Response
Protocols

July 26, 2011
Scope

These protocols are applicable within the geographical boundaries of Santa Clara County and the sixteen jurisdictions within Santa Clara County. The protocols apply to local government, community-based and faith-based organizations and private companies who participate in the CADRE Network. The CADRE Network can be activated any time a major event occurs which affects any of the sixteen jurisdictions within Santa Clara County.

History of the CADRE Network

The Santa Clara County Collaborating Agencies’ Disaster Relief Effort (CADRE) emerged from the 1989 Loma Prieta earthquake. One of the primary goals of CADRE was to create a support system 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. 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 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 project funds to serve the needs of vulnerable populations. These funds helped renew CADRE’s efforts and committed a limited amount of staff and consultant time to the CADRE Network. This emerging 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 A: CADRE Katrina Executive Summary and CADRE Cold Weather Alert). CADRE’s response in these two events helped to further support the re-emergence of the Network and define its operational abilities. In 2007, CADRE was awarded grant funding for 2008 to further develop its written operational protocols to support Santa Clara County response and recovery efforts.

Communications

County EOC

CADRE will communicate with County EOC via phone, text, fax or email based on available communications. If not available, CADRE may utilize ham radio, fax, messengers or any alternate means of communication possible with the County EOC. The County will have a liaison designated in their EOC to work with community-based agencies.
City & Town EOCS

Communication with Cities and townships EO Cs will take place primarily through the County EOC. The County EOC as the Operational Area is the resource coordinating entity for all 16 jurisdictions in Santa Clara County. A resource request from individual cities may come through the Operational Area in a countywide event or directly to CADRE in a single jurisdictional event.

CADRE Agencies

CADRE agencies would be notified via phone, e-mail, text messages, public information announcements or any other means available about CADRE activation, resource coordination meetings and other response activities. In addition, CADRE will explore the following communication strategies to strengthen its capacity to operate in a catastrophic or large-scale disaster:

- Develop Out-of Area Contacts
- Utilize Ham Radios
- Integrate existing communication systems of member agencies
- Develop text messaging and other notification methods, including our website
- Develop communication and staffing redundancy within the organization
Operations Management

The purpose of Operations Management is to administer CADRE as it carries out its activities in response to a community emergency. The overall responsibility of Operations Management rests with the command Officer, who is appointed by the Leadership Council.

Command Staff:

The Objectives of CADRE during an emergency are:

**Assess**- determine the impact of the disaster on non-profit service providers; through its network, determine the gaps and vulnerabilities of the community, especially on the "hidden" segments; gauge the success of ongoing relief and recovery operations.

**Bridge**- provide information and advocacy from the community to responding government agencies; support dissemination of information into the impacted communities.

**Resource Coordination**- identifies gaps among service providers; identifies resources that can be shared among members; identifies resources available from donations in-kind from faith-based, private and the public; publicizes needs through available means.

**Support continuity of services**- through the Assessment and Resource Coordination objectives; assist continuity of critical operations by community service providers

**Problem Solve**- at the request of government or private agencies, convene ad hoc task groups to address specific issues within the disaster.

**Coordinate reimbursement**- assist network members in processing and applying for reimbursement from state, federal and private funding sources; provide training and expertise to members to insure successful processing of requests.

**Initiate long-term recovery**- working with community stakeholders; develop a Long-term Recovery Plan to include declaration of its authority, funding, staffing, logistical support and planning objectives.
CADRE roughly follows the Standardized Emergency Management (SEMS) organizational format, utilizing the broad-based Sections (Operations, Planning, Logistics and Finance/Admin.), but has made significant modifications to the Branches in order to clearly identify subject matter focus areas. Please see the CADRE ICS Chart in Annex B.

CADRE operations are meant to be scalable in that only the Objectives which will meet the emergency needs are targeted.

