

NEW JERSEY NON-PROFIT LONG-TERM RECOVERY ASSESSMENT

Hurricane Sandy Recovery

This document has been compiled by New Jersey Voluntary Organizations Active in Disaster (NJVOAD) in collaboration with its members and partners throughout New Jersey.

October 28, 2016



NJVOAD

New Jersey Voluntary Organizations Active in Disaster
Cooperation - Communication - Coordination - Collaboration

NON-PROFIT IMPACT ON HURRICANE SANDY RECOVERY



29,958 HOUSEHOLDS
received disaster case
management and/or
financial support to
aid in Sandy recovery



3,060 REBUILD
projects were
completed allowing
survivors to return to a
safe, secure & sanitary
home



352,335 VOLUNTEERS
contributed 3,515,322
hours of service
valued at
\$93,859,097.40



\$116,450,676.87
in direct financial
assistance was
provided to Sandy-
impacted households

NJVOAD –

NEW JERSEY VOLUNTARY ORGANIZATIONS ACTIVE IN DISASTER

NJVOAD's mission is to bring together New Jersey organizations active in disaster assistance and to foster cooperation and coordination in preparedness, response and recovery in order to offer more effective services to people and communities affected by disaster.

The foundation of the VOAD (Voluntary Organizations Active in Disaster) movement is relationships. VOAD builds partnerships to improve outcomes for people and communities affected by disasters by facilitating cooperation, communication, coordination and collaboration among non-profit organizations, community-based groups, government agencies and for-profit companies.



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GLOSSARY

Community Organizations Active in Disaster (COAD)/Voluntary Organizations Active in Disaster (VOAD): a collaborative working group that convenes organizations and agencies for the purpose of planning, preparation, and relationship building in advance of future disasters. The COAD/VOAD does not deliver any services directly but fosters communication, coordination, collaboration, and cooperation among governmental and local organizations to provide the most effective services to the community. Membership into a COAD (Community Organizations Active in Disaster) is not limited to voluntary (non-profit) organizations. For-profit businesses and governmental agencies may hold membership, as well as have voting privileges, and hold leadership roles. VOADs (Voluntary Organizations Active in Disaster) typically bring together the same partners as a COAD, but the ability to hold office and to have voting rights are generally restricted to the voluntary (non-profit) organizations. (NJVOAD, 2016)

Disaster Case Management (DCM): a time-limited process by which a skilled helper (disaster case manager) partners with a disaster affected individual or family (client) in order to achieve realistic goals for recovery following a disaster. This comprehensive and holistic approach to recovery extends beyond providing relief, providing a service, or meeting urgent needs. The DCM process includes outreach and screening, intake for case management services, assessment, recovery planning, advocacy, monitoring progress, and closure. (National VOAD, 2011)

FEMA (Federal Emergency Management Agency): an agency of the United States Department of Homeland Security tasked with the following: 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. (FEMA, 2016)

Long Term Recovery Group (LTRG): a cooperative body that is made up of representatives from faith-based, non-profit, government, business and other organizations working within a community to assist individuals and families as they recover from disaster. LTRGs are as varied in their structure as are the communities in which they work. The personality and operation of each group is unique and reflects local needs, available resources, cultural diversity, leadership style, and community support. No matter how a group is structured or what it calls itself—unmet needs committee, interfaith, organization, coalition, roundtable, partnership, coordinating council, etc.—the goal is the same: to unite recovery resources with community needs in order to ensure that even the most vulnerable in the community recover from disaster. (National VOAD, 2012)

National VOAD (Voluntary Organizations Active in Disaster): a nonprofit, nonpartisan membership organization that serves as the forum where organizations share knowledge and resources throughout the disaster cycle—preparation, response, recovery and mitigation—to help communities prepare for and recover from disasters. The National VOAD coalition includes over 50 of the country's most reputable national organizations (faith-based, community-based and other non-governmental organizations) and 55 State/Territory VOADs, which represent

Local/Regional VOADs and hundreds of other member organizations throughout the country. (National VOAD, 2016)

NJVOAD (New Jersey Voluntary Organizations Active in Disaster): NJVOAD's mission is to bring together New Jersey organizations active in disaster assistance, and to foster cooperation and coordination in preparedness, response, and recovery in order to offer more effective services to people and communities affected by disaster. The foundation of the VOAD (Voluntary Organizations Active in Disaster) movement is relationships. VOAD builds partnerships to improve outcomes for people and communities affected by disasters by facilitating cooperation, communication, coordination and collaboration among nonprofit organizations, community-based groups, government agencies and for-profit companies. NJVOAD is a statewide partnership of organizations and entities that respond to disaster as part of their overall mission. Membership in VOAD provides the benefit of accumulated expertise of local, regional and national partners to deliver more effective and efficient response services. (NJVOAD, 2016)

Office of Emergency Management (OEM): emergency management is the managerial function charged with creating the framework within which communities reduce vulnerabilities to hazards and cope with disasters. Emergency management seeks to promote safer, less vulnerable communities with the capacity to cope with hazards and disasters. (FEMA, 2016)

Reconstruction, Rehabilitation, Elevation and Mitigation (RREM): New Jersey's rebuild program utilizing \$1.1 billion in federal funds to help eligible homeowners repair or rebuild Sandy-impacted homes. The RREM Program provides grant awards up to \$150,000 to the primary residences of homeowners in the nine most impacted counties for activities necessary to restore storm-damaged homes, including reconstruction, rehabilitation, elevation and/or other mitigation activities. The Department of Community Affairs (DCA) administers the RREM Program with federal funding provided through Community Disaster Block Grant Disaster Recovery (CDBG-DR) funds allocated to New Jersey by the U.S. Department of Housing and Urban Development (HUD). (NJ Department of Community Affairs, 2013)

Rental Assistance Program (RAP): New Jersey's rental assistance program designed to help homeowners in the RREM Program and LMI Homeowners Rebuilding Program pay the rent for temporary housing while their homes are undergoing repair, rebuilding or elevation. Eligible homeowners can receive up to \$825 per month for the first month and up to \$1,300 per month for all subsequent payments. To be eligible for assistance, a homeowner must have signed their RREM grant agreement or LMI Program grant agreement and must not have completed the construction, rehabilitation or elevation of their home. (NJ Department of Community Affairs, 2016)

Sandy Homeowner/Renter Assistance Program (SHRAP): New Jersey's temporary relief program to assist individuals and families experiencing a housing crisis resulting from Hurricane Sandy. SHRAP was available to Sandy-affected households in all 21 counties. A maximum of \$15,000 in total assistance was available for housing costs, utilities, and essential items. Benefits were limited to a period of no longer than six months. (NJ Department of Human Services, Division of Family Development, 2015)

ACKNOWLEDGMENTS

The *New Jersey Non-Profit Long Term Recovery Assessment* provides a statistical and narrative report of the collective efforts of non-profit organizations providing disaster case management, direct client assistance, rebuild/reconstruction services and volunteer support throughout New Jersey. This assessment documents reported data through the end of 2015 with some updated and projected data through September 2016.

Released in advance of the four-year anniversary of Hurricane Sandy's historic landfall on October 29, 2012, this assessment provides the first statewide analysis of the impact of New Jersey non-profit efforts on overall recovery from Hurricane Sandy.

Special acknowledgment is given to New York Disaster Interfaith Services (NYDIS) for sharing questionnaires they created to compile similar data on recovery efforts in New York City.

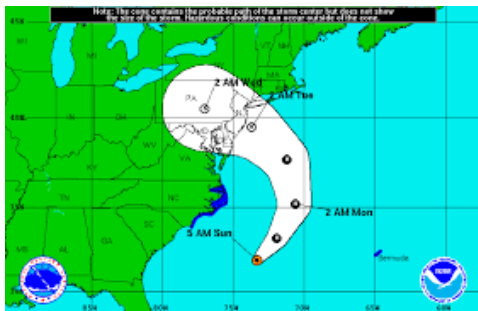
This assessment could not have been completed without the staff and consultants supporting NJVOAD: Kelly Higgs, Disaster Recovery and Resiliency Coordinator, and Linda Hardy, Disaster Resiliency Coordinator.

NJVOAD gratefully acknowledges the generous support of our funders: Robert Wood Johnson Foundation and PSEG Foundation.

