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# Multi-Agency Resource Center Planning Resource for Agricultural Communities

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This *Multi-Agency Resource Center Planning Resource for Agricultural Communities* guide has been peer-reviewed. This resource was based upon the *Multi-Agency Resource Center Planning Resource*, June 2015—updated Fall 2018. Unless otherwise noted, all resources are adopted from:  
<https://www.preparecenter.org/sites/default/files/>

Images: FEMA News Photo

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# Introduction

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This guide contains materials that are useful for a Multi-Agency Resource Center (MARC) as well as additional information to aid those experiencing a disaster in agricultural communities. Useful resources and contact information has been included in this guide to act as a complete resource and starting point for individuals seeking financial assistance that may be available to them through public resources or other programs.

After a disaster strikes, the affected community will determine the best way to provide services to affected individuals and families according to the scope and scale of disaster. The capabilities, structure and geography of the community as well as the needs of the community should be taken into consideration when implementing a MARC. A MARC can be an efficient way to deliver services to individuals and families affected by a disaster by gathering together multiple service providers and information sources in a single location and providing on-site assistance. Because each community is unique, this guide can be used to help aid in determination of opening an Agricultural MARC.

This resource is intended to aid in MARC planning and implementation. Included in this resource is some of the relevant law and suggested processes that could be followed to implement a productive MARC. MARCs act as an effective service delivery system in some disasters, coordinated outreach services and integrated care terms are other models that can be effective when a centralized delivery location might not be practical (for example; rural areas where population is sporadic).

On the following page are some explanations of what a MARC is for and what benefits a community can expect to obtain from a centralized process.

#### **MARCs are designed to:**

- Expedite individual, family and community recovery following a disaster;
- Provide efficient, effective assistance to individuals and families affected by a disaster in a single “one stop shop” location;
- Minimize the time and travel distance needed for affected individuals and families to obtain assistance after a disaster;
- Aid reunification of family and friends;
- Maximize the use of collective resources and expedite the ability of organizations to deliver services by:
  - 1) Eliminating the need for participant organizations to set up individual assistance centers and;
  - 2) Facilitating coordination and information sharing between participating organizations
- Enable effective coordination with government and non-government agencies; and
- Facilitate the transition to long-term recovery.

MARC services are determined by the participating agencies according to community needs and available resources.

**Common services include:**

- Assistance locating temporary housing;
- Information about the casework process, how to obtain assistance, and referrals to other off-site services as available;
- Emotional and spiritual care, as well as other health and mental services;
- Access to systems that support reunification such as email accounts, social media sites, which enable individuals to notify family members of their condition and location;
- Distribution of bulk supplies; and
- A location that serves as a meeting place for families.

Some potential venues that might be available in agricultural communities (or any community) might include:

- Local Extension Offices
- Auditorium/Community Center
- Public School Gymnasium
- Local Church
- Fire Hall
- Hotel Conference Rooms
- Local College Campus Area
- Local Public Library

**Why an Agricultural MARC:**

- ***Agricultural disasters are different when community gets hit:***

The effects of a disaster in an agricultural community are unique. Agricultural areas are generally more spread out and isolated, causing barriers to disaster response. There are further complications due to the large number of businesses (in the form of farms) with many plants and animals that have an increased susceptibility to disease and death due to the disaster. Depending on the scale of the disaster, there is also a decrease in food security for the immediate disaster area and communities that rely on the area as a food source. Adjustors are dealt with differently than when a general community is hit with a disaster. Their need for services and resources becomes more effective when it can be coordinated with an agriculture-focused MARC. Some agricultural-specific disaster preparedness/response organizations are explained below.

- ***ESF-11: Emergency Support Function***

The purpose of ESF-11 is to assist with:

- Human nutritional needs, including the authorization of the Disaster Food Stamp Program
- Plant and animal diseases/pests response
- Commercial food supply protection and testing



- Natural, cultural, and historical (NCH) resources protection
- Household pet safety

<https://www.fema.gov/pdf/emergency/nrf/nrf-esf-11.pdf>

- **FSA: Farm Service Agency**

The FSA is a part of the USDA and offers an array of programs, such as:

- Emergency Loan Program (EM)
- Emergency Conservation Program (ECP)
- Livestock Forage Disaster Program (LFP)
- Emergency Assistance for Livestock, Honeybees and Farm-Raised Fish Program (ELAP)
- Livestock Indemnity Program (LIP)
- Noninsured Crop Disaster Assistance Program (NAP)

[https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdafiles/FactSheets/2016/farm\\_service\\_agency\\_programs.pdf](https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdafiles/FactSheets/2016/farm_service_agency_programs.pdf)

- **Extension County Emergency Board**

A group comprised of representatives from three USDA agencies: Farm Services Agency (FSA), Natural Resources Conservation Service (NRCS), and Cooperative Extension Service (CES). The County Emergency Manager is also on the County Emergency Board.

- **NRCS v. FEMA**

NRCS: Natural Resources Conservation Service. The NRCS is a part of the USDA which assists with conservation and disaster recovery. There are hotlines posted on their website for agricultural disaster assistance.

FEMA: Federal Emergency Management Agency. FEMA is meant to assist with making your home livable, but does not assist with agricultural damage.

<https://www.nrcs.usda.gov/wps/portal/nrcs/detail/national/programs/?cid=NRCSEPRD1361073>, <https://www.fema.gov/faq-details/Farm-Agriculture-Damages>

## I. How to Use this Resource

This planning resource provides a general framework and an outline of procedures for setting up, operating and closing a MARC, specifically in agricultural areas that have experienced a disaster of some sort. The general procedures are summarized here and offer an outline for MARC plan development and implementation for community leaders to consider when creating their own plan for a MARC that best suits the possible needs of their community.

This resource aims to develop common terminology and operational standards to allow streamlining the process of a MARC. The

resource also will provide reference documents and other information and tools for communities to develop their own plan for a MARC.

The documents in this guide are aimed to facilitate and expedite future MARCs and serve as a resource. Each community will need to determine the appropriate scope and scale of MARC services that will be offered. This guide focuses on agricultural communities and the problems they may face and includes a resource guide of agricultural organizations that can be contacted in the event of an emergency.

This resource addresses typical roles and staffing within a MARC as well as steps to take in coordination and information sharing. When convening diverse organizations in a venue like a MARC, having a common service delivery approach is valuable for providing a consistent and effective client experience. All of the roles within a MARC are customizable and this document has extensive appendices that may be used as planning aids or modified to best suit a community and their needs. These documents may be used separately or in accordance with this resource.

## II. Definitions

**Multi-Agency Resource Center (MARC):** A single, one stop shop location where public and private organizations come together to provide assistance to those affected by disaster.

**Partner Agencies:** Partner agencies are reputable organizations (governmental, nongovernmental or corporate) that have resources or services available to those affected by a disaster. Partner agencies have the capacity and willingness to serve in a MARC.

**Lead Agency:** This organization convenes the MARC, coordinates the overall planning and operations and ensures necessary MARC functions and tasks are fulfilled. Each community may have a different lead agency, but for organizational clarity a lead agency is identified. Any organization serving in the MARC lead agency role first ensures that it can fulfill all of its responsibilities, including fiscal and liability responsibilities, either directly or through delegation and coordination with partners. When determining the lead agency, consider potential impacts on service to the community that may result from the selection of a particular type of agency to serve in this role.

**Disaster Recovery Center (DRC):** In federally-declared disasters, a DRC is a facility where FEMA provides status information and updates to client applications, as well as general information on FEMA disaster assistance. A DRC may act similarly to a MARC by including other federal, state, local and voluntary agencies within the same or a similar facility to provide information on their disaster assistance programs.

### III. Relevant Stafford Act Language

*The following is an excerpt from the Stafford Act with the relevant language that may be useful to understand following a disaster declaration.*

Sec. 403. Essential Assistance (42 U.S.C. 5170b)\*

(a) In general—Federal agencies may on the direction of the President, provide assistance essential to meeting immediate threats to life and property resulting from a major disaster, as follows:

- (1) Federal resources, generally—Utilizing, lending, or donating to State and local government's Federal equipment, supplies, facilities, personnel, and other resources, other than the extension of credit, for use or distribution by such governments in accordance with the purposes of this Act.
- (2) Medicine, durable medical equipment, food, and other consumables—Distributing or rendering through State and local governments, the American National Red Cross, The Salvation Army, the Mennonite Disaster Service, and other relief and disaster assistance organizations medicine, durable medical equipment, food, and other consumable supplies, and other services and assistance to disaster survivors.

- (3) Work and services to save lives and protect property—Performing on public or private lands or waters any work or services essential to saving lives and protecting and preserving property or public health and safety, including—

- (A) debris removal;
- (B) search and rescue, emergency medical care, emergency mass care, emergency shelter, and provision of food, water, medicine, durable medical equipment, and other essential needs, including movement of supplies or persons;
- (C) clearance of roads and construction of temporary bridges necessary to the performance of emergency tasks and essential community services;
- (D) provision of temporary facilities for schools and other essential community services;
- (E) demolition of unsafe structures which endanger the public;
- (F) warning of further risks and hazards;
- (G) dissemination of public information and assistance regarding health and safety measures;
- (H) provision of technical advice to State and local governments on disaster management and control;

- (I) reduction of immediate threats to life, property, and public health and safety; and
- (J) provision of rescue, care, shelter, and essential needs—
  - (i) to individuals with household pets and service animals; and
  - (ii) to such pets and animals.
- (4) Contributions—Making contributions to State or local governments or owners or operators of private nonprofit facilities for the purpose of carrying out the provisions of this subsection.
- (c) Federal share—The Federal share of assistance under this section shall be not less than 75 percent of the eligible cost of such assistance.

*\* Excerpt from the Stafford Act, Section 403b, June 2007, pages 27-28*

## IV. National VOAD Points of Consensus

The National Voluntary Organizations Active in Disaster (VOAD) is a nonprofit, nonpartisan, membership-based organization that builds resiliency in communities nationwide. It serves as the forum where organizations share knowledge and resources throughout the disaster cycle—

preparation, response, recovery and mitigation—to help disaster survivors and their communities.

Points of Consensus have been established and ratified by members of National VOAD to guide the work of individual member organizations and the collective efforts of the collaborative. All National VOAD members agree to adhere to such standards of conduct and service delivery developed and approved by the membership. These documents provide a useful common platform from which MARC participating agencies may operate. These Points of Consensus documents may be useful for MARC leadership to familiarize themselves with in order to operate on the same platform as the VOAD Points of Consensus.

Points of Consensus have currently been developed for the following areas:

- Disaster Case Management
- Disaster Spiritual Care
- Disaster Emotional Care
- Donations Management
- Mass Care
- Volunteer Management
- Cleanup, Repair, and Rebuild

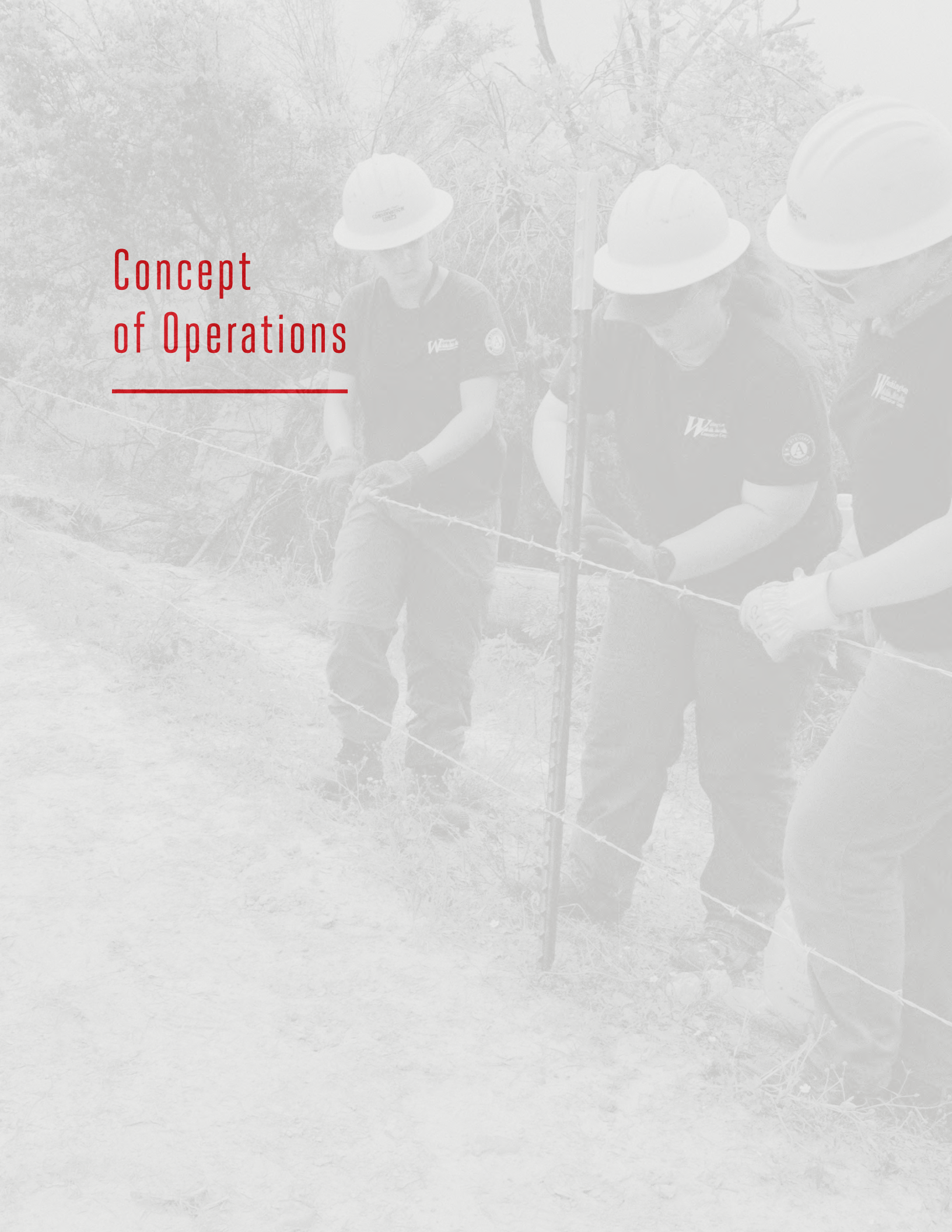
To find additional Points of Consensus information visit the VOAD site here: <https://www.nvoad.org/resource-center/member-resources/?mdocs-cat=mdocs-cat-62&mdocs-att=null>





# Concept of Operations

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**This section lists and explains in greater detail each step of a MARC. These five stages are designed to help a MARC operation flow smoothly and help the community deal with a disaster in a structured manner.**

#### **I. Steady State**

*(pre-disaster)*

In this stage community assessment activities, pre-identification of local resources and partner agencies, and establishing lines of communication between partner agencies take place.

#### **II. Planning**

*(immediately after a disaster occurs)*

In this stage, initial assessment of disaster impacts are conducted. There is also a determination of agencies that will be involved in the MARC, and a development of a preliminary operational plan takes place in this stage.

#### **III. Stand Up**

*(once necessary planning has taken place and in accordance with timeline determined by participating agencies)*

This stage considers coordination among participating agencies to set up the MARC site, ensures that they can fulfill all necessary functions and finalize all plans, policies and operating procedures.

#### **IV. Daily Operations and Service Delivery**

This stage consists of carrying out the necessary functions to effectively deliver services to clients. Operation of the MARC facility and coordinate with emergency management officials and community leadership takes place in this stage.

#### **V. Stand Down**

*(when it has been determined that a MARC will close)*

This stage contains the closing notification, transition activities and after-action reporting.

## **I. Steady State**

Pre-disaster activities lay the groundwork for a successful MARC operation in the community and encourage organizations to plan collaboratively. By planning ahead of a disaster, the groundwork will be in place to implement in the event of a disaster occurring.

Pre-identifying agencies and establishing lines of communication in a non-disaster scenario helps to expedite MARC activities in the event of a disaster occurring. Steady state activities can include pre-planning such as a development of operational guidelines, a communication plan, among other activities.



## II. Planning

If the community determines that a MARC is the best mechanism for delivering disaster services following a disaster, participating agencies will convene a MARC planning meeting. Planning allows agencies to be called upon based on need. These agencies may include non-government, local government, and other types of organizations that would assist with disaster relief and recovery services in a MARC.

### A. Planning Meeting

A MARC planning meeting agenda could include:

- Assessing disaster impacts and identifying disaster-caused client needs that will be supported in the MARC
- Assessing the demographics of the affected population and service delivery considerations
- Determining partner agency participation, including the lead agency, and the services each agency will provide
- Developing a preliminary operational plan:
  - Outlining the appropriate scale and scope of MARC operations

- Identifying available resources and resource needs for MARC
- Identifying an appropriate MARC site, it is useful to have a list of pre-identified sites
- Determining dates and times the MARC will operate and the ability of participating agencies to support
- Identifying MARC operational guidelines and communication plan
- Creating a MARC opening announcement

### B. Site Selection

Selecting an appropriate site for the MARC involves taking into consideration multiple conditions to ensure that the location and facility can meet the needs of both clients and participating agencies. See *Appendix L* for a sample floorplan.

#### Selection Process:

- 1) Identify potential facilities in close proximity to the impacted area but located in a safe area.
- 2) Ensure that driving time for those needing assistance is as short as possible.



