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I. OVERVIEW

Following the 1989 Loma Prieta earthquake, Bay Area emergency management and emergency response organizations were overwhelmed and unable to meet the immediate and long term recovery needs of various communities. Cities soon realized they needed the assistance of Community-Based Organizations (CBOs) to ensure support and access to the populations they served, such as those who were homebound, spoke different languages, medically fragile and many others. Cities also asked CBOs to go above and beyond their normal clients to assist the general population affected by the disaster.

What developed in many Bay Area counties was the creation of community-based collaboratives or networks to strengthen public-nongovernmental (NGO) partnerships for disaster preparedness, response and recovery. Networks provide a structure for communication and coordination and allow seamless integration into the Incident Command System (ICS) used in Emergency Operations Centers (EOCs) throughout the County.

Although it is over 25 years since the Loma Prieta earthquake, the need to create stronger systems to serve our most vulnerable populations continues with lessons from other disasters.

MAINTENANCE OF THE PLAN

The Operational Protocols is a living document. This guidance and its associated checklists, and appendices are tested and reviewed periodically and updated, as needed. Each time it is exercised, we make modifications to make it better.
WHAT IS CADRE?

- CADRE is Santa Clara County’s network of non-governmental organizations working together with local government to provide community services that are essential in times of disaster.
- CADRE is the official local Voluntary Agencies Active in Disaster (VOAD) for Santa Clara County under Northern California’s State VOAD (see Attachments 1 and 2).
- CADRE works closely with Santa Clara County’s emergency management community to integrate and coordinate emergency planning and response efforts build disaster resilient service organizations through education and preparedness planning.
- CADRE supports individual organizations in their preparedness planning in non-disaster times and activates to coordinate NGO response efforts to provide essential services during and after a disaster.

See Attachment 1: CADRE Brochure
Attachment 2: NorCal VOAD Information
Attachment 3: National VOAD Information

WHO IS CADRE

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. By participating in a CADRE event such as a workshop or the annual conference, an organization is entered into the CADRE outreach database and will receive communications about upcoming CADRE events. CADRE membership is determined by those who complete and submit a membership form via the CADRE website (www.cadresv.org) and serves as the means by which organizations will have access to member resources and be invited to participate in local government and CADRE events and activation on a completely voluntary basis with local government.
CADRE Membership includes 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.

**PURPOSE OF CADRE OPERATIONAL PROTOCOLS**

The purpose of developing operational protocols for CADRE is to:

- Identify what constitutes membership in CADRE
- Identify the Leadership Council structure
- Identify roles and responsibilities of key players in the CADRE Network
- Document procedures for CADRE’s main functions in Response/Relief, Recovery and Preparedness

**SCOPE**

These protocols are applicable within the sixteen (16) jurisdictions within the geographical boundaries of Santa Clara County. The protocols apply to local government, community-based and faith-based organizations, and private companies who participate in the CADRE Network.
II. CADRE ACTIVATION

During any disaster that involves a community response, CADRE can be activated in support of a request from outside agencies such as:
- City or County Office of Emergency Services
- The Public Health Department
- A disaster relief organization such as American Red Cross
- CADRE Leadership Council
- A CADRE Member Agency

**FORMAL ACTIVATION**

Upon request of a City or the County, CADRE will formally activate the Network and staff the CADRE seat in the County’s Emergency Operations Center (EOC) that is part of the Public Welfare Branch with the Operations Section. Such a formal activation of CADRE should be done in writing and include the following documentation:
- Date and Time of Requested Activation
- Requesting Agency
- Services requested
- Duration of need

Activation of CADRE involves communication and coordination with a multitude of existing CBO and FBO resources within the CADRE Network to assist emergency management and public health officials with response efforts. CADRE’s unique coordinating position makes it ideally suited to assist with response efforts because:
- CADRE represents access to hundreds of Santa Clara County agencies
- CADRE resources represent a wide variety of types of services and populations served
- CADRE agencies serve a multitude of vulnerable populations and are often seen as the trusted providers to these clients and consumers
- CADRE offers a unique perspective on the CBO landscape, such as new and emerging agencies, changes in service delivery, trends, etc.
SELF ACTIVATION AND SELF-DEPLOYMENT

CADRE Leadership, individually or collectively with local government partners, may determine if CADRE resources can be activated in response to a request, and as such CADRE’s Leadership Council can choose to self-activate.

It is important to note, however, that reimbursement from some governmental sources (such as the California Disaster Assistance Act’s Private Nonprofit Program) expressly PROHIBIT self-deployment. Therefore, any CADRE or member activities done without a specific request and documentation from a governmental entity are NOT ELIGIBLE for reimbursement.

CADRE ACTIVATION PROTOCOLS

Activation means that CADRE functions switch from preparedness planning to operational coordination.

If formally activated by a governmental agency, CADRE Operational activities may include:

- **Establishing a liaison** with a seat in the County Emergency Operations Center (EOC) to coordinate for the County Operational Area
- **Convening planning dialogues** and forums to coordinate the community’s response
- **Creating committees** to address incident specific needs
- **Developing an event-specific resource directory** to streamline the resource data in the community (working with 2-1-1)
- **Conducting resource fairs and other community events** to bridge service providers with the population affected by the disaster.

Activation of CADRE is expected to include the following steps:

- CADRE Chair or staff receive a request to activate from either the County or a City within Santa Clara County’s Operational Area
- Initiate outreach to CADRE Network via email, text, calls or whatever means necessary and available
• Determine capabilities of member agencies including identification of Resources Needed and Resources Available, using CADRE Resource Coordination Forms (see Attachment 4: CADRE Resource Coordination Forms and Posters)

• Keep Network updated on community needs by setting calendar of calls and/or meetings to coordinate information sharing

• Provide guidance, as needed, to individual organizations on documentation needed for possible reimbursement through CDAA PNP program and/or other governmental programs such as the Robert T Stafford Act (For more detailed information, see APPENDIX 1 – CDAA PNP Information)

INITIAL RESOURCE COORDINATION MEETING

When activated, CADRE will host a meeting and/or communicate with agencies as soon as possible, or within 72 hours of activation to mobilize community resources in support of the incident.

Objectives include:

► Identifying resources available for that event/disaster
► Identifying resources needed
► Forming teams and subcommittees to address incident-specific needs
► Identifying leadership within each group
► Conducting regular meetings, conference calls, emails within subcommittees and with the larger CADRE network
► Maintaining ongoing dialogue with Operational Area EOC to assess changing needs and conditions

Once activated, CADRE will immediately activate appropriate stakeholder groups identified in the planning process and begin the process of communication and coordination with them. Additionally, CADRE will maintain ongoing dialogue with the Operational Area EOC to assess changing needs and conditions.
SUGGESTED STRATEGIES AND TIPS FOR FACILITATING THE FIRST CADRE RESOURCE COORDINATION MEETING

- Send email notice ASAP after event to schedule meeting to full CADRE outreach lists and database
- Organize meeting agenda to include the following reports:
  - Op Area status report from either County OES or County Administrator’s Office
  - Status report on impacts/effects at the various city jurisdictional levels
  - American Red Cross report on emergency sheltering, if needed
  - State OES and/or Nor Cal VOAD status report (if available) to inform participants 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 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 (See Attachment 4: CADRE Resource Coordination Forms and Posters)
COMMUNICATIONS

COUNTY EOC
CADRE will communicate with County EOC via phone, satellite 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 EOCs will take place primarily through the County EOC. When activated for smaller events, CADRE may communicate directly with the affected jurisdictions as needed. 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’s Logistics Section 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, the CADRE website, 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 for individual agencies
- Utilize Ham Radios
- Integrate existing communications of member agencies (e.g. Geographic Information System (GIS) mapping capabilities)
- Develop text message notification list
- Develop communication and staffing redundancy within the organization
III. CADRE RESPONSE OPERATIONS

One of the important functions the CBO members of CADRE provide during an emergency or disaster event is to provide intelligence gathering and information distribution. As the eyes and ears on the ground in various places throughout the community, CADRE member agencies are able to report on what needs are emerging, what resources are needed as well as what capabilities each agency has to offer towards meeting identified needs. They are also the trusted providers and can provide critical important information to their clients.

