

# Long-Term Recovery Planning

April 2020



**Connecticut**  
Voluntary Organizations  
Active in Disaster

# Agenda

- 1. Our Shared Challenge**
- 2. Statewide Long-Term Recovery Approach**
- 3. Engagement with Local Communities**
- 4. Example: The Process in Action**
- 5. Resources**

# Our Shared Challenge

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# Forging a Path to Connecticut's Recovery

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*Responding to a disaster is shared responsibility; it calls for the involvement of everyone — state government, local government, and a wide range of community partners.*

*By working together, we can help our residents and our communities meet their urgent needs and bounce back from the COVID-19 crisis.*

**— Governor Ned Lamont**

# FEMA's Factors of a Successful Community Recovery

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Experience shows that the presence of certain factors in a community can help ensure a successful recovery:

- Effective Decision making and Coordination
- Integration of Community Recovery Planning Processes
- Well-managed Recovery
- Proactive Community Engagement, Public Participation and Public Awareness
- Well-administered Financial Acquisition
- Organizational Flexibility
- Resilient Rebuilding



# We have a chance to employ important learned from Hurricanes Sandy and Maria

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- Local Long-Term Recovery Committees can and should use the disaster case management process to help survivors identify unmet needs.
- Federal and State funds should be maximized.
- Through disaster case management, disaster-related unmet needs will be verified to avoid duplication of benefits.
- Recovery is local and we need to hear the community voice their needs, then fund those needs with sustainable recovery as a goal. We learned how to organize for unmet needs and borne out of that experience is the **Unmet Needs Table**.
- Needs emerging are food, health, and medical; rent and mortgages; utilities and banking assistance, mental health and crisis counseling.

**Statewide emergency response is most effective when our state-level recovery team works together with coordinated efforts in our local communities.**

# Our Shared Goals for This Recovery:

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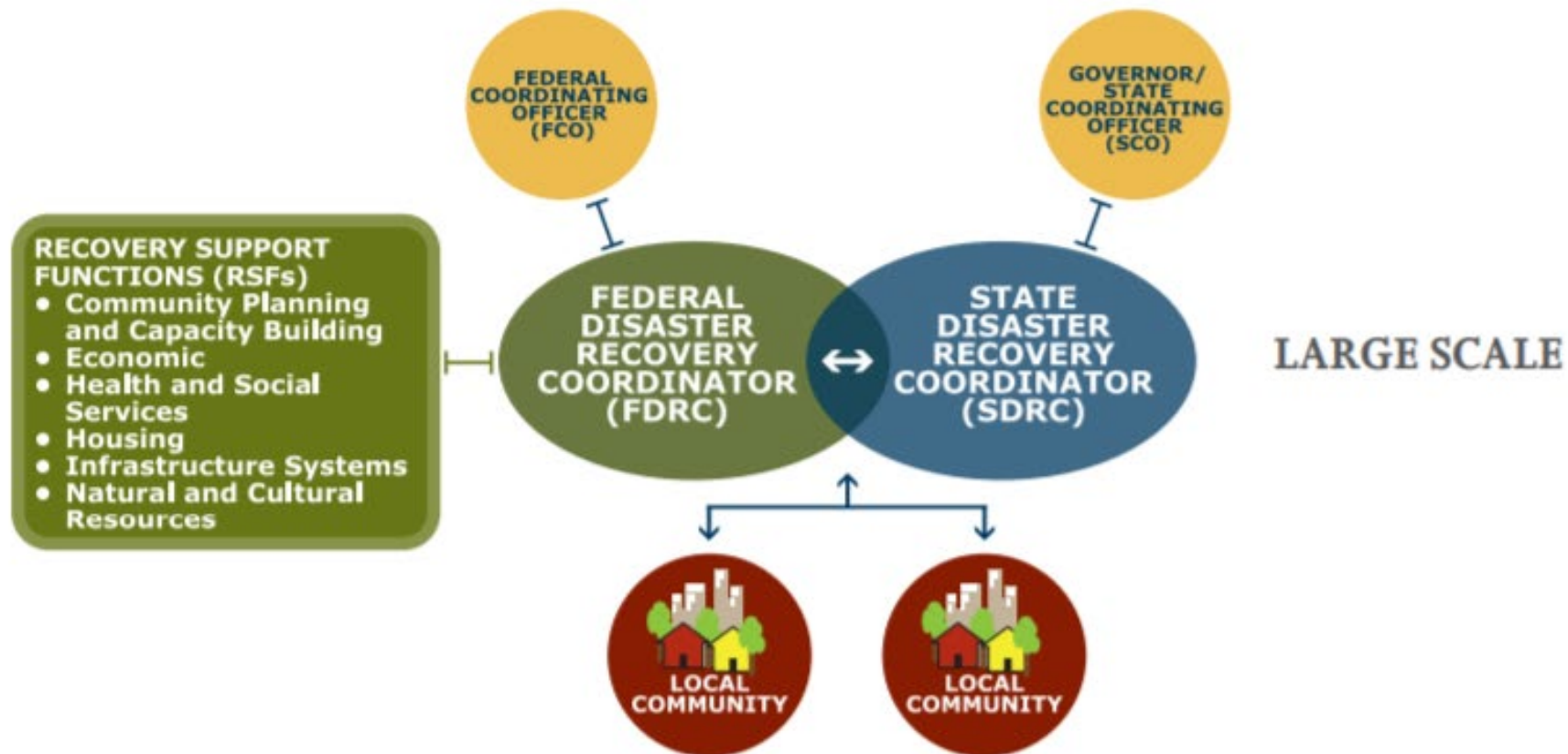
- All Connecticut residents receive the assistance that they need.
- Our communities are confident the process is fair, and that cities, suburbs and small towns are treated equitably in terms of need. Our local, state, and federal resources work closely together.
- ***Our residents, our communities, and our state recover as quickly and as fully as possible!***

