Collaborating Agencies Disaster Relief Effort

STRATEGIC PLAN 2010 - 2013

CADRE is officially registered with Northern California Voluntary Organizations Active in Disaster (NorCal VOAD) as Santa Clara County’s local VOAD affiliate
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The opinions, findings and conclusions or recommendations expressed in this publication/program/exhibition are those of the authors and CADRE Strategic Planning Committee, as assembled in 2010, and do not necessarily reflect the views of the Department of Homeland Security.
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I. EXECUTIVE SUMMARY

“Strategic planning is a systematic process through which an organization agrees on – and builds commitment among key stakeholders to – priorities that are essential to its mission and are responsive to the environment. Strategic planning guides the acquisition and allocation of resources to achieve these priorities.”

- Allison and Kaye, Strategic Planning for Nonprofit Organizations

The CADRE 3.0 strategic planning process was conducted in August & September of 2010 with a group of stakeholders gathered to comprise the CADRE Strategic Planning Committee. The group was convened by the American Red Cross Silicon Valley Chapter as the operational lead agency for CADRE (see Attachment 1: CADRE Strategic Planning Committee). The transition from CADRE 2.0 to 3.0 highlighted the need to create a more formalized infrastructure for CADRE’s leadership and build on the successes CADRE’s past to take CADRE into the future.

The purpose of the Strategic Plan for CADRE was to focus on steps needed over the next 3 years to develop network sustainability and increase the operational capacity of CADRE member agencies. Primary outcomes of the strategic planning process were to:

► Develop CADRE Mission Statement
► Develop CADRE Vision Statement
► Develop strategic planning goals for CADRE 3.0
► Formalize the CADRE membership structure
► Determine network organizational structure
► Develop an agreed upon leadership/governance structure for CADRE
► Develop further definition around operational roles for CADRE Leadership and key membership organizations, as needed
This strategic plan creates a new day-today governance structure for CADRE. In 2011, CADRE will be updating its Operational Protocols, which will address the response structure of CADRE following a major disaster. This Plan is being submitted in a form of recommendations to the two lead agencies for CADRE – United Way Silicon Valley as the fiscal sponsor and American Red Cross Silicon Valley as the operational lead. As the lead agencies, they will convene appropriate stakeholders and put in place a framework for the implementation of this plan.

The consultant team would like to thank the many participants for their time, energy and commitment to this project, especially given the tight time frame for the development of this document. This plan will continue to evolve as CADRE’s foundation strengthens and grows in the upcoming years.
II. CADRE MISSION AND HISTORY

MISSION STATEMENT

CADRE's mission is to enhance disaster preparedness efforts and the capacity of community and faith-based organizations, government agencies and the private sector to provide coordinated response and recovery services to the Santa Clara County community.

VISION STATEMENT

CADRE envisions a community wherein all sectors – government, community-based, 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 members will have worked 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 community members within Santa Clara County.
The formation of the Santa Clara County Collaborating Agencies’ 
Disaster Relief Effort (CADRE) was a direct response to issues 
that arose in the early stages of the 1989 Loma Prieta 
earthquake response. Resources were scattered, the “system” 
was unprepared and overwhelmed with the larger community’s 
response and there was no plan in place to accommodate 
surplus volunteers, food, debris, etc. One of the primary goals 
of CADRE 1.0 was to better serve the many vulnerable 
populations in Santa Clara County and create a system to organize the different types of 
CBOs who may help with response and recovery in a disaster. CADRE formed an “umbrella” 
organization to bring together and organize these different groups. Once the groups were 
defined, each group designated a lead agency. CADRE’s first Disaster Response Plan was 
written and published in 1995 and embraced California’s Standardized Emergency 
Management System (SEMS) and the Incident Command System (ICS). The CADRE Network 
was initially funded from the Northern California Disaster Preparedness Network with money 
donated to the American Red Cross from the 1989 Loma Prieta Earthquake. CADRE was 
able to hire staff to manage the network and its related projects with these funds. In the 
mid 1990’s, the Loma Prieta funds were no longer available and CADRE existed primarily on 
the dedication and volunteer commitment of its member agencies.