RESOURCE COORDINATION FOR THE CADRE NETWORK

It is important that the CADRE Network works closely with local emergency management to determine resource needs and avoid duplication of services or large gaps in service delivery. Once the response phase of an event is completed, and an operation moves towards relief and recovery services, very often committees will be formed to address specific needs in the community such as:

- Housing assistance
- Financial support
- Case Management
- Transportation assistance
- Childcare
- Mental and physical health support
- Spiritual and cultural support
- Employment opportunities
- Donations management of both monetary and in-kind goods

A network of CBOs and Faith-Sector organizations can provide a wealth of community resources immediately following a disaster. Because of preparedness training and network communications prior to a disaster, new resources that emerge during the event can be effectively integrated in the existing structure to provide maximum benefit.
To align with local disaster management practices, the California Standardized Emergency Management System (SEMS) protocols, and the National Incident Management System (NIMS) of the National Response Plan (NRP), CADRE utilizes the Incident Command System (ICS) model for disaster response planning and coordination during activation. ICS is the common language that enables CBOs to communicate with local government and emergency responders in a disaster. The CADRE ICS chart (figure 1) may serve as a starting point for the CADRE partners to plan for the needs of the disaster-affected populations.

Figure 1: CADRE incident command system

See also Attachment 9: Template CADRE ICS Chart for CADRE for another version used at CADRE’s 2015 Tabletop Exercise for members and leadership.

CADRE employs a “Just in Time” Resource Coordination philosophy, wherein member agencies will each individually determine their own roles/resources available and share that
info with the larger network for the purpose of resource coordination. Resources are coordinated on a voluntary basis and agencies are not pre-committed to providing specific resources in a given incident. Unlike some traditional local and state VOAD organizations, members of the CADRE network do not need to have a pre-defined or pre-determined role or responsibility with respect to disasters or emergencies. The resource coordination efforts in an operational mode are meant to welcome all potential community resources and contributors in such a way as to maximize the resources available at the time of the emergency or disaster itself.

The CADRE Resource Coordination Form and Posters (Attachments 4) would be used to help collect, share and organize the agency resource information. This information could then be made available either via the 2-1-1 phone and/or web-based information management system and, if needed, in print copy as an Incident-Specific Resource Directory.

In addition to the gathering of event-specific resource information, CADRE’s Resource Matrix of Services (Attachment 5 – CADRE Member Organization Functions Matrix) can be used to identify potential community resources that may be available during an emergency or disaster. This Resource Matrix is compiled based on data submitted with each CADRE member application and will serve as the initial outreach and basis to form teams and subcommittees that can address incident-specific needs.
In a multi-jurisdictional event, CADRE will coordinate resources at a County Op Area level. In smaller scale events, CADRE resources may be coordinated directly at the City-level, when appropriate.

**RESOURCE COORDINATION FOR DISASTER - AFFECTED CLIENTS**

Based on needs and capabilities, the CADRE Network members and partners may organize opportunities for the disaster-affected clients to have face-to-face dialogue with public service agencies, community-based organizations, businesses, faith-sector organizations and cultural organizations to share information about services, resources and resettlement opportunities.

Outreach to the evacuees could include direct mailers, use of social media, telephone communication, posters and bulletin board notices. As emerging needs and resources are identified, the CADRE network could consider hosting “resource fairs” when possible. These face-to-face opportunities would provide opportunities for public service agencies, community-based organizations, businesses, faith-sector and cultural organizations to share information about services, resources and recovery programs available to assist them. When possible, transportation may need to be coordinated to and from these resource fairs from the various sheltering and temporary housing locations to maximize participation for the disaster-affected clients.

See Attachment 6: After Action Report of the Santa Clara County CADRE Hurricane Katrina Response (draft) for more information on “Resource Fairs”.

COST REIMBURSEMENT AND RECOVERY

CALIFORNIA DISASTER ASSISTANCE ACT -- COST REIMBURSEMENT FOR PRIVATE NONPROFITS (CDAA PNP)

The California Disaster Assistance Act (CDAA) provides State financial assistance for recovery efforts to counties, cities, special districts, and certain eligible private non-profit agencies after a Director's Concurrence or a Governor's Proclamation by Cal OES. CDAA may be implemented as a "stand alone" funding source following a state disaster.

After a natural or man-made event causes extensive damage and a state disaster has been proclaimed, Cal OES has the regulatory responsibility to act as the grantor for the CDAA program. A local agency must submit a Project Application (Cal EMA 126) to Cal OES within 60 days after the date of a local proclamation. The applicant must incur a minimum aggregate total damage cost of $2,500 state share for each declared disaster for costs to be eligible under CDAA. Applicants are also required to have on file with Cal OES, a Designation of Applicant's Agent Resolution (Cal EMA 130) for each disaster.

The CDAA process consists of the following steps:

- Preliminary Damage Assessment (PDA)
- Director's Concurrence or Governor's Proclamation
- Applicants' Briefing
- Submission of Project Application by Applicant
- Kick-off Meeting
- Project Formulation and Cost Estimating
- Project Review and Validation
- Obligation of Funds
- Project completion
- Final Claim Process
- Closeout
Recent state legislation created the State Private Nonprofit Organizations Assistance Program, which allows certain eligible Private Nonprofits (PNP) or an Intermediary PNP applicant to receive state assistance for costs incurred during a state disaster event. Cal OES acts as the grantor for the program.

**State Private Nonprofit (PNP) Organizations Assistance Program**

After a state disaster has been declared, an eligible PNP applicant may apply for reimbursement for the cost of performing an essential community service if that service was requested by a local jurisdiction (city, county or operational area). Private Nonprofits (PNPs) are not allowed to self-deploy under this program. Services MUST be requested by a local jurisdiction and documentation of such a request must be provided in writing within thirty days to support such a request.

