possess essential information. Other efforts demand space to sort and store donated goods.

Depending on the unique needs of a disaster, the Recovery Organization may require the following six basic types of recovery facilities:

- Community Recovery Office
- Recovery Centre
- Goods Warehouse Facility
- Public Meeting Facility
- Media Centre
- One-Stop Disaster Service Centre

The Emergency Planning Committee should identify at least one primary and one alternate facility for each type, and check if the selected facilities can be quickly outfitted with telephones, fax machines, and photocopy machines, as required. Refer to **Figure 4** for assistance with this activity.

For some facilities, it may be advisable to negotiate use agreements with facility owners ahead of time to avoid disappointments. Once confirmed, the facilities should be identified in your Community Disaster Recovery Plan, including the location and contact information for primary and alternate sites.

ACTION: Identify at least one primary and one alternate facility for each type, and negotiate use agreements with facility owners, where required.

11. Document Financial Assistance Requirements – Questions on how to pay for the recovery effort will invariably arise during the effort, so it makes sense to research and address these issues beforehand. Past events have proven that confusion on this single point can delay the delivery essential services and prolong the recovery period.

In this task, members of the Emergency Planning Committee should review the PEP website materials on *Financial Assistance for Response and Recovery Costs*, and seek to understand the limitations on any recovery claims made by local authorities. If required, discuss recovery expenses with your PEP Regional Manager or the PEP Recovery Manager.

Record your findings in the Recovery Plan as summaries for the Recovery Director and Finance/Administration Section Chief.

ACTION: Understand and document the eligibility requirements for provincial financial assistance with recovery costs by reviewing PEP website materials.

E – Develop Guides, Forms and Templates

Planning for recovery includes effort to assist members of the Recovery Organization through specific guides, forms and templates.

12. Develop a Communication Strategy – Keeping disaster survivors and the general public informed throughout the recovery period is perhaps the most critical service any Recovery Organization can offer. Confusion and frustration can only increase without accurate information on the status of the disaster or about the services available, or where announcements by several organizations conflict.

In this pre-disaster task, the Emergency Program Coordinator leads the Recovery Task Force in developing a collaborative approach to communication, including guidelines on how to:

- Issue news releases requesting initial donations in cash, and highlighting what the Recovery Organization is doing to assist those affected.
- Contact disaster clients directly and inform them about recovery services.
- Identify mechanisms for establishing a Community Recovery website.
- Offer information on frequently asked questions generated by community and utility services, such as BC Hydro and the Society for the Prevention of Cruelty to Animals (SPCA).
- Empower individuals to help themselves by managing their own recovery.

These are elements of a communication strategy for keeping the community informed on recovery progress. Refer to the topic in PEP's *Annotated Index* for more information.

ACTION: Prepare a communication strategy for keeping the community informed on recovery progress after a disaster, working with the Recovery Task Force.

13. Develop an Information Consent Form – While information sharing among service providers helps reduce gaps and duplication, it depends on the willingness of each disaster client to release their personal information for these purposes. To help maintain confidence in the recovery process, the Recovery Organization should develop and apply an Information Consent Form for client signature.

In this step, the Recovery Task Force develops a standard information release consent form for use by all agencies during recovery. Every Client Needs Assessment Form should include a consent that allows for the sharing of client needs information.

ACTION: Develop an information release consent form for signature by disaster clients to permit the sharing of client data among Task Force members.

14. Prepare a Standard Client Needs Assessment Form – Information sharing would also be aided by use among all Recovery Organizations of a standard form identifying clients and their needs.

In this task, the Emergency Program Coordinator seeks agreement ahead of time among Task Force members on the sharing of client information. Participating organizations should also agree to a "case management" approach to client services, including the development of a form and electronic database for client contact.

Upon agreement, your community Task Force should develop a standardized Client Needs Assessment Form for use in interviewing clients. Consider the example presented in the *Annotated Index*. Where agencies have their own form and must continue its use, consider the need for written memoranda of understanding allowing the sharing of information among key agencies.

Once a form has been adopted, the Task Force can develop an electronic database for client contact. A simple spreadsheet program may suffice for this purpose.

ACTION: Develop a standardized Client Needs Assessment Form and electronic database for use by the Recovery Organization.

15. Prepare Volunteer Policies and Forms – Managing volunteers in a disaster situation is a big challenge in the Recovery Organization because people are so intent on helping others. Preparing for volunteers ahead of time is essential to success and can be accomplished with the assistance of local volunteer organizations.

It may help to first identify the potential actions volunteers can assist with during recovery, such as site cleanup, sorting donated goods, or acting as advocates for clients requiring assistance.

In this activity, the Emergency Program Coordinator and Committee prepare volunteer registration policies and forms ahead of time. Note that the volunteer registration procedures for recovery should match those for response.

ACTION: Prepare volunteer registration policies and forms to facilitate the safe management of volunteers engaged in recovery activities.

16. Develop Needs Committee Guidelines – Matching client needs with resources lies at the heart of the recovery effort. At first glance, the function seems straight-forward, especially if both the clients and resources are known.

There are, however, a number of issues to resolve for successful matching. Most revolve around a fair and transparent method for allocating funds, goods, services, and volunteer labour. A Needs Committee may consider each client's ability to absorb losses in ensuring that the recovery effort focuses on those with the greatest needs. On the other hand, the Needs Committee may simply divide the available resources equally among all those affected, regardless of need. This policy requires discussion and agreement among members of the Recovery Task Force before disaster strikes.

Preparedness includes taking measures in advance to support the Needs Committee. In particular, the Task Force should develop written guidelines for allocating limited resources among disaster clients, including criteria for decision making. In addition, the Task Force should develop examples of resource matching to guide the Needs Committee members. This effort should extend to the criteria to be applied in allocating immediate hardship grants, should the requirement arise.

ACTION: Develop criteria for and examples of resource matching to guide the Needs Committee members, including immediate hardship grants.

F – Prepare Support Information

In addition to the forms and templates noted above, the Community Recovery Task Force should develop specific support information for use during recovery.

17. Prepare and Annually Update a Contact List – As with your response plans, a list of key participants and their contact information is

especially helpful during recovery. Contact information should include e-mail and website addresses, where available.

The categories of recovery contacts may include:

- The Recovery Director and Information Officer
- Local and regional service organizations
- Facility managers/owners
- Technical experts for the hazard types
- Provincial government departments with roles in recovery
- Regional or government agencies with unique recovery responsibilities

ACTION: Prepare a contact list for the Recovery Plan, and update the information at least annually.

18. Establish a Donations Fund – Confusion and stress can be greatly reduced by thinking ahead on how donated funds will be collected, managed, and allocated to disaster victims. The Task Force should undertake several steps in advance to establish the relationships needed to work with partner agencies on this important service. In particular, those organizations that collect donated funds should address how such funds will be allocated to clients, such as through a single Needs Committee sanctioned by the Task Force.

Your local authority should specifically consider using an existing or establishing a new, non-profit society for the purposes of collecting and managing donations.

This approach offers several advantages. First, it would ensure that all local donations would be applied locally. Some national or international organizations have a policy of allocating donated funds according to the greatest need *internationally*. In addition, donated funds could be used to support the Recovery Organization, including costs that are not covered by provincial financial assistance.

Any fund-generating society should be registered under the *BC Society Act*, and apply to the federal government to enable the issuance of tax-deductible receipts for donations.

ACTION: If deemed appropriate, use an existing society or develop a new society for the receipt and management of donations.

G – Train Participants and Exercise Recovery Plan

19. Train Recovery Staff – In addition to preparing a Recovery Plan, it is important that some staff members and others from outside the local authority are trained ahead of time. This requires training materials that are specific to the recovery functions. Until such courses are available for provincial distribution, consider the roles, responsibilities, and checklists in your Community Recovery Plan as training material.

Also, your Emergency Planning Committee should develop training materials for easy use after disaster strikes and as recovery begins. This “just-in-time” training will greatly expand the capabilities of your community to manage the recovery efforts.

ACTION: Provide appropriate training to people identified as potential Recovery Organization staff, using appropriate training materials.

Preparedness includes training appropriate personnel for their roles in recovery. Such training may include techniques for personal and telephone interviews, data entry, donation management, and stress recognition.

The Emergency Program Coordinator should arrange appropriate training to those identified as potential Recovery Centre Staff.

20. Exercise the Recovery Plan – As the final step in recovery planning, remember the value of exercises applies to both response and recovery.

Exercises allow you, your Emergency Planning Committee, and the Recovery Task Force to test the people selected for the Recovery Organization, the policies and procedures developed in the steps above, the facilities and equipment identified to support recovery, and the training that has been offered.

Exercises can be function-specific. In one example, members of a Needs Committee could use a tabletop exercise to test and finalize the criteria to be applied in matching clients and limited resources. Other exercises can use the forms and templates prepared earlier to test their usefulness and accuracy.

ACTION: Exercise Recovery Plan with multiple stakeholders, and revise personnel, plans, forms and training accordingly.

Figure 1. Recovery Needs by Hazard Type

What will your community likely need during recovery, by hazard? Considering the types of widespread hazards that may affect your community, identify the needs that may surface during the recovery period. Use the table below to:

- First, identify the hazardous events that may affect your community, such as flood, earthquake, wildfire, or pandemic flu. Write them at the top of the blank columns.
- Second, for each hazard, indicate by checkmark the types of services, goods, or funds that will likely be required. Refer to the *Annotated Index* for descriptions of need categories.

Hazards					
Needs					
Advocacy					
Animal Care					
Child Care					
Communication					
Construction, Repair					
Counselling					
Damage Assessment					
Debris Removal					
Economy Support					
Elder Care					
Employment					
Financial Assistance					
Funds Management					
Goods Management					
Health Care					
Housing Relocation					
Identification					
International Services					
Legal Services					
Mass Care Long Term					
Mitigation Planning					
Mobile Feeding					
Radio Communication Services					
Rebuilding					
Sanitation Services					
Spiritual Care					
Training					
Translation					
Transportation					
Volunteer Management					
Warehousing					

Figure 2. Potential Contributors to Community Recovery

Who are the potential contributors in your community and what can they offer? With the list of potential recovery needs in mind (see Figure 1), identify all of the organizations that may be able to provide the required community and individual services.

Consider existing local service providers by consulting telephone and other local directories. Discuss services with government and non-government organizations to confirm the services they offer and any limitations that should be noted.

Service	Organizations That May Serve	Organization's Limitations
Advocacy		
Animal Care		
Child Care		
Communication		
Community Outreach		
Construction, Repair		
Counselling		
Damage Assessment		
Debris Removal		
Economy Support		
Elder Care		
Employment		
Financial Assistance		
Financial Planning		
Funds Management		

Service	Organizations That May Serve	Organization's Limitations
Goods Management		
Health Care		
Housing Relocation		
Identification		
International Services		
Legal Services		
Mass Care Long Term		
Mitigation Planning		
Mobile Feeding		
Radio Communication		
Rebuilding		
Sanitation Services		
Spiritual Care		
Training		
Translation		
Transportation		
Volunteer Management		
Warehousing		

Figure 3. Principles of Collaboration

Lessons from other recovery efforts highlight the importance of collaboration among key service providers. Collaboration means *to work jointly with others, to cooperate with agencies with which one is not immediately connected.*

Discuss within the Community Recovery Task Force the following principles of collaboration and how to implement the concept in a Recovery Organization:

Principles of Collaboration	For Your Notes
1. There should be a structure for collaborative thinking and decision making that does not unduly restrict or constrain organizations.	
2. Collaboration between all stakeholders can be managed by including a mix of government, private and volunteer agencies on the Community Recovery Task Force and other sub-committees.	
3. Every participating organization should have a seat at the decision-making table.	
4. Collaboration should also include representatives of survivors as participants in the decision-making process.	

Figure 4. Facilities for the Recovery Organization

Identify at least one primary and one alternate facility for each of the following types in your community. Note the facilities that will require use agreements with facility owners.

