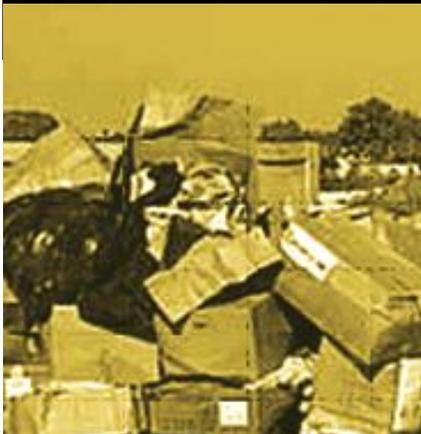


Investing in Resilience

Investing in the
Whole Community



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A. Outline of the Problem/Identification of the Issue:

INTRODUCTION

Volunteers and voluntary agencies are a vital part of a community's ability to prepare for, respond to, and recover from disasters. Before a disaster, volunteers and voluntary agencies help communities and families get prepared by providing disaster training, raising awareness regarding vital health and safety issues. After a disaster strikes, voluntary and faith-based organizations respond alongside state and local emergency responders, helping to address immediate needs of survivors. Coordination between the emergency management function and all volunteers is critical to ensure efficient operations, so that operations are conducted safely and that volunteers are matched with an affiliated organization that has knowledge of emergency management and the work that must be done. A well-run volunteer management program with direct connections to the state emergency management team can maximize the outputs of volunteers and make them a crucial part of response and recovery efforts, and help survivors rebuild their lives more quickly.

Our goal is to provide states, tribes and territories with a framework that will lead to increased investment and improved abilities in integrating and maximizing the impact of voluntary, faith based, community based organizations and the private sector, to better align resources and improve support to communities for disaster response and recovery.

Using the existing National Response and Recovery Frameworks and a 2010 study by the Department of Homeland Security's (DHS) Center for Faith Based and Neighborhood Partnerships as our foundation, we were able to identify states and territories with historically high disaster declarations (<http://www.fema.gov/disasters/grid/state-tribal-government>) that do not have full-time or significant part-time resources devoted to harnessing the power of volunteers and volunteer agencies through a State Voluntary Agency Liaison (VAL) position. Based on our research and discussions it is our conclusion these states tend to experience a higher level of miscommunication between the state and the voluntary organizations resulting in delayed services to those in need.

At the commencement of this project, our knowledge formed around the DHS study which showed only six states were deliberately leveraging, investing in, and coordinating volunteers and volunteer agencies through a designated State VAL. We believed that direct links to federal, state or local agencies responsible for Emergency Support Functions and Recovery Support Functions (ESFs and RSFs) were minimal and grossly underutilized. While this is the case in many states, we learned, through our research and discussions with subject matter experts, that at least 14 states have a full time position focused on harnessing the power of volunteers and volunteer agencies.

By providing a framework and toolkit for states, territories and tribal that includes a cost benefit analysis we hope to achieve an increase in the number of state and territory Volunteer Agency Liaisons (VALs) actively dedicated to leveraging voluntary, faith based and/or community based organizations, and the private sector, in disaster response and recovery.

B. Stakeholders

This project intersects with a great number of key stakeholders, both primary and secondary. The primary stakeholders for the Investing in Resilience project are state, territory or tribal emergency management agency's (EMAs). Secondary stakeholders for this project include federal agencies engaged in disaster response and recovery, faith based and non-government organizations, and Voluntary Organizations Active in Disaster (VOAD's), and the private sector.

By providing our stakeholders with a toolkit and an investment framework that underscores the benefit of engaging a State VAL, if engaged, we believe states will begin to experience an increase in their abilities to integrate voluntary, faith based, community based organizations and the private sector, to better align resources and improve support to communities for disaster response and recovery.



It has been well illustrated through anecdotal remarks and discussions with subject matter experts in the disaster response and recovery field that those states that do not have full-time or significant part-time resource devoted to a Voluntary Agency Liaison (VAL) role have challenges that are not experienced in states with such a role. Through our research and discussions we were able to identify best practices of those states that are actively leveraging voluntary, faith based and/or community based organizations, and the private sector, in disaster response and recovery.

While the primary stakeholders may be State Emergency Management Agencies, certainly, the whole community approach would indicate that secondary stakeholders also benefit from the efforts of volunteers. The ability to effectively plan and utilize the volunteer efforts for response and recovery are enhanced in states where there are full time VALs including voluntary, faith based and/or community based organizations, and the private sector.

An additional benefit resulting from dedicated State VALs includes a high connectivity with FEMA VALs, a position FEMA created decades ago to better coordinate with the voluntary, faith-based and community based organization in their regions. The project team spoke to and surveyed each of the FEMA Regional VALs and a number of FEMA Headquarter VALs and found that FEMA highly values the relationship with State VALs.

Lastly, a strong argument can be made that a key stakeholder identified through this project are disaster impacted communities, where there is demonstrated evidence that in states with a State VAL, there is better coordination between the state and voluntary organizations which allows for an increase in the speed and intensity of delivering services and effective humanitarian aid to compliment and supplement government programs. In addition, due to FEMA's Disaster Assistance Donated Resource Policy (FEMA policy no. 9525.2), the hours and in-kind donations provided by volunteers and voluntary agencies when there is a Federal Public Assistance declaration, when documented, can be used to offset the non-federal cost share of state and local jurisdictions. This alone can amount to millions of dollars in savings for disaster impacted communities, as will be outlined later in the report.

C. Performance to Date

To achieve progress on our goal of increasing a state's investment in a full or part time VAL position we needed to conduct in-depth research with subject matter experts and design a vehicle in which to deliver the message to the stakeholders. We ultimately decided to create a toolkit and investment framework that provides a menu of options and detailed benefits to our stakeholders for incorporating voluntary, faith, based, community based organizations into response and response operations.

KEY ACTIVITIES

1. Survey of state stakeholders regarding dedicated Voluntary Agency Liaison (VAL) and State Emergency Operations Plans that include Volunteer and Donations Management Annexes.
2. Cost-Benefit analysis tool regarding the return on investment of a full time State VAL, incorporating case studies that exemplify cost savings.
3. Outreach: Scheduled presentations introducing the model and toolkit to the projected audience at national conferences including: National Voluntary Organizations Active in Disasters (NVOAD), National Association of Emergency Management Agencies (NEMA), federal interagency, Emergency Support Function Leaders Group (ESFLG), Recovery Support Function Leaders Group (RSFLG, and Mitigation Framework Leaders Group (MitFLG).

ACTIVITY 1:

Initially we were aware of six states that had dedicated VALs in place. Further, all FEMA Regions and FEMA HQs had designated VALs that were responsible to coordinate and integrate response and recovery activities with disaster impacted states, as described in the attached FEMA VAL brochure (*appendix # 6*) We developed a “best practices” questionnaire (*appendix #2*) as a baseline for gathering input and common analysis, and to explore roles of the VALs, funding streams, response efforts accomplished through use of volunteers, and especially the resulting benefit to the state and to the affected community .

As we expanded the dialogue with a network of FEMA and State VALs, we became aware that additional states did indeed have designated VALs engaged with planning and integrating efforts of voluntary, faith-based and community designations. The list of the State VALs and FEMA Regions who were surveyed can be found on page 17 of this report.

Following are the highlights of the survey results

Role of the State VAL's

- Coordinate response and short term recovery efforts between voluntary agencies and local government. Establish relationships with Voluntary Organizations Active in Disaster (VOAD's)
- Mass Care Coordination (sheltering, feeding, case management)
- Donation/Volunteer Management
- Develop community- based long-term recovery strategies processes

Funding streams for State VAL's

- General Revenue (from states)
- Emergency Management Performance Grant (from DHS/FEMA)
- State Homeland Security Grant (from DHS/FEMA)
- Urban Area Security Initiative (UASI) Funding (from DHS/FEMA)
- Most VAL's are housed in the State Emergency Management Directorate

Benefits of engaging full or part time State VAL's

- Increased communication among states and voluntary organizations
- Streamlining of volunteer efforts to maximize the efforts and provide a return on investment (see case studies)
- Establishes and maintains strategic partnerships during non-emergency times as well as during active response and recovery, promoting continuity between the state and VOAD's
- Noted were the benefits to rural communities where services were greatly increased with the presence of a State VAL

ACTIVITY 2:

As a result of the survey responses and deep dive conversations with our subject matter experts, we tailored the toolkit to provide examples of cost savings as a result of having a full or part time State VAL. We determined it was critical to provide vignettes of case studies which illustrate the cost savings and return on investment by engaging a full or part-time State VAL.

ACTIVITY 3:

An outreach plan was developed to test our idea and the overall goal of our project. We tested our project goal and the concept of a tool kit with subject matter experts from States of Washington, Oregon, and Maryland. Outreach was conducted to several stakeholders including federal, state and non-profit organizations.

Federal outreach included the FEMA sponsored, interagency, Emergency Support Function Leaders Group (ESFLG), the Recovery Support Function Leaders Group (RSFLG), Mitigation Framework Leaders Group (MitFLG), FEMA HQ VAL's, FEMA's Administrator for Recovery, US Army Corps of Engineers, the Department of Transportation, the Corporation for National and Community Service. State level outreach included the National Emergency Management Association mid-year forum, and individual conversations with state emergency managers, and State Service Commissions. The non-profit sector outreach included webinars with the National VOAD and the National Association of State Donations and Volunteer Coordinators (NASDoVoC).

Case Study Vignettes

Donated Resources—Worth More than Face Value; Telling a \$17 Million Story¹

A little known and applied FEMA policy can save communities millions after a disaster, when properly coordinated and documented. Donated resources that are essential to meeting immediate threats to life and property resulting from a major disaster may be credited toward the non-Federal share of grant costs under the FEMA Public Assistance Program. Donated resources may include volunteer labor, donated equipment and donated materials.

This policy was skillfully coordinated by the Missouri State VAL and lead to an enormous savings for the City of Joplin after the May 2011 F-5 tornado there. The State VAL was able to engage the services of AmeriCorps who then, under the guidance and direction of the State VAL, coordinated affiliated and unaffiliated volunteers, tracking all volunteer hours and donated goods which resulted in a significant return on investment for the state.

“The \$17.7 million of donated resources is the largest amount recorded in the history of Missouri and in FEMA Region VII. There were over 102,000 volunteers working over 610,000 hours along with donated goods and services valued at over \$8.5 million, and 12,000 hours of donated equipment use. That’s

¹ FEMA Region VII and the City of Joplin

incredible and the City is very thankful for all who have helped Joplin. Not only did the volunteers help clean up Joplin, but they also helped us financially recover a significant amount of expense”—Leslie Jones, the City of Joplin Finance Director.

“These payments and the offset credit from donated resources will help ensure little or no cost to the City after all of the accounting for this disaster is complete. This is beneficial to the City and our citizens, when the entire cost of this disaster could have dealt a serious blow to the financial well-being of the City. We again thank the volunteers, and our federal and state partners in this disaster recovery. They have assisted in many ways including funding a large portion of the debris removal costs. The net effect is that the City was on solid financial footing prior to May 22nd and based on the existing and anticipated support and how we have managed the process, we will continue to maintain the same financial status we had established earlier.”—Mark Rohr, City of Joplin, City Manager

Hurricane Sandy²—In New Jersey, voluntary agencies provided more than 4,850 volunteers working 49,415 days totaling 395,320 hours* and served 1,238,381 meals 2,896,536 snacks served and issued 90,257 bulk items distributed.

Hattiesburg, MS Tornado—February 10, 2013³ Documented hours from the Red Cross alone lead to a value of \$1,757,193 in cost savings for the state, made possible through close coordination between the Red Cross and the Mississippi Voluntary Agency Liaison.

Alabama Tornado—2011⁴ Measured Volunteer impact was \$20 million. Conversely, the benefits to the states’ offset in cost share did not occur, when the VOADs efforts were not documented and/or submitted to FEMA to allow credit. One dramatic example occurred from Superstorm Sandy response/recovery where volunteer hours were not submitted and up to \$137 million was not offset by the State of New York (American Red Cross).