**Considerations that should be made when selecting a site:**

- Is the site visible and open to the public?
  - Are the site and facility accessible?
  - Does the site have enough flexible space for partner agencies to effectively provide services to clients?
  - Is there enough office space for MARC administrative functions?
  - Can the site be used without extensive modifications?
  - Does the site have adequate utility service at present (i.e. won't be interrupted by a disaster)?
  - Is there water, sewer, gas, and power?
  - Is there phone and internet connectivity?
  - Is there heating or air conditioning?
  - Is the plumbing system adequate for the size of the MARC operation?
  - Is there a kitchen? (with refrigeration space and freezer space available?)
  - Are dumpsters available on-site or is there space to place a dumpster?
- Considerations for bulk distribution on MARC sites:
    - Is there sufficient space available for bulk supplies?
    - Will a forklift and/or pallet jack be available?
    - Is there a loading dock?
    - Is a paved area available at the site?
  - Is adequate security available to protect people, property and equipment?
  - Is parking and traffic control sufficient?
  - Is the site compliant with the fire code?
  - Can the facility be procured as an in-kind donation? If not, what are the costs of the facility? Which agency will assume responsibility for these costs?
  - Has a facility use agreement been completed by one or more of the partner agencies?

### III. Stand Up

Stand up of a MARC facility will begin once the necessary planning has taken place and an operational timeline has been established by participating agencies.

#### **C.**

##### **Site Procurement and Set Up**

The lead agency or designee should sign a Facility Use Agreement. It is recommended that the Facility Use Agreement form be first reviewed and approved by the legal department of the signing agency. It is also recommended that the lead agency or designee walk-through the building with the building owner or property manager.

The lead agency will appoint a MARC site manager to oversee onsite operations and in collaboration with all partner agencies, manage coordination, placement and arrangement of MARC facility. An area will be assigned to each agency and for each MARC function identified in the operational plans.

##### **Most MARC sites will require the following space allocations:**

- Assigned areas for each partner agency (generally in a large open area)
- Reception/registration area
- Client waiting area

- General information area
- Damage verification area
- Client feedback table
- Kitchen area
- Snack table (consider a nut-free zone)
- Eating area (for clients and staff, preferably separate areas)
- Family reunification resource area
- Staff respite area
- Casework/client interview area (arranged to maintain client privacy)
- Health, mental health, emotional and spiritual care areas (ideally a quiet, private space)
- Children's play/childcare services area
- Client resource area with phones, computers, internet access and charging stations where possible
- Administrative offices and secure storage for financial instruments
- Bulk distribution area

#### **D.**

##### **Logistics for Information Technology**

It is key to plan for information technology (IT) needs to enable effective operations for all entities within the MARC.

**Useful Considerations:**

- Who is the lead agency for coordinating information technology within the MARC?
- Are there contractual or financial obligations in the facility to provide IT services?
- What IT services will be needed in the MARC?
- Who will the IT services be provided to?
- What is the plan if cellular connectivity is not available?
- What IT support do various record keeping software systems require?
- How do you provision services to the facility?
- Backup plan in case power goes out?
- Who will be the designated point of contact (POC) to coordinate IT needs?
- Are there specific requirements for certain entities?
- What is the plan to communicate the available IT resources and related policies?
- If providing IT services, how to agencies request these services?

## E. Safety and Security

The lead agency is responsible for maintaining a safe and secure operating environment for everyone in the MARC, which includes overseeing crowd and traffic control. The lead agency might assign a Safety and Security Manager to oversee the safety and security of clients, staff, resources and equipment and to coordinate with emergency management and public safety personnel as needed.

Considerations for safety and security:

- Are paths to the exits relatively straight and free of obstructions?
- Are indoor and outdoor walking surfaces free of tripping or falling hazards?
- Are there illuminated exit and exit directional signs visible from all areas that will be used?
- Are there any site-specific hazards? (For example: chemicals, machinery)
- Are the work areas clean?
- Are the building systems in good working order?
- Are all emergency exits identified and secured?
- Are all exit doors free of obstructions?

- Are there a minimum of two exits from each floor?
- Is there an emergency evacuation plan?
- Is there a shelter plan?
- Are fire extinguishers and smoke alarm inspected and serviced?
- If power fails, is there emergency lighting?
- Are first aid kits and AED equipment readily available and fully stocked?
- Are incident report procedures in place to report all accidents, incidents and near-misses?
- Do all occupants know how to report a dangerous situation?
- Are the required federal, state and local posters displayed?
- What is the weapons policy?

#### **F.**

##### **Other Considerations for Set Up**

##### **Signage and Branding**

Proper identification and acknowledgement of participating agencies is important. Use signage to provide directions to the MARC. Individual agencies should supply their own signage for their individual areas within the MARC. Including agency logos enhances the effectiveness of the signage. If possible, have

signs with lists of services provided at the MARC in various languages.

##### **Determine points of contact for:**

- Janitorial services
- Medical services
- Food service
- Diaper changing area
- Children's area
- Data and voice services
- Facility maintenance

#### **G.**

##### **Preparation Meeting**

The lead agency will arrange a preparation meeting with all participating agencies to discuss MARC policies, procedures, and expectations prior to the opening of the MARC.

The lead agency will coordinate the setup of the MARC. Each agency will provide their own equipment for service delivery. This meeting will set guidelines for signage for the MARC. All agency staff may determine and sign a MARC code of conduct, which can be found in *Appendix A*, this will ensure that all services provided are appropriate and consistent while maintaining client confidentiality.



## IV. Daily Operations and Service Delivery

Once the MARC opens, the objective is to provide effective information and assistance to address client needs in one visit. In order to meet this objective, take into account the following considerations:

### Important Considerations:

- A clear chain of command is key for administrative control and control of information to avoid rumors and misinformation
- Communications to all partner agencies follow the MARC chain of command
- Regular communication occurs with all partner agencies so any emerging issues can be promptly addressed before they become critical
- A daily morning meeting is held to discuss operations issues: agency partners and MARC staff come prepared to discuss any client, facility and operational issues.
- Any urgent problems or issues that arise are promptly reported to the MARC Site manager or appropriate point of contact
- Non-urgent issues are addressed in a regularly scheduled meeting

### H. Communications

All MARC communications are carried out in accordance with the developed MARC plan that was adopted in the planning meeting. A local MARC needs to define a communications structure that is tailored to the individual agencies that comprise the MARC. Communications should involve a centralized decision-making process that enables continuity, coordination and review/approval of all communications. Public release of information and statements should be made using a designated spokesperson. It is critical that MARC leadership maintain an effective connection and communication channel with the community's Emergency Operation Center and if applicable FEMA's Disaster Recovery Center and other appropriate entities that may be active in the community.

### I. Media Relations

It is important to maintain a positive media relationship. The media is a key partner in providing information to the public about the location of the MARC and how to access services at the MARC. The MARC public information officer (PIO) should be attentive to balance client confidentiality with the need to inform the public about how to access services and locations of the MARC. Participating agencies often have their own media requirements and those will need to be understood and incorporated into the media plan.

**Recommended Procedures:**

- The MARC PIO should publicize the opening and closing of the MARC in advance, ideally at least by 48 hours notice
- The MARC PIO communicates and publicizes any relevant guidelines decided upon by the MARC agencies regarding the acceptance of donations
- The MARC PIO develops a daily press release reporting the activity and types of services provided in the MARC
- MARC flyers are developed for distribution across the affected area
- The media is allowed to enter the MARC only within established guidelines to respect client confidentiality and not impede MARC operations
- Media may request interviews or photographs; the MARC PIO and MARC Site Manager will coordinate with the media in a manner that respects client confidentiality.

**J.**

**Volunteers**

Unaffiliated volunteers may arrive at the MARC to offer services. It is important to develop a plan in advance for this possible situation.

**Considerations to address include:**

- To maintain an environment conducive to upholding client confidentiality and service delivery standards, the MARC does not also serve as a volunteer reception center
- Should direct unaffiliated volunteers to an offsite partner or volunteer reception center that can best direct how they may contribute to disaster operations
- Planning any potential use of volunteer resources within the MARC is helpful

It is recommended that planning be consistent with the National VOAD recommendations (found in *Appendix C*) on the management of unaffiliated volunteers.

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## V. Stand Down

This is the step when the decision to close the MARC is made by the lead agency in cooperation with current partner agencies.

### Important Considerations:

- Changes in the flow of traffic through a MARC
- Number of clients served in proportion to the population area affected by the disaster
- When the next phase is set up for client recovery
- Changes in partner agency participation and resources for the MARC
- Preparations should be made in advance to ensure that a transition plan is in place. Appropriate notice should be given to all affected parties of the closing of a MARC. A plan should be put in place to gather information and feedback from partner agencies regarding the MARC operations and plan.
- The MARC site manager or other designee will convene a meeting with MARC agencies and community agencies to announce closing of the MARC, address client needs, identify available resources, and to discuss how the cases will be handled going forward.
- It is preferable that partner agencies, clients, and the Public Information Officer receive notice at least 48 hours in advance of the MARC closing.



# Typical MARC Personnel Roles

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**This document could be handed out to participating individuals as job sheets explaining roles that need to be filled by them as a member of MARC staff.**

*All MARC Staff are expected to:*

- Respect the rules and guidelines agreed upon in the MARC code of conduct
- Follow and implement requests and direction from MARC supervision
- Maintain a professional appearance and demeanor at all times while carrying out MARC duties

## I. Site Manager

*The Site Manager is the General Manager of the site and has overall responsibility for its effective operation. It is highly likely that the Site Manager is affiliated with the lead agency but not necessary.*

### **Typical Duties:**

- Coordinate and collaborate with all agencies present at the MARC;
- Manage the coordination, placement and arrangement of the MARC facility (including interview area, waiting area, administrative areas, parking, etc.) as a collaborative effort with all partner agencies at the MARC;
- Designate an Assistant Site Manager (as needed);
- Determine levels of personnel and materials needed to maintain the site operation;
- Carry out daily management duties, which typically include:
  - Maintaining communications with the site supervisory personnel, partner agency staff and others as needed,
  - Collecting daily statistical information such as number of client registrations, feeding numbers, number of bulk supplies distributed, etc.,
  - Mediating disputes and issues between partner agencies when facilitation is needed and/or requested,
  - Holding daily MARC meetings with supervisors and with partner agency staff,
  - Approving press release developed by the MARC PIO, and
  - Providing a venue for open discussion and communication to address operational changes.
- Convene a MARC closing and transition planning meeting before closing the MARC.

## II. Assistant Site Manager

*The role of the Assistant Site Manager (if one has been designated) is to support the Site Manager in carrying out his/her responsibilities.*

### **Typical Duties:**

- Assist with supervision of daily operations at the MARC;
- Assist with duties listed for the MARC Site Manager as needed or assigned;
- Act as the interim MARC Site manager when the MARC Site Manager is not present or available; and
- Carry out the duties of the MARC Partner Agency Liaison in cases where another individual has not been designated to fill this role.

## III. Reception Staff

*The MARC Reception Staff serves as the first contact point for clients entering the MARC. S/he is responsible for ensuring that all clients entering or leaving the MARC have completed the registration process and are served in a timely manner.*

### **Typical Duties:**

- Maintain a registration area which allows enough room for a client waiting area;
- Interact with clients to determine needs and refer clients to the appropriate MARC area/resource;
- Maintain a log for clients entering and leaving the MARC;
- Use proper forms to register and record client information:
  - Complete the MARC client registration form;
  - Verify client identification (refer to MARC Client Ambassador if client cannot verify or produce identification);
  - Verify client damage agreed upon MARC damage assessment method and indicate in the Client Registration form;
  - File and maintain MARC Client Registration Forms and Ambassador Checklists in alpha-order at the reception desk.
- Check for duplication of MARC agency assistance/services;
- Ensure returning clients check in with Reception upon returning to the MARC;
- Recruit volunteers to assist with registration, as needed; and
- Foster an environment that minimizes stress for clients and staff.

## IV. Public Information Officer

*The Public Information Officer serves as the general point of contact for media inquiries at the MARC and is responsible for developing and implementing a communications plan to increase visibility and awareness of the MARC and services provided to the community it aims to serve.*

### Typical Duties:

- Develop and maintain relationships with various media sources and media markets within the MARC service delivery area;
- Build connections with other spokespeople from agencies represented in the MARC;
- Prepare a multi-agency press release for MARC Site Manager review and approval;
- Submit and place public service announcements;
- Arrange suitable spokespersons for interviews; and
  - Designate and provide an alternate PIO contact when primary PIO is unavailable/not present.

## V. Client Ambassadors

*Client Ambassadors serve as the point of contact in the MARC for clients while they are waiting to be seen by partner agency caseworkers. The Client Ambassador assists clients in navigating the MARC, and ensures that clients meet with the appropriate partner agencies.*

### Typical Duties:

- Have a general understanding of agencies in the MARC and assistance available to clients. Obtain an updated copy of the Daily MARC agency Log each day to maintain awareness of participating partner agencies, services offered and hours in the MARC;
- If not already verified by Reception, verify client damage using agreed upon MARC damage assessment method and indicate in the Client Registration Form;
- Escort and introduce the client to partner agencies, bringing the Client Registration Form to each meeting;
- Complete the Ambassador Checklist and Client Registration form to the MARC Reception as clients leave the MARC;
- Ensure each partner agency initials the ambassador checklist once the client has been seen and collect the checklist as clients leave each meeting;

- Give the completed ambassador checklist and client registration form to the MARC reception as clients leave the MARC;
- In the event that a client ambassador is not available, clients can visit agencies in any order and provide a completed client registration form and ambassador checklist to reception staff;
- Attend daily MARC meetings; and
- Assist the MARC site manager and receptionist with client traffic and flow, as needed.

## VI. Safety and Security Manager

*The Safety and Security Manager will oversee the safety and security of clients, staff, facility and any resources or equipment that is involved in a MARC operation.*

### **Typical Duties:**

- Ensure for the safety and security of workers, clients and visitors in the MARC;
- Identify any security issues that may arise, such as:
  - Property theft
  - Disgruntled visitors

- Long waiting lines
- Parking
- General unrest
- Ensure physical security for the MARC facility and equipment (some options to consider include local police or security companies- whichever is available and cost efficient);
- Coordinate with the building owner or property manager to ensure a plan is in place for the emergency evacuation of the MARC and ensure that people know what to do to stay safe;
- Coordinate and collaborate with local, State and Federal law enforcement agencies about safety and security issues when necessary;
- Provide safety and awareness information for the following:
  - Potential hazards in the facility (including areas where staff need to use caution, like loading docks and parking lots);
  - Weather alerts;
  - Road conditions; and
  - Hazards outside of the facility.

## VII. Partner Agency Liaison

*The MARC Partner Agency Liaison will serve as the liaison between the MARC Site Manager and the participating partner agencies and, in coordination with the PIO, serves as the liaison to external agencies such as municipal government, local emergency management office and other MARCs or DRCs where they exist. (This role could also be fulfilled by the MARC Assistant Site Manager if necessary).*

### Typical Duties:

- Responsible for providing partner agencies with partner or individual agreement/codes of conduct;
- Ensure that participating partner agencies agree to, sign and abide by the MARC code of conduct, reporting all compliance issues to the MARC Site Manager;
- Provide completed MARC Code of conduct forms to MARC site manager for determination of agency participation in the MARC;
- On a daily basis ensure all representatives of each partner agency signs the MARC code of conduct;
- Responsible for collecting completed partner information forms;
- Develop and maintain an organizational point of contact list which includes daytime phone, cell phone and email addresses;

- Assist MARC site manager in assisting areas with the MARC to the participating agencies and ensuring they have basic supplies;
- Monitor level of participation by partner agencies and report to MARC site manager to assist in transition and MARC closing planning;
- In coordination with the PIO, serve as the liaison to external agencies, facilitate coordination with local leadership and the broader disaster response community; and
- Gather feedback from partner agencies regarding MARC operations and participation experience.