INTRODUCTION

HURRICANE SANDY

Hurricane Sandy was the eighteenth named tropical cyclone of the 2012 Atlantic hurricane season and the second largest Atlantic tropical cyclone on record. According to the National Oceanic and Atmospheric Association (NOAA), Sandy formed in the central Caribbean on October 22nd and intensified into a hurricane as it tracked north across Jamaica, eastern Cuba and the Bahamas. Sandy moved northeast of the United States until turning west toward the mid-Atlantic coast on October 28, 2012.



On October 29, 2012, Sandy weakened somewhat before making landfall as a post-tropical cyclone near Brigantine, New Jersey with 70 knot maximum sustained winds. Because of its tremendous size and the coinciding full moon, Sandy drove a catastrophic storm surge into the New Jersey and New York coastlines. The highest storm surge measured by a National Ocean Service (NOS) tide gauge in New Jersey waters was 8.57 feet above normal tide levels at the northern end of Sandy Hook in the Gateway National Recreation Area - before the station failed and stopped reporting during the storm.

As storm surge from Sandy was pushed into New York and Raritan Bays, sea water piled up within the Hudson River and the coastal waterways and wetlands of northeastern New Jersey, including Newark Bay, the Passaic and Hackensack Rivers, Kill Van Kull, and Arthur Kill. Water levels were highest along the northern portion of the Jersey Shore in Ocean and Monmouth Counties, north of where Sandy made landfall. Barrier islands were almost completely inundated and breached in some cases, due to storm surge and large waves from the Atlantic. The ocean met up with rising waters from back bays such as Barnegat Bay and Little Egg Harbor. The United States Geological Survey (USGS) surveyed high-water marks as high as 4 to 5 feet above ground level in locations such as Sea Bright in Monmouth County and Tuckerton, Seaside Park, and Long Beach Island in Ocean County.

For a complete summary of the weather-related aspects of Hurricane Sandy, view the [National Hurricane Center Sandy Tropical Cyclone Report](#).

ASSESSMENT METHODOLOGY

In undertaking the task of compiling the *New Jersey Non-Profit Long Term Recovery Assessment*, NJVOAD developed three distinct questionnaires to collect data on the activities of non-profit organizations providing the following services:

- ❖ Disaster case management and/or funding unmet needs;
- ❖ Providing non-profit rebuild services;
- ❖ Coordinating volunteer management and engagement.

The above questionnaires were distributed electronically to NJVOAD member and partner organizations and LTRGs in February 2016. Additional follow-up and data collection was completed in subsequent months as responses and research into non-profit funding revealed additional non-profit contributions. Thirty-three organizations provided complete responses and data to be included in the assessment - many of them completing more than one questionnaire in accordance with the range of services offered.

All responses were kept confidential and the data has been compiled and presented in aggregate form.

At the time the questionnaires were distributed, several long-term recovery groups had ceased operations due to lack of funding. Data was compiled from meeting minutes and grant reports in order to include the contributions of these community organizations.

During the initial three years of Hurricane Sandy response and recovery efforts, non-profit and faith-based organizations provided routine reports of volunteer numbers, hours and impact to NJVOAD. NJVOAD compiled this data and provided routine updates of the impact of voluntary agencies through volunteerism to state and federal government officials. Data on the number of volunteers engaged and total volunteer hours contributed to Sandy recovery efforts was pulled from the final report, dated 5/22/2015, and has been included in this assessment. This data comes from 129 organizations that did not complete the volunteer management and engagement questionnaire and represents unique and unduplicated figures.

Information was collected and analyzed to ensure the data reported in this assessment was correct and not duplicative. Accuracy in self-reporting was emphasized in all communication with respondents. It should be noted that the nature of the recovery process and the collaborative character of non-profit organizations, created an environment where one household might have received services from more than one non-profit organization.

While this assessment demonstrates the impact of a combined 164 organizations on Hurricane Sandy recovery efforts throughout New Jersey, it only captures a fraction of the overall non-profit response to this disaster.

PARTNERS AND CONTRIBUTORS

The following organizations provided information and data which was compiled to complete the *New Jersey Non-Profit Long Term Recovery Assessment*:

1. A Future With Hope, Inc. (The United Methodist Church of Greater New Jersey)**
2. Affordable Housing Alliance
3. American Red Cross*
4. Atlantic County Revive / Long Term Recovery Group (United Way of Greater Philadelphia and Southern New Jersey)**
5. Baptist Convention NY - Disaster Relief (North American Mission Board – Southern Baptist Disaster Relief)
6. Bergen County Long-Term Recovery Committee
7. Brethren Disaster Ministries (Church of the Brethren)
8. Buddhist Tzu Chi Foundation
9. Cape May County Long Term Recovery Group (United Way of Greater Philadelphia and Southern New Jersey)**
10. Catholic Charities, Archdiocese of Newark
11. Catholic Charities, Diocese of Camden
12. Catholic Charities Diocese of Trenton Disaster Response Program (Catholic Charities, Diocese of Trenton)
13. Catholic Charities, Diocese of Metuchen
14. Coastal Habitat for Humanity
15. Essex County Long Term Recovery Group
16. Gateway Church of Christ
17. Habitat for Humanity in Monmouth County
18. LSMNJ Disaster Recovery (Lutheran Social Ministries of New Jersey)
19. Mental Health Association in New Jersey
20. Middlesex County Long Term Recovery Group
21. Monmouth County Long Term Recovery Group (United Way of Monmouth County)*
22. New Jersey Community Capital
23. Ocean County Long Term Recovery Group
24. Presbyterian Disaster Assistance (Presbyterian Church USA)
25. Point Pleasant Presbyterian Church
26. Rebuilding Together Bergen County, Inc. (Rebuilding Together, Inc.)
27. Samaritan's Purse
28. St. Bernard Project NJ (SBP USA)**
29. The Church of Jesus Christ of Latter-day Saints
30. The Episcopal Church in NJ Hurricane Sandy Recovery Program (The Episcopal Church / Episcopal Relief and Development)
31. The Salvation Army New Jersey Division

32. Union County Long Term Recovery Group

33. World Renew

* Completed two distinct assessments.

** Completed three distinct assessments.

In addition to the 33 organizations listed above, data was extracted from grant reports and meeting minutes to include the service outcomes of three additional organizations no longer in operation: Atlantic City Long Term Recovery Group, Cumberland County Long Term Recovery Group, and Southwest Long Term Recovery Group. As noted in the “Assessment Methodology” section, volunteer data from an additional 129 non-profit and faith-based organizations has been included to report the total unduplicated volunteers and hours contributed to Hurricane Sandy recovery.

In addition to the contributing organizations listed above, NJ 2-1-1 and many other organizations provided services that fell outside of reported activities contained in this assessment, but were equally important to supporting response and recovery efforts throughout New Jersey. In the days and weeks following Hurricane Sandy’s arrival, tens of thousands of people called NJ 2-1-1 for information related to Sandy specific resources. Close to 200,000 web sessions on www.nj211.org involved searches containing the word “hurricane”. NJ 2-1-1 created and maintained a Sandy Recovery Guide which was widely used and shared. NJ 2-1-1 facilitated the intake process for people seeking Disaster Case Management services, and they managed more than 12,000 calls in support of this statewide program. NJ 2-1-1 was also contracted by the State to respond to inquiries for ReNew Jersey Stronger programs managed by the Department of Community Affairs, and they facilitated more than 20,000 client calls from 2014 – 2016.

