



COAD General Meeting – January 19, 2021

SURVEY RESULTS:

Member Survey

Interim and After Action Highlights

Agenda



- **Welcome/ground rules (meeting will be recorded)**
- Executive Committee Updates
- COAD News/Situation Update
- Tribute to Hilary Zunin – COAD VOC Founder!
- Current Operational Objectives
- Membership Survey Results
- Interim/After Action Survey Highlights
- Tentative General Meeting Plan for 2021

Situation Status



Main County webpage for COVID-19:

<https://www.countyofnapa.org/2739/Coronavirus-COVID-19>

Page includes links to:

- **Vaccine interest form**
- **Vaccine FAQ's**
- **Case rate and testing dashboards**
- **Reporting violations**

Thank you and farewell Hilary



Forever in our hearts, rest in peace Hilary





COAD Operational Objectives (1)

January 28 to February 25, 2021

- Communicate regularly with COAD members on the situation status and maintain situational awareness regarding emerging needs
- Ensure coordinated efforts through regular coordination and communication of subcommittee work.
- Support subcommittees in offering supportive services to most effectively meet the needs of vulnerable populations impacted by COVID-19, fire recovery and PSPS events. *Plan and prepare for emerging and concurrent emergencies.*
- Support the County in the protection of public health by supporting communication efforts and through subcommittee work.

COAD Operational Objectives (2)



- Participate in the Recovery Operation Center and plan for the next phases of fire recovery including *interim needs and standing up the Long-Term Recovery Group*.
- Support the safety of volunteers activated under COAD for COVID-19 missions who serve as Disaster Service Workers. Recruit volunteers to meet emerging needs.
- Promote community preparedness and resiliency through subcommittee work related to education and outreach, neighborhood resiliency efforts, shelter support, and communications.
- Promote equity in outreach and access to supportive services for vulnerable populations, including language access.

Overall survey response rate



53 Responses

49 Different organizations

About a 40% response rate

Most Valued from COAD



%	What you value most about COAD (select top 5)
91%	#1 - Communications and information sharing
77%	Opportunity to be involved in more collaborative, team efforts for greater impact with minimal duplication
72%	Access to shared resources for response and recovery
72%	COAD's liaison role with the County, timely vetted information
68%	Organizational support in responding to emergencies
52%	Training opportunities
30%	Comradery – working with others on a common mission
30%	Website information and resources
17%	Social media posting and sharing

Other valued opportunities



Overwhelming sentiment – sense of community that COAD provides – it’s a very valuable coalition!

- One source for coordination is critical – centralizing what we do for the community.
- Provides a more comprehensive awareness and consolidation of information
- Opportunity for joint problem solving
- Building a community of support organizations that goes beyond disasters; provides a bridge to non-disaster partnerships; networking opportunities
- Help in addressing unmet needs
- Good organization of and content for virtual meetings

Roles and Expectations



%	Views and Reasonable Expectations (select all that apply)
83%	Support COAD communication and outreach efforts, by sharing social media posts and assisting with outreach
81%	Sharing updates on your organization's disaster response – Resource Guide (needs work)
77%	Send a representative to participate in general COAD meetings and/or activation meetings
70%	Have a representative(s) actively participate in COAD subcommittees <i>NOTE: Currently 60+ member organizations are represented on COAD subcommittees, including all cities and four major County of Napa departments.</i>

Comments regarding expectations



Comments regarding expectations by respondents:

- Expectations need to reflect the organization's capacity to respond – taking into consideration staffing, operational needs and mission.
- Ask members to check-in as soon as a disaster is declared
- Ask members to support promoting donations to and the financial sustainability of COAD
- Request members to actively engage in supporting preparedness efforts

Ability to send staff



Can you designate a staff person?

