



Tahoe Truckee Community Foundation

COAD Blueprint Jan 2022

**TAHOE
TRUCKEE
COMMUNITY
FOUNDATION**

Prepared by



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Overview

As evidenced by the severe fires occurring throughout California since 2017 and other predicted hazards due to climate change, the Tahoe Truckee Area is vulnerable to many threats. This blueprint is designed to set the foundation for establishing a Community Organizations Active in Disaster (COAD).

COADs focus on preparedness and are ready to respond with resources, volunteers, and coordination of services to those who need assistance during and immediately after a disaster and ideally hold the capacity to activate a long-term recovery group.

An organized COAD helps create a solution to coordinating nonprofit resources and integrating them with local government. Before a disaster occurs, organizations that may be active in a disaster meet to enhance their communication and coordination efforts for when disaster strikes. After a disaster, they share information and match resources with needs when they convene. A COAD serves as an umbrella organization to organize resources to address gaps in services or duplication of services. COADs also play an essential function in coordinating and disseminating information.

COADs play a role in all phases of disaster and coordinate activities before, during, and after an emergency or disaster and provide the essential guidance for disaster-related actions. This blueprint takes a “Whole Community” approach, in which the inclusion and integration of community agencies, local government, utilities, private sector agencies, and other stakeholders are actively engaged in meeting the needs of its residents and visitors, especially those with disabilities and others with access and functional needs.

National VOAD

Every city, county and/or State COAD is part of the [National Voluntary Organizations Active in Disaster \(National VOAD\)](#). National VOAD was established in 1970, in response to the challenges many disaster organizations experienced following Hurricane Camille, a category 5 storm that hit the Gulf Coast. Up until that time, numerous governmental, private sector and nonprofit organizations served disaster survivors independently of one another. As a result, help came to the survivors haphazardly.

The term COAD is often used interchangeably with VOAD, and both refer to a network of safety net provider organizations that mitigate and alleviate the impact of disasters. The network is a collaborative of community, nonprofit, and faith-based organizations, government agencies, utilities, schools, and private businesses to serve the most vulnerable populations in their community. VOAD has been primarily used on the National and State level and COADs have been more **localized**, such as to service an entire County or local jurisdiction.

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



COOPERATION | COMMUNICATION | COORDINATION | COLLABORATION

One of the primary purposes of a local COAD is to provide a link to local government in all phases of a disaster and as a coordinating entity representing the nonprofit sector. In California, most COADs 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 continues with local government in all phases of disaster.

Mission and Vision Statements

Upon the development of a COAD, one of the first goals is to develop a Mission and possibly a Vision Statement to help clarify and focus your activities. Below are some existing sample statements for consideration:

Sample Mission and Vision Statements:

NAPA VALLEY 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.

SONOMA COUNTY COAD:



To foster more effective service delivery to those affected by disasters in Sonoma through the collaboration of community agencies throughout the disaster cycle – mitigation, preparedness, response, and recovery.

- Develop a County-wide coordinated network of shared resources, information and response efforts to best serve Sonoma communities before, during and following a disaster.
- Support members in their disaster preparation and response efforts through networking, training, workshops and conferences.
- Build relationships throughout and across Sonoma County, helping organizations understand each other's capabilities, identify gaps and overlaps and prepare coordinated response efforts
- We want to involve any organization that actively helps the community during any phase of disaster utilizing the four C's: Cooperation – Communication – Coordination - Collaboration

SANTA CLARA COUNTY CADRE:



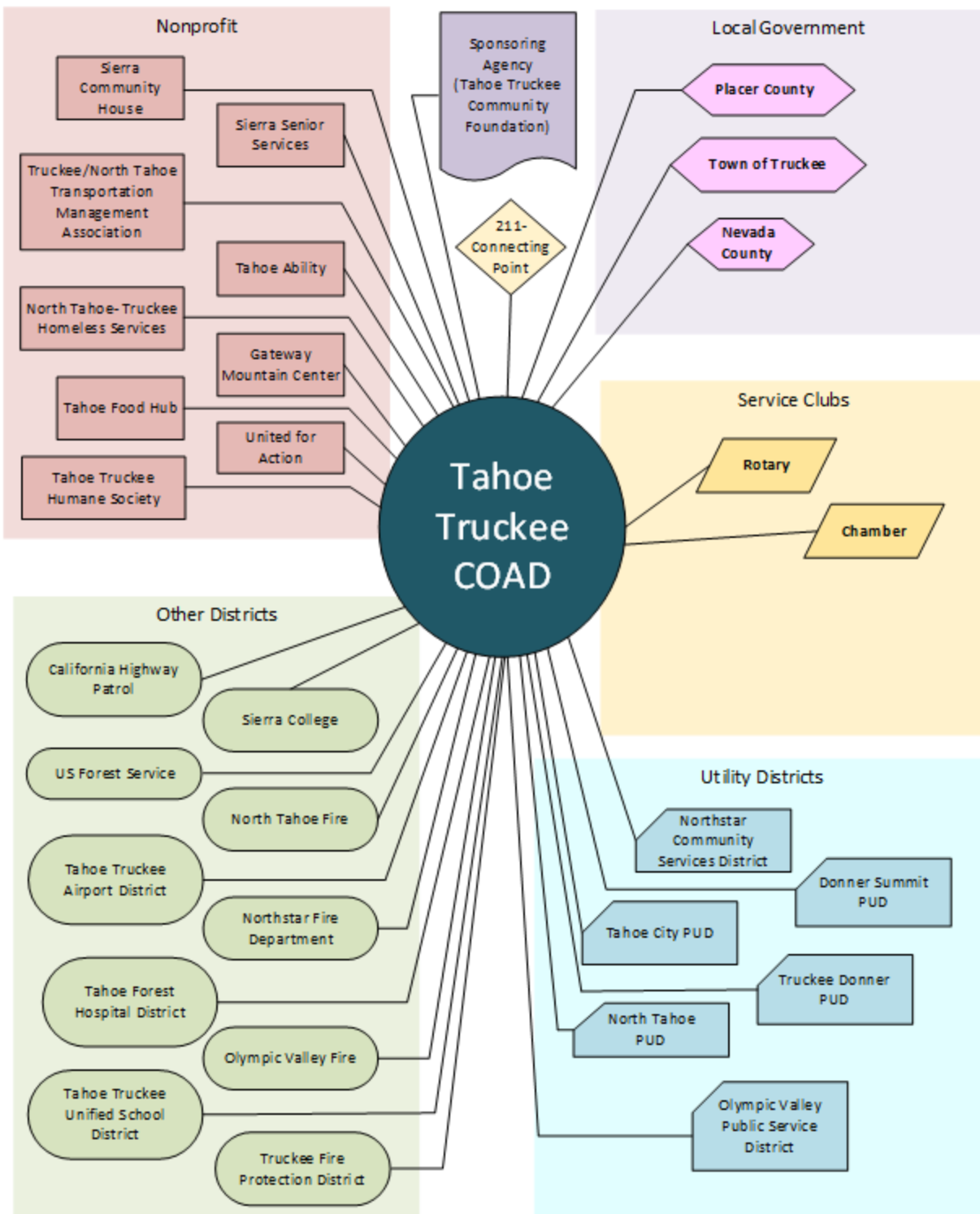
The mission of CADRE is to strengthen coordination of the disaster response and recovery efforts of non-profit, faith-based, government, private and other disaster relief entities in Santa Clara County, through partnerships, planning, training, exercises, and emergency activation.

CADRE envisions a community wherein all sectors – government, non-profit, faith-based and private industry – work together effectively and efficiently to meet the post-disaster needs of Santa Clara County residents.

To that end, all CADRE participating organizations will work together to develop and test disaster preparedness plans that clearly articulate potential roles, responsibilities, and relationships necessary to achieve integrated, coordinated response and recovery efforts for all Santa Clara County communities.

COAD Organizational Structure

Tahoe Truckee COAD Network of Participating and Potential Participating Agencies



As a component of the strategic planning process, the consultant guided the Planning Committee through different options for setting up the COAD structure. The following represents a synopsis of the various 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 its own “voice”. The drawbacks of structuring a COAD this way are the expenses involved and the difficulty of sustaining such a structure.	A COAD embedded in an existing organization can 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 COAD 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 COAD is a true grassroots representation of community initiatives. The disadvantage is when leaders and members are not passionate or simply overcommitted, it can be difficult for the COAD 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 nonprofit commitments and internal planning disaster goals. This structure can be difficult to help a new COAD gain momentum, and equally difficult to grow without dedicated paid staff.

Recommendation – the Planning Committee for the Tahoe Truckee COAD concurred that the current appropriate COAD organizational structure is to be embedded in another organization that serves as the fiscal sponsor. The Planning Committee is determining the most appropriate organization to serve this role for the COAD and may revisit the appropriate structure for COAD as it evolves in the future.

Executive Committee Structure

Composition of the Executive Committee

The Executive Committee will serve as the leadership of the COAD. If governance and bylaws are established, the COAD will make further determinations about the Executive Committee, such as length of terms, position descriptions, etc. The Executive Committee will represent the COAD to local government, funding bodies, and other external stakeholders.

At COAD Planning Meeting #4, the consultant proposed an Executive Committee consisting of:

- Chair, Vice-Chair, Treasurer, and Secretary
- Optional – Member at Large
- Optional – Non-voting government representatives
- Optional – Private Sector and/or Special District Representative
- Optional – Chairs of the Function Teams

The Executive Committee will guide the process of establishing the COAD, launching the initial COAD meetings, supporting the formation of the Function Teams and determining staffing structure and funding.