# Statewide Long-Term Recovery Approach

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# FEMA Coordination Map: Large-Scale Events

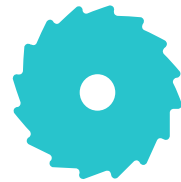


# Strategically Uniting Local, State, and Federal Efforts

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Our goal is to unite efforts at the statewide level with efforts of multiple stakeholders at the local level



Some of the parts of recovery are already working – many communities are already doing great work to support residents



Our towns and cities are answering the call, staying on the job and protecting their citizens



State and federal programs provide critical assistance in many areas



Nonprofit partners and VOAD (Voluntary Agencies Active in Disaster) agencies are providing emergency assistance to those most in need

# CT Statewide Long-Term Recovery Committee (LTRC)

The current public health emergency is **unlike any disaster** we have experienced.

Recovery will require meeting the immediate needs of our residents as we build a comprehensive economic recovery plan.

*Under the joint leadership of the Department of Economic and Community Development, the Connecticut Department of Insurance, and the Division of Emergency Management and Homeland Security, the Long-Term Recovery Committee is:*

- Planning for long-term economic recovery across our state
- Identifying unmet needs and working with partners to respond

# Connecticut State Disaster Recovery Framework

The Connecticut Long Term Recovery Committee (LTR) is one of 14 Support Functions (ESFs) that comprise the State Response Framework.