**Officer**

Responsibilities of the Officer:

- Assume responsibility for CADRE’s response activities
- Activate and recruit command staff for CADRE’s Disaster Operating Center
- Determine and prioritize incident objectives to be followed
- Initiate, maintain and control a communications process within the organizational elements
- Initiate and manage planning meetings as required
- Approve, implement and evaluate the Incident Action Plan
- Coordinate activity for all command staff; trouble-shoot breakdowns as needed.
- Assure all documentation and reporting is carried out adequately

**Activation**

CADRE will activate for any of the following triggers:

- A disaster occurs in Santa Clara County.
- At the request of the County of Santa Clara Office of Emergency Services, Santa Clara Social Services Agency or Santa Clara County Public Health.
- At the request of one of its members.
- At the request of a neighboring VOAD to provide mutual aid.
- Upon the decision of the Leadership Council.

**Activation Process**

An executive member of the Leadership Council will initiate a meeting either in person or via other technological means. At that meeting the Council will agree upon-
- Objectives- which objectives will most likely be targeted.
- Scale- an estimate of which sections and branches will be engaged and to what level
- Activation of CADRE DOC and to what level
- Initial Staffing for Operations Management Team

**Notification**

Information about the activation will be sent out to CADRE membership, non-member community partners and the general public.

Lead member agencies for Sections and Branches being activated will be directly contacted to access their capacity to carry out the activities of their assigned sections. Alternates will be sought if they are unable to do so.

Notification will be sent out to partner-VOAD, including Northern California VOAD and its members.

**CADRE Disaster Operation Center (DOC)**

Based upon the scope of the anticipated operation, the Leadership Council may decide to activate the CADRE DOC. Since the location and other logistical details will may change with rotation of the managing agencies, the current information is in Annex C of this document. Standardized Emergency Management practices for EOC operation will be utilized as practical.

The following will need to be established:

- Hours of operation
- Technological support
- Information sharing; meeting frequency, contact information
- Documentation

The CADRE DOC will, at a minimum, be staffed with Operations Management and Section Chief personnel. Many of the Branch leadership will retain their home agency responsibilities and be unavailable to be full-time in the DOC. Using web-based meeting tools will be necessary to carry out planning and information exchange processes.
County SCC OES Emergency Operations Center

On a larger incident, the County's Office of Emergency Services may open its EOC. At the request of OES, CADRE will provide a liaison to the EOC to facilitate information exchange, provide a ready means to handle resource offers and requests and generally assist in integrating the community's non-profit agencies into the response operation. Staffing for this will be provided by members of the Leadership Council.
The Operations Section is responsible for providing support to its member agencies, non-member agencies and other groups as they carry out both their day-to-day and disaster-related activities.

- **Sheltering/Housing**: starting with temporary emergency shelters in the response and relief phases of a disaster and transitioning long-term or permanent housing

- **FAST**: Functional Assessment Service Teams provide technical guidance and support to agencies operating emergency shelters to enable disaster victims to remain in general population shelters

- **Healthcare**: supporting the health needs of disaster victims in emergency shelters; working with health departments to support impacted care facilities; disseminating information specific to the emergency to the general public

- **Information & Referral**: gathering and providing information about support services available to the community
• **Casework**- coordinating individual assistance case registration in BA-CAN, coordinating referral information and managing a process for reassignment to Long-term Recovery

• **Feeding**- providing fixed and mobile feeding as well as community-wide distribution of bulk food

**Operations Section Chief**

Responsibilities of the Operations Section Chief:

• Manage the Operations Section to ensure effective outcomes

• Ensure interagency coordination and collaboration

• Assist in developing the objectives and strategies of the Incident Action Plan

• Supervise the execution of the operations portion of the Incident Action Plan

• Maintain strong communications with supporting branches

• Coordinate resource requests to support tactical operations

• Assemble ad hoc task groups as needed to address specific issues within the emergency

• Provide situation and resource status reports; complete and maintain necessary documentation

**Operations Section Objectives**

Operation Section objectives are a reflection of CADRE overall objectives; within each of the Branches, they will sometimes fully support an objective, sometimes a Branch will only indirectly coordinate with them.

**Assess**- each Branch will assess the status of its constituent service providers including their ability to maintain operations, any increase in need for their services, gaps in supplies and staff and a general appraisal of their clients and how they are impacted, especially in regards to unmet needs; the assessment is expected to be recurring and both holistic as well as agency specific.

**Bridge**- each Branch will support information dissemination through their constituent members as well as being a conduit for issues that arise locally that need to be brought forward for resolution.

