

DRF-2
MULTI-AGENCY RESOURCE CENTER
(MARC)

CONTENTS	PAGE
I. PURPOSE	2
II. SITUATIONS AND ASSUMPTIONS	2
A. Situations	2
B. Assumptions	3
III. CONCEPT OF OPERATIONS	3
A. General	3
B. Site Selection	4
C. Personnel	6
D. Supervisory Personnel	7
E. Daily Operations	9
F. Logistics and Resources	10
IV. ORGANIZATION AND ASSIGNMENT RESPONSIBILITIES	13
A. Primary Agencies	13
B. Support Agencies	13
V. DEVELOPMENT AND MAINTENANCE	14
APPENDICIES	
1. Marc Forms	16
2. Partner Agreement and Code of Ethics	18
3. Opening Checklist	20
4. Recruitment for Disaster Relief Operations	21
5. American Red Cross	23
6. MARC Layouts	26
7. Checklist/Daily Partner Meeting Staff	27
8. Registration Form	28
9. Consent to Release	30
10. Press Release	32
11. Closing Checklist	33

DRF-2

MUTLI-AGENCY RESOURCE CENTER

(MARC)

PRIMARY AGENCIES: **The American Red Cross**

SUPPORT AGENCIES: **Partnering Agencies**

I. PURPOSE

A Multi-Agency Resource Center (MARC) is a location where all disaster relief agencies (private and public) come together under one roof during the response phase to provide assistance until the transfer to the long term recovery committee to those affected by disaster. Some of the functions that the MARC will provide are:

1. To provide a framework within which agencies active in disaster relief can collaborate by making a formal and sustained commitment to work together on a common mission.
2. To provide an outline of procedures to follow when the American Red Cross partners with external organizations to operate a Multi-Agency Resource Center (MARC).
3. To delineate the roles and services provided by voluntary agencies during disaster.
4. To promote close collaboration and information sharing during disaster relief operation.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Benefits to the Individual
 - a. Provides one place to go for all disaster assistance programs. This saves time, money, and emotional duress for those affected.
 - b. Those affected can sign up on the Red Cross “Safe and Well” website to let family members know their condition and location.
 - c. Prevents confusion of available services and duplication of benefits.
 - d. Disaster clients receive help to complete the casework process and receive information that helps them understand how assistance can be obtained.
 - e. Clients are provided with referrals/directions for additional off-site services, i.e. donations warehouse, feeding site, etc.
 - f. The names and services of all organizations in the MARC with phone number and addresses are given to each person receiving service for additional service and information if needed a list of additional resources for ongoing assistance is given to each person receiving assistance for later use, i.e. Food Stamps, HUD, etc.
 - g. Serves as a meeting place for family members and friends in the community for information, debriefing, emotional and spiritual care.
 - h. If site has space to accommodate, warm meals could be provided to create a more stress free environment.

2. Benefits to the Community

- a. Emergency assistance given to clients also helps rebuild the affected community because they usually purchase locally.
- b. Because of this local community support, tax revenue in the affected community is not diminished.
- c. Families are able to quickly locate temporary housing near the affected area, keeping communities intact.
- d. Families receive health and mental health services immediately after the disaster which hastens community recovery.
- e. Agencies work together to identify and fund long-term recovery needs.
- f. The MARC assists initiation of long term recovery committee formation to address long term needs.

B. Assumptions

1. Neither voluntary agencies nor the government can help families fully recover from disasters by working alone.
2. Agencies are willing to share information, resources and responsibilities in the interest of a common goal.
3. Agencies have respect for each other's mission and diversity.
4. Agencies have commitment to community.
5. The Multi-Agency Resource Center (MARC) plays a critical role in the coordinated recovery of those affected by a disaster.
6. Appropriate chain of command is crucial to the successful operation of the MARC.
7. Advanced planning with needs assessment and data gathering must be completed before the MARC should be opened.
8. The agencies in the MARC are subject to the MARC Code of Conduct (**See Appendix 2**) and their staff and volunteers may be subject to a background screening (not including credit check).
9. A verification system is established to identify those who have been affected by the disaster.
10. The MARC is configured in such a way that clients receive assistance while maintaining confidentiality and dignity.
11. There is a chain of authority clearly established that provides for liability protection and consistent treatment of all those who come for help.
12. Plans should be made for client travel to and from MARC as needed.

III. CONCEPT OF OPERATIONS

A. General

1. The Lead Agency will call a planning meeting (which can be traditional and/or virtual) with all core participating agencies, to discuss:
 - a. The partner agencies that should be invited to participate.
 - b. The services each agency will provide.
 - c. The joint press release announcing the MARC and the agency that will release it.
 - d. The best site for the MARC – consider facility and parking (see site selection below).
 - e. The best date and time to open the MARC (to prevent premature openings).
 - f. Available resources, where to obtain them and who is responsible for each. (Make a list)

- g. The demographics of the affected population and service barriers.
 - Feeding – ethnic, medical, and religious needs
 - Language – consider interpreters and literature in various languages
2. The MARC Lead Agency will coordinate:
 - a. Gathering office supplies
 - b. Providing needed forms. (Templates should be kept on a disc or flash drive for easy updating).
 - c. Starting a point-of-contact phone list of each agency’s contact person, daytime phone number, cell phone number, and email address.
 - Create and/or update an email distribution list to communicate daily with all partners, internal and external.
 - Include at a minimum in this email distribution list: MARC Agencies, local emergency management directors, the FEMA and SEMA VAL; relevant COAD/LTRC members, Region SEMA representative, State Partnership Chair, DHSS, FSD, Mental Health, 211.
 - Update phone and email daily or as needed.
 - See Appendix B for a sample MARC Opening checklist
 3. A Partner Recruitment for Disaster Relief Operation assignment form may be filled out to assign partners to a job. This option can only be approved by The Red Cross job director. (See Appendix 4).

B. Site Selection

1. Overview of Planning and Traffic Flow
 - a. Selecting a site for the MARC may be the first major challenge. In many cases, possibilities are limited by square footage, site availability or proximity to dangerous areas. Consider the various pros and cons of different options available with the participating partners.
 - b. Assigning space to the various service areas of the MARC site will depend primarily on the selected facility and the space available.
 - c. All floor-plans must take into consideration: traffic flow, potential safety issues, ease of access, and square footage requirements of each agency.
 - d. As a general guide, most sites will require the following space:
 - Large open area (for MARC services)
 - Kitchen location including dining area
 - Worker support area (like a break room)
 - Offices and meeting rooms
 - Area for bulk supplies
 - Site for dumpsters for trash
 - Parking area for both clients, staff and volunteers.
 - Client waiting area with seating and play area for children
2. Site Selection
 - a. The site should be close to the disaster area. The driving time for those needing assistance should be as short as possible.
 - b. The MARC should be adequate sized for the number of expected clients that will be arriving.

