

# Napa Valley Community Organizations Active in Disaster (COAD)

## Three-Year Strategic Plan

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**NAPA VALLEY**  
COMMUNITY FOUNDATION

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## I. Background

The 2014 South Napa Earthquake and 2015 Lake County Valley Fire and Calistoga sheltering response underscored the critical need to develop a structure in Napa County to identify and direct vital resources from private non-profit agencies to help residents recover from a disaster working with local government. Non-profit agencies bring a myriad of resources to serve a diverse array of populations, particularly those who are most vulnerable. Local government cannot meet these needs alone and relies on many of these providers to help meet the needs of the community's populations most at risk for devastating outcomes. The earthquake and fires highlighted the need for better coordination and communication between non-profit agencies and local government. Many communities throughout the state and nation have Voluntary Organizations Active in Disaster (VOAD)s or Community Organizations Active in Disaster (COAD)s to serve this function in all phases of disaster.



With funding from Napa Valley Vintners following the earthquake, the Napa Valley Community Foundation convened a “lessons learned” forum with several agencies that responded to the earthquake and wildfires. A resounding theme that emerged from that meeting was the need for a system in Napa to communicate and coordinate among agencies and with local government both prior to and post disaster. This would allow for not only greater preparedness, but also would create stronger community resilience and coordination amongst the non-profit and public sector during response, relief and recovery.

Napa Valley Community Foundation recently convened a Planning Committee of representatives from non-profit, faith-based, government and private sectors to determine how to establish a COAD in Napa Valley and engaged a consultant to guide the group through a strategic planning process. (See Appendix I, **Planning Committee Roster**) Based on research of best practices in other communities and identification of local resources and needs (See Appendix 2, **Menu of Approaches for Developing and Implementing a Napa Valley COAD**) The Planning Committee selected an interim leadership team which has temporarily been named the Advisory Council. The Advisory Council consists of two Co-Chairs, a Secretary, a Treasurer and two non-voting local government representatives who will guide

the process of establishing a fiscal sponsor, hiring a staff person and launching the first two COAD meetings.

The Planning Committee agreed to develop a three-year strategic plan and hire a full time staff person to provide operational support to the COAD. They also agreed to seek out a fiscal sponsor agency rather than establish the COAD as it's own 501(c)(3). (See Appendix 3 - **Planning Committee Meeting Agenda and Notes**)



The following strategic plan outlines initial decisions made by the Planning Committee and a blueprint for developing a sustainable and effective COAD in Napa Valley to create stronger community resilience when the next disaster strikes.

## II. Overview

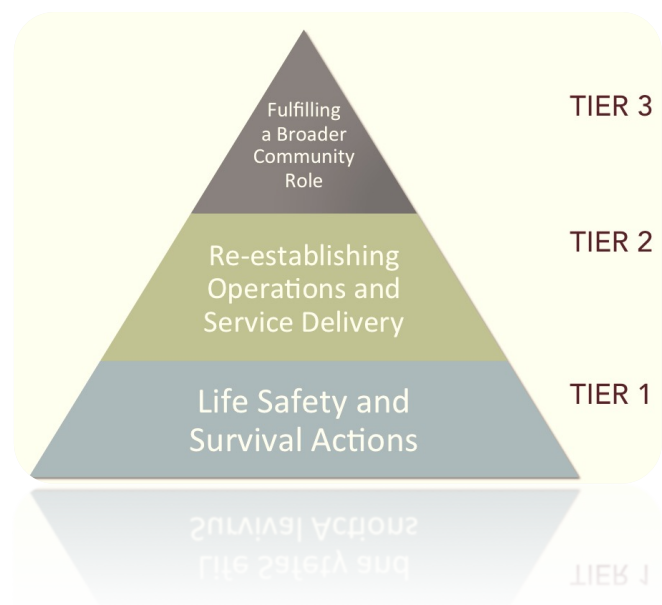
The following hierarchy of organizational preparedness\* was designed to help non-profit organizations (CBOs) build resilience & protect CBO clients & staff. Several non-profit agencies in Napa Valley recently completed a course of workshops to help them develop Emergency Operations Plans and Continuity of Operations Plans with learning modules built on these concepts.

### Tier 1 -- Life Safety and Survival Actions

1. Facility emergency procedures – life safety, evacuation, alternate sites, sheltering in place
2. Identifying staff roles for emergency coordination
3. Generally, things easily accomplished at no or low cost

### Tier 2 -- Re-establishing Operations and Service Delivery

1. Focused on restoring capacity (resilience) to provide essential client services during response
2. Identifying essential support functions



3. Identifying resources that support operations – staffing, communications, etc.

### **Tier 3 -- Fulfilling a Broader Community Role (*Working with Government to Coordinate Response, Relief and Recovery*)**

1. Identifying neighbors, vendors, government partners and CBO peers for coordination and planning
2. Establishing relationships and agreements with key agencies and organizations
3. Sustaining operations and maintaining emergency plans

Within each Tier, there is a range of activities that, in the aggregate, build capacity.

*\*Originally developed by the Fritz Institute and expanded on by CaliforniaVolunteers*

## **III. Mission and Purpose Statement**

As part of the strategic planning process, the Planning Committee looked at mission and purpose statements from local VOADs/COADs around the state. The following draft mission statement has been developed and can be adapted after the official launch of the COAD.

***In Napa County, Community Agencies Active in Disaster (COAD) is on a mission to develop and enhance partnerships for communication, coordination and collaboration amongst the whole community including non-profit and faith-based organizations, government agencies and the private sector during all phases of a disaster. \****

*\*All phases includes Mitigation, Preparedness, Response and Recovery*

**Note** – it is important that the mission statement and other COAD materials be printed in Spanish.

Discussion on the initial priority purposes of the COAD focused on:

- Working with local government to provide resource coordination for the many services COAD agencies provide during times of disaster
- Exploring long term solutions for increasing emergency shelter capacities in Napa County (including animals)

- Providing coordination for volunteer and donations management
- Planning for long-term recovery by identifying emerging and unmet needs of clients and resources to address those needs
- Providing services to assist with repairs and rebuilding
- Promoting preparedness among member agencies – the need for training and exercises emerged continually through the planning process. Training needs identified included:
  - Standardized Emergency Management System (SEMS) and the Incident Command System (ICS)
  - How to Conduct Internal Training and Exercises
  - Critical Incident Stress
  - Effective Volunteer and Donations Management
  - FEMA Reimbursement and Recovery Processes

Napa Valley COAD envisions engagement in all phases of disaster - preparedness, response, relief and recovery.

## IV. Three Year Strategic Planning Goals

Over the course of three meetings, the COAD Planning Committee examined best practices of other VOADs/COADs and identified and prioritized goals for the Napa Valley community. The following strategic planning goals have been identified for the next three years.

### Target Goals for 2017

1. **Select a Fiscal Sponsor** – Implement selection process, develop MOU and protocols for working with the Advisory Committee.
2. **Hire one FTE COAD Director** – Conduct interviews, select candidate, complete the hiring process and establish reporting relationship to Advisory Council and Fiscal Sponsor.
3. **Develop Marketing Materials and Website** – Create graphics design, logo, website and marketing collaterals. Determine desired components of website and establish email communications, social media accounts, fax or text messaging distribution lists and/or other ways to quickly disseminate information to member agencies.
4. **Establish Member Database** – Develop member database, contact intake form and process and protocols for outreach and follow-up to interested agencies.



5. **Establish Base for Developing an Inclusive Whole Community Membership** – This consistently emerged as a critical goal to the overall success of COAD. Because a collaborative membership is only as strong as its members, it was recommended by the planning committee to focus on outreach to target organizations for the first year to ensure all sectors are represented (see Page 15 for more details).
6. **Establish 3 Year Funding Plan** – Determine level of seed funding from NVCF and apply for grants to the City of Napa and Napa County. Develop recommendations for potential funding sources from both the private and public sector; suggested sources are at the end of this plan.
7. **Select Permanent Advisory Council Members for First Term** – The Interim Advisory Committee will need to be replaced, focus on recruiting a strong leadership team for the Advisory Council.
8. **Determine if There Is Leadership and Interest in Establishing Subcommittees** – Based on member and leadership interest, determine if any and how many subcommittees to be established the first year. If not, defer to Year Two.
9. **Establish Systems of Communication** – Determine how COAD will best communicate with its member agencies, both in preparedness and response. Establish support and resources for ongoing communication within COAD and how COAD will communicate with local government in an emergency activation and staff a liaison in the County EOC.
10. **Offer Training and Networking Opportunities at each of the Quarterly COAD Meetings** – The greatest training need that emerged was for more in-depth training on SEMS/ICS for COAD agencies – critical for agencies to coordinate with local government post-disaster and increase their own organizational effectiveness and capacity for response. See Background Section for additional training requests that emerged in the planning process.