In the post 9/11 period during 2004, the Santa Clara County Emergency Managers’ 
Association decided to designate Homeland Security Grant Program (HSGP) project funds to 
serve the needs of vulnerable populations. These funds helped CADRE’s revitalization efforts 
(CADRE 2.0) and committed staff and consultant time to the CADRE Network. Over the 
course of the next four years from 2005 through 2008, 
CADRE was led and facilitated by the Volunteer Center 
Silicon Valley and received HSGP grant funding to focus 
efforts on both CBO preparedness planning and building 
stronger relationships between government and nonprofit partners for coordinated
operational response efforts. Preparedness efforts focused on monthly (or quarterly) workshops, planning and execution of an annual training conference, on-site technical assistance to CBOs for preparedness planning, development of CADRE educational and outreach materials (see Attachment 2: CADRE brochure) and specialized planning projects aimed at strengthening CBO and government coordination in response, relief and recovery efforts. Membership grew to over 800 participants representing over 300 nonprofit and governmental agencies and departments. During this time, CADRE officially registered and was recognized by Northern California’s State Chapter of Voluntary Organizations Active in Disaster (NorCal VOAD) as Santa Clara County’s local VOAD affiliate organization. As such, a CADRE representative was active in NorCal VOAD quarterly meetings, trainings and operational activities as needed.

This emerging CADRE 2.0 network was activated for both the 2005 Hurricane Katrina evacuees who arrived in Santa Clara County and the Cold Weather emergency of 2007 (see Attachment 3: CADRE Katrina Executive Summary and Attachment 4: CADRE Cold Weather Op Ed from San Jose Mercury News). CADRE’s response in these two events helped to further support the re-emergence of the Network and define its operational abilities. In 2008, CADRE was awarded Homeland Security Grant Program (HSGP) funding to further develop its written operational protocols to support Santa Clara County response and recovery efforts.

With the dissolution of the Volunteer Center Silicon Valley in 2009, the CADRE Network officially became a partnership of United Way Silicon Valley and American Red Cross Silicon Valley with United Way designated as the fiscal sponsor and American Red Cross as the operational lead. HSGP funding was again sought in 2009 and CADRE was awarded a multi-year HSGP grant effective January 2010 to launch CADRE 3.0 and re-stabilize the network. The currently funded work plan includes preparedness workshops, CADRE “Together We Do Better” annual training conference, strategic planning for CADRE 3.0 as well as administrative and operational support for the network partnership.
### III. GOALS & OBJECTIVES

The CADRE Strategic Plan Goals and Objectives for the end of 2011 and 2013 were developed through a series of exercises and discussion with the strategic planning committee. The committee acknowledged that there were many worthwhile goals, and prioritized them to provide further direction for future allocation of funding and staffing resources.

For 2011 there was overwhelming agreement that priorities should focus on solidifying CADRE’s leadership, management & governance structure, articulating and defining the membership, and increasing both the preparedness and operational capacity of member agencies to respond to disasters. For 2013, priorities would shift from building the infrastructure to increasing marketing and fundraising capabilities for CADRE and developing more complex policies, particularly in regards to long term recovery. Once the organizational structure is more defined through the implementation of the identified 2011 goals, CADRE will be better positioned to share its message with others to recruit funding and a more diversified member base, particularly in the private and faith based-sectors.

#### 2011 goals:
- **Goal #1** – Solidify Day-to-Day Governance and management structure & integrate with Emergency Management.
- **Goal #2** – Implement new membership structure and increase CADRE membership base.
- **Goal #4** – Strengthen preparedness of CADRE member agencies.
- **Goal #5** – Strengthen operational capacity of CADRE member agencies to respond to disasters.

