6.0 Recovery Guidelines

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 specific event will determine the need for community recovery following any emergency or disaster.

6.1 Purpose

The purpose of these Community Recovery Guidelines is to set out the concepts of community recovery operations, 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 Highlands framework for our partners and for planning teams that may follow. Nothing in the Community Recovery Guidelines should be viewed as prescriptive. There will always be a need to adapt the concepts presented here to the individual situations that may arise following a disaster.

Community recovery activities begin as soon as the EOC is activated, and will occur while response activities are underway.

6.2 Authorities

Although community recovery requires the cooperation of several government agencies and non-government organizations, only the District of Highlands has the legislated responsibility for recovery in our jurisdiction under the BC Emergency Program Act and regulations.

Municipal council is specifically identified as the entity under the Act with authority and responsibility for setting and implement recovery policies. Highlands will lead the coordination of activities for recovery within our jurisdiction.

6.3 Scope

The recovery activities assumed under these Guidelines address any major emergency or disaster resulting in impacts within the jurisdictional boundaries of Highlands. Recovery begins at the moment of impact, and continues until a formal, coordinated effort ceases to be effective.

6.4 Principles

The Community Recovery Guidelines consider the following principles:

Control of the Recovery Phase – Losses cannot be controlled by simply allowing things to unfold. Highlands must step forward to coordinate the many recovery participants in a visible and effective way. In doing so, we intend to forestall the freelancing, duplication of effort, and gaps in recovery services that may otherwise occur.

A Single Recovery Organization – Highlands will be the lead agency in defining a single, cooperative recovery effort that will integrate and coordinate available services.

Empowering Individuals – Successful recovery means empowering those affected by a disaster in a way that preserves their dignity, embraces their right of choice, and demonstrates respect for their experience. Our recovery team members will serve as advocates for disaster victims and provide assistance to them in accessing aid.

Quick Action, Long-Term Plans – 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, our recovery team intends to engage the affected community in creative problem solving over the long term.

Transition to Normal Services– It is vitally important that the recovery organization plan for a transition to existing community services. The recovery team will prepare a transition plan in writing for consultation among disaster victims and other community members.

Capturing Recovery Lessons – The recovery period offers an important opportunity to learn what works and what does not within a community. The recovery teams will capture these lessons by collecting documentation, interviewing recovery personnel and clients, and recording the progress of recovery from the first day of activity.

6.5 Recovery Objectives

These Community Recovery Guidelines 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 – These Recovery Guidelines reflect our commitment to ensuring a sustainable and resilient community. This means we support the principle that every person, every business, every institution should be able to withstand future disasters, with enhanced community health overall.

6.6 The Recovery Organization

Our community recovery program focuses on the social and economic recovery of the people, property, and businesses of Highlands, including but not limited to financial aid.

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

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 Mayor and Council, who 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.
>
> Members of the Policy Group may include the Mayor and selected Council Members.
>
> **Recovery Director –** A Recovery Director assumes overall responsibility for coordinating the collective services offered to disaster victims on behalf of the Policy Group. 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 Highlands Emergency Operations Centre (EOC) at any time to provide support, but the recovery organization remains separate from the EOC.

Recovery Team – The Community Recovery Team serves as the guidance group for community recovery, based on policy direction from the Policy Group and Recovery Director. This group represents a few selected representatives among the Highlands organization, partner service providers, and other individuals, and operates under the authority of the Recovery Director.

The Recovery Team is responsible for making the decisions required to support efficient and effective recovery. The size and composition of the Recovery Team may vary according to the requirements of the particular circumstances. The Recovery Team 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.

Needs Committee – Coordinated recovery services depends on collaboration among available service providers of many descriptions. The Recovery Director will create and authorize a "Needs Committee" to facilitate the matching of clients and resources in an efficient manner. Depending on the types of damage and loss, members of a Needs Committee may include our partners in recovery.

6.7 Partner Agencies in Recovery

Our partner agencies include, but may not be limited to the following:

- Highlands District Community Association
- Ministry of Human Resources
- OVER BC Members (e.g., Canadian Red Cross)
- Provincial Emergency Program
- Salvation Army
- St. John Ambulance
- Vancouver Island Health Authority

Each partner 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.