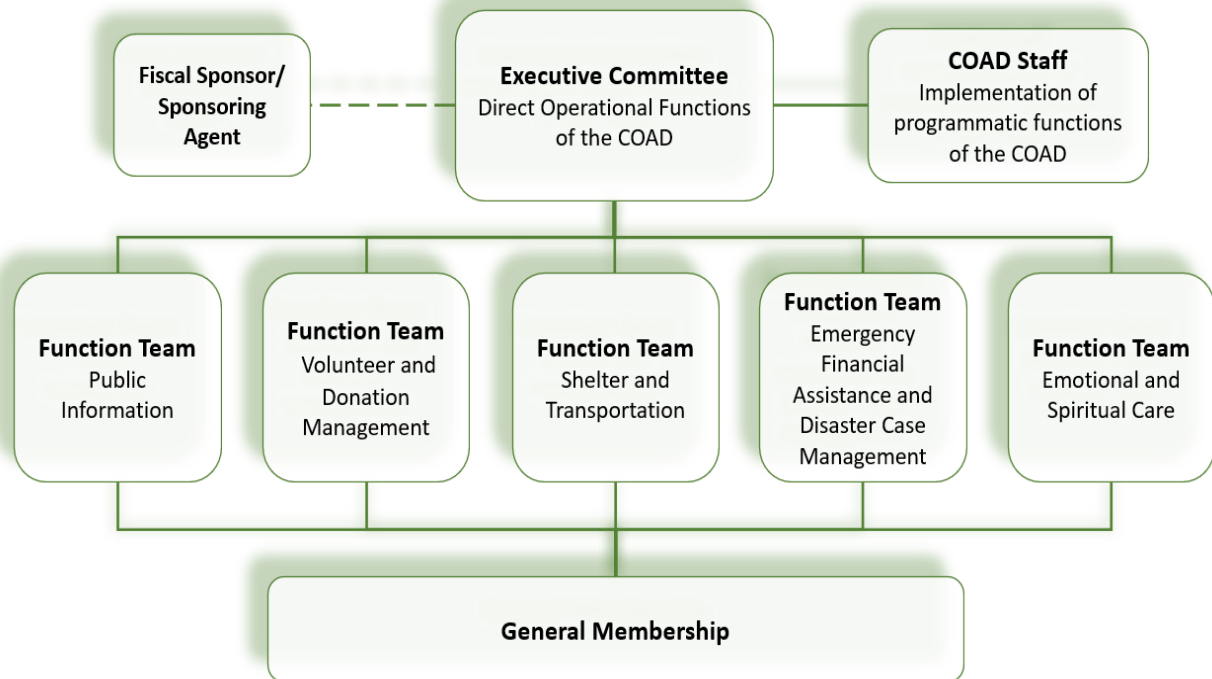
At meeting Number #4, the following agencies /people volunteered to serve on the initial Executive Committee:

- Tahoe Truckee Community Foundation
- 211 Connecting Point

The Executive Committee will determine priorities and direct the operational and programmatic duties of the staff (if/when hired) to implement the goals of the COAD such as:

1. Develop and maintain member communications including:
 - Online Communication Platform
 - Emails
 - Marketing materials
2. Organize and coordinate training sessions and meetings with the leadership team, Function Teams, etc.
3. Apply for operational funding and training 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 the appropriate County Office of Emergency Services and local government agencies

7. Represent the COAD to other constituents



Terms

Typically, terms are designated for one or two years on the Executive Committee. However, in reality, many officers serve much longer terms due to their commitment and passion for their local VOAD/COAD.

Sample position descriptions for Executive Committee Members can be found in Attachments.

Role of Staff/FTE for Programmatic Responsibilities

Based on best practices from other COADs, the sustainability and long-term success of a COAD is significantly enhanced with the resources of paid staff to support the volunteer efforts of COAD's Leadership and members.

Staff functions may include but are not limited to:

- Implement goals of the COAD
- Develop and maintain member communications, including:
 - Online Communication Platforms
 - Emails
 - Marketing materials to explain the role of COAD
- Organize and coordinate training sessions and meetings with the leadership team, Function Teams, 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

Some COADs bring in a subject matter expert to work alongside the leadership team and staff during the COAD's incubation period to:

- Assist with the development and implementation of yearly strategic planning goals
- 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 Function Teams, develop a timeline and blueprint for developing cohesiveness to the overall structure and alignment of Function Team goals
- Provide community-wide training plan (and bring in subject matter experts) to increase the resilience of all COAD agencies
- Develop a 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 Emergency Operations Plans (EOPs) and Continuity of Operations Plans (COOPs); integrate the Incident Command System (ICS) into a nonprofit environment; conduct internal agency training and table-top exercises; develop Memorandums of Understanding (MOUs) with key partner agencies including local government.