Tennessee Floods—2010⁵ measured volunteer impact was \$17 million

Hurricane Katrina—2005⁶ measured volunteer impact was \$21 million

Florida Hurricanes—2004⁷ measured volunteer impact was \$27 million

North Carolina Hurricane Floyd—September 1999⁸ measured volunteer impact was \$18 million.

² FEMA Region II and the American Red Cross

³ The American Red Cross

⁴ FEMA Region IV Voluntary Agency Liaison

⁵ FEMA Region IV Voluntary Agency Liaison

⁶ FEMA Region IV Voluntary Agency Liaison

⁷ FEMA Region IV Voluntary Agency Liaison

D. Accomplishments

We set a very definitive goal for our effort; to result in the appointment of two Voluntary Agency Liaisons (VALS) at the state governmental level. Our assumed baseline was based on a 2010 study conducted by the Department of Homeland Security which determined only six states had full-time VALs whose primary and daily responsibilities were focused on the coordination of voluntary resources and whose Incident Command System (ICS) role, at the time of an emergency event, is focused on this same mission.

There has been marked growth in the number of VAL positions since the 2010 study; to date 14 states have appointed full time VALs while 17 states have personnel who have designated VAL functions, as well as other ICS functions (*appendix #5*). The simple activity of compiling an updated country-wide inventory of VAL positions revealed more than previously reported and illuminates the need and importance of this position within each state.

As to cause and effect, we reached out to the State Emergency Management Agency's (EMA) from the states of Maryland, Washington, and Oregon. In discussion with Mr. Ken Mallet, Executive Director, Maryland Emergency Management Agency, (and also a NPLI 11 Cohort) we learned while not having a singular designated VAL, Maryland has a robust organization that provides the functions of a State VAL including: public outreach, individual assistance, sheltering, and private sector liaison. Much of the volunteer effort in Maryland is realized through shelters for the public. The state runs a Shelter Management Program, which is supported by the Red Cross. Maryland has a creative way of using volunteers, keeping a pool of reservists who provide the state with surge capability to assist in disaster response. After discussing our NPLI project and objectives, Mr. Mallet stated that to date, the state has likely not applied for cost-share offsets or credit for donated hours, and also does not deliberately include/plan for leveraging of volunteer and faith-based agencies. While the state believes they have a sufficient organization in place, he felt they could benefit from the project toolkit, best practices and points of contact in the VAL community of practice, and especially how to apply for the cost-share credit with FEMA.

During conversations with the states of Oregon and Washington, we discovered interest and opportunities to engage these two states in the deliberate leveraging of volunteer and faith-based organizations. This is particularly applicable to the State of Washington where a whole community of federal, state, local and non-profit resources responded in the wake of the tragic mudslide that occurred in Oslo, Washington.

⁸ FEMA Region IV Voluntary Agency Liaison

The FEMA Region X and the State Emergency Managers in Washington and Oregon are interested in better understanding and leveraging efforts. Our team will follow up by providing the project toolkit and anticipate our project team members will continue the discussion and what additional assistance we can provide.

More indirectly indeed, we have certainly amplified the message that the coordination of voluntary resources is a critical relationship and set of responsibilities and tasks. We have held in-depth discussions with subject matter experts around the country, in every region and in many states. We have spoken with individuals who are not in this business on a daily basis and have broadened their understanding of the issue; much like sowing seeds; we believe this will eventually yield results.

Our approach, in addition to direct appeals, was to demonstrate a compelling rationalization for the assignment of a full time employee to this set of tasks. Not only an organizational rationalization but also a budgetary validation for this appointment had to be established. Among our lists of accomplishments will be the tool box that we created to illustrate our message. The tool box includes:

- Return on Investment (ROI) vignettes that demonstrates financial gain (*appendix #9*)
- The FEMA Regional VAL brochure (*appendix #6*)
- A job aid for the position to help new folks get up to speed quickly; (*appendix #7*)
- and an assortment of best practice plan documents, forms and trainings. (*appendix #'s 3,5,8*)

To help ensure our efforts continue to yield results and to support the mission, the tool box is being hosted in the “cloud” for future access.

Other accomplishments, in addition to our NPLI project delivery, are with respect to federal inter-agencies and demonstrate the importance of cross-system connectivity; the US Army Corps of Engineers (USACE) is establishing agreements with Team Rubicon to supplement USACE’s Emergency Support Function #3 mission assignments for disaster response and recovery, such as for temporary housing and damage assessments. USACE and the Corporation for National and Community Service (CNCS) are both furthering agreements and partnerships with National VOAD with a focus on increasing documentation of voluntary activities during disasters.

Each team member has engaged in multiple discussions with FEMA Regional VALs, full-time VALs in various states, and to the local voluntary agencies. What we have learned is that the federal level is fully staffed, and for the most part, the local voluntary agencies are organized, usually through a VOAD. The irony is that on the state level, this depth does not seem to exist. States largely assign the role of VAL to a person who has other roles, such as Individual Assistance or Recovery. And while that configuration can

work during non-emergency times, it is doomed to fail during an emergency event unless the functions can surge and singular leadership is established for this function. This learning really creates a hybrid configuration that, if well planned, could work. This learning represents how we have implemented and socialized our project; we have taken another look at the situation and adjusted our perceptions of a successful outcome.

Finally, we have created a network of diverse professionals around the country who now understand or have developed a greater understanding of the many issues related to voluntary coordination. We have established relationships in our own localities with human service, recovery and Individual Assistance (IA) professionals—on the federal, state and local levels—that will enhance our abilities when collaborating during local emergencies.

E. Challenges

One of the greatest challenges to accomplishing our NPLI project was the reality of the distributed work environment—working collaboratively from afar is difficult—and with our considerable work responsibilities, it was extremely hard to find the time really needed to accomplish our NPLI project. There were various technical and logistical challenges to establishing a unity of effort, such as trying to create a collaborative document or scheduling touch points that could work for the whole team. We all work in extremely demanding fields, leaving little time for extra efforts, and many of us experienced changes in leadership or surges in the demands of our emergency responsibilities. Even so, through the steady hand of our team leader and teamwork we have accomplished what we set out to do.

Challenging the first dimension of leadership were the realities of our everyday lives. Personal challenges, as cohort members dealt with life changes, to include job promotions and relocations, temporary duty assignments both domestic and overseas, personal illness, and family responsibilities combined with the professional challenges of our daily jobs.

In regards to our project objective and the goal of increasing the number of State VALs, there were challenges that we discovered as we dove into the details. Either on purpose or for convenience, a majority of states assigns VAL responsibilities to the Recovery or Individual Assistance Director on the state level, thus impeding the inclination to pay for another person. As we spoke with state and FEMA VALs we did observe that some states, such as Tennessee, Missouri and Delaware found this configuration to meet their needs. The variables that determine success in these cases are the strength of the Local VOAD or FEMA VALs and the ability for the state to surge with the event to coordinate its

role, especially in obtaining the credit of local voluntary agency efforts to off-set state contributions with FEMA. Again, we have practiced, and taken another look at the situation and adjusted our perceptions of a successful outcome.

Overall, challenges stem from changes in governance; either elected Chief Executives or appointed Emergency Manager Directors. This happened often during our period of performance, especially in the Emergency Manager Director positions. Each new administration or emergency manager needs to be convinced of the need and benefit for a full time VAL. Equally challenging is creating the opportunity to influence these people who are responsible for making these decisions. In particular, there are limited venues to access elected officials and attempt to influence their actions and decisions

F. Factors Encouraging and Discouraging Leadership Effectiveness:

For the purpose of this section, we will address the factors that encouraged and discouraged leadership effectiveness in two parts: the team and the project.

OUR META LEADERSHIP PROJECT TEAM

From the start of our project, we chose a leader and a faculty liaison that sustained and fulfilled those roles throughout the project term. We had a total of seven team members who were physically based from coast to coast of the USA and one from Canada. Four of our team members represented (federal or state) government; two represented volunteer based organizations, and one member of the private sector. Our team held scheduled telephone calls every two weeks, increasing the frequency to once a week as we reached critical mass prior to our project submission deadline. We also held a very productive face to face meeting in Washington DC in late April.

Encouraging factors:

- Unity of mission among the team
- Complimentary mix of skill sets
- Motivated individuals
- Genuine topic interest
- Project relevance
- Access to faculty mentor
- Base camp for document sharing

Discouraging factors:

- Scheduling conflicts
- Inconsistent delivery of commitments
- Time zones and distance
- Participation gaps
- Family responsibilities, health issues
- Professional time pressures
- Integrating volumes of data

OUR META LEADERSHIP PROJECT

A different set of challenges and encouraging factors were presented by the project itself in terms of interacting with multiple levels of federal and state governments. This interaction in itself considered as the situation was opportunity to exercise ML dimensions 3, 4 and 5.

Encouraging factors:

- Unity of mission (well supported by government)
- Assigned tasks & follow up
- Meeting many cross agencies
- Working with inner agencies
- Sharing best practices

Discouraging factors:

- Working with non-decision makers
- Access to emergency management agency's (EMAs)
- Influencing decision makers
- Working with inner agencies
- State budget cycles

Overall, the Investing in Resilience team incorporated the individual strengths; knowledge and business networks to best use the above encouraging factors and manage the discouraging factors to accomplish the project success. Meta leading down and across was especially evident throughout the project, as individual team members stepped up with initiatives and action throughout the project duration. The most essential element throughout were relationships: between the team members, and using or developing new relationships with partners in federal, state and volunteer agencies. The team exercised collaboration to build consensus in problem solving, deliberating using data gathered to adapt and form strategies to complete the team project, but more importantly to form how best to help State VALs meet their goals to leverage the considerable efforts of volunteer organizations in response and recovery.

G. Project's Future Impact:

The estimated future effect of this project has the potential to impact all stakeholders and will produce a cause and effect reaction throughout the Voluntary Organizations Active in Disasters (VOADS) and disaster recovery community as well as for the individual homeowner affected by a disaster.

State and national level government impact:

- Improved coordinated response in the immediate aftermath of a disaster and improved public opinion of the federal, state, and local response to a disaster.
- Greater awareness at the federal level of the resources available for a nationwide response through the coordination of the State VAL and FEMA Regional VAL.
- States have the potential to recover federal funds for the work done by VOAD's and are more likely to further develop this program which will continue to accelerate the resiliency rate.
- States and local governments can plan more effectively if they know what resources are available to them.

Voluntary Organizations Active in Disasters (VOADs):

- Increased awareness of their capabilities and value during a disaster, which will lead to increased funding for operations and will allow the VOAD's to grow and develop further as well as become more organized.
- Ability to respond quicker and more efficiently due to improved coordination through the State VAL.
- Increased likelihood of getting a more focused and dedicated mission during the disaster response and recovery. This will allow the VOAD to train its members more effectively and be able to focus its efforts.

For communities and homeowners:

- Individuals and families affected by disaster will have swifter access to shelter and food in the immediate aftermath of a disaster.
- Homeowners will have the ability to begin the rebuilding process much sooner

Community members will have the ability to participate as volunteers in their own or adjacent communities due to the enhancement of the VOAD's ability to incorporate more volunteers. This will build a stronger and more resilient community.

H. Conclusion:

Volunteers and voluntary agencies are a critical component to aiding a community's recovery after a disaster event. The ability to harness and coordinate the power and efforts of the volunteer is essential to maximize and accelerate the recovery and resiliency rate. States who employ a full or part time Voluntary Agency Liaison have demonstrated successes in cost savings and an increased rate of rendering services to those in need; this finding is not present in states that do not employ this position.

Our team developed a precise goal for our project; to result in the appointment of two Voluntary Agency Liaisons (VALS) at the state governmental level. As addressed in our report, we assumed a baseline in December 2013 that only six states had full-time VALs whose primary and daily responsibilities are focused on the coordination of voluntary resources. Through our diligent efforts we learned, 14 states currently have appointed full time VALs while 17 states have personnel who have designated VAL functions, (*attachment #5*). By compiling a country-wide inventory of VAL positions we were able to pinpoint gaps in services and illuminate the need to ensure this position is staffed and prominently visible throughout the country.