RESPONSE AND RECOVERY OVERVIEW

FEDERAL SUPPORT FOR INDIVIDUALS AND HOUSEHOLDS

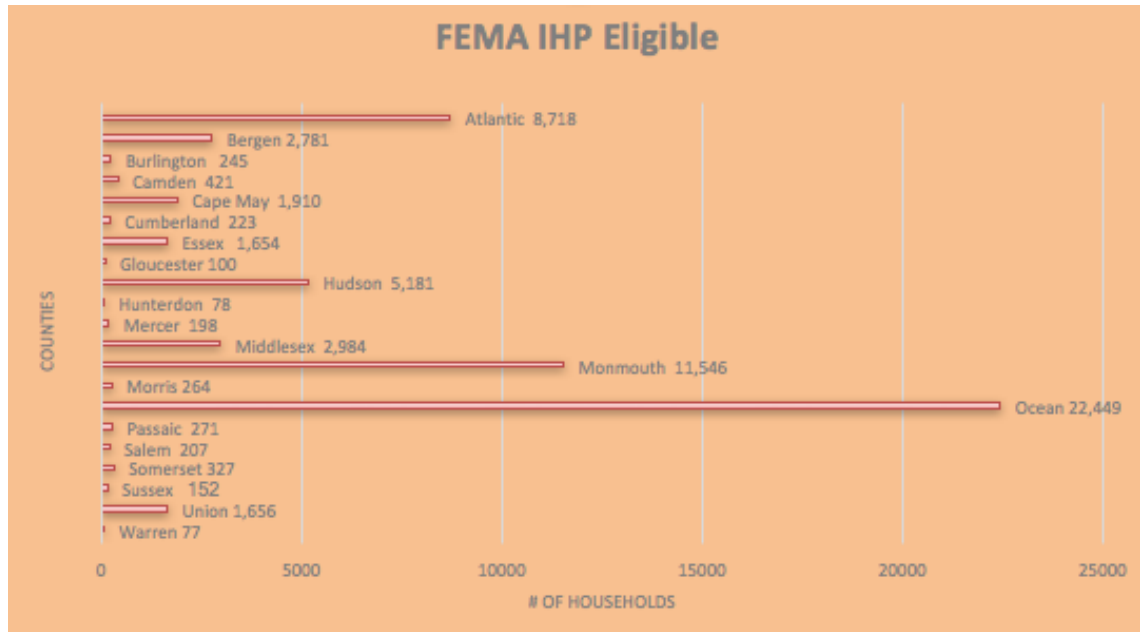
On October 30, 2012, President Barack Obama declared a disaster in the State of New Jersey. Hurricane Sandy was recorded as DR-4086 in FEMA's records, and a total of 261,001 residents registered for FEMA assistance. All 21 counties throughout New Jersey were determined eligible for individual assistance from FEMA. (FEMA, 2016)

- Individual and Households Program (IHP) provides money and services to people in Presidentially declared disaster areas:
 - 61,442 households were eligible for IHP
 - \$422,887,543.39 was disbursed
- Housing Assistance (HA): provides assistance for disaster-related housing needs:
 - 55,523 households were eligible for HA
 - \$365,844,846.84 was disbursed
- Other Needs Assistance (ONA): provides assistance for other disaster-related needs, such as furnishings, transportation, and medical needs:
 - 19,288 households were eligible for ONA
 - \$57,042,696.55 was disbursed

“During the immediate response to Hurricane Sandy, American Red Cross volunteers in New Jersey engaged in emergency mass care and sheltering operations valued at \$20 million (above and beyond what is included in this assessment). During a Presidentially declared disaster, the value of these volunteer contributions can be utilized to support local government in meeting the match requirements for FEMA response and recovery public assistance (covering as much as 25% of the total assistance provided). As a result, the contributions of American Red Cross and other non-governmental organization volunteers provided more than just critical services to those in need. The value of their contributions was literally credited to the communities they supported and provided much needed savings to local governments responding to disaster.”

-The American Red Cross

The following chart provides a county specific breakdown of the number of households eligible for IHP:



NEW JERSEY STATE SUPPORT FOR INDIVIDUALS AND HOUSEHOLDS

The State of New Jersey applied for and received Housing and Urban Development (HUD) and Community Development Block Grant Disaster Relief (CDBG-DR) federal funding to support a variety of Hurricane Sandy recovery programs.

Nine counties were identified through government assessment to be the most impacted: Atlantic, Bergen, Cape May, Essex, Hudson, Middlesex, Monmouth, Ocean and Union.

New Jersey's governmental rebuild program – RREM - has an overall budget of \$1,344,043,202 to provide rebuild grants of up to \$150,000 for eligible New Jersey residents living in one of the nine most impacted counties.

- As of 6/30/2016, 6,798 New Jersey residents have signed a contract to receive a RREM construction award, and construction has been completed on 3,638 RREM projects. (NJ Department of Community Affairs, 2016)
- As of 7/31/2016, the RREM program reports disbursing \$439,831,293.70 through the original RREM program and an additional \$371,004,184.02 through a subsequent LMI (Low to Moderate Income) program. (NJ Department of Community Affairs, 2016)
- There are no public reports found which indicate the number of completed homes found to be in full compliance - a condition of the program in order to avoid recoupment of funds.

New Jersey's temporary relief program to assist individuals and families experiencing a Sandy-related housing crisis - SHRAP - had an overall budget of \$109,393,444 to provide rental or other assistance up to \$15,000 for eligible New Jersey households.

- As of 7/31/2016, \$104,072,860.17 has been disbursed. (NJ Department of Human Services, 2016)
- Data could not be found to indicate the number of households that received SHRAP benefits, but the disbursement figure above is final as the program has closed.

New Jersey's rental assistance program designed to help homeowners in the RREM Program and LMI Homeowners Rebuilding Program – RAP – is designed to pay rent for temporary housing while homes are undergoing repair, rebuilding or elevation.

- As of 7/31/2016, \$14,780,681.49 has been disbursed. (NJ Department of Human Services, 2016)

The State of New Jersey created and managed other recovery programs, but the above programs correlate most closely with the non-profit efforts reported on in this assessment.

NON-PROFIT SUPPORT FOR INDIVIDUALS AND HOUSEHOLDS

Immediately following Hurricane Sandy, countless non-profit organizations mobilized to assist in relief, response and recovery efforts locally, regionally and statewide. These collective efforts have provided critical support to tens of thousands of New Jersey's most vulnerable residents. As we acknowledge the four-year anniversary of Hurricane Sandy's unwelcome arrival on our

“Mr. and Mrs. S. experienced disaster in more than one way when Hurricane Sandy damage was paired with the loss of Mrs. S.'s job, in addition to her sister's passing. Tragedy was multiplied when Mr. S. experienced a heart attack the same day and passed away. Mrs. S. came to a Salvation Army support group and found refuge and solace from the nightmare she was living. Support group leadership helped her with all necessary arrangements for both funerals, and group members were present with her throughout this time. Mrs. S. continues to attend group meetings and is thankful for The Salvation Army's support.”

-The Salvation Army

shores, less than a dozen non-profits have the financial resources to continue providing this much-needed support to the thousands of New Jersey residents who have yet to return home.

The non-profit sector has provided a broad array of services to support Sandy survivors throughout their recovery, including advocacy, education, disaster case management, emotional and spiritual care, financial assistance, information and referral, legal services, mental health, mold remediation, rebuild/reconstruction services, volunteer management, youth services and much more. This assessment focuses on the disaster case management, financial assistance and

rebuild efforts of non-profit partners, but the contributions and impact extend far beyond these areas.

Typically, non-profit funds and resources are intended to be the dollar of last resort to address the unmet needs of survivors who have exhausted all private funds and governmental programs and lack the resources to recover on their own. As a result of several complicating factors throughout the Sandy recovery process, non-profits found themselves being asked to provide rental assistance and fill many other funding gaps typically covered by governmental rebuild programs.

FUNDING SANDY RECOVERY

When Sandy struck, the world responded with kindness and generosity raising millions to fund response and recovery efforts. While there were many sources of funding, the majority of New Jersey non-profit organizations received funding from one or more of these three entities: American Red Cross, Hurricane Sandy New Jersey Relief Fund and the Robin Hood Foundation. Collectively, these three entities invested just over \$100 million into rebuilding New Jersey homes, lives and businesses. The non-profit community and Sandy survivors owe a debt of gratitude to these and so many other institutions.