Facility Type – Long Term	Primary Location	Use Agreement Required?	Secondary Location	Use Agreement Required?
<p>1. Community Recovery Office – Facilities where members of the Recovery Organization can meet and operate. Should include a boardroom that can accommodate the Recovery Task Force and other sub-committees, such as a Needs Committee.</p>				
<p>2. Recovery Centre – Clients may go to a Recovery Centre to be assessed and to receive advice, information, and services on a variety of issues. Facility should be readily accessible by the majority of clients.</p>				
<p>3. Goods Warehouses – Facilities to receive, sort, and store goods intended for clients. Warehouse equipment should include storage areas, pallets and forklifts.</p>				
Facility Type – Temporary – Short Term				
<p>4. Public Meetings – The location where the general public and potential clients will receive information in a series of public meetings.</p>				
<p>5. Media Centre – Recovery media briefings will likely be held concurrently with EOC briefings. Once the EOC closes, a recovery media centre must be identified.</p>				
<p>6. One-Stop Disaster Services Centre – A hall where numerous government, private, and volunteer organizations can set up booths and be available to clients for a short time (4 to 8 hours per session) to answer questions in person.</p>				

Sample Community Recovery Plan

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Sample Community Recovery Plan

Introduction

Community recovery refers to the coordination of humanitarian aid to citizens following disaster. This includes attention to the economic and psycho-social recovery of the entire community and its inhabitants, including individuals and families, business owners, farm owners, non-profit organizations, and community groups. The type and magnitude of the hazard and specific event will determine the need for community recovery following any emergency or disaster.

Purpose

The purpose of this *Community Disaster Recovery Plan* is to set out the concepts of recovery management, overall policies, and functional guidelines adopted by the Local Authority for consideration during the recovery period. The intent is to make the recovery process transparent, and to clarify the Local Authority framework for contributing service agencies and for planning teams that may follow.

Authorities

Although community recovery requires the cooperation of several government agencies and non-government organizations, only the Local Authority has the legislated responsibility for community-wide recovery under the *BC Emergency Program Act* and *Compensation and Disaster Financial Assistance Regulation*.

The Local Authority (municipal council or regional district board) is specifically identified as the entity under the Act with authority and responsibility for setting and implementing recovery policies and priorities. A delegate of the Local Authority will be authorized as the Recovery Director to lead the management and coordination of all recovery activities within our jurisdiction.

Scope

The recovery activities assumed under this Plan address any major emergency or disaster resulting in impacts within the jurisdictional boundaries of the Local Authority. Recovery begins at the moment of impact, and continues until a formal, coordinated effort ceases to be effective. A separate *Local Authority Recovery Plan* addresses the restoration and recovery of critical infrastructure, such as electrical power, gas service, potable water, sewer and wastewater services, and roadways.

Principles

In approving this Community Disaster Recovery Plan, the Local Authority considered the following principles:

Do No Harm – All aid has the potential for both positive and negative impact. The goal of managed recovery is to maximize the benefits and minimize the negative consequences. A coordinated strategy helps reduce possible conflicts between various assistance strategies.

Provide Leadership – Losses cannot be managed by simply allowing things to unfold. The local authority must step forward to coordinate the many recovery participants in an effective and visible way. Doing so will help forestall the freelancing, duplication of effort, and gaps in recovery services that may otherwise occur.

Foster Collaboration – Many recovery organizations can collaborate by working together to achieve specific goals and to undertake specific projects for mutual benefit. The Recovery Organization should include a structure that encourages collaborative thinking and decision making, one that does not unduly restrict or constrain organizations. By sharing common goals in recovery and promoting respect for each other's mission and diversity, the many organizations contributing to recovery can be more effective and build a stronger sense of community.

Empower Individuals – Successful recovery means empowering those impacted by a disaster in a way that preserves their dignity, embraces their right of choice, and demonstrates respect for their experience. Recovery task force members serve as advocates for those impacted by a disaster and provide assistance to them in accessing aid.

Act Quickly, Plan for the Long Term – Some recovery needs are urgent. We believe a small amount of help delivered in a timely manner is far more beneficial than delayed services. In addition to quick, targeted action, a recovery task force should engage the community in creative problem solving over the long term.

Plan for Transition to Normal Services – It is vitally important that recovery personnel plan for a transition to existing community services. The recovery task force will prepare a transition plan in writing for consultation among those impacted and other community members.

Capture Lessons Learned – The recovery period offers a tremendously important opportunity to learn what works and what does not within a community. The recovery task force will capture these lessons by collecting documents, interviewing recovery personnel and clients, and recording the progress of recovery from the first day of activity.

Recovery Objectives

This Community Recovery Plan has been prepared with the following objectives in mind:

To Reduce Human Suffering – We believe a well-coordinated recovery effort reduces human suffering and directly helps citizens return to normalcy as quickly as possible.

To Protect Community Culture – The entire character of our community can be influenced by how well we manage the recovery process. Success in recovery means protection of residents, jobs, and community features, as well as a heightened awareness of community identity.

To Reduce Economic Losses – In combination with individual assistance, recovery also addresses protection of critical businesses and non-government organizations. Recovery can encourage growth in every sector of our local economy.

To Enhance a Sustainable Community – This Recovery Plan reflects our commitment to ensuring a sustainable and resilient community. This means we support the principle that every person, business, and/or institution should be able to withstand future disasters, with enhanced community health overall.

Concept of Recovery Operations

Our community recovery program focuses on the social and economic recovery of the people, property, businesses, and industry of the Local Authority, including but not limited to psycho-social support and financial aid.

The Recovery Organization

To activate the Recovery Plan, the EOC Director determines the need for recovery coordination based on the advice of the EOC Recovery Unit Leader. The overall framework for recovery anticipates a collaborative approach under the leadership and direction of a single Recovery Director, appointed by the Local Authority. Subsequently, the Recovery Director establishes a Recovery Task Force, including a number of appropriate partner service organizations.

The crisis aspect of a disaster demands a clear understanding and acceptance by all recovery organizations at the outset.

Key components in the recovery organization adopted by the Local Authority include the following:

Policy Group – The Policy Group for the recovery effort is the same local authority representatives identified as the Policy Group for the response effort. This includes the Local Authority positions (e.g., mayor and council) that will make high level decisions concerning the community's recovery. The Policy Group does not directly manage recovery activities, but may consider and develop overall policies that guide the program.

Recovery Director – A Recovery Director assumes overall responsibility for coordinating the collective services offered to those impacted by a disaster on behalf of the Local Authority. The Recovery Director sets priorities, develops strategies, and assigns tasks to partner organizations. The Recovery Director is given the widest possible scope to use his or her initiative with minimal jurisdictional restrictions.

The Recovery Director may call upon the Local Authority Emergency Operations Centre (EOC) at any time to provide support, but the recovery organization remains separate from the EOC.

Recovery Task Force – The Recovery Task Force serves as the guidance group for community recovery, based on policy direction from the Policy Group and Recovery Director. This group represents selected representatives among the Local Authority organization, partner service providers, disaster survivors, and other individuals, and operates under the authority of the Recovery Director.

The Recovery Task Force is responsible for guiding the decisions required to support efficient and effective recovery. The size and composition of the Recovery Task Force may vary according to the requirements of the particular circumstances. The Recovery Task Force complements and does not conflict with the actions of the Emergency Operations Centre.

Recovery Organization – The entire collection of individuals, partners, and collaborative service organizations is called the Recovery Organization. In most cases, the composition will change over time, depending on the needs and resources available.

Needs Committee – Coordinated recovery services depend on collaboration among available service providers of many descriptions. The Local Authority will take the lead role in coordinating the direct delivery of services to community members affected by a disaster. The Recovery Director may create and authorize a "Needs Committee" to facilitate the matching of clients and resources in an efficient manner, when required.

Depending on the type of damage and losses, members of a Needs Committee may include our partners in recovery.

Collaborative Agencies in Recovery

Collaborative service agencies include local, regional, and national voluntary service organizations in support of community recovery. Our recovery partners include, but may not be limited to the following:

- BC Housing
- BC Ministry of Children and Family Development
- BC Ministry of Health
- Buddhist Compassion Relief Tzu Chi Foundation Canada
- Canadian Disaster Child Care
- Canadian Mental Health Association
- Canadian Red Cross
- Christian Reformed World Relief Committee
- Food Banks
- Health Authority
- Mennonite Disaster Services
- Provincial Emergency Program:
 - Emergency Social Services
 - Recovery/Disaster Financial Assistance
- Salvation Army
- St. John Ambulance
- St. Vincent de Paul
- Victim Services – RCMP and Community Police

Each service organization has an interest and possesses expertise in a specific area of recovery, and may target their services at different phases of the recovery process. It is the Recovery Director's role to coordinate these services for the benefit of all.

To be effective, each service organization must have a clear understanding of their role, and how they should interact and coordinate with others. This Community Disaster Recovery Plan outlines the functions and organization in which each partner may participate.

Recovery Functions

Recovery operations in the Local Authority may require a number of functions, depending on the severity of the damage and extent of impact. In a fully developed community Recovery Organization, we anticipate the following functions:

- Policy Group
- Recovery Director
- Recovery Task Force
- Risk Management Officer

- Liaison Officer
- Information Officer
- Client Advisory Branch
- Needs Committee
- Transition Branch
- Service Branch
- Goods Branch
- Funds Branch
- Planning Section
- Logistics Section
- Finance/Administration Section

Figure 1 illustrates the reporting structure among these functions in a recovery organization chart.

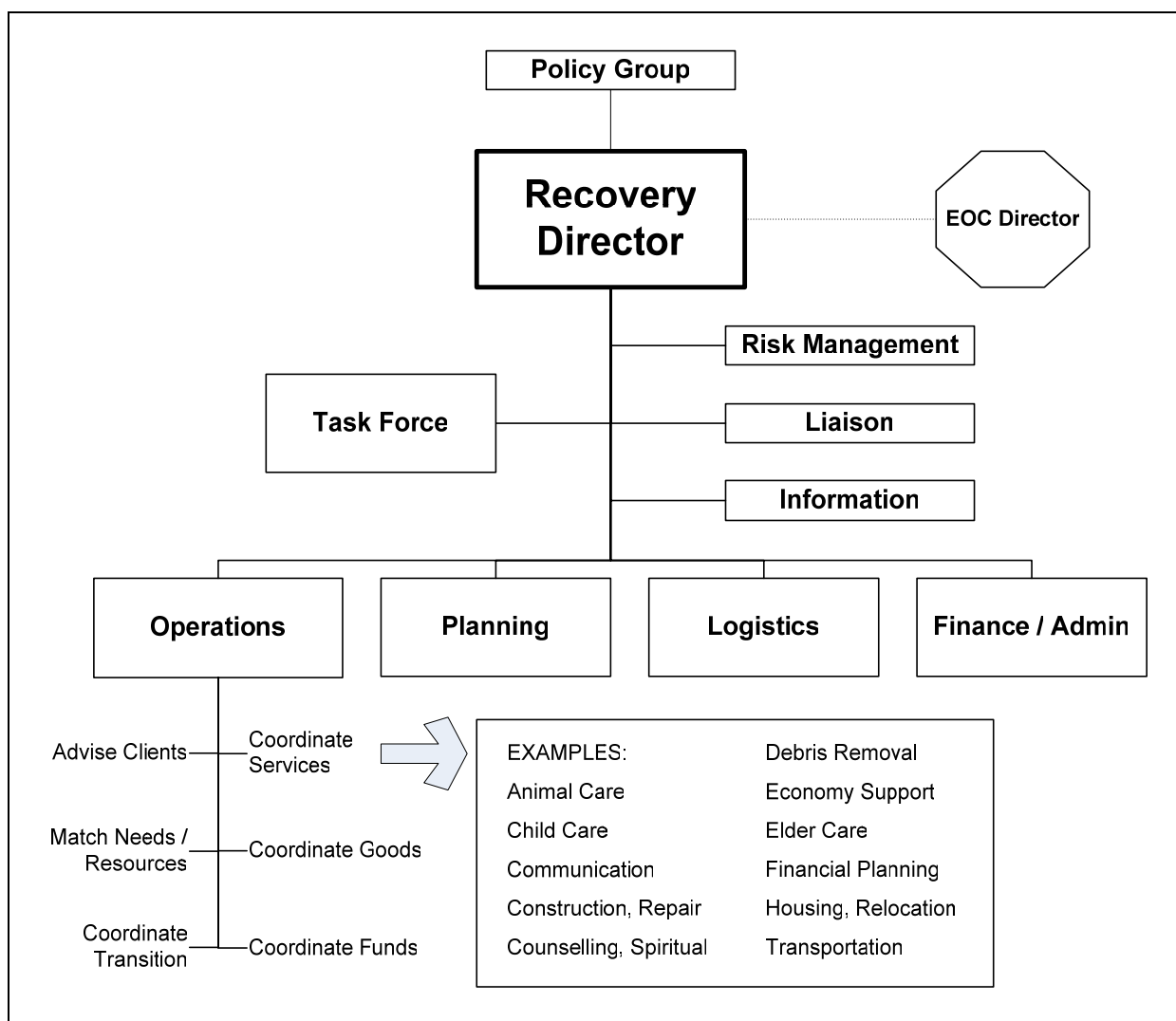


Figure 1. Community Disaster Recovery Organization Chart

The chart above reflects the structure for a fully developed recovery organization. Not every recovery function or position will be filled in every disaster, or throughout the complete recovery period. The situation at hand will dictate the functions and elements to be activated. As a minimum, an active Recovery Organization requires only a Recovery Director.