- c. Consider the following questions:
 - What utilities are required and are they functioning?
 - Is refrigeration and freezer space available?
 - Is the plumbing system adequate for the size of the operation?
 - Is hot water available?
 - Will the sewer system handle the expected increase in use?
 - Can the facility be opened without extensive modification, such as re-stringing power lines, repairs to plumbing or sewers, or building repairs?
 - Will fork lifts and/or pallet jacks be needed?
 - Are loading docks and ramps available if trailers are being used?
 - Is there sufficient office space or other available areas for necessary administrative functions?
 - Are dumpsters available and will extra pick-ups need to be scheduled?
- d. A forklift and a pallet jack must be secured for bulk distribution.
- e. An adequately paved area that meets recommendations for heavy equipment or vehicles is preferred to a gravel or dirt lot because of working with pallet jacks and forklifts to move bulk items.
- f. The MARC site should be easily visible to the public.
- g. The selected site should have access to connections for city utilities (water, sewer, telephone, and power), and, if possible, wireless internet access.
- h. There should be sufficient space for bulk supplies. Partner agencies should be consulted for their particular needs.
- i. There should be plenty of parking.
- j. Ensure adequate security is provided to protect people, property, and equipment.
- k. Arrange for extra security of computers, phones, fax machines, etc. This is especially vital in lulls and after hours.
- l. Check for any possible scheduling conflicts with the organization that owns the facility.
- m. Complete a Facility Use Agreement (**See Appendix 5**)

3. Set-up and Preparation of the MARC

The following items and actions will be necessary, however, service delivery will vary depending on type of disaster, services needed, agencies present, and resources available.

- a. The Lead Agency will sign a Facility Use Agreement by which they take legal liability for the facility, MARC staff and volunteers. The lead agency is responsible for completing a walk-through and signing an agreement with the building owner. By doing so, the Lead Agency accepts all financial responsibilities. This written agreement outlines responsibilities which will facilitate the closing process.
- b. An area will be assigned (partitioned, if available) to each agency and to the following activities (**see MARC Layout Appendix 6**)
 - Registration – Intake and MARC Registration/Referral sheet drop-off area
 - Red Cross Interview Area- Casework (separate room preferred)
 - Waiting Area
 - Eating area for clients and staff
 - Children Play Area and Child Care services
 - Administrative offices
 - Counseling areas (separate room preferred)
 - Media room
 - Information Table

- Kitchen area if applicable
 - Phone and Computer bank for clients (when possible)
- c. Lead agency will arrange a meeting with all participating agencies to discuss ground rules and mutual expectations. Agencies will also meet every morning to discuss changes, problems, etc.
 - d. Each agency will bring everything they need to provide services: computers, cell phones, paper, pens etc... (Tables, chairs and other furniture will be arranged by the MARC)
 - e. Lead agency will coordinate the set up of the MARC. They will also be responsible for arranging for a shared fax, copier, etc. Every effort will be made to have a site with wireless access.
 - f. Appropriate signage, in a highly visible location outside building, will be maintained.
 - g. Each agency representative will sign a MARC Code of Conduct (**see Appendix 2**) this ensures that all services provided are fair and consistent and that client confidentiality will be maintained.
 - h. Some additional items necessary for MARC site operations include the following:
 - Anti-bacterial soap (for each agency)
 - Heavy garbage bags
 - Toilet paper and paper towels
 - Bleach and other cleaning supplies
 - Area street maps
 - Bus routes and schedules
 - Referral list
 - Calling cards

C. Personnel

1. MARC Staff Roster and Schedule

- a. It is vital that all partner Agencies have at least one representative in the MARC during operation hours.
- b. The MARC Site Manager will keep an agency staff roster to ensure coverage throughout duration of operation.
- c. Occasionally, an agency may not be able to have full coverage due to an operation. Each agency will have a backup plan for this contingency. If an agency representative will not be present for a certain time, decides to leave the MARC, is unable to attend morning meeting, etc. they should notify the MARC Manager.
- d. If an Agency decides to leave the MARC they may leave their information on the information table.
- e. When working with other agencies in the MARC, it is important to remember that we are partners.
- f. Partners will use their logo and have their own reporting structure.
- g. All partner agencies and their staff must respect the rules and guidelines agreed upon.
- h. Ask permission before doing something that hasn't been discussed and agreed upon.

D. Supervisory Personnel

The following section discusses supervisory personnel at a MARC site. A brief description of each position and its responsibilities is listed below.

1. MARC Site Manager

- a. The Site Manager is the general manager of the site, and has overall responsibility for its effective operation.
- b. Site Manager works in direct collaboration with the agencies present at the MARC.
- c. Coordination, placement, and arrangement of the MARC facility including interview area, waiting area, admin offices, parking, etc. should be performed as a collaborative effort with all agencies on site with manager as final decision maker.
- d. The Site Manager may also designate an Assistant Site Manager. The Assistant Site Manager will report directly to Site Manager.
- e. Suggested/typical duties for the MARC Site Manager
 - Maintain communications with the relief operation headquarters, site supervisory personnel, partner staff, and others, as needed.
 - Mediate disputes between partner agencies when facilitation is needed and/or requested.
 - Hold daily meetings with supervisors and with the partner staff.
 - Meet with supervisory staff and review their duties.
 - Follow up on all requests forwarded from relief operation headquarters and EOC.
 - Provide discussion and solutions to operational challenges.
 - Determine levels of personnel and materials needed to maintain the site operation.

2. MARC Assistant Manager

- a. Under the guidance of the MARC Manager, the assistant manager will help supervise daily operations of the MARC.
- b. Assist in all of the duties listed above.
- c. If for some reason the MARC Manager is unavailable the Assistant is the next senior official in line.

3. Casework Manager

- a. Oversees all client casework which includes the supervisors assigned to the job.
- b. Provide daily reports to the MARC Manager for planning purposes.

4. Casework Supervisor

- a. Assists the caseworkers with any guidance they may need.
- b. Ready to serve in the caseworker role as needed.
- c. Report directly to the casework manager.

5. Caseworker

- a. Provides services directly or indirectly to disaster clients by providing emergency assistance at the MARC, through home visits, or through outreach.
- b. Responsible for identifying those who will potentially need follow-up with additional assistance casework.
- c. Complete initial interview: verify identity, ownership, and insurance.
- d. Use appropriate resources and referrals to all other agencies within the MARC and outside agencies, such as a donations warehouse, etc.

- e. Maintain effective working relationships with other caseworkers as well as partner staff.
 - f. Operate within appropriate, established fiscal controls, consulting with a supervisor when appropriate.
 - g. Use the appropriate forms and reports for the MARC.
6. Intake registrar
- a. The Registrar is responsible for ensuring that all clients entering or leaving the MARC go through the registration process.
 - b. Responsible for:
 - Creating and maintaining a registration area, allowing enough space for a waiting area.
 - Tracking and ensuring that all clients are serviced in a timely manner.
 - Use proper forms to record information about clients entering the MARC, including noting the damage from the Damage Assessment book on the registration form.
 - Maintain log for those clients entering and leaving the MARC.
 - Recruiting volunteers to assist with registration if needed.
 - Interacting with clients to determine needs and refer appropriately.
 - Seeking guidance from supervisor as necessary and appropriate.
 - Maintaining a professional appearance and attitude.
 - Following and implementing requests and direction received from supervisor.
 - Striving to encourage an environment that minimizes the stress level as much as possible under the disaster conditions.
7. Public Information Officer (Identified by Lead Agency)
- a. Is the official point of contact for all media inquiries at MARC.
 - b. Develops and implements a communications plan to increase visibility and awareness of the MARC and its services.
 - c. Responsible for:
 - Developing and maintaining relationships with various media sources throughout the MARC Service Delivery area.
 - Preparing Multi-Agency press releases that have appropriate approval.
 - Placing public service announcements.
 - Arranging suitable spokespersons for interviews.
 - Arranging for a suitable replacement when absent.
8. Other Groups within the MARC
- a. Several other groups may have a role in the successful operation of a MARC site. These will include Red Cross Material Support, Communication and Staff Services groups.
 - b. These groups are key members in the functionality of the MARC site, and it is essential that constant collaboration and communication are maintained for success.