**Resource Coordination**- coordinates with the Logistics Section to fill gaps and share surpluses; coordinate within each Branch to solve shortfalls among constituent members.

**Support Continuity of Services**- working through Branch constituents and with the support of Logistics, assist in restoration of service delivery among members, prioritizing on most critical service providers first.

**Problem Solve**- work with the other Sections and external groups to participate in ad hoc task groups to deal with specific issues.
Reimbursement & Long-term Recovery - supports the Sections and Branches responsible for these areas.

Incident Action Planning

An important component of SEMS is Incident Action Planning (IAP). The IAP process will be explained in the next section, Planning, which is the section responsible creating and maintaining it. However, the Operations section is the most significant user of the IAP and a clear understanding of its value is necessary.

Incident action plans ensure that everyone is working in concert toward the same goals set for that operational period by providing all incident supervisory personnel with direction for actions to be taken during the operational period identified in the plan. Incident Action Plans provide a coherent means of communicating the overall incident objectives for both operational and support activities. They include measurable strategic objectives to be achieved in a time frame called an Operational Period, usually a single day. The IAP is a very important component that reduces freelancing, insures a coordinated response and provides documentation for future uses. At the simplest level, the IAP should define:

- What is the present situation?
- What do we want to do?
- Who is responsible for doing it?
- Who will support them?
- What materials will be needed?

Operations Management and Section Chiefs will define the overall objectives and goals for the operational period. The Section Chiefs and Branch Directors will work out the tactics to reach those goals and objectives. Those are then documented in the IAP.

A standardized format for an IAP is in Annex D.
Planning

The planning section is responsible for gathering and maintaining accurate information about the incident, creates and maintains the Incident Action Plan gathers and maintains current information about CADRE members. Two additional areas have been placed under the Planning section, Long-term Recovery and Legal, which will be explained below.

Plans & Intelligence- collects and evaluates operational data about the incident; facilitate creation of and maintain the incident action plan, evaluates and reports on the ongoing status of IAP objectives; convenes and facilitates planning meetings and generally supports the informational needs of the CADRE operation.

Assessment- collects and updates information about CADRE members including operational status, gaps in services or supplies and ability to support mutual aid. Through CADRE members, collects and evaluates impact information from the community, especially from at-risk segments.

Long-term Recovery- if needed, this branch focuses on transitioning to a long-term recovery operation of some kind, most likely external to CADRE. This includes evaluation of the need, recommendation of what type of LTR process and a plan for transitioning casework to probable NVOAD member agencies.

Legal- working with the Finance section, creates, organizes and maintains documentation of agreements necessary for reimbursement of expenses from government or private funders. Advises on legal issues as necessary and advocates for alterations to governmental processes to speed up recovery.
Planning Section Chief

Responsibilities of the Planning Section Chief:

- Collect and evaluate all operational data about the incident
- Supervise preparation and documentation of the Incident Action Plan
- Conduct and facilitate planning meetings
- Evaluate progress of the IAP
- Establish information requirements and reporting schedules
- Assemble and facilitate ad hoc problem solving task groups
- Compile and disseminate incident status information
- Supervise preparation of a plan for scaling down and closing CADRE operations

Planning Section Objectives

Assess- through Member Status Reports, Community Impact Assessments, use of the VOAD data collection form and telephone surveys, maintain current and accurate information of the impact of the disaster on non-profit service providers, gaps and vulnerabilities within the community and status of the relief and recovery operation.

Bridge- provides current, accurate information to government and other community based agencies; respond to requests to survey for and evaluate additional information.

Resource Coordination/Continuity of Services- communicate gaps and breakdowns that are discovered in the surveying process.

Problem Solve- convene other Sections and external groups to participate in ad hoc task groups to deal with specific issues.

Coordinate reimbursement- assist network members in processing and applying for reimbursement from state, federal and private funding sources; provide training and expertise to members to insure successful processing of requests.