- **83%** can support sending a person to support COAD

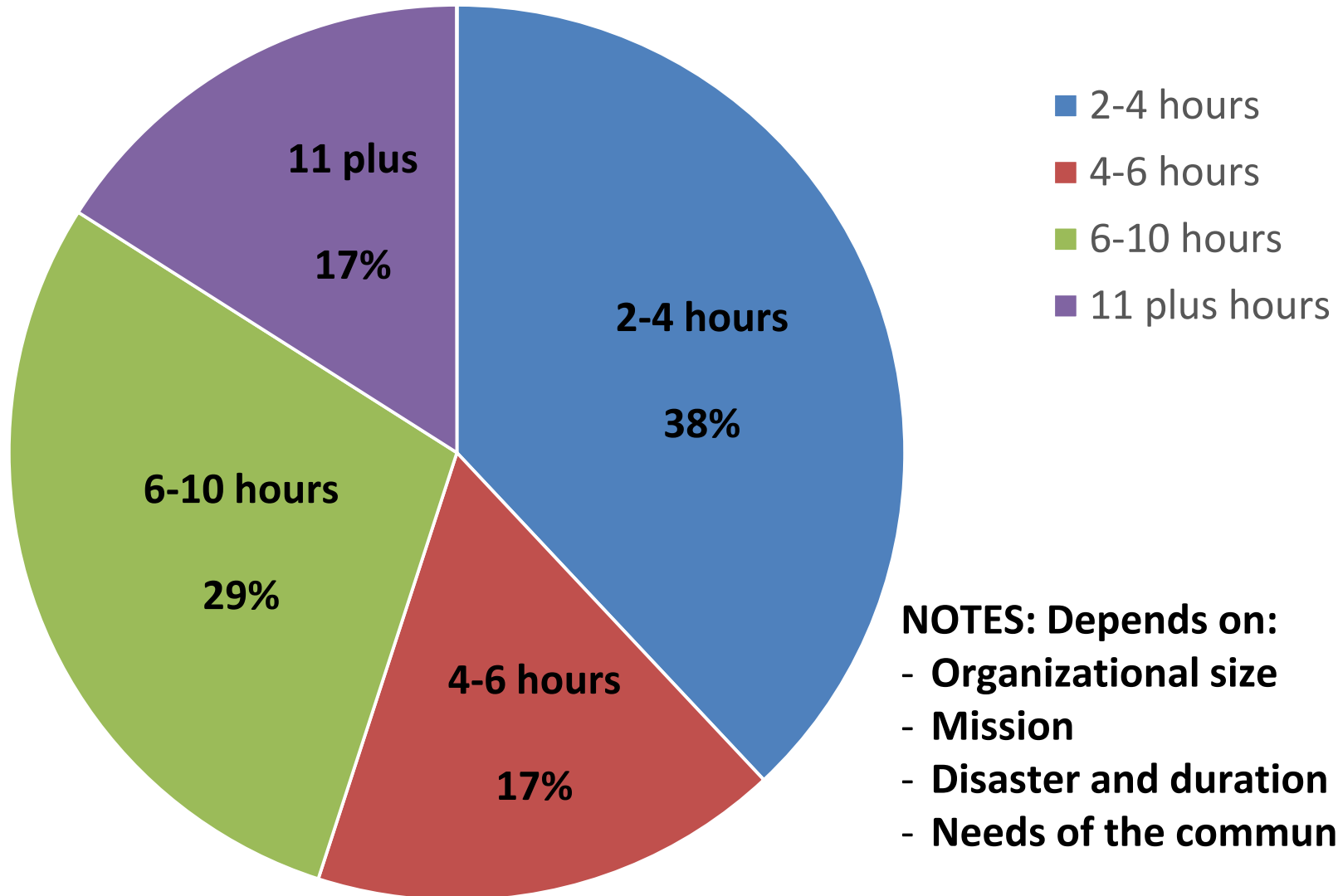
How many currently supporting COAD efforts? Some staff are directly involved, others may be indirectly involved.

- 43% - 1 staff person actively involved
- 17% - 2 staff actively involved
- 13% - 3-4 staff directly and/or indirectly involved
- 10% - 5 plus staff
- 17% - no staff involved

If no, what is the reason?

- Lack of available staffing and resources
- Even if not participating in a subcommittee, most organizations are supporting response efforts consistent with their operational objectives.

Monthly time capacity



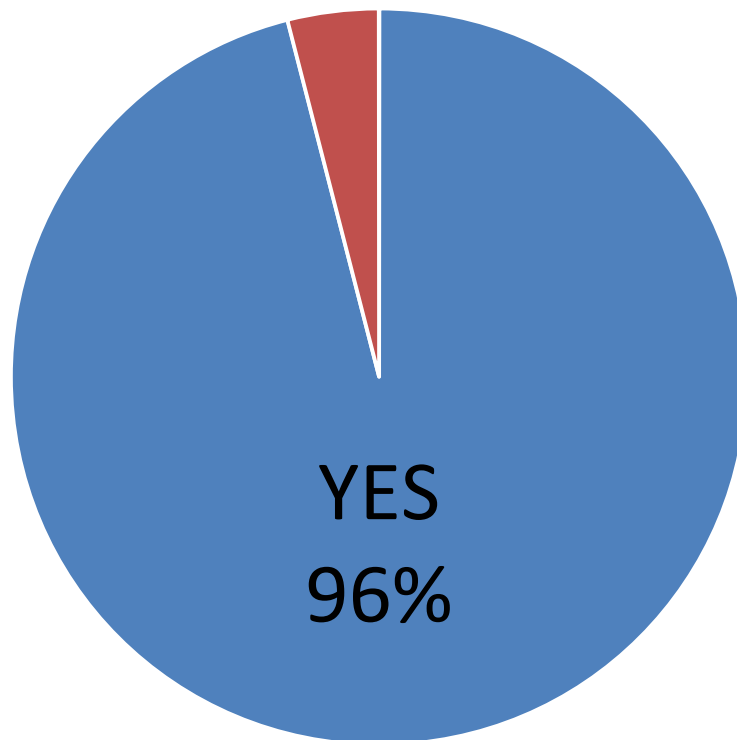
NOTES: Depends on:

- Organizational size
- Mission
- Disaster and duration
- Needs of the community

Eligibility Requirements



Requirements are Appropriate



COMMENTS:

- Include mention of Faith-based Organizations
- Consider all to have voting rights, if it affects their organization
- Requirements to be on email list?