#### 2013 goals:
- **Goal #3** – Increase marketing outreach capabilities for CADRE.
- **Goal #6** – Establish framework for diversified funding base.
Goal #7 – Establish methods and protocols for transition from CADRE operational response to Santa Clara County Long Term Recovery (LTR) organization/committee.
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<thead>
<tr>
<th>Function</th>
<th>Goal</th>
<th>Strategy / Objective / Task</th>
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<tbody>
<tr>
<td><strong>Leadership / Governance</strong></td>
<td><strong>Goal #1</strong> Solidify day-to-day governance and management structure &amp; integrate with Emergency Management</td>
<td>1a) Leadership Council (LC) defined with roles and responsibilities</td>
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<td>1b) LC candidates selected and recruited</td>
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<td>1c) LC formation established</td>
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<td>1d) LC training on roles and responsibilities created/executed</td>
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<td>1e) LC meeting structure and schedule set</td>
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<td>1f) Establish MOUs/OAs as appropriate for leadership council members</td>
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<td>1g) Develop Annex Template Plan for SCCO Op Area and cities describing CADRE’s coordination with CBOs/FBOs, government agencies and the private sector</td>
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<td>1h) Create chart for each SEMS position with depth/ redundancy to 3 levels</td>
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<td><strong>Membership / Marketing</strong></td>
<td><strong>Goal #2</strong> Implement new membership structure and increase CADRE membership base</td>
<td>2a) Refine membership criteria and registration process:</td>
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<td>- Members register by service capabilities</td>
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<td>- Include organizations that comprise the community that will be affected in disaster</td>
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<td>2b) Educate CADRE agencies on new membership plan</td>
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<td>2c) Outreach to FBO and private/corporate sector to increase and sustain participation from these areas</td>
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<td>2d) Develop outreach materials to reflect plan &amp; protocols revision</td>
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<td>2e) Have 300 members (measure by sector)</td>
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<td>2f) Full integration of FBO &amp; private sectors into CADRE structure</td>
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<td><strong>Goal #3</strong></td>
<td>Increase marketing outreach capabilities for CADRE</td>
<td>3a) Revise marketing collaterals (brochure) and create new ways to reach membership</td>
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<td>- Website</td>
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<td>- Use of social media (such as Big Tent, Facebook, etc.)</td>
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<td>3b) Launch public info campaign on CADRE</td>
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<td>3c) Increase branding and recognition of CADRE in community and faith-based organizations, government agencies and the private sector</td>
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<td>• measure increases in the different sectors</td>
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<td>• Set goals for participation – such as 90% of all SCCC CBO’s participating with CADRE</td>
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<td>Program / Planning</td>
<td>Goal #4</td>
<td>4a) Expand number of CBO’s/ FBO’s with COOP and Disaster Plans in place and willing to share</td>
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<td>• measure number of CBOs/FBOs trained and with plans</td>
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<td>4b) Conduct Preparedness Outreach program to non-standard parts of the community</td>
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<td>4c) Assist members within local geographic areas to coordinate plans with others in close proximity (e.g. CET model) and with local government emergency managers and/or departments</td>
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<td>4d) Assist CADRE Agencies with accessing resources and funding for disaster response preparedness</td>
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<td>4e) Annual “State of CADRE” readiness report</td>
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<td>4f) Training program - Develop a standardized set of courses, both presented by CADRE and available externally, that serve to develop members responsible for carrying out emergency planning within their agency</td>
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<td>4g) Provide expanded special needs/Access and Functional Needs (AFN) preparedness trainings for CBOs</td>
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<td>4h) Secure written commitments from CADRE membership, as appropriate, to document their role/contribution in disasters</td>
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<td>4i) Conduct CADRE functional exercise</td>
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<td>Goal #5</td>
<td>Strengthen operational capacity of CADRE members agencies to respond to Disasters</td>
<td>5a) Revise Op Protocols and CADRE Response Plan</td>
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<td>5b) Develop/refine ICS structure for CADRE Operational response</td>
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<td>5c) Standardize operational response forms and coordinate with NorCalVOAD efforts</td>
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<td>5d) Conduct CADRE Tabletop Exercise</td>
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<td>Fundraising / Finance / Fiscal Management</td>
<td>Goal #6 Establish framework for diversified funding base</td>
<td>5e) Develop CADRE Response Toolkits modeled after EVC resource kits</td>
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<td>6a) Develop funding plan for CADRE</td>
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<td>6b) Create marketing materials/collaterals for funding requests</td>
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<td>6c) Secure additional funding for CADRE from other sources</td>
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<td>• Philanthropic</td>
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<td>• Fees for services?</td>
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<td>6d) 501c3 status</td>
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<td>Policy</td>
<td>Goal #7 Establish methods and protocols for transition from CADRE Operational Response to Santa Clara County Long Term Recovery (LTR) organization/committee</td>
<td>7a) Define CADRE de-activation procedures in revision of CADRE Protocols</td>
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<td>7b) Develop LTR transition protocols</td>
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<td>7c) Develop protocols for establishing a Formally written long term recovery system for Santa Clara County</td>
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IV. NETWORK ORGANIZATIONAL STRUCTURE

BACKGROUND:

A number of network organizational structure options were evaluated, along with the pros and cons of each choice. Examples of other collaborative networks in California that have utilized each option were included in the discussions.