To apply, an eligible PNP must submit a PNP Application (Cal EMA PNP-2011-APP) and a PNP Applicant's Authorized Agent Resolution (Cal EMA PNP-2011- AAR) to Cal OES, within 60 days after the date of a Governor's Proclamation. The applicant must incur a minimum aggregate total damage cost of $1,000 for each declared disaster for costs to be eligible under this program. For more info see Appendix 1–CDAA PNP information and forms

**FEDERAL DISASTER ASSISTANCE FOR PRIVATE NONPROFITS**

The Robert T. Stafford Disaster Relief and Emergency Assistance Act, P.L. 93-288, as amended, 42 U.S.C. §§ 5121-5206, and implementing regulations in 44 C.F.R. §§ 206.31-206.48, provide the statutory framework for a Presidential declaration of an emergency or a declaration of a major disaster. Such declarations open the way for a wide range of federal resources to be made available to assist in dealing with the emergency or major disaster involved. The Stafford Act structure for the declaration process reflects the fact that federal resources under this act supplement state and local resources for disaster relief and recovery.
Local private nonprofits (PNPs) may be reimbursed by the Federal Emergency Management Agency either for their work to protect the lives of the general public immediately before, during, or after a disaster, or for work associated with the PNP’s site, equipment, or facilities. The former may include mass feeding, mass shelter operations, search and rescue operations, or emergency medical services. The latter may include debris removal, protective preparation of the PNP’s buildings and equipment, repair or replacement of its buildings or equipment, or the use of temporary buildings or equipment. However, before a local PNP may be reimbursed, it must meet several eligibility requirements, as well as cost-share requirements. See figure 2 for a diagram describing potential reimbursement for local PNPs.

[A] FEMA obligates funds to the affected state from the Disaster Relief Fund. Funds may not be released for projects in which either the state or local match is not met. FEMA may increase the federal share of the cost-share requirement from 75% up to 90%, but no higher (42 U.S.C. 5141; 42 U.S.C. 5172(a)(3); 42 U.S.C. 5172(b); 44 C.F.R. 206.47).

[B] The President may waive entirely the state or local match requirement for all categories of work represented on this chart (44 C.F.R. 206.47).

[C] PNP’s that provide sheltering, mass feeding, or search and rescue, or in other ways protect the general public, may be reimbursed by FEMA’s Public Assistance Program, Category B “Emergency Protective Measures” (42 U.S.C. 5170(b)(a)(3); 44 C.F.R. 206.225).

[D] Reimbursement for work associated with the PNP’s site, equipment, or facilities may occur under any of the categories of FEMA’s Public Assistance Program if the applicant, the facility, and the work to be reimbursed all meet stringent eligibility requirements (42 U.S.C. 5122(9); 42 U.S.C. 5172; 44 C.F.R. 206.221-228).

[E] If a local PNP provides services that protect the lives of the general public (e.g., shelter, meals) through a formal arrangement with a national organization (e.g., the American Red Cross), then the local PNP may be reimbursed by the national organization. If the national organization was “mission assigned” by FEMA, then the national organization will be reimbursed directly by FEMA, without a state-local match requirement. If the local PNP provides these life-saving services to the public through a written agreement with the local government, then the local PNP may be eligible for reimbursement either as an independent applicant for reimbursement, or as part of the local government’s overall application to FEMA for reimbursement for emergency services.

Figure 2: Potential Reimbursement for Local PNPs for Disaster-Related Costs
IV. CADRE DE-MOBILIZATION

Planning for recovery efforts begins at the moment of impact. Proactive approaches are needed to anticipate needs and work proactively to garner the necessary resources to help a community recover from an emergency or disaster event.

TRANSITION TO LONG-TERM RECOVERY

With large scale catastrophic events, the predicted long-term nature of recovery will often take years. Following the models set out by National VOAD, it is anticipated that CADRE network operations will slowly transition to a long-term recovery committee (LTRC) or a long term recovery organization (LTRO). This will take place over the course of several months and long-term recovery efforts may involve some of the same CADRE network’s responding agencies. Network activation may scale up and down based on community needs and CADRE’s ability to stay activated may depend upon the resources available to sustain operations.

KEY STEPS FOR DEMOBILIZING THE CADRE NETWORK

Once leadership is established to form the Long Term Recovery Committee or Organization, work will get underway for formally demobilize CADRE’s Operational activities. CADRE Leadership would work with partner agencies to conduct debriefing sessions and create an After Action report to capture activities done and lessons learned for the next response/activation.

Demobilization actions will include the following:

- Clearly communicate plans to de-mobilize to all network partners and set a date for demobilization
- Develop a plan to transition ongoing functions to designated long-term recovery committee and unmet needs committee
Provide community de-briefing sessions to capture lessons learned for the network (consider bringing in an outside consultant or professional to perform this function - everyone will be overworked and exhausted and a fresh pair of ears will best be able to facilitate dialogue and capture lessons learned)

Provide Disaster Mental Health/Critical Incident Stress de-briefing resources to agencies and staff heavily involved in response operations

Focus on accomplishments of activation – share testimonials from clients helped by network

Provide CADRE Network with big picture overview of response operations

Document as many statistics as possible to tell your story

Create an After Action Report and include any corrective action plans that may be needed.

LONG TERM RECOVERY

Local disaster recovery task forces are 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.

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; 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; and is 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 allocate resources to maximize extent possible.

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** is responsible for communication about goals, programs and services, press materials, and outreach to evacuee populations disbursed throughout the community.

**UNMET NEEDS**

Unmet needs encompass a broad range of services. One family may need help repairing a roof, another transportation to find a job or crisis counseling, or another financial assistance.

There are three basic approaches to assessing the impact of disaster and defining relief assistance requirements after a disaster: the damage done, the needs of the affected population or the rights which the survivors have to achieve life with dignity.
Each approach has advantages in assessing post-disaster needs. Each approach overlaps with the other two, but each represents a different theoretical view of what should take place following a disaster. Further, each approach tends to be used by different categories of assistance providers (e.g., governments, external funding organizations, non-governmental organizations).

Assessing the impact of a disaster often begins concurrently with immediate life saving operations. This assessment process is critical to defining the scope and magnitude of a disaster, as well as the appropriate level of response. While it is clear that disasters can occur without assessments, no assistance to disaster survivors takes place without some type of assessment.

1. Damage Assessment
A damage assessment presents the physical, and much less often, the social and psychological damage done by a disaster event. Damage assessments often use tables to present destruction and can be generated using a variety of assessment methods, including remote sensing, drive-by assessments and community-generated tabulations of disaster-associated losses.

American Red Cross disaster operations often include a damage assessment component and this data is often shared with the city or county’s local emergency operations center (EOC). American Red Cross has three phases of disaster assessment;

- Impact
- Preliminary Damage Assessment
- Detailed Damage Assessment

The Impact is a generalized set of statements regarding how the community was affected. It’s based on the Essential Elements of Information (EEI) that FEMA also uses and would be information about power outages, geographic boundaries, etc. It’s usually done via a telephone survey or shared information in an EOC.
The Preliminary (PDA) is the equivalent of a “windshield” survey. American Red Cross sends out teams who drive up and down the streets in the affected area and count houses by level of damage—destroyed, major, & minor. The goal is to have this completed within 24 hours of the event. The purpose of the PDA is to gauge the size of Red Cross operations, which drives the resource requests.

The Detailed (DDA) feeds into the casework American Red Cross does. Teams again drive up and down streets in the affected area but this time they write down addresses, family names, and other details about the residence’s damage (wet carpet or drywall in the driveway, etc.). When the family comes in to get assistance, Red Cross is able to verify their damage and can provide assistance. The goal is to get the DDA finished within 72 hours.

