

**Crisis Counseling Assistance and Training Program
Regular Services Program Application
Supplemental Instructions**

**CCP Application Toolkit, Version 3.4
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FEMA



U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES
Substance Abuse and Mental Health Services Administration
Center for Mental Health Services
www.samhsa.gov

Supplemental Instructions for the Crisis Counseling Assistance and Training Program Regular Services Program Application

These supplemental instructions describe the purpose of each section of the Crisis Counseling Assistance and Training Program (CCP) Regular Services Program (RSP) application, and explain how to complete the required forms and questions. These instructions are most useful when reviewed simultaneously with the RSP application and *Crisis Counseling Assistance and Training Program Guidance*. Text in shaded boxes signifies content taken directly from the RSP application.

Please note that throughout the RSP Supplemental Instructions, the terms “State” and “State Mental Health Authority (SMHA)” are intended to include all qualified applicants (i.e., States, U.S. Territories, and federally recognized Tribes).

The RSP application consists of the following:

Application Signature Sheet: May be used in place of a transmittal letter from the Governor’s Authorized Representative (GAR) to the Federal Emergency Management Agency (FEMA) Disaster Recovery Manager.

Public Health Service (PHS) Form 5161: Note that the PHS Form 5161 contains the Standard Form 424 Request for Federal Assistance (SF–424) and Standard Form 424a Budget Information: Non-Construction Programs (SF–424a).

Contact Information: Preparer information, point of contact information, and alternate point of contact information.

Executive Summary: Describes the overall proposal and provides key information for quick review. This should be no longer than one page.

Part I. Disaster Description: Includes information about the scope and overall impact of the disaster and the characteristics of the affected communities.

Part II. Geographic Areas and Needs Assessment: Includes an estimate of the number of disaster survivors who would benefit from crisis counseling services and an estimate of the number of individuals who will be targeted for primary services (e.g., individual and group crisis counseling) and secondary services (e.g., public service announcements and media materials). It also includes an explanation of special circumstances that are related to the disaster and that may increase the need for crisis counseling services.

Part III. Response Activities from Date of Incident: Describes State and local crisis counseling response activities from date of disaster incident to date of application submission. This section also contains a presentation of data and information related to the services provided under the Immediate Services Program (ISP) grant. If the State received an ISP grant, completion of this section meets the requirement for an ISP midprogram report.

Part IV. State and Local Resources and Capabilities: Describes the State and local mental health systems pre- and post-disaster, and explains why these resources cannot meet the estimated disaster crisis counseling needs.

Part V. Plan of Services: Includes a list of active service providers and a plan of services to meet the identified needs, including plans for staffing, service provision, training, and program management.

Part VI. Budget: Includes a required format for submitting State and individual provider budgets and for line-item budget narratives.

Note: Content from the actual RSP application is in shaded boxes.

Application Signature

The first box is for the director of the SMHA. The second box is for the GAR to certify that the crisis counseling needs exceed the capacity of available State and local resources. The GAR is the only State official authorized to represent the Governor in applying for RSP funding. The RSP application will not be accepted by FEMA without the GAR's signature. The director of the SMHA does not have authority to apply for RSP funds without the GAR's signature. This signature sheet may be used in place of a transmittal letter. Please refer to page 3 of the RSP Application.

PHS Form 5161

PHS Form 5161 is a federal form that is required by the Office of Management and Budget (OMB) for all RSP grant applications. It includes official assurances, certifications, and key application information. PHS Form 5161 is available online at <http://www.samhsa.gov/dtac/>.

Contact Information

Complete the information for the application preparer, the person in the SMHA who will be the point of contact for FEMA and the Center for Mental Health Services (CMHS) regarding the CCP (if different from the preparer), and an alternate point of contact for the CCP. Please refer to page 4 of the RSP Application.

Executive Summary

Include an executive summary below that provides key information on the scope and magnitude of the disaster, how the State responded initially, how the State and community service providers propose to provide services during the RSP, and the nature and location of the services. It is recommended that this section be completed last, after all other key information has been determined. The executive summary should not exceed one page in length.

The executive summary should also include the date of the Presidential declaration and the requested amount of RSP funding.

Part I. Disaster Description

A. Narrative Description

Please answer the following questions that describe the disaster and its impact on survivors and communities.

What was the timeframe during which the disaster occurred?

Include the date(s) the disaster occurred.

What was the date of the Presidential disaster declaration?

Include the date of the Presidential declaration.

Was the disaster the result of natural causes (e.g., hurricane, tornado, earthquake, wildfire, flood), the result of an accident (e.g., accidental fire), or a deliberate criminal act (e.g., bombing)?

Specify what type of disaster occurred, and whether it was natural or human caused. If human caused, was it deliberate or accidental?

How much warning did disaster victims or survivors have?

Indicate if there was a warning period, and if so, describe the warning period (even if very brief) prior to the impact of the disaster.

How long did the actual disaster last?

Indicate how long the disaster lasted (i.e., the amount of time people were at significant risk of physical harm).

Was disaster damage concentrated in small areas or widely dispersed?

Identify the locations of significant disaster damage, and indicate whether they were clustered together or widely dispersed. Refer to the map included in the application.

Provide examples of major damage caused by the disaster and the overall impact on survivors.

Provide examples of major damage caused and the effect on survivors. The State should use this section to provide a contextual background to the disaster event, rather than attempt to provide a comprehensive list of disaster damage.

Describe the social, economic, and demographic characteristics of the affected communities and whether the communities are primarily rural, suburban, or urban.

Briefly describe the above domains (social, economic, demographic, and rural/suburban/urban) for each of the areas designated in the disaster declaration.

Did disaster response organizations encounter any particular challenges in reaching specific communities?

This question refers to mainstream disaster response organizations such as FEMA, State emergency management, first responders, and voluntary organizations active in disaster. The State will have the opportunity to discuss the crisis counseling response later in the application. Describe whether mainstream disaster responders had difficulty bringing rescue and relief services to specific communities.