## Target Goals for 2018

1. **Revisit and Revise Year 2 Goals at the Completion of Year 1** – Re-assess, adapt and evaluate Year 2 goals based on learnings from Year 1.
2. **Continue to Establish Base for Developing an Inclusive Whole Community** – Continue outreach to potential agencies serving vulnerable populations.
3. **Membership** – Identify gaps in participating agencies and conduct outreach to target agencies. Because the a collaborative is only as strong as its members, it was recommended by the planning

committee membership focus on outreach to organizations the first year to ensure all sectors are represented (see Page 15 for more details).

4. **Determine Schedule for Convening Advisory Council on Regular Basis** – After first year of the leadership body meeting frequently to get established, determine regular & consistent meeting schedule.
5. **Establish Subcommittees, Lead Agency and Meeting Schedule** – Based on activities in Year 1, re-visit establishment of subcommittees and priorities as they emerged in the general membership meetings during Year 1 and solidify plan for subcommittees during Year 2.
6. **Conduct a Table-top Exercise on COAD Communication and Coordination** – As COAD planning and individual agency plans are further developed and protocols on how to work with local government are defined, it is important to exercise the plans. Plans can be tested within an agency or as part of city and county exercises with both tabletop and functional exercises.
7. **Develop Regular Communications System** – Building on Year 1 planning, develop Year 2 plan for website focused on communications with member agencies and potential link to EOC – website can post situational updates for COAD agencies from the EOCs as well as providing a forum for communications among member agencies.
8. **Continue to Develop Running List of Training Opportunities** – Additional topics for Year 1 could include:
  - Agency Emergency Planning
  - Disasters 101- Roles & Responsibilities - Who Does What?
  - Disaster Communications
  - Children and Disasters
  - Active Shooter Training
  - Mental Health (Psychiatric First Aid, Critical Incident Stress Management)
9. **Continue Increasing Name Recognition and Understanding of COAD in the Community** – Through membership outreach, training offered and participation in local events, continue to develop education and awareness of COAD.
10. **Enhance Systems of Communication** – Continuation of Phase 1.
11. **Continue to Diversify Funding Base and Leverage Funding Sources** – Continue to seek new and diversified funding for COAD activities and projects as outlined in Phase 1.

## Target Goals for 2019

1. **Establish a Sustainability Plan for Long Term Funding** – Building off of Year 2, establish a diversified long term funding plan for the next 3-5 years.
2. **Revisit and Revise Year 2 Goals at the Completion of Year 2** – Re-assess, adapt and evaluate Year 2 goals and adapt as needed for Year 3.
3. **Continue to Establish Base for Developing an Inclusive Whole Community** – Continue outreach to potential agencies serving vulnerable populations.
4. **Continue to Establish Public Name Recognition** – Continuation of Phase 2
5. **Provide Regular Training** – Continuation of Phase 2 with increasing advanced topics and curriculum helping agencies move through to accomplish all levels of the tiers of planning.
6. **Established and Exercised COAD Role In County Emergency Operations Center** – Including development of position checklists, coordination with other sectors and integration into the County EOC Organizational Chart and redundancy for staffing the position from the COAD membership in addition to COAD staff.
7. **Continue Preparedness, Response and Recovery Activities** – Continue planning for COAD's role in all phases of disaster.
8. **Evaluate and Develop Ongoing Strategic Planning** – Dedicate time to reassess goals and accomplishments, identified gaps and determine ways to continue to strengthen planning and collaboration the COAD over the next operational period.

## V. Network Organizational Structure

As a component of the strategic planning process, the consultant guided the Planning Committee through different options for setting up the network structure. The following represents a synopsis of the network organizational choices.

Independent 501(c)(3)	Embedded in Existing Organization – Fiscal Sponsor	Voluntary Only
An independent 501(c)(3) organization has the benefit of autonomy, and having it's own "voice". The drawbacks of structuring a COAD this way are the expense involved and the difficulty of sustaining such a structure.	A COAD embedded in an existing organization is able to draw from the resources of the sponsor organization, making it easier to maintain. But along with this benefit may come the challenges of multiple loyalties within the parent organization and competing priorities. Parent organizations may supply in-kind donations for the COAD, such as space for an office, access to office supplies, serve as the fiscal agent for the COAD, etc.	A VOAD that is voluntary only has the benefit of being staffed by individuals that only volunteer and are not paid. The value is when passionate and committed individuals are involved; the VOAD is a true grass roots representation of community initiatives. The disadvantage is when leaders and members are not passionate or simply over committed, it can be difficult for the VOAD to accomplish its preparedness goals such as training and exercises, outreach to new member agencies, development of publicity and communication tools, etc. Even when members are passionate, they may simply be overextended in their own non-profit commitments and internal planning disaster goals This structure can be difficult to help a new VOAD gain momentum, and equally difficult to grow without dedicated paid staff.

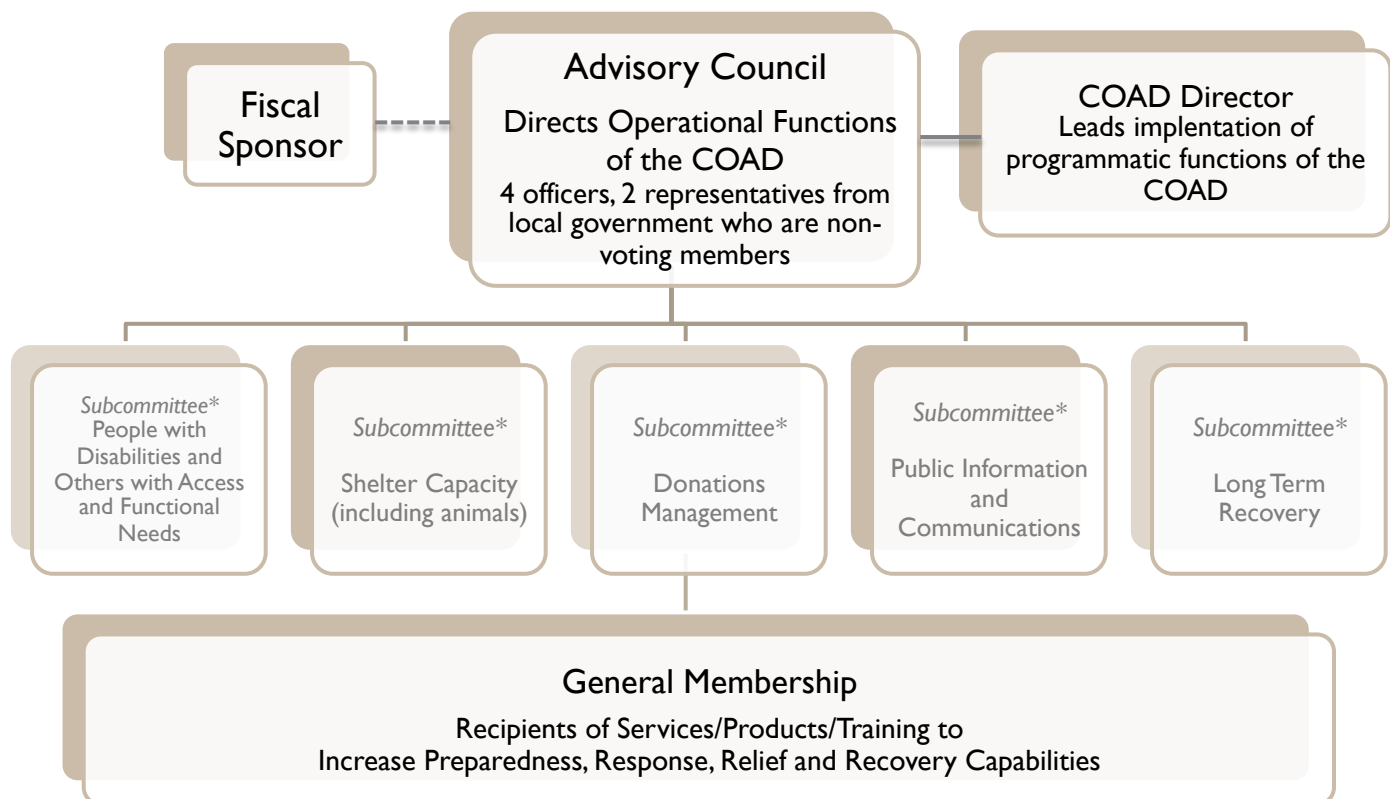
The Planning Committee completely concurred on the following options in order of priority for the COAD Network Organizational Structure.

1. Designate a fiscal sponsor with the goal of the COAD staff person embedded physically at their location
2. Establish an Independent 501(c)(3)
3. Voluntary only – rely on the goodwill and passion of member agencies to carry out the work of the COAD

The Advisory Council is currently seeking options for a fiscal sponsor (See Appendix 4, **Fiscal Sponsorship Application**).