As members of the CADRE network, some of this information is often provided to the greater community at large, via the CADRE Resource Coordination meetings. Local government (Cities, Towns and the County Operational Area) also gather their own statistics to assess the damage following a disaster or emergency event.

2. Needs
The needs-based approach usually starts with a damage assessment and attempts to differentiate between the level of damage and what is actually needed for recovery. A needs assessment is more amenable to considering social and psychological impacts. This is done by asking the question “What does a disaster survivor need to recover?”, and asking this question not only about their shelter, but also about the physical wellbeing, economic conditions, education and a wide variety of other subjects.

Needs assessments are often done by non-governmental, community-based organizations. Often times this data is used by donors to justify assistance and raise funding to cover a critical unmet need. CADRE, as a network, typically follows this approach of identifying client-based needs so that resources can be devoted towards meeting these needs and supporting a client’s post-disaster recovery. Information is shared via the CADRE Resource Coordination meetings and discussion forums and collectively the community partners engage in community organizing efforts aimed at building solutions and problem solving.
For direct or specific client-based problem solving and recovery solutions, a case management model or system is set up following guidance set forth by National VOAD.

3. Rights-Based

A rights-based assessment approach is based on a belief that all persons have certain rights and these should be met at all times. The rights-based assessment approach has its origins in the Universal Declaration of Human Rights (United Nations) and the rights-based approach to development¹. A rights-based approach looks at a much broader and deeper approach to post-disaster assistance, and the issues which need to be assessed.

For instance, under a rights-based approach, post-disaster assistance should assure adequate supplies of water, access to water being necessary for a dignified life. But a rights-based approach also needs to consider whether the disaster survivor is living free from violence, a right arising from the “security of person” cited in the Universal Declaration of Human Rights (United Nations).

A rights-based approach expands the scope of a post-disaster assessment considerably by looking beyond basic physical needs such as water and shelter, to consider the whole context of a disaster survivor’s life. And this expansion includes not only the post-disaster life, but also how the survivor lived before a disaster.

Ideally, the damage assessment, needs assessment and rights-based approaches should be combined into a single assessment process. However, the philosophical underpinnings of each approach are diverse enough to make it difficult to combine all three approaches into one tool or process.²


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.

AFTER ACTION REPORT

An after action report is a significant tool to document lessons learned and outcomes from a CADRE activation. Each disaster teaches new ways of coordinating resources, communicating within the Network and meeting client needs. The after action report helps to institutionalize these historical lessons before they are lost due to staff turnover, time, memory loss, etc. An after action report for CADRE typically includes:

- Situational details about the incident and request/decision to activate
- The operational structure set-up for the response – for example, ICS system utilized. types of committees established, etc.
- Communications – what worked well, what could be improved
- Process for identifying and documenting emerging needs
- Structure established for handling unmet needs
- How CADRE transitioned to long-term recovery
- Key players engaged in operational efforts
- Lessons learned

The Katrina activation was CADRE’s first major activation since its revitalization in 2005 and many lessons were learned in this response. See Attachment 6: After-Action Report of Santa Clara County CADRE Hurricane Katrina Response.
V. CADRE NETWORK OVERVIEW

HISTORY OF THE CADRE NETWORK

CADRE’S BEGINNINGS

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 and others affected 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.

CADRE REVITALIZATION - VOLUNTEER CENTER SILICON VALLEY

In the post 9/11 period during 2004, the Santa Clara County Emergency Managers’ Association designated Homeland Security Grant Program project funds to support CADRE and 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 6: CADRE Katrina Executive Summary and Attachment 7: CADRE Cold Weather Alert). CADRE’s
response in these two events helped to further invigorate 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. Since 2005, the Santa Clara County Emergency Managers’Association has spearheaded efforts to access Homeland Security grant funds to maintain the program.

CADRE 3.0
In 2008, the Volunteer Center of Silicon Valley closed its doors and with it, the CADRE Network was left without an agency to serve as the Network’s fiscal sponsor. A number of meetings were held with key agencies from throughout Santa Clara County to discuss the fate and future of CADRE.

Beginning in 2009, a partnership was forged between American Red Cross Silicon Valley Chapter, United Way of Silicon Valley and Swardenski Consulting, to serve the ongoing needs of CADRE. United Way stepped up to serve as the Fiscal Agent to manage grant funding for CADRE and American Red Cross agreed to provide day to day administrative oversight and office space for what became known as “CADRE 3.0”. This partnership lasted for five years, at which point United Way Silicon Valley concluded their fiscal management responsibilities with the end of the grant term in December 2014. At the same time, the long-standing American Red Cross staff member, Tom Busk, that served as CADRE’s Administrative Manager also departed his position with the organization after 19 years of service.

CADRE 4.0
With the sunset of the CADRE 3.0 working model, Swardenski Consulting stepped forward to manage the funding that had been previously approved but not yet awarded for CADRE work through the County’s process for the Homeland Security Grant Program (HSGP) and Emergency Management Performance Grant (EMPG) programs. Beginning in calendar year 2015, CADRE initiatives were led by the team of Anna Swardenski and Dennis Kempel and new executive leadership was sought to guide the CADRE Network.
Throughout most of calendar year 2015, CADRE’s Leadership Team worked to redefine its leadership structure and elect new officers to guide the continued formation and efforts to lead the Network. David Robinson, Facilities Safety and Security Manager and Emergency Specialist for Catholic Charities of Santa Clara County, stepped forward as Chair of the CADRE Leadership Team.

Work continues to build strength and clarify roles and responsibilities for CADRE’s Leadership Team. Efforts are underway to build a structure that will allow CADRE to diversify the funding needed to support its training, education and partnership building efforts between local government entities and the non-governmental agencies with which CADRE coordinates. Grant funding from Homeland Security and Emergency Management continues to provide the primary support for training and education efforts and there is a strong recognition that CADRE needs to actively work to build a more diverse fundraising and marketing plan for the Network.

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LEADERSHIP COUNCIL

The CADRE Leadership Council is comprised of lead agencies from different CBO sectors represented in the CADRE Network and representatives from local government. The Leadership Council is convened on a monthly basis (or as needed) to oversee the growth of CADRE, make policy determinations and set Network priorities.

The structure of the CADRE Leadership Council was originally designed in 2008, and in 2015 was modified to be comprised of the following representatives:

- Lead agencies from different sectors such as:
  - Sheltering – American Red Cross Silicon Valley Chapter
  - Information & Referral - 2-1-1 of Santa Clara County
  - Food – Second Harvest Food Bank
  - Disability populations – Silicon Valley Independent Living Center (SVILC) and San Andreas Regional Center (SARC)
- Counseling – Bill Wilson Center, Center for Living with Dying
- Employment and Training – Center for Employment Training (CET)
- Case Management – Catholic Charities
- Faith Based Organizations – The Phoenix Project USA
- Volunteers – Emergency Volunteer Centers (EVC)
- Transportation and Paratransit – VTA and Outreach Paratransit

- Santa Clara County Op Area Emergency Services Representative – County OES
- One large city OES Representative – City of San Jose
- One small city OES Representative – City of Gilroy
- Private Sector Representative – San Jose Water Company

One of the future goals for CADRE as it grows is to develop governance bylaws and determine officer positions for the Leadership Council, as deemed necessary by the Leadership Council. See Attachment 8: CADRE Leadership Council Roster.