Note: Content from the actual RSP application is in shaded boxes.

Additional comments, if any:

B. Map of the Disaster Area

Include or attach a map of the State, highlighting the counties or service areas included in the Presidential disaster declaration.

A map highlighting the designated areas in the Presidential disaster declaration meets this requirement. States may choose to include additional information or maps highlighting specific disaster damage or community demographics.

Part II. Geographic Areas and Needs Assessment

Use the Needs Assessment Guidance on page 6 of the RSP Application to develop an estimate of the number of people who would benefit from services and the estimated number of people to be served through primary and secondary services. These guidelines provide information on the use of Preliminary Damage Assessment data, the circumstances under which Individual Assistance numbers can be used, and the percent multipliers for primary and secondary services. It is important to consult with your FEMA Program Specialist and SAMHSA CMHS Project Officer prior to completing the Needs Assessment Formula Table and the Table of Estimated Number of People to be Served.

The needs assessment provides the foundation for all grant program activities conducted under the RSP. Because all services and staff proposed in the RSP must relate directly to the needs assessment, it is very important that the State carefully complete this section. A CMHS Needs Assessment Formula sheet must be completed for each area designated in the Presidential declaration of disaster. CCP services are limited to the areas designated in the Presidential declaration.

If the State had an ISP grant, a similar initial needs assessment was conducted. However, with the RSP application, it is expected that the State has had time to conduct a more comprehensive needs assessment to update the data gathered in the ISP phase.

✂✂START: COPY AND PASTE SECTION FOR EACH DESIGNATED SERVICE AREA✂✂

A. CMHS Needs Assessment Formula—Estimated Crisis Counseling Needs

A CMHS Needs Assessment Formula sheet and the associated questions found on pages 6-7 of the RSP Application must be copied, pasted, and completed for each designated area. The most reliable data on disaster damage generally will come from the FEMA damage assessment, which can be provided by the FEMA regional office responsible for the disaster response.

Other important sources of information on crisis counseling needs may include the State Emergency Management Agency; voluntary agencies, such as the American Red Cross; and media sources. In addition, service data from the ISP (if any) and other human service workers deployed by the SMHA or other public agencies in the aftermath of a disaster will provide useful information on crisis counseling needs.

Identify the sources of data for the number of people identified in each loss category. If FEMA damage assessment data have not been collected for this disaster, or were not used in specifying the number of people for each category, please clearly identify the alternate sources of data used (e.g., American Red Cross, State Emergency Management Agency, media reports).

The data source for each loss category in the CMHS Needs Assessment Formula Table must be identified. FEMA data, if available, are considered the most reliable source. Data sources for other categories added should be discussed.

Describe any special circumstances not captured in the CMHS Needs Assessment Formula that will affect the need for crisis counseling services.

Special circumstances might include the type of disaster, a rapid onset of disaster with little warning, a recent history of disaster in the designated regions, or a human-caused disaster.

Specify any high-risk groups or populations of special concern identified through State's needs assessment process (e.g., children, adolescents, older adults, ethnic and cultural groups, lower income populations).

Note: Content from the actual RSP application is in shaded boxes.

To complete an RSP application, States are required to conduct a comprehensive assessment of need, including a detailed assessment of the needs of at-risk populations who may be especially vulnerable to disaster effects or who may have unique needs. Children, adolescents, and older adults may be affected most by disasters, but the State should identify what other at-risk groups are affected by this specific disaster. Provide a brief rationale for including these additional at-risk groups.

If “other” categories were added to the CMHS Needs Assessment Formula table, please state a rationale for including these loss categories, and describe how the traumatic impact risk ratios were determined.

The State may include other loss categories not listed in the CMHS Needs Assessment Formula. For each other category listed, the State must provide a traumatic impact risk ratio and the rationale for how the ratio was determined. The Traumatic Impact Risk Ratio assesses the likelihood of individual and community adverse reactions to this disaster. If FEMA IA numbers are used, the Traumatic Impact risk ratio should be 100%.

Note that “other” categories are not multiplied by household size multiplier, as the State is expected to have reliable estimates of people in any “other” category they seek to add.

Additional comments, if any:

B. Estimated Number of People to Be Served Through Primary and Secondary Services

The State is asked to develop appropriate and reasonable targets for providing primary and secondary services to individuals affected by the disaster. Note that individuals may be targeted to receive both primary and secondary services, so the sum of primary and secondary services does not need to equal the total number of people who can benefit from crisis counseling services. However, individually, neither primary nor secondary services should exceed the number of people identified as in need of crisis counseling services. Please refer to page 8 of the RSP Application.

Instructions for Estimating Primary and Secondary Services

Primary Services: Individual crisis counseling; group crisis counseling; assessment, referral, and resource linkage; community networking; basic supportive/educational contacts; and public education presentation/groups.

Primary services are typically of a higher intensity but lower volume. When determining the primary service targets, the State should keep in mind the following factors: type and scope of disaster, existing services available, geography, population, and operational realities such as the capacity to hire, train, and manage high-quality crisis counseling staff.

Experience with past CCPs, consultation with the National Center for Posttraumatic Stress Disorder (NCPTSD), and data from the Retrospective 5-year Evaluation of the Crisis Counseling Program indicate that typical programs (of 2,500 survivors to be served) **see between 60 and 80 percent** of the individuals identified through the CMHS Needs Assessment Formula process.

Note that these figures are general guidelines only. The State is strongly advised to consult with its FEMA and CMHS project officers to identify a primary percent multiplier based on the size and scope of the disaster, the types of needs caused by the disaster, the at-risk groups affected, and the geographic and demographic regions to be served. For example, with smaller disasters in which the survivors are known and more readily accessible, one may expect to see more than 80 percent of people who could benefit from services. With larger disasters, or disasters in which the survivors are dispersed or difficult to reach, one may see fewer than 60 percent of people who could benefit from services. The State is responsible for presenting a rationale for its calculations.