In addition, the Planning Committee also agreed to form up to five subcommittees once the COAD is launched to address the highest priority needs:

- People with Disabilities and Others with Access and Functional Needs
- Shelter Capacity (including animals)
- Donations Management
- Public Information & Communications
- Long Term Recovery



\* Actual subcommittees TBD

## Advisory Council

The Advisory Council serves as the officers of the organization. When the governance and bylaws are established, COAD will make further determinations about the Advisory Council such as length of terms, position descriptions, etc. The Advisory Council will represent COAD to local government, funding bodies and other external stakeholders.

At the final Planning Committee meeting, the committee selected an interim Advisory Council. The Advisory Council consists of two Co-Chairs, a Secretary, a Treasurer and two representatives from local government (non-voting members) who will guide the process of establishing a fiscal sponsor, hiring a staff person and launching the first two COAD meetings. The goal is to select a permanent Advisory Council once these initial goals have been accomplished to launch the COAD.

The Advisory Council will direct and supervise the operational and programmatic duties of the staff to implement the goals of the COAD such as:

1. Develop and maintain member communications including:
  - Website
  - Emails
  - Marketing materials
2. Organize and coordinate training sessions and meetings with the leadership team, sub-committees, etc.
3. Apply for grants and complete required reports for grants received
4. Maintain membership database
5. Evaluate and assess strategies for implementing the role of COAD during a disaster
6. Serve as liaison to County OES and local government agencies
7. Represent the COAD to other constituents

## Role of the Fiscal Sponsor

The following is envisioned as the role of the fiscal sponsor:

- The fiscal sponsor will accept and manage the funds raised for the COAD's activities – it does all necessary accounting, financial management, and financial reporting, to both funders and government agencies.
- The fiscal sponsor will keep separate accounts for COAD and handle account management duties such as payroll, taxes, fiscal reports for funders and provide 501(3)(c) status.
- The COAD's income and expenditures are included on the sponsor's tax return (Form 990) and audit.
- The COAD is looking for a fiscal sponsor who can provide services such as affordable office space, access to technology such as high-speed Internet access, use of a bulk rate postal permit for low-cost mailings (if available), and legal or other expert advice.
- The fiscal sponsor will allow the COAD to focus energy on planning, raising money for, and delivering programs, and leave financial management, reporting and fiscal administration to the fiscal sponsor.
- While the fiscal sponsor is responsible for financial management, it is envisioned that they will work closely with the Treasurer on the Advisory Council to share in the overall financial planning and management for the COAD.
- The fiscal sponsor will offer management experience and credibility to enhance COAD fundraising success.
- The COAD plans to have program autonomy, keeping activities consistent with the fiscal sponsor's tax-exempt purposes and plans to follow the sponsor's policies and procedures.
- The fiscal sponsor should have a Napa Valley presence and understanding of local communities.
- The sponsor will receive an agreed-upon percentage of program cost to cover administrative overhead of fiscal sponsorship.



## Role of Staff

Based on best practices from other VOADs, the Planning Committee and Advisory Council determined the combination of hiring of one FTE staff that is capable of administrative and programmatic duties along with assistance from a subject matter expert to provide training and guidance to help “incubate” the COAD and train staff on best practices. (See Appendix 5, **COAD Director Job Description**)

Hire Staff for the COAD to:

- Implement goals of the COAD
- Develop and maintain member communications including:
  - Website
  - Emails
  - Marketing materials to explain the role of COAD
- Organize and coordinate training sessions and meetings with the leadership team, sub-committees, etc.
- Apply for grants and do required reports for grants received
- Maintaining membership database
- Evaluate and assess strategies for implementing the role of COAD during a disaster
- Serve as liaison to County OES and local government agencies

For the first 12-24 months, bring in a subject matter expert to work alongside staff to:

- Assist with implementation of the strategic plan and facilitate meetings to help grow the leadership team to understand their role and execute on the vision for the COAD
- Assist with identifying the objectives of the subcommittees, develop a timeline and blueprint for developing cohesiveness to the overall structure and alignment of committee goals
- Provide community-wide training plan (and bring in subject matter experts) to increase the resilience of all COAD agencies
- Develop plan for community-wide communication and coordination both pre and post-disaster
- Provide technical expertise for agencies on overall emergency planning including how to





develop EOPs and COOPs; integrate ICS into non-profit environment; conduct internal agency training and table-top exercises; develop MOU's with key partner agencies including local government.

## **Role of Subcommittees**

Many VOADs have subcommittees to address specific issues identified as critical to helping to overall community become more prepared. The Planning Committee brainstormed a list of 11 potential subcommittees and identified the following five as the top priority for Napa Valley. The goal is to identify a lead agency and member agencies with an interest to participate on the subcommittee and brainstorm solutions to some of the challenges in these different areas.

- People with Disabilities and Others with Access and Functional Needs
- Shelter Capacity (including animals)
- Donations Management
- Public Information & Communications
- Long Term Recovery

## **Membership**

The Planning Committee agreed that membership for the first year should start with organizational only (not individuals) and membership should open to private non-profits, faith-based organizations, government agencies and the private sector. The Committee agreed to not having a formal application or dues during the first year but some type of intake form to gather basic contact information. The Committee set a goal to re-assess the membership process and composition after the first year of the COAD.

The Planning Committee brainstormed an initial list of who to invite to participate in the COAD and envisioned that this list will grow as the COAD becomes established and marketing materials are developed.

<ul style="list-style-type: none"> <li>• County</li> </ul>	<ul style="list-style-type: none"> <li>• Business Chambers</li> </ul>
<ul style="list-style-type: none"> <li>• All Cities – ensure geographic representation</li> </ul>	<ul style="list-style-type: none"> <li>• CERT liaison</li> </ul>
<ul style="list-style-type: none"> <li>• More agencies that represent/serve vulnerable populations</li> </ul>	<ul style="list-style-type: none"> <li>• Ham Radio Operators liaison</li> </ul>
<ul style="list-style-type: none"> <li>• Faith-based Organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Animal Services – Large and Small</li> </ul>
<ul style="list-style-type: none"> <li>• Transportation</li> </ul>	<ul style="list-style-type: none"> <li>• Housing/Fair Housing</li> </ul>
<ul style="list-style-type: none"> <li>• Health and Human Services – includes mental health, comprehensive services for older adults, homeless services and (Public Health Outreach Network for Emergencies (PHONE) Group)</li> </ul>	<ul style="list-style-type: none"> <li>• Legal Services</li> </ul>
<ul style="list-style-type: none"> <li>• Non-profit Social Services</li> </ul>	<ul style="list-style-type: none"> <li>• Red Cross*</li> </ul>
<ul style="list-style-type: none"> <li>• Field representatives from elected officials</li> </ul>	<ul style="list-style-type: none"> <li>• Salvation Army</li> </ul>
<ul style="list-style-type: none"> <li>• Education: Napa County Office of Education, School Districts, Colleges, Adult Education</li> </ul>	<ul style="list-style-type: none"> <li>• Organizations that serve Napa’s Hispanic populations (youth, churches, community health, etc.)</li> </ul>
	<ul style="list-style-type: none"> <li>• Mobile Home Park Managers Liaison</li> </ul>
	<ul style="list-style-type: none"> <li>• Local media representative</li> </ul>
	<ul style="list-style-type: none"> <li>• Public Health Liaison</li> </ul>

The Planning Committee established that the general COAD membership should convene quarterly and offer take-aways for participants from each meeting to help agencies understand the value of what the COAD can offer beyond the critical networking components of the organization.

## VI. Funding

Napa Valley Community Foundation (NVCF) has agreed to provide seed money and the COAD is submitting grant proposals to the City and County of Napa, both who have participated on the COAD Planning Committee. The Planning Committee contained representatives from the private sector and unanimously agreed that COAD should pursue a diversified funding base. The consultant engaged in the strategic planning process is developing a generic grant proposal that can be modified and adapted for different potential funders.

Other potential funding sources include:

- Government Grant Sources – Government agencies often provide funding to local VOADs. The funding sources can include internal general funds grants or specific emergency funding sources such as State Homeland Security Grant Program (SHSGP), the Emergency Managers Program Grant (EMPG). Some VOADs have also received funding from Public Health.

- Philanthropic and Corporate Foundations – Community foundations, private foundations and corporate foundations are all potential funding sources for local VOADs. Community foundations are more common in California because they understand the value and local needs of especially some of the smaller non-profit sector agencies.
- In Kind Donations – these may be cash, goods or services provided by member agencies and examples include meetings space, office space, use of copy machine, fax, office supplies, etc.
- Private Sector – Donations can be from larger corporate groups to smaller businesses or organizations such as a Chamber of Commerce, the Vitner's Association, Visit Napa Valley, etc.
- Revenue from Services Provided – Some VOAD organizations have provided services for revenue such as training and exercises, technical assistance, emergency planning development, on-site hazard mitigation assistance, etc.

The Advisory Council will be focused on potential funding sources to augment the seed money provided by the Napa Valley Community Foundation.