**STAFFING**

During a response, a network organization can most easily coordinate with emergency management if it embraces and utilizes the ICS structure (see Attachment 9: Template CADRE ICS Chart).

CADRE will need to determine what staff or leadership member(s) can play the role of incident commander, government liaison and public information officer. During a large scale or catastrophic disaster, the roles of section chiefs (Operations, Planning, Logistics and Finance) and for administrative functions can be filled as needed by “loaned” staff, consultants or board members. Groups and units within each section can be headed by designated lead agencies from the Network membership.
VI. ROLES & RESPONSIBILITIES OF KEY PLAYERS

SANTA CLARA COUNTY EMERGENCY MANAGERS

Santa Clara County Emergency Managers’ Association initiated the effort to revitalize CADRE in partnership with the Volunteer Center of Silicon Valley in 2004. Emergency Managers know that government agencies do not have the resources to meet all of the needs in their jurisdictions in times of disaster, and welcome partnerships to better serve the many diverse populations of Santa Clara County. CADRE resources are especially important to better meet the needs of vulnerable populations in our community and that is why Emergency Managers in Santa Clara County have sustained an investment of time, energy and money in CADRE since the 2004 revitalization efforts.

Emergency managers support CADRE because it delegates the coordination of NGOs and helps each jurisdiction’s emergency manager to work efficiently to coordinate a whole community response.

The key role of Emergency Managers in CADRE is to help agencies become more prepared so that they can better meet the needs of their clients in a disaster. To this end, Santa Clara County Emergency Managers participate as trainers in CADRE conferences and workshops, assist with on-site visits to offer technical consultation to agencies for emergency planning, and sit on the CADRE Leadership Council to help guide policy decisions for CADRE. See Attachment 10: City/County Emergency Managers Roster

Key CBO members of CADRE may include:
- American Red Cross
- Catholic Charities
- Center for Employment and Training (CET)
- Community Health Clinics
- Homeless service providers such as EHC Lifebuilders, CityTeam Ministries and others
- Outreach paratransit services
- San Andreas Regional Center
- Second Harvest Food Bank
- Silicon Valley Independent Living Center
- The Salvation Army
COMMUNITY-BASED ORGANIZATIONS (CBOS)

Community-based organizations play a vital role as the technical experts and trusted providers for many segments of vulnerable populations and comprise the core membership of CADRE. Without their assistance it would be very difficult to communicate with and provide services to vulnerable populations in any type of disaster. Both before and during a response to an emergency, CBOs will be critical partners in providing education, outreach and services to vulnerable populations. CBOs provide a key link to certain populations that may not be reached through traditional communication and outreach channels.

FAITH-BASED ORGANIZATIONS (FBOS)

Faith-based organizations are respected and trusted by the people they serve and are a credible source of information for a variety of different populations. FBOs can play a critical role in education and outreach—preparing their congregations and teaching appropriate strategies for disasters and emergencies. For some segments of the populations, where trust in local government is limited, FBOs can serve as a link to providing critical communications before and during a disaster.

Key FBO players are both locally based congregations, churches, mosques and synagogues and also national based organizations involved in disaster related work with National VOAD.

Some examples for FBOs with specific disaster response or recovery roles:
- Adventist Community Services
- Catholic Charities
- Christian Reformed World Relief Committee (CRWRC)
- Church of the Brethren
- Jewish Community Services
- Lutheran Social Services
- Phoenix Project USA
- Salvation Army
- Southern Baptist Convention
- Tzu Chi Foundation
CADRE is working to actively increase the membership of faith-based organizations in the CADRE Network. CADRE has been engaged in outreach efforts with the Silicon Valley Inter-religious Council (SiVIC). See Attachment 11: Workshop Summary - October 2015 entitled “Serving Diverse Religious Communities in Times of Emergency”.

**NATIONAL VOAD**

The National Voluntary Organization Active in Disaster (NVOAD) website describes itself as “a consortium of recognized national voluntary organizations active in disaster relief. Its mission is to foster more effective service to people affected by disasters. NVOAD (and their statewide VOAD affiliates) support and facilitate the delivery of disaster services by their members. NVOAD and State VOADs do not themselves deliver response and recovery services. See Attachment 3: NVOAD Info for examples of National VOAD member agencies and their pre-defined roles.

Member organizations support the efforts of federal, state and local agencies and governments. California has two state-level VOADs; Northern California VOAD and Southern California VOAD. In addition to the two state VOADs, a number of county-based “sub-state VOADs” also exist throughout the state. CADRE is the locally designated VOAD for Santa Clara County.

**THE PRIVATE SECTOR**

CADRE welcomes participation of the private sector from local businesses to large Silicon Valley corporations. Experience from prior disasters has shown that it takes the resources of both the public and private sector working together to meet the many needs that emerge following a major disaster. After Hurricane Katrina, many Silicon Valley companies became involved in providing services to evacuees in Santa Clara County. See Attachment 6: CADRE Katrina Executive Summary for information on private sector donations coordinated through CADRE in 2005.
VII. CADRE PREPAREDNESS EFFORTS

A key service CADRE provides to the local CBO community is to provide ongoing opportunities to help agencies prepare for a disaster and become more disaster resilient. CADRE does this in a number of different ways including providing the following services based on funding availability.

WORKSHOPS

Monthly workshops have proven most successful if they offer a variety of topics, CADRE engages speakers with local expertise, are interactive and provide information for both beginning and advanced level participants. Soliciting local experts on panels or as speakers helps to build buy-in, develop leadership and strengthen stakeholder investment while providing an opportunity to showcase lessons learned or best practices from their agency. The side bar provides a sample list of topics from CADRE workshops.

For example, in the early stages of formation, workshops themed around writing and developing an Agency Emergency Plan will provide guidance to CBOs who may be unfamiliar with this topic. Moving participants along the planning continuum to think about self and home
preparedness for their staff and volunteers, testing and exercising their agency plan and then encouraging relationship building with their local jurisdictions and partner agencies will strengthen overall planning efforts.

ANNUAL CONFERENCE

For a number of years, CADRE sponsored an annual training conference which provides a larger forum for collaboration and learning about disaster preparedness. These day-long conferences held from 2006 through 2016 helped to raise awareness about the needs for and availability of community and government resources for vulnerable populations.

The conference forum provides more time, space and information than is typically available to participants at the monthly or quarterly workshops or seminars. Conference plenary and workshop speakers typically have included representatives from FEMA, State OES, local government and a variety of CBOs presenting on best practices for disaster preparedness.

TOOLS AND TECHNICAL ASSISTANCE

The goal of the CADRE Network is to provide for continuous assessment, planning, education, training, and process management to better enable the support of community based organizations that serve vulnerable populations in a disaster to both prepare their agency, staff and clients and to continue providing services post-disaster.

This is accomplished by developing emergency plans, strategies and resources that community based organizations can use to prepare for and respond to disasters, as well as a mechanism to maintain the partnerships. One way CADRE can provide additional support to member agencies is to offer onsite visits to their respective organizations and meet with their staff to discuss preparedness planning issues.