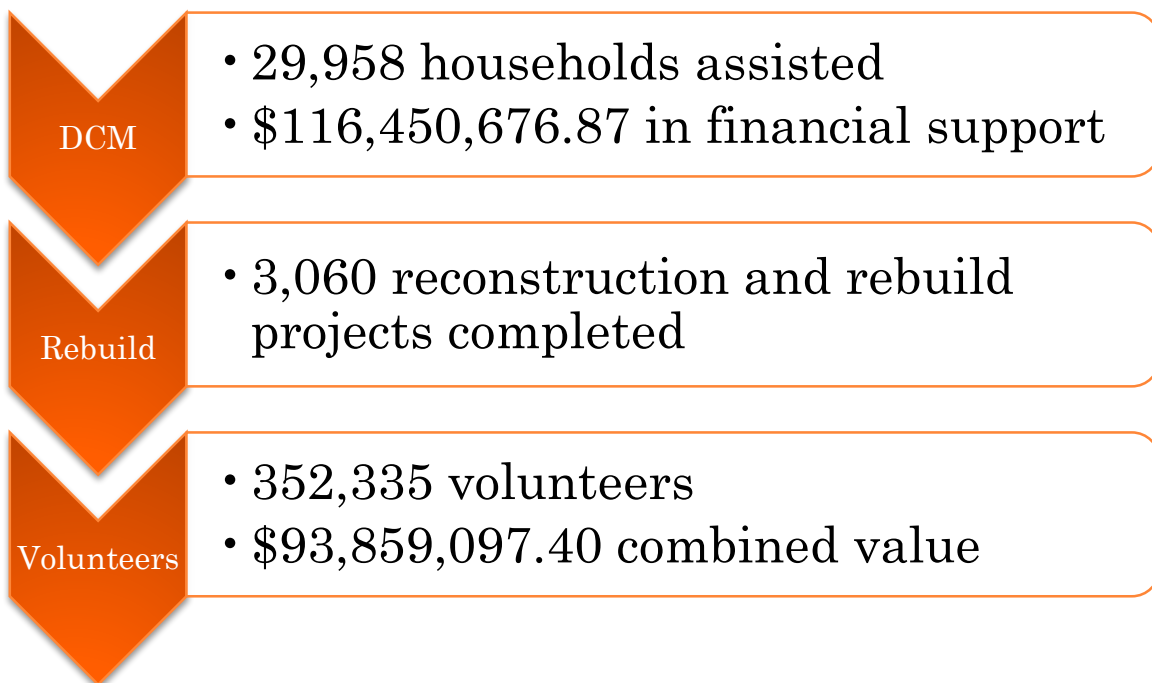
- ❖ Approximately \$70 million was granted from these three organizations to New Jersey non-profit organizations providing disaster case management services, funding unmet needs, rebuilding homes and/or managing volunteers;
- ❖ Approximately 50% of the organizations receiving funding for disaster case management services, funding unmet needs, rebuilding homes and/or managing volunteers have provided data for this assessment;
- ❖ Collectively, the organizations providing data for this assessment received approximately \$42,650,000 in grants from the American Red Cross, Hurricane Sandy New Jersey Relief Fund and the Robin Hood Foundation. Additional funding came from a variety of other sources.

The [Disaster Philanthropy Playbook](#), a web-based resource created by the Center for Disaster Philanthropy and the Council of New Jersey Grantmakers in association with the Forum of Regional Association of Grantmakers, provides an excellent overview of philanthropic strategies gleaned from lessons learned funding Hurricane Sandy and other response and recovery efforts.

SUMMARY OF KEY FINDINGS

The overall impact of the non-profit community on Sandy recovery is undeniably significant. Non-profit organizations are able to quickly mobilize and adapt to the diverse and evolving needs that accompany the ever changing recovery landscape. In addition to the agility demonstrated by non-profits, they have also demonstrated the ability to leverage funds and utilize in-kind donations of time and resources to maximize their impact on the disaster response and recovery efforts.

- ❖ **29,958** households received assistance from New Jersey non-profits in the form of disaster case management and/or direct financial assistance.
- ❖ **3,060** individuals and families were able to return to a safe, secure and sanitary home as a result of reconstruction and rebuild efforts delivered by New Jersey non-profits.
- ❖ The combined total of direct financial assistance provided to Sandy survivors by participating non-profit organizations is **\$116,450,676.87**.
- ❖ **352,335** volunteers contributed a combined total of **3,515,322** hours of service realizing a total savings valued at **\$93,859,097.40**.



- ❖ **In 2015, more than half of the non-profit partners who had been providing disaster case management, financial assistance, rebuild/reconstruction and volunteer management services discontinued ongoing services and support specific to Hurricane**

Sandy survivors. The primary reason for this discontinuation was due to lack of funding and resources to continue providing the services needed in affected communities.

- ❖ **Only 17 of the 33 organizations that provided responses for this assessment have provided Hurricane Sandy recovery services during 2016. Only six of these organizations expect to be providing recovery services in 2017.**

(Note: two of these six organizations are providing disaster case management, rebuild services and volunteer management.)

- ❖ **All organizations reported that funding and volunteer labor were their primary needs.** This need is

exacerbated with each new disaster that strikes our

nation, as volunteers and funds are diverted to new and emerging needs.

- ❖ **Organizations providing disaster case management and/or rebuild services reported the need for advocacy and education to assist homeowners in navigating through the complex RREM process.** This is critical, especially when reaching the final inspection phase, as failure to meet the complex requirements for full compliance could result in money being recouped from homeowners.
- ❖ **For the first two years of Hurricane Sandy recovery efforts, coordination and communication between the New Jersey Department of Community Affairs - the agency overseeing housing rebuild and other financial assistance programs - and New Jersey non-profit organizations providing similar services and having direct knowledge of the needs of survivors, was virtually nonexistent.** Communication has improved over the last two years, but there is vast room for future improvement, especially when planning and implementing programs.
- ❖ **Coordination and collaboration among non-profit organizations has increased statewide as resources have dwindled.** Initially, each highly impacted county had at least one LTRG in place, and unmet needs of survivors were addressed at the county or city level. Over the past 18 months, partnerships have strengthened and organizations with financial and rebuild capacity have joined together to form regional unmet needs tables, as all but one county LTRGs have ceased to operate.

“The Mental Health Association in New Jersey (MHANJ) provided targeted Disaster Case Management (DCM) services in Atlantic and Ocean counties from August of 2013 to June of 2016. Recovery Peer Outreach Support Teams (RPOST) was targeted to work with the most vulnerable Sandy survivors – those with mental health, addiction, complex family and personal issues, and the elderly – survivors who were unable to navigate the recovery services without more intensive support and advocacy. Outreach and proactive engagement was a key component of the project, continuing the most effective elements of NJ Hope and Healing – the FEMA I/R Crisis Counseling program (lead by MHANJ). RPOST staff were local peers – defined as Sandy survivors themselves, and individuals in personal recovery who became full DCM’s and strong client advocates.”

-The Mental Health Association in New Jersey

DISASTER CASE MANAGEMENT AND UNMET NEEDS FINDINGS

RESPONDING NON-PROFIT ORGANIZATIONS

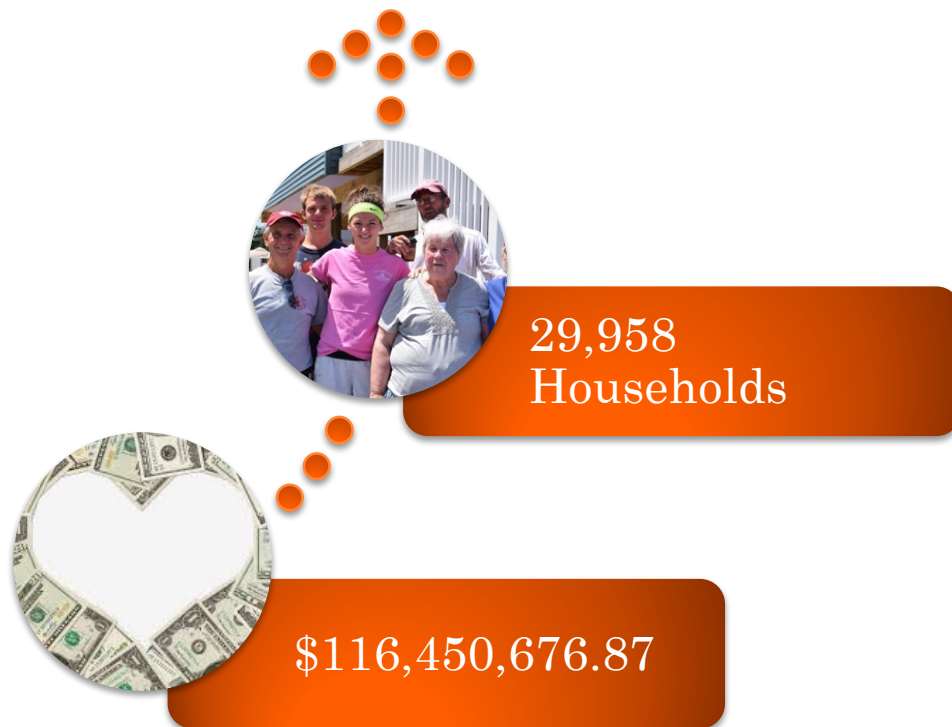
Organizations providing disaster case management services and financial assistance to support unmet needs of Sandy survivors have had a tremendous impact on Sandy recovery efforts. The following organizations provided data which is incorporated in this section:

1. A Future With Hope, Inc. (The United Methodist Church of Greater New Jersey)
2. Affordable Housing Alliance
3. American Red Cross
4. Atlantic City Long Term Recovery Group
5. Atlantic County Revive / Long Term Recovery Group (United Way of Greater Philadelphia and Southern New Jersey)
6. Bergen County Long-Term Recovery Committee
7. Buddhist Tzu Chi Foundation
8. Cape May County Long Term Recovery Group (United Way of Greater Philadelphia and Southern New Jersey)
9. Catholic Charities, Archdiocese of Newark
10. Catholic Charities, Diocese of Camden
11. Catholic Charities, Diocese of Trenton Disaster Response Program (Catholic Charities, Diocese of Trenton)
12. Catholic Charities, Diocese of Metuchen
13. Coastal Habitat for Humanity
14. Cumberland County Long Term Recovery Group
15. Essex County Long Term Recovery Group
16. Gateway Church of Christ
17. Habitat for Humanity in Monmouth County
18. LSMNJ Disaster Recovery (Lutheran Social Ministries of New Jersey)
19. Mental Health Association in New Jersey
20. Middlesex County Long Term Recovery Group
21. Monmouth County Long Term Recovery Group (United Way of Monmouth County)
22. New Jersey Community Capital
23. Ocean County Long Term Recovery Group
24. Point Pleasant Presbyterian Church
25. Rebuilding Together Bergen County, Inc. (Rebuilding Together, Inc.)
26. Samaritan's Purse
27. Southwest Long Term Recovery Group
28. St. Bernard Project NJ (SBP USA)

29. The Episcopal Church in NJ Hurricane Sandy Recovery Program (The Episcopal Church / Episcopal Relief and Development)
30. The Salvation Army New Jersey Division
31. Union County Long Term Recovery Group
32. World Renew

IMPACT

Collectively, the organizations included in this assessment provided disaster case management and/or direct financial assistance support to **29,958* households**. As of 12/31/2015, a total of **\$116,450,676.87** was provided in the form of direct financial assistance to disaster survivors impacted by Sandy.



**While great care was taken to accurately report the impact of non-profit organizations, the nature of the recovery process, and the collaborative character of non-profit organizations to work in concert to address the myriad recovery needs of households may result in reported households being served by more than one organization.*

In addition to the financial assistance reported above, responding organizations also reported \$651,000 worth of in-kind donations which were received and distributed to Sandy impacted households.

Responding organizations provided a range of services to Sandy survivors as demonstrated in the table below:

Services Provided:	Percentage of Respondents:
Access & Functional Needs Services	23.1%
Advocacy	69.2%
Case Management	76.9%
Case Work (short-term)	61.5%
Counseling	38.5%
Family Services	15.4%
Funding Unmet Needs	92.3%
Mental Health Services	23.1%
Rental Assistance	92.3%
Veteran's Services	7.7%
Youth Services	15.4%

FUTURE CONSIDERATIONS

Recovery is far from over, especially in the coastal communities most impacted by Sandy. According to the figures reported for grant signings in the RREM program, more than 3,000 households have not returned to their homes. However, ongoing funding for long-term

“Jane and Don planned an idyllic retirement in a home that banked the bay in Ocean County. Unfortunately, the proximity to that gorgeous water quickly turned disastrous when Sandy floodwaters entered and destroyed their ground-floor home. Jane and Don, who has difficulty walking due to a chronic illness, were now faced with the daunting task of rebuilding and elevating. They were at their wits end before coming to OCLTRG and meeting with our Disaster Case Managers. After several months, OCLTRG was able to help Don and Jane acquire the funding necessary to return home. Now, their home is elevated, Don has a lift that helps him inside and their retirement finally looks bright again!”

-Ocean County Long Term Recovery Group

recovery and disaster case management is extremely scarce. Only nine of the responding partners have disaster case management or unmet needs funding to continue ongoing recovery operations during 2016, and only two expect to have resources into 2017. The responding organizations projected they had the financial and human resources to help an additional 1591 households in 2016 with an additional \$2,750,000 of direct financial assistance.

Organizations reported the biggest challenges in ongoing recovery to be the lack of funding available and insufficient number of active recovery partners to complete the work which remains.

NON-PROFIT REBUILD FINDINGS

RESPONDING NON-PROFIT ORGANIZATIONS

Organizations providing rebuild and reconstruction services have met a critical need for Sandy survivors without the resources to recover on their own. The following organizations provided data which is incorporated in this section:

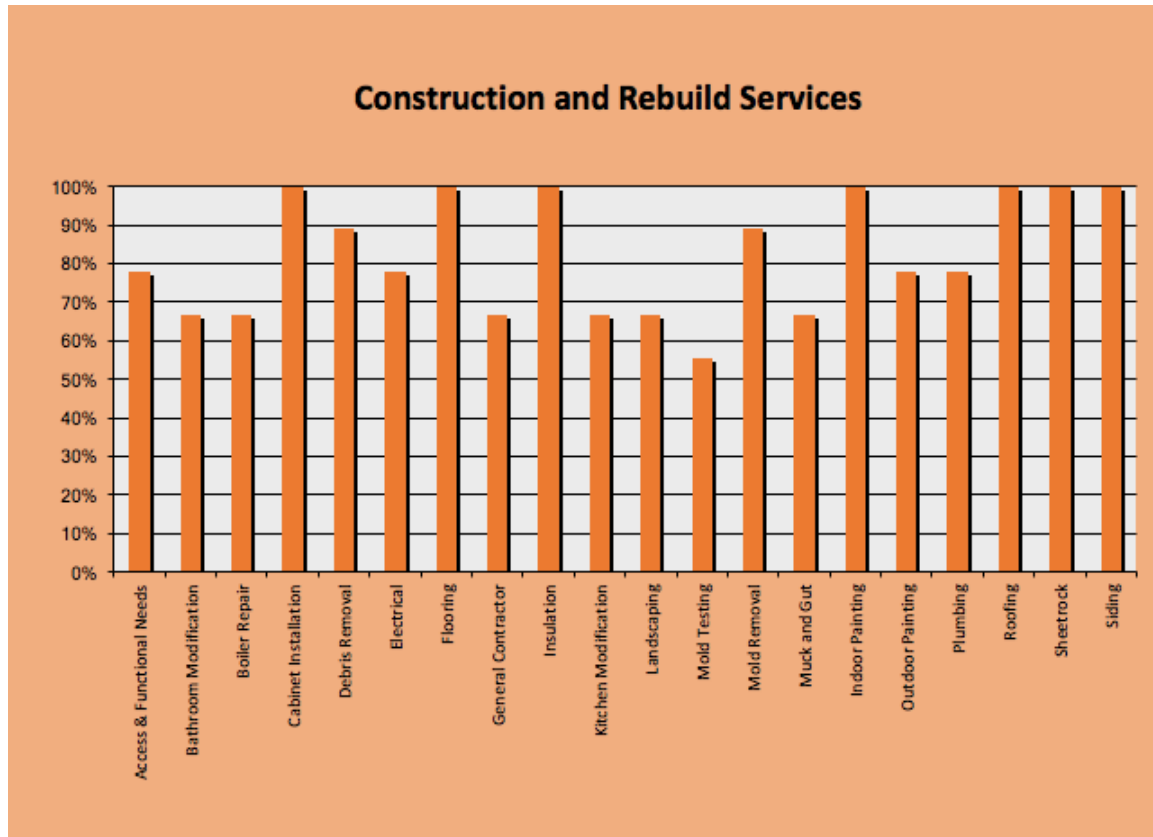
1. A Future With Hope, Inc. (The United Methodist Church of Greater New Jersey)
2. Affordable Housing Alliance
3. Atlantic County Revive / Long Term Recovery Group (United Way of Greater Philadelphia and Southern New Jersey)
4. Baptist Convention NY - Disaster Relief (North American Mission Board – Southern Baptist Disaster Relief)
5. Bergen County Long-Term Recovery Committee
6. Brethren Disaster Ministries (Church of the Brethren)
7. Cape May County Long Term Recovery Group (United Way of Greater Philadelphia and Southern New Jersey)
8. Catholic Charities, Diocese of Camden
9. Coastal Habitat for Humanity
10. Gateway Church of Christ
11. Habitat for Humanity in Monmouth County
12. Middlesex County Long Term Recovery Group
13. Monmouth County Long Term Recovery Group (United Way of Monmouth County)
14. Rebuilding Together Bergen County, Inc. (Rebuilding Together, Inc.)
15. Samaritan's Purse
16. St. Bernard Project NJ (SBP USA)
17. Union County Long Term Recovery Group

IMPACT

Collectively, the organizations included in this assessment completed the construction required for **3,060** individuals and families to return to a safe, secure and sanitary home.