Eligibility requirements:



Regular Members (have voting rights)

- Organizations with voluntary membership and constituencies;
- Organizations that have a not-for-profit structure designated under IRS Code as a 501(c)(3) corporation, or those that could reasonably expect to meet such qualifications, ***including community and faith-based organizations***;
- Organizations that have a demonstrated disaster services program and policy for commitment of resources to meet the needs of people affected by disaster;
- Organizations that serve those in need due to a disaster without discrimination;
- Member organizations have voice and vote as defined in Article IV.
- Membership is not open to individuals not associated with an eligible member organization.

Partner Organizations (have a voice, but are not voting members)

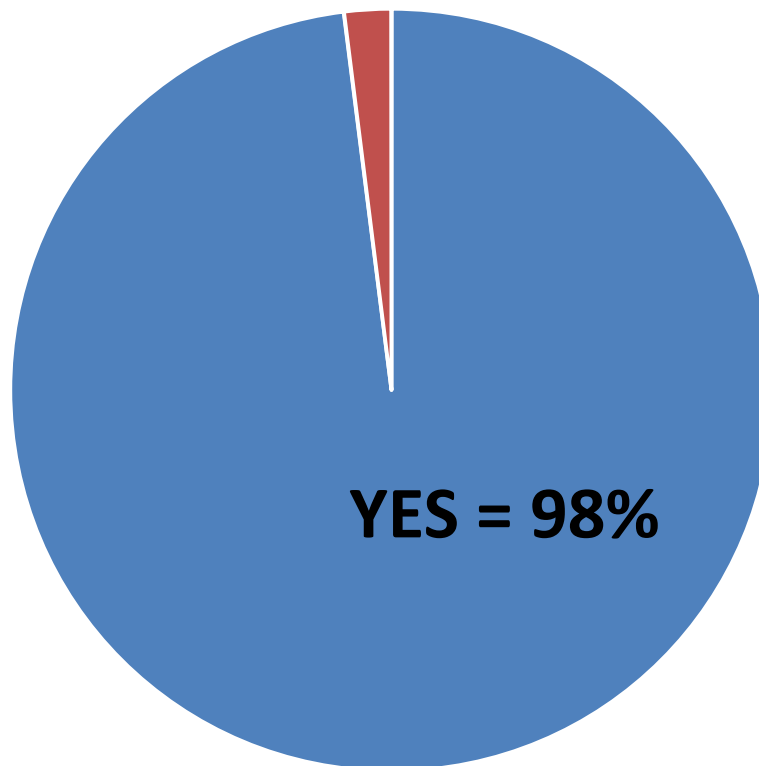
- **Government entities *and school districts*** that bring resources to the COAD and demonstrate a commitment to support the COAD mission and its members;
- Foundations, businesses, or private corporations that bring resources to the COAD and demonstrate a commitment to support the COAD members and mission.

Note – recommended updates in italics

Membership Requirements



Membership Requirements are Appropriate



Comments:

Suggested asking members
to advocate for funding



Membership Requirements

- **Work within the framework of the COAD disaster operations subcommittee structure and communication protocols.**
- Leadership of each member organization must be committed to sending knowledgeable and authoritative representatives to the COAD meetings and is strongly encouraged to appoint an alternative person to cover duties when the primary appointee is unable to participate in COAD functions.
- All members must have access to the resources of their organization or other resources to serve the needs of those impacted by disasters.
- All members must provide up-to-date information on the COAD membership list and resource guide.
- An organization or individual member **must attend at least half of the general meetings per calendar year.**