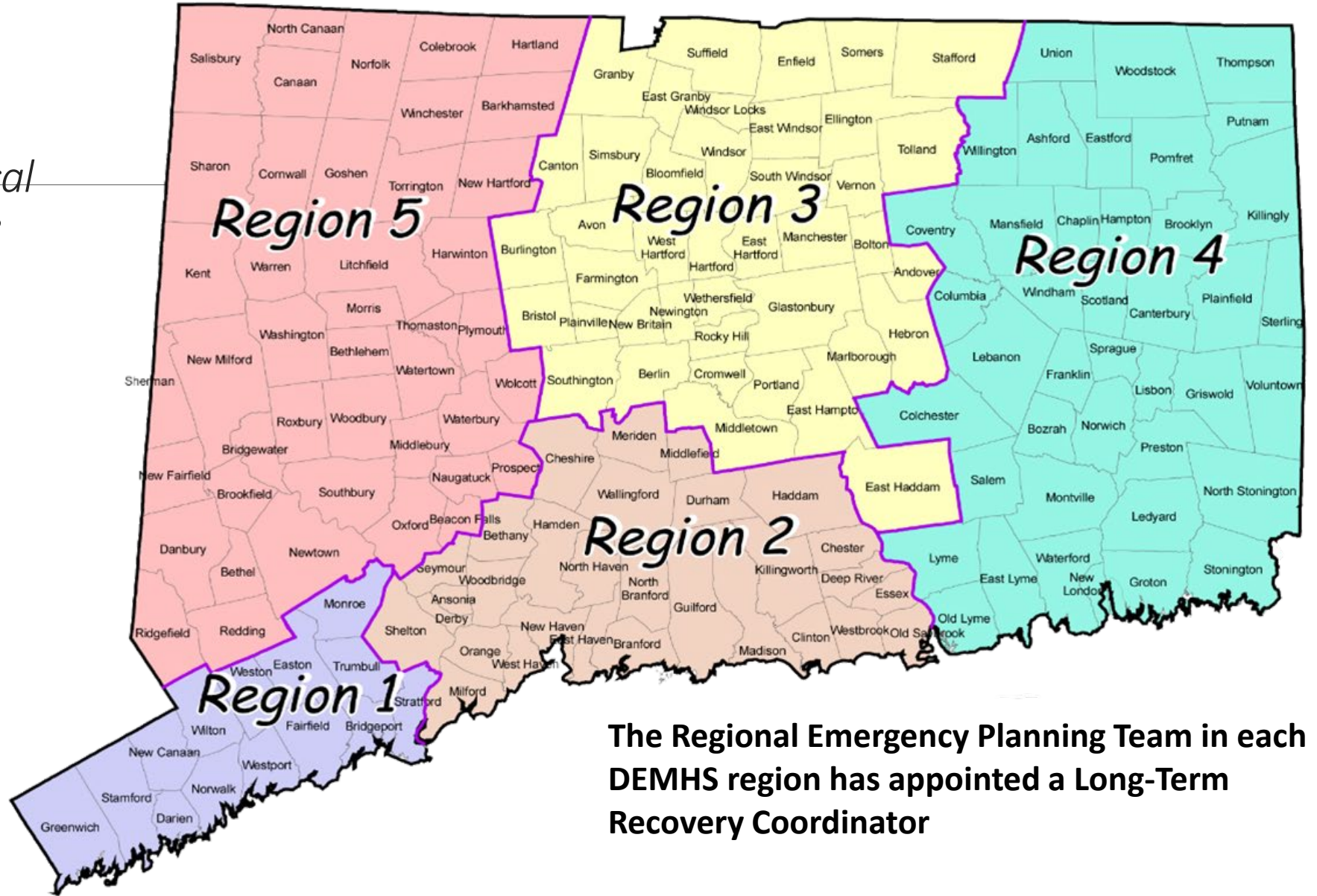


Since early 2012, the LTR Committee has been building a framework for the state to support long-term recovery of our communities through:

Coordination of federal, state, local government resources	Involvement of Connecticut VOAD & NGOs	Involvement of business and nonprofit sectors	Education & outreach	Mitigation and risk reduction programs & policies
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# DEMHS Regions

*DEMHS Regional Coordinators connect local communities to the state emergency Operations Center (SEOC)*



**The Regional Emergency Planning Team in each DEMHS region has appointed a Long-Term Recovery Coordinator**

# Engagement with Local Communities

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# Connecticut State Disaster Recovery Framework

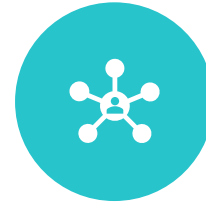
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- **Statewide emergency response is most effective when our state-level recovery team works together with coordinated recovery efforts in our local communities.**
- Each community needs to identify a town long-term recovery coordinator (*this should be someone who is not a first responder*)