We received affirmation and support from key stakeholders including FEMA Regional VAL's, FEMA Region Administrators, and several state EMA's that our pursuit was important and they would support sharing our tool kit and continuing to have discussions with states on the cost benefit of supporting a full or part time State VAL. Additionally, the current State VALs welcomed opportunities to exchange lessons learned and have regular communications with their counterparts in other states. Standardized training is also something that is very desirable among the existing State VAL's.

While we haven't, at this point, recruited two states to designate full-time VALs, we are in contact with three states (Washington, Oregon and Maryland) and have provided them with information concerning our project and our toolkit. We will continue working with these states in hopes that our work may help them with future staffing decisions.

To secure longevity for this important initiative, we will brief NASEDoVoC leadership on our project outcomes and provide them with the tools and information to carry this project forward. As a team we are passionate and dedicated to the goals of our project. We are committed to continuing conversations and working with states to assist them in realizing the value of volunteers and voluntary organizations and how with support and coordination through a State VAL, the return on investment to communities in need, is indeed priceless.

I. Investing in Resilience Team—Moving Forward

We recommend that this project is included into the ML Project description for Cohort 12. By building off of the research and momentum built into our project, a subsequent Cohort could potentially have a direct impact on the resiliency of disaster impacted communities.

As per our project goal to have more states add full time and devoted volunteer agency liaisons (VALs), the work and effort done thus far can be continued with the ultimate success measure of having more state VALs added. We appreciate that fiscal concerns, state budget cycles and general planning will all play a role and consume time. For this reason, we believe our project is optimum for continuation as recommendations put forward to state governments now, can translate into resource planning down the road.

Other avenues for our project to consider after the conclusion of Cohort 11 would be for subsequent Meta Leadership projects to look into territorial jurisdictions such as native lands/reserves for example. To support any subsequent Cohort adoption and continuation of this project, we respectfully offer full support for future team briefings and/or involvement to varying degrees if required.

Research Participants

STATES

Alaska: John Madden, State Emergency Management Director

Colorado: Robyn Knappe, State VAL

Florida: Merrilee White, Florida Commission on Volunteer and Service

Iowa: Iowa: Blake DeRouchey, Iowa Homeland Security & Emergency Management

Missouri: Dante Gliniecki, State VAL

New Jersey: Joseph M. Gelata, VAL

New York: Matt Burns, State Police

South Dakota: Randy Hartmann and Cari Leidholt, State VAL's

Tennessee: Cecil Whaley, State VAL

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Region VI: Jamie Dake and Mark Davis, Region IX: Charles Craig, Region V: Ian Becherer-Gerrie

Region VII: Adrian Walker, Region VIII: Paul "Brooks" Macroberts, Region X: JoAnn Oram

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Appendix 9— Return on Investment Vingettes



We have assembled a group of highly educated and motivated executives to solve problems of national significance.

The objective is to build off of existing National Response and Recovery Frameworks and a 2010 study by the DHS Center for Faith Based and Neighborhood Partnerships, in identifying high impact states and territories that do not have full-time or significant part-time resources devoted to a Voluntary Agency Liaison (VAL) role. Further, to build off best practices of those states that are actively leveraging voluntary, faith based and/or community based organizations, and the private sector, in disaster response and recovery.



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What is NPLI

The National Preparedness Leadership Initiative (NPLI) is a joint venture of the Harvard School of Public Health's Division of Policy Translation and Leadership Development and the Harvard Kennedy School's Center for Public Leadership.

It works in collaboration with key government agencies to ensure today's unprecedented challenges are met with uncommon leadership from federal, state, and local officials and encourages connectivity across public, private, and non-profit sectors.

Any questions?
Contact Karen Durham-Aguilera.
(Karen.l.durham-aguilera@usace.army.mil)



Investing in Resilience

Investing in the Whole Community

Understanding the benefits of investing in a state/territory Volunteer Agency Liaisons (VALs) who is actively dedicated to leveraging voluntary, faith based and/or community based organizations, and the private sector, in disaster response and recovery.





The use of volunteers has proven critical to disaster emergency management; individual volunteers and established volunteer groups.



Who We Are

As part of the National Preparedness Leadership Initiative, we have assembled a group of highly educated, highly successful and highly motivated executives in the public and private sectors to solve a problem of national significance.

Responding to natural or man-made crises is part of a government's primary responsibilities, yet only six states are deliberately everaging, investing in, and coordinating volunteer agencies in both their planning for and response to disasters.

As a consequence direct links to federal, state or local agencies responsible for Emergency Support Functions and Recovery Support Functions (ESFs and RSFs) are minimal. Our group will examine the need for each state to build their capacity and deliberately leverage and invest in coordinating spontaneous and organized, volunteers.



Why This Is Important

The use of volunteers has proven critical to disaster emergency management; individual volunteers and established volunteer groups offer a wealth of skills and resources that can be used prior to, during, and after an emergency. Additionally, mobilizing the private sector can add significantly to emergency management programs.

A state's, tribes' or territories' ability to work with volunteers before, during, and after an emergency can literally affect the lives and well-being of the local citizenry.

Volunteers can impact—for better or worse—the ability of response agencies to do their jobs and can make a difference in how quickly the community is able to respond to and recover from a disaster.

Projected Outcome

An increase in the number of state and territory Volunteer Agency Liaisons (VALs) actively dedicated to leveraging voluntary, faith based and/or community based organizations, and the private sector, in disaster response and recovery, and the increased use of their resources for disaster response and recovery.



Working in collaboration with key government agencies to ensure today's unique challenges are met.



Key Activities

Survey of state stakeholders regarding dedicated Voluntary Agency Liaison (VAL) and State Emergency Operations Plans that include Volunteer and Donations Management Annexes.

Development of a "toolkit" and investment justification that provides a menu of choices/Courses of Action to states/feds for incorporating voluntary, faith, based, community based organizations into response and response operations.

Cost-Benefit Analysis tool regarding the return on investment of a full time State VAL, incorporating case studies that exemplify cost savings. Scheduled presentations introducing the model and toolkit to the projected audience at national conferences including: National Voluntary Organizations Active in Disasters (NVOAD), National Association of Emergency Management Agencies (NEMA), Emergency Support Function Leaders Group (ESFLG), and Recovery Systems Federal Leaders Group (RSFLG).

Investing in Resilience; Building Whole Community NPLI Survey for Current 6 Full Time State VAL's

As part of the National Preparedness Leadership Initiative, we have assembled a group of highly educated, highly successful and highly motivated executives in the public and private sectors to solve a problem of national significance. Responding to natural or man-made crises is part of a government's primary responsibilities, yet the federal policies, doctrine and laws guiding U.S. response have remained static even though today's challenges are evolving. Our group will examine the need for each state to build their capacity and deliberately leverage invest in and coordinate spontaneous and organized volunteers.

As you know from the work you conduct on a regular basis, engaging the volunteer and private sectors before, during and after an emergency contributes greatly to the local capacity to respond to those in need

Our goal is with this survey and our project is to provide a model which outlines how to effectively integrate federal, tribal, state and local governments to better align resources and improve support to communities during disasters
Currently there are only 6 states which employ full-time VAL positions. This leaves 46 states vulnerable to untold human, financial, and material resources unleveraged in an era greatly diminished government resources

1. What are the top three roles your state government plays regarding voluntary coordination during disasters?
2. Where is your position housed within your state government?
3. How is your position funded?
4. How long has the state had this position? / How long have you been in this position?
5. What are the top three roles you play within your state government?
6. What role do you play in state decision making processes?
7. How many staff members are on your team?
8. What role does your state VOAD play in the state's emergency plan?
9. How well do you think your state uses volunteers and VOADs (use a 1-10 scale)?
10. During disasters which of the following services are provided and who is the lead agency for each?

Muck outs, quick repair, distribution of goods & other physical services
Information & referral assistance
Emotional & spiritual care
Individual household recovery
Case management
Rebuilding

11. Has your position/office been shown to save the state money? If so, how and how much?
12. What are the top 2-3 wins you or others in your position have achieved?
13. What are the 2-3 biggest obstacles you face in optimizing the use of volunteers and volunteer organizations in preparation and response?
14. What do you see as the 2-3 biggest opportunities you'd like to tackle in your role as VAL?
15. What other areas would you recommend we investigate while conducting our research?