Note that all staff for these functions need not work directly for the Local Authority. In consultation with our partner agencies we have identified opportunities for functions to be filled by service agency staff or, in some cases, community volunteers.

Decision Making

The Recovery Director represents the Local Authority in decisions related to the recovery organization and how it operates. While endeavouring to build consensus in a collaborative approach, the Recovery Director nevertheless holds the responsibility and authority to make decisions that commit the Local Authority to actions and expenditures. The Recovery Director will also keep the Policy Group informed throughout the recovery period, and seek guidance on major policy issues and priorities.

Recovery Facilities

The primary and alternate sites identified for these functions include the following:

Recovery Office – Members of the Recovery Organization need facilities where they can gather to confer on the overall organization. Such facilities will be housed at (location).

Recovery Centre – The Recovery Centre will serve as a clearinghouse of community recovery information, and as a drop-in centre where clients can ask questions and pick up information materials in person. Primary facilities for the Recovery Centre are located at (location).

Goods Warehouse Facility – We have identified several optional facilities that may be required to receive, sort, store, and disseminate goods purchased in bulk or collected through donations. Options include facilities located at (location).

Public Meetings – Contact with the general public and potential clients will be conducted at a series of public meetings, to be held at (location).

Media Centre – While the EOC is active, recovery briefings will be held concurrently with response issues. The alternate media centre is identified as (location).

One-Stop Disaster Service Centre – As with public meetings, One-Stop Disaster Service sessions will be held at (location) as the primary option.

Funding the Recovery Effort

The Local Authority anticipates financial assistance for some aspects of the recovery effort from the provincial and federal governments, under the existing Disaster Financial Assistance (DFA) program. The Local Authority may be eligible for cost-sharing community recovery expenses from the province at 80 percent of the accepted community recovery claim which exceeds \$1,000 for:

Incremental Costs: Costs such as overtime for community employees, rental of office space not owned by the local, provincial or federal government, equipment and telecommunication rentals, and other costs above normal community operational costs.

Contract Costs: Costs of contracting for recovery services, such as a Recovery Director, support staff, offices, warehouses, and equipment.

Public and Private Donations: The Local Authority may establish a non-profit society for the purpose of collecting and disseminating donations related to disaster relief. Donations may be applied to other extraordinary local authority costs or to the recovery costs not eligible for provincial disaster financial assistance.

Recovery Function Checklists

The following are checklists for all functional positions in the recovery organization.

It is important to note that not all functions are required for all disasters. Also, some personnel could fill multiple functions in the Recovery Organization. Only those positions needed to provide effective services should be staffed.

	Policy Group	
<p>Responsibilities:</p>	<p>The Policy Group supports the recovery effort by providing interpretation of existing policies, developing new policies to address recovery issues, and providing continuity of governance throughout the recovery effort. Members of the Policy Group may include the local authorities with jurisdiction over recovery.</p> <ol style="list-style-type: none"> 1. Consider Policies – Advise on existing policies and examine the requirement for new or temporary policies to support community recovery. 2. Set Expenditure Limits – Determine appropriate expenditure limits for recovery. 3. Request Outside Support – Upon the advice of the Recovery Director, request extra-ordinary resources and/or outside assistance. 4. Assist Public Information – Upon request, act as a spokesperson for the jurisdiction and participate in media briefings on the recovery efforts. 5. Acknowledge Contributions – Ensure steps are taken to acknowledge the contributions of recovery staff and volunteers. 	
<p>Checklist:</p>	<ol style="list-style-type: none"> 1. Consider Policies <ul style="list-style-type: none"> <input type="checkbox"/> <u>Meet as the Policy Group</u> – Convene as the Recovery Policy Group at the site and times recommended by the Recovery Director. <input type="checkbox"/> <u>Review Recovery Status</u> – Obtain current situation status and a briefing on priority recovery actions from the Recovery Director. Keep apprised as to the status of the recovery efforts by reviewing Recovery Office Situation Reports. <input type="checkbox"/> <u>Examine Issues</u> – Consult with Recovery Director and/or legal advisors regarding any potential legal issues and recommended courses of action. <input type="checkbox"/> <u>Develop Policies</u> – Examine the need for new or temporary policies, as required to support recovery operations. Develop policies and communicate them to the Recovery Director. 2. Set Expenditure Limits <ul style="list-style-type: none"> <input type="checkbox"/> <u>Set Limits on Recovery Expenses</u> – Consult with Recovery Director to determine appropriate expenditure limits, considering the likely time requirements for recovery. 3. Request Outside Support <ul style="list-style-type: none"> <input type="checkbox"/> <u>Determine Need for Support</u> – Consult with Recovery Director to determine the need for extra-ordinary resources and/or outside assistance. 	

	Policy Group	
	<p><input type="checkbox"/> <u>Request Support</u> – Request recovery support from appropriate local, regional, provincial, and federal agencies, upon the advice of the Recovery Director.</p> <p>4. Assist Public Information</p> <p><input type="checkbox"/> <u>Present Public Information</u> – Act as a spokesperson for the jurisdiction, upon request. Upon request, prepare for and participate in any media briefings.</p> <p>5. Acknowledge Contributions</p> <p><input type="checkbox"/> <u>Lead Efforts to Acknowledge Recovery Efforts</u> – Ensure steps are taken to acknowledge recovery personnel for their efforts.</p>	
Function Aid:	<p><u>Form</u></p> <ul style="list-style-type: none"> • Recovery Decision/Approval Log (REC 407) 	

	Recovery Officer	
<p>Responsibilities:</p>	<p>The Recovery Director coordinates recovery activities to ensure an effective and cooperative effort. The Recovery Director role may be filled by two or more representatives of agencies with jurisdiction, working in collaboration.</p> <ol style="list-style-type: none"> 1. Assess the Situation – Gather information about the disaster and its impacts. Assess the magnitude and severity of the situation to determine the appropriate type and level of recovery coordination. 2. Liaise with Service Providers – Lead local, regional, and national service providers in collaborative recovery, including the sharing of information, tasks, and personnel. 3. Develop Recovery Organization – Develop a Recovery Organization that meets current requirements, and select personnel to fill specific functions. 4. Develop/Approve Action Plans – Prepare Recovery Office action plans with other recovery members based on an assessment of the situation and available resources. Set priorities and recovery objectives for implementation. 5. Inform Others – In consultation with the Information Officer, assist recovery information actions using the best methods of dissemination. Approve press releases and other public information materials. Keep the Policy Group and Task Force informed. 6. Manage Recovery Facilities – Ensure the management of all facilities required to support recovery efforts. 	
<p>Reports To:</p>	<p>Policy Group</p>	
<p>Checklist:</p>	<ol style="list-style-type: none"> 1. Assess the Situation <ul style="list-style-type: none"> <input type="checkbox"/> <u>Obtain PEP Task Number</u> – Identify the PEP Task Number for the incident, if available, from the EOC Director, Emergency Coordination Centre at PEP, or from the PREOC, if activated. Ensure the PEP Task Number is prominently displayed in the Recovery Office. <input type="checkbox"/> <u>Collect Information</u> – Gather information from a number of sources and assess the needs for recovery. Obtain a briefing from EOC Director or Recovery Unit Coordinator, if available. <input type="checkbox"/> <u>Set the Level of Recovery</u> – Determine the initial level of recovery. Set operational periods for regular reporting and decision making (e.g., every day at first, extended to a maximum of one week). <input type="checkbox"/> <u>Request Initial Assistance from Personnel</u> – Mobilize appropriate personnel for the initial activation of the recovery effort. 2. Liaise with Service Providers <ul style="list-style-type: none"> <input type="checkbox"/> <u>Contact Service Providers</u> – Identify and contact local, regional, and national service agencies and NGOs with recovery roles. 	

	Recovery Officer	
	<ul style="list-style-type: none"> <input type="checkbox"/> Review Roles – Meet with local and national service providers to introduce the Community Recovery Program and to review their roles in recovery. <input type="checkbox"/> Liaise with Other Agencies – Act as liaison with other disaster assistance agencies to coordinate the recovery process. <input type="checkbox"/> Secure Cooperation – Ensure all participating organizations and individuals agree to cooperate. Gain agreement from all participating agencies to share client information (see <i>Information Sharing Agreement</i>). <p>3. Develop Recovery Organization</p> <ul style="list-style-type: none"> <input type="checkbox"/> Identify Recovery Functions – Select functions required for the recovery challenge at hand (see <i>Sample Recovery Organization Chart</i>). Prepare an organization structure to specify how players fit together. <input type="checkbox"/> Select Recovery Personnel – Identify the individuals to serve on the Recovery Task Force. Select personnel to fill recovery functions based on knowledge and skill sets. <input type="checkbox"/> Acquire Additional Personnel – Request additional personnel for the Recovery Organization from the Policy Group and service provider organizations, as necessary. <input type="checkbox"/> Monitor Recovery Staff – Monitor the personal needs of the organization members, such as stress levels, and arrange for stress counselling services, as required. <p>4. Develop/Approve Action Plans</p> <ul style="list-style-type: none"> <input type="checkbox"/> Hold Planning Meetings – Convene at least one Action Planning Meeting in each operational period. Meeting is chaired by the Recovery Planning Section Chief. Attendance should include all members of the Recovery Task Force and other key agency representatives. <input type="checkbox"/> Determine Appropriate Actions – Consult local, regional, and international service providers regarding appropriate actions. Prepare Action Plans for recovery. <input type="checkbox"/> Monitor Recovery Actions – Monitor activities to anticipate problems in meeting objectives. <p>5. Inform Others</p> <ul style="list-style-type: none"> <input type="checkbox"/> Inform the Policy Group/EOC – Inform the Policy Group and EOC Director, if active, on recovery status, priorities, and objectives. <input type="checkbox"/> Establish Contacts – Maintain contact with adjacent jurisdictions, service agencies, and PEP. <input type="checkbox"/> Keep Others Informed – Communicate recovery priorities and objectives to all involved parties. Keep others informed on the overall 	

	Recovery Officer	
	<p>Recovery Organization, and its objectives and progress.</p> <ul style="list-style-type: none"> <input type="checkbox"/> <u>Review Messages</u> – Review and approve recovery information intended for public release. <p>6. Manage Recovery Facilities</p> <ul style="list-style-type: none"> <input type="checkbox"/> <u>Locate Recovery Office</u> – Determine location of the Recovery Office, considering hazards. Communicate Recovery Office location to others. <input type="checkbox"/> <u>Manage Recovery Facilities</u> – Oversee the management of recovery facilities, including the Recovery Office, Recovery Centres, and warehouses. <input type="checkbox"/> <u>Provide Equipment and Supplies</u> – Ensure that appropriate equipment and supplies are in place, including telecommunications, maps and status boards. 	
<p>Function Aids:</p>	<p><u>Aids</u></p> <ul style="list-style-type: none"> • Confidentiality Guidelines • Information Sharing Agreement • Needs and Service Provider Matrix • Recovery Facility Options • Sample Recovery Organization Chart <p><u>Forms</u></p> <ul style="list-style-type: none"> • Position Log (REC 414) • Recovery Action Plan (REC 502) • Community Recovery Office Check-in, Check-out (REC 511) • Recovery Registration (REC 512A) 	