E. Daily Operations

1. Goals and Objectives

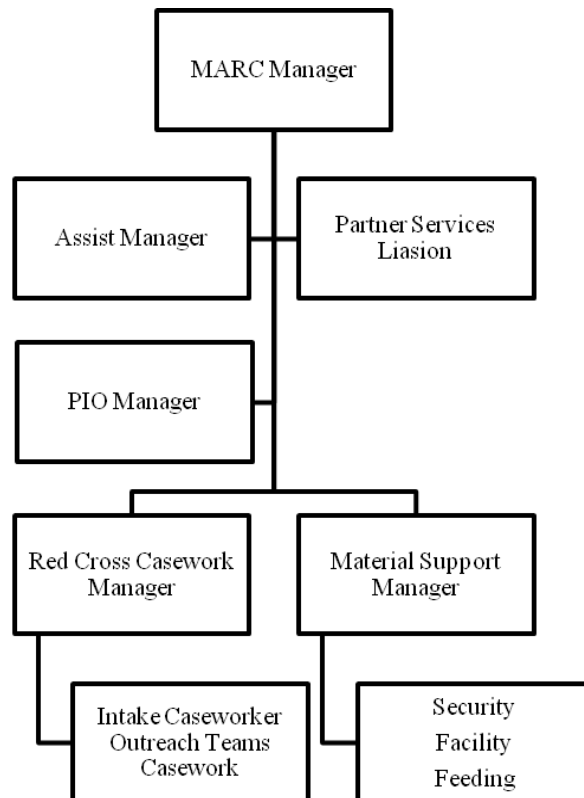
- a. The goal is to provide fast and efficient service to those affected by disaster.
- b. The objective of the MARC is to provide the information and assistance to the client's in one visit.
- c. Discuss the flow of the MARC frequently with the agencies.
- d. Daily Meetings will be held. A sample daily meeting checklist is in Appendix 7.

2. Daily Operations Issues

- a. All problems or issues that arise should be reported to the MARC site manager.
- b. As needed, these will be discussed each day in the morning meeting.
- c. Agency partners should be ready to discuss client, facility and operational issues at daily meeting(s).
- d. Communications should flow continually so immediate needs can be addressed before they become critical.

3. Chain of Command

- a. Chain of Command is vital and key for rumor control.
- b. Rumors can be detrimental to an operation.
- c. Communications to all agencies and media should be coordinated through the Chain of Command. A sample structure is demonstrated below:



F. Logistics and Resources

1. Registration/Intake (see also Personnel – Intake Registrar)
 - a. Verify damage with Red Cross
 - If damage assessment cannot be verified – Red Cross damage assessment teams will be dispatched as soon as possible to verify the damage.
 - Client can wait or come back later for services.
 - b. Client ID verified by assigned intake personnel.
 - c. Check for duplication of MARC agency assistance will be completed.
 - d. MARC Registration Form (**See Appendix 8**) will indicate if Service Only (SO box checked).
 - e. Damage will be noted toward the bottom of the registration sheet.
 - f. Client will take registration sheet to each partner agency. Each Agency will sign the sheet and indicate services provided. The completed sheet will be collected as clients leave, so they can be entered into Clients Assistance System (CAS) / Client Assistance Network (CAN).
 - g. The registration sheet will be kept in alpha order at the intake desk
 - h. A second sheet with Agencies and their contact information, services, locations, and hours of operation, will be provided to each client as they leave.
 - i. RETURNING CLIENTS must also go to the intake desk for active file to be pulled.
 - j. Caseworkers must emphasize that completed registration sheets be turned in as the client leaves the MARC.
2. Red Cross Casework Services - Red Cross Interview Area
 - a. Two areas for casework –
 - One for major and destroyed
 - One for minor and affected – these will be Service Only “SO” (referral) cases.
 - b. Release of Confidentiality signed – CAN Release (**see Appendix 9**).
 - c. The registration sheet will be used as a referral sheet for agencies within the MARC. Additional referrals will be issued for off-site services such as a Donations Warehouse.
 - d. Red Cross opens case (even if SO) and provides client with the following as indicated:
 - Financial assistance, where warranted
 - Referrals, may be a SO case
 - Recovery Information
 - e. Additional literature available at information table
3. Partner Agency Visits – May be visited in any order
 - a. Drop off completed Registration Sheet at the Intake Desk
4. Feeding Options for the MARC
 - a. Considerations:
 - The MARC may require feeding for clients, staff and volunteers.
 - When possible, provisions will be made to feed, first responders, repairmen, chain saw crews and others at the MARC.
 - It is important to get special needs menus and numbers of people to be fed to the Red Cross or State EOC Mass Care lead as quickly as you can.

- b. Types of feeding options:
 - Meals to the MARC may be provided by one of these existing kitchens. All kitchens are subject to the approval from the Springfield Greene County Health Department.
 - Red Cross Operated Kitchen
 - It may be necessary to lease or utilize the existing kitchen in the MARC and staff it with Red Cross personnel.
 - All kitchens are subject to approval from the local health department.
 - Red Cross or Partner Agency Mobile Feeding
 - This option means there will be no kitchen at the MARC.
 - Meals will be brought in on a daily basis.
 - Southern Baptist Convention (SBC) Kitchen
 - Common feeding option on larger operations.
 - The MARC could be supported by one of these.
 - Kitchen from another Agency
 - There are several agencies that provide feeding services, including the Associated Churches of Christ, 7th Day Adventists, and Salvation Army.
 - These agencies are often already responding to the disaster.

5. Signage

- a. Whenever partner agencies work together, proper acknowledgement of the combined effort must occur.
- b. There are signs in the Red Cross Disaster Relief ID Kits (ARC4213 and ARC 4213S) for this purpose.
- c. Every agency will get proper recognition for MARC participation and should be prepared to supply their own signage for their area in the MARC.
- d. Every effort will be made to have a MARC sign with logos from all participating agencies.
- e. A data file with logos will be maintained by the lead agency, but it is the responsibility of the participating agency to supply a logo if one is not presently in the database.

6. Children's Play Area with child care services

- a. A children's play area serves two purposes. First it is a safe area where a parent and/or guardian can take their children to play. It also serves as an area where parents, while receiving services in the MARC, can safely leave their children with credentialed providers.
- b. It should be noted children may NEVER be left at the MARC without their parent and/or guardian present in the building.
- c. When leaving children in the child care area parents/guardians and child will be co-identified with bracelets.
- d. Each MARC will identify space and a credentialed agency or group to provide child care. Some suggestions for this would be:
 - Local Day Care Centers
 - Churches
 - Businesses
 - Volunteers with experience in Day Care
- e. The agency identified to run the child care area will need to have the proper credentials for that state.
- f. The child care agency should provide the MARC Manager with staffing availability.