Note: Content from the actual RSP application is in shaded boxes.

Secondary Services: Media/public service announcements and distribution of educational materials (including e-mail and Web sites).

Secondary services are typically of a lower intensity but higher volume. The State must also estimate the number of individuals who may be served through high-volume secondary services, such as media/public service announcements and distribution of educational materials. It is understood and appropriate that a certain number of individuals not deemed directly affected may be exposed to distributed educational materials or media messaging. However, as the RSP is intended for disaster survivors and at-risk populations, these individuals would not be included in estimated service targets. Therefore, the number of people to be served through secondary services could reach the total number of people who would benefit from services, but should not exceed 100%.

Provide a rationale for estimating the total number of people to be served through primary and secondary services.

✂✂END: COPY AND PASTE SECTION FOR EACH DESIGNATED SERVICE AREA✂✂

While the total number of people who would benefit from crisis counseling services is determined by simple calculation, the estimated number of people to be served must be identified by the State. Even the most effective program is unlikely to serve every single person identified as potentially benefiting from services. Therefore, the State must present a rationale for estimating the number of people the RSP will serve. The State is encouraged to confer with its FEMA or CMHS project officer for assistance in determining this estimation.

C. Summary of Geographic Areas and Needs Assessment

Please refer to page 9 of the RSP Application to summarize the geographic areas and needs assessment.

Additional comments, if any:

Part III. Response Activities from Date of Incident

A. Description of Response Activities

Describe State and local crisis counseling and disaster mental health response activities from date of incident to date of application. Enter "none" if no activities have been conducted to date.

Describe the types of crisis counseling services provided; specify who provided the services, where the services were provided, and the number of recipients. Displaying this information in a table may be helpful.

States that received an ISP grant will be providing a detailed account of ISP services in Part III.B. ISP Activities. States that did not receive an ISP grant should prepare a comprehensive response to this question to demonstrate that disaster needs were significant enough to warrant a disaster mental health or crisis counseling response.

B. Immediate Services Program Activities

This section should be completed only if the State received an Immediate Services Program (ISP) grant for the disaster. Skip this section if the State did not receive an ISP grant.

This section fulfills the requirement for an ISP midprogram report. ISP grants must provide a midprogram report when an RSP grant application is being prepared and submitted.

1. Summary of ISP Activities

Please answer the following questions to summarize ISP activities for the program as a whole.

Describe the primary emphasis of outreach and services during the immediate services phase (e.g., individual or high-intensity services to survivors and the most heavily impacted communities or at-risk populations).

Most ISPs provide the full range of crisis counseling services, but typically focus on high-intensity, low-volume individual services to directly affected survivors and significantly at-risk populations. In the RSP phase, it is typical to experience a gradual shift in service delivery, with a focus on low-intensity, high-volume services such as group crisis counseling and public education. Describe the outreach emphasis in the ISP and the rationale for this emphasis.

Describe the services provided during the ISP, including a discussion of any trends or key issues based on analysis of the ISP data.

Comprehensive ISP program data are included in the next section. Refer to this data, and provide an analysis of trends in the data. Address each crisis counseling service type offered during the ISP.

Highlight any prevalent or key issues or disaster reactions encountered during the first 2 months of services.

Prevalent disaster reactions should be indicated in the data. Refer to the data when addressing disaster reactions. This section also allows the State to identify any overall individual or community issues encountered during the first 2 months of services.

Describe any issues or disaster reactions unique to specific communities or at-risk populations.

Note: Content from the actual RSP application is in shaded boxes.

At-risk populations were identified in the ISP initial needs assessment. The groups targeted for services in the ISP application should be discussed here. It is common for additional at-risk populations, not identified in the original ISP application, to be encountered after outreach begins. These groups or communities should be referenced here. Note that new at-risk populations should be included in the RSP needs assessment to continue to target them for services in the program going forward.

Describe any issues or disaster reactions related to the type of disaster that occurred.

Different types of disasters can raise different types of issues and reactions. Reactions will vary depending on whether the disaster was natural or human caused; the extent of the damage, death, or injury; the nature of the evacuation process; and whether or not there was warning. Discuss the issues and reactions encountered in the context of the type of disaster that occurred.

Highlight any public education, media messaging, or educational materials distribution.

While ISPs typically focus on high-intensity, low-volume individual services to directly affected survivors and significantly at-risk populations, some public education, media messaging, and educational materials distribution is likely to have occurred. It is expected that these types of activities will increase in the long-term RSP.

Additional comments, if any:

2. ISP Data Tables

The information in the data tables corresponds to the indicators on the CCP data collection forms. Appropriate pertinent database reports may be inserted or attached in lieu of filling out the following tables. Note that the minimum requirements are total ISP data for each of the indicators below, and a table that lists the overall individual provider totals by primary and secondary services. States often opt to include additional data reports. It also is not uncommon for FEMA or CMHS project officers to request additional data, such as detailed provider data, in order to allow them to review the need for continued services in the RSP phase.

Data Collection Totals: Please complete the data tables on pages 10-13 of the RSP Application, including total numbers for the entire ISP to date. The State may replace these tables by inserting or attaching database reports from the CCP Online Data Collection and Evaluation System, as long as all required indicators are included.

3. ISP Service Providers

List the service provider agencies that participated in the ISP. Include the estimated number of people to be served through Primary Services, identified in the ISP application, for each service provider. Then, include the total actually served to date in the ISP for each provider. List actual full-time equivalent (FTE) staff for each provider and the designated service areas served by each provider. If the State provided direct crisis counseling services, complete the State line of the table.

The estimated number of people to be served through Primary Services should be taken from the original ISP application. The total number of people served to date in each category is calculated by running the data reports for each service provider. It is understood that some duplication in the count may occur given the structure of the data collection forms and indicators. As stated below, the full-time equivalent (FTE) staff should be the actual amount of staff hired and used in-kind by the provider. Please refer to page 14 of the RSP Application.