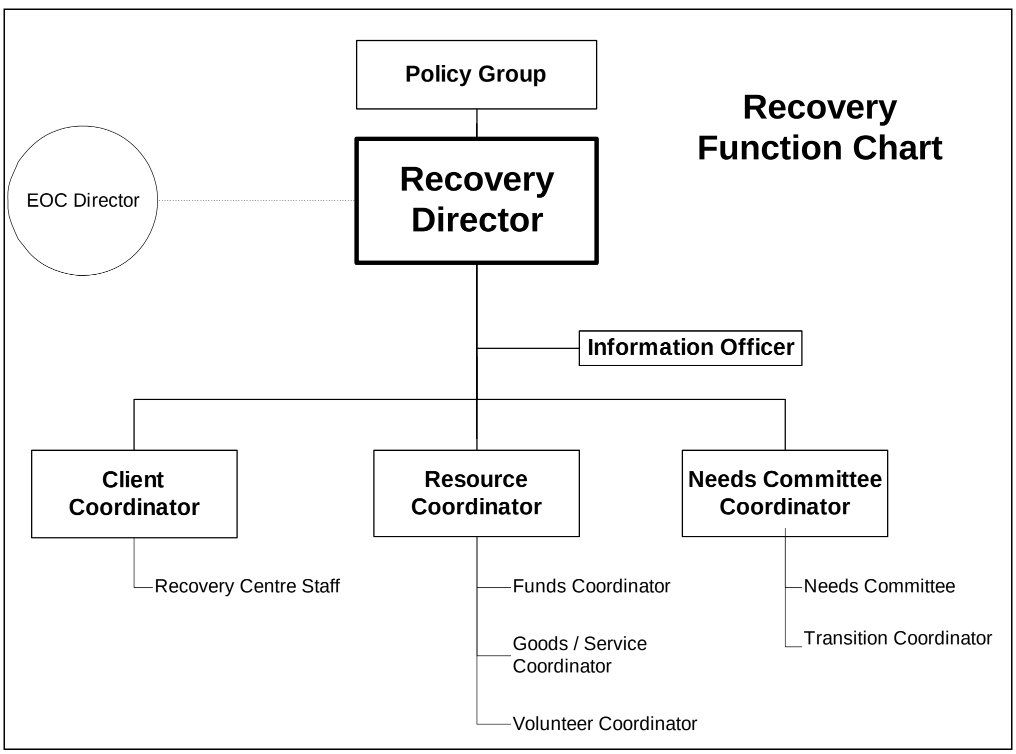
To be effective, each service organization must have a clear understanding of their role, and how they should interact and coordinate with others. These Recovery Guidelines outlines the functions and organization in which each organization may play a part.

6.8 Recovery Functions

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

- Recovery Director
- Information Officer
- Client Coordinator
- Recovery Centre Staff
- Resource Coordinator
- Funds Coordinator
- Goods and Services Coordinator
- Volunteer Coordinator
- Needs Committee Coordinator
- Transition Coordinator

Figure 1 illustrates the reporting structure among these functions in a Recovery Organization chart.



6.9 Members of Recovery Organization and Team

The purpose of the Recovery Organization is to recommend and coordinate actions to restore normalcy to areas adversely impacted by the disaster.

We have identified the members of Highlands and the larger community who may serve in the recovery organization, as shown in Figure 2.

Function	Primary	Alternates
Recovery Director	To be determined	
Information Officer		
Client Coordinator		
Recovery Centre Staff		
Resource Coordinator		
Fund Coordinator		
Goods and Services Coordinator		
Volunteer Coordinator		
Needs Committee Coordinator		
Transition Coordinator		

(Entries are suggestions only. Select personnel according to skills, abilities and local knowledge and identify them by name)

The Recovery Team consists of a few members of the Recovery Organization who will lead the coordination of recovery activities, identified as "Team" in the chart above.

The table 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.

6.10 Decision-Making

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

6.11 Recovery Facilities

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

Recovery Team Offices – Member of the Recovery Team need facilities where they can gather to confer on the overall organization. The primary facilities will be at _________. Alternate offices will be available at the _________.

Media Centre – All news media briefings will be held at the same venue as the EOC media centre, _________. While the EOC is active, recovery briefings will be held concurrently with response issues. The alternate media centre is identified as the _________.

Recovery Centre – Primary facilities for the Recovery Centre include a location that is readily accessible by the majority of clients. Options include the rental of a vacant storefront on _________.