Initiate long-term recovery- working with community stakeholders; develop a Long-term Recovery Plan to include declaration of its authority, funding, staffing, logistical support and planning objectives.
Incident Action Planning

Coordinated incident action planning should guide all response activities. An Incident Action Plan (IAP) provides a logical means of capturing and communicating the overall incident priorities, objectives and strategies in the contexts of both operational and support activities. Every incident actually has an action plan of some kind, however not all require written plans. The need for written plans and attachments is based on the requirements of the incident and the decision of the management team. If an incident is expected to extend beyond one operational period, become more complex, or involve multiple jurisdictions and/or agencies, preparing a written IAP will become progressively more essential to maintain effective operations.

The core principle of IAP is management by objective. Some elements of this are:

- Establishing overarching incident objectives.
- Develop strategies based on these overarching objectives.
- Develop and issue assignments, plans, procedures and protocols.
- Establish specific, measurable tactics or tasks for various incident management functional activities, and direct efforts to accomplish them in support of defined strategies.
- Document results to measure performance and facilitate corrective actions.

In general terms, the process of creating an IAP has the following steps:

- **Understand the situation**- create a brief description of the occurrence, including the impact on the community, CADRE members and what critical issues have been created.
- **Establish incident objectives and strategy**- the command staff and CADRE leadership will define what objectives can be addressed and what strategies will be employed, prioritizing the most critical.
- **Develop tactical direction and assignments**- de-construct the objectives to define the actions needed to reach the desired outcomes; define who will accomplish the actions and what resources they will need.
- **Prepare the plan**- prepare the written document.
- **Implement the plan**- direct the assigned agencies to accomplish the actions, release resources or other steps to achieve the planned outcomes. Evaluate who will need to have knowledge of the steps being taken.
- **Evaluate the plan**- monitor and report on progress or suggest corrective actions for inclusion in the plan for the next operational period.

A formatted template for CADRE’s Incident Action Plan is included in Annex D.
Logistics

The Logistics section is responsible for providing services and support to the response effort focusing on the six branches below. In most cases, Logistics will be coordinating between external resource providers and external service providers as represented in the Operations section. The primary tools will be requests and offers and each of these will move both ways between the two sections – for example, offers may be discovered during Operations activity that Logistics may later use to fill resource requests. Meanwhile, Planning is tracking the flow of requests and offers and is, along with finance, documenting the exchanges for possible reimbursement.

Transportation - coordinates transportation resources in support of materials movement as well as supporting persons with access and functional needs and those with medical transportation requirements.

Food - coordinates all resources relating to bulk food.

DME/CMS - coordinates resources relating to durable medical equipment and consumable medical supplies; works closely with the Functional Assessment Support Teams (FAST)

In-kind Donations - facilitates the use of in-kind donations offers to assist meeting resource requests.
Bulk Distribution- supports the process of distributing emergency supplies such as water, food and other humanitarian goods; works closely with Emergency Volunteer Centers to recruit volunteer workers and in-kind and transportation for their support.

Housing- coordinates support to temporary housing projects that may arise during the recovery phase.

Logistics Section Chief

The responsibilities of the Logistics Section Chief:

- Manage the Logistics Section to ensure effective outcomes
- Assist in carrying out the objectives and strategies of the Incident Action Plan
- Supervise the execution of the Logistics portion of the Incident Action Plan
- Maintain strong communications with other branches and external parties
- Fulfill resource requests to support tactical operations; disseminate information about offers to appropriate parties
- Participate on ad hoc task groups as needed to address specific issues within the emergency
- Provide situation and resource status reports; complete and maintain necessary documentation

Logistics Section Objectives

Resource Coordination- identifies resources that can be shared among members; identify resources available as in-kind donations from faith-based, private and public parties; publicize resource gaps through available means.

Support continuity of services- through resource procurement and coordination, support continuance of critical operations by community service providers.

Problem Solve- participate and problem solve in ad hoc work groups that address specific issues that arise within the disaster.

Coordinate Reimbursement- assist network members in processing and obtaining reimbursement from state, federal or private funding sources.

Initiate Long-term Recovery- support any kind of LTR or un-met needs groups that stand up.