Note: Content from the actual RSP application is in shaded boxes.

Explain why any service providers not included in the ISP application were added. Explain why any service providers included in the ISP application were deleted or discontinued.

In some cases, the State may have sought approval from its FEMA and CMHS project officers to discontinue service providers included in the ISP application or to add service providers not included in the original application.

Explain the reasons for variations in rates of service delivery (i.e., why providers are significantly above or below estimated service targets or why there is significant variation in service delivery rates among service providers of similar size).

As the ISP initial needs assessment must be completed quickly, there may be variations between service targets and actual people served. The State must carefully explain why each significant variation occurred. For example, there may have been more or fewer people in need in a given region than initially projected. Some service providers may have carried out more high-intensity, low-volume services (such as individual crisis counseling), while others conducted more high-volume services (such as public education presentations to large audiences). Operational realities, such as the ability to hire staff in a timely manner, also may play a role in variation.

The State should also comment here on the period for which services were provided and data collected. The ISP application service targets assume a 60-day program, but the RSP application is due on day 60, requiring data to be collected several days prior to this. Therefore, the totals served to date may need to be compared to prorated estimated service targets. If this is the case, the percentage of the prorating to be applied should be discussed in the response (with the total number of people who would benefit from services, as listed in the table, still reflecting the non-prorated amounts from the ISP application).

Additional comments, if any:

4. ISP Training Provided

In the table provided on page 14 of the RSP Application, include all trainings proposed in the ISP application. Indicate whether the trainings were provided, the type of training, dates, trainers, and locations. List any additional trainings that were provided but not included in the ISP application. If applicable, briefly explain why any training proposed in the ISP application was not provided.

Note: Content from the actual RSP application is in shaded boxes.

Part IV. State and Local Resources and Capabilities

Describe State and local mental health systems, and the clients they serve. Explain why these resources cannot meet the disaster-related mental health needs.

As State and local mental health systems differ, please explain clearly how the SMHA is structured within the State system, as well as the types of clients served, eligibility requirements for clients, and usual capacity to provide services (e.g., number of clients in the system). The RSP is a supplemental grant, so a clear description of why these resources cannot meet the disaster-related mental health needs is essential.

Does the SMHA set aside funds for disaster programs? If so, how are these funds used?

Self-explanatory.

Are crisis counseling services beyond the SMHA's and local providers' scope and capacity of services?

Self-explanatory.

If the State has existing resources that can be used for disaster mental health services, describe these resources. These resources should be outlined as in-kind contributions in the program plan.

Even if States do not have funding set aside for disaster services or crisis counseling, they may have other resources that contribute in an in-kind capacity to the program. While there are no specific matching requirements in the RSP, States are expected to offer in-kind resources in support of the program. These resources should be summarized or identified here, as well as in appropriate sections of the plan of services and budget.

Additional comments, if any:

Note: Content from the actual RSP application is in shaded boxes.

Part V. Plan of Services

Complete the following Staffing Summary Table by entering information from the State and Provider Staffing Tables

Complete the Staffing Summary Table on pages 15-16 of the RSP Application by taking information from the State and Provider Staffing Tables (located in Part V.B.1. and Part V.C.2.). The State will need to complete separate sheets for the State and for each proposed service provider.

A. Staffing Summary Table

The State must attach a comprehensive organizational chart that indicates the location of the SMHA in the overall State system and breaks out the SMHA RSP staff, as well as each individual provider. Clear lines of reporting from the provider to the State RSP leadership level should be included. RSP positions listed must be consistent with those proposed in the staffing and plan of services and those included in the budget.

Describe the rationale for determining the number of FTEs for the program based on the total estimated number of people to be served through primary services.

In order to identify the number of staff needed for the program, the State must determine the subset of individuals that crisis counselors are expected to reach. The total estimated number of people to be served through primary services is determined in the Summary of Geographic and Initial Needs Assessment Table (See Part I.C.). However, additional information on staffing levels is available in Part V.B.1. State Staffing and Part V.C.2. Provider Staffing.

Provide a brief description of the organizational and supervisory plan for the program.

Describe how the organizational structure of the ISP will promote effective State oversight and support clear communication and staff supervision at both the State and individual provider levels.

Additional comments, if any:

B. State Staffing Plan

Please provide information on the State staffing plan. Include State leadership positions and include State service staff if the State is directly providing primary services.

The State staffing plan typically consists of State leadership positions such as the State CCP Program Manager or Director, Fiscal Administrator, Administrative Assistant/Data Entry Clerk, and Evaluation Coordinator. Large programs may have additional staff positions based on the needs of the program. In some cases, the State may also choose to directly provide primary services. In this case the State staffing plan would also include direct service staff such as crisis counselors and team leaders. Please see the state staffing table on page 16 of the RSP Application.

1. State Staffing Table

Provide a brief job description (one paragraph) for each staff position included in the program. Sample job descriptions for typical are available in the ISP Supplemental Instructions and may be modified and inserted here.

Please see sample job descriptions on pages 16 and 17 of the RSP Supplemental Instructions.

Note: Content from the actual RSP application is in shaded boxes.

2. Services and Strategies

If the State is directly providing primary services, please answer the following service strategy questions using the instructions on page 17 of the RSP Supplemental Instructions. Please indicate if the State is not directly providing primary services. Please refer to pages 16–17 of the RSP Application.

Additional comments, if any:

✂✂Start: COPY AND PASTE SECTION FOR EACH SERVICE PROVIDER✂✂

C. Provider Staffing Plan

Selection of Service Providers

CCP service providers most often are community mental health agencies with a pre-existing organizational relationship with the SMHA. However, because fiscal and administrative procedures and service delivery in the CCP are substantially different from those in other State mental health programs, specialized training and planning is crucial to ensure an effective ISP response. If service providers have not been selected and trained prior to a disaster, the State will have to work closely with service providers to familiarize them with the procedures and requirements of the program.

1. Contact Information

Please refer to page 17 of the RSP Application.