Writing an emergency plan for a community-based organization may seem daunting to a staff person who has little or no expertise in emergency preparedness and planning. To help
strengthen planning strategies or approaches, CADRE can conduct customized technical assistance sessions which bring together the public and private resources – public emergency managers from local jurisdictions, with that of the private CBO staff to engage in planning activities.

Some member organizations may not know where to start with emergency planning. CADRE, in partnership with local emergency managers, conducts onsite visits to dialogue with and teach agency staff about emergency preparedness for their particular organization. Possible topics to present include:

- Individual personal preparedness tips
- Why it is important for the agency to remain operational during and after an emergency
- What happens in an emergency and how to get participate in the local response system
- Role of local government and what resources may be available to the agency in an emergency
- Some member organizations may already have an emergency/disaster plan in place and want assistance with exercising or testing that plan.
VIII. ATTACHMENTS

ATTACHMENT 1: CADRE BROCHURE
ATTACHMENT 2: NOR CAL VOAD INFO
ATTACHMENT 3: NATIONAL VOAD INFO
ATTACHMENT 4: CADRE RESOURCE COORDINATION FORM AND POSTERS
ATTACHMENT 5: CADRE RESOURCES MATRIX OF SERVICES
ATTACHMENT 6: 2005 CADRE SUMMARY AND AFTER-ACTION REPORT OF THE SANTA CLARA COUNTY HURRICANE KATRINA RESPONSE
ATTACHMENT 7: 2007 CADRE COLD WEATHER ALERT
ATTACHMENT 8: CADRE LEADERSHIP COUNCIL ROSTER
ATTACHMENT 9: TEMPLATE ICS CHART FOR CADRE
ATTACHMENT 10: EMA/OES CONTACTS ROSTER BY CITY
ATTACHMENT 11: WORKSHOP SUMMARY – OCTOBER 2015
ATTACHMENT 1: CADRE BROCHURE

Join the CADRE Network

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

Phone: 408.577.2175
Email: admin@cadre-sv.org
Website: www.cadre-sv.org

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:

- Counselling
- 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 2: NOR CAL VOAD INFO

**NorCal VOAD** is an association of organizations and their government partners that provide disaster-related services to residents throughout the 48 northernmost counties in the State. It also serves as a convening body for local VOADs in the region.

NorCal VOAD is a humanitarian association of independent faith-based and other voluntary organizations that play a response or recovery role in disasters.

The organizations that belong to Northern California VOAD serve the residents in the 48 northern-most counties in the state. There are also a number of county VOADs in the region.

Click the “contact us” icon below to connect with regional and local voad leaders.

[HTTP://WWW.CALVOAD.ORG/FIND-YOUR-VOAD-2013-05-16/NORCAL-VOAD/]
ATTACHMENT 3: NATIONAL VOAD INFO

NATIONAL VOLUNTARY ORGANIZATIONS ACTIVE IN DISASTER (NATIONAL VOAD)

(excerpt from http://www.nvoad.org/about-us/our-history/)

National Voluntary Organizations Active in Disaster (VOAD) was founded over 40 years ago in response to the challenges many disaster organizations experienced following Hurricane Camille, a category 5 storm that hit the Gulf Coast in August, 1969. 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. Unnecessary duplication of effort often occurred, while at the same time, other needs were not met. People who wanted to volunteer to help their neighbors affected by disaster were often frustrated by the variety of organizations competing in some areas of service or the total lack of opportunities to serve other apparent urgent needs. Further, there was only limited availability to training for potential volunteers. Access to information on services available to survivors during disasters was woefully inadequate.

Likewise, communication among voluntary disaster agencies and coordination of services was negligible. In fact, mechanisms for this were non-existent. In 1970, seven national disaster response organizations convened for the first time to find a way to better coordinate responses and more effectively serve disaster survivors and their communities. As an outcome, National VOAD was formed as a forum for sharing knowledge and coordinating resources — money, materials and manpower – throughout the disaster cycle: preparation, response and recovery.

Since our founding, many lessons have been learned, skills developed and best practices shared. This resulted in the establishment of a commitment to shared Values, the 4Cs — communication, coordination, collaboration, and cooperation — as guiding principles for how we operate and resolve conflict, as well as various Points of Consensus and other protocols for guiding the work of individual member organizations and the collective efforts of the
collaborative. All National VOAD members agree to adhere to such standards of conduct and service delivery developed and approved by the membership.

By the end of the 1970’s, many other organizations joined the National VOAD Movement. As similar expectations for Federal interagency cooperation during national level disasters emerged, FEMA was formed. During the 1980’s many local affiliates of National VOAD members began forming Local, Regional and State VOAD’s. By the mid-1990’s, VOAD became a true national movement.

Today, National VOAD is a coalition of 56 of the nation’s most reputable national organizations (faith-based, community-based and other non-profit organizations) and 56 State/Territory VOADs, which represent Local/Regional VOADs and hundreds of other member organizations throughout the country.

Recognizing that all sectors of society must work together to foster more resilient, self-reliant communities nationwide, we facilitate partnerships with federal, state and local emergency management and other governmental agencies, as well as for-profit corporations, foundations, and educational and research institutions. National VOAD is the primary point of contact for voluntary organization in the National Response Coordination Center (at FEMA headquarters), a signatory to the National Response Plan, and an Emergency Support Function partner of many other federal agencies as delineated in the National Disaster Recovery Framework.

National VOAD Members represent a powerful force of goodwill in America. They are the leaders who do the work to make our communities stronger and more resilient. In times of need they deliver hope for a more positive future.

For a listing of most current members and info see http://www.nvoad.org/voad-network/national-members/
ATTACHMENT 4: CADRE RESOURCE COORDINATION FORM AND POSTERS

ATTACHMENT 4: CADRE RESOURCE COORDINATION FORM

Organization Name

Contact Person

Title ______________________ E-mail ______________________

Phone ______________________ Cell Phone ______________________

1. Are you operating at capacity or have you increased your capacity? Will you be able to maintain operations at current capacity level?

2. What essential services are you providing or do you plan to provide in the next 7 days? In the next 21 days?

3. What resources do you need to provide these services? (e.g. power, water, food, etc.)

4. What critical needs (even if not part of your normal services) are emerging in your client populations?

5. Do you need staffing resources such as volunteers? If yes, what skill sets do you need?
ATTACHMENT 5: CADRE RESOURCES MATRIX OF SERVICES

For most current and up to date info – see document labeled “CADRE Member Organization Functions Matrix” on the CADRE website (www.cadresv.org) under the Member Resources tab.

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<th>Member Organization Functions</th>
<th>Yellow - Management</th>
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<th>Green - Finance</th>
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*Note: X indicates the presence of a service.*
## Member Organization Functions

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ATTACHMENT 6: 2005 CADRE SUMMARY AND AFTER-ACTION REPORT OF THE SANTA CLARA COUNTY HURRICANE KATRINA RESPONSE

SANTA CLARA COUNTY COLLABORATING AGENCIES DISASTER RELIEF EffORT

**A SUMMARY OF KATRINA OPERATIONS**

**CADRE Forums and Events:**
- 8/29/05 – EVOC 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 Mayors/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; Exercise Emerging Needs
- 10/15/05 – 1st CADRE Resource Fair at Spartan Village in San Jose
- 10/25/05 – 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, Healing Hearts 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 SCC Katrina Long-Term Recovery Process

**VECS Resource Coordination:**
- 1,452 spontaneous volunteers registered (320 deployed by ARV)
- 892 transitional housing offers received from community members
- 2 months of VTA passes made available to all evacuees
- $5000 in phone cards

**Network Participation:**
- 5 CADRE leadership conferences convened
- 35 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 evacuate 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 Foster, CADRE explained how to set up and organize community resources to guide LTR formation. Subsequently, CADRE formed three committees to plan for SCC’s LTR: Executive Leadership Committee, Case Management Committee, and Outreach Committee.