Scalable Response
An earlier version of these Protocols detailed a process for holding a resource sharing meeting for an event that would not require the level of response of a major disaster:

**SUGGESTED STRATEGIES AND TIPS FOR FACILITATING THE FIRST CADRE RESOURCE COORDINATION MEETING**

- Send email notice ASAP after event to schedule meeting to full CADRE dbase
  - Organize meeting agenda to include the following reports:
    - Op Area status report from either County OES or County Administrators office
    - EMA status report on impacts/effects at the city jurisdictional levels
    - American Red Cross report on emergency sheltering
    - State OES and/or Nor Cal VOAD status report (if available) to let folks know about surrounding jurisdictions and the impact

- Open floor for attendees to share info on:
  - Needs they see or can anticipate
  - Resources they each have to offer
  - Areas that need further discussion or exploration

- Formation of small groups to network or problem solve against identified issues

- Large group report out

- Next steps/Next meeting date

- Use CADRE Agency Resource Coordination Form (in Annex E) as email attachment and/or meeting handout to capture agency info

- Use CADRE Resources Posters and Post-it notes to capture info in the large group forum
Finance

The Finance section is responsible for coordinating various financial transactions and record keeping related to CADRE response activities. Most of this coordination will occur between various branches and CADRE’s fiscal sponsor. Additionally, the Finance section will assist network members in processing and applying for reimbursement from state. Federal and private funding sources.

**Management**

- Financial Management
- Fundraising
- Tracking
- Grants

**Financial Management** - facilitates, tracks and records any response based financial transaction; coordinates between vendors, members providing service and CADRE’s fiscal sponsor; tracks and coordinates reimbursement from government agencies; receives and processes donations CADRE receives; produces reports.

**Fundraising** - solicits and receives funding in support of CADRE’s network operations; does not solicit nor receive funds for individual members.

**Tracking** - provides record keeping for two areas; tracking of worker hours performed in such areas as CADRE network mutual aid support or FAST operations and tracking of members’ activities and expenses related to government reimbursement programs.

**Grants** - apply for and administer available public and private grants in support of CADRE network operations.
Finance Section Chief

Responsibilities of the Finance Section Chief:

- Manage the Finance section to ensure effective outcomes
- Based on planning with the Command team, determine which branches will need to be activated and recruit personnel
- Plan specific procedures for necessary processes within the section as well as other areas of the operation
- Determine how coordination will occur with CADRE’s fiscal sponsor
- Determine any governmental reimbursement process and provide orientation for network members
- Establish a schedule of deadlines for reimbursement filings
- Monitor IAP for items affecting section’s operations
- With Command staff and CADRE Leadership Team, determine what reports will be needed

Finance Section Objectives

Resource Coordination and Continuity of Services- supports this process with record keeping and tracking any activities that may be eligible for reimbursement.

Coordinate Reimbursement- assist network members in processing and applying for reimbursement from state, federal and private funding sources; provide training and expertise to members to insure successful processing of requests.

Initiate Long-term recovery- provides records and data to facilitate development of a long-term recovery plan
SANTA CLARA COUNTY COLLABORATING AGENCIES DISASTER RELIEF EFFORT

A SUMMARY OF KATRINA OPERATIONS

CADRE, the Collaborating Agencies Disaster Relief Effort, is a county-wide leadership network of organizations, businesses, and government partners. In partnership with the Santa Clara County Emergency Managers Association, CADRE is coordinated by the Volunteer Center of Silicon Valley (VCSV).

ACTIVATION
On August 29, 2005, in response to the devastating aftermath of Hurricane Katrina, VCSV activated the Santa Clara County Emergency Volunteer Operations Center to handle spontaneous volunteer phone calls and to provide a point of contact for the public and for local agencies. As mass evacuations expanded beyond the areas surrounding the Gulf Region, the City of San Jose Office of Emergency Services requested VCSV activate the CADRE network on September 1, 2005. EMA and the County of Santa Clara OES concurred with the activation on September 2, 2005.