# Recovery Support: Local Leadership Responsibilities



LEAD THE CREATION AND COORDINATE THE ACTIVITIES OF LOCAL RECOVERY-DEDICATED ORGANIZATIONS AND INITIATIVES



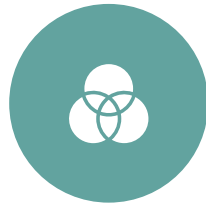
WORK WITH STATE OFFICIALS TO DEVELOP A UNIFIED AND ACCESSIBLE COMMUNICATION STRATEGY



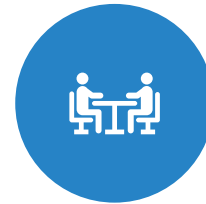
PARTICIPATE IN DAMAGE AND IMPACT ASSESSMENTS WITH OTHER RECOVERY PARTNERS



ORGANIZE RECOVERY PLANNING PROCESS FOR THE COMMUNITY



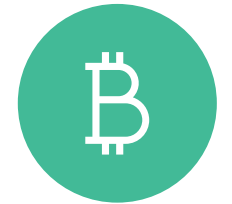
ENSURE INCLUSIVENESS IN THE COMMUNITY RECOVERY PROCESS



COMMUNICATE RECOVERY PRIORITIES TO THE STATE AND FEDERAL PARTNERS



INCORPORATE MITIGATION, RESILIENCE, SUSTAINABILITY AND ACCESSIBILITY-BUILDING MEASURES INTO RECOVERY EFFORTS



LEAD THE DEVELOPMENT OF COMMUNITY RECOVERY PLANS THAT ARE ACTIONABLE AND FEASIBLE, BUILD PUBLIC SUPPORT



# Local Long-Term Recovery Committees

Local Long-Term Recovery Committees (LTRCs) are an important way communities can make sure local resources are **pulling together most effectively to meet the needs of residents** – so that every ounce of energy and every dollar spent each community has maximal impact.



At the same time, local recovery committees are an important way that local communities can **identify gaps** and develop a comprehensive understanding of which members of your community might need more support in the recovery process.



Finally, the Local Long-term Recovery Committee is an important and **effective channel to communicate to the state emergency management team major gaps/needs** that may require a state-level response.

# Inclusivity

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The agenda for recovery needs to be inclusive.

Need to ensure the following groups are included in recovery planning and recognized for assistance:

Low-income and marginalized communities • People who are negatively affected by health issues • People with access and functional needs • Workers who do not have the option of staying home • People experiencing homelessness or who lack access to affordable, safe, and healthy housing • People who have limited food security • Those without access to transportation or life-sustaining supplies • People who live in rural regions • Immigrants, asylum-seekers, refugees and the undocumented