Integration with Local Government

Participation and coordination with the local government is a critical component to the success of a COAD. In many counties, County and City Office of Emergency Services and, in some cases, elected officials participate in preparedness meetings regularly, often serving on the leadership committee or board of the COAD.

Some models include additional governmental agency participation such as:

- Public Health
- Social Services
- Department of Justice
- EOC position representatives such as the Access and Functional Needs Coordinator, Mass Care and Shelter Coordinator, etc.

During an activation, the majority of the VOADs/COADs in the State of California have a seat in the County Emergency Operations Center (EOC) and some, also in City EOCs. This is a critical factor for the success of communication and coordination during the response phase of a disaster. In addition, successful preparedness includes developing opportunities to conduct EOC exercises and training with the COAD.

Function Teams

Description of Function Team Roles

Function Teams convene different stakeholders to identify planning gaps and prepare plans and operational guidance documents to be used during future disaster response. Function Teams are most often organized with similar providers together in different services sectors with the idea that teams of agencies could be built around particular functions. COAD participants may participate in the appropriate groups to strengthen planning and recovery efforts. Each function team usually has a Coordinating Agency and any number of Supporting Agencies.

Prioritization of Function Teams

During Planning Meeting #4, two meetings with stakeholders were convened to prioritize the initial function teams for a Tahoe Truckee COAD. Both teams arrived at very similar outcomes, with a convergence of a couple of areas to result in these priorities for the development of Function Teams:

- Public Information
- Volunteers and Donations Management
- Shelter and Transportation
- Emergency Financial Assistance and Disaster Case Management
- Emotional and Spiritual Care

Identification of Function Team Leads

Function Team leads are usually a leader from the sector and their role is:

- To coordinate communication and coordination for internal communications with the COAD
- To convene the Function Team meetings
- To help develop the team's priorities and objectives
- To serve as an initial point of contact for their team with local government agencies and other partners during a response to an incident.

Recommendation: As the Tahoe Truckee COAD moves forward with its planning efforts, it will be important to develop a coordinating agency as the lead for each Function Team.

Role of the Fiscal Sponsor/ Sponsoring Agency

- Should the COAD hire a paid staff member, the Fiscal Sponsor/Sponsoring Agency may provide business services. These services might include affordable office space, computer equipment, access to technology (i.e., high-speed internet access, bulk rate postal permit for low-cost mailings), 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.
- 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 for the COAD Executive Committee.
- 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(c)(3) status.
- The COAD's income and expenditures are included on the sponsor's tax return (Form 990) and audit.
- The fiscal sponsor will work closely with the Treasurer on the Executive Committee 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 sponsor will receive an agreed-upon percentage of program cost to cover the administrative overhead of fiscal sponsorship.

Membership

Types of Membership

COAD 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 COAD is strongly encouraged to broaden and build its membership base to include a variety of disaster, faith, community-based and nonprofit organizations, government, utilities, as well as the private sector. Additionally, a COAD should conduct outreach to include organizations that represent the area’s demographics and include organizations serving its most vulnerable populations.

Most VOADs/COADs structure membership for organizations only (not individuals) and membership is typically open to nonprofits, faith-based organizations, government agencies, utilities, special districts, and the private sector. Some VOADs have a formal application process, some a simple intake form, and some will designate any agency that participates in any meetings or training as a partner agency and include them on their distribution list for future notifications and invitations to events.

A typical composite of COAD members includes but is not limited to:	
• Counties	• Health and Human Services – includes mental health, comprehensive services for older adults, and homeless services
• All Cities – ensure geographic representation	• Nonprofit Social Services
• Public Health	• Education
• Social Services	• Business & Chambers of Commerce
• Utilities	• Community Emergency Response Teams (CERT) liaison
• Special Districts	• Ham Radio Operators liaison
• Elected Officials or representatives from their office	• Salvation Army
• Agencies that represent/serve vulnerable populations	• Local media representative
• Faith-based Organizations	• Animal Services - large and small
• 211	• Housing/Fair housing
• Transportation	• Long-term recovery group

Meeting Schedule

Executive Committees usually meet at least once a month to move forward the goals and objectives of the COAD. Function Teams may meet monthly, biannually, or quarterly based on their objectives. General meetings are usually bi-annual or quarterly, but some larger VOADs will hold them monthly.

Based on resources and goals, the Tahoe Truckee COAD can establish meeting schedules that are congruent to the needs of the participating agencies and the community.

Funding Strategies

The Tahoe Truckee Community Foundation convened stakeholders to explore strategies for developing a COAD. This group's representatives agreed that COAD should pursue a diversified funding base. Potential funding sources include:

- Government Sources – Government agencies often provide funding to local VOADs. The funding sources can include internal general funds grants to a COAD 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, especially of some of the smaller nonprofit sector agencies.
- In-Kind Donations – these may be cash, goods or services provided by member agencies and examples include meeting space, office space, use of a 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, Visit Truckee-Tahoe, etc.
- Revenue from Services Provided – Some VOAD/COAD organizations provide services for revenue such as training and exercises, technical assistance, emergency planning development, on-site hazard mitigation assistance, etc.