Public Meetings – Contact with the general public and potential clients will be conducted at a series of public meetings, to be held at the _________. If unavailable, alternate facilities are available at _________.

One-Stop-Shop Sessions – As with public meetings, One-Stop-Shop Sessions will be held at the _________ as the primary option, with alternates at an available _________.

6.12 Funding the Recovery Effort

Highlands anticipates financial assistance for some aspects of the recovery effort from the Provincial and Federal governments, under the existing Disaster Financial Assistance program. All reasonable efforts will be made to document recovery overtime and expenses committed during recovery.

6.13 Recovery Function Checklists

This section provides checklists for functions 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.

<table>
<tr><th colspan="2">Recovery Director</th></tr>
<tr><td>Roles:</td><td>1. Develop and manage the Recovery Organization based on an assessment of needs and resources.
2. Develop close working relationships with local, regional and national non-government organizations (NGOs), and prepare procedures for collaboration.
3. Keep the Policy Group informed on recovery progress and challenges.</td></tr>
<tr><td>Reports To:</td><td>Policy Group</td></tr>
<tr><td>Main Checklist:</td><td>1. <u>Assess the Situation</u>
❍ Gather information from other sources, and assess the need for recovery.
❍ Determine the initial level of recovery.
❍ Set operational periods for regular reporting and decision making (e.g., every 24 hours at first, extended to a maximum of one week).
❍ Mobilize appropriate personnel for the initial activation of the recovery effort.

2. <u>Liaise with Service Providers</u>
❍ Identify and contact local, regional, and national service agencies and NGOs with recovery roles.
❍ Meet with local and national service providers to introduce the Community Recovery Program and to review their roles in recovery.
❍ Act as liaison with other disaster assistance agencies to coordinate the recovery process.
❍ Gain agreement from all participating agencies to share client information.

3. <u>Develop Recovery Organization</u>
❍ Prepare an organization structure to specify how players fit together.
❍ Identify the individuals who may serve on the Community Recovery Team.

4. <u>Develop / Approve Action Plans</u>
❍ Consult local, regional, and international service providers regarding appropriate actions.
❍ Convene at least one Action Planning Meeting in each operational period. Attendance should include all members of the Recovery Team and other key agency representatives.</td></tr>
</table>

Recovery Director	
	❍ Prepare Action Plans for recovery. ❍ Monitor recovery activities to anticipate problems with meeting objectives. 5. <u>Inform Others</u> ❍ Establish and maintain contact with adjacent jurisdictions, agencies, and the PREOC, if one has been established. ❍ Communicate recovery priorities and objectives to all involved parties. ❍ Keep the Recovery Information Officer informed on the overall recovery organization, objectives, and progress. ❍ Review and approve recovery information intended for public release. ❍ Keep the Policy Group informed on the recovery status, priorities, and objectives. 6. <u>Manage Recovery Facilities</u> ❍ Oversee the management of recovery facilities, including any offices, Recovery Centres, and warehouses. 7. <u>Manage the Recovery Team</u> ❍ Ensure that the Recovery Team has access to appropriate facilities and that appropriate personnel, equipment, and supplies are in place, including telecommunications, maps and status boards. ❍ Ensure sufficient alternate personnel for key positions. ❍ Request additional personnel for the Recovery Organization from the Policy Group and partner organizations, as necessary. ❍ Ensure that all Recovery Organization personnel maintain individual position logs and expense records. ❍ Monitor the personal needs of organization members, such as stress levels, and arrange for stress counselling services, as required.
Function Aids:	• Needs and Service Provider Matrix (identifying NGOs by type of service) • Call out list for recovery staff • Position Log • Recovery Action Plan • Recovery Facility Options