Responding organizations provided a variety of construction and rebuild services as indicated below:



All of the responding organizations utilized volunteer labor to support rebuild efforts with volunteers coming from a number of different sources, including:

- ❖ AmeriCorps / FEMA Corps / NCCC
- ❖ A Future With Hope
- ❖ Brethren Disaster Services
- ❖ Christian Public Service (Mennonite)
- ❖ Episcopal Relief & Development
- ❖ Jersey Cares
- ❖ Lutheran Social Ministries
- ❖ Presbyterian Disaster Assistance
- ❖ Southern Baptists
- ❖ United Way
- ❖ World Renew

FUTURE CONSIDERATIONS

There are no statewide figures measuring how many people were displaced from their homes following Hurricane Sandy's arrival. FEMA provided Housing Assistance to 55,523 households and more than 12,000 people applied for assistance through New Jersey's RREM program. As indicated previously, ongoing funding for long-term recovery is extremely scarce. Only four of NJVOAD's rebuild partners who completed questionnaires for the assessment have funding to continue ongoing recovery operations during 2016, and only three expect to have resources into 2017. The responding rebuild organizations projected they had the financial and human resources to complete an additional 181 housing projects in 2016.

Organizations reported the biggest challenges in ongoing recovery to be the lack of funding available and insufficient number of active recovery partners to complete the work which remains. Additionally, the need for advocacy and education to assist homeowners in navigating through the complex RREM process remains an ongoing recovery need.

“A Future With Hope has supported Sandy recovery through our case management and repair/rebuild program, using volunteers to drive down construction costs. Case managers with LTRGs from Bergen to Cape May also connected their existing homeowner cases with our volunteer-driven construction service. We also provided work sites for volunteers from organizations including Lutheran Disaster Ministries, World Renew and the Mennonites' Christian Public Service. This sharing of responsibility allowed collaborating recovery agencies to provide consistent and sustained service to Sandy families. A Future With Hope also cooperated with other recovery agencies to provide direct client assistance through unmet needs tables. By the second year of recovery more complicated cases requiring more time and funding demanded attention. Families whose homes had mold damage, needed to be raised or demolished and replaced with new modular home builds were often overwhelmed by that complexity. Partnering with LTRG and other recovery agencies allowed us to serve these clients, and we are proud to have developed practices that have expanded Sandy recovery to a few more families. With the busiest and most straightforward part of recovery in the past, we are focused on providing hope to those who still need it.”

-A Future With Hope

VOLUNTEER ENGAGEMENT FINDINGS

RESPONDING NON-PROFIT ORGANIZATIONS

Organizations providing volunteer engagement, housing and management services have infused the State of New Jersey with enthusiastic, skilled, free labor to support response and recovery efforts. The following organizations provided data which is incorporated in this section:

1. A Future With Hope, Inc. (The United Methodist Church of Greater New Jersey)
2. American Red Cross
3. Atlantic County Revive / Long Term Recovery Group (United Way of Greater Philadelphia and Southern New Jersey)
4. Baptist Convention NY - Disaster Relief (North American Mission Board – Southern Baptist Disaster Relief)
5. Brethren Disaster Ministries (Church of the Brethren)
6. Buddhist Tzu Chi Foundation
7. Cape May County Long Term Recovery Group (United Way of Greater Philadelphia and Southern New Jersey)**
8. Coastal Habitat for Humanity
9. Gateway Church of Christ
10. Habitat for Humanity in Monmouth County
11. LSMNJ Disaster Recovery (Lutheran Social Ministries of New Jersey)
12. Monmouth County Long Term Recovery Group (United Way of Monmouth County)*
13. Ocean County Long Term Recovery Group
14. Presbyterian Disaster Assistance (Presbyterian Church USA)
15. Point Pleasant Presbyterian Church
16. Samaritan's Purse
17. St. Bernard Project NJ (SBP USA)
18. The Church of Jesus Christ of Latter-day Saints
19. World Renew



Volunteer data from an additional 129 non-profit and faith-based organizations has been included to report the total unduplicated volunteers and hours contributed to Hurricane Sandy recovery.

IMPACT

Collectively, the organizations included in this assessment provided volunteer management and engagement to support a total of **352,335** volunteers. These volunteers contributed a combined total of **3,515,322** hours of service. The value of this service is **\$93,859,097.40**, utilizing the rate of \$26.70/hour based on the 2015 average wage of all production and non-supervisory workers as reported by the Bureau of Labor Statistics. (Independent Sector, 2016)



Responding non-profit organizations reported providing the following services and supports to volunteers:

Volunteer Services and Supports:	Percentage of Responding Organizations
Meals	45.5%
Shower Trailers	27.3%
Volunteer Housing/Hosting	45.5%
Volunteer Construction Training	18.2%
Volunteer Management	81.8%
Volunteer Outreach - Local	54.5%
Volunteer Outreach - National	54.5%
Volunteer Placement	63.6%
Volunteer Safety Training	18.2%
Volunteer Screening	36.4%
Volunteer Site Supervision	45.5%
Volunteer Transportation	9.1%

Safety and training of volunteers was and is a priority. Responding organizations reported investing \$196,196.00 in providing training to ensure the safety of volunteers.

FUTURE CONSIDERATIONS

With each new disaster that strikes the United States, recruitment of volunteer work teams to engage in ongoing recovery efforts from Hurricane Sandy becomes more challenging. Only three of the organizations providing a response for the volunteer engagement section have plans to support ongoing volunteer operations into 2017.

RECOMMENDATIONS

On October 22, 2015, NJVOAD convened more than 80 members and partners to engage in a “Call to Collaboration” event to answer this question: ***how can we harness the best learning from our ongoing recovery efforts in order to implement those innovative practices in the future?*** This gathering began an ongoing dialogue among non-profit partners to address lessons learned which were brought to light through this day of discussion. Feedback from this dialogue and insights from the questionnaire responses have been combined to offer the recommendations throughout this section.

NON-PROFIT OBSERVATIONS AND RECOMMENDATIONS:

Almost four years post-Sandy, the need for support far outweighs the non-profit resources which remain in place to meet that need. This is not due to lack of desire on the part of non-profits, but to lack of funding and donated resources, including volunteers. There are a limited number of Disaster Case Managers and non-profit builders who are continuing to work with some of the most challenging Sandy-recovery cases. **These cases primarily fall into two categories: low-income households with limited means for recovery and moderate income households that encountered several challenges navigating the complicated road to recovery.** Many of these households began recovery work in their home before documenting the damage, and they have not been able to provide sufficient proof of damage to receive the funds they should be entitled to receive through the National Flood Insurance Program (NFIP). Others signed contracts they could not afford or hired disreputable contractors to complete recovery work.

- ❖ **Develop early education and outreach to impacted households which explains the importance of documenting damage prior to completing any work as well as general guidance on hiring a contractor.** Of equal importance is the development of a coordinated plan to distribute this information widely in the days following a disaster.
- ❖ **Build and strengthen partnerships with the philanthropic community and advocate for funding allocation decisions which sustain true long-term recovery efforts** in the wake of a major disaster.

At times, competition for funding interfered with building collaborative partnerships to serve the best interests of Hurricane Sandy survivors. As funding and resources have diminished, greater partnerships have developed, leading to a more effective utilization of resources. **The non-profit sector should seek opportunities to work more collaboratively to meet the needs of future disaster survivors.**

- ❖ **Develop a diverse, multi-agency coalition of disaster case management providers to address the myriad needs of disaster survivors** and to include expertise in the following areas: access and functional needs/disabilities, aging, drug and alcohol addiction, financial management, mental health and veterans’ services. Create a

consensus among participating organizations regarding roles and responsibilities which allow each participating organization to **focus on their strengths in service delivery**. Develop a plan to **submit a joint application for future Disaster Case Management Program grants**.

- ❖ **Work collaboratively among disaster case management providers to develop a common intake form and process**, which can be utilized to determine the strategic assignment of cases for short-term service and/or disaster case management provision of services based upon demographics and reported needs.
- ❖ **Maintain and expand the partnerships developed in the non-profit builders group**, which currently consists of key organizations with ongoing funding and resources for Sandy recovery projects.
- ❖ **Seek opportunities to share volunteers, especially during response and short-term recovery**.

Throughout the response and recovery efforts, reliable data regarding the true impact of Hurricane Sandy has been significantly lacking. There are no reliable figures to quantify the number of displaced households or the current needs which remain.