# Local Long-Term Recovery Committees

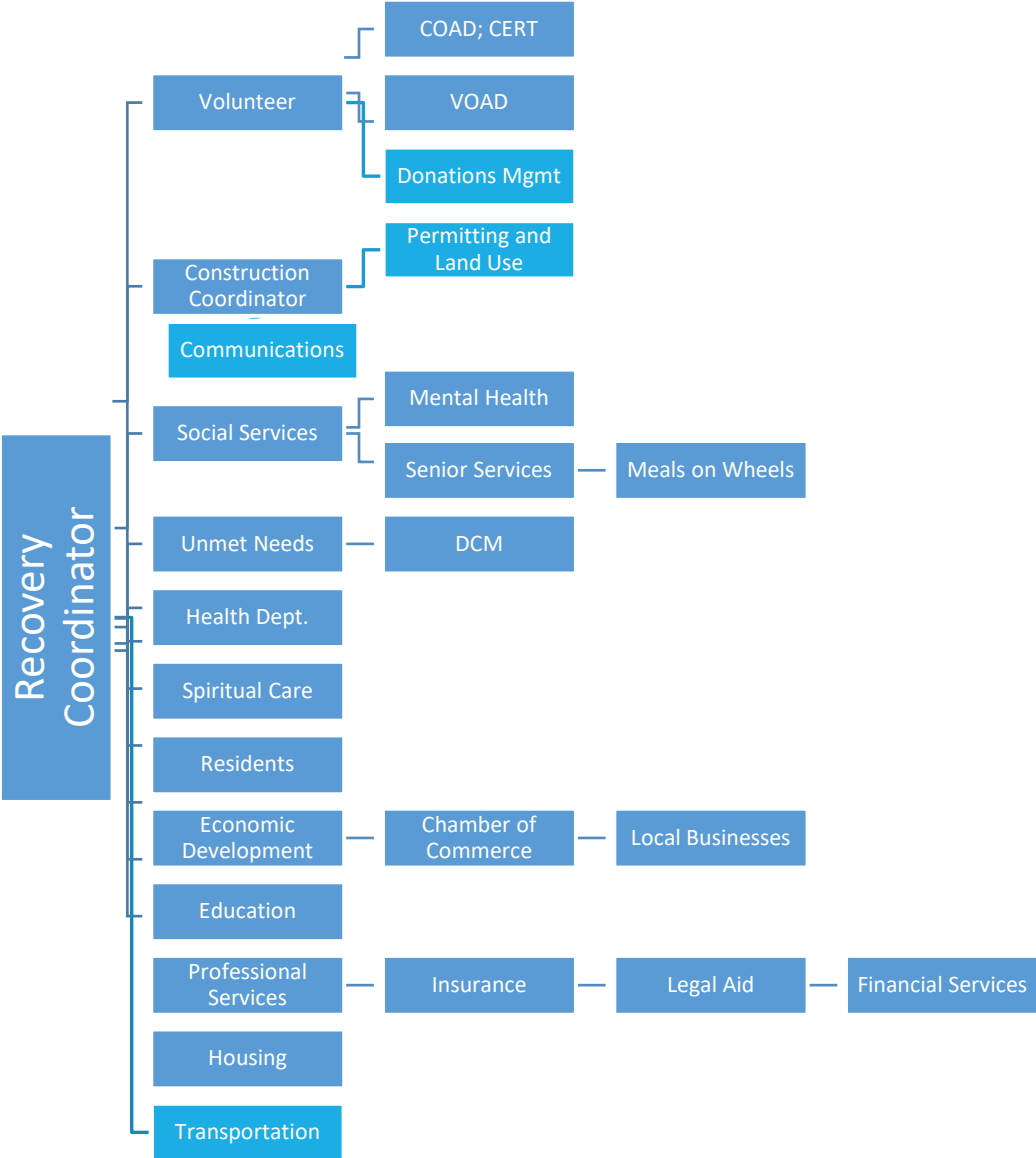
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LTRCs should bring together:

- Local government
- Voluntary agencies
- Community and faith-based organizations
- Philanthropy
- Private sector partners

**The participating organizations agree to work together cooperatively according to their respective missions and guidelines. Diversity and community representation is crucial.**

# Local Long-Term Recovery Committee Structure



# The Process in Action

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UNMET NEEDS COORDINATION

# Unmet Needs: Lessons Learned from Sandy and Maria

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The lessons learned post Superstorm Sandy in Connecticut and also in New Jersey: recovery is local and we need to hear the community voice their needs. Then we need to fund those needs with sustainable recovery as a goal.

We learned how to organize for unmet needs and borne out of that experience is the **Unmet Needs Table**.

Needs emerging in the COVID crisis include: food, health and medical needs, rent and mortgages, utilities and banking assistance, mental health and crisis counseling.

# The 4 C's



**Communicate** needs



**Coordinate** programs




**Collaborate** with partners



**Cooperate** to maximize  
available funding

**APPOINT A COORDINATOR** – Nominate a recovery coordinator in each city and town who is not an emergency responder – someone plugged into the community – municipal employee or other partner



**IDENTIFY NEEDS** – Identify the major needs of that community



**BUILD A COMMITTEE** – Identify local members for an unmet needs recovery group for an individual community/communities and a fiduciary agent



**CREATE PROGRAM GUIDELINES** – Establish Unmet Needs guidelines



**BUILD FUNDS** – Identify the funds for necessities

# Building Local Unmet Needs Coordination



## EXAMPLE:

# Berkshire Taconic Community Foundation's Action Plan

### Step 1

- Contact your Long-Term Recovery Coordinator and your DEMHS Regional Coordinator. Ask what needs they are observing and review your plans with them.