State Volunteer Donations Coordinators

March 16, 2012

Appendix #3

EST

State	Name	Organization	Address	City	State2	ZIP Code	Phone	Email	Donations Volunteers
FEMA HQ	Don Bonchack	Volunteer & Donations Specialist	500 C' Street, SW	Washington	DC	20472-3100	202-212-1104	Don_Bonchack@fema.dhs.gov	
FEMA Region IV	Larry Buckner	Volunteer & Donations Specialist	3003 Chamblee Tucker Rd	Atlanta	GA	30341	770-220-5616	Charles_Buckner@dhs.gov	
FEMA Region VI	Mark Davis	Volunteer & Donations Specialist	800 N. Loop 288	Denton	TX	76209	940-898-5407	Mark.Davis@fema.gov	
NVOAD	Steve Irwin	Donations Management					417-823-8998 x 334	sirwin@corvovolhope.org	
NVOAD	Joan Willoughby	Volunteer Management					301-258-3056	jwilloughby@thaus.org	
Alabama	Brooke Fussell	Governor's Office of Faith-Based & Community Initiatives	P.O. Box 309534	Montgomery	AL	36130	334-954-7440	brooke.fussell@servealabama.gov	
Alaska	Debbie Reed	Division of Homeland Security & Emergency Management	P.O. Box 5750	Fort Richardson	AK	99505	907-428-7053	debbie.reed@alaska.gov	
American Samoa	Evelyn Stevens	Pualele Foundation	185 Ogesosopo Dr.	Pago Pago	AS	96799	011-684-254-0554	ogesosopo51@yahoo.com	
Arizona	Matthew Parks	Arizona Division of Emergency Management	5636 E. McDowell Rd	Phoenix	AZ	85008	602-464-6510	matthew.parks@azdema.gov	
Arizona	Robert Rooney	Arizona Division of Emergency Management	5636 E. McDowell Rd	Phoenix	AZ	85008	602-464-6305	robert.rooney@azdema.gov	D
Arizona	Dan Porth	Arizona Division of Emergency Management	5636 E. McDowell Rd	Phoenix	AZ	85008	602-464-6500	daniel.porth@azdema.gov	V
Arkansas	Samantha Minster	Arkansas Department of Human Services Division of Volunteerism	P. O. BOX 1437 SLOT S230	Little Rock	AR	72203	501-683-2913	samantha.minster@arkansas.gov	
Arkansas	SiKia Brown						501-682-7850	sikia.brown@arkansas.gov	
California	Katrina Limon	California Office of Emergency Services	3650 Schriever Avenue	Mather	CA	95655	916-845-8146	katrina.limon@calema.ca.gov	D
California	Lidia Armas	California Office of Emergency Services	3650 Schriever Avenue	Mather	CA	95655	916-845-8144	lidia.arms@oes.ca.gov	D
California	Sharon Leason	California Volunteers	1110 K Street Suite 210	Sacramento	CA	95814	916-327-1081	sharon.leason@CaliforniaVolunteers.ca.gov	V
California	Mike Staley	California Volunteers	1110 K Street Suite 210	Sacramento	CA	95814	916-445-6687	Mike.Staley@CaliforniaVolunteers.ca.gov	V
Commonwealth of N. Mariana Islands	Vicky Villagomez	Emergency Management Office	P.O. Box 10007Ck	Saipan	MP	96950	670-322-8001	vvillagomez@vzpaofica.net	
Colorado	Bob Wald	Colorado Division of Emergency Management	9195 East Mineral Ave. Suite 200	Centennial	CO	80112	720-852-6600	bob.wald@state.co.us	
Colorado	Jen Poitras	CDEM/COVAD partnership Project	920 E 17th Ave #402	Denver	CO	80218	303-250-7726	poitras_consulting@me.com	
Connecticut	Paul Gibb	Connecticut Office of Emergency Management	360 Broad Street	Hartford	CT	06105	860-256-0823	paul.gibb@po.state.ct.us	
Connecticut	Peter Matos	Connecticut Office of Emergency Management	360 Broad Street	Hartford	CT	06105	860-256-0921	peter.matos@po.state.ct.us	
Delaware	Don Knox	Deleware Emergency Management Association					302-659-2204	dton.knox@state.de.us	D
Delaware	Marcta C. Nickle	Delaware VOAD	413 Academy St. Room 221	Newark	DE	19716	302-831-0383		
Delaware	Shane Moran	Delaware VOAD	1513 Philadelphia Pike	Wilmington	DE	19809	302-798-4476	paetorshane@comcast.net	
Delaware	Courtney Emerson	Delaware Emergency Management Agency Natural Hazards Planner			DE		302-659-2257	courtney.emerson@state.de.us	
DC	Regina 'Jeannie' Moran	DC Citizen Corps/Serve DC	2000 14 th Street NW, Suite 101	Washington	DC	20009	202-727-0709	regina.moran@dc.gov	
Florida	Merrilee White	Volunteer Florida	401 South Monroe St	Tallahassee	FL	32301	850-488-0384	merrilee@volunteerflorida.org	
Georgia	Dylan Sorensen	Georgia Emergency Management Agency	P.O. Box 18055	Atlanta	GA	30316	404-624-2266	dylan.sorensen@gema.ga.gov	
Guam	Charles Ada II	Guam Homeland Security/Office of Civil Defense	221B Chalan Palasyo	Agana Heights	GU	96910	671-457-9600	cada@guamhs.gov	
Hawaii	Victor Gustafson	State Civil Defense	3949 Diamond Head Road	Honolulu	HI	96818	808-766-4300	vgustafson@scd.hawaii.gov	
Idaho	Heidi Novich	Idaho Bureau of Homeland Security	404 W. Guard St. Bldg 600	Boise	ID	83705	208-422-3020	hnovich@bhs.idaho.gov	
Illinois	Michelle Hanneken	Illinois Emergency Management Agency	2200 S. Dirksen Parkway	Springfield	IL	62703	217-557-4758	michelle.hanneken@illinois.gov	
Indiana	Ike Randolph	Office of Faith Based and Community Initiatives	Indiana Government Center South, Room E012 302 West Washington Street	Indianapolis	IN	46204	317-266-3295	irandolph@ofbci.in.gov	
Iowa	Blake DeRouchey	Iowa Homeland Security & Emergency Management Division	7105 Northwest 70 th Avenue Camp Dodge, Building W-4	Johnston	IA	50131	505-323-4232	Blake.Derouchey@iowa.gov	
Kansas	Devan Tucking-Strickler	Kansas Emergency Management	2800 SW Topeka Blvd	Topeka	KS	66611	785-274-1596	devan.tucking@tag.ks.gov	
Kentucky	Jim Garrett	Kentucky Division of Emergency Management	1121 Louisville Rd Bldg. A	Frankfort	KY	40601	502-607-5746	jim.garrett@us.army.mil	
Louisiana		Governor's Office of Homeland Security & Emergency Preparedness	7667 Independence Blvd.	Baton Rouge	LA	70806	225-925-7704		D
Louisiana	Janet Pace	Louisiana Serve Commission	620 Florida Street Ste. 210	Baton Rouge	LA	70801	225-342-3125	pace@crs.state.la.us	V
Maine	Judy Ballard	Maine Emergency Management Agency	45 Commerce Drive, Suite 2 7z SHS	Augusta	ME	04333	207-624-4425	Judy.Ballard@maine.gov	D
		Volunteer Maine					207-624-6236	michael.ashmore@maine.gov	V
Maryland	Cynthia A. Spindler	Maryland Emergency Management Agency State Emergency Operations Center	5401 Rue Saint Lo Drive	Reisterstown	MD	21136	410-517-3607	cspindler@mems.state.md.us	D
Maryland	Angela Bernstein	Office of Resiliency	5401 Rue Saint Lo Drive	Reisterstown	MD	21136	410-517-5121	abernstein@mems.state.md.us	
Maryland	Robert Ward	State Citizen Corps Program Manager Maryland Emergency Management Agency	5401 Rue Saint Lo Drive	Reisterstown	MD	21136	510-517-3606	rward@mems.state.md.us	V
Massachusetts	Mike Philbin	Massachusetts Emergency Management Agency	400 Worcester Road	Frammingham	MA	01702	508-820-2008	mike.philbin@state.ma.us	
Michigan	Ralph Hobrat	Michigan Division of Emergency Management	4000 Collins Road P.O. Box 30636	Lansing	MI	48909	517-333-5048	hobrat@michigan.gov	
Minnesota	Dennis Walter	MN Division of Homeland Security and Emergency Management	444 Cedar Street Suite 223	St. Paul	MN	55101	651-201-7442	dennis.walter@state.mn.us	
Mississippi	Dan Magee	Mississippi Emergency Management Agency	P.O. Box 5644	Pearl	MS	39288	601-933-6701	dmagee@mems.ms.gov	
Mississippi	Allen Roark	Mississippi Emergency Management Agency	P.O. Box 5644	Pearl	MS	39288	601-933-6700	aroark@mems.ms.gov	D
Mississippi	Susan Gregersen	Mississippi Commission for Volunteer Services	3825 Ridgewood Road Suite 601	Jackson	MS	39211	601-432-6228	susan@mcvs.org	V
Missouri	Dante Gliniecki	State Emergency Management Agency	P.O. Box 116	Jefferson City	MO	65102	573-526-9132	Dante.Gliniecki@sema.dps.mo.gov	
Montana	Jan Traynor	Montana Disaster & Emergency Services Division	P.O. Box 4789	Fort Harrison	MT	59636	406-841-3944	jtraynor@mt.gov	
Nebraska	Brian Podwinski	Nebraska Emergency Management Agency	1300 Military Road	Lincoln	NE	68508	402-471-7182	brian.podwinski@nebraska.gov	
Nevada	Suzanne Brunette	Nevada Division of Emergency Management & Homeland Security	2478 Fairview Drive	Carson City	NV	89701	775-720-5943	sciencegem@yahoo.com	
Nevada	Rick Martin	Nevada Division of Emergency Management & Homeland Security	2478 Fairview Drive	Carson City	NV	89701	775-684-8641	rmartin@dps.state.nv.us	
New Hampshire	Tim Dupre	Volunteer New Hampshire	117 Pleasant St	Concord	NH	03301	603-271-7206	timdupre@volunteernh.org	
New Jersey	L. Joe Galeta	New Jersey State Police Office of Emergency Management	P.O. Box 7068 River Road	West Trenton	NJ	08628	609-963-6970	lpp4054@gw.njsp.org	

State Volunteer Donations Coordinators
March 16, 2012

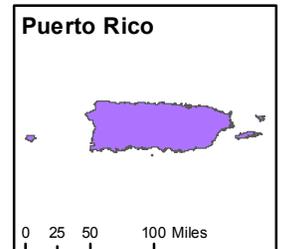
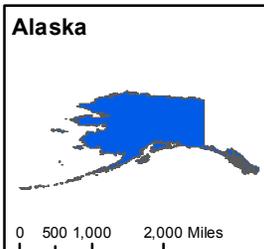
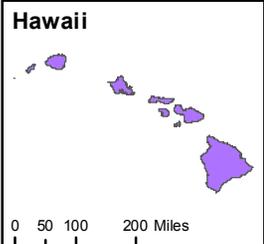
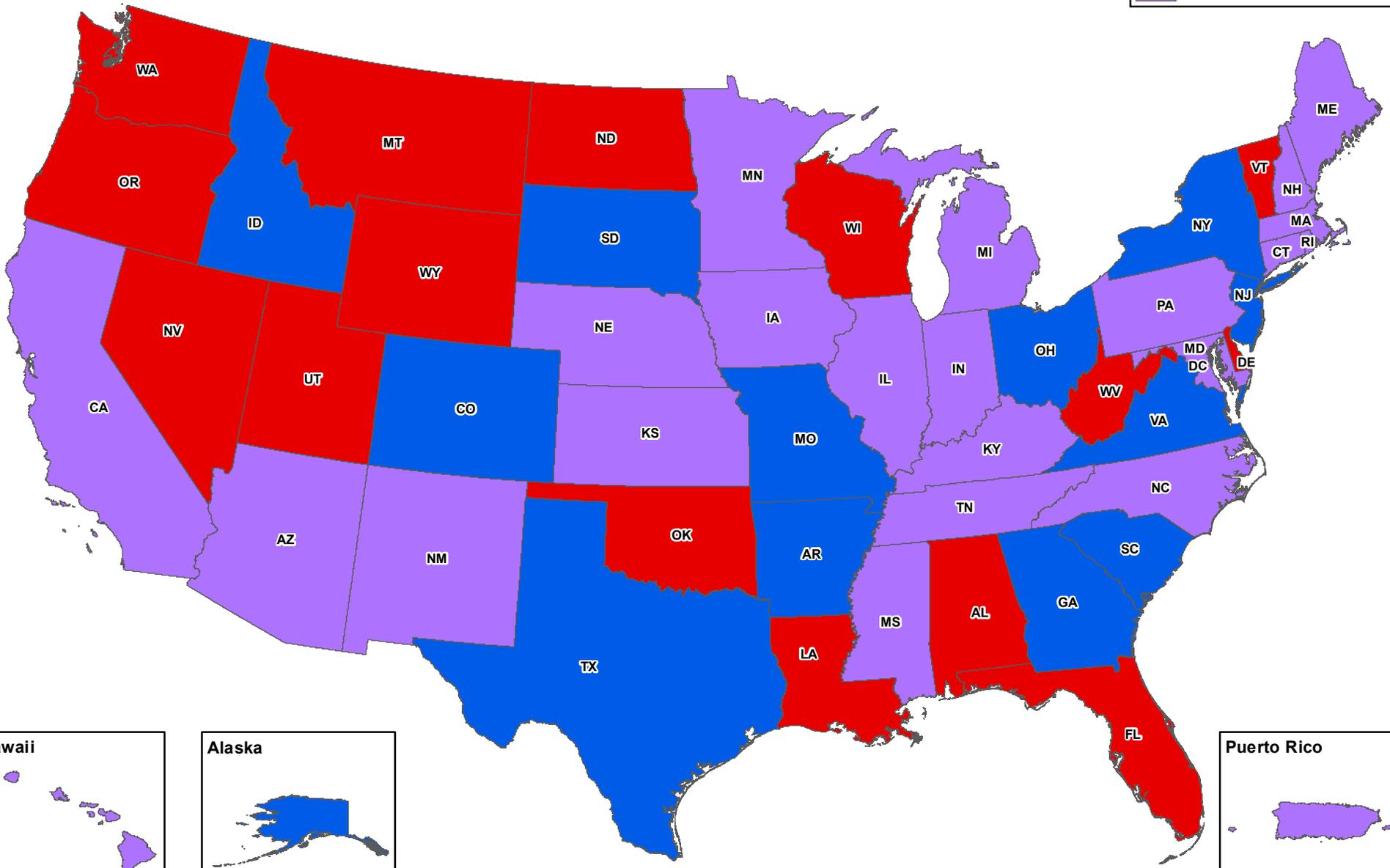
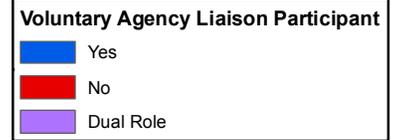
Appendix #3