Voluntary Only

Pro: People are really committed.  
Cons: Very difficult to maintain and grow without dedicated staff

Examples: CADRE 1.0+; San Mateo County CARD

Independent 501(C)3

Pro: Autonomy, can be own “voice”  
Con: Expensive, harder to sustain

Examples: CARD, Emergency Network Los Angeles (ENLA)

Embedded in Existing Organization

Pro: Added resources of parent organization, easier to sustain  
Con: Multiple loyalties and priorities

Examples: CADRE 2.0, San Mateo County THRIVE Alliance of Nonprofits, Contra Costa CARD, San Francisco CARD
RESULTS:

After group discussion, there was an overwhelming consensus to keep CADRE as embedded in an existing organization for the scope of this plan, through 2013. Efforts to establish an independent 501(C)3 would detract from the critical work that needs to be done during the rebuilding process of CADRE 3.0. As the fiscal sponsor, United Way can lend 501(C)3 status to CADRE for fundraising purposes and hold those funds separately for CADRE, therefore lending CADRE their non-profit status, should it need to apply for different funding opportunities that require 501(3). The recommendation was to keep this model with an operational lead and a fiscal sponsor for CADRE, thus allowing for accountability and balance in the management of the CADRE Network.

MEMBERSHIP

BACKGROUND:

The CADRE Network is an inclusive and continually growing Network designed to embrace a myriad of agencies that can play a general role in disaster response or a specific role in an isolated incident.

Under the CADRE 2.0 model (2004-2009), membership followed a “come one, come all” philosophy. By participating in a CADRE event such as a workshop or the annual conference, a representative or an organization was entered into the CADRE database and received communications about upcoming CADRE events. All organizations listed in the CADRE 2.0 database were invited to participate in local government and CADRE events and activation was determined on a completely voluntary basis with local government.

CADRE 2.0 Membership included the following organizations that serve any of Santa Clara County’s residents:

- Community-based organizations
Faith-sector organizations including congregations of all faiths
Private businesses including large Silicon Valley companies and small locally-based community businesses
Local government, including Emergency Managers and other sectors such as Social Services, Public Health, etc.

NEW PROPOSED CADRE 3.0 MEMBERSHIP MODEL

Under the new CADRE 3.0 model, Goal #2 calls for CADRE to “Implement new membership structure and increase CADRE membership base.” Revisions are desired to refine the membership into three categories:

- CADRE Leadership
- CADRE Members
- CADRE At-large Participants

CADRE LEADERSHIP

Leadership Council members would be active and dedicated to CADRE mission, vision and programs of the Network. Each representative would have a defined role and set of responsibilities as a CADRE Leadership Council member. They would be expected to be actively involved in both CADRE preparedness and operational activities as needed. Further, each agency that is represented in CADRE Leadership Council would be expected to have a:

- Agency Disaster Mission statement
- Agency Emergency Plan
- Continuity of Operations Plan

CADRE MEMBERS

Member agencies and representatives would be active in workshops and trainings offered by CADRE. They would participate in planning projects, disaster exercises, annual
conference planning and/or as speakers and trainers for CADRE workshops. In addition, members may serve on subcommittees or task forces for CADRE Leadership as needed.

Further, each member agency would be expected to work towards completion of:

- Agency Emergency Plan and/or Continuity of Operations Plan
- Defining “essential services” for their own agency/department if emergency or disaster strikes
- Self-sufficiency for staff and clients with emergency supplies
- Establishing relationship with local emergency manager

**CADRE AT-LARGE PARTICIPANTS**

At-Large Participants in CADRE 3.0 would be those organizations and individuals who are primarily interested in receiving communications from CADRE (e.g. listserv or database, mostly one way communications from CADRE). These participants are expected to opt in or opt out of participating in the CADRE network at-will and may have sporadic participation in programs and activities of the Network.