On January 31, 2006, the CADRE network formally deactivated 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.
**Resources Provided by CADRE Network Agencies:**
- Housing assistance
- Financial support
- Employment opportunities
- Transportation
- Childcare
- Mental and physical health support
- Language assistance
- Private business services
- 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 2006. 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 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 resettle 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 $50,000 in deposit assistance.

**Statistics:**
- 1,384 evacuees (315 households) initially received by Santa Clara County
- Approximately 60% African-American and 30% Asian (primarily Vietnamese)
- 182 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.

**Some CADRE Donations:**
- VCSV 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)
- Tzu 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 38 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**
February 2006

1922 The Alameda, Ste 100, San Jose, CA 95126 - 408.247.1126 x304 - CADRE@VCSV.ORG

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**Children enjoying fair**

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ATTACHMENT 7: 2007 CADRE COLD WEATHER ALERT

2007 CADRE COLD WEATHER EMERGENCY ALERT

From: CADRE <cadre@vcsv.us>
Date: Jan 12, 2007 5:10 PM
Subject: Cold Weather Emergency-Volunteers needed
To: CADRE <cadre@vcsv.us>

In response to the Cold Weather Emergency in Santa Clara County, the Volunteer Center of Silicon Valley is recruiting volunteers who can help alert our homeless population that Emergency Shelters have opened and are operating under Extended Hours.

Volunteers are needed Friday, Saturday and Sunday during the day and evening to canvas local areas and alert people to the following information:

Emergency Shelters Hours and Locations
Gilroy National Guard Armory - 8490 Wren Ave., Gilroy, CA 95020. Extended Hours: 6pm to 10am daily
VTA Routes 19, 68, 121 & Caltrain

Sunnyvale National Gaurd Armory - 620 E. Maude Ave., Sunnyvale, CA 94086. Extended Hours: 6pm to 10am daily
VTA Routes 55 & 26

Boccardo Regional Reception Center - 2011 Little Orchard St., San Jose, CA 95125. Extended Hours: 3:30pm to 10am daily
VTA Routes 26, 66, 68, & Alum Rock – Santa Teresa Light Rail: Curtner Station.

Volunteers are asked to canvas areas where homeless might congregate, including but not limited to: St. James Park, Guadalupe River Park, Hwy 87 & Alma & the Central Park Area in Santa Clara.

The Volunteer Center of Silicon Valley
1922 The Alameda, Suite 100, San Jose, CA 95126
(408) 247-1126 • www.vcsv.us
## ATTACHMENT 8: CADRE LEADERSHIP COUNCIL ROSTER

For most current info see [http://www.cadresv.org/resources/leadership-resources/](http://www.cadresv.org/resources/leadership-resources/)

<table>
<thead>
<tr>
<th>Last</th>
<th>First</th>
<th>Organization</th>
<th>Email</th>
<th>Address</th>
<th>Title</th>
<th>Work / Home #</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sorensen</td>
<td>Kathryn</td>
<td>OUTREACH</td>
<td><a href="mailto:Kathryn.Sorensen@outreach2.org">Kathryn.Sorensen@outreach2.org</a></td>
<td>926 Rock Ave Suite 10 San Jose, CA 95131</td>
<td>Occupational Therapist</td>
<td>W: (408) 436-2665 x841</td>
</tr>
<tr>
<td>Avilla</td>
<td>Alicia</td>
<td>OUTREACH</td>
<td><a href="mailto:Alicia.Avilla@outreach2.org">Alicia.Avilla@outreach2.org</a></td>
<td>926 Rock Ave Suite 10 San Jose, CA 95131</td>
<td>Customer Service/Eligibility Manager</td>
<td>W: (408) 436-2865 x846</td>
</tr>
<tr>
<td>Childs</td>
<td>Janet</td>
<td>Bill Wilson Center</td>
<td><a href="mailto:Jchides@bwcenter.org">Jchides@bwcenter.org</a></td>
<td>1280 Oakland Road #30, San Jose, CA 95112</td>
<td>Director</td>
<td>(W): (408) 278-2512 (H): (408) 313-5506</td>
</tr>
<tr>
<td>Ditta</td>
<td>Liz</td>
<td>American Red Cross</td>
<td><a href="mailto:Liz.diatta@redcross.org">Liz.diatta@redcross.org</a></td>
<td>St John's Culinary Medicine</td>
<td>State Nurse Lead</td>
<td>W: (650) 202-7221</td>
</tr>
<tr>
<td>Collins</td>
<td>Franci</td>
<td>American Red Cross Silicon Valley Chapter</td>
<td><a href="mailto:Franci@srvcvalley.org">Franci@srvcvalley.org</a></td>
<td>1575 Hollingsworth Dr, Mt View, 94040</td>
<td></td>
<td>(H): (650) 396-8086</td>
</tr>
<tr>
<td>Darling</td>
<td>Jeffery</td>
<td>San Andreas Regional Center</td>
<td><a href="mailto:James.Darling@sarc.org">James.Darling@sarc.org</a></td>
<td>415 Alta Vista Dr, Santa Cruz, 95060</td>
<td>Resource District Manager</td>
<td>W: (408) 374-9900 (M): (415) 399-1057</td>
</tr>
<tr>
<td>Randi</td>
<td>Lisa</td>
<td>San Andreas Regional Center</td>
<td><a href="mailto:Randi@sarcenter.org">Randi@sarcenter.org</a></td>
<td>100 Orchard City Dr, Ste 170, Campbell, CA 95008</td>
<td></td>
<td>W: 408-341-3885 cell: 408-210-4526</td>
</tr>
<tr>
<td>Stewart</td>
<td>Cindy</td>
<td>Office of Emergency Services County of Santa Clara</td>
<td><a href="mailto:Cindy.stewart@oes.cccgov.org">Cindy.stewart@oes.cccgov.org</a></td>
<td>55 W. Younger Avenue, Suite 450 San Jose, CA 95110</td>
<td>Emergency Planning Coordinator</td>
<td>(W): (408) 808-7828</td>
</tr>
<tr>
<td>Galindo</td>
<td>Yvette</td>
<td>Center for Employment Training</td>
<td><a href="mailto:ygalindo@cat100.org">ygalindo@cat100.org</a></td>
<td>245 Braxton Dr, SJ, 95123</td>
<td>Hill Director</td>
<td>W: (408) 534-5246</td>
</tr>
<tr>
<td>Howey</td>
<td>Marsha</td>
<td>CADRE Member</td>
<td>marsha@<a href="mailto:howey@mac.com">howey@mac.com</a></td>
<td>1025 Appian Way, Morgan Hill, CA 95037</td>
<td>Volunteer</td>
<td>(408) 722-1210</td>
</tr>
</tbody>
</table>