## VII. Appendices

### Appendix I: COAD Planning Committee Roster

First Name	Last Name	Agency	Sector	Focus	Email
Steve	Brassfield	Napa City Fire	Government	Fire Dept	sbrassfield@cityofnapa.org
Desiree	Brun	City of Napa	Government		dburn@cityofnapa.org
Chris	Canning	Calistoga Chamber of Commerce	Business	Chamber	ccanning@ci.calistoga.ca.us
Linda	Jacobs	CVNL	Nonprofit		<a href="mailto:ljacobs@cvnl.org">ljacobs@cvnl.org</a>
Norma	Ferriz	Up Valley Family Centers	Nonprofit	FRC	nferriz@upvalleyfamilycenters.org
Priscila	Gonzalez	OLE Health	Nonprofit	Health Clinic	pgonzalez@olehealth.org
Shea	Hunter	NEWS	Nonprofit		<a href="mailto:sheah@napanews.org">sheah@napanews.org</a>
Shirley	King	CANV	Nonprofit	Food Bank/ Meals on Wheels	<a href="mailto:sking@can-v.org">sking@can-v.org</a>
Melissa	Patrino	Puertas Abiertas	Nonprofit	FRC Hispanic	melissa@puertasabiernasapa.org
Becky	Peterson	Napa Valley Vintners	Business	Vintners/Funder	bpeterson@napavintners.com
Pastor David	Stoker	First Presbyterian Church	Faith-based	Faith-based	david@fpcnapa.org
Jim	Tomlinson	CVNL	Nonprofit	Volunteer	jtomlinson@cvnl.org
Amber	Twitchell	On The Move	Nonprofit		amber@onthemovebayarea.org
Kevin	Twohey	County of Napa - OES	Government	OES	kevin.twohey@countyofnapa.org
Cassandra	Walker	Visit Napa Valley	Business	Hotelier/Tourism	casswalkerco@gmail.com
Cara Mae	Woledge	County of Napa Public Health	Government	Public Health	Cara.Mae.Woledge@countyofnapa.org
Terry	Zukoski	OLE Health			TZukoski@olehealth.org
Terence	Mulligan	NVCF			terence@napavalleycf.org
Rejane	Brito	NVCF			rejane@napavalleycf.org
Kelle	Kroll	Consultant			kelle@kellekrollgroup.com
Cassandra	Benjamin	Consultant			cassandra@csbconsulting.org

## **Appendix 2: Menu of Approaches for Developing and Implementing a Napa Valley COAD**



Developing Community Agencies Active in Disaster (COAD)

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Menu of Approaches for Developing and  
Implementing a Napa Valley COAD/VOAD

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August 2016



Developed by Kelle Kroll Group

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# Foreword

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Napa County is vulnerable to many types of disasters – earthquakes, fires and floods—lives, homes, communities, and businesses may be damaged or destroyed. The people affected often need serious and substantial short and long-term help to put their lives back together. Federal, state, and local governments supply resources, and voluntary organizations provide money, volunteers, material necessities, and...expertise.<sup>1</sup>

How does a community develop an umbrella organization that helps to connect the dots?

- Understanding who does what in a disaster
- Helping organizations coordinate services and eliminate duplication of effort
- Providing a forum so that information about needs and resources can be shared
- Working collaboratively to address problems and challenges

Another challenge is how to match all these resources with local disaster needs, such as:

- A senior meals program that lost its kitchen
- A Red Cross shelter that needs interpreters in Spanish and Farsi
- A local congregation ready to rebuild homes but no cash for materials<sup>2</sup>

Creating a local VOAD\*—Voluntary Organizations Active in Disaster— helps create a solution to coordinating non-profit resources and integrating them with local government. Before a disaster occurs, organizations active in disaster meet to get acquainted and to enhance their communication and coordination efforts for when a disaster strikes. When they convene after a disaster, they share information and match resources with needs, so the dots get connected. It's a simple concept that works, both here in California and across the United States.

VOADs are organized in many different ways based on resources available in different communities. The following document outlines a menu of different approaches for developing a VOAD and includes interviews with VOADs in other counties to garner lessons learned and how they may help inform the development of a VOAD in Napa County. VOAD is one element of whole community preparedness and compliments efforts taking place in government and the private sector, enabling a stronger and more resilient community for when the next disaster strikes.

\*While VOAD is the term used at a national level and is reflected in this document, some organizations in California use the term COAD – Community or Collaborative Agencies Active in Disaster to be more inclusive of not just voluntary agencies.

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<sup>1</sup> *VOAD Organizing Manual*, publication of NVOAD (<http://www.nvoad.org>)

<sup>2</sup> *UNDERSTANDING VOAD, A TOOLKIT FOR LOCAL VOADS/COADS*, Prepared by Margaret Melsh for CaliforniaVolunteers, March 2008



## References

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*UNDERSTANDING VOAD, A TOOLKIT FOR LOCAL VOADS/COADS*, Prepared by Margaret Melsh for CaliforniaVolunteers, March 2008 (Updated by CaliforniaVolunteers and California Emergency Management Agency – April 2009) - Some of the material in this report was excerpted or adapted from this source document.

*DESIGN FOR SUCCESS, DEVELOPMENT TOOL FOR EFFECTIVE VOADS*, National Voluntary Organizations Active in Disaster

*VOAD Organizing Manual*, National Voluntary Organizations Active in Disaster

*GEORGIA COMMUNITY VOLUNTEER ORGANIZATIONS ACTIVE IN DISASTER*, A toolbox for prospective Community VOADS

# Overview

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## Purpose of a VOAD

The National VOAD collaborative practices the “4Cs” as guiding principles to operate and work as partners to best serve our communities. Many local VOADs have adopted these same “4Cs” in their purpose statements and as guiding principles for the work of their local VOAD.

### COOPERATION | COMMUNICATION | COORDINATION | COLLABORATION



One of the primary purposes of a local VOAD is to provide a link to local government in all phases of a disaster and as a coordinating entity representing the non-profit sector. In California, most VOADs have a seat in the County Operational Area Emergency Operations Center (EOC) to expedite communication and coordination of the delivery of services and work in alignment with the local government agency(s) that are managing the response effort. Lessons learned post-disaster and the interviews conducted have emphasized how critical it is that ongoing coordination with local government in all phases of disaster.

Beyond the purpose of coordination with local government and within and amongst the non-profit community, other commonalities highlighted from the interviewees and research conducted are:

- The need to plan for and provide services to People with Disabilities and others with Access and Functional Needs (Vulnerable Populations) as a critical role of a VOAD, because many VOAD member organizations work with these clients on a day to day basis.
- Also noted as a primary purpose for VOADs who had activated in a response was to organize volunteer activities and in-kind donations management. Even if the VOAD had

not planned for it, they were asked to step in and fulfill this role, sometimes in a neighboring county.

- Provide a local community understanding of emerging and unmet needs on either long term recovery committees or organizations. San Diego VOAD played a critical function for years following the 2007 fires in a coordinated role across 7 communities.



## VOAD Mission and Purpose Statement Samples

Deciding on a mission statement for the VOAD is an important step in clarifying the role and position of the organization within the community. By putting these words on paper it becomes easier for other organizations, groups, and citizens to understand why and how a VOAD works, and the benefits it holds for the community.



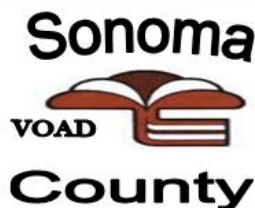
**National VOAD** is the forum where organizations share knowledge and resources throughout the disaster cycle—preparation, response and recovery—to help disaster survivors and their communities. *“The purpose of National VOAD shall be to foster more effective service to people affected by disaster through communication, coordination, cooperation, collaboration, convening mechanisms and outreach.”*

**ENLA**’s mission is to enhance the capacity of non-profit, community and faith-bathed organizations, government agencies, and the private sector for preparedness, response and recovery to disasters in Los Angeles County by facilitating cooperation, communication, coordination and collaboration.



**CADRE** is a leading network of organizations that provide community services that are essential in times of disaster. CADRE coordinates organizational preparedness planning in non-disaster times and activates to respond and provide essential services during and after a disaster.

The Marin Interagency Disaster Coalition (MIDC) is the vehicle in Marin County for bringing us together to address our community’s needs during times of disaster. MIDC is focused on coordinating private, non-profit, community-based, and government sector organizations serving both human and animal needs following a disaster.



The **Sonoma County VOAD** is a humanitarian association of independent voluntary organizations who may be active in all phases of disaster. Its mission is to foster efficient, streamlined service delivery to people affected by disaster, while eliminating unnecessary duplication of effort, through cooperation in the four phases of disaster: preparation, response, recovery and mitigation.

The mission of COAD-OC is to establish and enhance partnerships among community-based and governmental organizations that will collaborate, communicate, and coordinate preparedness, response and recovery efforts for Orange County residents during times of disaster.