At-Large Participants would also be those agencies, organizations and individuals whose services or offices are outside of Santa Clara County. This would include representatives from federal or state agencies such as Federal Emergency Management Agency (FEMA), California Emergency Management Agency (Cal EMA), Cal Volunteers, and VOAD agencies that do not have an office or representative in located in Santa Clara County. Furthermore, the goal would be for At-Large Participants to articulate how they interface with the CADRE Network for both preparedness and operational activities.
IMPLEMENTATION

The CADRE 3.0 Strategic Planning process identified a number of key strategies/objectives and tasks that would be necessary to implement this new membership structure as well as how to communicate and implement this membership change.

A subcommittee has been identified in the leadership & governance structure to focus on activities to implement this new membership structure.
V. LEADERSHIP & GOVERNANCE

CADRE’s Operational Protocols outline a leadership structure that can be operationalized in a response. The strategic planning discussions identified the gap in CADRE leadership as the structure for day-to-day governance of CADRE. The group recommends the following leadership structure to be the governing body of CADRE, with functional areas identified for key governance. This is not an ICS structure but similar to a more traditional committee structure to help CADRE grow and achieve its goals and objectives.

The recommended CADRE Leadership Council includes:

EXECUTIVE COMMITTEE

The Executive Committee serves as the core leadership team for day-to-day operations of CADRE. When the governance and bylaws are established, CADRE will make further determinations about the formalization of the Executive Committee such as number of officers, length of terms, etc. The Executive Committee will allow the organization to work more efficiently and quickly with external entities, such as interfacing with funding bodies, the Emergency Managers Association, etc. However, whenever possible, key policy issues regarding CADRE should be taken to the Leadership Council for guidance and input.

Recommendations for members of the Executive Committee:

- Chair of Council (TBD)
- Administrative Lead (currently American Red Cross)
- Fiscal Sponsor (currently United Way)
LEADERSHIP COUNCIL

The Leadership Council operates like a Board of Directors and provides input on policy guidance and CADRE priorities. Whenever possible, decisions for CADRE will be taken to the Leadership Council for input such as prioritization of funds, exploration of key program service strategies, etc. The Leadership Council is expected to convene monthly (at least for the first year) to continue to build its infrastructure and engage key players. Additionally, it is recommended that a Committee Chair be designated to lead a subcommittee for each of the committees listed below to help grow and strengthen CADRE.

The Leadership Council is comprised of:

- Chair (Executive Committee)
- Administrative Lead Agency (Executive Committee)
- Fiscal Sponsor (Executive Committee)
- Representative from the Operational Area
- Representative from a small city
- Representative from a large city
- Representative from Santa Clara County Emergency Managers Association
- Representative from faith-based organizations
- Representative from the Private Sector

Chairs of Subcommittees:

- Membership/Marketing
- Program/Planning
- Fundraising/Finance/Fiscal Management

A critical goal for CADRE in the next year is to identify lead agencies for the subcommittees and begin convening the subcommittees to guide and assist CADRE staff on achieving goals and strategies outlined in this plan and to be developed in future planning efforts. The
Subcommittees align with the Strategic Plan Goals Chart which will help provide a framework for committee priorities and tasks between now and December of 2013.

VI. ADMINISTRATIVE & FISCAL MANAGEMENT

In addition to the Leadership Council, CADRE is co-led by two agencies with specific roles for the administrative and fiscal management of CADRE. These two agencies work closely together, along with the Chair of the Leadership Council, to execute the day-to-day management responsibilities for CADRE. Additionally, the co-leads would be responsible for representing CADRE to funding entities, local government, elected officials, potential new members of the organization, etc.