	Risk Management Officer	
Responsibilities:	<p>The Risk Management Officer assesses the high level risks of the recovery effort and takes steps to protect organizations from unexpected losses. The Risk Management Officer monitors and assesses hazardous or unsafe situations to ensure safety of recovery staff and volunteers.</p> <ol style="list-style-type: none"> 1. Manage Risks – Ensure that good risk management practices are applied throughout the recovery effort. Monitor situations for risk exposures and ascertain probabilities and potential consequences of future events. 2. Ensure Safety of Recovery Staff – Provide advice on safety issues. A Technical Specialist familiar with all aspects of site safety and relevant legislation may be required to assist. 3. Ensure Security – Ensure that appropriate security measures have been established to allow only authorized access to recovery facilities and documents. 	
Reports To:	Recovery Director	
Checklist:	<ol style="list-style-type: none"> 1. Manage Risks <ul style="list-style-type: none"> <input type="checkbox"/> <u>Evaluate Damage and Potential Losses</u> – Collect damage and financial loss information, working with the EOC. <input type="checkbox"/> <u>Evaluate Liability Exposure</u> – Evaluate situations and advise the Recovery Director of any conditions and actions that might result in liability exposure for any organization engaged in recovery, such as improper debris removal procedures. <input type="checkbox"/> <u>Advise Recovery Organizations</u> – Advise members of Recovery Organizations regarding options for risk control, during operational meetings and upon request. <input type="checkbox"/> <u>Promote Loss Prevention</u> – Advise on actions to reduce loss and suffering and, where appropriate, proactively support recovery objectives. <input type="checkbox"/> <u>Identify Claimants</u> – Identify potential claimants and the scope of their needs and concerns. <input type="checkbox"/> <u>Collect Evidence</u> – Gather and organize evidence that may assist all Recovery Organizations in managing legal claims, including documentation that may be more difficult to obtain later. <input type="checkbox"/> <u>Interview Witnesses</u> – Conduct interviews and take statements that address risk issues. <input type="checkbox"/> <u>Assist Public Information</u> – Assist the Recovery Director in reviewing press releases and public information materials. <input type="checkbox"/> <u>Organize Records</u> – Organize and prepare records for final audit. 	

	Risk Management Officer	
	<p>2. Ensure Safety of Recovery Staff</p> <ul style="list-style-type: none"> <input type="checkbox"/> <u>Identify Recovery Facility Hazards</u> – Assess hazardous conditions of facilities anticipated for use by the Recovery Organization, especially following a seismic event. <input type="checkbox"/> <u>Assist in Acquiring Safety Equipment</u> – Assist Recovery Office Logistics Section Chief in obtaining any special safety equipment or preparing procedures for recovery staff safety. <input type="checkbox"/> <u>Advise Recovery Organization Personnel</u> – Provide guidance to recovery staff regarding actions to protect themselves from hazards, such as aftershocks from an earthquake. <input type="checkbox"/> <u>Support Personnel Injury Claim Investigation</u> – Work with the Recovery Finance/Administration Section Chief on any recovery personnel injury claims or records. <p>3. Ensure Security</p> <ul style="list-style-type: none"> <input type="checkbox"/> <u>Monitor Recovery Office Security</u> – Establish security checkpoints and recovery facility access, in cooperation with the Logistics Section Chief, and arrange for staff sign-in and identification procedures. <input type="checkbox"/> <u>Improve Security, Where Needed</u> – Address any security issues with the Recovery Director, recommending improvements where necessary. <input type="checkbox"/> <u>Secure Documentation</u> – Advise the Recovery Planning Section on the types of information to collect, the organization of collected information, confidentiality, and document security measures to undertake. 	
Function Aid:	<p><u>Form</u></p> <ul style="list-style-type: none"> • Position Log (REC 414) 	

	Liaison Officer	
Responsibilities:	<p>The Liaison Officer is the Recovery Office point of contact for assisting and cooperating agency representatives, and responds to requests or concerns from recovery stakeholders.</p> <ol style="list-style-type: none"> 1. Assist Agency Representatives – Function as the principal point of contact for representatives from other agencies. 2. Keep External Agencies Informed – Liaise with organizations not represented in the Recovery Organization. 3. Advise Recovery Director on Recovery Office Staffing – Advise Recovery Director in ensuring adequate recovery organization and staffing. Assist the Recovery Director in ensuring proper procedures for directing agency representatives. 4. Advise on Recovery Action Plans – Advise Recovery Director and Planning Section Chief by provide information and guidance related to the external functions of the Recovery Organization. 5. Lead VIP Tours – Conduct VIP and visitor tours of recovery facilities and sites. 	
Reports To:	Recovery Director	
Checklist:	<ol style="list-style-type: none"> 1. Assist Agency Representatives <ul style="list-style-type: none"> <input type="checkbox"/> <u>Greet Agency Representatives</u> – Identify yourself as the principal point of contact for representatives from agencies new to the Recovery Organization. <input type="checkbox"/> <u>Advise on Recovery Office Functions</u> – Working with the Recovery Director, assist agency representatives in filling all necessary roles within the Recovery Organization. <input type="checkbox"/> <u>Assist with Access to Recovery Office Equipment and Supplies</u> – Ensure that agency representatives have access to functioning telephones, radio communications, and other office equipment. 2. Keep External Agencies Informed <ul style="list-style-type: none"> <input type="checkbox"/> <u>Establish Communications</u> – Ensure that communications with appropriate external non-represented agencies (such as PEP, utility companies, volunteer organizations, private sector, etc.) are established. <input type="checkbox"/> <u>Work With External Agencies</u> – Liaise with adjacent local authorities, provincial agencies, federal agencies, and other organizations not represented in the Recovery Organization. Communicate the recovery Action Plans and situation information, and request situation reports from external non-represented agencies and forward to the Planning Section Chief. 	

	Liaison Officer	
	<p><input type="checkbox"/> <u>Advise the Recovery Director</u> – Let the Recovery Director know of any critical information and requests that come to light in working with external agencies.</p> <p>3. Advise Recovery Director on Staffing</p> <p><input type="checkbox"/> <u>Advise on Recovery Organization</u> – Work with the Recovery Director to ensure the organizational structure meets the requirements of the situation.</p> <p><input type="checkbox"/> <u>Advise on Recovery Office Staff</u> – Assist the Recovery Director in determining appropriate staffing for the Recovery Office. Help identify potential Recovery Office staff members. Provide assistance with shift change activity as required.</p> <p><input type="checkbox"/> <u>Orient New Recovery Office Staff Members</u> – Upon request, advise all new Recovery Office members on their roles and responsibilities. Provide an overview of Recovery Office operations and organization to all untrained personnel.</p> <p>4. Advise on Recovery Action Plans</p> <p><input type="checkbox"/> <u>Assist with Action Plans</u> – Provide information on external and non-represented agencies to the Planning Section to assist in the development, continuous updating and implementation of recovery action plans.</p> <p><input type="checkbox"/> <u>Advise on External Agencies</u> – Assist and serve as an advisor to the Recovery Director and Planning Section Chief, providing information and guidance related to the external functions of the Recovery Office.</p> <p><input type="checkbox"/> <u>Help Set Priorities</u> – Assist the Recovery Director and Task Force in developing overall recovery priorities. Advise on the capabilities and willingness of external agencies to undertake cooperative actions.</p> <p>5. Lead VIP Tours</p> <p><input type="checkbox"/> <u>Lead VIP Tours</u> – Conduct VIP and visitor tours of the affected areas in the region and the recovery facilities, and explain the functions within.</p> <p><input type="checkbox"/> <u>Participate in Media Tours</u> – Working with the Recovery Office Information Officer, conduct media tours of recovery facilities, as requested.</p>	
Function Aids:	<p><u>Forms</u></p> <ul style="list-style-type: none"> • Position Log (REC 414) • Community Recovery Office Check-in, Check-out (REC 511) 	

Information Officer	
Responsibilities:	<p>The Recovery Information Officer provides overall coordination of information on the recovery effort for all members of the public, for media outlets, and for internal staff in the Recovery Organization, in support of the EOC Information Officer, where present.</p> <ol style="list-style-type: none"> 1. Gather Information – Collect and verify relevant information on the recovery operations from a range of sources, both internal and external to the Recovery Office. 2. Keep the Public Informed – Implement and maintain an overall public information program on the recovery effort, including damage assessment, safety, and recovery information. 3. Facilitate News Media Relations – Accommodate the news media requirements for accurate information and access to damaged areas under recovery, within the bounds of Recovery Office policies. 4. Facilitate Public Gatherings – Hold public meetings to report on the status of recovery, and facilitate One-Stop Disaster Service Centre sessions to promote access by victims to relevant organizations.
Reports To:	Recovery Director
Checklist:	<ol style="list-style-type: none"> 1. Gather Information <ul style="list-style-type: none"> <input type="checkbox"/> <u>Identify Information Needs</u> – Anticipate the type of information to collect and disseminate, appropriate to the threat at hand and considering: <ul style="list-style-type: none"> o Status of recovery o Community elements affected o Resources available for recovery o Prognosis for short- and long-term recovery <input type="checkbox"/> <u>Identify Information Sources</u> – Identify a range of information sources, both internal and external to the Recovery Office. Coordinate with the Planning Section and identify methods for obtaining and verifying significant information as it develops. <input type="checkbox"/> <u>Collect Information</u> – Collect and verify relevant information, including maps, on the recovery effort from a range of sources. <input type="checkbox"/> <u>Establish Authority</u> – Inform every Recovery Organization member that all media contacts should be referred to the Information Officer, and provide your contact information. <input type="checkbox"/> <u>Collaborate with EOC</u> – Liaise with the EOC Situation Unit, if activated, and identify methods for obtaining and verifying significant information as it develops. Work with Information Officers at all active EOCs, and with other service organizations to ensure consistent information. <input type="checkbox"/> <u>Share Information Internally</u> – Coordinate all information collection with the Recovery Planning Section Chief and Risk Management Officer.

	Information Officer	
	<p>2. Keep the Public Informed</p> <ul style="list-style-type: none"> <input type="checkbox"/> <u>Prepare Public Messages</u> – Develop messages to ensure the public receives complete, accurate, and consistent information on recovery. <input type="checkbox"/> <u>Establish Website</u> – Establish a recovery website to facilitate the distribution of public information. <input type="checkbox"/> <u>Arrange for Translations</u> – Ensure that recovery messages are translated for non-English speaking, hearing impaired, etc. <input type="checkbox"/> <u>Distribute Public Information</u> – Establish distribution lists for recipients of all public information releases, including ESS Reception Centres. <input type="checkbox"/> <u>Arrange for FAQs</u> – Invite community partners (e.g., utilities) to prepare FAQs / Top 10 Questions for immediate distribution. <p>3. Facilitate News Media Relations</p> <ul style="list-style-type: none"> <input type="checkbox"/> <u>Identify News Media Personnel</u> – Develop a working relationship with local and regional news media as quickly as possible. <input type="checkbox"/> <u>Prepare Recovery Messages</u> – Write press releases on recovery efforts, coordinating with officials representing other service providers. The Recovery Director must approve all media releases. <input type="checkbox"/> <u>Set up Media Facilities</u> – Establish facilities where media briefings may be conducted on recovery issues. Develop the format for media briefings in conjunction with the Recovery Director. <input type="checkbox"/> <u>Offer Media Tours</u> – Conduct media tours of disaster areas, upon approval of Incident Commanders (if active) and of recovery facilities. <input type="checkbox"/> <u>Monitor News</u> – Monitor news media broadcasts and written articles for accuracy. <p>4. Facilitate Public Gatherings</p> <ul style="list-style-type: none"> <input type="checkbox"/> <u>Hold Public Meetings</u> – Conduct one or more public meetings to report on the status of recovery to date; identify the need for separate public meetings at specific locations. <input type="checkbox"/> <u>Conduct One-Stop Disaster Service Centre Session</u> – Host One-Stop Disaster Service Centre sessions to bring all relevant agencies and organizations together for easy access by those impacted by a disaster. 	
Function Aids:	<p><u>Aid</u></p> <ul style="list-style-type: none"> • Suggested participants in One-Stop Disaster Service Centre sessions. <p><u>Form</u></p> <ul style="list-style-type: none"> • Position Log (REC 414) 	