### Step 2

- Discovery outreach to Selectmen/Town Managers/Senior Center/Emergency Mgt. regarding what needs they are noticing in towns.

### Step 3

- Work with towns and with community foundation to identify one or two people to serve as recovery coordinator for this area.

### Step 4

- Identify a 501c3 that can serve as fiduciary to the Unmet Needs table.

## EXAMPLE:

# Berkshire Taconic Community Foundation's Action Plan

### Step 5

- Identify 3-5 people from these towns to sit on unmet needs – guidelines include faith based, minority, business, bank/mortgage, legal, someone from the funeral business and someone with a psychological/medical background).

### Step 6

- Draw up guidelines and priorities for assistance at unmet needs table: What needs do you want to fund? Utilities, funereal, rent/mortgage, food, medical, etc.? Will you consider extenuating circumstances (disability, special needs, age)? Will you consider income guidelines? Is the goal recovery to “normal” ? Who will be considered “victims?” This ideally will be identified on a statewide basis. But towns can add their own criteria – rural areas have different needs than cities.

### Step 7

- Who are the funders? Community Foundation? Other partners might include other charities, non-profits and business partners. If they cannot assist monetarily, they donate services -- i.e, a mortgage broker or attorney can provide guidance or a funeral director can provide reduced services.

## EXAMPLE:

# Berkshire Taconic Community Foundation's Action Plan

### Step 8

- Identify who will coordinate the table, the intake, the vetting of clients. This is the difficult part and you may want to hire someone to do this. You need someone to track funding – worksheets and sample tracker are available. What will be the review process? Ideally, there will be case managers involved in reviewing and vetting cases – is there a social services individual available for volunteering or hiring?

### Step 9

- Utilize standard form (sample available). This can be amended to provide for certain needs or guidelines group may want.

### Step 10

- Ensure that there is no duplication of benefits – if a client is receiving help from one area, it may negate ability to receive from state, federal or other area.

### Step 11

- Remember, the unmet needs structure is dependent upon the needs of the local community as well as the nature and resources of the disaster.

# Disaster Case Management Approach

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- Local Long-Term Recovery Committees can and should use the disaster case management process to help survivors identify unmet needs.
- Federal and State funds should be maximized.
- Through disaster case management\* disaster-related unmet needs must be verified to avoid duplication of benefits.

*\***Please note:** Although there is no disaster case management funding from the federal government for COVID now, towns will need to establish a case management process to address local unmet needs.*

# Disaster Case Management: Mission Statement to Unmet Needs Tables

To strengthen area-wide disaster coordination in the State of Connecticut by fostering efficient and streamlined service delivery to people affected by disaster, while eliminating unnecessary duplication of effort, through cooperation in recovery.



## Determining Disaster-Caused Unmet Need

The disaster caused a serious unmet need(s) and created a situation the disaster client cannot meet with any other program or resource.	It may be a loss of income, housing, or health. It may be caused by stress.	It is NOT a pre-disaster condition.	It is NOT an ongoing social issue.	It is NOT intended to be an upgrade to the client's previous living condition	It should be identified by the survivor and verified by the caseworker.
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# Assistance Guidelines

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Decide who is a victim of the Covid-19 disaster.

A definition might be someone who suffered loss, need or hardship due to the covid19 disaster.

What is the loss, need or hardship?

Loss of income needs to be verified by a document from their employer and/or unemployment. If there is a medical reason that they cannot work, either immune compromised or age or certain risk factors, we will need medical proof.