2. Provider Staffing Table

Completing the Staffing Plan

The staffing plan must be based on the estimated provider service targets. In other words, the number of staff that each provider hires is based on the number of people to be served.

Step 1: The State must determine the percentage of total people who would benefit from services and whom it expects to reach with primary CCP services. The State must then develop a ratio of direct-service staff to number of people targeted for primary services. Direct-service staff are defined as crisis counselors, team leaders, community liaisons, and resource linkage coordinators.

These calculations may vary by region, with justification. Experience with past CCPs, consultation with the National Center for Posttraumatic Stress Disorder, and data from the Retrospective 5-Year Evaluation of the Crisis Counseling Program indicate that typical programs (of 2,500 survivors to be served) **see between 60 and 80 percent** of the individuals identified through the CMHS Needs Assessment Formula process. Furthermore, typical programs have had approximately **one direct-service staff person to every 300 individuals served with primary services**.

Using the above figures as a guideline, if 3,000 individuals were identified as benefiting from services and the State expects to see 70 percent of those identified, then 2,100 people would be targeted for services. The number of people targeted for services (2,100) divided by 300 equals 7 direct service staff for the RSP (i.e., $[3,000 \times .70]/300=7$).

Note that these figures are general guidelines only. The State is strongly advised to consult with its FEMA and CMHS project officers to identify an appropriate ratio, or ratios, based on the size and scope of the disaster, the types of needs caused by the disaster, the at-risk groups affected, and the geographic and demographic regions to be served. For example, with smaller disasters in which the survivors are known and more readily accessible, one may expect to see more than 80 percent of people who could benefit from services. With larger disasters, or disasters in which the

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survivors are dispersed or difficult to reach, one may see fewer than 60 percent of people who could benefit from services. The State is responsible for presenting a rationale for its calculations.

Step 2: The second step in the process is to determine the ratio of team leaders to crisis counselors. Team leaders typically supervise between four and eight crisis counselors. Team leaders are **within** the total FTE available for direct service staff. For example, if 7 FTE of direct service staff are identified for the CCP, then the applicant might choose to have 1 FTE team leader supervise the remaining 6 FTE crisis counselors (for a ratio of 1 team leader to 6 crisis counselors).

Step 3: The third step is to determine the FTE amount of nondirect-service staff (e.g., managerial, administrative, evaluation, and fiscal staff) appropriate for the provider. The CCP is a basic supportive program that emphasizes face-to-face contact with survivors and at-risk individuals. Therefore, CCP grant funded nondirect-service staff should not exceed 15 to 20 percent of the total grant-funded FTE workforce. Some applicants may opt to allocate in-kind personnel resources to support nondirect-service functions. Larger providers may have a need for a provider project manager, fiscal coordinator, or administrative assistants; however, smaller providers may not have a need for these roles, as team leaders can devote part of their time to performing these functions. The role of State CCP program manager/director and evaluation coordinator is reserved for the SMHA level. Nondirect-service staff are calculated **in addition** to the direct service FTE.

For example, an applicant proposes to hire 7 direct-service FTE and 1.5 nondirect-service FTE. The total grant-funded workforce is 8.5 FTE ($7+1.5=8.5$). The nondirect-service FTE comprise 17.6 percent of the total workforce (1.5 is 17.6 percent of 8.5). As the nondirect-service FTE is under the 20 percent limit, it could be approved if the applicant includes appropriate written justification.

The Provider Staffing Table on page 18 of the RSP Application must be copied, pasted, and completed for each service provider.

Provide a brief job description (one paragraph) for each staff position included in the program. Sample job descriptions for typical positions are available in the RSP Supplemental Instructions and may be modified and inserted here.

Sample job descriptions are provided on the following page. The State may modify these, as needed. CCPs typically use a mix of mental health professionals (often in team leader roles) and trained paraprofessional staff (often in crisis counselor roles). If professional staff are used as crisis counselors, they should be paid at the State's customary rates for a similar paraprofessional position. Paraprofessional staff with experience in disaster mental health or crisis counseling may also serve as team leaders.

TYPICAL CCP POSITIONS AND JOB DESCRIPTIONS

State CCP Program Manager/Director

- Acts as lead coordinator for State crisis counseling response and is main point of contact for FEMA.
- Oversees staffing, training, reporting, and fiscal monitoring.
- Works with other disaster service agencies to ensure nonduplication of services.
- Conducts regular site visits to providers and accompanies crisis counselors as an observer to ensure appropriate services are delivered.
- In some cases, often with smaller CCPs, may be the State Disaster Mental Health Coordinator, i.e., the individual identified by the SMHA as responsible for State disaster mental health preparedness and response.

Team Leader

- Leads a team of crisis counselors in the field.
- Is usually an experienced disaster mental health worker or mental health professional who supervises paraprofessional or less experienced crisis counselors.
- May help to assess people who require traditional mental health or substance abuse treatment.
- Depending on the size and scope of the disaster, providers may have more than one leader on staff.

Crisis Counselor

- Works with individuals, families, and groups to provide outreach, basic support, individual and group crisis counseling, public education and referral.
- Is synonymous with term "outreach worker."

Administrative Assistance/Data Entry Clerk

- Provides a full range of administrative support to the CCP and enters evaluation data.

Consultant/Trainer

- Hired by the CCP to train program staff or provide consultation to program leadership.
- Should be experienced in the CCP model.
- Must be approved by FEMA and CMHS to conduct the trainings specified by the State.

Evaluation Coordinator

- Implements and oversees the CCP evaluation plan.
- Collects and analyzes data, collects provider and participant surveys, supervises data entry clerks, reports data to FEMA and CMHS, and provides data analysis and feedback to State and provider leadership staff to improve program services.

Fiscal Coordinator

- Tracks and monitors funds, reviews and submits requests for program budget modifications to FEMA and CMHS, and prepares fiscal reports.
- Works closely with CCP leadership staff to ensure that funds are accessible to providers and are being appropriately used for crisis counseling services.