	Operations Section Chief	
Responsibilities:	<p>The Recovery Operations Section Chief coordinates resource requests, resource allocations, and recovery efforts in support of Operational Branch Coordinators.</p> <ol style="list-style-type: none"> 1. Participate in Recovery Action Planning Meetings – Prepare Section objectives for presentation at Recovery Office action planning meetings, at least once in each operational period. 2. Coordinate Recovery Actions – Work with service providers to coordinate the management of recovery funds, goods, and services. 3. Coordinate Resource Requests – Collect and coordinate resource requests from Branch Coordinators, working with the Recovery Logistics Section. 4. Share Recovery Information – Collect recovery information and distribute to the Recovery Planning Section, the Information Officer, and the Recovery Director. 	
Reports To:	Recovery Director	
Checklist:	<ol style="list-style-type: none"> 1. Participate in Recovery Action Planning Meetings <ul style="list-style-type: none"> <input type="checkbox"/> <u>Determine Issues and Objectives</u> – Identify key issues currently affecting recovery efforts in the Operations Section. Meet with Branch Coordinators and determine appropriate section objectives for each operational period. <input type="checkbox"/> <u>Determine Needs</u> – Based on the known or forecasted situation, determine likely future needs for recovery efforts. <input type="checkbox"/> <u>Contribute to Action Plans</u> – Prepare for and participate in Recovery Action Planning meetings (See Form REC 401A for Briefing Format). <input type="checkbox"/> <u>Determine Strategies</u> – Detail the strategies required for carrying out the recovery objectives of the Operations Section. 2. Coordinate Recovery Actions <ul style="list-style-type: none"> <input type="checkbox"/> <u>Implement Objectives</u> – Work closely with each Branch Coordinator in the Operations Section to ensure implementation of all recovery objectives defined in the current Action Plan. <input type="checkbox"/> <u>Coordinate Recovery Information</u> – Coordinate overall recovery status and resource information. <input type="checkbox"/> <u>Coordinate Recovery Efforts</u> – Based on the situation, coordinate appropriate branches as necessary: <ul style="list-style-type: none"> ○ Client Advisory ○ Needs Committee ○ Transition ○ Funds ○ Goods ○ Services 	

	Operations Section Chief	
	<ul style="list-style-type: none"> ○ Others as needed <p>3. Coordinate Resource Requests</p> <ul style="list-style-type: none"> ❑ <u>Coordinate Internal Resource Requests</u> – Ensure that Operations Section branches coordinate all recovery resource needs through the Logistics Section. ❑ <u>Coordinate External Resource Requests</u> – Authorize external resource requests and forward extraordinary and critical resource requests to the Recovery Director for approval. <p>4. Share Recovery Information</p> <ul style="list-style-type: none"> ❑ <u>Keep Planning Section Informed</u> – Ensure that situation and resource information is provided to the Recovery Planning Section as the situation requires, including Branch Status Reports. ❑ <u>Keep Recovery Director Informed</u> – Brief the Recovery Director and Recovery Task Force members, as required. ❑ <u>Brief Operations Section</u> – Brief Branch Coordinators periodically on any updated information you may have received. 	
Function Aids:	<p><u>Forms</u></p> <ul style="list-style-type: none"> • Recovery Briefing Format (REC 401A) • Position Log (REC 414) 	

	Client Advisory Coordinator	
Responsibilities:	<p>The Client Advisory Coordinator manages all contact between the Recovery Organization and current and potential clients.</p> <ol style="list-style-type: none"> 1. Assess Need for Assistance – Assess the need for assistance to individuals, families, business owners, farm owners, and the community in recovery from a major emergency or disaster. 2. Establish Call Centre – Develop a telephone call centre to provide information and advice concerning recovery efforts. 3. Identify Potential Clients – Supervise activities to identify specific clients, including “out-reach” efforts to inform the affected community. 4. Assist Clients – Interview clients to collect information on needs using a standardized Needs Assessment Form and case management database. 5. Manage Client Information – Use paper forms and a centralized database to track client needs and the delivery of client services. 6. Manage Recovery Centre – Develop and manage one or more Recovery Centres to facilitate direct contact with clients. 	
Reports To:	Recovery Director or Recovery Operations Section Chief, if activated	
Checklist:	<ol style="list-style-type: none"> 1. Assess Need for Assistance <ul style="list-style-type: none"> <input type="checkbox"/> <u>Estimate Need for Assistance</u> – Estimate the overall recovery needs at an early stage. <input type="checkbox"/> <u>Activate Client Advisory Services</u> – Based on the situation, activate the necessary units within the Client Advisory Branch: Call Centre, Outreach Teams, and/or Recovery Centre. 2. Establish Call Centre <ul style="list-style-type: none"> <input type="checkbox"/> <u>Set up a Call Centre</u> – Develop a public information call centre to provide information and advice concerning recovery. Work with the Logistics Section to arrange telephone equipment and services. <input type="checkbox"/> <u>Train Call Takers</u> – Ensure that call takers are mobilized to staff a Call Centre. Provide call takers with timely and accurate information. 3. Identify Potential Clients <ul style="list-style-type: none"> <input type="checkbox"/> <u>Identify Affected Properties</u> – Obtain a rapid damage assessment from the EOC, if active, using maps that identify individual properties. <input type="checkbox"/> <u>Identify Potential Clients</u> – Collect information on affected properties from accessible sources, such as property tax roles, BC Assessment Authority, and school district lists to identify potential clients. <input type="checkbox"/> <u>Use Reception Centre Data</u> – Obtain registration information from Reception Centres to identify potential recovery clients. 	

	Client Advisory Coordinator	
	<p><input type="checkbox"/> <u>Employ Out-Reach</u> – Reach out to members of the affected community to let them know of the recovery effort and resources available.</p> <p>4. Assist Clients</p> <p><input type="checkbox"/> <u>Identify Client Needs</u> – Meet with clients to collect information on their needs and to provide information on status of disaster and available assistance. See <i>Sample Client Needs Assessment Form</i>.</p> <p><input type="checkbox"/> <u>Obtain Consent to Share Information</u> – Explain <i>Consent Form for Information Release</i> to clients and obtain signatures, where offered.</p> <p><input type="checkbox"/> <u>Assist Clients with Documents</u> – Help clients complete documentation required to access assistance. Track client files through Recovery Organization to remove obstacles.</p> <p><input type="checkbox"/> <u>Assist Special Needs Clients</u> – Work on behalf of clients with special needs, such as single parent families, mental health clients, or the disabled.</p> <p>5. Manage Client Information</p> <p><input type="checkbox"/> <u>Create Systems to Manage Information</u> – Develop methods to record client needs, including paper forms and a centralized database.</p> <p><input type="checkbox"/> Develop a "case management" approach to client services, including central case filing system.</p> <p><input type="checkbox"/> <u>Share Client Information</u> – Ensure collected information is shared among Recovery Organizations. Gain agreement from all partner agencies on sharing client information.</p> <p>6. Manage Recovery Centre</p> <p><input type="checkbox"/> <u>Set up Recovery Centre</u> – Establish a Recovery Centre as a central clearinghouse of recovery information. Develop a sign identifying the Recovery Centre as a multi-agency entity. The sign should allow partner NGOs to affix their logos.</p> <p><input type="checkbox"/> <u>Staff Recovery Centre</u> – Supervise staff in contact with clients and set out procedures. Register all volunteer staff with PEP for WCB coverage. Be aware of critical incident stress among Recovery Centre staff, and report observations to the Recovery Director.</p>	
Function Aids:	<p><u>Aids</u></p> <ul style="list-style-type: none"> • Sample Client Needs Assessment Form • Electronic database for recovery clients, using fields from the PEP damage and needs assessment (refer to PEP website). • Consent Form for Information Release <p><u>Form</u></p> <ul style="list-style-type: none"> • Position Log (REC 414) 	

	Needs Committee Coordinator	
Responsibilities:	<p>The Needs Committee Coordinator establishes policies and procedures for matching needs and resources. Working with the Needs Committee, the Coordinator ensures a transparent process of decision making.</p> <ol style="list-style-type: none"> 1. Establish Needs Committee – Identify participants in a Needs Committee, and develop an equitable and transparent process for matching needs and resources. 2. Manage Allocation of Resources According to Needs – Oversee the process of matching needs with resources, using creative options. 3. Maintain Records – Manage client information using a case management system, including records of how needs are filled. 	
Reports To:	Recovery Director or Operations Section Chief, if activated	
Checklist:	<ol style="list-style-type: none"> 1. Establish Needs Committee <ul style="list-style-type: none"> <input type="checkbox"/> <u>Assess Requirement</u> – Determine if a Needs Committee is required, based on the number of clients and types of service being offered. <input type="checkbox"/> <u>Identify Needs Committee Members</u> – Determine participants in Needs Committee. To forestall claims of favouritism, ensure members have no ties or implied links to local, provincial, or federal politics. <input type="checkbox"/> <u>Set Out Policies</u> – Establish policies for matching needs and resources, including transparent criteria for allocating donations of all types; involve clients in developing such criteria. 2. Manage Allocation of Resources According to Needs <ul style="list-style-type: none"> <input type="checkbox"/> <u>Oversee Matching</u> – Supervise the process of matching needs with resources. <input type="checkbox"/> <u>Support Needs Committee</u> – Ensure access by the Needs Committee to case files and resource lists. 3. Maintain Records <ul style="list-style-type: none"> <input type="checkbox"/> <u>Document How Needs are Met</u> – Manage client information using a case management system, including documentation of how needs are filled. <input type="checkbox"/> <u>Maintain Records</u> – Generate summary reports on the numbers of clients and the status of matching needs with resources. 	
Function Aids:	<p><u>Aid</u></p> <ul style="list-style-type: none"> • Guidelines for Needs Committee Template <p><u>Form</u></p> <ul style="list-style-type: none"> • Position Log (REC 414) 	

	Transition Coordinator	
Responsibilities:	<p>The Transition Coordinator facilitates a smooth transition of recovery clients to local service providers at the end of the recovery period.</p> <ol style="list-style-type: none"> 1. Identify Local Service Providers – Meet with each service provider to confirm the services provided, and to confirm methods for the smooth transfer of care, including case information. 2. Prepare a Transition Plan – Develop a written plan for transition of services to local organizations and discuss the plan with each client to be sure they understand the services they will continue to receive. 3. Mark the End of Formal Recovery Effort – Coordinate a public announcement, celebratory event, or other activity to signify the closure of the formal recovery period. 	
Reports To:	Recovery Director or Operations Section Chief, if activated	
Checklist:	<ol style="list-style-type: none"> 1. Identify Local Service Providers <ul style="list-style-type: none"> <input type="checkbox"/> <u>Determine Local Services</u> – Meet with each service provider to confirm the services provided. <input type="checkbox"/> <u>Develop Transition Methods</u> – Confirm methods for the smooth transfer of care, including case information. 2. Prepare a Transition Plan <ul style="list-style-type: none"> <input type="checkbox"/> <u>Write Transition Plan</u> – Develop a written plan for transition of services to local organizations, matching the expected ongoing needs with specific service providers in the community. <input type="checkbox"/> <u>Support Local Service Providers</u> – Consider options for donating some collected funds to these organizations during recovery to assist with the increased demand. <input type="checkbox"/> <u>Inform Clients of Transition</u> – Discuss the Transition Plan with clients to be sure they understand the services they will continue to receive. 3. Mark the End of Formal Recovery Effort <ul style="list-style-type: none"> <input type="checkbox"/> <u>Develop a Closing Event</u> – Mark the end of the formal recovery phase by a public announcement, celebratory event, or other activity that signifies a milestone of closure for all members of the community. 	
Function Aid:	<p><u>Form</u></p> <ul style="list-style-type: none"> • Position Log (REC 414) 	