Comment Break

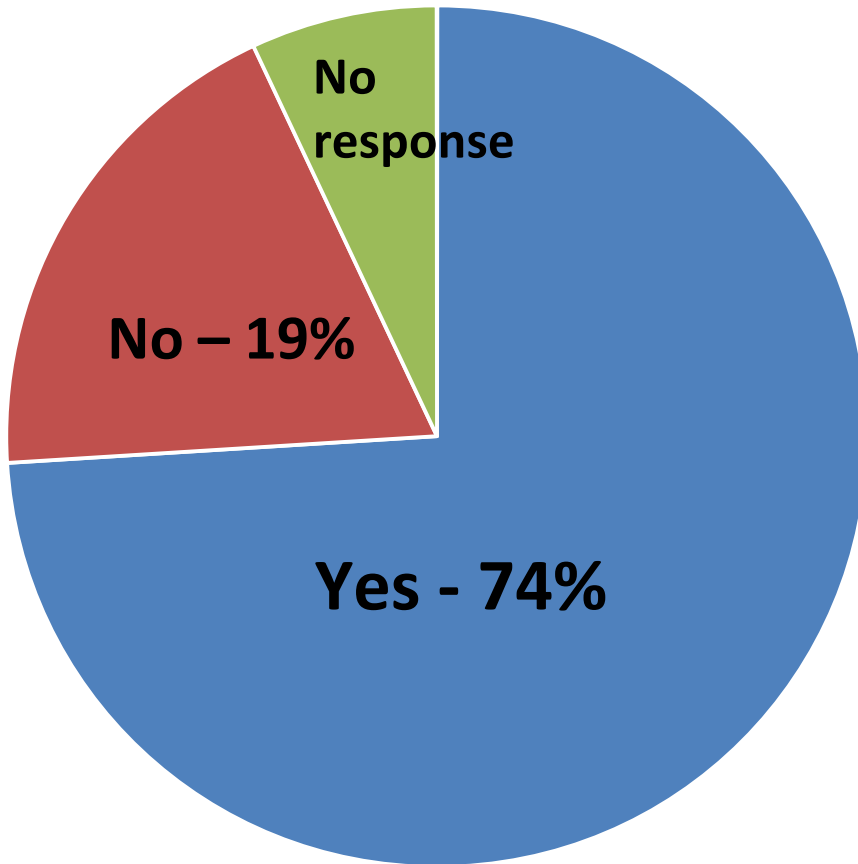


Any questions, comments
or additional feedback at
this point?

Membership agreements



Membership Agreements



Comments:

- Membership has grown significantly.
- Need to clarify respective roles and responsibilities
- Need to recognize importance of member organization operational priorities
- Need to emphasize how we can be 'mutually beneficial'
- Two felt it was unnecessary from their organizational perspective
- We need to consider all organizations.

What agencies expect when paying dues



- Access to resources such as toolkits, training, webinars and thought leaders
- Tangible benefits in the form of resources, information, and capacity building
- Timely, valuable information and resources which can be shared with vulnerable clients
- Advocacy for critical programming
- Value added to the organization's effectiveness in providing resources
- Information exchange, connection to resources and networking
- Funding opportunities
- What is being offered to the community

Proposed Tiered Dues Structure



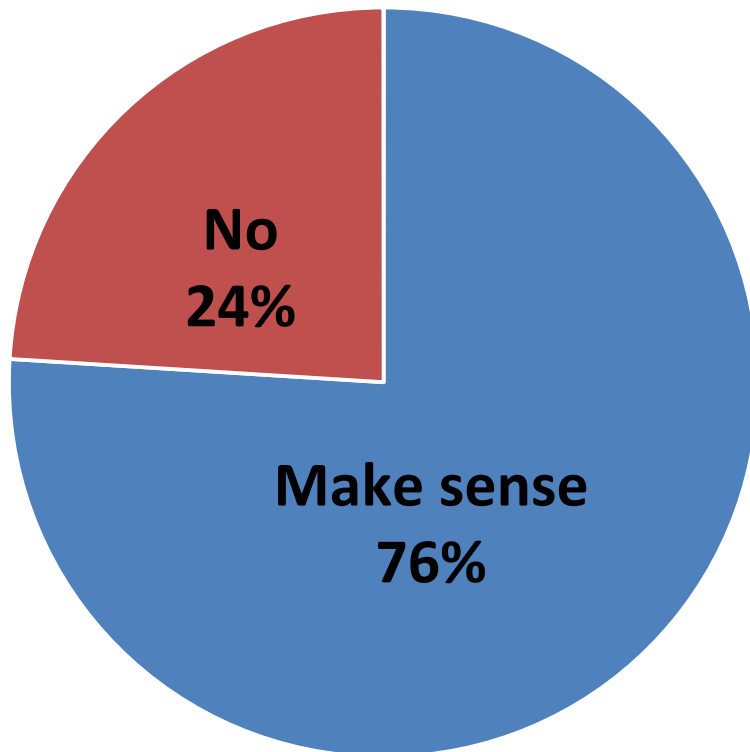
Structure shared in the survey:

- Private organizations and businesses - \$150
- Nonprofits with an operating budget greater than \$1,000,000 - \$100
- Nonprofits with an operating budget of \$1,000,000 or less - \$50
- Member organizations whose representatives serve on the Executive Committee or as subcommittee co-chairs – dues waived
- Partners, e.g. government entities, school district – pending

Responses - Member Dues



Proposed Tiered Dues



Comments cons:

- CBO's are already making significant contributions of time and resources
- Grants and sponsorships should be pursued instead
- Dues should be optional
- May be a deterrent for membership
- Some organizations do not have the ability to pay dues

Comments pros:

- What COAD is currently doing is worth the proposed dues
- Increase tiers and amount of dues