- ❖ **Develop a standardized system for collection and management of key data points**, which will provide an accurate picture of true recovery needs in future disasters.
- ❖ **Promote greater transparency and accountability** among responding organizations.

Twelve of the fourteen Hurricane Sandy LTRGs were formed at the county level, one served two adjoining counties and another served a single municipality. Historically, LTRGs have not received direct funding, but have convened partners with funds and resources in support of community recovery. Many philanthropic organizations were reticent to fund 14 different LTRGs, and non-profits with financial resources for unmet needs of survivors faced challenges in participating in 14 different unmet needs tables. **A determination of how to best serve impacted communities in future disasters must be considered.**

- ❖ **Establish regional LTRGs and/or regional unmet needs tables to maximize the financial resources available to support direct survivor assistance and minimize duplication** in organizational overhead, staffing and other expenses.
- ❖ **Educate county COADs/VOADs regarding establishing voluntary-based LTRGs with member organizations that provide financial resources and services**, as future disasters will not likely be accompanied with the level of funding and support experienced in Sandy.

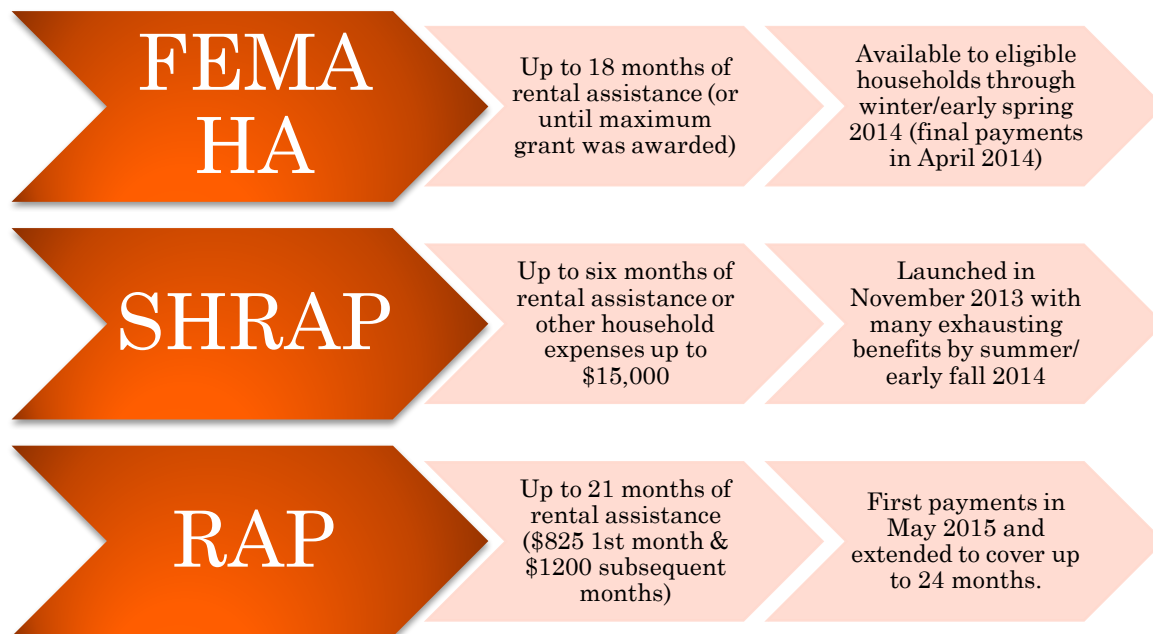
As natural disasters occur with greater frequency in the United State and abroad, **New Jersey non-profits must build greater strength and capacity to address local, regional and statewide disaster response and recovery efforts.**

- ❖ **Cultivate internal expertise within NJVOAD member and partner organizations to meet post-disaster training and recovery support needs.**

- ❖ **Conduct regular multi-organizational trainings and exercises** to practice plans, identify gaps in service provision, clarify roles to avoid duplication of efforts and improve overall preparedness and resiliency within the non-profit sector.

FEDERAL AND NEW JERSEY STATE GOVERNMENT OBSERVATIONS AND RECOMMENDATIONS:

One of the biggest challenges faced by New Jersey Sandy survivors and non-profit organizations supporting recovery work has been the **lack of coordination and continuity in the development and implementation of state-managed programs utilizing Community Development Block Grant Disaster Recovery (CDBG-DR) and Social Services Block Grant (SSBG) funds.** For instance, RREM, a program designed to repair, rebuild and/or elevate homes, was developed without consideration of funding for rental assistance. Rental assistance has been provided through other federal and state programs, but the coordination and timing of these programs has left significant gaps:



Most households experienced a 6 – 12-month gap in rental assistance support from 2014 – 2015. Non-profit funding is intended to be the dollar of last resort to address unmet needs. However, the above timeline left many displaced homeowners turning to the non-profit community to cover their rent for extended periods of time. **Millions of non-profit donated dollars were expended on rental assistance so that Sandy survivors could maintain mortgages on their uninhabitable homes.**

Throughout the recovery process, there have been conflicting timelines between the non-profit and government sectors. Currently, non-profit builder resources are extremely limited and steadily declining, while the RREM program is just beginning to move to the construction phase on contracts with LMI households. LMI households can present some of the most challenging recovery cases and often have needs beyond what the RREM program will cover. **Non-profit resources may not be available to assist those who truly need support.**

- ❖ **Streamline the sequence of delivery and organize an uninterrupted stream of governmental programs to provide the necessary resources for recovery.** Coordinate the timing and introduction of programs between federal and state programs, and provide advance communication about planned programs to non-profit service providers.
- ❖ The Joint Field Office (JFO) model is an inspired structure designed to enhance communication and coordination between federal and state entities in disaster response and recovery. **Better integrate staffing of the JFO to include state decision makers responsible for the development and implementation of recovery programs in order to minimize duplication of efforts and maximize understanding, communication and integration of governmental programs.**
- ❖ **Offer grants or other direct financial support for disaster case management and non-profit rebuild organizations supporting disaster affected households,** as volunteer labor and in-kind donations result in ultimate savings to the homeowner and program.
- ❖ **Establish a Disaster Recovery Committee with a focus on planning for future disaster response and recovery needs.** Include key leaders from state agencies overseeing recovery programs, NJVOAD organizations and FEMA Region II. Convene meetings regularly to ensure ongoing planning and relationship building among key members involved in response and recovery efforts.

NJVOAD and many non-profit partners have forged relationships with the New Jersey Department of Community Affairs (NJDC), the agency with responsibility for development and implementation of RREM and many other recovery programs. After some initial resistance, the current leadership opened up to hearing feedback from the non-profit community and making modest adjustments to programs, such as allowing disaster case managers (with written consent) to talk with the Housing Advisors and Project Managers who are managing RREM cases. However, these small concessions don't begin to fill the tremendous gap that exists in how these programs are designed and integrated into the disaster recovery framework. NJDC has held public hearings on how they are spending the billions of CDBG-DR funds they have received, but the feedback provided by non-profit organizations and community members has not resulted in any programmatic changes of note. **Attempts to advocate with state and federal entities to address this and other deficiencies were not productive as each held the other accountable for any roadblocks to progress. Transparency in regard to the development, implementation and documentation of program effectiveness is critical.** Even well designed and executed state and federal recovery programs were difficult to plan for and around due to delayed notification of extensions and lack of sufficient notice when programs ended.

- ❖ **State agencies and departments responsible for developing recovery plans should develop and implement stronger citizen action plans which invite input and involvement of disaster survivors and recovery entities before and during formation of disaster recovery action plans and accompanying programs.**
- ❖ **Create better sharing of data related to past, present and projected government-supported recovery efforts.** By continuing to work predominantly independently of government-funded recovery programs, non-profit recovery organizations are barred from a full understanding of the needs of households enrolled in state recovery programs. **More transparency and information-sharing is necessary to better streamline support of disaster affected homeowners and potentially access a broader range of financial opportunities and other resources for affected households.**
- ❖ **Improve communication and understanding of roles and responsibilities between state entities implementing programs and federal entities providing funding to provide greater accountability and openness for positive dialogue and constructive feedback to be heard.**
- ❖ **Improve communication about end dates of programs and services and provide advance notice of extensions to allow for adequate staff retention and/or transition planning.**
- ❖ **Whenever possible, embed resources within non-profit organizations to aid in transitioning services from government led to community led programs.**

CROSS-SECTOR OBSERVATIONS AND RECOMMENDATIONS:

There have been many after action reports and opportunities for post-Sandy reflection, but **little has been done to bring together parties across sectors to share experiences and work together to implement positive change toward future planning, increased transparency and improved resiliency.** An example of why this type of cross-sector dialogue and collaboration is necessary comes from non-profit service providers. Several non-profit recovery organizations hired hundreds of additional staff for time-limited periods to provide critical post-disaster services (e.g. Disaster Case Management Programs, Hope and Healing) and are now experiencing long-term consequences following this short-term post-disaster staffing. When those programs ended and the staffing levels were reduced, the unemployment rates of these organizations increased exponentially. The Mental Health Association of New Jersey reported increased liability of more than \$80,000 annually for at least a three-year period. This presents a tremendous burden to non-profits and has the potential to negatively impact core services and/or an ability to provide future disaster services.