## VOAD's Role in the Phases of Disaster

VOAD strengthens area-wide disaster coordination by sharing programs, policies, information, joint planning and training. Therefore, VOADs have the opportunity to be involved in all four phases of emergency management:

DISASTER PHASE	VOAD ACTIVITIES
<b>MITIGATION</b> Any activity taken to eliminate or reduce the degree of long term risk to human life, property and the environment from the effects of natural and man-made hazards.	<ol style="list-style-type: none"> <li>1. Involvement in local emergency planning.</li> <li>2. Participation in special community awareness mitigation events.</li> <li>3. Monitoring and encouraging mitigation efforts in the community.</li> <li>4. Hazard Risk Analysis.</li> </ol>
<b>PREPAREDNESS</b> Any activity taken in advance of an emergency that improves emergency readiness posture and develops or expands operational capabilities.	<ol style="list-style-type: none"> <li>1. Emergency education, orientation and training tailored to the interest and needs of agencies and individuals involved in the VOAD.</li> <li>2. Participation in local disaster planning efforts and developing plans for VOAD agencies.</li> <li>3. Creating a resource guide of agencies and services that may support disaster operations.</li> <li>4. Interaction and collaboration with emergency management agencies.</li> <li>5. Promote the development of personal preparedness kits with local businesses, schools, and older adult groups.</li> <li>6. Encourage volunteer affiliation and training before a disaster and plan for spontaneous volunteer coordination after a disaster.</li> <li>7. Plan for monetary and in-kind donations coordination after a disaster.</li> <li>8. Work with local businesses and nonprofits to establish contingency and continuity plans.</li> </ol>
<b>RESPONSE</b> Any action taken immediately before, during or directly after an emergency occurs to save lives, minimize injuries, lessen property and environmental damage and enhance the effectiveness of recovery.	<ol style="list-style-type: none"> <li>1. Donations management, including the collection, sorting, and distributing of goods.</li> <li>2. Supporting volunteers and volunteer management especially emergent volunteers.</li> <li>3. Providing support and human services to primary disaster response organizations.</li> <li>4. Identifying areas where member organizations can best assist in response.</li> </ol>
<b>RECOVERY</b> A short-term activity to return vital life support systems to minimum operating standards and/or a long-term activity designed to return the affected people and areas to their pre-disaster conditions.	<ol style="list-style-type: none"> <li>1. Engage and/or coordinate with the long-term steering committee and or long-term recovery organization, which will work as a liaison with the state wide long-term recovery committee.</li> <li>2. Support ongoing recovery operations with human services, referrals and resources.</li> <li>3. Support ongoing donations and volunteer management.</li> <li>4. Advocate for disaster victims.</li> <li>5. Coordinate trainings for advocates and caseworkers.</li> <li>6. Publicize the needs and activities of long-term recovery to maintain community engagement.</li> </ol>

# How to Organize a VOAD Network

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## Organizational Structure

A VOAD can be structured in several ways, whether it is an Independent 501(c)(3) organization, embedded within an existing organization, or as voluntary only.

### Independent 501(c)(3)

An independent 501(c)(3) organization has the benefit of autonomy, and having it's own "voice". The drawbacks of structuring a VOAD this way are the expense involved and the difficulty of sustaining such a structure. Examples of a VOAD with this structure are: Emergency Network Los Angeles (ENLA), and San Francisco CARD.

### Embedded in Existing Organization

A VOAD embedded in an existing organization is able to draw from the resources of the parent or sponsor organization, making it easier to maintain. But along with this benefit may come the challenges of multiple loyalties within the parent organization and competing priorities. Parent organizations may supply in-kind donations for the VOAD, such as space for an office, access to office supplies, serve as the fiscal agent for the VOAD, etc. Examples of VOADs structured this way are Sacramento Region County VOAD, San Diego County VOAD, Sonoma County VOAD and Contra Costa VOAD.

### Voluntary Only

A VOAD that is voluntary only has the benefit of being staffed by individuals that only volunteer and are not paid. The value is when passionate and committed individuals are involved; the VOAD is a true grass roots representation of community initiatives. The disadvantage is when leaders and members are not passionate or simply over committed, it can be difficult for the VOAD to accomplish its preparedness goals such as training and exercises, outreach to new member agencies, development of publicity and communication tools, etc. Even when members are passionate, they may simply be overextended in their own non-profit commitments and internal planning disaster goals. This structure can be difficult to help a new VOAD gain momentum, and equally difficult to grow without dedicated paid staff. Examples of such a VOAD structure are: Marin Interagency Disaster Coalition (MIDC), Santa Clara County CADRE in 1990s Sonoma County VOAD, Orange County COAD.

## Staffing

A VOAD may be staffed by:

- Paid full or part-time staff
- Consultants/contractors
- National service group (i.e. AmeriCorps VISTA)
- Volunteers from membership organizations

The majority of interviewees indicated that ideally, at least a .5 FTE is needed for many of the day-to-day tasks of running a COAD – membership outreach, website updates, coordinating meeting and training logistics, etc. COADs with higher levels of staffing usually had enhanced goals such as advanced and more frequent training, annual conferences, providing technical assistance to agencies to develop EOPS, networking events integrating the private sector, etc.

## Membership

VOAD Membership must initially be defined – what does it mean to be a “member”? Begin by determining membership criteria. Consider whether membership should be inclusive and open to all, or restricted in any way (i.e. 501(c)(3), local government, etc.). It is also important to define the “value” of membership, so that this can be communicated when conducting membership outreach.

In keeping with the goal of National VOAD’s Policy on Inclusiveness, a local VOAD is strongly encouraged to broaden and build its membership base to include a variety of disaster, faith, community-based and nonprofit organizations, as well as private sector. Additionally, a local VOAD should strive to include organizations that represent the demographics of the area it covers.

## Leadership

If Independent 501(c)(3), the VOAD will need to:

- Form Board of Directors
- Establish Bylaws, Articles of Incorporation, etc.
- Secure insurance for board and staff, etc.

If embedded in or part of an existing organization, VOAD will need to consider:

- Types of leadership committees
  - Executive Leadership Committee (one with decision-making authority)
  - Advisory Committee (one that advises the sponsoring organization)
- What the roles and responsibilities of each will group be
- Who should comprise the leadership body (voluntary or assigned)
- Should it be based on key service areas needed post disaster
- Should they be nominated or elected in some way by membership body?
- What is the role of a leadership “council” and how much authority will it have (policy setting, guidance, recommends but not does have final authority, etc.)?

Based on the interviews conducted, the trend is towards inclusion of the private sector and even individuals if they have something “to bring to the table” to enhance preparedness and a whole community approach. Ultimately, the COAD can be a coordinate a myriad of resources for a community that isn’t limited to the non-profit world.

## Integration with Local Government

One of the key components of a cohesive VOAD is they offer the capability of local government to communicate and coordinate with a vast array of non-profits rather than trying to provide that coordination on their own. By serving as a hub of coordination on service delivery post disaster, VOADs can streamline coordination with government agencies allowing for faster service provision to critical sectors at risk in local communities.

## Governance & Bylaws

### Governance

Many VOADs start out informally – with groups of people who come together to coordinate activities across the disaster cycle. For VOADs to grow and develop it's important to clarify your structure – and that means creating formal governing documents. The specific governing documents you will need will vary depending on the legal structure of your VOAD – that is, whether you are informal, an incorporated organization without 501(c)(3) status, or an incorporated organization with 501(c)(3) status.

Governing documents clearly define the structure, and policies of your VOAD. They:

- Define the mission and purpose of the VOAD
- Define the governing structure for the VOAD - Who is the leadership and how are they chosen or elected?
- Identify the powers and responsibilities of the VOAD Leadership and give your VOAD's Board Members/Officers the authority to govern
- Identify the rights and responsibilities of members
- Determine who has voting privileges – some VOADs have emergency managers on their board, but they do not have voting privileges
- Identify and define the authority of committees
- Lay out the process for making decisions and setting priorities
- Ensure your VOAD complies with relevant state statutes and federal regulations, and thus protects the leadership

Above all, having written governing documents enhances your VOAD's transparency and accountability – they make it clear to everyone how you are governed and hold the leadership accountable.

The specific governing documents you are required to have by law depend on the legal structure of your VOAD. Regardless of your structure, it is recommended that VOAD should have the following governing documents:

- Articles of Incorporation
- Bylaws
- Resolutions
- Policies

Sonoma County strongly recommended having structure, operating procedures, rules and by-laws in place at beginning – trying to develop afterwards is difficult and is a process they are going through right now.

### Bylaws

Bylaws are essentially the written rules for how your VOAD will be governed. They are your governance manual. You must develop and adopt bylaws once you incorporate and if you choose to seek 501(c)(3) status. However, even if you are and choose to stay informal, having bylaws is essential to your VOAD's success. Bylaws typically include provisions for:

- Size of the board and how board members are elected and removed
- Powers and duties of the board



- Roles and duties of directors and officers
- Rules and procedures for holding meetings, electing directors, and appointing officers
- Fiduciary roles and responsibilities
- Other essential governance matters

## Funding Sources

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Usually, member organizations cover the cost of their representatives' VOAD-related activities, such as travel, meals, copying, postage, telephone and record keeping. If a local VOAD's costs cannot be fully covered by its member organizations, then an assessment of dues or another form of fund-raising may be considered to the members.