COAD Governance & Structure

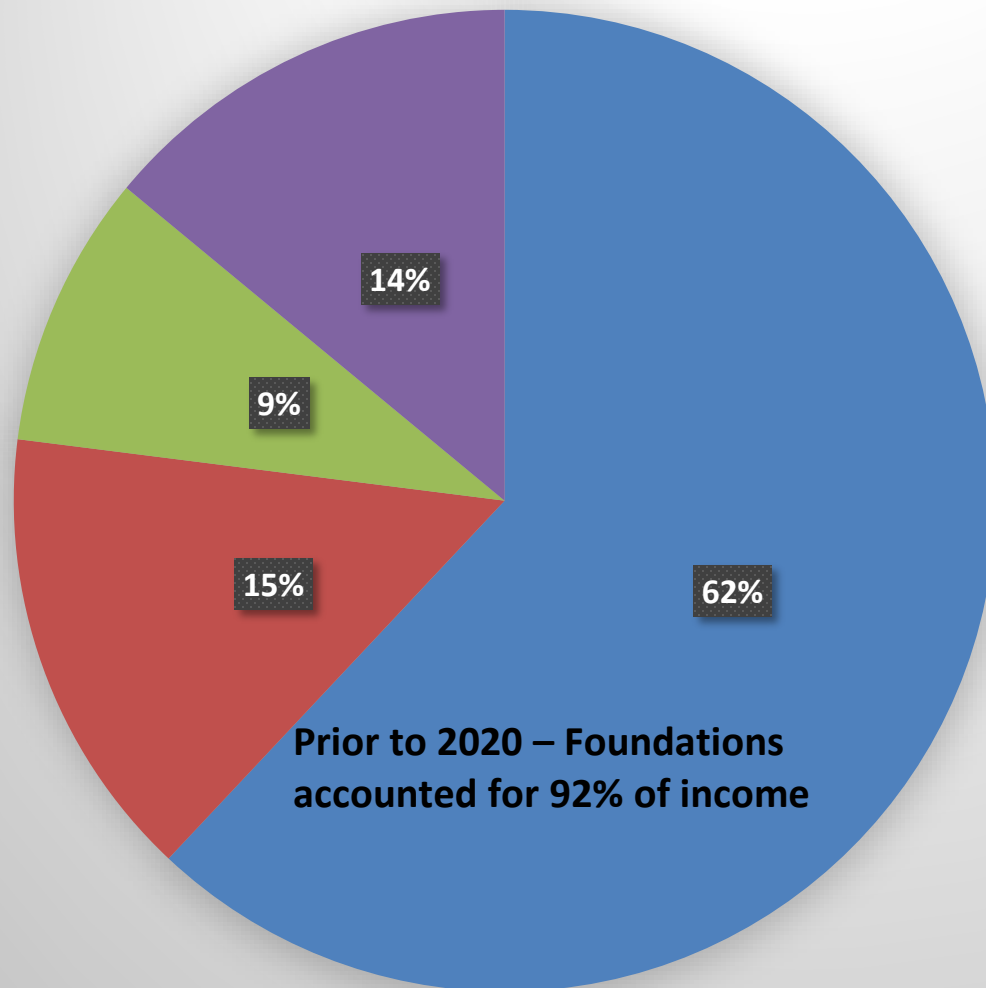


- ❖ COAD is an **independent entity, not part of government**
- ❖ Led and overseen by the **Executive Committee** following bylaws; **Director** leads operations
- ❖ COAD has a **fiscal agent** that manages our finances (Bay Area Community Resources)
- ❖ Seed and first 3 years funding thanks to **Napa Valley Community Foundation**
- ❖ COAD continues to work to **broaden its funding base**

COAD – Income Sources (20/21)



Current COAD Income Sources



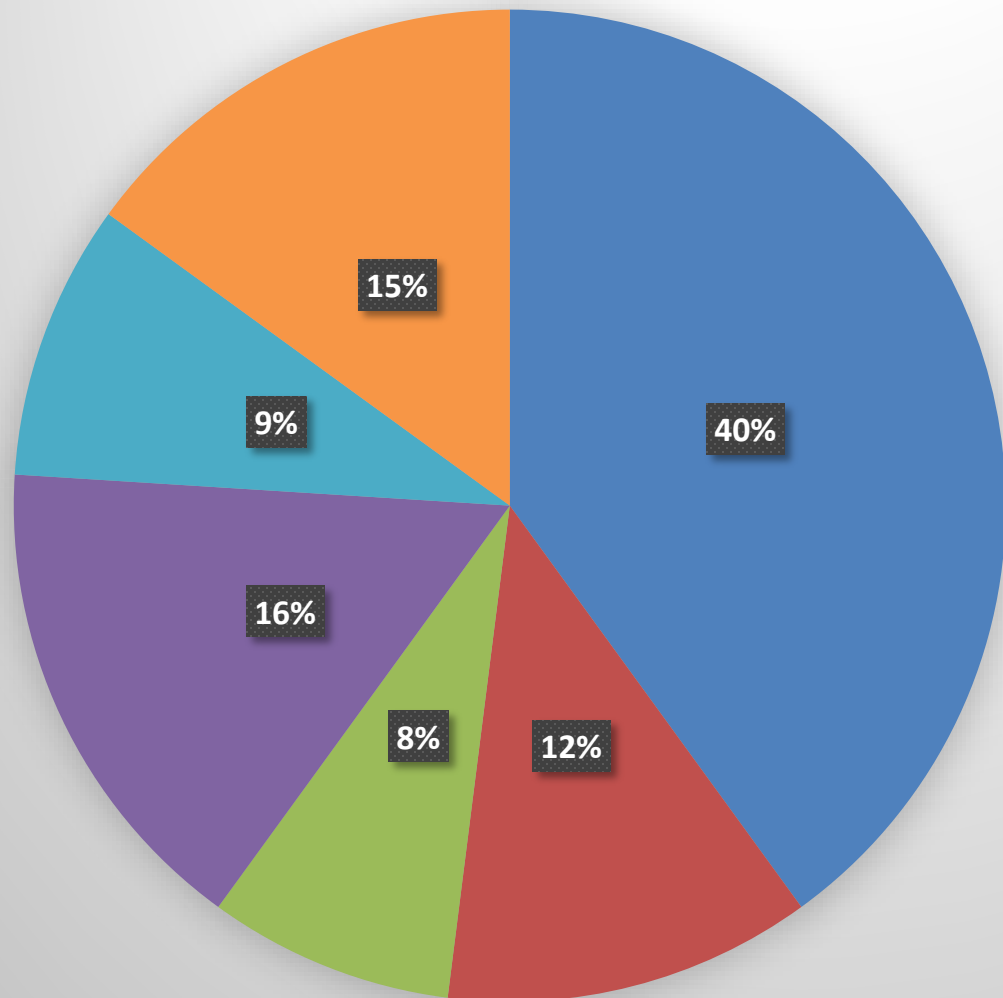
- Foundations
- Grants
- Gov/Napa County (new)
- Private/Individual donors