Stakeholders involved in the planning process brainstormed these potential future funding sources for the Tahoe Truckee COAD:

- County general operational funds or specific grants from the Department of Homeland Security

- Special District funds
- Establishing a Disaster Relief Fund focused on preparedness
- Tahoe Truckee Emergency Response Fund
- Federal grants
- Neighboring Foundations
- Church communities
- Private Sector Philanthropy

Operational Model

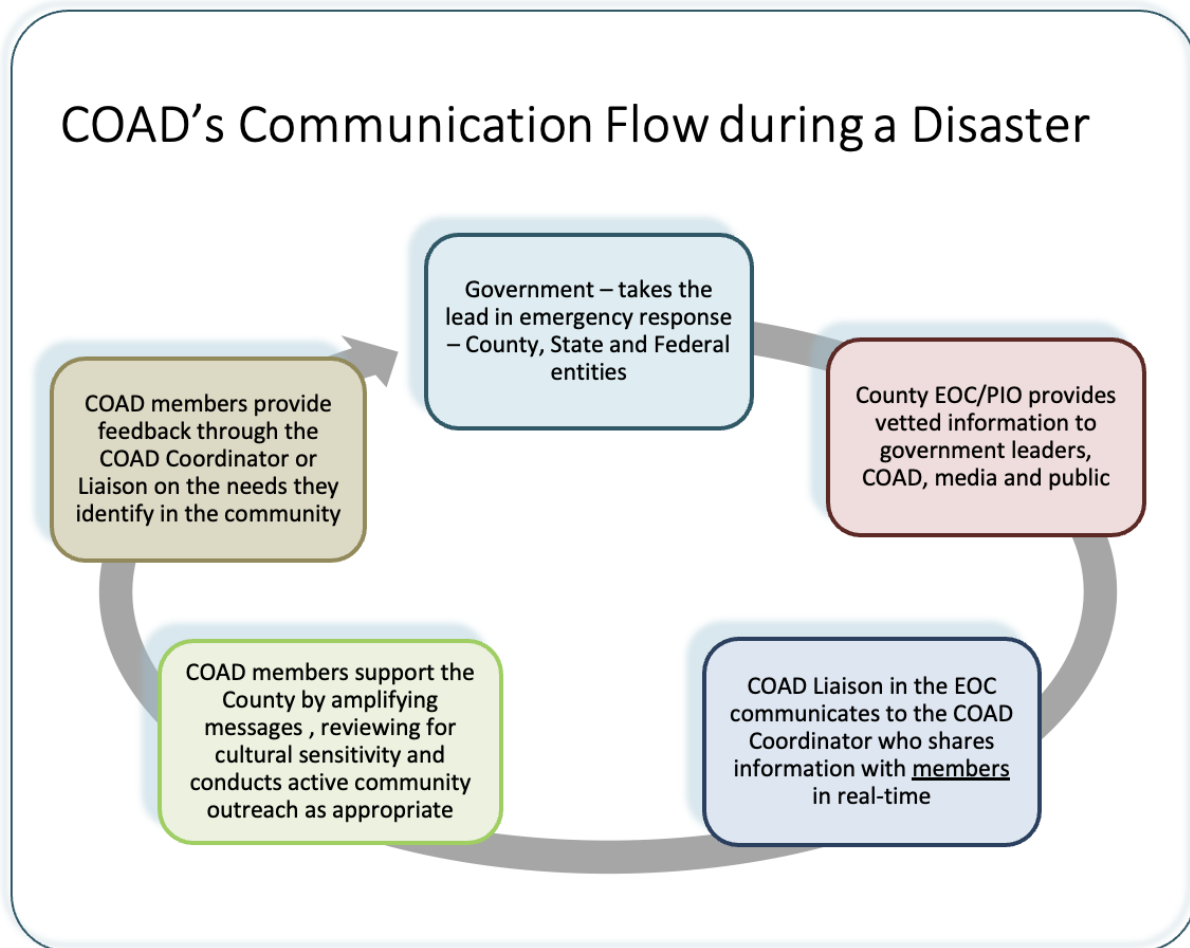
Role of COAD in Various Phases of Disaster