## VIII. Partner Agency Representatives

*At least one individual should be designated to represent each partner agency for MARC planning, coordination and operational purposes.*

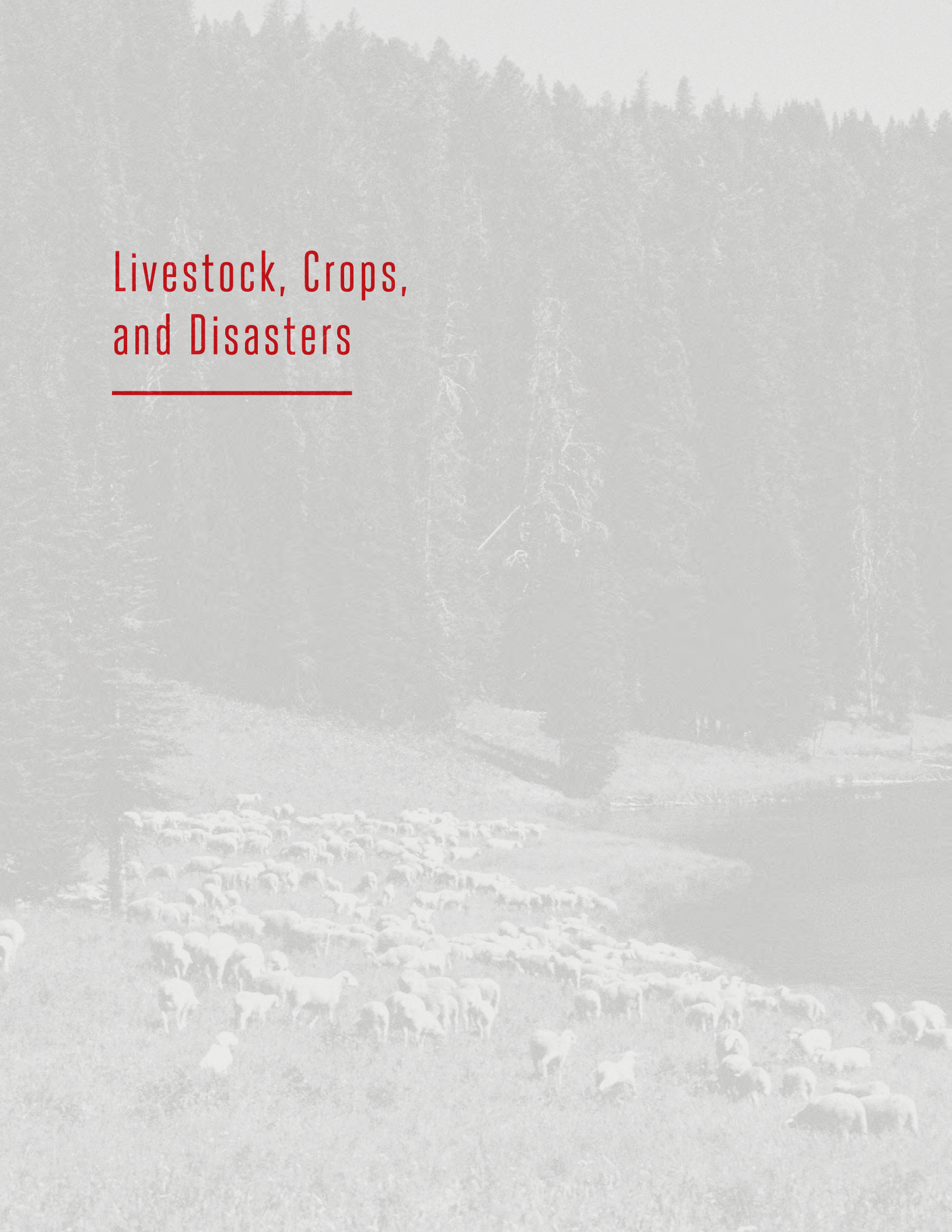
### Typical Duties:

- Attend daily MARC meetings;
- Ensure each agency representative has signed a MARC code of conduct;
- Perform agency tasks as appropriate and in accordance with the National VOAD Disaster Case Management Points of Consensus; and
- Complete feedback form/survey on behalf of agency and return to Partner Agency Liaison.



# Livestock, Crops, and Disasters

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## I. Overview

The most important protocol for evacuation is to remember to: evacuate people first, then pets, then livestock and finally property.

Before a disaster strikes it is important to remove any headstalls or halters from livestock (regardless if they are loose or in a pen), these items can get caught up in trees or other obstructions. Do not tie animals together when setting them free, the ties can catch up in debris and may end up risking all of the animals' lives. It is also important that you try to not release the animals unless it is completely necessary, the loose animals may be confused and end up causing more problems.

When reporting to authorities be sure to include the location and disposition of your livestock, this will help authorities to best assist you and your animals in the recovery process.

The 2018 Farm Bill includes many agricultural disaster assistance programs that provide on-going support for livestock producers and other producers. The disaster assistance that might be beneficial to livestock owners who have been affected by a disaster include:

- **The Livestock Indemnity Program (LIP):** for abnormal death losses due to agricultural disasters
- **The Livestock Forage Disaster Program (LFP):** for drought and fire losses to grazing capacity

- **The Emergency Assistance Program for Livestock, Honey Bees, and Farm Raised Fish (ELAP):** for other livestock disaster losses
- **The Tree Assistance Program (TAP):** for disaster losses for orchard and nursery tree growers.

For more information and to see if you or your client(s) qualify for any of these programs please visit: <http://disaster.fsa.usda.gov> or contact your local FSA office. Visit <http://offices.usda.gov> to find your local FSA office.

It is key to recognize that the proper livestock handling will vary from disaster to disaster and will depend on the situation. In most rural areas, response time to disasters is significantly longer than in urban areas so it is very important that a plan is put in place prior to a disaster occurring.

The protocol for disaster situations is to ensure that people are first evacuated to safety, then pets, then livestock and finally property.<sup>1</sup> Your personal priority system may vary, but people should always come first when it comes to evacuations in a disaster situation.

A disaster is considered an incident that is beyond the scope where individual, local and community resources can deal with the event as an emergency.<sup>2</sup> There are multiple different types of disaster that may affect your area that you should prepare for, it is important to identify the risks that your area is most prone to and plan for those kinds of situations.

**Disasters that livestock owners should take into consideration include:**

- Flash flooding and flooding in general,
- Hurricanes,
- Blizzards,
- Ice Storms,
- Fires,
- Droughts,
- Avalanches,
- Tornados, and
- Severe Thunderstorms.<sup>3</sup>

It is important for livestock owners to identify what disaster risks they have and develop a disaster plan accordingly before a disaster occurs.

The survival instincts of many types of livestock can make it difficult for handlers after a disaster. Adrenaline, panic and confusion will impact both humans and animals alike and complicate removal of livestock during a disaster. The priorities during a disaster should focus on immediate safety of the humans first and then animals second.<sup>4</sup>

Before a disaster remove any headstalls or halters from livestock (regardless if they are loose or in a pen), these items can get caught up in trees or other obstructions. Do not tie animals together when setting them free, the ties can catch up in debris and end up risking all of the animals' lives. It is also important that you try to not release the animals unless it is completely necessary, the loose animals may be confused

and end up causing more problems. It is key that you report the location and disposition of your animals when reporting to authorities, this will help the authorities better to assist your animals in recovery efforts.<sup>5</sup>

If you have time to address the safety of livestock, you may notice the following difficulties:

- Animal reactions when under duress,
- Access and transportation difficulties,
- Equipment and facility design risks,
- Losing focus on the disaster event.<sup>6</sup>

## II. Federal Disaster Assistance for Livestock Producers

### A.

#### Disaster Assistance Programs

The 2018 Farm Bill includes a portfolio of agricultural disaster assistance programs that provide on-going support for livestock producers and other producers. The disaster assistance that might be beneficial to those who have been affected by a disaster include:

- **The Livestock Indemnity Program (LIP):** for abnormal death losses due to agricultural disasters
- **The Livestock Forage Disaster Program (LFP):** for drought and fire losses to grazing capacity

- **The Emergency Assistance Program for Livestock, Honey Bees, and Farm Raised Fish (ELAP):** for other livestock disaster losses
- **The Tree Assistance Program (TAP):** for disaster losses for orchard and nursery tree growers.

The USDA Farm Service Agency (FSA) administers the disaster assistance programs and is continuously receiving applications as losses occur, with additional annual deadlines for each program as well.

## B.

### Livestock Indemnity Program (LIP)

The LIP covers the death losses of livestock in excess of normal mortality due to adverse weather, attacks from wildlife reintroduced by the federal government or protected by federal law, or other qualifying disaster event. Livestock owners need to submit a notice of loss and apply for assistance within 30 days of when the loss is first apparent. The notice of loss needs to come with documented evidence (such as photographs, records and similar documents).

More information on the LIP is provided later in this section.

## C.

### Livestock Forage Program (LFP)

The LFP provides assistance to livestock producers suffering grazing losses due to drought

conditions or fire on federally managed grazing lands. Eligibility for benefits is triggered when the county is identified by the U.S. Drought Monitor as having severe drought conditions or worse for specific times during the grazing season.<sup>7</sup>

If producers qualify for losses, FSA calculates a payment equal to 60% of the estimated monthly feed costs (50% in the case of fire on federal grazing land) for eligible livestock (including consideration for livestock liquidated due to drought conditions).<sup>8</sup> The LFP assistance is equal to the monthly feed cost payments multiplied by one to five months based on the measures for drought severity according to the U.S. Drought Monitor and certified for each county by FSA.<sup>9</sup>

For fire on federal grazing lands, assistance is limited to the number of days that the producer is unable to graze due to the fire or 180 days, whatever is less.<sup>10</sup>

Livestock producers who own or lease grazing land or pasture are eligible for assistance under LFP.<sup>11</sup> To apply for assistance, producers must document the inventory and physical location of the eligible livestock as well as the evidence of ownership or lease of grazing land or pasture covered by the program.<sup>12</sup>

For more information on the LFP visit the FSA Fact Sheet here: [https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdfiles/Fact-Sheets/2017/livestock\\_forage\\_disaster\\_program\\_oct2017.pdf](https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdfiles/Fact-Sheets/2017/livestock_forage_disaster_program_oct2017.pdf)

**D.**

**Emergency Assistance for Livestock,  
Honey Bees, and Farm Raised Fish (ELAP)**

ELAP provides relief to producers of livestock, honey bees, and farm raised fish due to disaster losses from disease, adverse weather, or other conditions not adequately covered by other programs as determined by the Secretary of Agriculture. The support could cover death losses, feed losses, or grazing losses not covered by other programs as well as other costs associated with caring for animals as a result of eligible drought or illness conditions, including water transport costs.<sup>13</sup>

More details and an application for ELAP coverage can be found at: <https://www.fsa.usda.gov/programs-and-services/disaster-assistance-program/emergency-assist-for-livestock-honey-bees-fish/index>

**E.**

**Other Assistance**

FSA supports producers in times of drought and other disasters through the above listed programs and in additional programs and resources. In response to disaster conditions the Secretary of Agriculture can release Conservation Reserve Program (CRP) acres for emergency grazing or haying in disaster and surrounding areas, including the potential to hay CRP acres and donate the hay to producers in need.<sup>14</sup> The Emergency Loan Program provides loan assistance to producers working through production and physical losses due to disasters.<sup>15</sup>

Producers can also look at insurance and other related programs to help preclude the losses from future disaster events. Pasture, Rangeland and Forage (PRF) insurance provides one mechanism to protect feed or grazing supplies from drought losses.<sup>16</sup> This program is a pilot program and provides coverage based on a rainfall index as a proxy for growing conditions and production. For more information on this program see: <https://beef.unl.edu/cattleproduction/prfinsurance>.

The Noninsured Assistance Program is available through FSA to protect grazing and forage production since PRF is currently only a pilot program.

Either of these programs can provide producers with tools to help manage drought risk in the future. The disaster assistance programs will help producers with any losses from current disasters and drought conditions.

For further information please reference: <https://beef.unl.edu/2014-farm-bill-and-disaster-assistance-for-livestock-producers>.

## **III. Livestock Indemnity Program**

**F.**

**General Information**

The 2018 Farm Bill authorized the Livestock Indemnity Program. This program provides benefits to livestock producers for livestock

deaths in excess of normal mortality caused by eligible loss conditions. These eligible loss conditions include eligible adverse weather, eligible disease, and eligible attacks. These payments are equal to 75% of the market value of the livestock on the day before the date of death of the livestock as determined by the Secretary.<sup>17</sup> This program can be a very useful tool to owners of livestock that have been affected by a disastrous weather event. This program can help reimburse them for any livestock loss that might have occurred as a result of a natural disaster if they meet the appropriate requirements. Definitions and information about payments and how to qualify for them are included in this section.

### **G. Requirements for Livestock Indemnity Program**

To be eligible for this program the livestock producer must have legally owned the eligible livestock on the day that the livestock died.<sup>18</sup>

Requirements to be eligible for the Livestock Indemnity Program include:

- Died in excess of normal mortality as a direct result of an eligible loss condition that occurred either;
- On or after October 1, 2011; and
- No later than 60 calendar days from the ending date of the applicable adverse weather event.

- Have been maintained for commercial use as part of a farming operation on the day they died; and
- Not have been produced for reasons other than commercial use as part of a farming operation.<sup>19</sup>

Excluded livestock includes:

- Wild free-roaming animals;
- Pets; and
- Animals used for recreational purposes (such as hunting, roping or for show).<sup>20</sup>

For eligible livestock contract growers, their requirements are:

- Possession and control of the eligible livestock on the day it died; and
- A written agreement with the eligible livestock owner setting the specific terms, conditions and obligations of the parties involved regarding the production of livestock.<sup>21</sup>

The only eligible livestock for contract growers under the Livestock Indemnity Program are poultry and swine.<sup>22</sup>

Eligible loss conditions include any of the following that occur in the calendar year for which benefits are requested:

- Eligible adverse weather event;
- Eligible disease; and
- Eligible attack.<sup>23</sup>

## H. Definitions

**Eligible adverse weather event:** extreme or abnormal damaging weather that is not expected to occur during the loss period for which it occurred, which directly results in eligible livestock death losses in excess of normal mortality. This event must occur in the calendar year for which benefits are requested. These weather events include but are not limited to; earthquake, hail, lightning, tornado, tropical storm, typhoon, vog (if directly related to a volcanic eruption), winter storm (IF it lasts for three consecutive days, and is accompanied by high winds, freezing rain or sleet, heavy snowfall and extremely cold temperatures, hurricanes, floods, blizzards, wildfires, extreme heat, extreme cold, and straight-line winds. Drought is not an eligible adverse weather event except when associated with anthrax (a condition that occurs because of drought and results in the death of eligible livestock).<sup>24</sup>

**Eligible disease:** a disease that is exacerbated by an eligible adverse weather event that directly results in the death or sale loss of eligible livestock in excess of normal mortality and unpreventable disease, including, but not limited to, anthrax, cyanobacteria, and larkspur poisoning.<sup>25</sup>

**Eligible attack:** an attack by animals reintroduced into the wild by the federal government or protected by federal law, including wolves and avian predators, that directly results in the death of eligible livestock in excess of normal mortality.<sup>26</sup>

## I. Payments

The Livestock Indemnity Program (LIP) payments are calculated by multiplying the national payment rate for each livestock category by the number of eligible livestock in each category.<sup>27</sup> The LIP payment rate for eligible livestock is based on 75 percent of the average fair market value of the livestock. The LIP national payment rate for eligible contract growers is based on 75 percent of the average income loss sustained by the contract grower with respect to the dead livestock.<sup>28</sup> A contract grower's LIP payment will be reduced by the amount of monetary compensation received from his/her contractor for the loss of income suffered from the death of livestock under the contract.<sup>29</sup>

## J. Applying for LIP

Producers may apply to receive LIP benefits at local FSA offices. Producers who suffer livestock death losses should submit a notice of loss and an application for payment to the local FSA office that maintains their farm records. To be eligible, the notice of loss must be submitted 30 days within the loss of livestock being apparent to the producer and an application for payment should be filed no later than 90 calendar days after the end of the calendar year in which the eligible loss condition occurred.<sup>30</sup>

If the producer is a contract grower then they must provide supporting documents required for determining eligibility. These documents must show evidence of loss, current physical location of the livestock in inventory and location of the livestock at time of death.



## K. Livestock Death Documentation

Livestock owners should record all pertinent information of livestock death losses due to adverse weather, disease and attacks by animals reintroduced into the wild by the federal government or protected by federal law.<sup>31</sup>

Documentation should include the number and kind of livestock that have died, supplemented if possible by items such as (but not limited to):

- Photographs or video records to document the loss (dated ideally);
- Purchase records, vet records, production records, bank or other loan documents; and
- Written contracts, records assembled for tax purposes, private insurance documents and other similar reliable documents.<sup>32</sup>

Applicants must provide adequate proof that the eligible livestock deaths occurred as a direct result of an eligible adverse weather event, eligible disease, or eligible attack by an eligible animal or avian predator in the calendar year for which benefits are being requested.<sup>33</sup>

For more information please visit: <http://disaster.fsa.usda.gov> or contact your local FSA office. To find your local FSA office, visit <http://offices.usda.gov>.

Resource: [https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdfiles/FactSheets/2018/livestock\\_indemnity\\_program\\_fact\\_sheet\\_may\\_2018.pdf](https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdfiles/FactSheets/2018/livestock_indemnity_program_fact_sheet_may_2018.pdf) (see the fact sheet for payment rates and eligible livestock specifications).

## IV. Crop Programs

In addition to the livestock programs, there are programs to assist with crop related disaster assistance and insurance.

The Farm Service Agency is a subsector of the USDA which oversees farm assistance programs, including disaster relief programs. Their Noninsured Crop Disaster Assistance Program provides financial assistance for non-insurable crops destroyed by a disaster. The Emergency Conservation Program (ECP) provides emergency funding “to rehabilitate farmland damaged by natural disasters and to implement emergency water conservation measures in periods of severe drought.”

For more information, visit: [https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdfiles/FactSheets/2017/emergency\\_conservation\\_program\\_oct2017.pdf](https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdfiles/FactSheets/2017/emergency_conservation_program_oct2017.pdf), [https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdfiles/FactSheets/2016/farm\\_service\\_agency\\_programs.pdf](https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdfiles/FactSheets/2016/farm_service_agency_programs.pdf).

Another organization within the USDA which can help with agricultural disasters is the Risk Management Agency (RMA). The goal of the program is to improve economic stability through providing crop insurance through government funding. The Federal Crop Insurance Corporation (FCIC) which is managed by the RMA, reduces risk to farmers and improves disaster preparedness.

For more information, visit: <https://www.rma.usda.gov/en/About-RMA>.