2020 was an exceptional year. As a result of the fires, COAD received substantial private and individual donations compared to previous years. Some funds were used to purchase gift cards.

COAD Expense Allocations



Expense Allocations



- Personnel/contractors
- 3 month Reserve
- Operating expenses
- Activation expense
- Training and events
- Fiscal sponsor fees

NOTES:

Personnel = Director and p/t assistant

Activation – Increased support & hours

Operating expenses - telecom, travel, technical support and maintenance, fees for services, office supplies, marketing materials, etc.

Comment Break

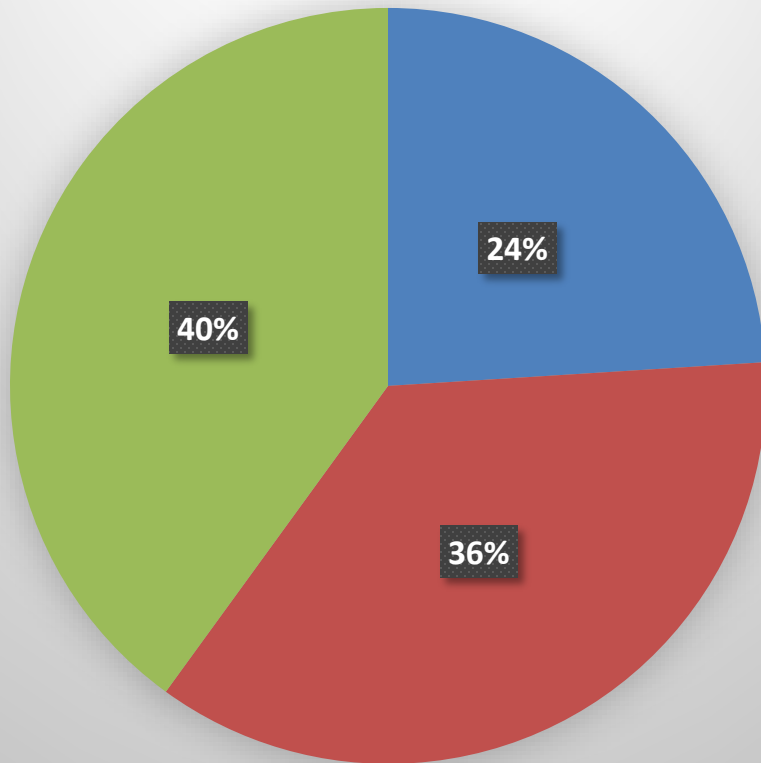


Any questions,
comments or additional
feedback at this point?

When to hold an activation meeting



Activation Meeting



When COAD and its subcommittees are not already activated

When a concurrent emergency occurs which presents a new set of challenges

Any time a new disaster occurs

Information in Spanish



82% - Website Content

80% - Facebook Posts

71% - COAD Sponsored training and workshops

69% - COAD Updates

Comments:

- All communications
- Foster a stronger relationship with KBBF and better use of radio
- Fliers in Spanish are great
- All communications with families need to be in Spanish – the community needs access to Spanish speakers
- We need to do outreach in Spanish during the summer months

Topics for COAD meetings



%	Topics for COAD meetings (select top 5)
71%	Preparedness training and planning (April)
69%	Presentation by the County on evacuation and shelter processes and protocols (Feb)
67%	Equity in emergencies, i.e. language access (April)
67%	Community and Neighborhood Resiliency (May)
52%	Trauma and resiliency support for COAD member staff and clients
52%	Long-term Recovery, include DCM processes (June)
35%	Incident Command Systems Training
23%	Forum on reopening offices
19%	Animal rescue

Other Topics of Interest



- **Continuing Operations training (EOP & COOP)**
- **Training on Federal and State disaster response frameworks**
- **Expand trauma informed care to include community and reflective supervision**
- **COAD, Executive Committee, and membership orientation program**
- **ADA/AFN site assessments and improved response**

Communications - comments



Additional communication ideas

In general, people shared that current COAD communications are thorough and informative.