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

DISASTER PHASE	COAD ACTIVITIES
MITIGATION 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.	1. Involvement in local emergency planning. 2. Participation in special community awareness mitigation events. 3. Monitoring and encouraging mitigation efforts in the community. 4. Hazard Risk Analysis.
PREPAREDNESS Any activity taken in advance of an emergency that improves emergency readiness posture and develops or expands operational capabilities. Preparedness efforts can address event-specific scenarios by providing education, training, and exercises on preparing for different events.	1. Emergency education, orientation, and training tailored to the interest and needs of agencies and individuals involved in the COAD. 2. Participation in local disaster planning efforts and developing plans for COAD agencies. 3. Creating a resource guide of agencies and services that may support disaster operations. 4. Interaction and collaboration with emergency management agencies. 5. Promote the development of personal preparedness kits with local businesses, schools, and older adult groups. 6. Encourage volunteer affiliation and training before a disaster and plan for spontaneous volunteer coordination after a disaster. 7. Plan for monetary and in-kind donations coordination after a disaster. 8. Work with local businesses and nonprofits to establish contingency and continuity plans.
RESPONSE Any action taken immediately before, during, or directly after an emergency occurs to save lives, minimize injuries, lessen property and environmental damage, and	1. Donations management, including the collection, sorting, and distribution of goods. 2. Supporting volunteers and volunteer management especially emergent volunteers. 3. Providing support and human services to primary disaster response organizations.

enhance the effectiveness of recovery.	4. Identifying areas where member organizations can best assist in response.
RECOVERY A short-term activity to return vital life support systems to minimum operating standards.	1. Engage and/or coordinate with the long-term steering committee and or long-term recovery organization, which will liaison with the statewide long-term recovery committee. 2. Support ongoing recovery operations with human services, referrals, and resources. 3. Support ongoing donations and volunteer management. 4. Advocate for disaster survivors. 5. Coordinate trainings for advocates and caseworkers.
LONG-TERM RECOVERY Long-Term Recovery can take years after a significant event. The goal of a community-wide long-term recovery approach is to ensure adequate case management for all who are impacted and bring affected people and areas to their pre-disaster or new normal conditions.	1. Identify emerging and unmet needs for long-term recovery. 2. Help to establish a long-term recovery group or organization. 3. Engage community partners that may not typically be involved in day-to-day COAD operations, such as United Policyholders, Habitat for Humanity, etc. 4. Liaison with State and Federal Voluntary Agency Liaisons (VALs) who will come into a community to help establish long-term recovery operations. 5. Provide local information and connections to national VOAD groups that may assist with long-term recovery operations. 6. Publicize the needs and activities of long-term recovery to maintain community engagement.

COAD's Communication Flow during a Disaster



Activation Protocols

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Attachments

Directory of Potential Network Partners

[Google Doc Link](#)

Detailed Responsibilities of Executive Committee Positions

POSITION: Chair

Position Description:

The Chair presides at meetings, acts as a spokesperson and representative, delegates tasks, and provides general leadership. The Chair oversees the management of COAD staff and supports the Function Teams.

Key Responsibilities:

1. Convene all official COAD meetings with the COAD Staff (If when/hired)
2. Convene the Executive Committee meetings with the Vice-Chair
3. Lead the development and nurture effective working relationships between COAD member agencies, local government, utilities, private sector agencies, and other partner agencies
4. Ability to work effectively and productively with diverse communities
5. Lead the development and implementation of COAD Bylaws
6. Help identify initial Goals and Objectives for the COAD
7. Represent and act as a liaison to the NorCal VOAD
8. Serve as or designate a COAD liaison to Local Emergency Management agencies
9. May delegate any of these roles to COAD Staff and/or Vice-Chair

Qualifications:

1. Strong written and oral communication skills
2. Strong facilitative leadership and problem-solving skills
3. Strong commitment to volunteerism
4. Ability to effectively network with government, voluntary agencies, private sector, and community-based organization representatives
5. Ability to work effectively and productively with diverse communities
6. Availability to provide COAD leadership during disasters
7. Strong understanding of the Tahoe Truckee landscape and culture

Time Commitment:

1. Organize, plan agenda with Vice-Chair and co-lead Executive Committee Meetings
2. Chair general COAD meetings
3. Provide oversight, guidance, and direction to COAD Staff
4. Respond to media and community leader requests about COAD's role and represent COAD at community events
5. Participate in strategic planning for COAD
6. In the absence of the COAD Liaison, represent COAD in the Local Emergency Operations Center (EOC), as requested
7. NOTE – time commitment will increase during activation of COAD in disasters

POSITION: Vice-Chair

Position Description:

The COAD Vice-Chair acts on behalf of the Chair in their absence and helps to develop relationships with member organizations. The Vice-Chair will assist the Chair in the execution of their responsibilities. The Vice-Chair typically serves as the successor to the Chair after the completion of their term.