Information Officer	
Roles:	1. Gather information on the recovery program, including progress and challenges. 2. Prepare a communication program for keeping the community informed on recovery progress. 3. Distribute public information on the recovery effort. 4. Keep stakeholders informed on recovery progress and challenges.
Reports To:	Recovery Director
Main Checklist:	1. <u>Gather Information</u> ❍ Collect and verify relevant information on recovery from a range of sources. ❍ Obtain damage assessment maps and other information from the EOC and share with recovery staff. ❍ Liaise with the EOC Situation Unit to identify methods for obtaining and verifying significant information as it develops. ❍ Work with Information Officers at the EOC and PREOC to ensure consistent information on the recovery effort. ❍ Seek assistance from the PREOC for additional Information Officers. 2. <u>Keep the Public Informed</u> ❍ Develop messages to ensure the public receives complete, accurate, and consistent information on recovery efforts. Include evacuees at ESS Reception Centres. ❍ Establish a recovery web site to facilitate the delivery of public information. ❍ Ensure that announcements, recovery information and materials are translated and/or prepared for special populations (non-English speaking, hearing impaired, etc.). ❍ Establish distribution lists for recipients of all public information releases. ❍ Invite community partners (e.g., utilities, affected businesses) to prepare FAQs / Top 10 Questions for immediate distribution via handouts and web site. 3. <u>Facilitate News Media Relations</u> ❍ Develop a working relationship with local and regional news media as quickly as possible, in cooperation with the EOC Information Officer.

Information Officer	
	❍ Write press releases on the recovery efforts. All media releases must be approved by the Recovery Director. ❍ Establish facilities where media briefings may be conducted on recovery issues. Consider collaborating with EOC media briefings, where possible. ❍ Coordinate media releases with officials representing other service providers. ❍ Develop the format for media briefings in conjunction with the Recovery Director. ❍ Coordinate and conduct media tours of disaster areas, upon approval of Incident Commanders and the EOC Director, if active, and of the recovery facilities. ❍ Monitor news media broadcasts and written articles for accuracy. ❍ Arrange for appropriate recovery staff to answer technical questions from members of the media. ❍ Prepare media briefings for elected officials and/or Policy Group members. 4. <u>Facilitate Public Gatherings</u> ❍ Conduct one or more public meetings to report on the status of damage information to date, convey what is known about the area of impact, and to collect contact information. ❍ Identify the participants in public meetings on recovery. ❍ Host One-Stop-Shopping Sessions to bring all relevant agencies and organizations together for easy access by disaster victims. ❍ Identify a need for separate public meetings and/or one-stop-shop sessions in selected recovery areas.
Function Aids:	• Canned media messages on local authority recovery activities • Suggested participants in One-Stop-Shop sessions

Client Coordinator	
Roles:	1. Assess the need for assistance to individuals, families, businesses, farms, and the community in recovery from a major emergency or disaster. 2. Supervise the effort to identify specific clients and to manage client information. 3. Develop and manage one or more Recovery Centres to facilitate direct contact with clients.
Reports To:	Recovery Director
Main Checklist:	1. <u>Assess Need for Assistance</u> ❍ Estimate the overall recovery needs at an early stage. ❍ Develop expedient means for identifying the need for assistance with disaster recovery. ❍ Develop policies and procedures for direct assistance to disaster victims. 2. <u>Identify Potential Clients</u> ❍ Obtain a rapid damage assessment from the EOC Planning Section, using maps that identify individual properties. ❍ Collect information on each property from accessible sources, such as property tax roles, BC Assessment Authority information, and school district lists. ❍ Obtain ESS registration information from Reception Centres to identify potential recovery clients and their current contact information. ❍ Establish a database of client information (see function aids). 3. <u>Manage Client Information</u> ❍ Develop methods to record collective needs, including paper forms and a centralized database. ❍ Develop a "case management" approach to client services, including central case filing system. ❍ Use the case management system and database to track the allocation of specific resources to individual clients. ❍ Ensure collected information is shared among recovery partners. Authorize access to the central database. Help the Recovery Director gain agreement from all partner agencies on sharing client information. ❍ Deliver recovery information to all open ESS Reception Centres.

Client Coordinator	
	4. <u>Manage Recovery Centre</u> ❍ Establish a Recovery Centre as a central clearinghouse of recovery information. ❍ Supervise staff in contact with clients, and set out procedures. ❍ Register any volunteer staff with PEP for WCB coverage. ❍ Be aware of critical incident stress among Recovery Centre staff, and report observations to the Recovery Director. ❍ Develop a sign identifying the Disaster Recovery Centre as an Highlands entity. The sign should allow partner NGOs to affix their logos.
Function Aids:	• Electronic database for recovery clients, using fields from the PEP damage and needs assessment (refer to PEP website) • Information release waiver