- g. Play items should be coordinated by the Lead Agency and keep in mind that there are organizations that will provide these items. The area should be equipped with:
 - Books, crayons and coloring books,
 - Children's DVDs and a television,
 - Small tables, chairs, games, etc
 - Group activities may be planned
- h. Often people and/or groups will drop off children's play items. These items must be approved by the agency providing child care to be used in the play area.

7. Media

- a. It is important to the disaster operation to maintain positive media relations.
- b. The media is an important partner in providing information to the public and requesting needed resources (human and material) for MARC partners.
- c. The Public Information Officer/ Manager will emphasize that as providers of services during disasters, the MARC agencies, must balance our responsibility to our client's confidentiality and the media's need to inform the public news.
- d. Procedures:
 - Media should publicize the opening of the MARC at least 24 hours in advance. The same is true for closing. Sample press releases (**see APPENDIX 10**).
 - MARC flyers should be available for distribution to the affected area. Some avenues of distribution are:
 - Those doing health and wellness checks
 - Outreach Teams
 - DA teams
 - Mobile Feeding crews
- e. The media is allowed to enter the MARC within guidelines.
- f. Media may request interviews or photographs. They must receive permission from both the Public Information Officer/ Manager who will arrange for media to be accompanied in the MARC and from individual clients. The Public Information Officer/ Manager will approach clients to request interviews as indicated.
- g. Media coverage is vital for fundraising efforts and for strengthening partnerships within the community.
- h. The Public Information Officer/ Manager, appointed by the MARC Manager, is assigned to handle all media requests.
- i. Until a Public Information Officer/ Manager is assigned all media questions and requests should be directed to the MARC Manager.
- j. The Public Information Officer/ Manager will work with all agencies to ensure coordinated and accurate reporting.
- k. Client confidentiality will be maintained at all times.
- l. It often helps to have two members of the MARC handle both the media and the clients.
 - One member can meet and greet the media representatives and be the MARC spokesperson. Additionally, this individual should request that the media do no zoom shots while in the MARC.
 - The other member can be the liaison to all clients in the MARC and let them know the media will cover the MARC.
- m. Additionally, it should be made clear that if anyone in the MARC does not want to be on camera, **THEY WILL NOT BE ON CAMERA**. The media will be made aware of those individuals.
- n. MARC clients should be asked if they might be willing to do an interview. An Information Release form will be signed prior to all interviews. (**see Appendix 9**).

7. Safety and Security

- a. The Lead agency will ensure that there is a safe and secure operating environment for everyone in the MARC. This includes overseeing crowd control and traffic flow. The MARC Manager will assign a Safety and Security Manager to oversee the safety and security of the building. Costs for safety and security are assumed by the lead agency.
- b. The Safety and Security Managers function is to recommend measures for assuring personnel safety, and to assess and/or anticipate hazardous and unsafe situations. Additional duties include:
 - Participate in MARC meetings.
 - Identify hazardous situations associated within the MARC Facility and report to Lead Agency
 - Exercise emergency authority to stop and prevent unsafe acts and inform MARC Manager of accidents that have occurred at the MARC.
 - Requests assistants as needed.
- c. Ensure for the safety and security of workers, clients and visitors in the MARC Identify any security issues that may arise:
 - Property theft
 - Disgruntled clients
 - Long lines
 - Parking
 - General unrest
- d. Ensure physical security for the MARC facility and equipment, some options to consider:
 - Contract security
 - Local police or security companies (whichever is available and/or cost efficient).
 - Work with the MARC Manager to ensure a proper plan is in place for an emergency evacuation of the MARC
- e. Provide safety and awareness information to all of those that are part of the MARC.
 - Unsafe areas
 - Weather alerts
 - Closed roads

IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. Primary Agency

The American Red Cross

Within the MARC, The Red Cross will provide leadership and guidance to support agencies that participate in the recovery efforts with the clients affected by the incident.

B. Support Agencies

Partner Agency is one that provides relief or services to those affected by disaster.

1. Partner Agency Criteria

- a. Partnership criteria are based on the standing and reputation of an organization within the community, as well as its capacity to assist shared constituents, and its willingness to serve in a MARC.
- b. Partner Agency must be established in the community and agree to abide by the MARC Code of Conduct.
- c. Partner Agencies may be governmental or non-governmental.

- d. Partner Agencies in the MARC may not charge for services.
- e. No advertising for for-profit agencies will be permitted in the MARC.
- f. Community partners will adhere to the agreement on code of conduct and ethical considerations (**see Appendix 2**).
- g. The basic principles that are at the foundation of partner relationships include the following:
 - Provide disaster relief regardless of the race, creed or nationality of the recipients and without adverse distinction of any kind.
 - Prioritize relief on the basis of need alone.
 - Relief will not be used to further a particular political or religious standpoint.
 - Respect the culture and customs of the persons receiving relief.
 - Include partner agencies in the management of relief activities.
 - Strive to provide relief that meets basic needs and reduces future vulnerabilities to disasters.
 - Hold ourselves accountable both to those being assisted and to those from whom resources are received.
 - Respect the dignity and humanity of all of those affected by disaster in all of our activities, including information, publicity and advertising activities.
- h. Partner Agencies should be an organization that recognizes that together we can achieve better disaster response results by sharing and/or complimenting each other's strengths by:
 - Developing or strengthening service delivery capacity or capability.
 - Contributing personnel or expertise.
 - Jointly promoting fundraising or other efforts.
 - Contributing to information exchange, planning and/or research.

V. DEVELOPMENT AND MAINTENANCE

It is the responsibility of The American Red Cross and the Office of Emergency Management to support the maintenance of this plan and will be done on an annual basis.

MARC

APPENDICIES

<u>CONTENTS</u>	<u>PAGE</u>
APPENDIX 1: Marc Forms	16
APPENDIX 2: Partner Agreement and Code of Ethics	18
APPENDIX 3: Opening Checklist	20
APPENDIX 4: Recruitment for Disaster Relief Operations	21
APPENDIX 5: American Red Cross	23
APPENDIX 6: MARC Layouts	26
APPENDIX 7: Checklist/Daily Partner Meeting Staff	27
APPENDIX 8: Registration Form	28
APPENDIX 9: Consent to Release	30
APPENDIX 10: Press Release	32
APPENDIX 11: Closing Checklist	33

Appendix 1

MARC FORMS

A. Daily Reports

1. All reports should be faxed or emailed to appropriate parties before the established deadline.
2. A hard copy of all reports must to be saved.
3. Reporting is an essential measure of service delivery and whether or not we are meeting our commitment to our clients.
4. Necessary reports include:
 - Daily reports of total clients receiving financial assistance.
 - Feeding numbers at MARC
 - Daily rosters of personnel
 - Daily reports of Service Only clients
 - Potential donation information for In-Kind Donations
 - Make copies of all internal communications in the MARC, such as: memo's from the MARC manager.