State	Name	Organization	Address	City	State2	ZIP Code	Phone	Email	Donations Volunteers
New Mexico	Jesse Eret	New Mexico Department of Homeland Security and Emergency Management	13 Batson Blvd. P.O. Box 27111	Sante Fe	NM	87502	505-476-0875	jesse.eret@state.nm.us	
New York	John Agostino	New York State Emergency Management Office	1220 Washington Ave. Building 22, Suite 101	Albany	NY	12226	518-292-2321	john.agostino@semo.state.ny.us	
North Carolina	Faye Stone	Governor's Office	Office of the Governor 20312 Mail Service Center	Raleigh	NC	27699	919-715-8676	faye.stone@nc.gov	
North Dakota	Kathleen Donahue	N.D. Department of Emergency Services	P.O. Box 5511	Bismarck	ND	58506	701-328-8100	kdonahue@state.nd.us	
North Dakota	Joseph Crawford, Jr.	N.D. Department of Human Services	600 E. Boulevard Ave Department 325	Bismarck	ND	58505	701-328-4190	jmcrawford@nd.gov	
Ohio	Portia Pulsifer	Ohio Emergency Management Agency	2855 West Durbin-Granville Rd.	Columbus	OH	43235	614-889-7167	PLPulsifer@dps.state.oh.us	
Oklahoma	R. Michelle Jagers	Oklahoma Department of Emergency Management	P.O. Box 53365	Oklahoma City	OK	73152	405-521-2481	michelle.jagers@oem.ok.gov	
Oregon	Joseph Murray	Oregon Emergency Management Agency	P.O. Box 14370	Salem	OR	97309	503-378-2911 x2240	jmurray@oem.state.or.us	
Pennsylvania	Marty Miller	Pennsylvania Emergency Management Agency	2605 Interstate Drive	Harrisburg	PA	17110	717-651-2719	mamiller@state.pa.us	
Puerto Rico	Reinaldo Negron	Puerto Rico Department of the Family	P.O. Box 11398	San Juan	PR	00910	787-294-4900 x2231	rnegron@familia.gobierno.pr	D
Puerto Rico	Rachell Murphy-Perez	Puerto Rico State Emergency Management Agency (AEMEAD)	P.O. Box 9066597	San Juan	PR	00906	787-294-0277 x228	rmurphy@aemead.gobierno.pr	V
Rhode Island	Joseph Courmoyer	Rhode Island Emergency Management Agency	645 New London Ave	Cranston	RI	02920	401-462-7112	joseph.p.courmoyer@us.army.mil	
South Carolina	Darlene Gathers	South Carolina Emergency Management Division	2779 Fish Hatchery Rd.	W. Columbia	SC	29172	803-737-8774	dgathers@emd.sc.gov	
South Carolina	Rick Howell	South Carolina Budget and Control Board	1201 Main St., Suite 420	Columbia	SC	29201	803-737-3883	rhowell@gs.sc.gov	
South Dakota	Carl Leidholt	Office of Emergency Management	118 W. Capitol Ave	Pierre	SD	57501	605-773-8138	carl.leidholt@state.sd.us	
Tennessee	Bill Walker	Tennessee Emergency Management Agency	3041 Sidco Drive	Nashville	TN	37204	615-741-2669	bwalker@tneema.org	
Texas	Anna Tangredi	DPS - Texas Division of Emergency Management	5805 N. Lamar Blvd	Austin	TX	78752	512-424-2588	anna.tangredi@txdps.state.tx.us	
Utah	Susan Thomas	Utah Division of Emergency Management	State Office Building Room 1110	Salt Lake City	UT	84114	801-889-6964	susarmthomas@utah.gov	
Vermont	Ross Nagy	Vermont Emergency Management Agency	103 South Main Street	Waterbury	VT	05671	802-244-8721	rnagy@dps.state.vt.us	
USVI	Al Javois	Virgin Islands Territorial Emergency Management Agency	40 Bldg. 2-C Contact	St. Thomas	USVI	00802	340-773-2244	alj7bari@viaccess.net	
Virginia	Terry Raines	VDEM Voluntary Agency Liaison	10501 Trade Court	Richmond	VA	23236	804-371-7217	terry.raines@vdem.virginia.gov	
Washington	Robert Bippert	Washington Division of Emergency Services (DES)	P.O. Box 41017	Olympia	WA	98504	360-902-7356	robert.bippert@des.wa.gov	
West Virginia	Karen Settles	West Virginia Division of Homeland Security & Emergency Management	4782 Chimney Drive	Charleston	WV	25305	304-957-2573	karen.a.settles@wv.gov	
Wisconsin	Susan Boldt	Wisconsin Emergency Management	2400 Wright Street P.O. Box 7865	Madison	WI	53719	608-242-3232	susan.boldt@wisconsin.gov	
Wyoming	Carrie Chitty	Wyoming Office of Homeland Security	122 W. 25th Street	Cheyenne	WY	82002	307-777-4917	cchitt@state.wy.us	

PST

States by Voluntary Agency Liaison Participation

Appendix #5



FEMA's mission is to support our citizens and first responders to ensure that as a nation we work together to build, sustain, and improve our capability to prepare for, protect against, respond to, recover from and mitigate all hazards.



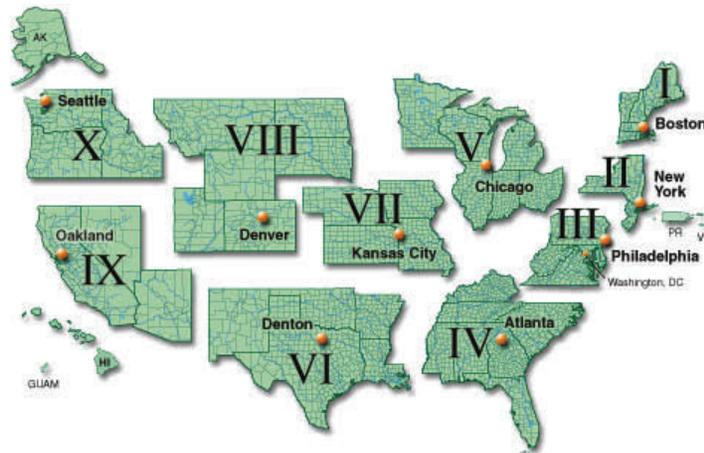
The Role of the FEMA Voluntary Agency Liaison

Voluntary Agency Liaisons build relationships among Federal, State, and tribal governments and voluntary, faith-based and community organizations by:

- Reporting to and from FEMA and other government agencies on programs of voluntary organizations active during disasters;
- Providing information and guidance to voluntary organizations; and
- Assisting States in strengthening State Voluntary Organizations Active in Disaster (VOADs).

Voluntary Agency Liaisons have served since before the founding of FEMA, in such predecessor agencies as the Federal Disaster Assistance Administration and the Defense Civil Preparedness Agency.

The Voluntary Agency Liaison serves all FEMA divisions and leadership to integrate voluntary organizations in individual and public assistance, operations, mitigation, preparedness, and external affairs.



For more information contact your Regional Voluntary Agency Liaison

Region I 617-956-7506	Region VI 940-898-5399
Region II 212-680-3664	Region VII 816-283-7078
Region III Caribbean Area Division 787-296-3500	Region VIII 303-235-4724
Region IV 215-931-5663	Region IX 510-627-7100
Region V 770-220-5220	Region IX Pacific Area Office 808-851-7926
Region X 312-408-5335	Region X 425-487-4600

Contact your Voluntary Agency Liaison:



Voluntary Agency Liaison



Voluntary Agency Liaisons work with...

- Voluntary, faith-based, and community organizations
 - National, State, and local Voluntary Organizations Active in Disaster (VOADs)
 - Emergency Managers
- State and local government human services agencies
 - Relief and household recovery efforts
 - Long-term recovery groups
- Local organizations providing spontaneous services in response to disasters
- Federal Emergency Management Agency and Federal partners



Gulfport, Miss., April 27, 2006 - AmeriCorps NCCC partnering with Harrison County Habitat for Humanity to build bunkhouses for volunteers assisting in recovery efforts on the Gulf Coast. George Armstrong/FEMA

Voluntary Agency Liaisons play a vital role in providing...

In Disaster Response

- An initial Federal point of contact
- Meeting space and conference call support
- Briefings on Federal disaster programs
- Agency-to-agency directories and networks
- Work space in State/FEMA field offices
- Email updates to coordinating agencies
- Contact with coordinating organizations
- Volunteer support and base camps
- Donations management systems
- Access to other Federal agencies

In Disaster Recovery

- Analysis of impact and unmet needs for program planning and advocacy
- Model disaster assistance guides
- Facilitation of access to the Coordinated Assistance Network (CAN) for multi-agency case records
- Resources for long-term recovery group formation and function
- Guidance on disaster case management and coordination
- Access and support for providing trainings
- Travel assistance for specialized skills and expertise

In Preparedness and Mitigation

- Help to develop State and local VOADs
- Planning guidance among emergency management, voluntary agencies, and private sector
- Integration into “ESF-6” functions of mass care, emergency assistance, housing, and human services
- Trainings, conferences, and exercises
- Access to preparedness communications networks
- Support to Citizen Corps Councils
- Information on flood insurance and mitigation measures

Register for disaster assistance online
DisasterAssistance.gov

Call to register for disaster assistance
1-800-621-FEMA
 (1-800-621-3362)

Call to register for disaster assistance
TTY 1-800-462-7585

Statewide Volunteer Coordinator / State Voluntary Agency Liaison

Position Description

Definition

This is highly responsible professional, technical and public contact work in the coordination of disaster services between the State Emergency Management Agency (SEMA) and other state and local agencies and private and volunteer social assistance agencies.

The employee in this class serves as the primary liaison between SEMA and government and private/volunteer agencies involved in mitigation, preparedness, response and recovery activities and must comply with applicable federal and state laws, executive orders, published policies and established procedures, statewide. The intent is to improve the capability of agencies to respond to emergency and disaster incidents and to facilitate the coordination and delivery of all forms of assistance to individuals and families during disaster response and recovery operations. Work includes the development of statewide emergency response plans, procedures, measures and training. Duties also include responsibility for collecting and disseminating information concerning emergency events during disaster and emergency situations. Work is of an independent nature with review by an administrative supervisor for compliance to state emergency response and recovery goals.

Any one position may not involve all of the specified duties or knowledges, skills and abilities, nor are the listed examples exhaustive.

Examples of Work

- Provides advice and guidance to SEMA and other state and local governmental agencies regarding the role and responsibilities of volunteer organizations in disaster and emergency situations.
- Initiates and maintains, through the solicitation and support of their participation, a close working relationship between SEMA and other state and local agencies and volunteer organizations active in disaster preparedness activities, training and exercises to improve the private sector's response capabilities with respect to emergency assistance, mass care and other appropriate response and recovery activities.
- Serves as a key staff member of the state staff during disaster and emergency situations.

- Collects and disseminates information concerning emergency incidents to appropriate personnel and agencies.
- Monitors the provision of emergency assistance, mass care and disaster welfare inquiries in response to emergency situations.
- Provides technical assistance to state and local governmental bodies in the development and maintenance of applicable sections of emergency management plans for response to natural and man-made disasters.
- Reviews leadership of volunteer organizations in their formation, maintenance and growth to enhance their coordination and cooperation prior to and following disaster occurrences.
- Maintains the State Disaster Recovery Resource Guide.
- Assists and participates in training courses and exercises.
- Performs other related duties as assigned.

Knowledge, Skills, and Abilities (KSAs)

Considerable knowledge of applicable federal and state laws, executive orders, published policies and established procedures.

Considerable knowledge of the different types of private, volunteer and governmental emergency response and recovery programs and their purpose.

Skill at coordinating logistical support, such as communications, transportation, supplies, shelter, etc. in support of disaster relief.

Ability to comprehend, interpret and apply regulations, procedures and related emergency management information.

Ability to establish and maintain effective working relationships with associates, employees and officials of other governmental units, and with civic and community groups.

Ability to coordinate information, people, resources and organizations to react to emergencies and disasters.

Ability to present information effectively before professional and lay groups, volunteers and civic organizations.

Ability to assemble, correlate, and analyze facts related to emergency management and to make documented reports concisely and effectively.

Ability to demonstrate a creative ability to initiate a statewide program.

Experience and Education

(The following entrance requirements are used to admit or reject applicants for merit system examinations, or may be used to evaluate applicants for employment in positions not requiring selection from merit system registers. When applicable, equivalent substitution will be allowed for deficiencies in experience or education.)