Key Responsibilities:

1. In the absence of the Chair, convene all official COAD meetings
2. In the Chair's absence, lead the development of and nurture effective working relationships between COAD member agencies, local government, and other partner organizations.
3. Assist in the development of COAD bylaws
4. Represent COAD in the Local Emergency Operations Center (EOC), as requested
5. In the absence of the Chair, represent and act as a liaison to the NorCal VOAD

Qualifications:

1. Strong written and oral communication skills
2. Strong leadership and problem-solving skills
3. Experience in disaster response and recovery
4. Strong commitment to volunteerism
5. Ability to effectively network with government, voluntary agency, private sector, and community-based organization representatives
6. Available to assist the COAD Chair, as needed, during disasters

Time Commitment:

1. Organize, plan agenda with Chair and co-lead Executive Committee Meeting
2. Assist Chair with leading general COAD meetings
3. Assist Chair with providing oversight, guidance, and direction to COAD Staff
4. Respond to media and community leader requests about COAD's role and represent COAD at community events
5. Participate in strategic planning for COAD
6. NOTE – time commitment will increase during activation of COAD in disasters

POSITION: Secretary

Position Description:

The COAD Secretary maintains organizational records, correspondence, and meeting minutes. The Secretary is the custodian of COAD records and ensures that minutes are recorded for all meetings of the Executive Committee and of the General Membership Meetings. The Secretary may assign these duties to the COAD Staff but is responsible for ensuring organizational records are complete. The Secretary may assume other duties from time to time that may be requested by the Chair or the Vice-Chair.

Key Responsibilities:

1. Ensures that records of COAD Executive Committee minutes and COAD General Membership meeting notes and correspondence are complete. Working with the COAD Director, distributes COAD Committee minutes to the membership in a timely manner.
2. Working with the COAD Staff, ensures maintenance of a current COAD Committee contact list and emergency notification list.

Qualifications:

1. Strong written and oral communication skills
2. Strong commitment to volunteerism
3. Ability to work effectively and productively with diverse communities
4. Strong writing skills

Time Commitment:

1. Participate in Executive Committee Meetings and General Membership Meetings
2. Take notes when needed if COAD Director is not present
3. Oversee maintenance of COAD Records
4. Participate in strategic planning for COAD
5. NOTE – time commitment will increase during activation of COAD in disasters

POSITION: Treasurer

Position Description:

The Treasurer shall have charge, be responsible for, and ensure appropriate custody of all funds for COAD working with the COAD Director and the Fiscal Sponsor. The Treasurer will review the COAD budget monthly with the COAD Director and is responsible for oversight of the maintenance of accurate financial records. The Treasurer will work with the Chair and Vice-Chair to ensure approval of COAD expenditures. The Treasurer may assume other duties from time to time that may be requested by the Chair or the Vice-Chair.

Key Responsibilities:

1. Oversees the maintenance of financial records for COAD and provides quarterly accounting of these funds to the entire Executive Committee
2. Assist the COAD Director with grant proposals

Qualifications:

1. Strong written and oral communication skills
2. Working knowledge of bookkeeping standard practices
3. Strong commitment to volunteerism
4. Ability to work effectively and productively with diverse communities
5. Understanding of Excel and/or other budget tools

Time Commitment:

1. Participate in Executive Committee Meetings and General Membership Meetings
2. Oversee maintenance of COAD financial records
3. Update the Executive Committee on COAD Financials
4. Work with the COAD Director on funding and grant proposals
5. Participate in strategic planning for COAD
6. NOTE – time commitment will increase during activation of COAD in disasters

Sample Educational/Communication Materials: Marketing flyer announcing COAD, email templates, etc.

Sample marketing flyer announcing COAD:

Join Us As We Create a New Napa Valley COAD (Community Organizations Active in Disaster)

- 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.
- Lessons Learned from the 2014 Earthquake and 2015 Lake County Fires highlighted the need for better coordination and communication between non-profit agencies and local government.
- The Napa Valley Community Foundation convened a series of planning meetings with community leaders and developed a 3 Year Strategic Plan to launch a Napa Valley COAD in 2017.
- The COAD is directed by an Advisory Council and will begin with a full-time director on May 15.



Save the Date For These Upcoming General Membership Meetings

June 13th – 9:30am-12noon Hosted by Napa Valley Community Foundation 3299 Claremont Way #2, Napa, CA 94558 Topics: • What is COAD? • Goals and Vision for the Upcoming Year • Three Year Strategic Plan • Understanding Critical Incident Stress Management – How do events affect you as you support your clients and community? How do you take care of yourself?	September 19th – 9:30am-12noon Hosted by the County of Napa Office of Emergency Services 1195 Third Street, Napa, CA 94558 Topics: • How to coordinate with the County Office of Emergency Services - Understanding the Incident Command System (ICS) and how non-profits integrate into the emergency management structure in California, including potentially qualifying for FEMA reimbursement for response efforts • Tour of the County Emergency Operations Center (EOC) • Roundtable Discussion on the role of individual Non-Profit agencies
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Sample Function Team Meeting Agenda

AGENDA

1. Welcome & Introductions
2. What are the goals and objectives of this Team?
3. What is a reasonable timeline for accomplishing these goals and objectives?
4. Who is Involved?
 - a. Who is active?
 - b. Who is missing?
 - c. How do we build a robust team?
5. Who is willing to chair this Function Team?
6. How does the group develop a work plan and timeline to support the goals and purpose of the overall COAD?
7. What is our meeting schedule?
8. What platforms for communication do we want to utilize? Who will manage this?
9. Is there a need for training for this team? What topic(s)/content is needed?
10. Next Steps

Glossary

AAR (After Action Report): A document intended to capture observations of an exercise or incident and recommend post-exercise or post-incident improvements.