# Appendix

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This appendix contains the necessary documents to help with the planning and operation of a MARC. Communities may use the documents contained in this guide or modify them to better suit their specific needs. These forms are designed to be photocopied and used in the operation of a MARC and range from ethics agreements to checklists and more.

## I. MARC Logistics

### A. Stages of Operation

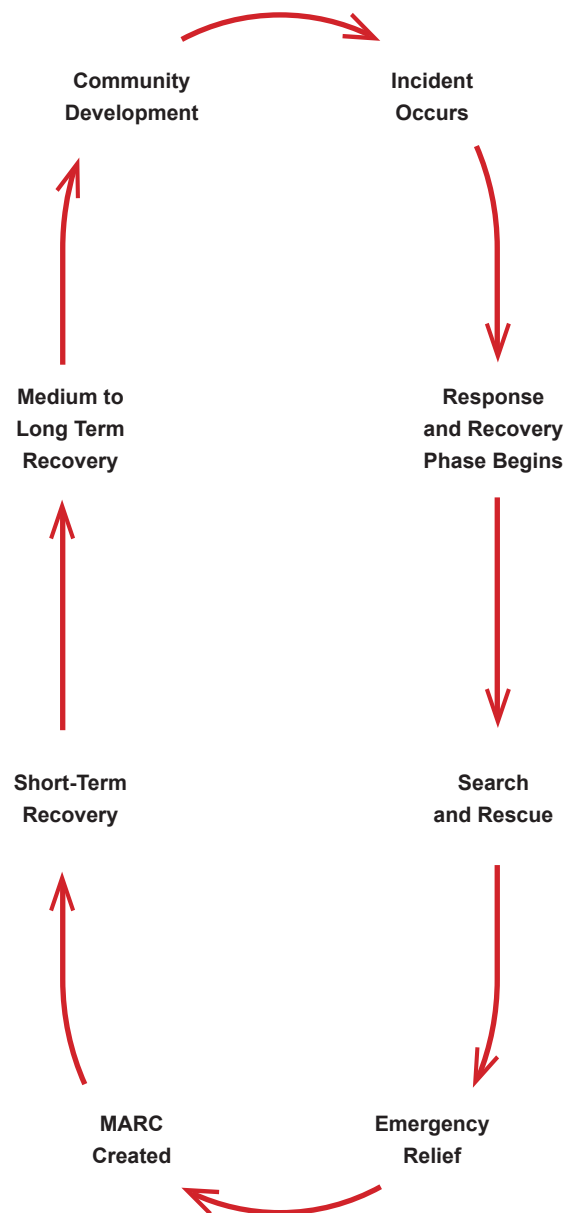
MARC Activities take place in five general stages:

- **Steady State** (pre-disaster): community assessment activities, pre-identification of local resources and partner agencies, and establishing lines of communication between partner agencies.
  - Activities Include:
    - Establishing lines of communication in non-disaster time
    - Pre-planning for stages of the MARC process
    - Pre-identify agencies/organizations that would typically participate in a MARC
- **Planning** (immediately after a disaster occurs): initial assessment of disaster impacts, determination of agencies that will be involved in the MARC, and development of a preliminary operational plan.
  - Activities include:
    - Conduct a community assessment:
      - Evaluate disaster damage and impacts according to available data.
      - Assess disaster-caused needs and identify those the MARC will support.
      - Assess demographics of the affected population and service delivery nuances.
    - Determine partner agency participation:
      - Identify lead agency for MARC operation.
      - Identify what services current partner agencies will provide.
- Pre-identify and walk through potential facilities in the community that might be appropriate for future MARC use
- Develop a baseline of community demographic information and existing needs to help inform future community assessments in disaster

- Determine any current gaps in community needs after a disaster occurs.
    - Invite agencies to participate in the MARC.
  - Develop a preliminary operational plan:
    - Determine the appropriate scale and scope of MARC operations.
    - Assess available resources and resource needs for a MARC to operate.
    - Select an appropriate MARC site.
    - Determine dates and times the MARC will operate.
    - Create a MARC opening announcement and release with appropriate advance notice.
  - **Stand Up** (once necessary planning has taken place and in accordance with timeline determined by participating agencies): coordination among participating agencies to set up the MARC site, fulfill all necessary functions and finalize all plans, policies and operating procedures.
    - Activities include:
      - Securing a MARC facility,
      - Coordinate site set up and completion,
- Arrange for all necessary MARC functions to be fulfilled (either directly or through delegation to the partner agencies),
  - Coordinate finalization of MARC plans, policies and operating procedures.
- **Daily Operations:** carrying out all necessary functions to effectively deliver services to clients, operate the MARC facility and coordinate with emergency management officials and community leadership.
  - Activities include:
    - Deliver services to clients,
    - Conduct operational meetings,
    - Maintain up-to-date partner agency hours, contacts and personnel information,
    - Complete and properly file all necessary MARC client and partner agency forms,
    - Collect service delivery and client feedback information according to MARC procedure,
    - Monitor status of disaster and coordinate with EOC, DRC, and others as appropriate,
    - Manage media requests and issue MARC press releases as necessary,

- Monitor resource levels and ensure that MARC maintains adequate supply of items needed for operations and service delivery,
  - Promptly report any operational or service delivery issues to lead agency for expedient resolution,
  - Ensure safety and security of MARC facility, staff and clients.
- **Stand Down** (when it has been determined that the MARC will close): closing notification, transition activities and after action reporting.
    - Activities include:
      - Provide appropriate advance notice of closing to partner agencies, clients, government and the general public,
      - Establish and execute transition plans that address forwarding cases and returning MARC facilities back to its appropriate state,
      - Conduct after action reporting (includes analysis of partner agency and client feedback and capture of findings for injection to future MARC operations),
      - Establish process for update and maintenance of local MARC plan and its housing with a locally-shared resource.

## B. Disaster Phases





## Certification of Commitment

I, , certify that I have read and understand the **code of ethics and conduct for partner agencies** and agree to comply with it as well as applicable laws at all times. I affirm that I have no personal, business, or financial interest that conflicts or appears to conflict with the best interests of the MARC partner agencies as well as those seeking assistance. I further affirm that the information registering the agency below to participate in the MARC is correct.

At any time during the term of my affiliation with the Multi-Agency Resource Center, should an actual or potential conflict of interest arise between my organization and/or my personal, business, or financial interests and the interests of the MARC, I agree to: **1)** disclose promptly the actual or potential conflict to the MARC Site Manager; and **2)** abide by the decision of the MARC Site Manager regarding continued participation on the MARC.

After reading these policies, please complete the information below:

Organization:	<input type="text"/>	Contact Person:	<input type="text"/>
Phone #:	<input type="text"/>	Cell Phone #:	<input type="text"/>
Address:	<input type="text"/>	Email:	<input type="text"/>
Signature:	<input type="text"/>	Date:	<input type="text"/>

\*\*\* Please return this form to the MARC Site Manager \*\*\*

Certificate of Commitment—For use in the operation of a Multi-Agency Resource Center (MARC).

### C. Code of Ethics and Conduct

All agencies and individuals are required to sign the code of Ethics and Conduct form certifying that they shall meet the following standards of conduct when delivering services.

I agree to adhere to the highest ethical performance standards stated in the following:

- Give assistance without discrimination and ensure respect for the individual.
- Provide assistance with impartiality and with the following considerations:
  - No discrimination as to nationality, race, religious beliefs, class, gender, sexual orientation, access or functional needs, or political opinions.
  - Provide assistance based on need.

- Maintain neutrality while working in the MARC or representing the MARC:
  - I will not engage in conversations of a political, racial, religious or ideological nature.
  - I will not attempt to convert, proselytize, or in any other way influence another's religious, political, or ideological beliefs.
- I understand that all partner agencies have equal status in the MARC and must abide by the Chain of Command. Our commitment to serve brings these agencies together with a common purpose and inspires us to excel and to behave in ways that inspire the trust of those seeking help after being affected by disaster.
- All partner agency representatives and individuals will comply with applicable Federal, state and local laws and regulations.
- No person shall work while under the influence of illegal drugs/substances or alcohol. Anyone observing someone possibly under the influence of drugs/alcohol should report this to the MARC site manager.
- All partner agency representatives and individuals will ensure that conflicts of interests do not occur with immediate family members or close personal relationships when providing assistance.
- It is recommended that partner agency representatives and individuals adhere to the National Volunteer Organizations Active in Disaster (National VOAD) Disaster Case Managements Points of Consensus when providing assistance for disaster caused

needs. These points of consensus ensure a uniform, consistent, and standardized approach for service delivery.

- I will not engage in the following actions:
  - **Personal Use:** Authorize the use of or use the name, emblem, services or endorsement of any partner agency or individual in the MARC for personal benefit or advantage.
  - **Financial Advantage:** Accept or seek any financial advantage or benefit for myself or on behalf of anyone else in the MARC.
  - **Affiliation:** Publicly use any MARC or affiliation in connection with the promotion of partisan politics, religious matters or positions on any issues.
  - **Confidentiality:** Disclose any confidential information that is obtained solely as a result of participating in the MARC to any person not authorized to receive such information.
  - **Retaliation:** Retaliate against any member who seeks advice from, raises a concern with or makes a complaint to the MARC site manager or any other partner agency or individual regarding fraud, waste, abuse, policy violations, discrimination, illegal conduct, unethical conduct, unsafe conduct or any other misconduct.
  - **Act in any manner that is contrary to the best interest of the MARC partner agencies or those seeking assistance.**

**D.**

**Lead Agency Responsibilities**

Any organization taking on the role of lead agency as agreed upon by the collective MARC agencies ultimately ensures all necessary MARC responsibilities are fulfilled, directly or through coordination and delegation to other agencies as appropriate. A list of tasks that are usually fulfilled by the lead agency can be found below.

**□ Planning**

- Call a planning meeting of core participating agencies to establish what services need to be offered at the MARC and who to invite.
- According to criteria in the agreed upon local MARC plan, coordinate invitations to and approval of participating agencies; ensure completion of Code of Conduct forms.

**□ MARC Facility**

- Coordinate MARC location and facility, taking into consideration size and accessibility needs, complete a walk-through and sign an agreement with owner.
- Consult organization's legal team on any potential liability considerations.
- Set up MARC with designated areas and arrange for fax machine, copier, information technology support and wireless connectivity.

- Provide tables, chairs, general office supplies and public hygiene items (I.e. toilet paper) for MARC
- Ensure safe and secure environment and assume costs for safety and security.
- Provide signage for MARC (agencies responsible for individual signage).

**□ MARC Operations and Coordination**

- Ensure MARC roles are fulfilled (Site Manager, Assistant Site Manager, Receptionist, Partner Agency Liaison, Client Ambassadors, PIO).
- Provide requisite MARC forms.
- Manage organizational communications by:
  - Developing an organizational point-of-contact list which includes daytime phone, cell phone, and email address.
  - Maintaining a daily MARC agency log with partner agencies' hours for the day and current contact person.
  - Creating and updating an email distribution list for daily communication to include MARC Agencies, Local Emergency Management Directors, Office of Emergency Management Area Coordinator, FEMA Voluntary Agency Liaison and relevant Long-Term Recovery Groups or regional VOADS.

- Produce press release announcing opening of MARC with established location and hours.
- Open MARC per MARC opening checklist.
- Conduct daily meetings with participating partner agencies.
- Maintain a daily roster of participating agencies.
- Facilitate process of gathering client and partner agency feedback, as needed.

#### □ **MARC Closing and Transition**

- Convene a MARC closing and transition planning meeting including transfer or continuation of casework.
- Produce press release announcing closing of MARC.
- Conduct after action report and evaluation.

### **E.**

#### **Partner Agency Criteria**

Partner agencies for MARCs may be governmental or non-governmental organizations. Partner agencies in the MARC may not charge clients for services or advertise. Partner agencies must agree to, sign and abide by the MARC code of conduct. These are any agencies that agree to participate in the MARC process.

What agencies that typically participate in the MARC do:

- Provide resources or services regardless of nationality, race, religious beliefs, class, gender, sexual orientation, access or functional needs, or political opinions.
- Prioritize relief based on the basis of client need.
- Disaster assistance and relief will not be used to further a political, religious or commercial standpoint.
- Respect for cultures and customs of those receiving disaster assistance and services.
- Inclusion of a variety of partner agencies in the management of relief operations to deliver services to the clients.
- Provision of relief that meets basic needs.
- Accountability to those being served and from whom resources are being received.
- Respect the dignity and humanity of all those affected by disasters in all activities.
- Partner agencies should recognize that better results can be achieved by sharing and/or leveraging strengths by:
  - Developing or strengthening service delivery capacity or capabilities;
  - Contributing personnel or expertise;
  - Jointly promoting efforts for public awareness and fundraising;
  - Contributing to information exchange, planning, and/or research.

## Partner Information Form

Partner Agency Contact:

Office Phone #:

Cell Phone #:

Email:

State or Local VOAD:

Purpose of Partner Agency Assignment:

Partner Agency Assignment Area:

\*\*\* Please return this form to the MARC Site Manager \*\*\*

Partner Information Form—For use in the operation of a Multi-Agency Resource Center (MARC).

### F.

#### Partner Information Form

##### Partner Information Form for a Multi Agency Resource Center.

This information is to be completed by the partner agency point of contact and submitted to the MARC site manager. For the purpose of this information, partner agencies include the following examples:

- Partner agencies with an established relationship with the State VOAD;
- Vendors and Companies which have an established relationship with the State VOAD or State VOAD Partner Agency and are supporting the MARC;
- Groups or Employees of Vendors and Companies with special skills needed to support the MARC or Partner Agencies.



### G. MARC Personnel

The following is a list of typical core personnel roles for an effective MARC operation:

- **MARC Site Manager:** the general manager of the site, has overall responsibility for its effective operation including assignment of expenditure approval.
- **MARC Assistant Site Manager:** supports the site manager in carrying out his/her responsibilities and may serve as site manager in their absence.
- **MARC Receptionist:** serves as the first contact point for clients entering the MARC. This individual ensures that all clients entering or leaving the MARC have completed the registration process and are served in a timely manner.
- **MARC Public Information Officer:** serves as the general point of contact for media inquiries at the MARC. They are responsible for developing and implementing a communications plan to increase visibility and awareness of the MARC and services provided.
- **MARC Client Ambassadors:** serve as a point of contact in the MARC for clients while they are waiting to be seen by partner agency caseworkers, assist clients in navigating the MARC and ensuring that clients meet with the appropriate agencies.

- **MARC Safety and Security Manager:** oversees the safety and security of clients, staff, facility and resources equipment.
- **MARC Partner Agency Liaison:** serves as the liaison between the MARC site manager and the participating partner agencies and serves as the liaison to external agencies such as municipal government, the local emergency management office and other MARCs or DRCs where they exist.
- **Partner Agency Representatives:** at least one individual is designated to represent each partner agency for MARC planning, coordination and operational purpose.

### H. Common Client Needs

The following is listed common client needs that occur post-disaster. In the MARC planning stage, consider what client need categories are relevant to the current situation and assess whether needs are adequately supported by existing partner agencies or if additional organizations will be needed to serve clients in the MARC.

#### Client Need Categories:

##### ☐ Advocacy

- ✓ Benefits: Assistance with restoring or applying for benefits.
- ✓ FEMA: Assistance with FEMA documentation and/or applications.

- ✓ Legal: Assistance with obtaining legal services or fees.
- ✓ Other: other advocacy needs.

☐ **Agricultural Needs**

- ✓ Assistance with farm structure, crop, and livestock related needs (I.e. temporary containment for livestock and veterinary needs).

☐ **Clothing**

- ✓ Assistance with obtaining replacement clothing including winter coats, school uniforms, professional clothing, shoes.

☐ **Children and Youth Services**

- ✓ Assistance with unique needs of household members under age 18. Includes day care, recreational opportunities and emotional care.

☐ **Debris Removal**

- ✓ Assistance with removal of debris left by the disaster, tarps, chainsaw crews.

☐ **Documentation Replacement**

- ✓ Assistance with sources for replacing documents.

☐ **Domestic Animal Assistance**

- ✓ Assistance with accommodating or caring for a domesticated animal or pet or locating a lost pet.

☐ **Education or Job Training**

- ✓ Assistance with obtaining education or job training to improve employment skills.

☐ **Employment**

- ✓ Assistance with obtaining new employment.

☐ **Financial Advising Assistance**

- ✓ Assistance with managing finances through the disaster.

☐ **Funeral Assistance**

- ✓ Assistance with funeral costs. Includes memorial, transportation and/or disposition of remains.

☐ **Functional Needs**

- ✓ Assistance with services, devices, and modifications necessary to maintain independence and participate in the general community.

☐ **Food/Nutrition**

- ✓ SNAP benefits.

☐ **Household Goods**

- ✓ Appliances: assistance with replacing large and small appliances.
- ✓ Furniture: assistance with replacing furniture.
- ✓ Other: assistance with replacing of non-durable household goods.