Recovery Centre Staff	
Roles:	1. Work directly with recovery clients in person and by telephone to identify their needs. 2. Assist clients with paperwork and in dealing with insurers.
Reports To:	Client Coordinator
Main Checklist:	1. <u>Reach Out to Potential Clients</u> ❍ Identify potential clients. ❍ Reach out to members of the affected community to let them know of the recovery effort. 2. <u>Interview Clients</u> ❍ Interview clients using a standardized questionnaire. ❍ Use approved interview forms to record information. ❍ Enter client information into database. ❍ Interview owners and renters of damaged property to fill recovery database. ❍ Request permission to share information among service providers. 3. <u>Assist Clients with Information</u> ❍ Assist clients in completing forms. ❍ Arrange for an advocate when dealing with an insurance company, upon request.
Function Aids:	• Standardized questionnaire for use in interviewing clients • Waiver for release of client information

<table>
<tr><th colspan="2">Resource Coordinator</th></tr>
<tr><td>Roles:</td><td>1. Assess the resources available for disaster victims.
2. Identify specific service providers and supervise resource information.
3. Develop and manage facilities for receipt of donations.</td></tr>
<tr><td>Reports To:</td><td>Recovery Director</td></tr>
<tr><td>Main Checklist:</td><td>1. <u>Assess Available Resources</u>
❍ Estimate the need for donations of all types in terms of quantity and timing.
❍ Identify local service providers and assess their capacity for recovery assistance.
❍ Identify regional and national service providers that may lend assistance in recovery.
❍ Identify non-government organizations (NGOs) by type of service offered.

2. <u>Manage Resource Information</u>
❍ Develop methods to record resources as they become available, including paper forms and a centralized database.
❍ Use the case management system and database to track the allocation of specific resources.

3. <u>Solicit Donations</u>
❍ Identify the need for specific resources.
❍ Consult with service providers and others on the need to solicit donations.
❍ Solicit donations for 1) Funds, 2) Goods and Services, 3) Volunteers.
❍ Issue news releases as appropriate to request donations.
❍ Approach community businesses for specific kinds of support.

4. <u>Oversee Donation Management</u>
❍ Establish and oversee an organization to manage donated <u>funds</u> through a "Funds Coordinator." (refer to following checklist)
❍ Establish and oversee an organization to manage donated <u>goods and services</u>, through a "Goods and Services Coordinator." (refer to following checklist)
❍ Establish and oversee an organization to manage <u>volunteers</u> through a "Volunteer Coordinator." (refer to following checklist)</td></tr>
</table>

Resource Coordinator	
	❍ Register any volunteer member of the donation staff with PEP for WCB coverage. ❍ Be aware of critical incident stress among donations staff, and keep the Recovery Director informed.
Function Aids:	• Electronic database for resources

Funds Coordinator	
Roles:	1. Develop expedient means of identifying financial resources that may be able to assist clients with disaster recovery. 2. Develop policies and procedures for managing received financial donations.
Reports To:	Resource Coordinator
Main Checklist:	1. <u>Allocate Immediate Hardship Grants</u> ❍ Identify and appoint a small decision-making group to allocate donated funds, including immediate hardship grants ❍ Document the criteria applied in allocating donations. 2. <u>Receive and Manage Funds</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 the community's victims. ❍ If appropriate, establish a tax-deductible non-profit organization to receive donated funds. ❍ Work with the Recovery Information Officer to communicate to the public the fund target, amount received to date, and highlights of large donations. ❍ Record all received funds using a centralized electronic database. ❍ Manage all donations of funds, working in cooperation with other organizations. ❍ Establish methods to demonstrate accountability in the management of donated funds. ❍ If donated funds are used for purchases, set a priority for purchase among affected businesses, working with the Goods and Services Coordinator. 3. <u>Manage Fund-Raising Events</u> ❍ Consider community events to help raise funds for clients. ❍ Identify criteria for working with professional event promoters.
Function Aids:	• Canned media messages and advertisements for soliciting donations of funds