- ❖ **Gather recovery leaders with a role in supporting Sandy response and recovery for a collaborative discussion about lessons learned from Sandy. Brainstorm collaborative, cross-sector solutions to challenging problems,** and develop a strategy for ongoing engagement of key partners to implement solutions. Strengthen relationships through fostering the four Cs: cooperation, communication, coordination, and collaboration.

Much of the response and initial recovery efforts for Hurricane Sandy relied upon national resources to provide the knowledge and capacity needed to plan for long-term recovery.

Disaster recovery begins and ends locally, and significant efforts need to be made to strengthen the capacity of local, county, regional and statewide resources to effectively respond to and recover from future disasters.

- ❖ **Invest in expanding and strengthening the county and regional structure of COADs/VOADs to include a diverse group of non-profit, faith-based, service, private sector, governmental and other organizations. Develop or identify training and resources in key areas which will support a whole community approach to recovery, and implement a training program to include the following: continuity of operations planning, disaster case management, donations management, incident command system, LTRG operations, mental health first aid, multi-agency resource center (MARC) implementation, volunteer management, etc.**
- ❖ **Strengthen connections between municipal and county OEM coordinators and county and regional COADs/VOADs to develop the relationship and understanding needed to support whole community approaches to response and recovery efforts.**

Sandy survivors experienced issues surrounding contractor incompetence and fraud while attempting to self-recover or while rebuilding utilizing RREM funds. Additionally, mold remediation has been a need for thousands of Sandy-affected homeowners, but there is no formal guidance or standards to ensure that mold remediation efforts result in eradication. As a result, many homeowners experienced mold returning after rebuilding occurred and had no form of recourse.

- ❖ **Provide early education and advocacy support for impacted households.**
- ❖ **Develop a system to vet contractors** and provide a public portal for affected homeowners to select from approved contractors.
- ❖ **Develop statewide mold remediation standards** which provide for a system of checks and balances to promote complete eradication of mold.

There is a tremendous gap in information between FEMA data, New Jersey state data and non-profit data. As a result, **there is no clear universal picture of the true impact or needs resulting from Hurricane Sandy. There is also a tremendous gap in communicating available programs and services to the public.**

- ❖ **Develop a collaborative, cross-sector system to collect and manage data to identify the needs as reported across multiple sectors and agencies:** FEMA, sheltering (non-profit and County OEM), preliminary damage assessments (FEMA, OEM and non-profit), insurance providers (not just NFIP), disaster case management, etc.
- ❖ **Create a joint information center that would include government, non-profits, media, etc.** Meet during non-emergency times to develop a strategy for dissemination of critical information to disaster survivors.

Sandy recovery is far from over, but non-profit resources are diminishing rapidly. Many of those still recovering from Sandy are LMI households and others in need of additional support to fully recover. Resources to support ongoing Sandy recovery efforts need to be identified.

- ❖ **Reallocate funding for underutilized Sandy programs and services to support ongoing disaster case management and rebuild efforts.**

CLOSING COMMENTARY

The foundation of the VOAD movement is relationships built upon the four pillars of cooperation, communication, coordination and collaboration – the four Cs. These partnerships have the power to transform the landscape of response and recovery efforts throughout New Jersey if we work together across the various sectors involved in disaster response and recovery to fill gaps, resolve deficiencies and prepare for our state's future.

One notable example of a successful cross-sector collaboration is the implementation of HELPNJNOW.ORG – a dynamic, interactive, web-based resource providing education, direction, information and tools for people to help themselves and others in a disaster. This site was developed by NJVOAD, the New Jersey Governor's Office of Volunteerism and the NJOEM, with funding from the Robert Wood Johnson Foundation and PSEG Foundation, to address identified deficiencies in response and recovery efforts. When Sandy struck, the structure and systems were not sufficient to manage the outpouring of people who wanted to help, and there was no mechanism to accurately and consistently communicate the needs of affected communities. As a result, secondary disasters ensued with unaffiliated volunteers adding to the chaos and valuable resources being spent trying to store and manage donated items that were not requested or needed. HELPNJNOW.ORG provides information and education during non-disaster periods, including preparedness resources and links to receive volunteer training to be able to best support future disasters. When New Jersey experiences a major disaster in the future, the site will provide a virtual volunteer reception center for people who want to help, combined with messaging about patience and what not to do. The site will also open a portal for managing material donation offers and public messaging of needs. Direction and guidance for those in need of help and support will be offered, as well as links to local non-profit organizations accepting donations for disaster response and recovery efforts.

In spite of the challenges being faced by responding non-profits, 100% of the organizations surveyed plan to provide response and recovery services for future disasters impacting New Jersey. NJVOAD and our members and partners are committed to working with our public and private sector partners to be part of the solution in implementing lessons learned from Sandy and preparing our communities to weather whatever storms might lie ahead.



APPENDIX

National Hurricane Center Sandy Tropical Cyclone Report -

http://www.nhc.noaa.gov/data/tcr/AL182012_Sandy.pdf

2015 Hurricane Sandy Voluntary Rebuild Environment – New York City Long Term Recovery Assessment:

http://www.nydis.org/nydis/nydisnet/2015/download/2015_Hurricane_Sandy_Voluntary_Rebuild_Environment-NYC_Long_Term_Recovery_Assessment_FINAL.pdf

FEMA New Jersey Hurricane Sandy DR 4068 - <https://www.fema.gov/disaster/4086>

Disaster Philanthropy Playbook - <http://disasterplaybook.org>

American Red Cross – Hurricane Sandy Response: <http://www.redcross.org/donations/your-donation-impacts-lives/where-your-money-goes/sandy-response#Response>

Hurricane Sandy New Jersey Relief Fund Final Report:

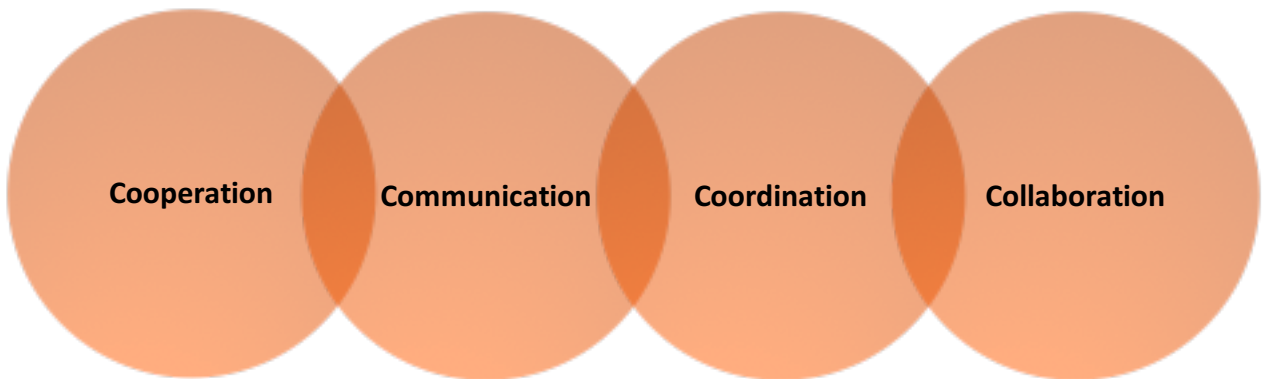
http://sandynjrelieffund.org/final_reports.html

Robin Hood Foundation – Distributing the Sandy Relief Fund:

<https://www.robinhood.org/sandygrants>

National VOAD – Tools for State VOADs to Prepare for Disaster Case Management:

http://mhyiy252svc3dxfu11iackq1.wpengine.netdna-cdn.com/wp-content/uploads/2014/05/tools_for_state_voads_to_prepare_for_dcm_-_draft_-_2012.pdf



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