Funding sources can include:

- **Government Grant Sources** – Some VOADs receive funding from local government that are typically grants awarded on an annual basis through the Department of Homeland Security. Some may receive these funds directly or need to go through an RFP process to secure the funds. Usually the funding source for these grants is State Homeland Security Grant Program (SHSGP) and the Emergency Managers Program Grant (EMPG). Counties have different requirements, policies, and procedures for administering these funds and VOADs may not be eligible in some counties. Sacramento Region VOAD and Santa Clara County CADRE are regularly funded by homeland security grants.
- **Philanthropic and Corporate Foundations** – Community foundations, private foundations and corporate foundations are all potential funding sources for local VOADs. Community foundations are more common in California because they understand the value and local needs of especially some of the smaller non-profit sector agencies. San Diego VOAD has received funding from the San Diego Community Foundation for long-term recovery efforts and has been asked for a proposal from the San Diego Grantmakers Foundation for capacity funding for day-to-day activities that they are planning to pursue.
- **In Kind Donations** – these may be cash, goods or services provided by member agencies and examples include meetings space, office space, use of copy machine, fax, office supplies, etc.
- **Private Sector Business Donations** – Again, these may be cash, goods or services provided by member agencies and examples include meetings space, office space, use of copy machine, fax, office supplies, etc.
- **Revenue from Services Provided** – Some VOAD organizations have provided services for revenue such as training and exercises, technical assistance, emergency planning development, on-site hazard mitigation assistance, etc.

## Funding Best Practices

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Half of the VOADs interviewed receive outside funding; however, those that didn't were in the process of seeking funding or commented that minimal funding for staff would be helpful, it is difficult to always rely on the membership to accomplish all of the tasks needed to keep a consistent and functional COAD. There were two cautions mentioned for a VOAD that seeks donations or grants from outside sources. First, the efforts of the VOAD should not compete with those of its member organizations. Second, funding must not restrict the independence of the VOAD to make decisions that are in the interest of its member organizations.

The overall best practice gleaned from the interviews is to develop a strong leadership structure and funding for staff to support leadership policy and strategic planning decisions. (See page 14 – Balancing Staff Funding and Developing a Strong Leadership Structure).

## The Landscape of Other COAD/VOAD Organizations

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The attachments to this report contain interview notes conducted with VOAD organizations throughout California. The following table provides an outline of the VOADs interviewed and their service areas. VOADs were selected based on years of experience, different funding models, experience with activities after fire activations (San Diego, Orange County, Sacramento) and some with similar demographics to capture a cross representation of experiences that may inform the formation of a VOAD in Napa County. All interviewees were extremely helpful and many offered to be available as resources for Napa County as they move forward with their community preparedness efforts.

VOAD NAME	SERVICE AREA	INTERVIEWEE
San Diego County VOAD	San Diego County	Valerie Brown, Secretary
COAD-OC	Orange County	Vicki McGuinness, Chair
Sonoma VOAD	Sonoma County	Brentt Blaser, Chair
Contra Costa VOAD	Contra Costa County	Rick Palmer, Chair
Marin Interagency Disaster Coalition	Marin County	Margaret Melsh Member of Executive Committee
Sacramento Region VOAD	Sacramento County	Valeri Mihanovich, Coordinator
Solano VOAD	Solano County	Captain Jonathan Harvey Vice-Chair
SLO VOAD	San Louis Obispo County	Rick London, Chair
Santa Barbara County VOAD	Santa Barbara County	Kathleen Riel, Chair
Ventura County VOAD	Ventura County	Maggie Tougas, Chair

## Highlights of Key Findings and Recommendations

*The following information represents highlights that may inform the initial planning process for a local VOAD. As the strategic plan is developed, additional information gathered in the interviews can be resourced to guide the development of more details for specific processes and structures.*

### **Integration with Local Government**

Participation and coordination with local government was a key finding throughout the interview process and identified as a critical component to the success of a VOAD. In most cases, the County Operational Area Office of Emergency Services participated in preparedness meetings on a regular basis, many serving on the leadership committee or board of the VOAD. In some cases, additional governmental agencies participate such as:

- Public Health
- Social Services
- Department of Justice
- EOC position representatives such as the Mass Care and Shelter Coordinator
- All VOADs indicated they have some city participation, and most of them expressed they would like to see those levels increase. Solano had an incident with a city that had a local emergency and they could have helped but the city did not understand their role and VOAD wasn't able to participate. They are actively seeking representation from every city on their Executive Committee from this experience.

During an activation, the majority of the VOADs interviewed have a designated seat in the County EOC. Many interviewees responded that this is critical factor to the success of communication and coordination during the response phase of a disaster and have either already developed or are developing more extensive opportunities to participate in EOC exercises and training.

Finally, a couple of VOADs expressed a goal and interest in engaging elected officials as a way to help local government better understand their role in the community.

### **Balancing Staff Funding and Developing a Strong Leadership Structure**

Interviews were conducted with VOADs that have existed as voluntary only, VOADs that receive occasional funding and VOADs that receive regular funding. A significant lesson that emerged from these interviews from a variety of types of VOADs is to take the time to go through the planning process to develop a strong core leadership and governance structure before hiring staff too quickly (if funds exist). The risk is that the VOAD can be too staff driven and not develop the buy-in and participation needed from the whole community to set-up up for successful longevity. San Diego and Orange County went through an extensive planning process to develop their structure and are now seeking funding for staff with a strong leadership structure in place. Sonoma County and Marin strongly recommended taking the time to develop the structure and determine membership in the beginning, but don't make it too complicated and some of the more complicated planning structures can come later, like by-laws, It is much more difficult to go backwards and determine core missions and goals once the VOAD is off and running. Ventura County also echoed the need to have strong guidelines in place. Once this is in

place, the majority of VOADs cited a need and desire for staff funding to help accomplish some of the day-to-day tasks of running a VOAD (communications, managing a website, new member outreach, scheduling training, etc.) but the strategic planning goals of the organization need to be driven by its leadership and membership and represent the collective goals of the community. Lack of funding resources was consistently cited as an obstacle and lessons on how to effectively use funding was one of the most interesting topics of the interviews.

### **Leadership and Community/Membership Engagement**

Many of the VOADs cited the importance of meeting regularly, but not **too** regularly. The VOADs ranged significantly in how often they meet, but four components emerged in the discussions as to what factors led to their success and getting key players to the table on a regular basis:

1. Create mechanisms to engage membership and don't let leadership become too distant. For some of the longer standing VOADs that have stagnated and then revitalized, this was a key learning point.
2. Have a value added component to the meeting beyond networking but allow time for networking, it is a critical component. For example, host roundtable discussions on topics of interest or bring in guest speakers to address a wide range of disaster training topics.
3. Have mechanisms for helping each member agency understand each other's roles an introduction speaker (like a pre-band at a concert) from each member agency to take a few minutes and explain their agency's role and what they do. It helps everyone better understand the member agency roles and builds buy-in.
4. The majority of VOADs have an Executive Committee/Leadership Council with elected officers. The vision and passion of the officers was continually cited as a source of forward motion and momentum, especially for organizations that are voluntary only. In efforts to get more of the membership engaged, some of the VOADs have developed Subcommittees/Working Groups organized around sectors or tasks that need to be accomplished. This brings people in and helps build buy-in in areas they have a stronger interest without feeling the burden of a large leadership volunteer commitment.

### **Serving People with Disabilities and Others with Access and Functional Needs**

Several of the VOAD organizations interviewed highlighted that some of the most effective and important efforts was coming together to better address vulnerable populations - People with Disabilities and Others with Access and Functional Needs – especially in partnership with local government. Santa Barbara VOAD worked closely with the city to evaluate and address changes in their Community Emergency Response Team (CERT) Training to make the training more accessible to the entire community. Integration of People with Disabilities and Others with Access and Functional Needs in all levels planning and phases of emergency management was a core mission and purpose for many VOADs and many of the interviewees had developed subcommittees to continue ongoing work at improving access for vulnerable populations.