B. MARC Site Forms

Many forms have been developed for use as tools at a MARC. The following are some of the most common forms:

- **Agency Contact List** – contact names and numbers, at least two deep.
- **Registration Form** – In-Take tool for the MARC – Appendix G
- **MARC Agencies schedule**
- **MARC Code of Conduct** – Appendix A
- **MARC communication Form**

C. MARC Site Close Down

1. It is very important to make a daily evaluation of the number of clients coming in to be able to predict future needs.
2. At some point, service delivery will diminish and it is no longer practical to continue the MARC operation.
3. Before closing, 72 hours advance notice should be given to all parties, including lead agency, clients, partners and media.
4. In some disasters, the need will disappear so quickly that a 24 or 48 hour notice is sufficient.
5. With the approval of the MARC Site Manager, when this decision is made, the steps below should be taken: (A sample closing checklist is provided in Appendix J.)
 - Advise all parties involved of the projected date of MARC shut down.
 - Coordinate the inventory of all unused supplies and arrange for their return to whichever partner provided them.
 - All unused food/supplies should be palletized and shrink-wrapped for shipment.
 - Coordinate the tear down of all tables, chairs etc...
 - Clean and sanitize bathrooms, common areas etc...
 - Coordinate the inventory, packing and loading of any equipment (Cambros, ice chest, etc.).
 - Clean the site and return it to its original condition utilizing all personnel and on-site staff.
 - Schedule all communication equipment, fax machine, telephone systems etc...be returned
 - Release all staff when the site is closed.
 - Report the site "ready for release" to Lead Agency for final walk through and facility release back to its owner.
 - Complete all final reports.

D. After MARC is closed

1. Scaling Down Plan

- Just as with opening a MARC site, all agencies should be consulted before its close.
- In the discussion with the agencies, create a scaling down plan for any clients that may still need services.
- An example would include but not be limited to handing over casework to a Long Term Recovery committee or a COAD.

2. Chronology

A chronology of the MARC may also be a helpful tool. It is a brief description of events listed by the date and time they occurred. Descriptions should be very short, not more than one line. See the following example:

Date:

_____ Planning meeting held at _____. Attended by.....

_____ Press Release issued regarding MARC (see job Book)

_____ MARC Opened with _____ Agencies present.

_____ Note important happenings – example: MARC visited by Governor....

_____ Notice of MARC closing released

_____ MARC closed.

3. Summary - Provide a summary of the MARC and schedule a debriefing for all agencies.

APPENDIX 2

MARC PARTNER AGREEMENT AND CODE OF ETHICS AND CONDUCT

All agencies are required to sign the Code of Ethics and Conduct form certifying that, in delivering services, they shall meet the following standards of conduct.

I AGREE to adhere to the highest ethical performance standards stated below:

1. Give assistance without discrimination and ensure respect for the individual.
2. Provide assistance impartially:
 - a. No discrimination as to nationality, race, religious beliefs, class or political opinions.
 - b. Provide assistance based on need.
3. Maintain neutrality:
 - a. I will not engage in conversations of a political, racial, religious or ideological nature.
 - b. I will not attempt to convert, proselytize, or in any other way influence another's religious, political, or ideological beliefs (or lack of belief).
4. I understand all agencies have equal status in the MARC and must all 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.
5. Compliance Requirements. All employees and volunteers will comply with applicable federal, state and local laws and regulations.
6. Drugs and Alcohol: No person shall work while under the influence of illegal drugs and/or alcohol. (If I observe someone who appears to be under the influence, I understand I have an obligation to report it to the MARC Manager.)
7. Personal or family relationships: If any member of my immediate family or anyone else with whom I have a close relationship applies for assistance, I will recuse myself and assign them to another caseworker.
8. I will not supervise or be in a position to influence the work assignments or assessment of someone in my family or with whom I have a close personal relationship.
9. I will not engage in the following actions:
 - a. **Personal Use.** Authorize the use of or use for the benefit or advantage of any person or organization, the name, emblem, endorsement, services or property of the MARC.
 - b. **Financial Advantage.** Accept or seek on behalf of any other person, any financial advantage or gain as a result of affiliation with the MARC.
 - c. **Affiliation.** Publicly use any MARC affiliation in connection with the promotion of partisan politics, religious matters or positions on any issue.
 - d. **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.
 - e. **Retaliation.** Retaliate against any member who seeks advice from, raises a concern with or makes a complaint to a Manager or other member of the MARC, or any whistleblower program, about fraud, waste, abuse, policy violations, discrimination, illegal conduct, unethical conduct, unsafe conduct or any other misconduct.
 - f. **Operate or act in any manner that is contrary to the best interest of the MARC partner agencies or those seeking assistance.**

**CERTIFICATION OF COMMITMENT TO THE
CODE OF ETHICS AND CONDUCT**

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 and 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 MARC, 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 Manager; and (2) abide by the decision of the Marc Manager regarding continued participation in the MARC.

AFTER READING THESE POLICIES, PLEASE COMPLETE THE INFORMATION BELOW, SIGN AND RETURN THIS FORM TO THE MARC MANAGER.

ORGANIZATION: _____

PHONE: _____

CONTACT PERSON: _____

PHONE: _____ CELL: _____

ADDRESS: _____

EMAIL ADDRESS: _____

SIGNATURE: _____ DATE: _____

PRINT NAME: _____

APPENDIX 3

MARC OPENING CHECKLIST

Things to do:

- Arrange for the walkthrough and agreement to be signed
- Obtain ID materials for the site, blue painter's tape, masking tape, magic markers
- Get maps of the area of jurisdiction
- Arrange for delivery of supplies
- Arrange for communications equipment (cell phones, land lines, pagers, etc...)
- Arrange for set up of MARC
- Arrange for computer equipment
- Arrange for availability of badges and vests for proper attire at the site
- Arrange for meeting with all those participating in MARC
- Arrange for Security
- Ensure food will be served for all involved (clients and staff)

Info to gather:

- Impact of Disaster
 - Disaster Assessment, including degree of damage and demographics of those we are serving
 - Anticipated caseload and the Disaster Relief Operation's and who is providing what services.
- Overview of the Overall Response to Date from all Agencies
 - Procedures for coordinating with Red Cross, Media, Agencies involved, EOC(s)
 - Local Resource List (names and numbers)
 - The boundaries of the jurisdictions involved
 - Communication channels and logistics

APPENDIX 4

Partner Recruitment for Disaster Relief Operation Assignments

This information is to be completed by the Red Cross partner contact and submitted to the Staff Deployment Center/ONCOV in the event of assigning groups of non-DSHR members to **all** disaster relief operations. For the purposes of this information, partners include the following examples (**note this list is illustrative and not all inclusive**):

- Partner non-DSHR members from another agency or organization,
- Vendor/company/donor employees where an ARC unit has an established relationship and agreement to support sending their employees to a disaster relief operation assignment,
- Volunteers and employees from an organization / agency with which ARC has an Memorandum of Understanding, Statement of Understanding, or letter of intent which includes sending their members on disaster relief operation assignments when members are not DSHR members,
- Groups of employees with special skills needed to support non-affected chapter operations or disaster relief operations during a national disaster event,

This information does NOT pertain to contractors, as the actual contract should address travel arrangements and travel responsibilities, which must be followed.