The role of the Chair for CADRE 3.0 is to:

- Work in partnership with the Administrator and Fiscal Sponsor to achieve the Mission and Vision of CADRE 3.0
- Convene and run the Leadership Council meetings
- Represent CADRE to the community
- Monitor and, in collaboration with the Executive Committee, assure alignment with the strategic goals

The role of the Administrative Lead Agency for CADRE 3.0 is to:

- Provide office space and operational support services (phones, computer, copy machine, etc.) for CADRE
- Coordinate and manage CADRE communications to member agencies and the public
- Provide day-to-day management for CADRE projects and grant deliverables
- Provide meeting space for CADRE meetings
- Provide leadership and represent CADRE to potential funders and constituents
The role of Fiscal Sponsor for CADRE 3.0 is to:

- Provide fiscal management, oversight and accounting services for CADRE
- Provide 501(3)c status for CADRE
- Keep separate accounts for CADRE and provide monthly reports to the funders
- Provide leadership and represent CADRE to potential funders and constituents

LONG TERM RECOVERY

Historically, a Long Term Recovery organization or committee supports the recovery process through multiple contributors. It works as a single entity to bring resources to bear on the disaster related needs and:

- operates from a common pool of funds administered by the organization and its leadership;
- organizes with a formal, identified leadership (board) and staff (volunteer or paid);
- identifies as a nonprofit 501c3 or comes under the umbrella of a supporting organization’s 501c3;
- identifies its mission toward a client base, with each of its members providing appropriate resources;

The Long Term Recovery (LTR) group is typically composed of representatives of both disaster response and/or recovery organizations. The LTR organization traditionally promotes maximum community participation; uses and reinforces existing structures and process; respects the cultural, traditional and religious sentiments of the community; and allocates resources to maximize extent possible.

These local disaster recovery task forces are made up of a consortium of local volunteer agencies, such as churches and local volunteer groups; national volunteer agencies, such as the Mennonites, Volunteer Organizations Active in Disasters, state representatives, local
governments and civic organizations, local business leaders, and other groups that may provide help. FEMA employs a volunteer liaison to work with local, state and national organizations to form local disaster recovery task forces. One of the key areas these LTRs focus on is case management.

Case managers first help survivors by directing them to services and benefits to which they are entitled and for which they may not have applied. They provide guidance in the steps to full recovery; and continue their support until the families or persons are able to stand on their own. The approach is comprehensive and may involve multiple services and advocating for the survivor before the committee. The case manager does not provide direct aid; rather, they work with the survivor in assesses needs and helps families find solutions. Funding to assist the case management effort comes from a variety of sources.

The traditional LTR structure is formed by four committees:

► *Executive Committee* - forms a board or taskforce to develop organizational policies, makes critical early decisions and develops a mission statement, program outline and budget

► *Finance/Fundraising Committee* - ensures the financial integrity of the organization through budget control and reporting on income contributions and disbursements and solicits funds to meet client needs

► *Program/Case Management Committee* - identifies needs of the target population; prioritizes the needs; establishes policies and programs designed to address needs; and, later on, may include, making changes and improvements in services and ensuring appropriate and acceptable costs of services

► *Public Relations/Outreach Committee* - responsible for communication about goals, programs and services, press materials, and outreach to evacuee populations disbursed throughout the community.
As part of CADRE 3.0 Strategic Planning process, the current leadership articulated Strategic Plan Goal #7 – Establish methods and protocols for transition from CADRE Operational Response to Santa Clara County Long Term Recovery (LTR) organization/committee. This Goal calls for defining CADRE de-activation procedures, development of transition protocols and a more formal written plan for the development of a long term recovery system for Santa Clara County and its CADRE 3.0 members.

VII. ATTACHMENTS

Attachment 1: CADRE Strategic Planning Committee

Attachment 2: CADRE Brochure

Attachment 3: CADRE Hurricane Katrina Executive Summary

Attachment 4: CADRE 2007 Cold Weather Op Ed from San Jose Mercury News
## ATTACHMENT 1: CADRE STRATEGIC PLANNING COMMITTEE