- ☐ **Housing**
  - ✓ Assistance with obtaining temporary or permanent housing.
- ☐ **Emotional/Spiritual Care**
  - ✓ Assistance with emotional or spiritual needs.
- ☐ **Medical Assistance**
  - ✓ Assistance with replacing prescriptions, medical devices such as crutches, dentures or glasses or treatment of an illness or physical injury.
- ☐ **Missing Person**
  - ✓ Assistance needed to locate a missing person.
- ☐ **Mold Remediation**
  - ✓ Assistance with the remediation and/or repair of property.
- ☐ **Repair and Rebuild**
  - ✓ Assistance with repair or rebuild of dwelling.
- ☐ **Transportation**
  - ✓ Assistance with transportation including replacement vehicle, local travel, or moving expenses.
- ☐ **Utilities**
  - ✓ Assistance with deposits or monthly expenses including: water, electric, gas, heating, oil, telephone and internet.

## Facility Use Agreement

Incident:  Facility Name:

### I. Parties and Promises

#### FACILITY OWNER

Legal Name:

#### 24-Hour Point of Contact

Name and Title:

Work Phone #:

Cell Phone # / Pager:

Address for Legal Notices:

#### MARC LEAD AGENCY

Legal Name:

#### 24-Hour Point of Contact

Name and Title:

Work Phone #:

Cell Phone # / Pager:

Address for Legal Notices:

With copies to:

Billing Address:

Description of Premises:

## II. Terms and Conditions

**USE OF PREMISES.** Owner agrees to allow the MARC Lead Agency to use and occupy, on a temporary basis, the Premises described above (the “Premises”) in the Building identified above (the “Building”) to conduct emergency, disaster-related activities. No sheltering or lodging of clients or disaster survivors is permitted, except as the parties may agree in a separate written agreement. The Premises may be used for any of the following purposes:

*(both parties must initial all that apply)*

Facility Owner		MARC Lead Agency	
Operation Center	<input type="checkbox"/>	Operation Center	<input type="checkbox"/>
Client Service Center	<input type="checkbox"/>	Client Service Center	<input type="checkbox"/>
Volunteer Intake Center	<input type="checkbox"/>	Volunteer Intake Center	<input type="checkbox"/>
Storage of Supplies	<input type="checkbox"/>	Storage of Supplies	<input type="checkbox"/>
Distribution of Supplies	<input type="checkbox"/>	Distribution of Supplies	<input type="checkbox"/>
Parking of Vehicles	<input type="checkbox"/>	Parking of Vehicles	<input type="checkbox"/>

**TERM.** The term of this agreement begins on the date of the last signature below and ends 30 days after written notice by either party.

**FEE.** Both parties must initial the applicable statement as follows:

Owner agrees not to charge any fee in recognition of the services provided by the MARC Partner Agencies to the Community.

Facility Owner Initials: ☐

MARC Lead Agency Initials: ☐

MARC Lead Agency agrees to pay \$ ☐ per ☐ day / week / month (circle one) for the right to use and occupy the Premises.

Facility Owner Initials: ☐

MARC Lead Agency Initials: ☐



**CONDUCT OF THE MARC LEAD AGENCY.** MARC Lead Agency agrees to keep the Premises in good condition and promptly repair all damages to the Premises or the Building resulting from the operations of the MARC Lead Agency or reimburse Owner for the costs of repairing such damage in accordance with the “Insurance” paragraph below. The MARC Lead Agency agrees not to disrupt, adversely affect or interfere with other occupants of the building.

**CONDITION OF THE PREMISES AND BUILDING.** Owner makes no warranty or representation about the Premises or the Building. The MARC Lead Agency accepts the same “AS IS”. Owner is under no obligation to prepare or repair the Building or the Premises for the MARC Lead Agency. The parties will jointly conduct a pre-occupation survey of the Premises before it is turned over to the MARC Lead Agency. They will use the facility opening/closing form to record any existing damage or conditions. The MARC Lead Agency will exercise reasonable care while using the Premises and will make no modifications to the Premises without the Owner’s express written approval.

**REIMBURSEMENT.** The MARC Lead Agency will reimburse the Owner for the following:

Damage to the Premises or other property of Owner, reasonable wear and tear expected, resulting from the operations of the MARC and Partner Agencies. Reimbursement for damage will be based on the replacement at actual cash value. The MARC Lead Agency will select from among bids from at least three reputable contractors. The MARC Lead Agency is not responsible for storm damage or other damage caused by the disaster.

Reasonable, actual, out-of-pocket operational costs, including the costs of utilities indicated below, to the extent that such costs would not have been incurred but for the MARC Lead Agency use of the Premises:

*(both parties must initial all utilities to be reimbursed by the MARC Lead Agency)*

Facility Owner			MARC Lead Agency	
Water	<input type="text"/>		Water	<input type="text"/>
Gas	<input type="text"/>		Gas	<input type="text"/>
Electricity	<input type="text"/>		Electricity	<input type="text"/>
Water Disposal	<input type="text"/>		Water Disposal	<input type="text"/>
Other Utilities	<input type="text"/>		Other Utilities	<input type="text"/>

The owner will submit requests for reimbursement to the MARC Lead Agency within 60 days after the occupancy of the MARC Partner Agencies ends. Any request for reimbursement must be accompanied by supporting invoices.

Insurance. The MARC Lead Agency shall carry insurance coverage in the amounts of at least \$1,000,000 per occurrence for Commercial General Liability and Automobile Liability. The MARC Lead Agency shall also carry Worker's Compensation coverage with statutory limits for the jurisdiction in which the premises are located and \$1,000,000 in Employers Liability.

**INDEMNIFICATION.** The MARC Lead Agency shall defend, hold harmless and indemnify Owner against any legal liability, including reasonable attorney fees, in respect to bodily injury, death and property damage arising from the negligence of the MARC Lead Agency or MARC Partner Agencies during the use of the Premises.

**Owner's Right to Revoke for Cause.** Upon reasonable prior written notice to the MARC Lead Agency, Owner may revoke the permission represented by this Agreement if the MARC Lead Agency (a) fails to pay any fee or payment required hereunder or (b) breaches any other obligation hereunder and such breach constitutes written notice from Owner describing the same. If the permission license is so revoked, the MARC Lead Agency and the MARC Partner Agencies shall vacate the premises in a neat and orderly manner. Owner shall have the rights and remedies available to it under applicable law.

**CASUALTY OR CONDEMNATION AFFECTATION PREMISES.** Notwithstanding anything in this Agreement to the contrary, in the event that damage or casualty to all or a part of the Premises, this Agreement shall terminate and the MARC Lead Agency shall have no right to restoration of the Premises or to receive any compensation whatsoever.

**LEGAL NOTICE.** Notice shall be deemed to have been duly given three (3) business days after having been mailed by certified or registered mail, return receipt requested, to the party's address for Legal Notice set forth at the beginning of the Agreement, or upon receipt if delivered by hand or recognized overnight delivery service. Either party may change its address for the purpose of Legal Notice hereunder by providing the other party with notice of the new address.

**GOVERNING LAW AND BINDING EFFECT.** This agreement shall be governed by and construed under the laws of the state in which the Building is located. This Agreement shall be binding on the parties and their respective successors, transferees and assigns *(Please have your legal counsel review before signing)*.

Facility Owner		MARC Lead Agency	
Signature:	<input type="text"/>	Signature:	<input type="text"/>
Printed Name:	<input type="text"/>	Printed Name:	<input type="text"/>
Title:	<input type="text"/>	Title:	<input type="text"/>
Date:	<input type="text"/>	Date:	<input type="text"/>

(4 of 4)

## Facility Inspection Form

Name of Facility:

Address:

Facility Representative and Operator:

Phone Number:

### I. Facility Opening Inspection

Areas to inspect when opening the facility—place a check mark in the applicable column: yes, no, not applicable (NA), or unknown (U). Specific areas needing correction and those responsible for making them are noted in the comments column. Remember to take pictures of existing damages.

Areas to Inspect	Yes	No	N/A	U	Comments
Are indoor and outdoor walking surfaces free of trip and fall hazards?					
Are all emergency exits properly identified and secured and are there at least two exits per floor?					
Are kitchen and bathroom fixtures in working order?					
Is there an emergency evacuation plan posted and identified meeting points in place?					
Is the facility generally accessible?					
Are there first aid kits and AED kits ready and available and properly stocked?					
Is there a back-up power source?					
Are there routes without steps available to service delivery areas, restrooms and showers?					
Is the parking area free of damage?					

Areas to Inspect (continued)	Yes	No	N/A	U	Comments
Are floors and walls free of damage?					
Are the utility systems in good working order: HVAC, electricity, water, and sewage system?					
Is there at least one accessible restroom?					
Are illuminated exit and exit directional signs visible from all aisles?					
Is the facility neat, clean, and orderly?					
Are the routes to exits straight and clear of obstructions?					
Are there accessible parking spaces?					
Will occupants be notified that an emergency evacuation is necessary by public address system or alarm?					
Are there any site-specific hazards? If yes, describe them.					
Are fire extinguishers, carbon monoxide and smoke detectors present, inspected and properly serviced with current inspection tags?					

Any Damage or Additional Comments:

Facility Representative

Signature:

Printed Name:

Title:

Date:

MARC Lead Agency

Signature:

Printed Name:

Title:

Date:

(2 of 3)

## II. Facility Closing Inspection

Name of Facility:

Address:

Facility Representative and Operator:

Phone Number:

Facility Used from:

to

Any Damage or Additional Comments:

Facility Representative

Signature:

Printed Name:

Title:

Date:

MARC Lead Agency

Signature:

Printed Name:

Title:

Date:

(3 of 3)





## K.

### Americans with Disabilities Act (ADA)

The Americans with Disabilities Act (ADA) requires that reasonable modifications be made to practices and procedures to ensure accessibility of public services to individuals with disabilities, which include emergency management programs and services provided by governments as well as those provided by nonprofits and other public organizations.

The ADA Best Practices Toolkit for State and Local Governments outlines the following considerations when planning the delivery of social services and benefit programs, such as those provided in a MARC:

- Ensure that eligibility criteria do not unnecessarily screen out or tend to screen out people with disabilities, e.g. requiring a driver's license excludes people who, because of their disability cannot drive; requiring a telephone number excludes many people who are deaf or have a speech disability.
- Ensure that architectural barriers do not deny access to people with mobility disabilities.
- Ensure that communication barriers do not deny access to people with mobility disabilities. Establish policies and procedures to provide the auxiliary aids and services needed to communicate effectively with people with disabilities, giving primary consideration to the auxiliary aids and services requested by an individual with a disability.
- Provide training so that employees and volunteers who staff these programs understand their ADA obligation to provide effective communication and make

reasonable modifications to policies, practices, and procedures when necessary to avoid discrimination against people with disabilities.

For more information the ADA Best Practices Toolkit for State and Local Governments provides valuable information to aid in the MARC planning process, including an accessibility checklist for shelters which can be useful in evaluating potential MARC sites for accessibility.

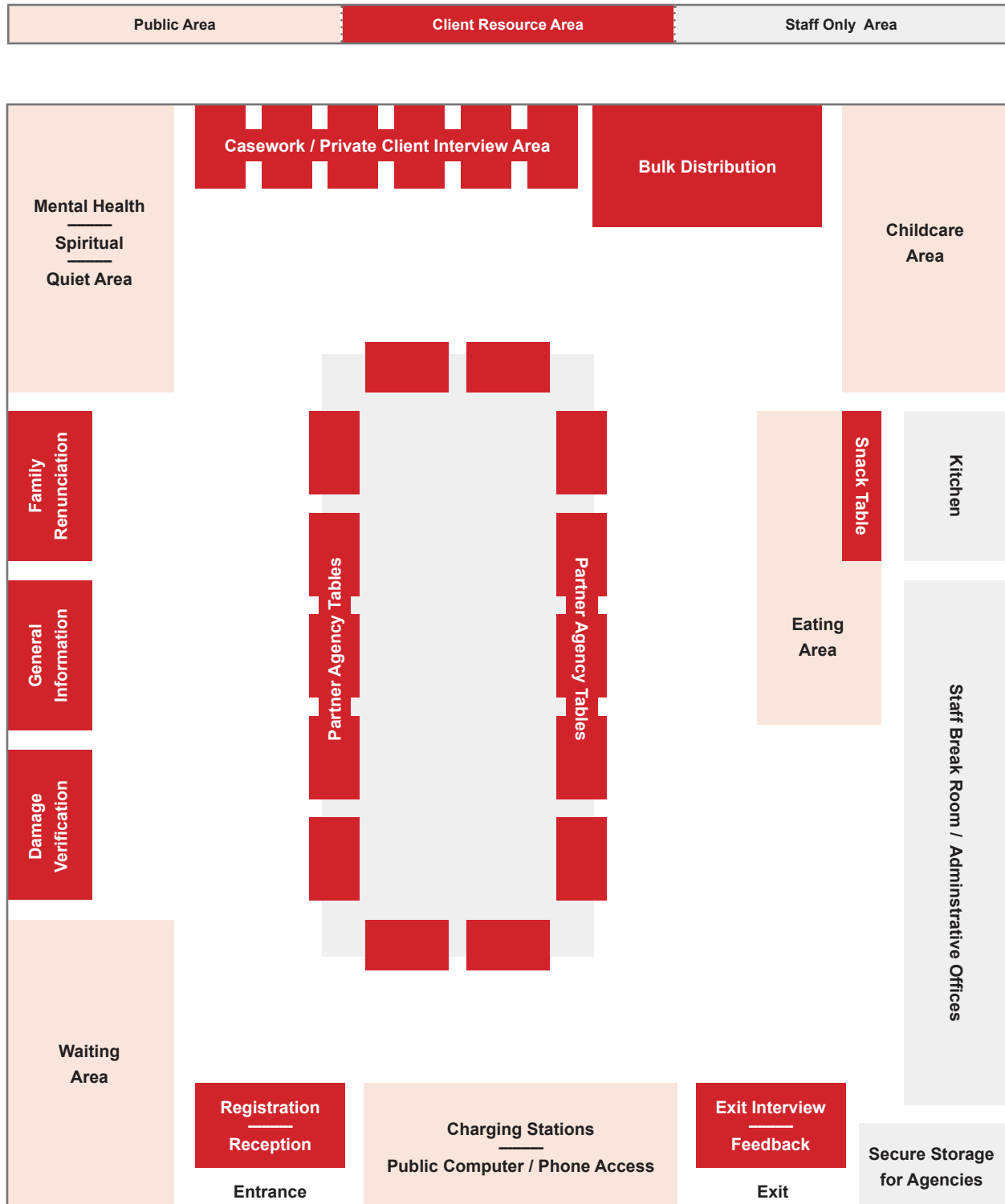
## L.

### Sample Floor Plan

Possible designated areas for a Multi-Agency Resource Center:

- Client Resource Area
  - Registration / Reception
  - Damage Verification
  - General Information
  - Family
  - Casework / Private Client Interview Area
  - Snack Table
- Public Area
  - Waiting Area
  - Charging Stations and Public Computer / Phone Access
  - Mental Health / Spiritual / Quiet Area
  - Eating Area
  - Childcare Area
- Staff Only Area
  - Partner Agency Tables
  - Kitchen
  - Staff Break Room / Administrative Offices
  - Secure Storage for Agencies

## Sample Floor Plan



**M.**  
**Typical MARC Supplies**

**Basic Set Up:**

- ☐ Tables
- ☐ Chairs
- ☐ Partitions
- ☐ Trash/recycling receptacles
- ☐ Appropriate signage

**Business Needs:**

- ☐ Phones
- ☐ Fax machines
- ☐ Copier
- ☐ Copy paper
- ☐ General office supplies
- ☐ File storage

**Other:**

- ☐ Maps
- ☐ Referral lists
- ☐ Agency business cards
- ☐ Individual bulk distribution items
- ☐ Snacks and water
- ☐ Toilet paper, paper towels, feminine products, and tissue
- ☐ Heavy garbage bags
- ☐ Anti-bacterial soap
- ☐ Kitchen supplies

**Children's Area:**

- ☐ Books, crayons, coloring books
- ☐ Children's DVDs and a television
- ☐ Small tables, chairs, games, etc.
- ☐ Group activities

**N.**  
**MARC Opening Checklist**

**Information to Gather:**

- ☐ Impact of Disaster
  - Disaster Assessment (including the degree of damage and demographics of impacted area)
  - Anticipated Caseload
- ☐ Overview of Overall Response
  - Procedures for coordinating with partner agencies
  - Local resource list
  - Jurisdictional boundaries of affected area
  - Communication channels

**Things to Do:**

- ☐ Arrange for the walkthrough and facility agreement to be signed.
- ☐ Obtain ID materials for the site, blue painters tape, masking tape, markers and general office supplies.
- ☐ Obtain maps of affected area and jurisdiction.

- ☐ Arrange for delivery of supplies and, if needed, bulk distribution items.
- ☐ Arrange for communications equipment (cell phones, land lines, computers, etc.).
- ☐ Arrange for set up of MARC.
- ☐ Arrange for availability of badges and vests for MARC staff as needed. Each agency is responsible for their own attire.
- ☐ Convene opening meeting for all partner agencies and community leaders.
- ☐ Plan for security considerations.
- ☐ Ensure feeding is incorporated in overall feeding plan for response operation, if feeding is to take place in the MARC.
- ☐ Plan for safety and security.