	Funds Coordinator	
Responsibilities:	<p>The Funds Coordinator develops expedient means of gathering financial resources to assist clients with disaster recovery. The Funds Coordinator develops policies and procedures for managing received financial donations.</p> <ol style="list-style-type: none"> 1. Establish Accounting Procedures – Develop transparent criteria and accounting procedures for collecting and allocating donated funds. 2. Allocate Immediate Hardship Grants – Allocate available funds early in the recovery period to ease immediate hardships. 3. Receive and Manage Funds – Manage all donations of funds, working in cooperation with other organizations. 4. Manage Fund-Raising Events – Manage benefit concerts and other related events intended to solicit donations. 5. Allocate Funds – Coordinate the allocation of donated funds to disaster clients, according to the Needs Committee. 	
Reports To:	Recovery Director or Operations Section Chief, if activated	
Checklist:	<ol style="list-style-type: none"> 1. Establish Accounting Procedures <ul style="list-style-type: none"> <input type="checkbox"/> <u>Adopt Accounting Procedures</u> – Develop written procedures for advertising for, receiving, holding, and allocating donated funds. <input type="checkbox"/> <u>Prepare Allocation Criteria</u> – Develop transparent criteria for allocation of donated funds, and accounting procedures. 2. Allocate Immediate Hardship Grants <ul style="list-style-type: none"> <input type="checkbox"/> <u>Offer Immediate Financial Aid</u> – Empower a small group (such as a sub-group of the Needs Committee) to allocate immediate hardship grants, and document the criteria applied. 3. Receive and Manage Funds <ul style="list-style-type: none"> <input type="checkbox"/> <u>Establish an Account</u> – In consultation with other collectors of donations, such as the Red Cross, consider establishing a secure and independent financial account to receive cash donations on behalf of those impacted by a disaster. <input type="checkbox"/> <u>Establish Non-Profit Status</u> – If appropriate, establish a tax-deductible, non-profit organization to receive donated funds. <input type="checkbox"/> <u>Inform the Public</u> – Work with Recovery Information Officer to communicate to the public the fund target, amount received to date, and highlights of large donations. <input type="checkbox"/> <u>Record Funds Received</u> – Record all received funds using established accounting methods. 	

	Funds Coordinator	
	<p><input type="checkbox"/> <u>Manage Funds</u> – Manage all donations of funds, working in cooperation with other organizations.</p> <p>4. Manage Fund-Raising Events</p> <p><input type="checkbox"/> <u>Evaluate Options for Fund-Raising Events</u> – Develop and coordinate proposals for community events to help raise donated funds for disaster clients.</p> <p><input type="checkbox"/> <u>Manage Event Promoters</u> – Identify criteria for working with professional event promoters, such as written contracts specifying a percentage designated for clients.</p> <p><input type="checkbox"/> <u>Manage Events</u> – Manage benefit concerts and other related events intended to solicit donations.</p> <p>5. Allocate Funds</p> <p><input type="checkbox"/> <u>Distribute Funds</u> – Working with the Needs Committee, allocate funds in specified amounts and times.</p>	
Function Aids:	<p><u>Aid</u></p> <ul style="list-style-type: none"> • Sample media messages for soliciting donations of funds <p><u>Form</u></p> <ul style="list-style-type: none"> • Position Log (REC Form 414) 	

	Goods Coordinator	
Responsibilities:	<p>The Goods Coordinator manages donation of goods including solicitation, control of unwanted goods, receiving and warehousing, sorting, labelling, quality control, servicing of goods, and distribution. The Goods Coordinator develops and manages facilities for receiving goods that are donated or purchased in bulk.</p> <ol style="list-style-type: none"> 1. Forestall Unneeded Goods – Ensure that only the goods that are needed and in acceptable condition arrive in the community. 2. Assess Available Resources – Identify goods that may arrive by spontaneous donations and available through local suppliers. 3. Solicit Donations of Goods – Solicit donations for goods, working with local businesses and service providers. 4. Establish Facilities to Handle Goods – Arrange for warehouse space, equipment, and inventory management to control donated goods. 5. Receive and Manage Goods – Establish and oversee an organization to manage donated goods. 6. Manage Goods Information – Develop methods to record goods received, stored, and allocated. 	
Reports To:	Recovery Director or Operations Section Chief, if activated	
Checklist:	<ol style="list-style-type: none"> 1. Forestall Unneeded Goods <ul style="list-style-type: none"> <input type="checkbox"/> <u>Anticipate Needs</u> – Estimate the need for goods of all types in terms of quantity and timing. <input type="checkbox"/> <u>Control Unneeded Goods</u> – Take steps to ensure that only the goods that are needed and in acceptable condition arrive in the community, such as informing contributors of the potential problems with unneeded goods. 2. Assess Available Resources <ul style="list-style-type: none"> <input type="checkbox"/> <u>Anticipate Spontaneous Donations of Goods</u> – Identify the types of spontaneous donations likely to arrive, based on the type and magnitude of the disaster. <input type="checkbox"/> <u>Estimate Supply of Local Goods</u> – Identify the local suppliers that may supply needed goods. 3. Solicit Donations of Goods <ul style="list-style-type: none"> <input type="checkbox"/> <u>Identify Goods to Solicit</u> – Based on client needs and available resources, identify the need for specific goods. <input type="checkbox"/> <u>Request Donations from Local Businesses</u> – Encourage private businesses to donate goods required, such as materials required for reconstruction. 	

	Goods Coordinator	
	<p><input type="checkbox"/> <u>Request Public Donations of Goods</u> – Solicit donations for goods from the general public, working with service providers.</p> <p>4. Establish Facilities to Handle Goods</p> <p><input type="checkbox"/> <u>Establish Warehouse and Services</u> – Arrange for warehouse space, equipment, and inventory management to control donated goods.</p> <p>5. Receive and Manage Goods</p> <p><input type="checkbox"/> <u>Identify Staff to Manage Goods</u> – Identify and authorize staff to manage the receipt, storage, and cataloguing of donated goods.</p> <p><input type="checkbox"/> <u>Support Local Service Providers</u> – If more goods are donated to the disaster than needed, consider utilizing donations in a way that will enhance existing community programs.</p> <p><input type="checkbox"/> <u>Manage Donated Goods</u> – Store, sort, catalogue, and distribute donated goods to those impacted by a disaster, according to guidance of the Needs Committee.</p> <p><input type="checkbox"/> <u>Store and Distribute Bulk Goods</u> – Store and distribute bulk goods (food, water, health and sanitary products, baby and child care products, medicines, bedding) that may not readily be available otherwise.</p> <p>6. Manage Goods Information</p> <p><input type="checkbox"/> <u>Record Available Goods</u> – Develop methods to record resources as they become available, including paper forms and a centralized database.</p> <p><input type="checkbox"/> <u>Record the Allocation of Goods</u> – Use the case management system and database to track the allocation of specific resources.</p>	
Function Aids:	<p><u>Aid</u></p> <ul style="list-style-type: none"> • News Release Template - Donations <p><u>Form</u></p> <ul style="list-style-type: none"> • Position Log (REC 414) 	

	Service Coordinator	
Responsibilities:	<p>The Services Coordinator assists recovery service providers in the delivery of a wide range of recovery services.</p> <ol style="list-style-type: none"> 1. Identify Need for Services – Estimate the need for recovery services considering the nature of the disaster. 2. Assess Available Services – Identify local, regional, provincial, and national service providers likely to be available. 3. Coordinate Recovery Services – Develop policies and procedures for managing services, such as tracking the deliver of services and accomplishments among all service providers. 4. Support Service Providers – Facilitate the delivery of recovery services by assisting service providers in accessing client information, accommodation, food, potable water, and safety equipment. 	
Reports To:	Recovery Director or Operations Section Chief, if activated	
Checklist:	<ol style="list-style-type: none"> 1. Identify Need for Services <ul style="list-style-type: none"> <input type="checkbox"/> <u>Anticipate the Need for Services</u> – Estimate the need for services of all types in terms of quantity and timing, considering the nature of the disaster and impacts. 2. Assess Available Services <ul style="list-style-type: none"> <input type="checkbox"/> <u>Identify Local Service Providers</u> – Identify local providers that may provide required services. Record and maintain a list of contacts for each service provider organization. <input type="checkbox"/> <u>Identify Other Service Providers</u> – Identify regional, provincial, and national service providers likely to be available. 3. Coordinate Recovery Services <ul style="list-style-type: none"> <input type="checkbox"/> <u>Create Policies for Equitable Services</u> – Develop policies and procedures for managing services. <input type="checkbox"/> <u>Coordinate Service Delivery</u> – Assign sectors and allocate geographic divisions among service providers, if required. <input type="checkbox"/> <u>Track Needs and Services Provided</u> – Establish a record system to track needed and available services. Track the deliver of services and accomplishments among all services. 4. Support Service Providers <ul style="list-style-type: none"> <input type="checkbox"/> <u>Share Client Information</u> – Supervise the availability of client information among service providers. <input type="checkbox"/> <u>Manage Requests for Resources</u> – Work with Operations Section Chief and Logistics, if activated, to fill requests for resources among service providers, where reasonable and available. 	

	Service Coordinator	
	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Arrange Accommodation, Food and Water for Service Providers</u> – Work with Logistics to arrange accommodation for service providers arriving from outside the community. Assist service providers in accessing food and potable water for their personnel. Assist service providers with transportation requirements. <input type="checkbox"/> <u>Promote Safety</u> – Work with the Risk Management Officer to ensure worker safety among all recovery personnel, including traffic safety, vests, steel-toe footwear, gloves, and first-aid services. 	
Function Aid:	<p><u>Form</u></p> <ul style="list-style-type: none"> • Position Log (REC 414) 	

	Planning Section Chief	
<p>Responsibilities:</p>	<p>The Recovery Planning Section Chief provides overall collection, evaluation and dissemination of all information concerning the recovery effort.</p> <ol style="list-style-type: none"> 1. Assess the Situation – Gather information about the recovery effort. Collect, analyze, and display situation information. Prepare periodic Recovery Situation Reports. 2. Prepare Recovery Action Plans – Chair recovery action planning meetings in each operational period. Prepare and distribute Recovery Action Plans. 3. Anticipate Future Events – Conduct advance planning activities to forecast events and issues related to the recovery effort. 4. Keep Records – Document and maintain paper and electronic files on all recovery activities. 5. Coordinate Technical Specialists – Coordinate technical support services to the Recovery Organization, as required. 6. Prepare Recovery Debrief Report – Coordinate the assembly of "lessons learned" from contributions from Recovery Organization staff and from outside agency representatives. 	
<p>Reports To:</p>	<p>Recovery Director</p>	
<p>Checklist:</p>	<ol style="list-style-type: none"> 1. Assess the Situation <ul style="list-style-type: none"> <input type="checkbox"/> <u>Collect Information</u> – Collect, analyze, and display information relevant to the recovery effort. Meet with service providers or Operations Section Chief; if active, to obtain information on needs and available resources. <input type="checkbox"/> <u>Assess Damage</u> – Oversee the collection of damage information from the EOC Planning Section. Maintain damage and recovery reports for distribution to the Recovery Director. <input type="checkbox"/> <u>Prepare Recovery Situation Report</u> – Produce a Recovery Situation Report for approval by the Recovery Director with each operational period. <input type="checkbox"/> <u>Display Information</u> – Ensure that all recovery status boards, maps, and other displays are kept current and that posted information is neat and legible. Ensure that the Information Officer has immediate and unlimited access to all status reports and displays. 2. Prepare Recovery Action Plans <ul style="list-style-type: none"> <input type="checkbox"/> <u>Prepare Recovery Action Plan</u> – Prepare a Recovery Action Plan for each operational period, based on objectives adopted at action planning meetings. 	