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<th>AGENCY</th>
<th>TITLE</th>
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<td>Busk</td>
<td>Tom</td>
<td>American Red Cross Silicon Valley Chapter</td>
<td>Dir. of Community Preparedness, Response &amp; Partnerships</td>
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<td>Carbaugh</td>
<td>Michael</td>
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<td>Business Services Manager</td>
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<td>Center for Living with Dying, Bill Wilson Center</td>
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<td>Galindo</td>
<td>Yvette</td>
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<td>Grey</td>
<td>Miguel</td>
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<td>Kempel</td>
<td>Dennis</td>
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<td>Manager, Work Activity Program</td>
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<td>Greg</td>
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<td>Second Harvest Food Bank</td>
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<td>Lee</td>
<td>Bob</td>
<td>Los Altos United Methodist Church</td>
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<td>McCowan</td>
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<tr>
<td>Painter</td>
<td>Rex</td>
<td>(founding CADRE member)</td>
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<td>Romero-Thomas</td>
<td>Amari</td>
<td>United Way Silicon Valley</td>
<td>Sr. Vice President, Community Building &amp; Impact</td>
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<td>Sawyer</td>
<td>Gene</td>
<td>City of Santa Clara</td>
<td>Deputy Fire Chief, Retired, Emergency Services Coordinator</td>
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<td>Stewart</td>
<td>Cindy</td>
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<td>Emergency Planning Coordinator</td>
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<td>Zeweldi</td>
<td>Belinda</td>
<td>Outreach</td>
<td>Program Manager</td>
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<td>Hawkins</td>
<td>Rita</td>
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<td>Swardenski Consulting</td>
<td>Consultant (CADRE)</td>
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ATTACHMENT 2: CADRE BROCHURE

Join the CADRE Network

There is no cost or obligation to be a part of CADRE. Your organization will benefit by having access to:

- Preparedness Workshops and Trainings
- Disaster Planning Tools
- Topic Focused Annual Conference
- Preparedness Planning Technical Assistance
- Building Community Partnerships

Be a part of this informed disaster communications network of service providers that has demonstrated success in coordinating seamless service delivery during emergency activations.

Contact Us

Contact us to learn more about how to become a CADRE partner.
Phone: 408-247-1126
E-mail: cadre@vcsv.us

A service of the Volunteer Center of Silicon Valley in partnership with the Santa Clara County Emergency Managers Association

www.vcsv.us/cadre

CADRE Strategic Plan 2010 – 2013
CADRE connects

CADRE is a leading network of organizations that provide community services that are essential in times of disaster.

The CADRE Network is unique because it not only coordinates organizational preparedness planning in non-disaster times, but it also activates to respond and provide essential services during and after a disaster.

CADRE works closely with Santa Clara County’s emergency management community to build disaster resilience among service organizations through communication, coordination and preparedness trainings.

The connections that CADRE provides help minimize the impact of a disaster on the entire community.

CADRE serves

Disasters impact everyone in the community, but some populations are left particularly vulnerable. People who are physically or mentally challenged, medically dependent, aged, very young, homeless, or those who have recently immigrated from another country may have unmet needs during a crisis.

The CADRE Network is a united force that matches community needs to resources.

CADRE provides a forum for collaborative outreach efforts that connect organizations and people to:
- Counseling
- Donations
- Food
- Housing
- Information and Referral
- Language Translation and Interpretation
- Legal Assistance
- Shelter
- Storage
- Transportation
- Volunteers
- And more!

CADRE supports

CADRE equips its network of providers with the ability to continue service delivery during and after a disaster.

Many service organizations lack time and the training for disaster planning. CADRE conducts a variety of preparedness trainings and works with professional emergency managers to help establish coordinated response plans and communication systems in non-disaster times.

When activated, the CADRE Network provides a centralized resource for the coordination of community services. CADRE uses its communication network to access and connect resources with people and organizations in need.

CADRE draws on the strength of its members to best support the community. Together we do better.
ATTACHMENT 3: CADRE HURRICANE KATRINA EXECUTIVE SUMMARY

CADRE NETWORK RESOURCE FAIRS
As emerging needs and resources were identified, the CADRE network launched a three-part resource fair series that was held during the months of October and November of 2005. The first CADRE Resource Fair, organized in partnership with the Santa Clara Valley American Red Cross at Spartan Village, hosted 21 agencies and over 60 evacuee households. The second fair, organized in partnership with Palo Alto American Red Cross in Palo Alto, hosted 15 agencies and 9 families. The third event, hosted in partnership with the Helping Hands, Healing Hearts initiative of the African American Community Services Agency at San Jose City Hall, attracted over 50 agencies and approximately 50 families. VCSY coordinated these face-to-face opportunities for public service agencies, community-based organizations, businesses, faith-based communities and cultural organizations to share information about services, resources and resettlement opportunities with evacuees. Outreach to the evacuees included direct mailers, telephone communication, posters and bulletin board notices. When possible, free transportation services were provided by CADRE members.