VCSV Resource Coordination:
- 1,452 spontaneous volunteers registered (320 deployed by ARC)
- 892 transitional housing offers received from community members
- 2 months of YTA passes made available to all evacuees
- $5,000 in phone cards

Network Participation:
- 5 CADRE leadership conferences convened
- 36 participants from 22 agencies attended initial activation meeting
- Over 75 agencies and businesses participated in leadership forums and/or evacuate resettlement events

LONG TERM RECOVERY PLANNING
Planning efforts for the Long Term Recovery (LTR) needs of the evacuee community resettling in Santa Clara County began at the 3rd CADRE Katrina Conference on October 25, 2005. Working in partnership with Northern California VOAD (Voluntary Organizations Active in Disaster) and Mr. Dick Eskes, CADRE explored how to set up and organize community resources to guide LTR formation. Subsequently, CADRE formed three committees to plan for SCCR LTR: Executive Leadership Committee, Case Management Committee, and Outreach Committee.

On January 31, 2006, the CADRE network formally de-activated CADRE's Katrina operations and launched the Santa Clara County Katrina Long-Term Recovery (LTR) process. The ongoing resettlement needs will be managed by an LTR team of three CADRE agencies and an LTR Advisory Board. Funding for these efforts is underway through contracts with the City of San Jose and Santa Clara County.

CADRE Forums and Events:
- 8/29/05 – PVOC activated by VCSV
- 9/1/05 – CADRE network activation
- 9/6/05 – Emergency CADRE Network Activation Conference
- 9/7/05 – City of San Jose/County of Santa Clara hosted Faith Community Coordinating Meeting with American Red Cross and CADRE
- 9/7/05 – City of San Jose/County of Santa Clara hosted county-wide Mayor/City Manager Leadership Conference with American Red Cross and CADRE
- 9/9/06 – City of San Jose/County of Santa Clara hosted corporate/labor leadership conference with American Red Cross and CADRE
- 9/9/05 – CADRE Network Donations Subcommittee Meeting
- 10/6/05 – CADRE Network Leadership Conference: Evacuee Emerging Needs
- 10/15/05 – 1st CADRE Resource Fair at Spartan Village in San Jose
- 10/28/05 – CADRE Network Leadership Conference for long term recovery planning at San Jose City Hall
- 11/5/05 – 2nd CADRE Resource Fair in Palo Alto
- 11/19/05 – 3rd CADRE Resource Fair in partnership with Helping Hands Heartbeats at the San Jose City Hall Rotunda
- 12/1/05 – CADRE Network Leadership Conference for long term recovery planning at County Office of Emergency Services
- 1/31/06 – CADRE Network Leadership Conference for operational deactivation and launching of SOC Katrina Long-Term Recovery Process
Resources Provided by CADRE Network Agencies:
- Housing assistance
- Financial support
- Employment opportunities
- Transportation
- Childcare
- Mental and physical health support
- Language assistance
- Services provided by individual businesses
- Spiritual and cultural support
- Assistance with navigating the government support systems
- Human and civil rights support

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, Meeting Hearts initiative of the African American Community Services Agency at San Jose City Hall, attracted over 50 agencies and approximately 92 families. VCSV 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 replace 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 (115 households) initially received by Santa Clara County
- Approximately 50% African-American and 50% Asian (primarily Vietnamese)
- 142 households currently on file
  - 80 permanently housed
  - 25 in temporary housing
  - 20 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 evacuee clients, 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 SCC EMA review and lessons learned, these gaps in coordination will be formally folded into the CADRE response process.

VCSV CADRE SUMMARY OF KATRINA OPERATIONS  February, 2006
1922 The Alameda, Ste 100, San Jose, CA 95126 — 408.247.1126 x204 — CADRE@VCSV.US
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.


**Sets Policy & Direction**

- **DOES IT**
  - Shelter/Housing
  - FAST
  - Healthcare
  - Information & Referral
  - Casework/
  - Feeding

- **PLANS IT**
  - Planning & Intel
  - Assessment
  - Long-term Recovery
  - Legal

- **GETS IT**
  - Transportation
  - Food
  - DME/CMS
  - In-kind Donations
  - Bulk
  - Housing

- **TELLS ABOUT IT**
  - Public Info Officer

- **PAYS FOR IT**
  - Financial Management
  - Fundraising
  - Tracking
  - Grants
Emergency Operations Center

Information

To Come
**Attachment D**  
**Incident Action Planning Template**

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Approved:  

Date:
Attachment E

CADRE Resource Coordination Form

To Come