- ✓ More information on how the County prepares and executes their response
- ✓ Sharing Cooperator briefing information
- More preparedness information
- Events/training calendar

Other social media ideas

- Create an introductory COAD video for the website and FB
- Use radio interviews to promote
- More regular, scheduled posts
- Translate all web pages
- Resources for disabled
- Update website more regularly
- Address the digital divide
- Tag other organizations
- Add Twitter and Instagram?

Preliminary survey conclusions



- We need to continue to **prioritize those areas most valued by members**: communications (timely, vetted information) and the opportunity to collaborate. Clarify our role as an agency facing versus public facing entity.
- Most of you commented that **COAD is doing a good job**, especially with regard to communication and coordination
- Additional Spanish communication suggestions need to be evaluated through a **capacity and funding lens**.
- **Preparedness and resilience are priorities on everyone's mind.**
- We have a good **targeted list of capacity building topics** for our 2021 meetings.

Preliminary conclusions – membership



- **Membership eligibility and requirements** as outlined in the by-laws look good and only need minor tweaks.
- **Membership agreements** – Executive Committee to clarify objectives of an agreement
- **Membership dues** – the jury is still out
 - Any membership dues would need to be voted on according to COAD Bylaws
 - Our objective is to ensure all organizations have a stake in COAD
 - Many CBO's are making substantial community and COAD contributions through subcommittee efforts
 - Every organization needs to find their niche for supporting COAD based on capacity
 - Membership needs to be mutually beneficial

Results point to next steps



Based on the results and lessons learned COAD will:

- ✓ Continue building critical community and government partnerships and relationships
- ✓ Enhance communications most valued by members
- ✓ Look at how COAD can enhance advocacy efforts for emergency preparedness and response
- ✓ Move forward with critical impact projects:
 - Language access and addressing the digital divide
 - Strategically expanding outreach efforts
 - Improving and expanding preparedness information and resources
 - Building community/neighborhood resilience

NEXT STEPS - Membership



1. Executive Committee to review results and make final recommendations for dues and membership agreements.
2. Membership votes on any actions needing a change to the bylaws
3. Implementation of changes for next fiscal year

Comment Break



Any questions,
comments or
additional feedback at
this point?

INTERIM AND AFTER ACTION SURVEY HIGHLIGHTS

- 29 organizations submitted responses
- All have been very involved in COAD's coordinated response activities

COAD agency in kind hours – monthly averages



EVENT >>	COVID-19 (Mid-March thru August = about 8 months)	LNU LIGHTNING COMPLEX (6-8 weeks)	GLASS FIRE (4-8 weeks)
OVERALL AGENCY HOURS	8234 hours average/mo	Total 2 mos- 2317 hours	Total 2 mos: 4444 hours

Value of in kind time - COVID



- **29 responding agencies** most engaged in response
- **151 of staff across these agencies involved** – on average **half of an agencies staff devoted 30% of their time** to the COVID-19 response over first six months
- **Average compensation for staff responding \$39/hour, plus 15% for benefits (staff involved are higher level)**
- **Value of agency hours for 6 months of COVID response:**
8234 hours * \$39/hour = \$321,126/month
Six months= \$1,926,756
Six months plus benefits = \$2,215,769
- **COVID response has continued for 4 more months, with less intense commitment, but still substantial hours**

Value of in kind time - wildfires



- **22 responding agencies** most engaged in COAD wildfire response
- **20%-50% of staff in responding agencies were engage in the immediate wildfire response**
- **Average compensation - \$37/hour**
- **Value of agency hours for 2020 wildfire response:**
6,761 hours* \$37/hour = \$250,157
Plus benefits = \$287,681

COAD agency in kind hours – monthly averages



VOLUNTEER AREA	Monthly volunteer hours Across all events
SUBCOMMITTEE PARTICIPATION	384 hours/mo
TESTING SITE	585 hours/mo For 8 months!
FOOD DISTRIBUTION SUPPORT	45 hours/mo

Volunteer time



Subcommittee participation – collaborative time

- ❖ 10 subcommittees, plus six regional and working groups (16 groups)
- ❖ 60+ COAD agencies including the County and Cities are involved in COAD subcommittees
- ❖ Each subcommittee averages 6-12 regular participants, an average of 8 per meeting
- ❖ Most meet every other week for eight months (average 3 hours month) – 384 hours/month
- ❖ Value: 3072 hrs * \$39/hr = **\$119,808**

Testing site (not included in COVID total):

- ❖ 4680 hours * \$27.20 (standard volunteer rate) = **\$127,296**

Food distribution (not included in other totals):