## O.

### MARC Closing Checklist

- ☐ **Develop Plan for Closing the MARC and Returning Facility:**
  - ✓ Inform all parties involved of the closing date
  - ✓ Determine and communicate internal target dates for shutdown
  - ✓ Coordinate with other MARC sites if consolidation is planned
  - ✓ Plan how feedback will be gathered from partner agencies regarding MARC participation and operations

- ☐ **Give Notification of Closing:**

- ✓ Notify clients (ideally 48 hours in advance)
- ✓ Post a closing notice at the MARC
- ✓ Advise clients during home visits
- ✓ Arrange media notification
- ✓ Notify partner agencies
- ✓ Notify local, county and state governments

- ☐ **Handle Expendable Supplies and Equipment:**

- ✓ Advise partner agencies to begin consolidation of general and borrowed supplies in one place
- ✓ Determine which supplies need to be returned and to whom
- ✓ Obtain names for recognition or thank you notes for donated supplies

- ☐ **Handle Nonexpendable Supplies and Equipment:**

- ✓ Review records of rented, borrowed and purchased equipment
- ✓ Verify authority for disposition of purchased equipment
- ✓ Arrange for disconnection and removal of telephone service
- ✓ Inspect equipment to determine damage or abuse and document if necessary



- ✓ Consolidate and return equipment to each supplier and obtain receipts for all returned items
- ✓ Obtain final invoices for all rented or purchased equipment
- ✓ Pack equipment to be returned and arrange for pick-up/delivery of large items
- ✓ Verify names for recognition or thank you notes for donated equipment

☐ **Convene Transition Meeting**

- ✓ Identify long term recovery group that will assume recovery for the community
- ✓ Identify partner agencies involved with long term recovery in the community and the services they provide
- ✓ Discuss transition and sharing of records, cases, etc. Until the long-term recovery group is established
- ✓ Agenda for transition meeting
  - Welcome and introductions
  - Purpose of meeting
  - Review chronology of MARC operations
  - Provide client overview and general client needs
  - Establish partner agencies involved in Long Term Recovery along with capacity and capabilities
  - Highlight community resources

- Discuss disposition of client registration forms and ambassador checklists
- Identify next steps

☐ **Return the Facility to the Owner or Facility Management**

- ✓ Refer to facility opening/closing form when conducting the final facility walk-through
- ✓ Inspect the facility to determine damage or abuse to facility
- ✓ Compare the final inspection with the opening inspection information and document issues or discrepancies
- ✓ Discuss building and/or equipment repairs
- ✓ Replace supplies used from facility
- ✓ Arrange for cleaning of the facility and removal of trash and trash pick-up if necessary
- ✓ Conduct a joint inspection with the owner or facility manager, resolve any issues and document discrepancies
- ✓ Arrange for final billing for utilities and disconnection (if necessary)
- ✓ Obtain final rental invoices
- ✓ Remove identification materials from building and any directional signs from the community
- ✓ Post final notice advising clients where to seek further assistance

- ✓ Arrange to remove final notice with owner or facility manager
- ✓ Return keys to owner or facility manager
- ✓ Arrange for recognition if the facility was donated

☐ **Conduct an After-Action Report**

**P.**  
**Daily Partner Agency**  
**Staff Meeting Checklist**

**Checklist for Daily Partner Agency Staff Meeting:**

- ☐ Inform Partner Agencies of time and location of daily staff meeting.
- ☐ Review update of current disaster status (declarations, current weather, etc.).
- ☐ Obtain Partner Agency contact lists and schedules (update daily MARC agency log accordingly).
- ☐ Ensure Client Ambassadors are present at daily meeting.
- ☐ Review authorities and responsibilities with Partner Agencies.
- ☐ Provide overview of MARC operations (client areas, feeding, children's areas, and other services).
- ☐ Ensure Partner Agencies report on the services provided and capabilities.
- ☐ Review safety and security procedures.

## Multi-Agency Resource Center Planning Resource for Agricultural Communities

**Q.**

### Daily MARC Agency Log

This log can be used to track agencies operating in a MARC, services provided, the hours each agency will have staff for the day, and the appropriate daily contact.

Agency	Service Provided	Hours at MARC	Contact for the Day
		Start:	Name:
		End:	Phone #:
		Start:	Name:
		End:	Phone #:
		Start:	Name:
		End:	Phone #:
		Start:	Name:
		End:	Phone #:
		Start:	Name:
		End:	Phone #:
		Start:	Name:
		End:	Phone #:
		Start:	Name:
		End:	Phone #:
		Start:	Name:
		End:	Phone #:

MARC Client Ambassadors should receive an updated copy of the log each day for awareness.

### R. Ambassador Checklist

☐ Returning Client

Client Name: \_\_\_\_\_

Language: \_\_\_\_\_

Client Name: \_\_\_\_\_

Date: \_\_\_\_\_

Disaster Address: \_\_\_\_\_

☐ Registration Form

☐ Identification

☐ Damage Verified

☐ Mental Health/ Health Services

☐ \_\_\_\_\_

☐ \_\_\_\_\_

☐ \_\_\_\_\_

☐ \_\_\_\_\_

Ambassador Name: \_\_\_\_\_

### S. Partner Survey

Partner surveys can be distributed to participating agencies following the closure of a MARC to gather feedback regarding overall operations and individual agency experiences. Surveys (or other mechanisms for gathering feedback) is coordinated between the Lead Agency, Partner Agency Liaison, and Partner Agency Representatives (*See following page*).

## Partner Survey

Lead Agency:

Partner Agency Liaison:

Partner Agency Representatives:

Thinking about your experience with the MARC, to what extent do you agree or disagree with the following statements?

Statements	Strongly Agree	Agree	Some-what Agree	Some-what Disagree	Disagree	Strongly Disagree	Does Not Apply
The MARC process encourages collaborative planning.							
There is a good mutual understanding of roles and responsibilities within this activity.							
There is good communication between the lead organization and my organization.							
This partnership expands or improves critical services in our community.							
We are proud of what we have accomplished through this partnership.							
Our group is interested in growing this partnership and exploring more opportunities to be involved.							
We are committed to continuing this partnership.							

How would you rate the overall effectiveness of the MARC?

Very Poor 0	1	2	3	4	Average 5	6	7	8	Very Good 9



Contact Information (optional):

(2 of 2)

## Press Release

### For Immediate Delivery

MM / DD / YYYY

**Organization**, Joins Partners in Opening Resource Center for Disaster Survivors  
“One-Stop-Shop” Offering relief and recovery resources opens **Day** in **Location**.

**City, State, Date** — **Organization** is partnering with other local disaster assistance organizations to open a “One-Stop-Shop” for survivors of the **Disaster**. Beginning [DAY], the Multi-Agency Resource Center (MARC) will be open from **Time** to **Time** at the **Location**. Trained English and Spanish-speaking caseworkers will be available at the MARC to help people create personal recovery plans, navigate paperwork, and locate assistance for their specific disaster-caused needs, such as **Available Services**. Representatives from **Number of Agencies to be in Attendance** government, nonprofit, and religiously affiliated disaster relief organizations will also be on hand at the MARC to assist disaster survivors.

“**Organization** is proud to join our partners in **Town / Community** to help survivors of the **Disaster** navigate the road to recovery. Already this community has pulled together to help their neighbors affected by the **Disaster** and the **Organization** will continue to be here to help people in the weeks and months to come.” Said **Organization Leader Name**.

There will also be agencies that can help with those who need long term recovery assistance such as **Rebuilding, Repair of Homes, Mold Remediation**. Individuals and families can meet with agencies for referrals or other long-term recovery services if your family is not eligible for government assistance or if that assistance is inadequate to meet your needs. Individuals and families applying for assistance are required to bring identification showing address and proof of residence to be eligible for assistance from some agencies.

More Information: **Website**

## II. Communications / Advertisement

### T. Press Release

Organizations may have additional resources for press releases and MARCs. Please contact your public relations departments for additional guidance. Feel free to include more or less information as needed in your specific community (*see example on facing page*).

### U. MARC Advertisement

#### News Release:

Our goal at [organization name] is to support communities as much as possible with our expertise from border to border. We have facilitated an agriculture focused multi-agency resource center (MARC) for the affected producers. This MARC will help provide effective assistance in a timely manner in a location of ease for producers.

Nebraska Extension has partnered with organizations around the state to create a “One-Stop-Shop” for agriculture producers affected by \_\_\_\_\_ (the recent hail storm, floods, tornado, etc.). This Agriculture Multi- Agency Resource Center will be open from \_\_\_\_\_ to \_\_\_\_\_ [date] through [date]. It will be located at \_\_\_\_\_, next to (a familiar landmark). There will be organizations to aid livestock and

crop producers. The organizations attending will be ranging from crop experts, insurance companies, commodity boards, and equipment dealers, and government agencies to aid in the short and long term recovery process from this disaster. [Organization] has orchestrated this event to aid in situations such as \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_. Our hopes are that you, as producers, leave with much relief and information to aid in a faster recovery process for your operation.

#### Radio:

As the agriculture community continues to recover from the devastating storms, agriculture focused multi-agency resource center remains open from \_\_\_\_\_ to \_\_\_\_\_ daily until [date]. It is located at \_\_\_\_\_. [Organization] as facilitated this resource center with local and state governmental partners, as well as commodity boards, insurance agencies, and crop experts. The hope is that producers will leave with relief and information to aid in their quick recovery process.

#### Facebook:

Here at [organization], we are devastated by the recent \_\_\_\_\_. We have partnered with organizations around the state to create a “One-Stop-Shop” for agriculture producers affected by the disaster (the recent hail storm, floods, tornado, etc.). This Agriculture Multi- Agency Resource Center will be open from \_\_\_\_\_ to \_\_\_\_\_ [date] through [date]. It will be located at \_\_\_\_\_, next to (a familiar landmark).

There will be organizations to aid livestock and crop producers. The organizations attending will be ranging from crop experts, insurance companies, commodity boards, and equipment dealers, and government agencies to aid in the short and long term recovery process from this disaster. [Organization] has orchestrated this event to aid in situations such as \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_. We hope to see any agricultural producer utilize this resource to leave with much relief and information to aid in a faster recovery process.

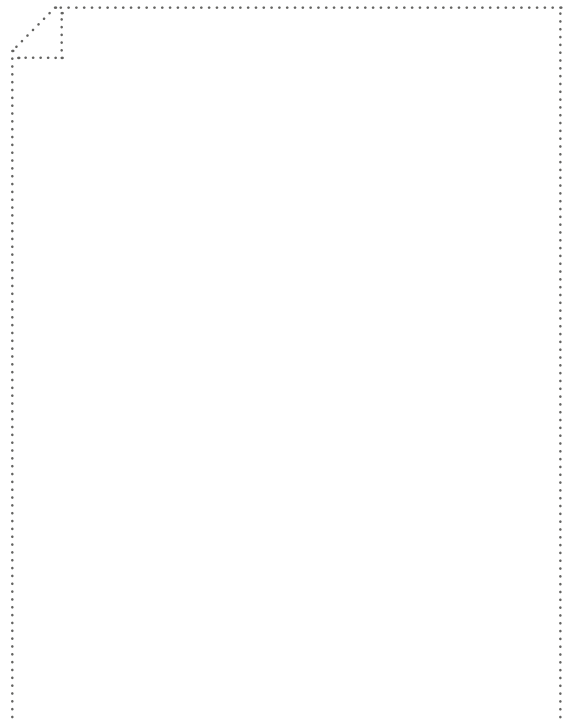
**Twitter:**

[Organization] hosts an Agricultural focused multi-agency resource center for producers in light of the recent disaster. (insert a link to a news release)

Just a reminder: The agriculture focused multi agency resource center will continue today from [time]- [time] at \_\_\_\_\_. Hope to see you there!

**V.  
MARC Flyer**

Organizations may have additional resources for flyers and other visual advertisements. Please contact your public relations departments for additional guidance. Feel free to include more or less information as needed in your specific community (*see example on following page*).



# Agricultural MARC

Multi-Agency  
Resource Center



Dates Open:

Location:

Resources:

For more information, contact:



### III. Client Centered Forms

#### W.

##### Client Release Form

This type of release does NOT apply to medical information; an appropriate Medical Records and Information Release form compliant with state and federal guidelines would be required.

*(see example on facing page)*

#### X.

##### Client Registration Form

*(see example in the following pages)*

#### Y.

##### Client Evaluation Form

*(see example in the following pages)*

## Client Release Form

I hereby authorize  to release to other nonprofit disaster relief entities, including participants in the Coordinated Assistance Network (CAN), any information maintained by  that is relevant for the purpose of providing assistance for my needs. This type of release does NOT apply to medical information; an appropriate Medical Records and Information Release form compliant with state and federal guidelines would be required.

.....

Who will see the information (check all that apply):

Only nonprofit agencies ☐ CAN Participating Agencies ☐ Other, please specify

If Other, please specify

What information may be shared:

Name and Address ☒

Household Structure ☒

Disaster Assessment ☒

Financial Assistance ☒

Emergency Needs ☒

Head of Household

Signature:

Printed Name:

ID Type:  Date:

Organization Staff Member

Signature:

Printed Name:

Title:  Date:

## Client Registration Form

This resource center gave me helpful information needed in my recovery process.

Check one: Yes ☐ No ☐

Confidentiality Release Signed:

Check one: Yes ☐ No ☐

Name of Head of Household:  Date:

Preferred Language:

Pre-Disaster Address:

Contact Address:

Phone #:  Email:

Household Members (include Head of Household):

Household Members	Gender	DOB	Age	Relationship	Injured
				Head of Household	

Race (check one):      White ☐      Black ☐      Hispanic ☐

Native American ☐      Asian ☐      Other ☐

Pets / Livestock (check one):    No ☐    Yes, please describe:

Type of Housing:

Rent or Own (check one):    Yes ☐    No ☐

Insurance Coverage? (check one):    Yes ☐    No ☐

Insurance Company:

Claim #:       Phone #:

Immediate Needs?

Description of damage (by client):

\*\*\* Please return this form to the reception desk before leaving the MARC \*\*\*

To Be Completed by MARC Staff	
Damage Assessment:	<input type="text"/>
	<input type="text"/>
	<input type="text"/>
	<input type="text"/>
Damage Assessment Verified By: <input type="text"/>	

(2 of 2)

## Client Evaluation Form

This resource center gave me helpful information needed in my recovery process.

Check one: Yes ☐ No ☐

I will use the information I got here today in my recovery.

Check one: Yes ☐ No ☐

What are the ways you will use this information you received today?


Are there any ways that we can improve the quality of assistance of this resource center to meet your needs?


How would you rate the Multi-Agency Resource Center on each of the Following?


**How would you rate the Multi-Agency Resource Center on each of the Following?**

Check the appropriate rating:	Very Poor	Poor	Below Average	Above Average	Very Good	Excellent	Does Not Apply
Making it easy for you to get help							
Getting you in touch with workers who were knowledgeable and helpful							
Treating you with kindness, respect and dignity							
Keeping your wait as short as possible							
Giving you help that was useful to you in the beginning of your recovery							
Meeting your most immediate needs							
Helping you get in touch with other groups to assist you							
The multi-agency resource center services you received overall							

**How likely is it that you would recommend the Multi-Agency Resource Center to a Friend?**

Not Likely At All 0	1	2	3	4	Neutral 5	6	7	8	Very Likely 9

**Comments:**



## Z.

### Bulk Commodities Distribution

Based on the type of disaster and resources available, some (but not all) of the items can be distributed via a MARC include:

- Clean up kits
- Food boxes
- Hygiene/comfort kits
- Ice (by the bag)
- Infant care kits
- School supplies
- Water (by the case)

*Note: It is recommended that the items provided through a Bulk Commodities Distribution point at a MARC only consist of pre-packaged “kits” and not individual (loose) items that require packaging on site.*

Some agencies that may have these resources and the ability to provide bulk distribution items include:

- American Red Cross
- Church World Service
- Feeding America or Regional Food Banks
- Feed the Children
- Southern Baptist Disaster Relief
- The Salvation Army
- Other local agencies and local civic organizations

*Note: These may vary based on local units of each organization and capacity.*

## AA.

### Feeding Resources Chart

Depending on the disaster and the specific population needs, feeding resources after a disaster will vary.

On the following page is a chart with some potential methods of food distribution that may be utilized after a disaster:

- Local Efforts
- USDA Foods
- Food Banks
- Catered Feeding
- Mobile Delivery Vehicles
- Mobile Kitchen
- Fixed Feeding Sites
- Field Kitchens
- Disaster Supplemental Nutrition Assistance Program (D-SNAP)
- Bulk Distribution

In rural or agricultural areas feeding resources that are mobile or moveable may be the best option in order to serve potentially widely dispersed populations.