DONATION COORDINATION
An important component of the CADRE Network response was the coordination of the holiday gift activities by the CADRE Outreach Committee. Donations were solicited from CADRE affiliates, churches and small community groups. Additionally, the CADRE network was approached by corporate employee groups who were interested in initiating their own donation collection programs.

HOUSING STATUS OF EVACUEES
The City of San Jose and Santa Clara County have contracted Emergency Housing Consortium (EHC) Lifebuilders to provide relocation services to evacuees as they permanently settle in the area. These services include the purchase and delivery of the basic components of furniture, rental deposit assistance and moving assistance. In coordination with county-wide and city services, the Housing Industry Foundation provided evacuees $60,000 in deposit assistance.

Statistics:
- 1,384 evacuees (315 households) initially received by Santa Clara County
- Approximately 60% African-American and 30% Asian (primarily Vietnamese)
- 142 households currently on file:
  - 60 permanently housed
  - 25 in temporary housing
  - 25 returned to Gulf region or moved out of area

COMMUNITY AND FAITH-BASED EFFORTS
With community and faith-based organizations at the heart of the direct services provided to evacuees, the CADRE network has been the coordination point for many of the county-wide community resources. While some of these organizations had not been integrated into the CADRE network early on, the gaps in representation were eventually identified. CADRE has since begun streamlining the different community efforts under one county-wide CADRE network response. As part of SGC EMA review and lessons learned, these gaps in coordination will be formally folded into the CADRE response process.

Some CADRE Donations:
- YCSY Welcome Backpacks with personal supplies (120 packs)
- New Orleans Neighborhood Association sweatshirts (120)
- Thanksgiving Welcome Baskets (91 families)
- Intel Employee Program (28 families)
- Google Employee Program (15 families)
- Tai Chi Foundation cash and gift program (over $12,000 cash to 67 families)
- CADRE Holiday Gift Program
  - Community sponsors (8 families)
  - Gift Cards (over $400 to 36 families)
  - Goodwill Gift Certificates (over $1700 to 38 families)
- Brook Furniture Rental donation (furniture or Salvation Army vouchers)
- "We've Got Your Back" school backpack and supplies by Links Project (25 families)
- Donated warehouse space and staff by California State Interior

SCC CADRE SUMMARY OF KATRINA OPERATIONS

Remmel Swardenski Consulting – September 2010
ATTACHMENT 4: CADRE 2007 COLD WEATHER OP ED

San Jose Mercury News (CA)

January 18, 2007
Section: Editorial
Edition: Morning Final
Page: 16A

BRINGING HOMELESS IN FROM THE COLD
MERCURY NEWS EDITORIAL

The brightest stars in Silicon Valley this past week didn't sink a crucial basket, score a big goal or make a game-saving defensive play. They were the 40 to 50 volunteers -- coordinated by the Volunteer Center of Silicon Valley -- who went out in the freezing weather to help the estimated 3,000 homeless people braving the frigid temperatures without the benefit of adequate shelter.

While many of us were glued to the television, watching a big sporting event or the latest installment of "24" or "American Idol," these volunteers were handing out blankets and giving people rides to shelters -- actions that literally could mean the difference between life and death. The task isn't easy. The homeless don't often mingle in safe, well-lit places. And while many of the homeless are grateful to receive volunteers' offers of transportation to a warm place to spend the night, others value their independence, sometimes in a belligerent manner.

Also responding quickly was Santa Clara County and other volunteer organizations who helped coordinate the effort to make sure no one was left out in the cold. County Executive Pete Kutras was pro-active in declaring a local state of emergency last Thursday in response to the forecast for the unusually prolonged below-freezing weather. That enabled the county to work in partnership with local agencies such as the American Red Cross, Valley Transportation Agency, the volunteer center, National Guard Armories, Boccardo Center and InnVision to ensure necessary shelter, bedding, food and transportation were available. The county's goal was to make sure no one died because of the freezing temperatures.

Wednesday evening, while some snow still ringed the mountains surrounding the Valley, that goal was still intact. As temperatures begin to inch back to normal and the threat to the homeless lessens, the valley can take pride in knowing that support services for some of our most needy residents kicked into high gear quickly and efficiently. And, that a portion of our tax dollars was put to exceedingly good use.