The Staff Deployment Center/ONCOV must receive the following information for each individual member of the group being assigned in the above categories before traveling: *DRO Member Assignment Form*, *Red Cross Code of Conduct*, the *Confidential Information and Intellectual Property Agreement*, and the *DRO Member Pre-Assignment Health Questionnaire*. All are found on CrossNet. Additionally, if a partner's background check criteria does not meet or exceed Red Cross background check requirements, each individual member of the group must successfully complete a Red Cross web-based background check. All six areas on the *Partner Information for Disaster Relief Operations Assignment* must be checked and examined every seven years.

Partners should also be provided the *Expectations for Disaster Relief Operation Members Assigned to Red Cross Disaster Relief Operations* so they can provide the information to the members being assigned.

The *Partner Information Form* must be completed and submitted to the Red Cross contact for the Partner with the individual members' required information. The Red Cross contact must then ensure the Staff Deployment Center/ONCOV receives all information, and that all individuals have successfully completed the Red Cross background check, if required, at least 48 hours prior to travel to the DRO.

Red Cross Contact for Partner: _____

ARC Dept/Chapter: _____

Work Phone: _____

Work Email: _____

Relationship with Partner: _____

Purpose of Partner's assignment: _____

Due to additional Red Cross commitments, partners must be deployed. Fit Partner participation in with disaster relief operation open staff requests. Partner has been provided the following:

- ☐ DRO Member Assignment Form
- ☐ *Red Cross Code of Conduct* DRO Member Expectations
- ☐ DRO Member Pre-Assignment Health Questionnaire
- ☐ Partner/Agency/Company/Organization/DRO Member Team Guidance for Red Cross background check
- ☐ Confidential Information and Intellectual Property Agreement

Red Cross Partner contact has received the following forms for all individual group members being assigned:

- ☐ DRO Member Assignment
- ☐ Red Cross Code of Conduct
- ☐ DRO Member Pre-Assignment Health Questionnaire
- ☐ DRO Member Expectations
- ☐ Confidential Information and Intellectual Property Agreement
- ☐ Group contact has confirmed that all individual group members have successfully completed a Red Cross background check, if required. If not, describe arrangements to receive information. Individual group member information provided to:
☐ Staff Deployment Center or ☐ OCNCOV: Date: _____

Staff Deployment Center/ONCOV Use Only:

Date individual member information received: _____

Date Group Information Received: _____

Approval to process: _____

Date: _____ Entered DROMIS _____

Partner Recruitment for DRO Assignments (Rev. 06/07)

APPENDIX 5

American Red Cross

DR #: _____ Facility Name: _____

Parties and Premises

Owner:

Legal name: _____

24-Hour Point of Contact:

Name and title: _____

Work phone: _____ Cell phone/pager: _____

Address for Legal Notices:

Red Cross:

Legal name: **The American National Red Cross**, a corporation under the laws of the United States

24-Hour Point of Contact:

Name and title: _____

Work phone: _____ Cell phone/pager: _____

Address for Legal Notices:

with copies to:

The American National Red Cross, Office of the General Counsel,
2025 E Street, NW, Washington DC 20006

and

The American National Red Cross, Disaster Operations,
2025 E Street NW, Washington, DC 20006.

Building Address:

Description of Premises:

Terms and Conditions

1. Use of Premises. Owner agrees to allow the Red Cross 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. The Premises may be used for any of the following purposes (both parties must initial all that apply):

	Owner initials	Red Cross initials
Operations center	_____	_____
Client service center	_____	_____
Volunteer intake center	_____	_____
Storage of supplies	_____	_____
Parking of vehicles	_____	_____

No sheltering or lodging of clients or disaster victims is permitted, except as the parties may agree in a separate written agreement.

2. 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.

3. Fee. Both parties must initial the applicable statement below:

- a. Owner agrees not to charge any fee in recognition of the services provided by the Red Cross to the community. Owner initials: _____ Red Cross initials: _____
- b. Red Cross agrees to pay \$_____ per day/week/month (circle one) for the right to use and occupy the Premises. Owner initials: _____ Red Cross initials: _____

4. Conduct of the Red Cross. Red Cross agrees to keep the Premises in good condition and promptly repair all damage to the Premises or the Building resulting from the operations of the Red Cross or reimburse Owner for the costs of repairing such damage in accordance with paragraph 6 below. The Red Cross agrees not to disrupt, adversely affect or interfere with other occupants of the Building.

5. Condition of Premises and Building. Owner makes no warranty or representation about the Premises or the Building. The Red Cross accepts the same "AS IS." Owner is under no obligation to prepare or repair the Premises or the Building for the Red Cross. The parties will jointly conduct a pre-occupancy survey of the Premises before it is turned over to the Red Cross. They will use the *Facility/Shelter Opening/Closing Form*, to record any existing damage or conditions. The Red Cross will exercise reasonable care while using the Premises and will make no modifications to the Premises without the Owner's express written approval.

6. Reimbursement: The Red Cross will reimburse the Owner for the following:

- a. *Damage to the Premises or other property of Owner*, reasonable wear and tear excepted, resulting from the operations of the Red Cross. Reimbursement for damage will be based on replacement at actual cash value. The Red Cross will select from among bids from at least three reputable contractors. The Red Cross is not responsible for storm damage or other damage caused by the disaster.
- b. *Reasonable, actual, out-of-pocket operational costs*, including the costs of the utilities indicated below, to the extent that such costs would not have been incurred but for the Red Cross's use of the Premises (both parties must initial all utilities to be reimbursed by the Red Cross):

	Owner initials	Red Cross initials
Water	_____	_____
Gas	_____	_____
Electricity	_____	_____
Waste Disposal	_____	_____

The Owner will submit any request for reimbursement to the Red Cross within 60 days after the occupancy of the Red Cross ends. Any request for reimbursement must be accompanied by supporting invoices.

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

8. Indemnification. Red Cross 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 Red Cross during the use of the Premises.

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

10. Casualty or Condemnation Affecting 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 Red Cross shall have no right to restoration of the Premises or to receive any compensation whatsoever.