Feeding Resources	Description
<b>Local Efforts</b>	Community Based Organizations (CBOs), such as local churches and civic clubs, and local businesses are often the first responders and respond spontaneously. <sup>34</sup>
<b>USDA Foods</b>	This includes USDA Foods for the school lunch program located within the schools as well as foods stored in State designated warehouses. <sup>35</sup> The State Distributing Agency has the authority to release these foods to voluntary organizations for use in mass feeding. <sup>36</sup> Under limited circumstances and with approval from the FNS, USDA Foods used in other nutrition assistance programs such as the Emergency Food Assistance Program can be used to provide a household disaster food distribution program. <sup>37</sup> USDA also purchases infant formula and infant foods to provide appropriate foods for infants in disasters.
<b>Food Banks</b>	Food banks or pantries exist throughout jurisdictions to support every day, non-disaster feeding needs. Their products can be used to augment an operation. <sup>38</sup>
<b>Catered Feeding</b>	Performed through contracts or agreements with commercial facilities and usually do not depend on government commodities. <sup>39</sup>
<b>Mobile Delivery Vehicles</b>	Mobile Delivery Vehicles are vehicles that are capable of delivering hot or cold food, but with no or very limited independent food preparation capability. <sup>40</sup> Examples include American Red Cross Emergency Response Vehicles (ERVs), ASPEN mobile units (Puerto Rico) and The Salvation Army Disaster Response Units (DRUs). Some catering companies and job-site feeding trucks also have mobile delivery vehicles, which should be explored as an option.
<b>Mobile Kitchen</b>	Vehicles with self-contained kitchen capability including cooking apparatus and can feed independent of other resources. <sup>41</sup> An example includes The Salvation Army canteen.
<b>Fixed Feeding Sites</b>	Food service delivered from a stationary location are fixed feeding sites. <sup>42</sup> A fixed feeding site may also be a permanent facility, such as a church or school that may be used as a shelter.
<b>Field Kitchens</b>	Tractor trailer or tent kitchens capable of mass food production are field kitchens. <sup>10</sup> Must be stationary to operate. An example includes Southern Baptist Disaster Relief Field Kitchens.
<b>Disaster Supplemental Nutrition Assistance Program (D-SNAP)</b>	This is a USDA program administered by the State agency that administers the Supplemental Nutrition Assistance Program (SNAP). D-SNAP requires USDA approval for operation in counties/parishes that have received a Presidential disaster declaration for individual assistance. <sup>43</sup> States can request approval to operate D-SNAP once disaster survivors have returned to their homes, their utilities are restored and commercial food supply channels such as grocery stores have reopened.
<b>Bulk Distribution</b>	Bulk distribution includes distribution of emergency relief items to meet urgent needs through sites established within the affected area(s). <sup>44</sup> These sites are used to distribute food, water, or other commodities in coordination with Federal, State, tribal and local governmental entities and voluntary agencies and other private-sector organizations.

**AB.**  
**Household Pets and Service Animals**  
**Feeding Support**

*The following recommendations are generally applicable for both cats and dogs and therefore cover the majority of household pets.*

Recommendations:

- 1) Dietary issues are a major concern for emergency household pet shelters (EHPS) and for service animals in shelter with the people they serve. It is nearly impossible to prevent any Gastro-intestinal (GI) upset among dogs and cats (and other animals) in a shelter, but providing a consistent nutrient rich diet will aid in limiting GI issues. It is recommended that sheltered animals (household pets and/or service animals) are fed a high quality, dry food from a single manufacturer. And then only from bags or containers that are newly, opened by the EHPS staff or other feeding provider.
- 2) If donated household pet feed must be used;
  - a) a. Only dry feed should be used
  - a) b. Opened bags / containers should be disposed of (and not provided to any animals those in the shelter or elsewhere in the community)
  - a) c. The multiple brands of food should be mixed together, with 25% of the volume being comprised of purchased or donated high quality, dry food from a single manufacturer.

- 2) Mass Care and Emergency Assistance feeding plans for household pets, should also consider providing food through points of distribution in addition to feeding animals in emergency household pet shelters. This consideration can also make use of donated pet food.

During disaster operations there will often be donations of pet food from the community whether they are solicited or not. In many cases this includes both new foods, both dry and wet as, well as open bags. It is difficult to tell how long a bag has been open and how it was stored. Dog and Cat food will go rancid in time, particularly once the bag is opened. One bag of rancid food, can result in a whole EHPS of household pets with gastro-intestinal signs mostly vomiting and diarrhea. Some degree of GI problems will occur in the best of circumstances, but very cheap brands or rancid food, tend to increase the incidence of GI upset.

In practice shelters use several strategies to mitigate this issue:

- Many shelters feed only dry food new from a specific manufacturer. Due to the wide variety of pet food available and fed in individual homes, pets will still experience a change in diet on their first days at the shelter, as it is impossible to tailor diets to specific animals. The shelter staff knows they are feeding a new product of decent quality if they obtain food from a single source. The donated food is often redistributed to people who need assistance in the community. Sometimes open bags were discarded unless they were known to be relatively fresh.

- In some disaster situations, donated (unopened) pet food could be made available at community points of distribution to help with those who need assistance feeding their own pets. It is reported that in Mississippi after Katrina, animal response operations palatalized individual donated bags for this type of distribution to people to feed their household pets back in their homes (or for those who never evacuated). The sheltered animals were fed new food brought in from the manufacturer on pallets.
- Another interesting strategy is for shelter staff to gain access to a fair sized concrete mixer in their food prep area. If the mixer is available, it should be cleaned / sanitized and then staff can take donated foods and blended them together in the concrete mixer with purchased high-quality food. Every day, the dogs will be fed this blend, so the dogs were always be getting a food that was composed of many brands and the shelter staff should not see major GI problems above a “normal” level.
- Owners may evacuate with their own food for their household pets that can be fed by the owner to their individual animals. However, depending on the duration of sheltering this owner-provided food may run out necessitating use of shelter-supplied foods. This shelter-supplied food would need to be added into their regular diet gradually and the owners should be educated on this transition.

*NOTE: Staff responsible for household pet and service animal feeding will need to consult a veterinarian to obtain dietary guidance when providing services for other species of household pets and /or service animals.*

### AC.

## U.S. Department of Agriculture Programs

### U.S. Department of Agriculture (USDA) Foods

The USDA can provide foods for incorporation into menus for mass feeding as well as infant formula and infant foods. The American Red Cross, The Salvation Army and other disaster relief organizations that are equipped to prepare or serve meals to people displaced by disasters are eligible to receive USDA-donated foods free of charge.

USDA's FNS may legally respond to:

- 1) Presidentially declared disasters; and
- 2) Situations of distress.

Presidentially Declared Disasters: FNS is designated to provide food assistance under ESF #11 as outlined in the National Response Framework. Disaster relief organizations may be eligible to receive commodities for congregate meal service or household distribution in accordance with food distribution program regulations at 7 CFR 250.43 and 250.44, respectively. As outlined in Federal regulations,

State Distributing Agencies have the authority to release commodities for congregate feeding for as long as they are needed and FNS guarantees replacement of commodities used. Release of household-size commodities for direct distribution to families requires FNS approval.

Situations of Distress: FNS uses the term “situation of distress” when a natural catastrophe or other event has not been declared by the President to be a disaster but which, in the judgment of the State Distributing Agency and FNS, warrants the use of USDA-donated foods for congregate feeding or household distribution. The situation may be due to acts of nature or intentional acts that, in the judgment of FNS may warrant the use of donated foods. FNS has the authority to release donated foods for both congregate feeding and household distribution. FNS will replace commodities from the State Distributing Agency and local recipient agency inventories that are used to assist in situations of distress, to the extent that funds for replacement are available. The specific FNS program from which commodities are taken will depend on the needs of the disaster organization, the scale of the disaster, accessible inventories and available funding.

If available, State Distributing Agencies should try to use commodities provided through the National School Lunch Program whenever possible. These are easier for disaster feeding organizations to use in preparing congregate meals, and they are easier for FNS to replace or reimburse. Local inventories are usually the first

sources that disaster organizations turn to when they want donations of USDA Foods. Inventories from school kitchens and school district warehouses located close to the emergency are most often used for congregate feeding. State inventories can be utilized when sufficient food is not available locally. If the State Distributing Agency does not have adequate inventories, it may request USDA Foods from other States’ inventories. When two of the State agencies are involved within the same FNS Region, the Regional Office acts as the liaison between the two States. If food must be transported between States in different FNS Regions, then the FNS Regional Office in which the emergency occurred, or FNS Headquarters, may act as liaison.

Federal (USDA) inventories of foods placed in Federal storage for later distribution may be immediately available for disaster feeding depending on inventory levels and program needs. The Federal government may also make emergency procurements of product when existing commodity inventories at the Federal, State or local level are inadequate. Emergency purchases are most often made when infant formula or infant foods are needed. FNS authorizes the Agricultural Marketing Service or the Farm Service Agency (the two agencies responsible for procuring all of FNS’ commodities on an ongoing basis) to make disaster food purchases. The initial application by a disaster relief organization for the receipt and use of USDA Foods for congregate feeding is submitted to the State Distributing Agency in writing if circumstances permit or, if not, confirmed in writing in a timely manner.

Applications must, to the extent possible, include the following:

- A description of the disaster or situation of distress.
- The number of people requiring meals.
- The period of time for which meals are being requested
- The quantity and types of food needed.

Additional guidance on use of USDA Foods in disasters can be found at <https://www.fns.usda.gov/disaster/food-assistance-disaster-situations>.

### **Disaster Supplemental Nutrition Assistance Program (DSNAP)**

SNAP is the new name of the Federal Food Stamp Program as of October 1, 2008. The new name, mandated by Congress, reflects changes that the USDA has made to meet the needs of our clients, including a focus on nutrition and improvements in accessibility. SNAP is the Federal name for the program. Some States may use a different name for the Program. The Disaster Food Stamp Program is now known as D-SNAP. Federal D-SNAP policy has not changed because of the name change.

D-SNAP is still the primary nutrition assistance response in the disaster recovery phase: States can request approval to operate D-SNAP once disaster survivors have returned to their homes, their utilities are restored and commercial food supply channels such as grocery stores have

reopened. States operate D-SNAP as the final disaster nutrition intervention, typically after the immediate post-disaster nutrition assistance from congregate feeding, mobile kitchens or distribution of meals-ready-to-eat.

State Social or Human Services Agencies still deliver D-SNAP: Some States may use a name other than D-SNAP for their Program. States still write their own D-SNAP plans, in accordance with D-SNAP Guidance, which can be accessed at <https://www.fns.usda.gov/snap/d-snap-resources-state-agencies-and-partners>.

D-SNAP still requires Federal approval and partnership for effective delivery: State agencies must request FNS approval to operate D-SNAP in areas that have received a Presidential Major Disaster Declaration with Individual Assistance in order to authorize deployment of D-SNAP for affected areas. States may continue to coordinate services by setting up D-SNAP application sites at FEMA Disaster Recovery Centers.

For more information about SNAP and D-SNAP, please visit <http://www.fns.usda.gov/snap/>.



## IV. Agricultural Organizations and Contact Information

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The following is a list of possible organizations that might be contacted for a MARC and organizations that may have useful information for those attending a MARC. Contact information is included where provided by the organizations.

**Alliance for the Future of Agriculture in Nebraska**

**Arbor Day Foundation**

**Be Ready Nebraska**

**Center for Rural Affairs**

**CommonGround Nebraska**

**Community Crops**

**Farmers Union of Nebraska**

**National Young Farmers Coalition**

**Natural Resources Districts**

**Nebraska 4-H Foundation**

**Nebraska Agri-Business Association**

**Nebraska Agricultural Education**

**Nebraska Agricultural Technologies Association**

**Nebraska Cattlemen**

**Nebraska Cooperative Council**

**Nebraska Community Foundation**

**Nebraska Corn Board**

**Nebraska Corn Growers Association**

**Nebraska Department of Agriculture**

**Nebraska Department of Environmental Quality**

**Nebraska Dry Bean Commission**

**Nebraska Dry Bean Growers Association**

**Nebraska Extension**

### **Alliance for the Future of Agriculture in Nebraska**

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*The purpose of the organization is to help support and grow animal agriculture. It is dedicated to promoting and advancing agriculture and livestock development in Nebraska. Alliance for the Future of Agriculture in Nebraska strives to be a resource to new and expanding livestock producers as well as informing communities about the benefits of animal agriculture through a campaign called Farmers and Ranchers deliver.*

P.O. Box 84606

Lincoln, NE 68501

(402) 421-4472

Info@a-fan.org

[www.becomeafan.org](http://www.becomeafan.org)

### **Arbor Day Foundation**

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*Mission statement is: "we inspire people to plant, nurture, and celebrate trees." They are the largest non-profit organization dedicated to planting trees.*

The Arbor Day Foundation

100 Arbor Avenue

Nebraska City, NE 68410

(402) 474-5655 or Toll Free: 1-888-448-7337

<https://www.arborday.org/>

## Be Ready Nebraska

*Encourages developing a plan for when natural disasters, biological diseases, and technological hazards might occur. Provides agriculture related resources.*

Sign up to get notified by selecting your county at this web address: <http://www.bereadynebraska.com/sign-up.html>, <http://www.bereadynebraska.com/create-a-plan/agriculture.html>

## Center for Rural Affairs

*A non-profit in Lyons, Nebraska: "As long as rural advocates are needed for health care, clean energy, sustainable agriculture, and community development, you can bet we'll be in the front lines, building a bright rural future."*

145 N Main Street  
Lyons, NE 68038  
(402) 687-2100  
<http://www.cfra.org/>

## CommonGround Nebraska

*A group of farmers having conversations about the food they grow and how they produce it, share their personal experiences, as well as science and research to help consumers sort through the myths and misinformation surrounding food and farming. Goals include: connecting consumers and producers, sharing knowledge and experiences, answering questions about farm life, decreasing the disconnect between consumers and the people producing their food.*

<http://commongroundnebraska.com/>

## Community Crops

*They provide education, advocacy and experiences to grow local food. They are leaders in a community where all people can grow and enjoy healthy, local food.*

1551 S. 2nd Street  
Lincoln, NE 68502  
(402) 474-9802  
[info@communitycrops.org](mailto:info@communitycrops.org)  
<http://communitycrops.org/>

## Farmers Union of Nebraska

*Dedicated to protecting and enhancing the quality of life and economic well-being of family farmers and ranchers and their rural communities. Nebraska Farmers Union is very active in shaping farm and rural policy both in Lincoln and in Washington, D.C.*

1305 Plum  
Lincoln, NE 68502  
(402) 476-8815  
<http://nebraskafarmersunion.org/>

## Legal Aid of Nebraska

*Legal Aid of Nebraska works in collaboration with the Interchurch Ministries of Nebraska (IMN), the Nebraska Department of Agriculture's Farm Mediation Service and Beginning Farmer Program (NDA), and other partners to offer a variety of services to Nebraska farm and ranch families with the goal of increasing the number of beginning farmers through education about legal and financial topics. Legal Aid of Nebraska also provides education to farmers and ranchers who are considering succession to the next generation.*

209 S 19th Street, Suite 200, Omaha, NE 68508  
1-800-464-0258  
<https://www.legalaidofnebraska.org/how-we-help/farm-and-ranch/>

### **Natural Resources Districts (NRDs)**

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*The Nebraska Association of Resources Districts (NARD) is an association of Nebraska's 12 Natural Resource Districts. Their mission is: "protecting lives, protecting property, and protecting the future." Many NRDs play a role in managing flood control structures and would be helpful in case of a disaster.*

601 S. 12th Street, Suite 201  
Lincoln, NE 68508  
(402) 471-7670  
<https://www.nrdnet.org/>

### **Nebraska 4-H Foundation**

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*Supports education programs offered by the University of Nebraska- Lincoln Extension 4-H Youth Development program both at the state level and in the 93 Nebraska counties. Local 4-H clubs could be a good resource for volunteers in the event of an agricultural disaster.*

2016 NE-4, Beatrice, NE 68310  
(402) 472-1178  
<http://ne4hfoundation.org/>

### **Nebraska Agri-Business Association**

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*A non-profit organization that seeks to provide unified leadership and influence creating tangible economic and educational value for Nebraska's crop production industry professionals.*

1111 Lincoln Mall, Suite 308  
Lincoln, NE 68508  
[Info@na-ba.com](mailto:Info@na-ba.com)  
(402) 476-1528  
<http://na-ba.com/>

### **Nebraska Agricultural Education**

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*Prepares students for successful careers and a lifetime of informed choices. Since 1917, Agricultural Education has been a transformational part of the high school curriculum for millions of young people. Based on an integrated model of delivery, students experience direct instruction in the classroom and laboratory, leadership development through FFA, and experiential learning via a student's Supervised Agricultural Experience (SAE).*

(402) 472-2815  
<http://neaged.org/main.html>

### **Nebraska Agricultural Technologies Association**

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*A membership network that provides a venue for members to share agricultural research experiences and related knowledge with each other.*

<http://neata.org/>

### **Nebraska Cattlemen**

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*Nebraska Cattlemen offers a wide array of programs to members that ranges from producer education, leadership training, volunteer opportunities and environmental management.*

1010 Lincoln Mall, Suite 101  
Lincoln, NE 68508  
(402) 475-2333  
[Nc@necattlemen.org](mailto:Nc@necattlemen.org)  
[www.nebraskacattlemen.org](http://www.nebraskacattlemen.org)

### Nebraska Community Foundation

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*A non-profit organization that uses the tools of philanthropy, community development and economic development to help communities help themselves.*

3833 S 14th St  
Lincoln, NE 68502  
(402) 323-7330  
<http://www.nebcommfound.org/>

### Nebraska Cooperative Council

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*A non-profit organization that is a non-partisan trade association representing agricultural cooperatives. Their mission is to defend, protect and enhance the agricultural cooperative movement through proactive programs in education, legislation, governmental affairs, communication, and regulatory issues.*

135 South Street, Ste 503  
Lincoln, NE 68508  
(402) 475-6555  
<https://www.nebr.coop/>

### Nebraska Corn Board

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*Nebraska Corn Board works to promote the value of corn by creating opportunities. The Nebraska Corn Board collects and disperses the funds generated by the ½ of a cent per bushel corn checkoff.*