	Planning Section Chief	
	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Chair Action Planning Meetings</u> – Chair the Recovery Action Planning meetings. <input type="checkbox"/> <u>Document Meetings</u> – Following the meeting, send approved Action Plan (see Form REC 502) to the Documentation Unit for distribution prior to the next operational period. <p>3. Anticipate Future Events</p> <ul style="list-style-type: none"> <input type="checkbox"/> <u>Review Available Information</u> – Review the current reports, recovery plans, and meet with the Recovery Organization members to determine the future direction and outcomes of the recovery effort. <input type="checkbox"/> <u>Identify Approaching Issues</u> – Identify potential recovery-related issues likely to occur within the next few days or week. Example: Review building codes and zoning requirements to identify conflicts with reconstruction. <input type="checkbox"/> <u>Report on Future Events</u> – Develop and distribute a report that highlights forecasted events or conditions likely to occur, particularly those situations which may influence the overall priorities of the recovery effort. <input type="checkbox"/> <u>Anticipate Mitigation</u> – Address mitigation of future potential loss events, either related or repeat. Example: Develop recommendations for rebuilding outside hazardous areas or for risk controls for building in hazardous areas. <input type="checkbox"/> <u>Recommend Recovery Objectives</u> – Prepare an Advanced Plan to recommend recovery objectives that acknowledges approaching issues. <p>4. Keep Records</p> <ul style="list-style-type: none"> <input type="checkbox"/> <u>Take Minutes</u> – Record proceedings of all Recovery Organization briefings and meetings. <input type="checkbox"/> <u>Copy and Distribute Reports and Plans</u> – Reproduce and distribute approved recovery reports and plans. <input type="checkbox"/> <u>Document Recovery Records</u> – Document and maintain files on all recovery activities. <input type="checkbox"/> <u>Archive Files</u> – Maintain files on all recovery activities and provide reproduction and archiving services for the Recovery Organization, as required. <p>5. Coordinate Technical Specialists</p> <ul style="list-style-type: none"> <input type="checkbox"/> <u>Manage Technical Specialists</u> – Provide and manage technical services, such as environmental advisors and other technical specialists to all recovery activities, as required. <p>6. Prepare Recovery Debrief Report</p> <ul style="list-style-type: none"> <input type="checkbox"/> <u>Develop Recovery Debrief Report</u> – In consultation with Recovery Organization Section Chiefs and Recovery Task Force, prepare the Recovery Debrief Report. 	

	Planning Section Chief	
Function Aids:	<p><u>Aid</u></p> <ul style="list-style-type: none">• Action Planning <p><u>Forms</u></p> <ul style="list-style-type: none">• Recovery Briefing Agenda (REC Form 401)• Briefing Format (REC Form 401A)• Position Log (REC Form 414)• Recovery Action Plan (REC Form 502)	

	Logistics Section Chief	
Responsibilities:	<p>The Recovery Logistics Section Chief coordinates the provision of personnel, facilities, services, equipment, and material in support of the Recovery Organization.</p> <ol style="list-style-type: none"> 1. Provide Communication and Information Technology Services – Establish telephone and computer systems to recovery facilities, including the Recovery Centre, Call Centre, and Media Centre. 2. Manage Recovery Facilities – Provide and maintain recovery facilities, including all utilities, office supplies, equipment, and security. 3. Coordinate Personnel – Coordinate requests for recovery personnel, manage volunteers, and assign available personnel appropriate with their training and qualifications. 4. Supply Material Resources to Service Providers – Allocate supplies and material not normally provided by service providers. 5. Arrange Transportation – Coordinate transportation needs among Recovery Organization personnel. 	
Reports To:	Recovery Director	
Checklist:	<ol style="list-style-type: none"> 1. Provide Communication and Information Technology Services <ul style="list-style-type: none"> <input type="checkbox"/> <u>Support Use of Information Technology in Recovery Facilities –</u> Establish computer, printer, and internet access for key recovery facilities, including the Recovery Office. <input type="checkbox"/> <u>Establish and Maintain Recovery Telephone and Fax Communications –</u> Provide telephone and fax services to recovery staff. Working with the Client Advisory Coordination, establish a Call Centre, if required. Consider using the same telephone number as used in response. <input type="checkbox"/> <u>Establish Telecommunications at Media Centre –</u> Work with the Information Officer to provide necessary telecommunications for a recovery Media Information Centre. 2. Manage Recovery Facilities <ul style="list-style-type: none"> <input type="checkbox"/> <u>Manage Recovery Facilities –</u> Provide and maintain recovery facilities, including all utilities, office supplies, and equipment. Secure access to and manage all recovery facilities. <input type="checkbox"/> <u>Manage Security for Recovery Facilities –</u> Manage security for all recovery facilities. Ensure adequate measures are taken to secure all facilities from access by unauthorized people. 3. Coordinate Personnel <ul style="list-style-type: none"> <input type="checkbox"/> <u>Support Recovery Personnel Requests –</u> Coordinate requests for recovery personnel and assign available personnel appropriate with their training and qualifications. Coordinate with Recovery Director or Operations Section Chief, if activated. 	

	Logistics Section Chief	
	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Acquire Volunteers</u> – Identify a single location where volunteers can access information on how best to help those impacted by a disaster. Issue news releases as needed to request appropriate volunteers. Liaise with community volunteer organizations to acquire personnel for work in the Recovery Organization, including the Recovery Office. Develop systems to manage walk-in volunteers. <input type="checkbox"/> <u>Manage Volunteers</u> – Register willing volunteers to provide WCB coverage. Assign tasks to volunteer personnel that are appropriate to their knowledge and skills. Track the number of volunteers by type of effort and hours expended. Arrange permission with property owners for volunteers to enter private property. <input type="checkbox"/> <u>Support Confidentiality</u> – Ensure all staff and volunteers sign confidentiality guidelines (see <i>Code of Conduct and Confidentiality</i>). <input type="checkbox"/> <u>Acknowledge Volunteers</u> – Plan an event or awards to acknowledge the contribution volunteers make to the recovery effort. <p>4. Supply Material Resources to Service Providers</p> <ul style="list-style-type: none"> <input type="checkbox"/> <u>Identify Needs for Material Resources</u> – Work with the Operations Section Chief to identify the number and type of resources required, where they are needed, and the person or organization that should receive the resources. Validate resource requests from service providers prior to acting on a request. <input type="checkbox"/> <u>Acquire Resources</u> – Oversee the acquisition and allocation of supplies and material not normally provided through service providers. Locate or acquire equipment, supplies, and facilities. Work with Operations Section Chief to establish priorities for resource allocation. <input type="checkbox"/> Ensure that all resources are tracked and accounted for in cooperation with the Planning Section. <p>5. Arrange Transportation</p> <ul style="list-style-type: none"> <input type="checkbox"/> <u>Determine Transportation Needs and Limitations</u> – Coordinate transportation needs among Recovery Organization personnel, and determine the status of transportation routes in the region. <input type="checkbox"/> <u>Acquire Transportation Resources</u> – Identify potential transportation resources. Coordinate the delivery of transportation resources. 	
Function Aids:	<p><u>Aid</u></p> <ul style="list-style-type: none"> • Code of Conduct and Confidentiality <p><u>Forms</u></p> <ul style="list-style-type: none"> • Recovery Briefing Agenda (REC 401) • Briefing Format (REC 401A) • Position Log (REC 414) • Recovery Action Plan (REC 502) 	

	Finance/Administration Section Chief	
Responsibilities:	<p>The Finance/Administration Section Chief provides overall administrative and financial services to the Recovery Organization, including financial and cost analysis, billing, accounting, filing, and payments.</p> <ol style="list-style-type: none"> 1. Record Personnel Time – Collect and process on-duty time for all recovery personnel, including volunteers and agency representatives. 2. Coordinate Purchasing – Control acquisitions associated with recovery, including purchase orders and contracts. 3. Coordinate Compensation and Claims – Document any legal claims and process worker injury compensation claims associated with recovery activities. 4. Maintain Records – Maintain financial records for recovery throughout the event. Keep the Recovery Director and elected officials aware of the current fiscal situation. 	
Reports To:	Recovery Director	
Checklist:	<ol style="list-style-type: none"> 1. Record Personnel Time <ul style="list-style-type: none"> <input type="checkbox"/> <u>Obtain PEP Task Number</u> – Consult the Recovery Director for the PEP Task Number. Advise all recovery personnel to track their time and costs and include the PEP Task Number and date on each document they produce. <input type="checkbox"/> <u>Record Time Sheets</u> – Record on-duty time for all recovery personnel, including volunteers and local authority representatives. Note: Use the same time sheet forms used in non-emergency times, if possible. <input type="checkbox"/> <u>Forward Time and Expenses for Processing</u> – Forward timesheets and expense forms to local authority office for prompt processing for local authority employees. 2. Coordinate Purchasing <ul style="list-style-type: none"> <input type="checkbox"/> <u>Identify Authorization to Contract</u> – Identify personnel authorized to commit the Recovery Organization to a contract. Determine spending limits in consultation with the Recovery Director. <input type="checkbox"/> <u>Determine Spending Limits</u> – In consultation with the Recovery Director determine spending limits, if any, for Logistics, Operations and Recovery Organization staff. <input type="checkbox"/> <u>Coordinate with Other Recovery Organization Sections</u> – Coordinate with Logistics Section Chief and Operations Section Chief on all matters involving the need to purchase, hire, contract, rent, or lease. <input type="checkbox"/> <u>Confirm Rates</u> – Confirm equipment and contract rates adopted by the local authority for use during recovery. <input type="checkbox"/> <u>Prepare EAFs</u> – To confirm assumptions about eligibility for provincial financial assistance in recovery, submit Expenditure Authorization 	

	Finance/Administration Section Chief	
	<p>Forms (REC Form 530A) to PEP on behalf of the Recovery Director and with his or her signature.</p> <p><input type="checkbox"/> <u>Pay for Acquisitions</u> – Organize and control any acquisitions required in recovery efforts. Process purchase orders and develop contracts in a timely manner.</p> <p>3. Coordinate Compensation and Claims</p> <p><input type="checkbox"/> <u>Document Potential Legal Claims</u> – Document any claims or threats of claims from those impacted by a disaster.</p> <p><input type="checkbox"/> <u>Process WCB Claims</u> – Ensure that any workers’ compensation claims resulting from recovery activities are forwarded to the local authority for processing within a reasonable time. The <i>Workers Compensation Act</i> requires the local authority to complete and submit the WCB Form 7 within three days of a claimed injury.</p> <p><input type="checkbox"/> <u>Document Individual Claims</u> – Document any claims or threats of claims from those impacted by a disaster and keep the Recovery Risk Management Officer informed.</p> <p>4. Maintain Records</p> <p><input type="checkbox"/> <u>Develop Cost Record System</u> – Maintain all financial records throughout the recovery period.</p> <p><input type="checkbox"/> <u>Inform Recovery Organization on Costs</u> – Keep the Recovery Director, Section Chiefs, and Elected Officials aware of the current financial situation and other related matters, on an ongoing basis.</p> <p><input type="checkbox"/> <u>Submit Cost Summaries to PEP</u> – Ensure that all recovery documentation is accurately maintained and submitted to PEP.</p> <p><input type="checkbox"/> Ensure that all financial records are secured against fire, theft, or misuse throughout the recovery period.</p> <p><input type="checkbox"/> <u>Provide Clerical Support</u> – Coordinate secretarial and clerical services for use in the Recovery Organization.</p>	
Function Aids:	<p><u>Forms</u></p> <ul style="list-style-type: none"> • Recovery Briefing Agenda (REC 401) • Briefing Format (REC 401A) • Position Log (REC 414) • Recovery Action Plan (REC 502) • Recovery Expenditure Authorization (REC 530A) • Recovery Daily Expenditures (REC 532A) • Recovery Total Expenditures (REC 534A) • Daily Overtime Spreadsheet • Community Recovery Claim Submission 	

Community Recovery Forms

- REC 401 Recovery Briefing Agenda
- REC 401A Recovery Briefing Format
- REC 407 Recovery Decision/Approval Log
- REC 414 Position Log
- REC 502 Recovery Action Plan
- REC 511 Community Recovery Office Check-In, Check-Out
- REC 512A Recovery Registration
- REC 530A Recovery Expenditures Authorization
- Daily Overtime Spreadsheet
- REC 532A Recovery Daily Expenditures
- REC 534A Recovery Total Expenditures
- Community Recovery Claim Submission

Event:	Date:	Meeting Time:	Function:
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Objectives Accomplished:

Objectives for Next Operational Period:

Unmet Needs:

Issues the Recovery Office Should Note:

Event:		PEP Task No.:		PEP Region:	
Date:		Location of Registration:			
Print Your Name (Last, First)	Your Address	Your Home Telephone Number	Name and Phone Number of Next-of-Kin	Your Signature	
Page ____ of ____	Logistics Representative Signature: I certify that the persons identified above attended this task. _____ Date: _____				

Recovery Expenditures Authorization

REC 530A

Event:	Date:	EAF #:
PEP Task No.:	Time:	

Requesting Authorized Person / Agency:	
Location / Tel / Fax:	
Incident Description: (include date, time, location and nature of recovery activity or service being provided)	
Amount Requested:	
Expenditure Authorized "Not to Exceed"	

Expenditure Request Approved by Recovery Finance / Admin Section Chief:	Expenditure Request Approved by Recovery Director:
_____	_____
<i>Name and Signature</i>	<i>Name and Signature</i>
_____	_____
<i>Time and Date</i>	<i>Time and Date</i>

_____	_____	Tel:
Signature of Designated Authorizing Person (PEP representative)	Date Approved	Fax:

Distribute Completed Form To:	
<input type="checkbox"/> Recovery Director <input type="checkbox"/> Planning Section <input type="checkbox"/> PEP <input type="checkbox"/> Other _____	<input type="checkbox"/> Finance / Admin Section <input type="checkbox"/> Originator of Request

DAILY OVERTIME SPREADSHEET - MASTER

Date:

Name	Type	Rate	Shift Pattern	Reg. Start Time	Reg. End Time	O/T Start	O/T End	Total O/T Hrs.	Hrs. @ 1.0	Hrs. @ 1.5	Hrs. @ 2.0	Cost of O/T
SAMPLE												
Jane Doe	Full Time	\$ 20.9270	M-F; 8 hrs./day	8:00 AM	4:00 PM	4:00 PM	9:00 PM	5.0	-	2.0	3.0	\$ 188.34
J. Smith	Casual	\$ 19.9500	as & when req'd.	n/a	n/a	8:00 AM	9:00 PM	13.0	8.0	2.0	3.0	\$ 339.15
											Total Overtime	\$ -
											Total Overtime including Benefits (up to 23%)	\$ -

Community Recovery Aids

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CAPACITY AND NEEDS ASSESSMENT

TEMPLATE

The Provincial Integrated Recovery Council has developed a Capacity and Needs Assessment template for use post-disaster by a Community Recovery Organization that is established by a Local Authority and First Nations. Also included is “Information for Interviewers” as a guide to assist the Community Recovery Organization train volunteers to complete the Capacity and Needs Assessment.

Finalized form and instructions are posted on website: www.pep.bc.ca.

Code of Conduct and Confidentiality

Agreement for Community Disaster Recovery Organizations, Staff and Volunteers

TEMPLATE

U N D E R D E V E L O P M E N T

By the

Provincial Integrated Recovery Council

Finalized form will be posted on website: www.pep.bc.ca.

Communication Strategy for Disaster Recovery

TEMPLATE

(The Recovery Director and Task Force will develop a collaborative Communication Strategy that guides the development and delivery of recovery messages on behalf of all participating organizations. Consider and adapt this template.)

Purpose

- The reason you want to communicate, generally to create awareness and understanding

Background

- Point form list of salient facts.

Audiences

- List the groups of people that have a vested interest in what you are communicating, or who would benefit from knowing, or who you require to understand the messages.

Objectives

- These should describe what it is you want to achieve, or what action you want people to take.

Challenges and Opportunities

- Identify the issues or challenges that could hamper the success of your goal.
- Anticipate the elements that could inhibit your ability to meet the communication objectives.

Key Messages

- Three to five succinct statements that you will use repeatedly in your communication.

- These are the positioning statements, messages you want people to know and remember.

Strategies

- A point form list of the strategies and actions you will use to support your objectives in communicating with the audiences you have identified.
- Strategies should:
 - Support each of the objectives
 - Communicate directly with each of the audiences
 - Reduce the challenges and take advantage of the opportunities.

Communication Tools

- A list of tools or materials that will be used to implement your communication strategies and actions.
- Tools are tangible outputs such as e-mail notes, news releases, media advisories, fact sheets, information bulletins, advertisements, brochures, posters, public service announcements, web postings, recorded messages, and elected official briefing materials.

Resources

- The resources, both human and financial, required to implement the Communication Strategy.
- Estimate the human resource time commitment in terms of hours or days.

Evaluation

- A point form list of the measures that will be used to gauge the success of the Communication Strategy and monitor its progress.
- Measures of success should be as specific and quantifiable as possible.

Budget

- Funds needed to complete the implementation of the Communication Strategy.

Date: _____

Prepared by: Name _____

Position _____

Organization _____

GUIDELINES FOR NEEDS COMMITTEE

TEMPLATE

(The Recovery Director and Task Force will collaborate to develop guidelines for use by the Needs Committee in allocating limited recovery resources to disaster clients.)

Mission

The mission of the Needs Committee is to help households and businesses meet their ongoing basic needs and regain pre-disaster self-sufficiency. The Needs Committee assists citizens in recovery from the impacts of a disaster by evaluating needs, identifying resources for meeting priority needs, and recommending the allocation of limited resources.

The Needs Committee reports to the Recovery Director through the Operation Section, if active.

Principles

The (Name) Community Disaster Recovery Organization adopts the following guiding principles for use by the Needs Committee:

1. Ultimately, those affected by disaster are responsible for their own recovery, and are therefore expected to use their own actual and potential resources in meeting their needs.
2. Recovery assistance is for disaster related losses only and is not intended to redress prior existing conditions.
3. The Needs Committee will act in ways that further equity among disaster victims, accounting for individual capabilities and situations.
4. Disaster aid has the potential for both positive and negative impact. The objective of the Needs Committee is to minimize the negative consequences of any offered resource.
5. Needs assessment and resource allocation must take into account the policies, standards and actions of local authorities and recovery activities implemented by service providers.
6. As part of the support of the community recovery process, the Needs Committee will make every reasonable attempt to support the local economy and business community.

Assistance Based on Need

Disaster assistance allocated through the Needs Committee should not be designed to replace what each individual or business has lost in a disaster. Rather, assistance attempts to provide what each individual or business need as a result of a disaster.

Some individuals or businesses will suffer losses for which compensation may not be available through the Recovery Organization, other aid agencies, governments, or insurance companies.

The amount and type of disaster assistance an individual or business receives will vary according to verified needs, based on:

- An individual's or business's level of vulnerability
- Immediate basic needs, rather than material losses

Guidelines for Allocation

The Needs Committee will consider the following in setting priorities for allocation:

1. Each household or business should be assessed for needs and available response capacity on a case-by-case basis.
2. Assistance should be targeted to the most needy and most vulnerable individuals.
3. All individuals affected by a disaster should have immediate and long-term access to adequate food, water, pharmaceuticals, and medical care.
4. Each household should have safe, adequate and affordable housing options available to them.
5. Where resources are limited and could assist both individuals and businesses, priorities will be assigned to individuals.
6. Resources should be allocated in ways that support and build the local economy, where possible, such as in purchasing material resources and services through community businesses.

Public Accountability

The Needs Committee will operate in a transparent manner by making the following information available to the public:

- The mission and principles of the Needs Committee
- Needs assessment guidelines and principles
- Regular reports on the disbursement of limited resources

Client Privacy

The Needs Committee will respect the privacy of disaster clients and safeguard confidentiality of client information.

SAMPLE NEWS RELEASE

TEMPLATE

Organization Logo/Letterhead

NEWS RELEASE

For Immediate Release

Date:

Number: 01

DONATIONS FOR FIRE VICTIMS

ASH CITY (location): An interface wildfire destroyed 80 homes, 20 farms, and 10 businesses on (date) leaving nearly 500 homeless. Many individuals, businesses and organizations are preparing to donate cash, goods or services to help the fire victims.

Please do not donate goods at this time. Used goods may not meet the needs of individual families, and usually demand a great deal of staff time to sort, check, and distribute the materials. Cash donations are preferable until specific needs can be identified.

The Recovery Organization has established a recovery fund account, and has made arrangements with local banking institutions to accept cash donations and forward them to the recovery fund account.

Cash donations can be made in person at any local bank or credit union by identifying that you wish to donate funds to the ASH CITY FIRE VICTIM RECOVERY FUND.

Mail in donations should be sent to:

ASH CITY FIRE VICTIM RECOVERY FUND
123 Main Street
Ash City BC V1A 2B3

For more information about cash donations, please phone: (250) 123-4567.

For information on volunteering to assist fire victims with cleanup and recovery, phone (250) 234-5678.

For further information on donations of all types, please contact:

Name
Information Officer
(250) 135-7913
Website: www.ashcity.bc

Recovery Unit Coordinator (EOC)	
Responsibilities:	<p>The Recovery Unit Coordinator assesses the need for both local authority and community recovery activities based on the type and extent of damage. In addition, the Recovery Unit Coordinator may take initial steps in recovery, such as working with the Information Officer to issue media messages that control the donation of unwanted goods.</p> <ol style="list-style-type: none"> 1. Assess Situation – Assess the need for immediate and long-term reconstruction, restoration, and recovery of public facility infrastructure and community services. 2. Assist Local Authority Recovery – Provide damage information to allow local authority departments to assess requirements and plan reconstruction projects. 3. Support Community Recovery – The Recovery Unit Coordinator may directly coordinate recovery efforts in small events that can be managed while the EOC is active. If recovery needs exceed the ability of the Recovery Unit, the Coordinator advises the EOC Director to establish a Recovery Organization through the local authority.
Reports To:	EOC Planning Section Chief
Getting Started:	<input type="checkbox"/> Follow the Generic "Getting Started" Checklist.
Main Checklist:	<ol style="list-style-type: none"> 1. Assess Situation <ul style="list-style-type: none"> <input type="checkbox"/> <u>Collect and Evaluate Damage Information</u> – Working with others in the Planning Section, conduct a damage assessment in anticipation of local authority and community recovery. <input type="checkbox"/> <u>Determine Immediate Recovery Needs</u> – Assess the need for immediate reconstruction efforts, such as utility restoration and debris removal. <input type="checkbox"/> <u>Determine Long-Term Recovery Needs</u> – Assess the need for long-term recovery actions required to restore and recover public and private infrastructure, property, mental and public health, and the socio-economic fabric. 2. Assist Local Authority Recovery <ul style="list-style-type: none"> <input type="checkbox"/> <u>Provide Information</u> – Advise local authority departments on the actions required by priority for recovery of roads, potable water systems, sewer systems, hospitals, and other infrastructure to pre-emergency conditions. 3. Support Community Recovery <ul style="list-style-type: none"> <input type="checkbox"/> <u>Assist Recovery Organization</u> – If a Recovery Organization is approved while the EOC remains active, the Recovery Unit Coordinator continues to provide information that may assist recovery planning, and promotes the coordinated recovery effort among service providers.

Recovery Unit Coordinator (EOC)	
	<ul style="list-style-type: none"> <input type="checkbox"/> If the situation warrants, the Recovery Unit Coordinator takes several steps to support the initiation of a formal Recovery Organization, including: <ul style="list-style-type: none"> - Conduct a rapid damage assessment with others in the EOC Planning Section - Use rapid damage information to identify the need for a formal Recovery Organization - Prepare to brief the Recovery Director and Task Force on damage to ensure continuity of information. <input type="checkbox"/> <u>Issue Public Messages</u> – Initiate public messages to request donations in the form of cash until specific needs can be identified. Work with the Information Officer to ensure this message is released as soon as possible. <input type="checkbox"/> <u>Access Victim Information</u> – Assist ESS Reception Centres in collecting evacuee information and sharing data with the Recovery Organization.
Before Leaving:	<input type="checkbox"/> Follow the Generic "Before Leaving" Checklist.
Function Aids:	<u>Form</u> Position Log (Form EOC 414)

PROVINCIAL INTEGRATED RECOVERY COUNCIL

A Framework for Cooperation and Coordination

The framework provides the integrated approach of the Provincial Integrated Recovery Council and its members' relief/support agencies to support the recovery efforts of Local Authorities and First Nations.

Finalized framework is posted on website: www.pep.bc.ca.