*“Be that neutral place that holds the community fabric together when turf wars emerge, take the high road.”*

- Valeri Mihanovich  
Sacramento Region VOAD Coordinator

The following chart illustrates a crosswalk of answers to the first five questions in the interviews to provide an at-a-glance landscape of current VOAD structures and models. Highlights include:

- Half of VOADs have outside funding, half rely on dues and donations (monetary and in-kind)
- 100% of VOADs have local government participation
- The majority of VOADs have an open membership structure (inclusive and open to CBOs, government, private sector, faith-based and in some cases, individuals)

VOAD/COAD	HOW LONG IN EXISTENCE?	LEADERSHIP/GOVERNANCE STRUCTURE	MEMBERSHIP CRITERIA	WHAT RESOURCES SUPPORT YOUR VOAD	LOCAL GOVERNMENT INVOLVED?
Contra Costa VOAD	4 years formally (25 informally)	Executive Committee of five members; meet monthly	Open to all agencies Current roster of 100	No funding;` volunteer & donations	Yes; County OES & 6-7 cities
Marin Interagency Disaster Coalition	Formed shortly after Loma Prieta earthquake in 1989	Executive Committee (13-14 members); meet monthly. Until recently had officers but these positions are currently unfilled	Open to all nonprofits, private sector entities and government agencies	All volunteer run organization	Yes
COAD-OC	Since 2007 after Santiago Fire	Leadership Council, sectors, working groups	By member organization, not individual affiliations; two levels: General Members & Response & Recovery Members	Obtained a grant to support initial development of a 5-Year Strategic Plan; OneOC acts as our fiscal sponsor; Red Cross provides our meeting space	Yes - Orange County Sheriff's Department has been vital to the success of COAD. City Emergency Managers attend COAD meetings occasionally
Sacramento Region VOAD	September 2005	<ul style="list-style-type: none"> <li>Steering Committee meets twice a year</li> <li>VOAD meets quarterly</li> <li>Lead agency, but voluntary</li> <li>Coordinated by Hands-on, funded by HSGP – pays staff time, approx. 75% is VOAD and Donations Management (Hands-on absorbed by Goodwill, support with personnel, fiscal management, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>All inclusive</li> <li>Agency, FBO or Government with a disaster role, are including private</li> </ul>	SHSGP Funding	<ul style="list-style-type: none"> <li>County OES - Care and Shelter Coordinator attends regularly, but a couple of OES staff are involved</li> <li>City of Sacramento Volunteer Director and OES</li> </ul>

VOAD/COAD	HOW LONG IN EXISTENCE?	LEADERSHIP/GOVERNANCE STRUCTURE	MEMBERSHIP CRITERIA	WHAT RESOURCES SUPPORT YOUR VOAD	LOCAL GOVERNMENT INVOLVED?
San Diego County VOAD	Started in 2001 after Angels Fire	<ul style="list-style-type: none"> <li>• 4 Officers (2 are immediate response and recovery and 2 are long term recovery, they cover each other's roles; Voluntary only but will be funded by the end of the year so government has faith they will be able to deliver what they say they can</li> <li>• Under Fiscal Sponsorship of Community Recovery Team (prior it was Salvation Army)</li> <li>• Sponsorship overhead runs 3-5 percent</li> </ul>	By organization only	<ul style="list-style-type: none"> <li>• Several private sector companies have been asking for proposals post 2007 to provide funding</li> <li>• Seeking part-time staffing for capacity funding – leadership should drive organizations, but staff is ideal and needed to effectively implement.</li> </ul>	County OES - affiliate, not on the board A few cities, but not enough - 3 out 19 involved
Santa Barbara VOAD	10 years	<ul style="list-style-type: none"> <li>• Independent membership</li> <li>• Steering Committee to determine activities</li> <li>• Executive Committee to oversee policies and finance</li> </ul>	Application process, open to all. Significant participation by faith-based communities.	<ul style="list-style-type: none"> <li>• A local grant got them established</li> <li>• A second round of funding allowed them to establish committees</li> </ul>	<ul style="list-style-type: none"> <li>• Yes: County and city OEM both sit on Steering Committee</li> <li>• SB VOAD has seat in EOC</li> <li>• Often meet at County OES</li> </ul>
SLO VOAD	8 years	<ul style="list-style-type: none"> <li>• Officers are Chair, Vice-chair, Secretary and Treasurer</li> <li>• Senior Volunteer Services (RSVP) acts as fiscal agent</li> <li>• Five lead committees</li> <li>• Meet quarterly (moving to bi-annual)</li> </ul>	Open to all nonprofits, private sector entities and government agencies	<ul style="list-style-type: none"> <li>• Original grant came from PG&amp;E</li> <li>• Membership dues</li> </ul>	<ul style="list-style-type: none"> <li>• Local govt very involved: Sheriff's Task Force on Public Safety dovetails with VOAD efforts on disaster volunteer management</li> </ul>

VOAD/COAD	HOW LONG IN EXISTENCE?	LEADERSHIP/GOVERNANCE STRUCTURE	MEMBERSHIP CRITERIA	WHAT RESOURCES SUPPORT YOUR VOAD	LOCAL GOVERNMENT INVOLVED?
Solano VOAD	5 years	<ul style="list-style-type: none"> <li>Executive Committee of 10-12 members that meets monthly</li> <li>Officers are Chair, Vice-chair and Secretary. We have a set of by-laws and a strategic plan</li> </ul>	Have 60-80 agencies and organizations on membership list and are open to all	<ul style="list-style-type: none"> <li>Do not collect dues and do not have a bank account</li> <li>Work entirely with donated time and resources</li> </ul>	<ul style="list-style-type: none"> <li>Yes, County OES serves on the Executive Committee</li> <li>Trying to get representation from every city on Exec Committee</li> </ul>
Sonoma VOAD	15+ years	<ul style="list-style-type: none"> <li>4 executive officers – President, VP, Secretary, Treasurer</li> <li>Task-based subcommittee, (i.e. communications, training and exercise, recruiting and retention, AFN). When task completes, subcommittee disbands.</li> <li>In process of institutionalizing charter, by-laws, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Application process, no fees</li> <li>NGOs and government (will follow-up on who is a voting member)</li> <li>About 20 to each meeting, good participation from key agencies</li> </ul>	<ul style="list-style-type: none"> <li>Don't have any way to create self generating revenue</li> <li>Have solicited some minimal funds but primarily operate on in-kind donations</li> </ul>	<ul style="list-style-type: none"> <li>Yes, County OES regularly in the last year and became an officer</li> <li>The cities are all members but don't participate regularly</li> </ul>
Ventura VOAD	20+ years	<ul style="list-style-type: none"> <li>Lead agency = United Way of Ventura County</li> <li>Use their building under Community Foundation – storage and meeting space</li> <li>Bi-annual vote for President</li> </ul>	<ul style="list-style-type: none"> <li>Used to be PNP, now can be anyone, even individual, government agencies, private sector</li> <li>Whole community approach</li> </ul>	<ul style="list-style-type: none"> <li>Primarily voluntary</li> <li>Individual donations</li> <li>Dues, just started recently</li> <li>Have had to prove self to OES, encouraged to apply for a grant this past year, developed working relationship</li> </ul>	<ul style="list-style-type: none"> <li>Yes, they recently now have a seat on the board</li> <li>Cities - City of Camarillo, Thousand Oaks, Ojai</li> <li>Naval Base Ventura County</li> <li>Dept. of Justice</li> <li>Public Health</li> <li>Have to have County backing, or it won't fly – encourage Napa to have OES as a standing seat in VOAD, very positive</li> </ul>



## Functions & Services a VOAD Can Provide For Preparedness

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### **Host training conferences**

VOADs are encouraged to conduct and or collaborate with Emergency Management on annual training conferences. Membership resources (national, state and community-based, faith, voluntary and governmental agencies, philanthropic/advocacy groups and business partners) should be utilized to give feedback and advice, examples of best practices and to facilitate and lead portions of the conference.

### **Involvement in mitigation programs**

VOADS actively participate in and promote mitigation activities – a sustaining VOAD supports the efforts of Federal, State and local organizations. The promotion of mitigation is beneficial to all agencies involved in disaster relief, as it decreases costs and impact to the community

### **Advocate for and conduct exercises**

VOADs need to regularly test, evaluate and appropriately modify their existing disaster plans by advocating for the participation of voluntary agencies in local and state exercises. This enables the VOAD to test its ability to convene in a timely and coordinated manner following a disaster. In addition, it strengthens the VOAD's position and increases credibility, allowing the VOAD and its government partners to appropriately utilize voluntary agency resources.