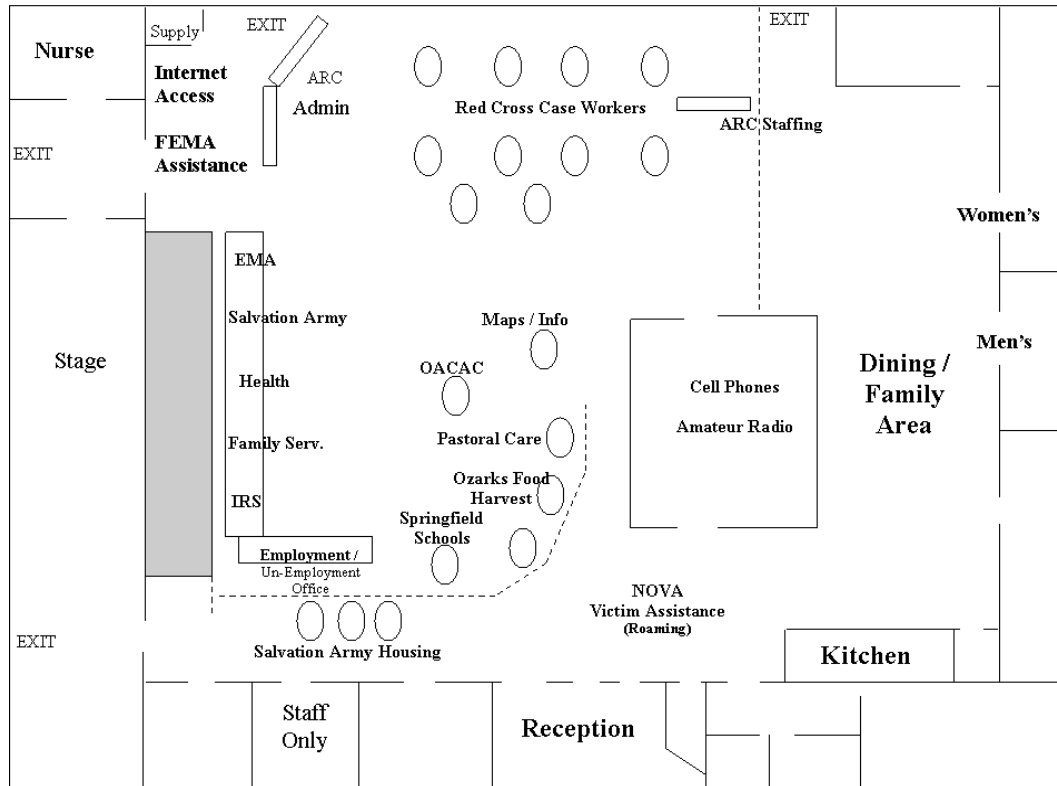
11. Legal Notice. Notice shall be deemed to have been duly given three (3) business days after having been mailed by certified or registered mail, return receipt requested, to the party's address for Legal Notice set forth at the beginning of the Agreement, or upon receipt if delivered by hand or recognized 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.

12. 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.

_____	THE AMERICAN NATIONAL RED CROSS
Owner (legal name)	(legal name)
_____	_____
By (signature)	By (signature)
_____	_____
Name (printed)	Name (printed)
_____	_____
Title	Title
_____	_____
Date	Date

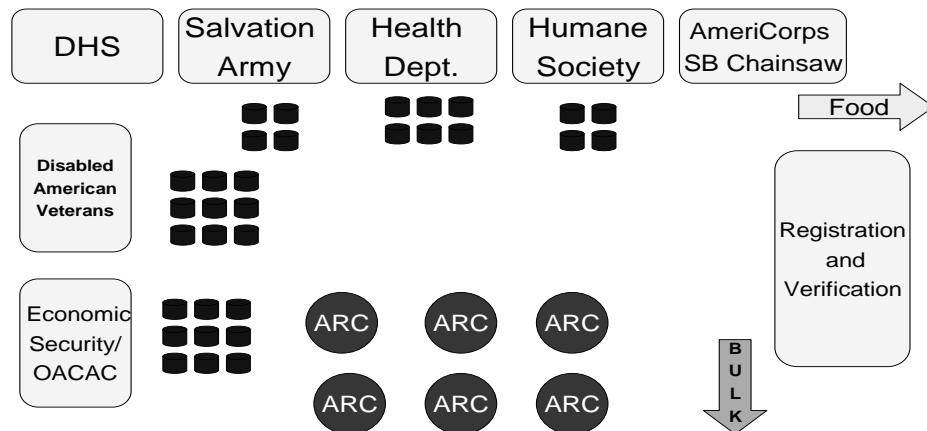
APPENDIX 6

Sample MARC Layouts



M.A.R.C.

Multi-Agency Resource Center



APPENDIX 7

CHECKLIST FOR THE DAILY PARTNERS MEETING STAFF

- Inform them of daily meeting
- Update of current disaster
- Obtain a schedule and contact list from all parties
- Authorities and Responsibilities
- Overview of MARC operations (interviewing, feeding etc...)
- Ensure all agencies are represented
 - Who is giving out what?
 - Reporting channels for the site manager and all staff
 - Reporting requirements and expectations
 - Methods of reporting
 - Health and mental health services available
 - Welfare information strategies being utilized (Safe and Well)
 - Availability of computers and computer support
 - Record keeping if needed
 - Safety and security
 - Contact information for the site owner, if already selected
- Service Delivery Plan for the operation

APPENDIX 8

Multi-Agency Resource Center (MARC) Registration Form

Please return to the Registration Desk when leaving

Today's Date: _____
SO: ☐

CAN release signed: ☐

[illegible]

Nationality of Head of Household: ☐ African American; ☐ Caucasian; ☐ Hispanic;
☐ Native American; ☐ Pacific Islander/Asian; ☐ Other

Pre-Disaster Address:

House #	Street:	Apt / Lot #
Phone #	City: , MO	ZIP Code:
County:		

Post-Disaster Information:

<input type="checkbox"/> Best Phone:	
<input type="checkbox"/> Alternate Phone #	Alternate Contact Name:
Address (if known)	

Identity/Address Verified By:

<input type="checkbox"/> MO DL or MO ID	<input type="checkbox"/> Utility Bill	<input type="checkbox"/> US Mail	<input type="checkbox"/> Rent Receipt/Lease	<input type="checkbox"/> Other
Last 4 digits of license/ID & expiration date (MO only)	Last 4 digits of account # and vendor's name	<input type="checkbox"/> Car Registration	Name of Landlord	Explanation:

Type of Dwelling (check only one):

☐ Single Family Dwelling; ☐ Mobile Home; ☐ Apartment / Multi-Family Unit

Damage Classification (check only one):

☐ Destroyed; ☐ Major; ☐ Minor; ☐ Affected; ☐ Inaccessible; ☐ No Visible Damage

Home Owner's/Renter's Insurance (check as many as apply):

☐ Content Coverage; ☐ Structure Coverage;
☐ Additional Living Clause; ☐ Cash Advance

Insurance Co: _____ Agent: _____

Phone # _____ Status of Claim: _____

Agency Sign-up on Reverse

Case Name – Head of Household: _____

Multi-Agency Resource Center (MARC) Registration Form Page 2

Participating Organizations and Agencies:

INI	Name:	Services:	Services Provided:
	American Red Cross	Verification/Casework	
	AmeriCorps*	Debris Removal	
	Southern Baptist Disaster Relief	Debris Removal	
	Mennonite Disaster Services	Debris Removal/Fencing	
	Community Action Partnership	Housing/Traditional Services	
	Disabled American Veterans	Financial Assistance to Veterans	
	Family Support Division	Food Stamps/Medicaid	
	Federal Emergency Management Agency (FEMA)	Disaster Relief	
	Health Department	Tetanus Shots/Well Testing Kits	
	Mental Health	Counseling	
	NOVA	Emotional/Spiritual Care Comfort and Support	
	Salvation Army	Gas/Food Vouchers	
	Tzuchi Foundation	Financial Assistance	
	Victim Relief	Pastoral/Spiritual Care	
	Ozarks Food Harvest	Commodities	
	Lions Club	Glasses	
	Catholic Charities	Financial Assistance	

Appendix 9



CONSENT TO THE RELEASE OF CONFIDENTIAL INFORMATION

NAME OF ORGANIZATION COLLECTING INFORMATION INSTRUCTIONS

Signing and returning this form authorizes _____ to
Name of Organization collecting Information
share certain personal information collected about you or your family with other disaster relief and voluntary
organizations participating in the Coordinated Assistance Network. _____

_____ Name of Organization collecting Information
needs to share this information in order to coordinate available disaster relief services and assistance, and to
reduce the paperwork and applications necessary in order for you or your family to receive disaster relief
assistance and services from multiple relief organizations. All disaster relief organizations participating in the
Coordinated Assistance Network are committed to respecting your privacy and using the information solely for
the purpose of coordinating and providing disaster relief assistance.