Four years of professional experience in one or more of the areas of qualifying experience described below, of which two years must have been in an administrative, consultative or managerial capacity, and graduation from an accredited four year college or university with specialization in public, personnel or business administration, political science, education, the social sciences or in a closely related area. (Graduate work in any of these areas may be substituted on a year-for-year basis for up to two years of the required experience.)

1. Experience in an emergency management, social assistance or outreach capacity working and dealing closely with governmental, public, and private agencies who provide such assistance.
2. Experience in coordinating provisions of human services assistance between agencies.
3. Experience in handling public relations duties.

Just-in-Time Training Resources

Prioritization Level	Service	Skill Set	Just-in-Time Training Name	Link	
Life Safety	COMMUNICATION	Response Communication	IS 144 – Telecommunications Emergency Response Taskforce Basic Course	http://training.fema.gov/EMIWeb/IS/is144.asp	
			Indiana Department of Homeland Security (IDHS) and Integrated Public Safety Commission (IPSC) 800 MHz Radio Training	http://indianafirstresponder.org/catalog.html	
			EPI 2401 Rapid Needs Assessment with Hand Held Devices	http://ncdp.crlctraining.org/catalog/course.asp?id=17&cid=3	
		Risk/Crisis Communication	Risk and Crisis Communication	http://cphp.sph.unc.edu/training/HEP_ILIS7/certificate.php	
			Crisis and Emergency Risk Communication during a Pandemic Influenza Event	http://cphp.sph.unc.edu/training/HEP_PFRIS/certificate.php	
		General Communication	Practicing Cross Cultural Communication: Community Health Worker Program	http://www.phct-online.org/learning/pages/catalog/cc2-chw/	
			Effective Communication	http://indianafirstresponder.org/catalog.html	
			Exploring Cross Cultural Communications	http://www.phct-online.org/learning/pages/catalog/cc/	
		HAM Radio Operator	Technician Class License Prep	http://www.amateurradio.com/courses/technician/	
			Free Online Amateur Radio Testing Solution	http://hamtest.org/	
		Warning Systems	IS 247.a – Integrated Public Alert and Warning System	https://training.fema.gov/EMIWeb/IS/is247a.asp	
			IS 802 – Emergency Support Functions Communications	http://training.fema.gov/EMIWeb/IS/IS802.asp	
		DISASTER ASSESSMENT	Disaster Assessment	IS 556 – Damage Assessment for Public Works	http://training.fema.gov/EMIWeb/IS/IS556.asp
				IS 559 – Local Damage Assessment	http://training.fema.gov/EMIWeb/IS/is559.asp
				Damage Assessment	http://indianafirstresponder.org/catalog.html
	PREP 1112 Methods of Risk Assessment in Planning for Disasters			http://ncdp.crlctraining.org/catalog/course.asp?id=50&cid=3	
	Overview of Rapid Needs Assessment: Rapid Needs Assessment			http://cphp.sph.unc.edu/training/HEP_RNA4/certificate.php	
	PREP 1112 Methods of Risk Assessment in Planning for Disasters			http://ncdp.crlctraining.org/catalog/course.asp?id=50&cid=3	
	FUNCTIONAL / ACCESS NEEDS	Assisting	Assisting Persons with Disabilities During an Emergency	http://cphp.sph.unc.edu/training/HEP_DIS3/certificate.php	
		Autism	Autism Spectrum Disorder	http://indianafirstresponder.org/catalog.html	
		Children	Caring for Children with Special Health Care Needs	https://extensiononline.tamu.edu/courses/child_care.php#keepingkidsafe-	
		Equipment	Equipment and Resources to Assist Persons with Disabilities During an Emergency	http://cphp.sph.unc.edu/training/HEP_DIS4/certificate.php	
		Health	Special Populations	http://www.sph.umn.edu/details/course/6389/	
		Planning	Emergency Preparedness and the Need to include Persons with Disabilities: Basic Issues for Organizations to Consider	http://cphp.sph.unc.edu/training/HEP_DIS1/certificate.php	
			Strengthening Your Agency's Emergency Plan to Address Needs of Persons with Disabilities	http://cphp.sph.unc.edu/training/HEP_DIS2/certificate.php	
		Response	Responding to Functional Needs	http://indianafirstresponder.org/catalog.html	
		Skill Development	Special Populations Skill Development Guide	http://www.sph.umn.edu/details/course/7021/	
	EVACUATION	Evacuation Training Classes	Emergency Evacuation	http://www.ehs.umaryland.edu/firesafety/Emergency%20Evacuation%20Training/player.html	
			Evacuation Coordinator	http://www.saferesponse.com/online_courses/evacuation-coordinator/details	
			Hospital Evacuation	http://www.dqeready.com/Healthcare-Preparedness-Consulting/DQE-on-Demand-Online-Training/Online-Evacuation-Training.aspx	
			IS 830 – Introduction to NRF Incident Annexes	http://training.fema.gov/EMIWeb/IS/IS830.asp	

Just-in-Time Training Resources

Prioritization Level	Service	Skill Set	Just-in-Time Training Name	Link	
Life Safety (continued)	LOGISTICS	Logistics Training Classes	IS 27 – Orientation to FEMA Logistics	http://training.fema.gov/EMIWeb/IS/is27.asp	
			IS 807 – Logistics Management and Resource Support Annex	http://training.fema.gov/EMIWeb/IS/IS807.asp	
			Log 101 – The Disaster Logistician	https://emergencylogistics.org/training/log-101/	
			Log 200 – Logistics Center	https://emergencylogistics.org/training/log-200/	
			Log 201 – Receiving and Distribution Center	https://emergencylogistics.org/training/log-201/	
			Log 202 – Commodity Point of Distribution	https://emergencylogistics.org/training/log-202/	
	PUBLIC SAFETY	Public Safety	Law Enforcement's Roles and Responsibilities in Disaster Situations	http://cphp.sph.unc.edu/training/HEP_LERRDS/certificate.php	
			IS 15.b – Special Event Contingency Planning for Public Safety Agencies	http://training.fema.gov/EMIWeb/IS/IS15b.asp	
	SHELTERING	Sheltering	IS 420 – Implementing the Emergency Food and Shelter National Board	http://training.fema.gov/emiweb/IS/IS420.asp	
			Sheltering from the Storm: Collaborative Shelter Creation and Management in 2011	http://ophponline.umdj.edu/mediasite/Viewer/?peid=2f7ee0262ab14d2b8ff63803b0266c451d	
Incident Stabilization	ANIMAL SERVICES	Basic Animal Handling	RedRover Responders Volunteer Training Self-Paced Online Training	http://www.redrover.org/?navid=849	
			Road to Resilience: Protecting Animals in Disaster	http://www.sph.umn.edu/details/course/10579/	
		Animal Planning	IS 10.a – Animals in Disasters: Awareness and Preparedness	http://training.fema.gov/EMIWeb/IS/is10a.asp	
			IS 11.a – Animals in Disasters: Community Planning	http://training.fema.gov/EMIWeb/IS/IS11a.asp	
	COMMUNICATION	Response Communication	IS 144 – Telecommunications Emergency Response Taskforce Basic Course	http://training.fema.gov/EMIWeb/IS/is144.asp	
			IDHS and IPSC 800 MHz Radio Training	http://indianafirstresponder.org/catalog.html	
			EPI 2401 Rapid Needs Assessment with Hand Held Devices	http://ncdp.crlctraining.org/catalog/course.asp?id=17&cid=3	
		Risk/Crisis Communication	Risk and Crisis Communication	http://cphp.sph.unc.edu/training/HEP_IIS7/certificate.php	
			Crisis and Emergency Risk Communication during a Pandemic Influenza Event (Pan Flu Preparedness for Local Health Departments, Session 9)	http://cphp.sph.unc.edu/training/HEP_PFRIS/certificate.php	
		General Communication	Practicing Cross Cultural Communication: Community Health Worker Program	http://www.phtc-online.org/learning/pages/catalog/cc2-chw/	
			Effective Communications	http://indianafirstresponder.org/catalog.html	
			Exploring Cross Cultural Communications	http://www.phtc-online.org/learning/pages/catalog/cc/	
		HAM Radio Operator	Technician Class License Prep	http://www.amateurradio.com/courses/technician/	
			Amateur Radio Testing Solution	http://hamtest.org/	
		Warning Systems	IS 247.a – Integrated Public Alert and Warning System	https://training.fema.gov/EMIWeb/IS/is247a.asp	
			IS 802 – Emergency Support Functions Communications	http://training.fema.gov/EMIWeb/IS/IS802.asp	
		DATA COLLECTION	Data Collection	IS 619 Research in Training and Education	http://training.fema.gov/EMIWeb/IS/is619.asp
				EPI 2407 Analysis of Information in Humanitarian Emergencies	http://ncdp.crlctraining.org/catalog/course.asp?id=44&cid=3
		DISASTER CASE MANAGEMENT	Disaster Case Management	Client Assistance System: Basics	http://www.redcross.org/tx/houston/take-a-class/disaster-training
	Client Assistance System: Create a Client Case			http://www.redcross.org/tx/houston/take-a-class/disaster-training	
	Client Assistance System: Needs and Assistance			http://www.redcross.org/tx/houston/take-a-class/disaster-training	
	Client Assistance System: Supervisor Functions			http://www.redcross.org/tx/houston/take-a-class/disaster-training	
	Client Assistance System: Chapter Disaster Operations			http://www.redcross.org/tx/houston/take-a-class/disaster-training	
	Client Assistance System: Reports			http://www.redcross.org/tx/houston/take-a-class/disaster-training	
	Client Casework: Providing Emergency Assistance			http://www.redcross.org/tx/houston/take-a-class/disaster-training	
	Client Assistance Cards: Caseworkers			http://www.redcross.org/tx/houston/take-a-class/disaster-training	