ADDITIONAL POSITIONS ENCOUNTERED IN THE CCP

Provider Project Manager

- Often found in larger provider components.
- Acts as lead coordinator for the crisis counseling response at the provider agency and is main point of contact for the State CCP program manager/director.
- Oversees staffing, training, reporting, and fiscal monitoring for the provider.
- Sometimes serves as a team leader.

Community Liaison

- Facilitates entry on behalf of CCP into local communities and works with community organizations.
- May serve as a cultural broker and as liaison between the CCP and a cultural group.

Media Liaison

- Develops public information press releases.
- Coordinates media events.
- Develops informational and educational literature consistent with CCP programming and services.

ADDITIONAL POSITIONS ENCOUNTERED IN THE CCP

Resource Linkage Coordinator

- Provides intensive resource linkage for survivors struggling to access disaster relief assistance.
- Networks with community resources to identify referral mechanisms.
- Provides training to crisis counselors and other service providers regarding referral resources and mechanisms.

3. Services and Strategies

The CCP funds services listed in page 18 of the RSP Application. A description of the services is included on page 18. Note that individuals may be targeted to receive both primary and secondary services.

Providers should check the services they intend to provide during the RSP. It is common for providers to check all primary services listed. The State is encouraged to tailor these services to meet special needs of survivors and at-risk populations, but they must stay within the outlined parameters. Note that the CCP does not support critical incident stress debriefing or management, traditional mental health or substance abuse treatment, medications, and hospitalization.

How will you organize and deploy crisis counseling teams?

CCP staff are typically deployed in teams, with a team leader available to coordinate deployment and provide guidance if severe reactions are encountered. The CCP is an outreach-oriented program. Most services should take place in the community rather than in the provider's office.

Describe your plan to reach those identified as in need of services. Include any special population groups that are identified in the needs assessment.

Describe the staff support mechanisms that will be available.

By its very nature, crisis counseling entails stress risks to staff. Providers should demonstrate how they will support their staff (e.g., careful supervision, reasonable workload, and opportunities for stress management activities).

Community stakeholders often include community mental health and substance abuse centers, schools, faith-based organizations, first responders, law enforcement, community-based cultural organizations, and local elected officials. With what organizations and community stakeholders will you network?

The State is encouraged to select providers indigenous to the communities they will serve. Providers should describe how they will target both directly affected survivors and members of special (at-risk) populations in their community. The State should ensure that any targeted at-risk populations are also identified in the needs assessment section.

Additional comments, if any:

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Note: Content from the actual RSP application is in shaded boxes.

PRIMARY CCP SERVICES

Brief Educational or Supportive Contact

- Is less than 15 minutes in duration.
- Provides basic educational or emotional support to individuals or groups.

Individual Crisis Counseling

- Is greater than 15 minutes in duration.
- Helps disaster survivors understand their situation and reactions, review their options, and connect with other individuals and agencies that may assist them.
- Includes working with the family as a unit.
- Staff are active listeners who provide emotional support.

Group Crisis Counseling

- Provides group members with emotional support and helps them to understand their situation and reactions and to review their options.
- Assists group members with referral to other services and provides them with skills to cope with their situation and reactions.
- Group members do most of the talking.

Public Education

- Provides general educational information to survivors on disaster services available and key concepts of disaster mental health.
- Common activities include public speaking at community forums, in-service group meetings, and local government meetings.
- Crisis counselor does most of the talking.

Assessment, Referral, and Resource Linkage

- Assessment determines the need for referral to additional services, such as disaster relief or traditional mental health or substance abuse treatment.
- Referral directs survivors to formal mental health or substance abuse treatment if they are experiencing severe reactions.
- Referral may also direct survivors to other disaster relief resources that meet a wide range of physical, structural, or economic needs.
- Resource linkage connects disaster survivors with health and behavioral health services, disaster recovery resources, and tangible goods.

Community Networking and Support

- Networking allows for stronger community coalitions to promote recovery and access to services.
- Crisis counselors may be available at community events to provide a compassionate presence and crisis counseling services.

SECONDARY CCP SERVICES

Distribution of Educational Materials

- Typically includes flyers, brochures, tip sheets, guidance documents, or Web site content.
- Includes topics such as basic disaster information, key concepts of disaster mental health, disaster reactions and coping skills, and individual or community recovery or resilience.
- Should include materials that address the needs of at-risk populations and are available in multiple languages.

Media and Public Service Announcements

- Refers to activities and public messaging conducted in partnership with media, State and local governments, charitable organizations, or other community brokers of information.
- Activities and messaging are designed to reach a large number of people in order to promote access to CCP services or to provide basic information concerning disaster, key concepts of disaster mental health, disaster reactions and coping skills, and individual or community recovery and resilience.
- Venues for this messaging are varied and might include media interviews with CCP spokespeople, television or radio public service announcements, use of Web sites or e-mail, or advertising.

Note: Content from the actual RSP application is in shaded boxes.

D. Program Management Plan

The following section should be used by the State to describe the SMHA's overall plan for program administration, monitoring, and oversight.

If the State received an ISP grant, describe what administrative and programmatic activity will take place to ensure a smooth transition from the ISP to RSP phase.

The transition from ISP to RSP must be carefully planned. Administrative issues to address in this response include the following:

- Putting State fiscal mechanisms in place to effect a seamless transition from ISP to RSP funding.
- Meeting State procurement or contracting requirements to continue ISP service providers into the RSP, or add new providers.
- Programmatic issues to address in the response include the following:
- Planning for training of existing or new staff and providers on both crisis counseling and RSP requirements.\
- Working with providers to expand high-volume services, such as group crisis counseling and public education.
- Ensuring that referral mechanisms are in place for survivors requiring traditional mental health or substance abuse treatment.
- Expanding networking with community partners to promote collective recovery.
- Promoting the RSP so survivors are aware of, and can easily access, CCP services.