With the exception of certain limited circumstances, it is the policy of _____,
Name of Organization collecting Information
not to release information about individual or family disaster relief assistance, or other personal information
obtained through the provision of disaster relief services, without the written consent of the individual or family.
Therefore, we need your written consent to share this information to and assist you or your family with obtaining
the disaster relief services in the most expeditious and least cumbersome manner.

CONSENT AND RELEASE

I, _____, hereby authorize the _____
Client name Name of Organization collecting Information
to share any of my information in its possession, including _____, such as but not limited to my name, address, other
personal information and the type of assistance I am receiving as a result of the following disaster:

_____, with other disaster relief and voluntary organizations participating
Disaster Relief Operation Name
in the Coordinated Assistance Network in order to coordinate available disaster relief services and assistance.

If you wish to limit this release to specific information, please specify the information that may be released.

I understand that I may revoke this consent at anytime by contacting _____ except
Organization Contact
when action has already been taken to obtain and/or release such information to organizations participating in
the Coordinated Assistance Network

My signature on this release indicates that I have read the above, or had it read to me, and that I understand the
terms and conditions. I have also had the opportunity to ask any questions. I am also signing this release on
behalf of my children that are under the age of eighteen (18).

Signature Head of Household

Signature Spouse

Identification

Date

Identification

Date



APPENDIX 10

PRESS RELEASE!!!! (for immediate delivery)

MM/DD/YYYY

Since the disastrous type of disaster struck this area on date, the primary focus has been in providing emergency sheltering, feeding, and first aid to disaster victims. Agencies are now providing assistance to individuals and families with disaster-caused needs to enable them to resume normal family living patterns.

A Multi - Agency Resource Center will open at Name of Facility,

City, MO –The Multi - Agency Resource Center will be open Dates and Times They will be **closed** on **Sunday**, but will **resume** their operation on **Monday** morning at **time**. The following is the location for the MARC:

**Facility Name
Street Address
City, State ZIP**

At the MARC, each individual or family will have an opportunity to meet one-on-one with a trained interviewer to help determine needs and will be provided urgently needed assistance. Assistance may include providing the means to pay for what is needed most -- groceries, new clothing, rent, emergency home repairs, transportation, household items, medicines, and tools. Workers can also provide counseling and may make referrals to other resources that can help in recovery.

There will also be agencies that can help those who need long-term recovery assistance. If your family is not eligible for government assistance or if that assistance is inadequate to meet your needs, we may be able to provide further assistance or referrals to other agencies that can assist with your needs.

Individuals or families who apply for this assistance must bring with them some form of identification showing their address, as proof that they lived in the area affected by the disaster.

There is absolutely no charge for any disaster assistance. All disaster assistance is free -- a gift from the American people. No repayment is required or expected.

PRESS RELEASE!!!!
(for immediate delivery)

MM/DD/YYYY

Since the disastrous **Type of Disaster** struck this area on **Date**, Several Agencies have provided assistance to individuals and families with disaster-caused needs to enable them to resume normal family living patterns. To date there have been a total of # families receive assistance at the Multi-Agency Resource Center. At this time the families coming to the MARC have dropped significantly.

**The Multi Agency Resource Center will close at Name of Facility,
City, MO – Date and Time.**

**Name of Facility
Street Address
City, State ZIP**

Individuals and families who were unable to apply at the MARC or who need further assistance should go to the local Red Cross chapter **Name And Address** between the hours of **Hours and Days of Week**, or call **Chapter Phone #**. A Red Cross worker will meet with you to discuss your needs and determine how Red Cross and other agencies can assist you.

Remember - there is absolutely no charge for any disaster assistance. All disaster assistance is free -- a gift from the American people. No repayment is required

APPENDIX 11

MARC CLOSING CHECKLIST

- **Step 1: Developing a Plan for Closing the Facility**
 - Inform all parties involved of the closing date.
 - Determine and communicate internal target dates for shutdown.
 - What date will emergency assistance be completed?
 - When will all records be read and closed?
 - When will supplies be returned?
 - If consolidation is planned, coordinate planning with other MARC Site under the guidance of MARC Manager.
- **Step 2: Giving Notification of Closing or Consolidation**
 - Confirm who will be providing casework follow-up and guidance.
 - Notify clients. (48 hours)
 - Post notice in the center.
 - Tell clients on home visits.
 - Arrange media notification.
 - Notify all other agencies.
 - Notify local government agencies.
 - Notify local voluntary agencies.
 - Notify media representatives.
- **Step 3: Handling Expendable Supplies and Equipment**
 - Determine and follow any procedures established by headquarters.
 - Direct staff to begin to consolidate supplies in one place, where appropriate.
 - Determine which supplies will be returned and to whom
 - Verify your authority to dispose of expendable supplies.
 - Dispose of or return supplies according to plan.
 - Obtain final invoices for any purchased supplies.
 - Obtain names for recognition or thank you notes for donated supplies.
- **Step 4: Handling 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 any found.
 - If possible, consolidate return to each supplier; obtain a receipt showing return of equipment.
 - Obtain final invoices for all rented or purchased equipment.
 - Pack equipment to be returned (if applicable). Arrange for pick-up of large items.
 - Verify names for recognition or thank you notes for donated equipment.
- **Step 5: Returning the Facility to the Owner**
 - Inspect the facility to determine damage or abuse.
 - Compare the final inspection with the opening inspection information and document problems.
 - Discuss building and/or equipment repairs.
 - Replace any supplies used from the facility.
 - Arrange for cleaning of the facility and removal of trash and trash pickup, if necessary.
 - Conduct a joint inspection with the owner; resolve any problems and document unresolved issues.
 - Arrange for final billing for utilities and disconnection, if required.
 - Obtain any final rental or utility invoices.
 - Remove identification materials from building and any directional signs from the community.
 - Post final notice telling clients where further assistance is available.
 - Arrange with the owner or local chapter to remove the final notice.
 - Return the key to the owner.
 - Arrange for recognition, if facility was donated.

- **Step 6: Transferring Records**
 - Identify where all casework records will go.
 - Identify Long Term recovery Committee to take over.
 - Determine the exact persons to whom the records will be sent.
 - Pack records securely and label clearly with the person's name and location.
 - Ensure delivery of records to appropriate office or individual.