Just-in-Time Training Resources

Prioritization Level	Service	Skill Set	Just-in-Time Training Name	Link
Incident Stabilization (continued)	DONATIONS MANAGEMENT	Aid Matrix	National Donations Management Network	http://www.aidmatrixnetwork.org/fema/Index.aspx
		General Donations Management	Suspicious Packages and Substances	http://indianafirstresponder.org/catalog.html
	Donations Management		http://indianafirstresponder.org/catalog.html	
	FOOD	General Food Service in Emergencies	IS 420 – Implementing the Emergency Food and Shelter National Board	http://training.fema.gov/emiweb/IS/IS420.asp
			Basic Food Safety	http://www.redcross.org/tx/houston/take-a-class/disaster-training
			Food Protection Course	https://a816-healthpsi.nyc.gov/dohroot/prjfp/
			Serving It Safe	http://www.nfsmi.org/Templates/TemplateDefault.aspx?q=cEIEPTizNw==
			OnGuard: Protecting America's Food System	http://eden.lsu.edu/EDENCourses/OnGuard/Pages/default.aspx
			Application of Surveillance Principles to Food Safety	http://www.sph.umn.edu/details/course/6797/
	HEALTH SERVICES	Health Services	IS 100.HCb – Introduction to the ICS for Healthcare/Hospitals	http://training.fema.gov/EMIWeb/IS/is100HCb.asp
			IS 200.HCa – Applying ICS to Healthcare Organizations	http://training.fema.gov/EMIWeb/IS/is200HCa.asp
			IS 346 – An Orientation to Hazardous Materials for Medical Personnel	http://training.fema.gov/EMIWeb/IS/is346.asp
			Red Cross ReadyRN	http://www.redcross.org/tx/houston/take-a-class/disaster-training
			Safe and Well Linking Training	http://www.redcross.org/tx/houston/take-a-class/disaster-training
			IS 808 – Emergency Support Function 8 (ESF 8) – Public Health and Medical Services	http://training.fema.gov/EMIWeb/IS/IS808.asp
	LOGISTICS	Disaster Logistics	IS 27 – Orientation to FEMA Logistics	http://training.fema.gov/EMIWeb/IS/is27.asp
			IS 807 – Logistics Management and Resource Support Annex	http://training.fema.gov/EMIWeb/IS/IS807.asp
			Log 101 The Disaster Logician	https://emergencylogistics.org/training/log-101/
			Log 200 Logistics Center	https://emergencylogistics.org/training/log-200/
			Log 201 Receiving and Distribution Center	https://emergencylogistics.org/training/log-201/
			Log 202 Commodity Point of Distribution	https://emergencylogistics.org/training/log-202/
	MENTAL HEALTH	Psychological Health First Aid	Mental Health First Aid	http://www.mentalhealthfirstaid.org/cs/program_overview/
			Psychological First Aid Online	http://learn.nctsn.org/course/category.php?id=11
			Psychological First Aid Tutorial Mobile App	http://www.sph.umn.edu/details/course/11085/
		Specific Issues / Pathologies	Introduction to Mental Health and Disaster Preparedness	http://ocw.jhsph.edu/index.cfm/go/viewCourse/course/IntroMentalHealthDisasterPreparedness/coursePage/index/
			PTSD 101	http://www.ptsd.va.gov/professional/ptsd101/ptsd-101.asp
			Psychosocial Issues Related to Bioterrorism	https://practice.sph.umich.edu/mphtc/site.php?module=courses_online_course&id=202
			Coping with Disasters	https://practice.sph.umich.edu/mphtc/site.php?module=courses_how_to_register&course_id=285
			Mental Health Interventions in Disasters (NC DRN, Module 4)	http://cphp.sph.unc.edu/training/HEP_DRN4/certificate.php
			Bio-Psychological Responses to Disaster (NC DRN, Module 3)	http://cphp.sph.unc.edu/training/HEP_DRN3/certificate.php
			Self Care	http://cphp.sph.unc.edu/training/HEP_DRN6/certificate.php
	PUBLIC HEALTH	Orientation to Public Health	NY/NJ Public Health Training Center – Orientation to Public Health	http://www.phct-online.org/learning/pages/catalog/oph/
		Bio, Chemical and Radiological	Chemical Weapons: Protection Basics	http://cphp.sph.unc.edu/training/HEP_CWPB/certificate.php
Chemical Terrorism: Introduction & Classification/Chemical Weapons: Basic Concepts			http://cphp.sph.unc.edu/training/HEP_CTIN/certificate.php	
Radiological Terrorism and Radiation Emergencies: Public Health Response RADT S0406			http://practice.sph.umich.edu/micphp/dynamic/site.php?module=courses	
Pharmacy Training: Introduction to Bioterrorist Agents			http://cphp.sph.unc.edu/training/HEP_PIBA/certificate.php	
Chemical Weapons: Protection Basics			http://cphp.sph.unc.edu/training/HEP_CWPB/certificate.php	

Just-in-Time Training Resources

Prioritization Level	Service	Skill Set	Just-in-Time Training Name	Link
Incident Stabilization (continued)	PUBLIC HEALTH (CONTINUED)	Bio, Chemical and Radiological (continued)	Radiation Safety Awareness	http://www.saferesponse.com/online_courses/radiation-safety-awareness/details
			Radiological Surveillance	http://cphp.sph.unc.edu/training/HEP_RDSUR/certificate.php
			Recognition and Management of Bioterrorist Agents: An Overview	http://cphp.sph.unc.edu/training/HEP_BAOV/certificate.php
		Cultural Competencies	Practicing Cross Cultural Communication: Community Health Worker Program	http://www.phtc-online.org/learning/pages/catalog/cc2-chw/
		Decontamination	Building & Sustaining Hospital Decontamination Teams	http://www.nursing.umn.edu/meret/MERET_Courses/hospdecon_module.html
			Hazardous Materials Response – Awareness Level	http://www.saferesponse.com/online_courses/hazardous-materials-response-awareness-level/details
			Decontamination	http://www.sph.umn.edu/details/course/6529/
			Introduction to Building a Hospital Decontamination Team	http://www.nursing.umn.edu/meret/MERET_Courses/introhospdecon_module.html
		Epidemiology / Surveillance / Indicators / Needs Assessments	EPI 2408 Surveillance and Forecasting of Emerging Infectious Diseases	http://ncdp.crlctraining.org/catalog/course.asp?id=46&cid=3
			Field Epidemiology	http://www.phtc-online.org/learning/pages/catalog/fe/
			Part I: Health Indicators: Overview	http://www.nlm.nih.gov/nichsr/healthindicators/index.html
			Part II: Community Health Status Indicators	http://www.nlm.nih.gov/nichsr/healthindicators/index.html
			Part III: Practical Approaches for Using Health Indicators	http://www.nlm.nih.gov/nichsr/healthindicators/index.html
			Part IV: Health Indicators in Action	http://www.nlm.nih.gov/nichsr/healthindicators/index.html
			Rabies Epidemiology and Control	http://cphp.sph.unc.edu/training/HEP_RABI08/certificate.php
			Epidemiologic Methods for Emergency Responders EMERS0206	https://practice.sph.umich.edu/mphtc/site.php?module=courses_one_online_course&id=175
			Epidemiology for Non-Epidemiologists EFNES1204	https://practice.sph.umich.edu/mphtc/site.php?module=courses_one_online_course&id=485
			Field Surveillance for Disasters FSFD1107	https://practice.sph.umich.edu/mphtc/site.php?module=courses_one_online_course&id=483
			Analysis of Data from RNAs: Rapid Needs Assessment	http://cphp.sph.unc.edu/training/HEP_RNA4/certificate.php
			Rapids Needs Assessment and Geographic Information Systems	http://cphp.sph.unc.edu/training/HEP_FOC503/certificate.php
		Health Literacy/Education	Health Literacy & Public Health: Introduction	http://www.phtc-online.org/learning/pages/catalog/phlit01/
			Health Literacy & Public Health: Strategies for Addressing Low Health Literacy	http://www.phtc-online.org/learning/pages/catalog/phlit02/
		Infection Control	Infection Control: Standards, Precautions & Respiratory Hygiene	http://www.nursing.umn.edu/meret/MERET_Courses/standardprecautions_module.html
			Infection Control: Transmission-based Precautions	http://www.nursing.umn.edu/meret/MERET_Courses/transmissions_module.html
			Infection Control: Multiple-drug Resistant Organisms	http://www.nursing.umn.edu/meret/MERET_Courses/mdro_module.html
			Infection Control: Respiratory Protection	http://www.nursing.umn.edu/meret/MERET_Courses/respiratory_module.html
			Infection Control: Applying Infection Control Principles: A Case-Based Assessment	http://www.nursing.umn.edu/meret/MERET_Courses/MERET-SIM_module.html
			Infection Control: Design and Maintenance of Airborne Infection Isolation Rooms	http://www.nursing.umn.edu/meret/MERET_Courses/air_module.html
			Infection Control: Methods for Achieving Temporary Negative Pressure Isolation	http://www.nursing.umn.edu/meret/MERET_Courses/tnpi_module.html
			Infection Control: Protect Yourself First with Full Barrier Precautions	http://www.nursing.umn.edu/meret/MERET_Courses/barrier_module.html
			Addressing Environmental Contaminants and Their Effects on Human Health ADERHR1104	https://practice.sph.umich.edu/mphtc/site.php?module=courses_one_online_course&id=214
		Pandemic Planning	IS 520 – Introduction to Continuity of Operations Planning for Pandemic Influenzas	http://training.fema.gov/EMIWeb/IS/is520.asp
			Non-pharmaceutical Interventions for Pandemic Influenza	http://cphp.sph.unc.edu/training/HEP_NPI/certificate.php

Just-in-Time Training Resources

Prioritization Level	Service	Skill Set	Just-in-Time Training Name	Link
Incident Stabilization (continued)	PUBLIC HEALTH (CONTINUED)	Pregnant / Birthing Mothers and Newborns	Emergency Preparedness for Pregnant/Birthing Women and Newborns/Children: Pediatric Emergency Preparedness: Issues and Roles	http://www.nursing.umn.edu/meret/MERET_Courses/pediatric_module.html
			Emergency Preparedness for Pregnant/Birthing Women and Newborns/Children: Caring for Women Giving Birth: Caring for Postpartum and Breastfeeding Women	http://www.nursing.umn.edu/meret/MERET_Courses/pbwomen_module.html
			Emergency Preparedness for Pregnant/Birthing Women and Newborns/Children: Care for Women Giving Birth	http://www.nursing.umn.edu/meret/MERET_Courses/givingbirth_module.html
			Emergency Preparedness for Pregnant/Birthing Women and Newborns/Children: Caring for Newborns	http://www.nursing.umn.edu/meret/MERET_Courses/newborns_module.html
			Emergency Preparedness for Pregnant/Birthing Women and Newborns/Children: Caring for Pregnant/Birthing Women and Their Newborns during Disasters: An Introduction to the Issues	http://www.nursing.umn.edu/meret/MERET_Courses/moms_module.html
		Policy	IS 522 – Exercising Continuity Plans for Pandemics	http://training.fema.gov/EMIWeb/IS/IS522.asp
			Public Health Preparedness	http://ophponline.umdj.edu/mediasite/Viewer/?peid=d56d9e286c04afeaa03090f817cb8801d
			Making Data, Policy, and Politics Work for Public Health	https://practice.sph.umich.edu/mphtc/site.php?module=courses_online_course&id=322
			Public Health in a Time of Government Austerity	http://www.lowernysphct.org/content/public-health-time-government-austerity
			Public Health Burden of Foodborne Disease	http://cphp.sph.unc.edu/training/HEP_FOODB/certificate.php
			Epidemiology Applications: Disaster and Environmental Epidemiology	http://cphp.sph.unc.edu/training/HEP_EPI5-1r/certificate.php
			Overview of Rapid Needs Assessment: Rapid Needs Assessment	http://cphp.sph.unc.edu/training/HEP_RNA4/certificate.php
			Rapid Needs Assessments Methodology: Rapid Needs Assessment	http://cphp.sph.unc.edu/training/HEP_RNA2/certificate.php
			Using Handheld Computers to Gather Field Data: Rapids Needs Assessment Online	http://cphp.sph.unc.edu/training/HEP_RNA3/certificate.php
		Pathologies	Pandemic Influenza in the Pediatric Population – Just-in-Time Training	http://seraph.cchmc.org/h1n1/
			Zoonotic Diseases: Bioterrorism and Beyond	http://practice.sph.umich.edu/micphp/dynamic/site.php?module=courses
			Avian Influenza	http://cphp.sph.unc.edu/training/HEP_AVFLU/certificate.php
			Bovine Spongiform Encephalopathy	http://cphp.sph.unc.edu/training/HEP_BSE/certificate.php
			SARS Part I	http://cphp.sph.unc.edu/training/HEP_SARS1/certificate.php
			SARS Part II	http://cphp.sph.unc.edu/training/HEP_SARS2/certificate.php
	Zoonotic Diseases and Public Health		http://cphp.sph.unc.edu/training/HEP_ZOON/certificate.php	
	Workforce	PREP 2102/ENV 2701 Chem Rad Bio: Fundamentals for the Public Health Workforce	http://ncdp.crlctraining.org/catalog/course.asp?id=33&cid=3	
		PREP 2103 The Home Health Workforce: Essential Community Partners in Prevention	http://ncdp.crlctraining.org/catalog/course.asp?id=34&cid=3	
		The Off-Site Care Facility – An Alternate Care Site: A Primer for Volunteers	http://www.sph.umn.edu/details/course/7373/	
	Points of Dispensing	Points of Dispensing: Public Health Training for Staff and Volunteers	http://www.sph.umn.edu/details/course/11169/	
	REUNIFICATION	Family Reunification	Child Welfare Online Training (Family Reunification Module)	http://training.childwelfare.gov/oltClassRoom.cfm?jcbT=signUpForCourseFree&courseID=1