Describe the State's plan for administrative oversight of the entire program.

While local service providers typically conduct RSP services, the State is expected to maintain clear oversight of program operations. The State will be the main contact for FEMA/CMHS, and will be responsible for program reporting and sharing information from FEMA/CMHS with service providers. Describe the mechanisms the State will use to maintain contact with service providers to share program information and updates, provide training and direction regarding CCP procedures, and gather information from providers for ongoing needs assessment and required reporting to FEMA/CMHS. Describe how the State's oversight will ensure a cohesive program identity for the ISP.

Describe the State's plan for monitoring fiscal activity and fiscal accountability. Include financial documentation procedures.

The State is ultimately responsible for the Federal funds received. Describe what mechanisms the State will use to ensure that funds are properly used and accounted for at both the State and local provider levels. While routine State financial documentation procedures should be highlighted here, also include any specific mechanisms that will be put into place for the RSP.

Describe the State's plan for quality control methods to assure appropriate services reach disaster survivors.

Describe how the State will ensure that high-quality services consistent with the CCP model are delivered across providers. Please refer to page 19 of the RSP Application.

Note: Content from the actual RSP application is in shaded boxes.

By checking the box, the State agrees to use the OMB-approved data collection tools and conduct evaluation activities consistent with FEMA and CMHS guidelines.

There are specific required forms and procedures for data collection. These are detailed in the previously referenced manual. Please review this document to ensure that the State is able to comply with these requirements. Note that crisis counselors are required to use three of the seven reporting forms during the ISP phase. In addition to required forms, CCP data are used in national evaluation. Regular submission of databases is required as part of program reporting.

Describe and justify any additional process or program evaluation that may be conducted during the RSP.

States may opt to conduct additional evaluation during the ISP. Such evaluation should be consistent with FEMA and CMHS guidelines. Describe and justify any additional evaluation here, including any associated costs or in-kind contributions to the program.

If an evaluation consultant will be used for other evaluation activities, explain why this consultant was selected and attach a résumé to the application.

If a consultant (rather than evaluation coordinator staff included in direct personnel charges) will be used for evaluation, justify selection of this consultant here and attach a résumé to the application.

Will the State be providing, in addition to oversight, direct crisis counseling services to survivors?

Yes No

If yes, the State must include in Part V.B.1–2. detailed information concerning the direct services to be provided.

Some States choose to use direct State personnel, either funded through the RSP or in-kind, to carry out only administrative services such as oversight, fiscal management, training, or educational materials development. If the State personnel will be providing only these types of services, then check “No”; however, if any direct State employees will be providing crisis counseling services to survivors, then the State must include details of direct crisis counseling service staffing information and service strategy information in Part V.B.1–2. In this case, the State is essentially treated as a service provider, while maintaining its oversight and administrative responsibilities.

Additional comments, if any:

E. Consultants (Excluding Trainers)

Consultants are individuals who have extensive experience in the CCP and who provide guidance to State and service provider leadership staff regarding program administration, services, fiscal management, or evaluation. Consultants are distinct from trainers, who train crisis counselors and team leaders to carry out CCP services or address special issues related to the disaster or at-risk populations. Consultants must be approved by FEMA and CMHS to be funded. As a basic supportive program, the CCP does not fund professional mental health consultation on individual cases. Please refer to page 20 of the RSP Application.

Additional comments, if any:

F. Training

Trainers teach crisis counselors and team leaders to carry out CCP services or address special issues related to the disaster or at-risk populations. Trainers providing the required CCP trainings must have extensive experience in the CCP. All trainers must be approved by FEMA and CMHS to be funded. Trainers are distinct from consultants, who are individuals with extensive experience in the CCP and provide guidance to State and service provider leadership staff regarding program administration, services, fiscal management, or evaluation. Please refer to page 21 of the RSP Application.

Note: Enter only people who are trainers; list consultants in the previous section (E). All program staff must receive training in the FEMA crisis counseling requirements.

Attach résumés for any proposed trainers who have not been FEMA/CMHS approved.

Recommendations for approved FEMA/CMHS trainers are available via SAMHSA DTAC. If the State chooses to use trainers who have not been prequalified by FEMA/CMHS, they must attach résumés of these individuals in order to seek approval.

Describe who will be trained, and note if training will be offered to other human service or disaster relief workers who are not employed through the CCP grant.

Describe what types of RSP staff, SMHA staff, and other human service or disaster relief workers will attend each training type. The CCP encourages States to open CCP trainings, as appropriate, to other human service, disaster relief, or community organization staff in order to promote partnership.

Describe and provide a rationale for other trainings to be offered.

It is acceptable to provide training on special issues related to the disaster or at-risk populations. A rationale for each training must be provided.

Describe how staff stress management opportunities will be incorporated into the CCP training.

Given the stress risks of crisis counseling during the RSP, stress management should be incorporated, as appropriate, into CCP trainings. Additional opportunities for stress management are also encouraged.

Additional comments, if any:

G. Facilities

The CCP provides most services in the communities where survivors live or work. However, reasonable office space for program administrative operations is necessary. Specify whether this space will be available as an in-kind contribution.

If the space is not available as an in-kind contribution to the CCP, carefully justify why funding is necessary; include the type, intended use, and cost of the space. Please refer to page 22 of the RSP Application.

Part VI. Budget

Technical Assistance

Before completing the budget, applicants should do the following:

Review the table titled “Instructions for the Budget Narrative” included at the end of these supplemental instructions.

Review the *Crisis Counseling Assistance and Training Program Guidance* for a more indepth discussion of budgeting.

Contact their FEMA or CMHS project officer for technical assistance.

In-Kind Resources

While there are no requirements for State or local governments matching CCP fund requirements, regulations require the “identification of the resources the State and local governments will commit to both services and training.” States have provided in-kind resources such as personnel; overhead or administrative costs (e.g., office and meeting space, utilities, equipment—computers, printers, mobile phones); transportation; advertising; and public service announcements. Communities or groups (e.g., voluntary organizations active in disaster, local faith-based organizations) may donate in-kind resources as well (e.g., meals, refreshments for program-related meetings or support groups, toys, meeting space, recreational items).