301 Centennial Mall South, 4<sup>th</sup> Floor  
P.O. Box 95107  
Lincoln, NE 68509  
(402) 471-2676  
<http://nebraskacorn.gov/>

### Nebraska Corn Growers Association

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*An independent association that provides leadership development, grower education, and lobbying efforts on behalf of Nebraska corn farmers. Works to create and increase opportunities for Nebraska corn farmers through advocacy, education, partnerships and leadership development.*

1111 Lincoln Mall, Suite 308  
Lincoln, NE 68508  
(402) 438-6459  
[Info@necga.org](mailto:Info@necga.org)  
[www.necga.org](http://www.necga.org)

### Nebraska Department of Agriculture

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*This state agency focuses on agriculture and on the areas of promotion and development, animal and plant health protection, food safety and consumer protection, agricultural laboratories.*

301 Centennial Mall South  
P.O. Box 94947, Lincoln, NE  
(402) 471-2341  
Agriculture Promotion and Development:  
(402) 471-4876  
Animal and Plant Health Protection:  
(402) 471-2351  
Food Safety and Consumer Protection:  
(402) 471-3422  
<http://www.nda.nebraska.gov/>

### Nebraska Department of Environmental Quality

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1200 N St #400  
Lincoln, NE 68509  
(877)253-2603  
<http://www.deq.state.ne.us/>

### Nebraska Dry Bean Commission

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4502 Ave I, Room 107A  
Scottsbluff, NE 69361

(308) 632-1258

<http://nebraskadrybean.com/>

### Nebraska Dry Bean Growers Association

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*Non-profit organization*

955 Country Club Road  
Gering, NE 69341

(308) 633-1387

<http://www.beangrower.com/index.html>

### Nebraska Extension

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*Extension, which is the engagement branch of the University of Nebraska-Lincoln, is found throughout the state in county offices that serve all 93 counties, and at research and extension centers across the state. Extension faculty are also located in academic departments on campus. Each of these groups are instrumental in helping maintain a strong educational linkage between extension, research and teaching in the areas of agriculture, families, food and health, and community development.*

Nebraska Extension  
211 Agricultural Hall  
Lincoln, NE 68583-0703  
unextension@unl.edu  
402-472-2966

<http://extension.unl.edu/statewide/extension/>

### Nebraska Farm Bureau

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*A farm bureau, the face of Nebraska agriculture, works for the benefit of all Nebraskans through a wide variety of educational, service, and advocacy focused on the mission of helping farm and ranch families prosper and improving their quality of life.*

5225 South 16<sup>th</sup> Street  
Lincoln, NE 68512

information@nefb.org

(402) 421-4400

<https://www.nefb.org/>

### Nebraska Forest Service

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*The state forestry agent for the state of Nebraska.*

Forestry Hall  
102 N 37<sup>th</sup> Street  
Lincoln, NE 68583  
(402) 472-2944  
<http://nfs.unl.edu/>

### Nebraska FFA Association

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*A statewide organization made up of over 8,000 members: "Nebraska FFA is dedicated to making a positive difference in the lives of students by developing their potential for premier leadership, personal growth and career success through agricultural education." FFA Alumni Chapters could be a good resource for finding volunteers in the event of an agricultural disaster.*

Nebraska FFA Association  
P.O. Box 95067  
Lincoln, NE 68509-5067  
<http://www.neaged.org/ffa.html>

### Nebraska FFA Foundation

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*The Nebraska FFA Foundation exists to enhance quality education and FFA programs in order to achieve excellence in leadership development, curriculum innovation and scholastic advancement of students.*

306-307 Agricultural Hall  
Lincoln, NE 68583  
P.O. Box 94942  
Information@neffaoundation.org  
(402) 472-5224  
<http://neffaoundation.org/>

### Nebraska Grain Sorghum Board

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301 Centennial Mall S  
Lincoln, NE 68508  
(402) 471-4276  
<http://www.sorghum.nebraska.gov/>

### Nebraska Independent Crop Consultant Association

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*Members of the Nebraska Independent Crop Consultant Association are people who provide professional, technical advice to growers of agricultural crops in Nebraska.*

<http://www.nebraskacropconsultants.org/index.htm>

### Nebraska Pork Producers Association

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*Nebraska Pork Producers Association is a grassroots, incorporated, non-profit organization. Their mission is to ensure opportunities for success for Nebraska's producers of pork, regardless of size or production style, as well as the state's youth, by enhancing their opportunities for success within the pork industry.*

7441 O Street, Suite 104  
Lincoln, NE 68510  
1-888-627-7675  
Nppa@nepork.org  
[www.nepork.org](http://www.nepork.org)

### Nebraska Poultry Industries

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*To foster, promote, improve and protect all branches of the poultry, turkey and egg industry; to coordinate the activities of all its member divisions of the poultry industry; and to act as their agent in promoting those things favorable to the poultry industry as a whole, or any part thereof.*

521 First Street  
P.O. Box 10, Mildred, NE 68405  
(402) 761-2216  
Staff@nepoultry.org  
<http://www.nepoultry.org/>

### Nebraska Soybean Board

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*The mission is to effectively invest and leverage soybean checkoff resources to maximize profit opportunities for Nebraska soybean farmers.*

3815 Touzalin Ave., Suite 101  
Lincoln, NE 68507  
(402) 441-3240  
<http://nebrasokaybeans.org/>



### Nebraska Soybean Association

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*A voluntary, dues paying not-for-profit membership organization to provide soybean farmers in Nebraska with legislative representation and advocacy at the State and Federal level. NSA is affiliated with the American Soybean Association (ASA). NSA members are also members of ASA, which is a national, not-for-profit, grassroots membership organization that develops and implements policies to increase the profitability of its members and the entire soybean industry.*

1111 Lincoln Mall, Suite 308  
Lincoln, NE 68508  
(402) 441-3239  
Association@nebraskasoybeans.org  
<http://nesoybeans.org/>

### Nebraska State Dairy Association

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*The purpose of the Nebraska State Dairy Association is for the promotion of dairy interests in the State of Nebraska.*

rod@nebraskamilk.org  
402-853-2028  
<https://www.nebraskamilk.org/>

### Nebraska State Grange

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*A family and community organization and a fraternity.*

<http://www.nebraskastategrange.com/index.php>

### Nebraska Statewide Arboretum

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*A non-profit organization with the mission statement "we plant Nebraska for healthy people, vibrant communities and a resilient environment." They can help with starting a landscape project, becoming an arboretum, getting funding for a landscape project, and getting landscape design assistance.*

UNL Keim Hall 102  
P.O. Box 830964  
Lincoln, NE 68583  
(402) 472- 2971  
<https://plantnebraska.org/>

### Nebraska Sustainable Agriculture Society

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*The Nebraska Sustainable Agriculture Society (NSAS) is a grassroots membership organization that promotes agriculture and food systems that build healthy land, people, communities and quality of life, for present and future generations.*

Farm Aid  
501 Cambridge Street, Third Floor  
Cambridge, MA 02141  
farmhelp@farmaid.org  
617-354-2922  
<https://www.farmaid.org/grantees/nebraska-sustainable-agriculture-society/>

### Nebraska Wheat Board

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301 Centennial Mall S  
Lincoln, NE 68508  
(402) 471-2358  
<https://nebraskawheat.com/>

## Nebraska's Natural Resources Districts

*There are 23 NRDs in Nebraska. Each district is autonomous, governed by a locally-elected Board of Directors. While NRDs share a common set of responsibilities (see NRD Programs), each district sets its own priorities and develops its own programs to best serve local needs. Most NRDs have their own websites with information on their projects and programs, or email addresses where information can be requested.*

601 S. 12<sup>th</sup> Street Suite 201  
Lincoln, NE 68508  
(402) 471-7670  
Nard@nrdnet.org  
<https://www.nrdnet.org/>

## NRCS Nebraska

*The NRCS, which is part of the U.S. Department of Agriculture, is the federal agency responsible for the conservation of natural resources on private lands. Working in partnership with Nebraska's Natural Resources Districts (NRDs), State conservation agencies, Tribes, and Resource Conservation and Development Councils, NRCS assists private land users in the development and Implementation of conservation plans that promote a healthy and sustainable environment. Rm 152, Federal Building*

100 Centennial Mall North  
Lincoln, NE 68508  
(402) 437-5300  
<https://www.nrcs.usda.gov/wps/portal/nrcs/site/ne/home/>

## USDA Farm Service Agency- Nebraska

*Their primary mission is to help Nebraska farmers and ranchers secure financial assistance from USDA programs through accurate, timely and efficient program delivery.*

7131 A St  
Lincoln, NE 68510  
(402) 437-5581  
<https://www.fsa.usda.gov/>

## USDA Rural Development

*They are committed to helping improve the economy and quality of life in rural America. Through their programs, they help rural Americans in many ways.*

100 Centennial Mall N # 152  
Lincoln, NE 68508  
(402) 437-5551  
<https://www.rd.usda.gov/>

## Women Caring for the Land

*Women Caring for the Land (WCL) is designed to serve women farmland landowners who are interested in learning more about conservation.*

WFAN  
P.O. Box 611, Ames, Iowa 50011  
(515) 460-2477  
Info@wfan.org  
<https://www.wfan.org/our-programs/women-caring-for-the-landsm/multiagencyresourcecenterplanningresourcejobtool.pdf>

## Endnotes: Livestock, Crops, and Disasters


- 1 Caring for Livestock During Disaster—1.815, EXTENSION, <http://extension.colostate.edu/topic-areas/agriculture/caring-for-livestock-during-disaster-1-815/> (last visited Dec 20, 2018).
- 2 Caring for Livestock During Disaster—1.815, EXTENSION, <http://extension.colostate.edu/topic-areas/agriculture/caring-for-livestock-during-disaster-1-815/> (last visited Dec 20, 2018).
- 3 Caring for Livestock During Disaster—1.815, EXTENSION, <http://extension.colostate.edu/topic-areas/agriculture/caring-for-livestock-during-disaster-1-815/> (last visited Dec 20, 2018).
- 4 Caring for Livestock During Disaster—1.815, EXTENSION, <http://extension.colostate.edu/topic-areas/agriculture/caring-for-livestock-during-disaster-1-815/> (last visited Dec 20, 2018).
- 5 Caring for Livestock During Disaster—1.815, EXTENSION, <http://extension.colostate.edu/topic-areas/agriculture/caring-for-livestock-during-disaster-1-815/> (last visited Dec 20, 2018).
- 6 Caring for Livestock During Disaster—1.815, EXTENSION, <http://extension.colostate.edu/topic-areas/agriculture/caring-for-livestock-during-disaster-1-815/> (last visited Dec 20, 2018).
- 7 USDA, LIVESTOCK FORAGE DISASTER PROGRAM UNITED STATES DEPARTMENT OF AGRICULTURE (2018), [https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdafiles/FactSheets/2018/livestock\\_forage\\_disaster\\_program-july2018.pdf](https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdafiles/FactSheets/2018/livestock_forage_disaster_program-july2018.pdf) (last visited Dec 20, 2018).
- 8 USDA, LIVESTOCK FORAGE DISASTER PROGRAM UNITED STATES DEPARTMENT OF AGRICULTURE (2018), [https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdafiles/FactSheets/2018/livestock\\_forage\\_disaster\\_program-july2018.pdf](https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdafiles/FactSheets/2018/livestock_forage_disaster_program-july2018.pdf) (last visited Dec 20, 2018).
- 9 USDA, LIVESTOCK FORAGE DISASTER PROGRAM UNITED STATES DEPARTMENT OF AGRICULTURE (2018), [https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdafiles/FactSheets/2018/livestock\\_forage\\_disaster\\_program-july2018.pdf](https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdafiles/FactSheets/2018/livestock_forage_disaster_program-july2018.pdf) (last visited Dec 20, 2018).
- 10 USDA, LIVESTOCK FORAGE DISASTER PROGRAM UNITED STATES DEPARTMENT OF AGRICULTURE (2018), [https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdafiles/FactSheets/2018/livestock\\_forage\\_disaster\\_program-july2018.pdf](https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdafiles/FactSheets/2018/livestock_forage_disaster_program-july2018.pdf) (last visited Dec 20, 2018).
- 11 USDA, LIVESTOCK FORAGE DISASTER PROGRAM UNITED STATES DEPARTMENT OF AGRICULTURE (2018), [https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdafiles/FactSheets/2018/livestock\\_forage\\_disaster\\_program-july2018.pdf](https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdafiles/FactSheets/2018/livestock_forage_disaster_program-july2018.pdf) (last visited Dec 20, 2018).
- 12 USDA, LIVESTOCK FORAGE DISASTER PROGRAM UNITED STATES DEPARTMENT OF AGRICULTURE (2018), [https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdafiles/FactSheets/2018/livestock\\_forage\\_disaster\\_program-july2018.pdf](https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdafiles/FactSheets/2018/livestock_forage_disaster_program-july2018.pdf) (last visited Dec 20, 2018).
- 13 Emergency Assistance for Livestock, Honey Bees, and Farm Raised Fish , EMERGENCY ASSISTANCE FOR LIVESTOCK, HONEY BEES, AND FARM-RAISED FISH (ELAP), <https://www.fsa.usda.gov/programs-and-services/disaster-assistance-program/emergency-assist-for-livestock-honey-bees-fish/index> (last visited Dec 20, 2018).
- 14 University of Nebraska-Lincoln | Web Developer Network, PASTURE RANGELAND FORAGE INSURANCE PASTURE RANGELAND FORAGE INSURANCE | UNL BEEF | UNIVERSITY OF NEBRASKA-LINCOLN, <https://beef.unl.edu/cattleproduction/prfinsurance> (last visited Dec 20, 2018).
- 15 University of Nebraska-Lincoln | Web Developer Network, PASTURE RANGELAND FORAGE INSURANCE PASTURE RANGELAND FORAGE INSURANCE | UNL BEEF | UNIVERSITY OF NEBRASKA-LINCOLN, <https://beef.unl.edu/cattleproduction/prfinsurance> (last visited Dec 20, 2018).
- 16 University of Nebraska-Lincoln | Web Developer Network, PASTURE RANGELAND FORAGE INSURANCE PASTURE RANGELAND FORAGE INSURANCE | UNL BEEF | UNIVERSITY OF NEBRASKA-LINCOLN, <https://beef.unl.edu/cattleproduction/prfinsurance> (last visited Dec 20, 2018).
- 17 USDA, LIVESTOCK INDEMNITY PROGRAM FARM SERVICE AGENCY (2018), [https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdafiles/FactSheets/2018/livestock\\_indemnity\\_program\\_fact\\_sheet- may\\_2018.pdf](https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdafiles/FactSheets/2018/livestock_indemnity_program_fact_sheet- may_2018.pdf) (last visited Dec 20, 2018).
- 18 USDA, LIVESTOCK INDEMNITY PROGRAM FARM SERVICE AGENCY (2018), [https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdafiles/FactSheets/2018/livestock\\_indemnity\\_program\\_fact\\_sheet- may\\_2018.pdf](https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdafiles/FactSheets/2018/livestock_indemnity_program_fact_sheet- may_2018.pdf) (last visited Dec 20, 2018).
- 19 USDA, LIVESTOCK INDEMNITY PROGRAM FARM SERVICE AGENCY (2018), [https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdafiles/FactSheets/2018/livestock\\_indemnity\\_program\\_fact\\_sheet- may\\_2018.pdf](https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdafiles/FactSheets/2018/livestock_indemnity_program_fact_sheet- may_2018.pdf) (last visited Dec 20, 2018).
- 20 USDA, LIVESTOCK INDEMNITY PROGRAM FARM SERVICE AGENCY (2018), [https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdafiles/FactSheets/2018/livestock\\_indemnity\\_program\\_fact\\_sheet- may\\_2018.pdf](https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdafiles/FactSheets/2018/livestock_indemnity_program_fact_sheet- may_2018.pdf) (last visited Dec 20, 2018).
- 21 USDA, LIVESTOCK INDEMNITY PROGRAM FARM SERVICE AGENCY (2018), [https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdafiles/FactSheets/2018/livestock\\_indemnity\\_program\\_fact\\_sheet- may\\_2018.pdf](https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdafiles/FactSheets/2018/livestock_indemnity_program_fact_sheet- may_2018.pdf) (last visited Dec 20, 2018).
- 22 USDA, LIVESTOCK INDEMNITY PROGRAM FARM SERVICE AGENCY (2018), [https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdafiles/FactSheets/2018/livestock\\_indemnity\\_program\\_fact\\_sheet- may\\_2018.pdf](https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdafiles/FactSheets/2018/livestock_indemnity_program_fact_sheet- may_2018.pdf) (last visited Dec 20, 2018).

- ## Endnotes: AA. Feeding Resources Chart







A person is standing in a field, looking towards a large, leafy tree in the background. The scene is captured in a high-contrast, black and white style, with the person and tree appearing as dark silhouettes against a lighter, textured background.

For additional information on agricultural disaster resources,  
contact your local Farm Service Agency office  
or the Nebraska Rural Response Hotline: 1-800-464-0258.

Visit [disaster.legalaidofnebraska.org](https://disaster.legalaidofnebraska.org) or  
call the toll-free hotline: 1.844.268.5627 from  
M-Th: 9am-noon & 1-3pm CST, F: 9am-Noon CST.

**[disaster.legalaidofnebraska.org](https://disaster.legalaidofnebraska.org)**