<table>
<tr><th colspan="2">Goods and Services Coordinator</th></tr>
<tr><td>Roles:</td><td>1. Develop policies and procedures for managing donated goods and services.
2. Manage all donations of goods and services.
3. Forestall the delivery of unneeded goods.</td></tr>
<tr><td>Reports To:</td><td>Resource Coordinator</td></tr>
<tr><td>Main Checklist:</td><td>1. <u>Identify Suppliers</u>
❍ Identify the local suppliers that may supply needed goods.
❍ Identify the types of spontaneous donations likely to arrive, based on the type and magnitude of the disaster.
❍ 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. <u>Receive and Manage Goods</u>
❍ Establish a central database to track donated goods and services.
❍ Arrange for warehouse space, equipment, and inventory management to control donated goods.
❍ Identify and authorize staff to manage the receipt, storage, and cataloguing of donated goods.
❍ Coordinate the receipt, storage, and processing of donated goods with volunteer organizations, such as the Canadian Red Cross and the Salvation Army.
❍ Record available goods and services using a centralized electronic database.
❍ If more goods are donated to the disaster than needed, consider ways to utilize donations in a way that will enhance ongoing programs and positive community relations.

3. <u>Manage Services</u>
❍ Develop means for providing temporary shelter during recovery, including measures to meet housing requirements through donated funds.
❍ If requested, establish a system for identifying clients to help businesses offer special discounts.
❍ Arrange for client services and stress counselling.</td></tr>
</table>

Goods and Services Coordinator	
Function Aids:	• Canned media messages and advertisements for soliciting goods and services • List of warehouse location options, with equipment for donated goods • Warehouse database

Volunteer Coordinator	
Roles:	1. Liaise with community volunteer organizations in acquiring personnel to fill volunteer requests. 2. Develop means to manage convergent volunteers. 3. Organize donated services from volunteers, community groups and private organizations.
Reports To:	Resource Coordinator
Main Checklist:	1. Acquire Volunteers ❍ Identify and establish communication with local volunteer organizations that could help manage convergent volunteers. ❍ Issue news releases as needed to request appropriate volunteers. 2. Manage Volunteers ❍ Identify a single location where volunteers can access information on how best to help disaster victims. ❍ 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, if appropriate. ❍ Have volunteers consider and sign waivers to protect property owners from claims. 3. Acknowledge Volunteers ❍ Plan an event and awards to acknowledge the contribution volunteers make to the recovery effort.
Function Aids:	• Canned media messages and advertisements for soliciting volunteers • Volunteer Registration Form • Types of volunteers needed in recovery (e.g., an insurance background to act as advocate for victims) • Waiver form to protect property owners from claims by volunteers

Needs Committee Coordinator	
Roles:	1. Establish policies and procedures for matching needs and resources. 2. Ensure an equitable and transparent process in supporting disaster victims. 3. Supervise the process of matching needs with resources for individuals, families, businesses, farms, and the community in recovery from disaster.
Reports To:	Recovery Director
Main Checklist:	1. <u>Establish Needs Committee</u> ❍ Determine who participates in Needs Committee. ❍ Establish and supervise a Needs Committee comprised of the available service provider agencies and organizations, under the authority of the Recovery Director. ❍ To forestall claims of favouritism, ensure Needs Committee members have no ties or implied links to local, provincial, or federal politics. ❍ Set a policy, with transparent criteria, for allocating donations of all types, and involve clients in developing such criteria. 2. <u>Manage Allocation of Resources According to Needs</u> ❍ Ensure access by the Needs Committee to case files and resource lists. ❍ Research creative ways to fill needs. ❍ Assess opportunities to assist the local economy in recovering from impacts. ❍ Determine options to assist owners of small businesses in the community. ❍ Develop procedures for matching needs and resources, and identifying unmet needs. ❍ Manage client information using a case management system, including documentation of how needs are filled. 3. <u>Maintain Records</u> ❍ Generate summary reports on the numbers of clients and the status of matching needs with resources.
Function Aids:	• List of primary and alternate members of the Needs Committee • Forms that reflect the criteria to consider in deliberating each case

Transition Coordinator	
Roles:	1. Facilitate a smooth transition of recovery services to local providers at the end of the recovery period.
Reports To:	Needs Committee Coordinator
Main Checklist:	1. <u>Identify Local Service Providers</u> ❍ Meet with service providers to confirm their services, and to confirm methods for the smooth transfer of care, including case information. 2. <u>Prepare a 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. ❍ Consider options for donating some collected funds to these organizations during recovery to assist with the increased demand. ❍ Discuss the Transition Plan with each client to ensure they understand the services they will continue to receive. 3. <u>Mark the End of Formal Recovery Effort</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 Aids:	• List of local service providers