Activation: The implementation of capabilities, procedures, activities, and plans in response to an emergency or disaster declaration; the execution of the emergency response plan and/or business recovery plan.

Alternate Facilities: Locations other than the regular facility used to carry out essential functions in a COOP situation.

Cal OES (California Governor's Office of Emergency Services): A California cabinet-level agency responsible for overseeing and coordinating emergency preparedness, response, recovery, and homeland security activities within the state.

COAD (Community Organizations Active in Disaster): The forum where organizations share knowledge and resources throughout the disaster cycle—preparation, response, and recovery—to help disaster survivors and their communities. Also known as **VOAD** – Voluntary Organizations Active in Disaster.

CBO (Community Based Organization): Nonprofit organizations that serve various societal needs and operate within a single local community.

COOP (Continuity of Operations Plan): A plan to ensure the safety of employees and the resumption of time-sensitive essential services following any disruption of regular services. COOP provides the means for how an organization can support and carry out its defined role in an emergency by delineating redundant communications, alternate facilities, delegations of authority, backup of vital records, etc.

EOC (Emergency Operations Center): The physical location at which the coordination of information and resources to support domestic incident management activities usually takes place. An EOC may be a temporary facility or located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

EOP (Emergency Operations Plan): The plan that each jurisdiction has and maintains for responding to appropriate hazards. EOPs delineate the mission and role of an organization, activation procedures, how to organize to manage the incident (ICS), and roles and responsibilities of key internal and external players.

Essential Functions: Functions that enable the organization to provide vital services to its clients and sustain mission-driven operations in an emergency.

ICS (Incident Command System): A formal understanding of coordinating the response to an event by delineating tasks/functions and the person(s) who have the authority/responsibility to carry out those tasks. ICS is typically structured to facilitate activities in five major functional areas: command, operations, planning, logistics, and finance/administration.

JIC (Joint Information Center): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the incident scene.

Public information officials from all participating agencies should co-locate at the JIC.

Leadership Succession: Provisions for assuming senior organization offices and other critical positions during an emergency if any of those officials are unavailable to execute their legal and/or essential duties.

MOU (Memorandum of Understanding): A formal agreement between companies and organizations to establish official partnerships. MOUs are not legally binding but carry a degree of seriousness and mutual respect.

NIMS (National Incident Management System): A standardized approach to incident management developed by the Department of Homeland Security based on SEMS in California. NIMS utilizes the ICS structure and has been adopted by most government jurisdictions throughout the country.

PIO (Public Information Officer): The communications coordinator or spokesperson of governmental organizations, nonprofit agencies, or the private sector. The primary responsibility of a PIO is to provide information to the media and public as required by law and according to the standards of their profession.

Risk Analysis: The identification and assessment of hazards and the frequency of occurrence.

SEMS (Standardized Emergency Management System): Senate Bill 1841 was passed by the California legislature and made effective January 1, 1993. The legislation established the Standardized Emergency Management System (SEMS). The intent of the law is to improve the coordination of state and local emergency response in California. The law directs the Office of Emergency Services (OES), in coordination with other state agencies and interested local emergency management agencies, to establish, implement and maintain the Standardized Emergency Management System as of December 1, 1996. SEMS is based on the Incident Command System (ICS) previously utilized by Fire and provides standardization of emergency management procedures throughout the states such as implementing span of control, standard terminology, requirements to utilize the ICS structure, the definition of roles and responsibilities of local and state-level governments for resource coordination, etc.

Telecommuting locations: These locations may be set up with computers and telephones to enable employees to work at a location closer to their residence rather than their official duty station.

TTX (Tabletop Exercise): A meeting with key personnel to discuss a simulated emergency scenario. Members of the group review and discuss the actions they would take in a particular emergency, testing their emergency plan in an informal, low-stress environment.

Vital Records: Electronic and hardcopy documents, references, and records needed to perform and support essential or mission-critical functions, including those records necessary to protecting the legal and financial rights of that organization and the individuals directly affected by its activities.

References

1. VOAD Organizing Manual, National Voluntary Organizations Active in Disaster
2. Napa Valley COAD Strategic Plan
3. Napa Valley COAD Executive Committee Position Descriptions
4. CADRE Function Team Manual