Indirect Costs

As a supplemental program, the CCP does not fund a line-item category for indirect costs. All charges must be direct.

Budgeting

An accurate budget allows for successful implementation, management, and operation of program services and activities. CCP funds can be used to provide services for survivors and at-risk populations identified in the needs assessment. The needs assessment identifies who should be served; the plan of services, how they will be served; and the budget, how the services will be funded. These three elements should be related to provide a clear picture of how CCP funding will be used. Anything included in the plan of services must also appear in the line-item budget. Anything included in the line-item budget must also appear in the plan of services. Please refer to page 22 of the RSP Application.

The RSP application requires several specific budget formats:

- Individual provider budgets.
- State budget.
- Estimated funding section on the main SF-424.
- SF-424a (serves as a total budget for the program).

The individual provider, State, and SF-424a budgets must have consistent line-item rates and costs. As the SMHA oversees the development of the application, it should work closely with providers to assist them in developing consistent individual provider budgets. The budgets must be in accordance with CCP expectations, part of a cohesive program, and reflective of the needs identified in each provider’s service area. The SMHA must ensure that all fundable expenses detailed in the plan of services are included in the budget (e.g., FTE staff, supplies, and consultants/trainers).

Note: Content from the actual RSP application is in shaded boxes.

The process for completing the budgets is as follows:

1. The individual provider line-item figures must be totaled and rolled into the State budget. Those States that contract with service providers must roll individual service provider budgets into the contractual line of the State budget. Those States that do not contract with service providers must reflect all costs by line item in the State budget.
2. The State budget is then entered in SF-424a.
3. The SF-424a lines should then be collapsed further and included in the estimated funding section on the main SF-424.

A. Budget Summary Table (Includes State and Provider Costs)

Please refer to page 22 of the RSP Application.

B. Budget Narrative Table (Includes State and Provider Costs)

Please refer to page 23 of the RSP Application.

State Budget Narrative

A detailed line-item narrative is critical for budget review and approval. Every line in the budget must have a detailed narrative. There are specific requirements for what to include in the narrative. These are detailed in the table titled "Instructions for the Budget Narrative" at the end of this document. Itemize all benefits included in the fringe line item. Please refer to pages 23-24 of the RSP Application.

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C. Individual Provider Budgets

Complete an Individual Service Provider Budget for each service provider.

Please refer to page 25 of the RSP Application.

Provider Budget Narrative

A detailed line-item narrative is critical for budget review and approval. Every line item in the budget must have a detailed narrative. There are specific requirements for what to include in the narrative. These are detailed in the table titled "Instructions for the Budget Narrative" at the end of this document. Itemize all benefits included in the fringe line item. Please refer to pages 25-26 of the RSP Application.

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| INSTRUCTIONS FOR THE BUDGET NARRATIVE Key Points for Each Line Item | |
|--|---|
| Budget Category | |
| Salaries and Wages | <ul style="list-style-type: none"> <input type="checkbox"/> Within the budget narrative table, list each position type and all relevant details, including the corresponding number of FTEs, hours, weeks, rates of pay, and total cost. <input type="checkbox"/> Indicate how rates of pay were determined. List sources used to make such determinations (e.g., U.S. Department of Labor). <input type="checkbox"/> If rates differ from usual and customary rates for comparable positions in the local area, justify why pay rates differ. |
| Fringe Benefits | <ul style="list-style-type: none"> <input type="checkbox"/> Provide the rate of fringe for each provider. <input type="checkbox"/> Indicate whether the fringe benefits are based on usual and customary rates in the local area. <input type="checkbox"/> If the fringe rates are not comparable to the usual and customary rates for the local area, describe why the fringe rates differ. <input type="checkbox"/> List individual items that constitute the fringe benefits package. |
| Travel | <ul style="list-style-type: none"> <input type="checkbox"/> Provide the following list of travel expenses for program staff: number of estimated miles per week, number of weeks, and established State mileage rate. <input type="checkbox"/> Provide details on in-State airfare costs, lodging, and per diem rates. <input type="checkbox"/> Consultant or trainer travel costs must be included in the consultants/trainers category. |
| Equipment | <ul style="list-style-type: none"> <input type="checkbox"/> Itemize equipment and provide justification of equipment costs. <input type="checkbox"/> Expenses less than \$5,000 (e.g., mobile phones or computers) must be included in the supplies category. <p>Note: This line is reserved for individual equipment purchases exceeding \$5,000.</p> |
| Supplies | <ul style="list-style-type: none"> <input type="checkbox"/> Itemize all supplies not normally stocked in a typical business office or covered by the negotiated indirect rate agreement (e.g., mobile phones, computers, pagers). <input type="checkbox"/> Include a justification for each item. |
| Consultants/ Trainers | <ul style="list-style-type: none"> <input type="checkbox"/> Itemize all consultant and trainer costs by identifying person, role, daily rate, and number of days. <input type="checkbox"/> Identify the type of consultation or training that the individuals are providing. <input type="checkbox"/> Provide a breakdown of transportation, lodging, and per diem rates (some travel costs may need to be estimated). <p>Note: Ensure all compensation complies with FEMA policy and established rates of pay.</p> |
| Media/Public Information | <ul style="list-style-type: none"> <input type="checkbox"/> Provide a breakdown of expenses for pamphlets, flyers, educational materials, advertising expenses for staff recruitment, and educational media and public information efforts. <p>Note: The State is encouraged to seek donated or matching media and marketing activities.</p> |
| Other | <ul style="list-style-type: none"> <input type="checkbox"/> List all other costs, and provide justification for these costs. <p>Note: Ensure all other costs are directly supported within the plan of services.</p> |

Note: As a supplemental program, the CCP does not fund a line-item category for indirect costs. All charges must be direct.