### **Appendix 3: Planning Committee Meeting Agendas**

Napa Valley Planning Meeting #1  
For  
Developing Community Agencies Active in Disaster (COAD)  
August 24, 2016



## Agenda

1. Welcome and Introductions
2. Goals for the Planning Committee
3. Highlights of Lessons Learned from the Earthquake and Lake County Fire
4. What is COAD?
5. Best practices from 10 COADs/VOADs in California
6. Potential structures for a COAD
7. Governance and Leadership
8. Membership Options
9. Funding Possibilities
10. Staffing Options
11. Vision/Mission Exercise
12. Next Steps

Napa Valley Planning Meeting #2  
For  
Developing Community Agencies Active in Disaster (COAD)  
September 22, 2016



**Agenda**

1. Welcome and Introductions
2. Goals for the Planning Committee
3. Highlights of Meeting #1
4. Review Homework Assignment
5. Key Findings from Napa Community Preparedness Assessment
6. Role of a Napa Valley COAD in Different Phases of Disaster
7. Developing a Mission Statement
8. Determining Organizational Structure
9. Determining Membership Composition
10. Proposed Role of Staff
11. Staffing/Cost Models
12. Developing an Initial Funding Plan
13. A Whole Community Approach
14. Establishing a Structure for Meetings & Establishing Subcommittees
15. Goals for Meeting #3
16. Next Steps

Napa Valley Planning Meeting #3  
for  
Developing Community Agencies Active in Disaster (COAD)  
November 9, 2016



## Agenda

1. Welcome and Introductions
2. Highlights - What has been Accomplished to Date?
3. Leadership Models
4. Determining Leadership Structure
5. Selecting an Interim Leadership Team
6. Role of the Leadership Team, COAD Staff and Fiscal Sponsor
7. Potential Recommended Agencies for Fiscal Sponsorship
8. Updated Staffing/Cost Models
9. Governance and Bylaws
10. Three Year Funding Plan
11. Strategic Plan
12. Next Steps

## Appendix 4: Fiscal Sponsorship Application



Napa Valley Community Organization Active in Disaster (COAD)  
Fiscal Sponsor Application  
(Application Due by 1/20/17)

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**Organization**

Organization Name: Community Action of Napa Valley

Tax ID #: 94-1610851

Annual operating budget:

Contact Person: Drene Johnson

Title: Executive Director

Phone: 707.253-6100x102

Email: [djohnson@can-v.org](mailto:djohnson@can-v.org)

Organization website: [www.canv.org](http://www.canv.org)

Send Application to: [sheah@napanews.org](mailto:sheah@napanews.org)

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**Briefly Describe Your Organization**

Since 1965, Community Action Napa Valley (CANV) has been increasing self-determination and self-sufficiency with low-income families, disadvantaged people and senior citizens throughout Napa Valley. From Calistoga to American Canyon, Lake Berryessa to Caneros and everywhere in between, CANV reaches out to those in need. During the 2015 fiscal year, CANV provided unduplicated services to 8,300 individuals and 3,000 families. Approximately 78% of individuals served were adults and of those that reported income, 97% were at or below the federal poverty guidelines as established by the US Department of Health and Human Services.

As the federally designated anti-poverty program serving Napa County, the CANV mission is to provide services and promote resources that promote and encourage self-sufficiency to the most vulnerable members of the Napa Valley community. To accomplish this mission, CANV provides the following programs:

- Senior Nutrition Services – Meals on Wheels, Non-Senior Disabled Meals on Wheels, and Congregate Meals, which serve 435 daily,
- CANV Kids, Child Development, and Family programs, which serve 90 children at two sites,
- Napa Valley Food Bank, which includes five programs to assist people in meeting their basic needs:  
Emergency Food Pantry, Senior Brown Bag, USDA Surplus Food, Mobile Produce Pantry, and Friday Free Market. As of December 2016, 12,890 individuals have been served by the Food Bank.

The CANV Board of Directors is a tripartite board made up of representatives from the low-income sector, business sector, and the public sector. CANV complies with Federal GAP and has an audit performed on its financial standing annually. The annual operating budget is \$4,859,237.

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**Fiscal Sponsorship**

- Are you currently providing fiscal sponsor services/activities? If yes, how many projects do you currently sponsor? Please include project names if applicable.

Yes, we are currently providing fiscal sponsor services to: Health and Human Services Agency – CalWorks Program, Health and Human Services – Home to Stay (formally TRAIN), Season of Sharing, San Francisco Chronicle Giving Program, HCA Rental Assistance – Private Funding for low income.

- What fee/overhead do you charge for fiscal sponsorship?

12%.

- Please describe your agency's experience working as a fiscal sponsor, including successes and challenges.

In 2014 and 2015, Community Action of Napa Valley became the financial sponsor for two grants funded through Napa Valley Community Foundation. Grant number one was 1.025 million dollars for mobile home repairs in Napa County. Grant number two was 75 thousand dollars for houses of worship repairs.

These were very successful programs due to open communications and a comprehensive contract.

**What services would you be able to provide to the COAD project?**

(Select all that apply)

- Auditing
- Bill paying x
- Bookkeeping/Accounting x
- Computer IT x
- Human resource management x
- Insurance x
- Legal services
- Office space in Napa County x
- Organizational development
- Payroll x
- Tax reporting
- Benefits (ex: health insurance, dental, vision, etc.) Please list all: Health, Dental, Life Insurance and 401k
- Other:



## **Appendix 5: COAD Director Job Description**



# Napa Valley Community Organizations Active in Disaster (COAD)

## Job Description

**Job Title:** Napa Valley COAD Director

**Reports to:** COAD Advisory Council

**FLSA Status:** Full-time

**Compensation:** Compensatory to experience

**Benefits:** Contingent on fiscal sponsor agency

### Summary:

The Napa Valley COAD Director will be the liaison between the community and organizations working on disaster preparedness and recovery efforts in Napa. The Director will seek to build relationships with non-profits, faith based organizations, social service groups and other agencies active in preparedness, response and recovery to increase communication, identify and share best practices, minimize duplication of services and efforts, and build opportunities for collaboration among all groups. The COAD Director will also seek to strengthen resources and support to build these partnerships throughout the county. This position is grant funded for at least 2 years.

### Job Responsibilities:

1. Support long term disaster preparedness and recovery efforts throughout Napa:
  - a. Be an active participant in appropriate meetings.
  - b. Identify pockets of need through outreach efforts.
  - c. Develop a communication plan to increase coordination.
  - d. Identify training and resource needs and seek solutions to address these needs.
  - e. Strengthen relationships with other local community-based organizations.
2. Advance the COAD movement in Napa:
  - a. Provide technical assistance to the COAD members to update bylaws, establish a website, explore social media, increase membership and seek 501(c)(3) status, if deemed appropriate.
  - b. Engage with community partners to identify and raise awareness of ongoing needs throughout Napa.
  - c. Work with organizations to establish and strengthen the Napa COAD.
  - d. Develop resources and tools to be successful and sustainable.
  - e. Assist in the creation of a strategic plan every three years.

3. Resource identification and development:
  - a. Seek additional funding support as needed to meet objectives of position.
  - b. Identify State and National expertise to share knowledge and resources with partners.
  - c. Work with governmental partners in order to better coordinate human and material resources and messaging in times of disaster.
  - d. Assist with local campaigns, speaking and advocacy on community issues.
  - e. Represent Napa COAD at various forums as necessary.
  - f. Work closely with county and city Office of Emergency Services to identify needs, resources, and shared actions.
4. Data Management
  - a. Collect and report data on activities.
  - b. Continually update countywide calendar and contact lists.
  - c. Manage reporting requirements for all grants.

**Additional Key Competencies:**

Excellent project management skills

Ability to solve problems and think creatively

Self-directed with sharp attention to detail

Self-motivation and initiative to take on projects with minimal supervision in timely manner.

Sensibility and sensitivity to understand and effectively communicate the needs of low-income and working-class communities with different City and County agencies, neighborhood stakeholders and other constituents.

Ability to work within a close knit team environment.

Commitment to social justice and community organizing principles.

**Education and/or Experience:**

College degree with project management experience.

Demonstrated experience in curriculum development and project facilitation.

Experience working in post-disaster environments is preferred, especially around long-term recovery.

**Language Skills:**

Excellent interpersonal skills including but not limited to: verbal and written communication, public speaking and conflict mediation.

Bilingual in Spanish a plus.



**Computer Skills:**

Proficiency in Microsoft software programs (i.e., Excel and Word) and Internet usage.

**Physical Demands:**

The physical demands described here are representative of those that must be met by an employee to successfully perform essential functions of this job. Reasonable accommodations can be made to enable individuals with disabilities to perform the essential functions. Employee is required to talk and hear, and use hands and fingers to operate a computer and telephone keyboard. Employee may be required to help move small items less than 45 lbs. Employee must have the ability to work flexible hours when needed.

**Equal Opportunity Employer:**

All persons are entitled to equal opportunity and personnel or management decisions should be based on merit, qualifications, and the needs of the position, and that the best qualified applicant or employee should be selected. The organization does not discriminate against its employees or applicants because of race, color, religion, sex, pregnancy, national origin, ancestry, marital status, mental or physical disability (including HIV and AIDS), affiliation, medical condition (including cancer or genetic characteristics), sexual orientation, age, citizenship or any other classification protected by local, state, or federal law. Equal employment opportunity will be extended to all persons in all aspects of the employer-employee relationship, including recruitment, hiring, training, promotion, compensation, discipline, and termination or any other personal action. All such discrimination is unlawful.

**How to Apply:**

Please send resume & cover letter to COAD Advisory Council at [sheah@napaNEWS.org](mailto:sheah@napaNEWS.org).