What are the classifications of financial assistance: there are many and Recovery Groups will need to decide what they want to cover

# Planning for Effective Efforts

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## Utilize

Utilize CCM (CT Conference of Municipalities), COGs (Councils of Government) and COST( Council of Small Towns) to reach out to local representatives and identify needs, including business

## Prioritize

Separate immediate needs from emerging needs – Some examples

- Immediate: Food, rent and mortgage, bills, medical
- Emerging: child care (parents returning to work), business assistance

## Connect

Connect via emergency management structure with statewide Long-Term Recovery Committee including the Recovery/Unmet Needs Subgroup.

# Resources

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# Key Contacts

Region 1	Robert Kenny	DEHMS	Region 1 Coordinator	<a href="mailto:Robert.Kenny@ct.gov">Robert.Kenny@ct.gov</a>	Wk: 203-696-2640 Cell: 860-250-2478
	Michele DeLuca	LTRC R-1 Greenwich	Long Term Recovery Coordinator Region 1	<a href="mailto:mdeluca@norwalkct.org">mdeluca@norwalkct.org</a>	Wk: 203-854-0238 Cell: 203-722-1928
Region 2	Jacob Manke	DEHMS	Region 2 Coordinator	<a href="mailto:Jacob.Manke@ct.gov">Jacob.Manke@ct.gov</a>	Wk: 860-685-8105 Cell: 860-250-3453
	Richards, Bill	LTRC R-2 Milford	Long Term Recovery Coordinator Region 2	<a href="mailto:wrichards@ci.milford.ct.us">wrichards@ci.milford.ct.us</a>	Cell: 203-874-6321 Cell: 203-671-6661
Region 3	William Turley	DEMHS	Region 3 Coordinator	<a href="mailto:William.turley@ct.gov">William.turley@ct.gov</a>	Wk: 860-529-6893 Cell: 860-250-2548
	Laurie Whitten	LTRC R-3 East Windsor	Long Term Recovery Coordinator Region 3	<a href="mailto:whittenlp61@gmail.com">whittenlp61@gmail.com</a>	Wk: 860-698-1387 Cell: 860-614-1988
Region 4	Mike Caplet	DEHMS	Region 4 Coordinator	<a href="mailto:Michael.Caplet@ct.gov">Michael.Caplet@ct.gov</a>	Wk: 860-465-5460 Cell: 860-250-3449
	Michael Licata	LTRC R-4 Colchester	Long Term Recovery Coordinator Region 4	<a href="mailto:mlicata@windhamct.com">mlicata@windhamct.com</a>	Wk: 860-465-3044 Cell: 860-208-3787
Region 5	John Field	DEHMS	Region 5 Coordinator	<a href="mailto:John.field@ct.gov">John.field@ct.gov</a>	Wk: 203-591-3509 Cell: 860-250-2535
	Martin Connor	LTRC R-5 Torrington	Long Term Recovery Coordinator Region 5	<a href="mailto:Martin_Connor@torringtonct.org">Martin_Connor@torringtonct.org</a>	Wk: 860-489-2220 Cell: 860-485-3262

# Additional Resources

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## FEMA National Disaster Recovery Framework

- <https://www.fema.gov/pdf/recoveryframework/ndrf.pdf>

## Disaster Recovery Framework and ESF #14

- <https://www.ct.gov/ctrecovers/lib/ctrecovers/CTDisasterRecoveryFrameworkESF14-2014.pdf>

## State Response Framework (SRF)

- [https://portal.ct.gov/-/media/DEMHS/\\_docs/Plans-and-Publications/EHSP0029--Disaster-Recovery-Framework-and-ESF-14-Version-20.pdf?la=en](https://portal.ct.gov/-/media/DEMHS/_docs/Plans-and-Publications/EHSP0029--Disaster-Recovery-Framework-and-ESF-14-Version-20.pdf?la=en)

## CT Rises: Planning for Long-Term Disaster Recovery: A Guide and Toolkit

- [https://www.amazon.com/gp/product/1072173549/ref=ppx\\_yo\\_dt\\_b\\_asin\\_title\\_o00\\_s00](https://www.amazon.com/gp/product/1072173549/ref=ppx_yo_dt_b_asin_title_o00_s00)