- ❖ 360 hours * \$27.20 = **\$9792**

Faith-based contributions



Since March, faith leaders have come together to support the COAD:

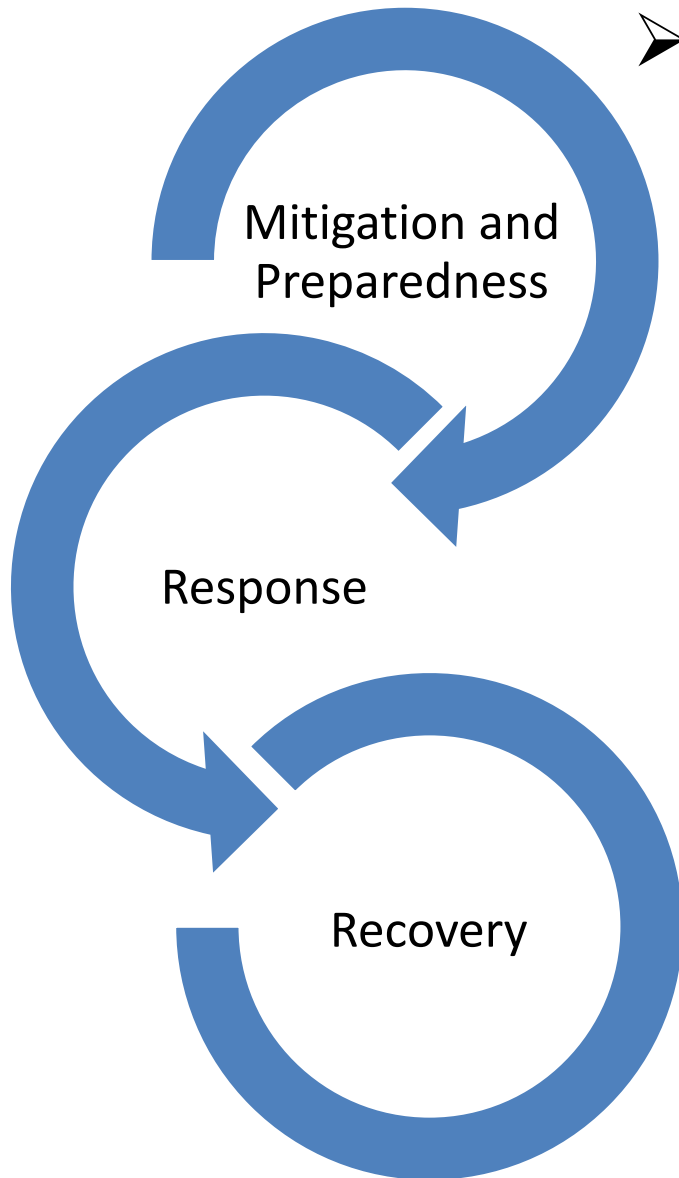
- Roughly 30 faith communities are actively involved
 - Many were previously not involved with each other
 - Seventh Day Adventists are new and well represented
- Napa County Faith Leaders directly inform several thousand community members
- “Prayer for Dr. Karen Relucio” was crafted and broadcast in support of her work and to encourage others to do the same.
- Churches have provided space for collection and distribution of supplies related to both COVID and fires, as well as shelter.
- Faith leaders provide significant pastoral care – different than counseling – which includes empathic listening and compassionate guidance
- Faith leaders may be a conduit to promote preparedness for and facilitate response during crises.

Key Lessons Learned in 2020



➤ Preparedness/Mitigation

- Preparedness is ongoing – any disaster can strike!
- Expand preparedness training/messaging to include information on evacuation and shelter processes (videos and training)
- Improve outreach; address the digital divide; conduct empathy interviews
- Have contingency plans in place, no two disasters are alike
- Create a COAD orientation video to share on website and social media
- Identify more effective ways to support shelter operations and vulnerable populations
- Develop information templates to facilitate quicker distribution of information



Key Lessons Learned in 2020



➤ **Response**

- Gift Cards – evaluating and preplanning processes for future
- Capacity – consider sub or back up leads for events within events. Build our bench depth thru succession planning and training.
- Maintain high levels of communications
- Improve language access!
- Strengthen advocacy during emergencies
- Electronic message board or dashboard outlining the response might be useful for tracking the response and identifying gaps; common information storage/access (replace google drive)
- Better coordination with Shelter staff. Utilize new local FAST teams.

➤ **Recovery/Resiliency**

- Leverage local and regional resources for long-term recovery
- Incorporate resilience and regenerative models
- Improve outreach to impacted populations

2021 General meetings



Topics you requested – tentative schedule for first few months:

MONTH	TOPICS
January	TODAY'S MEETING – Survey results
February	County of Napa – EOC Response: Evacuation and Shelter processes
March	Subcommittee reports and membership updates
April	2021 Preparedness planning and training/ Language Access
May	Community/Neighborhood Resiliency Presentation
June	Long-term Recovery

QUESTIONS?



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