Just-in-Time Training Resources

Prioritization Level	Service	Skill Set	Just-in-Time Training Name	Link
Incident Stabilization (continued)	SPIRITUAL AND EMOTIONAL CARE	Spiritual and Emotional Care	Southern Baptist; Disaster Relief Chaplain Training	https://www.namb.net/uploadedFiles/DR_Chaplain%20Training%20Manual_2008.pdf
			Mental Health First Aid	Please See Disaster Mental Health
			Psychological First Aid	
			Community Arise: A Disaster Ministry Curriculum	
			National Disaster Interfaith Network	http://www.n-din.org/
	TRAFFIC MANAGEMENT	Traffic Management	Intelligent Transportation Systems Module 16. A321b: Specifying Requirements for Traffic Management Systems Based on TMDD v03 Standard	http://www.pcb.its.dot.gov/standardstraining/Modules.aspx?ModuleID=33&SubscriberID=#mod33
			Intelligent Transportation Systems Module 12. A321a: Understanding User Needs for Traffic Management Systems Based on TMDD v3 Standard	http://www.pcb.its.dot.gov/standardstraining/Modules.aspx?ModuleID=29&SubscriberID=#mod29
	TRANSLATION / INTERPRETATION	Working with Translators / Interpreters	IS 318 – Mitigation Planning for Local and Tribal Communities	http://training.fema.gov/EMIWeb/IS/is318.asp
			Teaming with an Interpreter: Free Online Training Course	http://www.speakyourlanguages.com/courses/interpreter/
			Teaming with a Translator: Free Online Course	http://www.speakyourlanguages.com/courses/translator/
	TRANSPORTATION	General Transportation	Intelligent Transportation Systems Standards Training Modules	http://www.pcb.its.dot.gov/standardstraining/
			IS 801 – Transportation	http://training.fema.gov/EMIWeb/IS/IS801.asp
		Defensive Driving	Defensive Driving	http://www.redcross.org/tx/houston/take-a-class/disaster-training
	VOLUNTEER MANAGEMENT	Volunteer Programs	Developing Volunteers	http://indianafirstresponder.org/catalog.html
			IS 244.a Developing and Managing Volunteers	http://training.fema.gov/EMIWeb/IS/is244a.asp
Preparing for and Managing a Spontaneous Volunteer Workforce			http://www.redcross.org/tx/houston/take-a-class/disaster-training	
Volunteers and Emergency Management		IS 250.a Emergency Support Function 15 (ESF 15) External Affairs: A New Approach to Emergency Communication and Information Distribution	http://training.fema.gov/EMIWeb/IS/is250a.asp	
Property Preservation	DEBRIS REMOVAL	Environmental Protection Agency Training Modules	Various (Specific to Regulatory Topics)	http://www.epa.gov/wastes/inforesources/pubs/rmods.htm
		FEMA	IS-632.a – Introductions to Debris Operations	http://training.fema.gov/EMIWeb/IS/is632a.asp
			IS-5.a – An Introduction to Hazardous Materials	http://training.fema.gov/EMIWeb/IS/is5.asp
	MUCK OUT	Basic Recommendations	Mennonite Disaster Services	http://mds.mennonite.net/resources/not_cached/?cid=328&did=631&sechash=64a35782
	REPAIR AND REBUILD	Rebuilding	Rebuilding Together Institution: Energy Efficiency	http://rebuildingtogetherinstitute.org/vidiopresentations.php
			Rebuilding Together Institution: Safe At Home	http://rebuildingtogetherinstitute.org/vidiopresentations.php
			Rebuilding Together Institution: Don't Spread Lead	http://rebuildingtogetherinstitute.org/vidiopresentations.php
			Rebuilding Together Institution: A Safe and Healthy Home for Every Person	http://rebuildingtogetherinstitute.org/vidiopresentations.php
			Rebuilding Together Institution: Green Housing	http://rebuildingtogetherinstitute.org/vidiopresentations.php
			Rebuilding Together Institution: Tub Cut-Away	http://rebuildingtogetherinstitute.org/vidiopresentations.php
			Rebuilding Together Institution: Wind Proofing	http://rebuildingtogetherinstitute.org/vidiopresentations.php
Safety		Disaster Site Worker Procedures	http://www.osha.gov/dte/outreach/disaster/disaster_procedures.html	
	Habitat for Humanity: Volunteer Safety Training	http://www.hfhvolunteerinsurance.com/		

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Prioritization Level	Service	Skill Set	Just-in-Time Training Name	Link	
Property Preservation (continued)	SUPPLIES AND EQUIPMENT	General	IS 55.a – Household Hazardous Materials: A Guide for Citizens	http://training.fema.gov/EMIWeb/IS/is55a.asp	
		Personal Protective Equipment	Best Practices for the Protection of Health Care Facility-Based First Receivers: Personal Protective Equipment	http://ynhhs.emergencyeducation.org/courses/em220-2/preview_welcome.asp	
			Road to Resilience: Personal Protective Equipment	http://www.sph.umn.edu/details/course/10581/	
			Personal Protection Equipment Course	http://www.free-training.com/osha/ppe/Ppemenu.htm	
			N95 Respirator and Personal Protective Equipment Training for Healthcare Workers	http://ynhhs.emergencyeducation.org/courses/em121/preview_title.asp	
	SUPPLIES AND MATERIALS	Hazardous Materials	IS 5.a – An Introduction to Hazardous Materials	http://training.fema.gov/EMIWeb/IS/IS5.asp	
			IS 340 – Hazardous Materials Prevention	http://training.fema.gov/EMIWeb/IS/is340.asp	
	WAREHOUSE	Forklift Safety	Forklift Stability Essentials – E-Learning Version 2	http://www.safety-tv.com/forklift-stability-essentials-elearning-r-united-states/	
			Forklift Stability Essentials – Video	http://www.safety-tv.com/forklift-stability-essentials-online-training-united-states/	
			Forklift Safety Essentials – E-Learning Version 2	http://www.safety-tv.com/forklift-safety-essentials-elearning-r-united-states/	
		Safety	Warehousing and Storage Safety Essentials - E-Learning	http://www.safety-tv.com/warehousing-storage-safety-essentials-elearning-united-states/	
			Warehousing and Storage Safety Essentials - Video	http://www.safety-tv.com/warehousing-storage-safety-essentials-online-training-united-states/	
			Warehouse Manual Handling: The New Approach – Video	http://www.safety-tv.com/warehouse-manual-handling-new-approach-online-training-united-states/	
			Safe Lifting in the Warehouse – Video	http://www.safety-tv.com/safe-lifting-for-warehouse-online-training-united-states/	
		Warehousing Operations	IS 26 – Guide to Points of Distribution	http://training.fema.gov/EMIWeb/IS/is26.asp	
	LONG TERM RECOVERY	Community Recovery	IS 814 – Long Term Community Recovery	http://training.fema.gov/EMIWeb/IS/is814.asp	
	Unprioritized	OTHER IMPORTANT INFORMATION	Ethics and Foundational Classes	Ethical Issues in Disaster Response (NC DRN, Module 7)	http://cphp.sph.unc.edu/training/HEP_DRN7/certificate.php
				Foundations for Disaster Fundraising	http://www.redcross.org/tx/houston/take-a-class/disaster-training
				Fundamental of Staff Services	http://www.redcross.org/tx/houston/take-a-class/disaster-training
				Fundamentals of Instruction and Facilitation	http://www.redcross.org/tx/houston/take-a-class/disaster-training
Charitable Organizations			Providing Disaster Relief Through Charitable Organizations: Part I (A mini-course produced by IRS Exempt Organizations Customer Education and Outreach)	http://www.stayexempt.org/Mini-Courses/Disaster_Relief-Part_1/disaster-relief-part-i.aspx	
			Providing Disaster Relief Through Charitable Organizations: Part II	http://www.stayexempt.org/Mini-Courses/Disaster_Relief-part_II/disaster-relief-part-ii.aspx	
Technology			Disaster Services Technology Communication Workshop	http://www.redcross.org/tx/houston/take-a-class/disaster-training	
			Statistical and Cost Report of Disaster Operation (Form 2066)	http://www.redcross.org/tx/houston/take-a-class/disaster-training	
			Disaster Services Technology: The First 48 Hours of a Disaster Recovery Operation	http://www.redcross.org/tx/houston/take-a-class/disaster-training	
			Disaster Services Technology Overview Workshop	http://www.redcross.org/tx/houston/take-a-class/disaster-training	
			Disaster Services Technology Customer Service Workshop	http://www.redcross.org/tx/houston/take-a-class/disaster-training	
			Disaster Services Technology Networking Workshop	http://www.redcross.org/tx/houston/take-a-class/disaster-training	
			Disaster Services Technology Computer Operations Workshop	http://www.redcross.org/tx/houston/take-a-class/disaster-training	
			Financial and Statistical Information Management	http://www.redcross.org/tx/houston/take-a-class/disaster-training	
			Disaster Services Technology Information Management System	http://www.redcross.org/tx/houston/take-a-class/disaster-training	

Case Study Vignettes

Donated Resources—Worth More than Face Value; Telling a \$17 Million Story¹

A little known and applied FEMA policy can save communities millions after a disaster, when properly coordinated and documented. Donated resources that are essential to meeting immediate threats to life and property resulting from a major disaster may be credited toward the non-Federal share of grant costs under the FEMA Public Assistance Program. Donated resources may include volunteer labor, donated equipment and donated materials.

This policy was skillfully coordinated by the Missouri State VAL and lead to an enormous savings for the City of Joplin after the May 2011 F-5 tornado there. The State VAL was able to engage the services of AmeriCorps who then, under the guidance and direction of the State VAL, coordinated affiliated and unaffiliated volunteers, tracking all volunteer hours and donated goods which resulted in a significant return on investment for the state.

“The \$17.7 million of donated resources is the largest amount recorded in the history of Missouri and in FEMA Region VII. There were over 102,000 volunteers working over 610,000 hours along with donated goods and services valued at over \$8.5 million, and 12,000 hours of donated equipment use. That’s incredible and the City is very thankful for all who have helped Joplin. Not only did the volunteers help clean up Joplin, but they also helped us financially recover a significant amount of expense”—Leslie Jones, the City of Joplin Finance Director.

“These payments and the offset credit from donated resources will help ensure little or no cost to the City after all of the accounting for this disaster is complete. This is beneficial to the City and our citizens, when the entire cost of this disaster could have dealt a serious blow to the financial well-being of the City. We again thank the volunteers, and our federal and state partners in this disaster recovery. They have assisted in many ways including funding a large portion of the debris removal costs. The net effect is that the City was on solid financial footing prior to May 22nd and based on the existing and anticipated support and how we have managed the process, we will continue to maintain the same financial status we had established earlier.”—Mark Rohr, City of Joplin, City Manager

¹ FEMA Region VII and the City of Joplin

Hurricane Sandy²—In New Jersey, voluntary agencies provided more than 4,850 volunteers working 49,415 days totaling 395,320 hours* and served 1,238,381 meals 2,896,536 snacks served and issued 90,257 bulk items distributed.

Hattiesburg, MS Tornado—February 10, 2013³ Documented hours from the Red Cross alone lead to a value of \$1,757,193 in cost savings for the State, made possible through close coordination between the Red Cross and the Mississippi Voluntary Agency Liaison.

Alabama Tornado—2011⁴ Measured Volunteer impact was \$20 million. Conversely, the benefits to the States' offset in cost share did not occur, when the VOADs efforts were not documented and/or submitted to FEMA to allow credit. One dramatic example occurred from Superstorm Sandy response/recovery where volunteer hours were not submitted and up to \$137 million was not offset by the State of New York (American Red Cross).

Tennessee Floods—2010⁵ measured volunteer impact was \$17 million

Hurricane Katrina—2005⁶ measured volunteer impact was \$21 million

Florida Hurricanes—2004⁷ measured volunteer impact was \$27 million

North Carolina Hurricane Floyd—September 1999⁸ measured volunteer impact was \$18 million.

² FEMA Region II and the American Red Cross

³ The American Red Cross

⁴ FEMA Region IV Voluntary Agency Liaison

⁵ FEMA Region IV Voluntary Agency Liaison

⁶ FEMA Region IV Voluntary Agency Liaison

⁷ FEMA Region IV Voluntary Agency Liaison

⁸ FEMA Region IV Voluntary Agency Liaison