12/07/2015
## CADRE Operational Protocols – April 2016

### CADRE LEADERSHIP COMMITTEE

<table>
<thead>
<tr>
<th>Member</th>
<th>Title</th>
<th>Organization</th>
<th>Contact Information</th>
<th>Network Administrator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mitchell Doug</td>
<td></td>
<td>Silcon Valley Independent Living Center</td>
<td><a href="mailto:doug@milc.org">doug@milc.org</a></td>
<td>(W): (408) 894-9041</td>
</tr>
<tr>
<td>Maria Vitolo</td>
<td></td>
<td>Office of Emergency Services – Sunnyvale DPS</td>
<td><a href="mailto:maria@siunivsca.gov">maria@siunivsca.gov</a></td>
<td>(W): (408) 720-7195</td>
</tr>
<tr>
<td>Papagejo-Schwartz Marcel</td>
<td></td>
<td>County of Santa Clara/United States Air Force Auxiliary Civil Air</td>
<td><a href="mailto:marcelpapag@yahoo.com">marcelpapag@yahoo.com</a></td>
<td>FQ Box 390291 Mt. View, 94039</td>
</tr>
<tr>
<td>Palmer John Averly</td>
<td></td>
<td>County Advisory Commission For Persons with Disabilities</td>
<td><a href="mailto:averlypabc@hotmail.com">averlypabc@hotmail.com</a></td>
<td>Chair: S.C. A.C.D./Chief, Santa Clara Police Department</td>
</tr>
<tr>
<td>Puentes Irma</td>
<td></td>
<td>Office of Emergency Services, County of Santa Clara</td>
<td><a href="mailto:irma.puentes@oes.socba.org">irma.puentes@oes.socba.org</a></td>
<td>55 W. Younger St 450 Mt. View, 94039</td>
</tr>
<tr>
<td>Robbison David</td>
<td></td>
<td>Catholic Charities of Santa Clara County</td>
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<td>9250 Zeller Road, 95014</td>
</tr>
<tr>
<td>Takalo Susan</td>
<td></td>
<td>Second Harvest Food Bank</td>
<td><a href="mailto:stakalo@shfb.org">stakalo@shfb.org</a></td>
<td>531 Vista Mar Ave, Pacifia, 94044</td>
</tr>
<tr>
<td>WolfBlack Jim</td>
<td></td>
<td>San Jose Water Company</td>
<td><a href="mailto:jim_wolfblack@sjwater.com">jim_wolfblack@sjwater.com</a></td>
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</tr>
<tr>
<td>Yoda Jim</td>
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<tr>
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<td>15200 Vineyard Blvd, Morgan Hill CA 95037</td>
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12/07/2015

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</tr>
</thead>
<tbody>
<tr>
<td>Sahaikey Roy</td>
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<td><a href="mailto:spirember@gmail.com">spirember@gmail.com</a></td>
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</tr>
<tr>
<td>Sellek Debbie</td>
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<td>412 Alta Vista Dr., Santa Cruz, 95060</td>
</tr>
<tr>
<td>Ullman James</td>
<td></td>
<td>The Phoenix Project USA</td>
<td><a href="mailto:jruhelman@topusa.org">jruhelman@topusa.org</a></td>
<td>665 Monterey Ave #4, Capitola CA 95010</td>
</tr>
<tr>
<td>Fiedler Kent</td>
<td></td>
<td>American Red Cross</td>
<td><a href="mailto:kent.fiedler@redcross.org">kent.fiedler@redcross.org</a></td>
<td>17251 N. First St San Jose</td>
</tr>
<tr>
<td>Kempfel Dennis</td>
<td></td>
<td>CAARE</td>
<td><a href="mailto:akmcpair@gmail.com">akmcpair@gmail.com</a></td>
<td>2659 Randolph Dr, S1, 95013</td>
</tr>
<tr>
<td>Swamantani Anna</td>
<td></td>
<td>Sunderland Consulting</td>
<td><a href="mailto:atswamantani@gmail.com">atswamantani@gmail.com</a></td>
<td>4811 Norme Road, Fremont</td>
</tr>
<tr>
<td>Rico Eric</td>
<td></td>
<td>San Jose Water</td>
<td><a href="mailto:drico@snwater.com">drico@snwater.com</a></td>
<td></td>
</tr>
<tr>
<td>Pfleit Bruno</td>
<td></td>
<td>Second Harvest Food Bank</td>
<td><a href="mailto:bpfleit@sfh.org">bpfleit@sfh.org</a></td>
<td></td>
</tr>
</tbody>
</table>

12/07/2015
ATTACHMENT 9: TEMPLATE ICS CHART FOR CADRE

CADRE Emergency Organization Chart

DATE

OP PERIOD

DEPUTY DIRECTOR

24/7
PUBLIC INFORMATION

EOC LIASON

LEGAL

SAFETY

OPERATIONS

Does It

American Red Cross

Sheltering

Interim Housing

Adult Care / Child Care

Community Health Clinic

Health / Medical

Arrest Case Services

Center for Living with Dying – Bill Buhai Center

Mental Health / Crisis Counseling / Emotional & Spiritual Care

PLANNING/INTELLIGENCE

Plans/Tests It

Catholic Charities

Disaster Case Management

Immigrant Assistance

Veterans Assistance

LONG TERM RECOVERY

DEMobilization Unit

LOGISTICS

Gets It

Translation Services

Second Harvest Food Bank

Emergency Relief Supplies (Food Distribution / Feeding)

Donations Management Team (GIFT)

Donations Management – Inexpensive / Material goods

Donations Management Team (GIFT

Donations Management – Bulk goods

Emergency Volunteer Centers (EVC)

PERSONNEL

Employment Services / Training

FINANCE

Pays For It

COST RECOVERY UNIT – CADRE

Donations Management Team (UD)

Donations – Monetary

Financial Assistance (Client)

Center for Employment Training (CET)

OUTREACH

Transportation – Para-transit

51
ATTACHMENT 10: EMA/OES CONTACTS ROSTER BY CITY

*To be provided by County OES – document pending*
October Workshop:

Serving Diverse Religious Communities In Times of Emergency or Disasters
American Red Cross – San Jose, CA

Agenda:
- Networking & Introductions
- Understanding Various Faiths in Our Communities
- Speaker Panel:
  - Soheil Hosseini - Los Gatos Baha’i Community
  - JianYing Shifu - Abbot at Chung Tai Zen Center
  - Somanjana Chatterjee - Hindu-American Foundation
  - Shobha Vora - Jain Center of Northern California
  - Andrea Harris - Community Relations Council of the Jewish Federation
  - Maha Elgenaidi - Islamic Networks Group (ING)
  - Tejinder Dhami - United Sikhs

- Serving Our Diverse Community – Facilitated Question Panel Discussion

Takeaways
- Learning about food prep & touching between the different religions
- The forum of speaking about the diversity in the Bay Area and how to be mindful during a disaster / crisis.
- Some taboos in each religion that I know to avoid if I need to perform assistance during a disaster

Participant Feedback
- Lots of information to digest – so more breadth than depth
- Could have been 2 parts. 1) learn about religions here in the county; 2) then go into emergency practices individually next - Great overall however!
- Maybe too short – so much information

For more information or to join as a CADRE member, please visit www.cadresv.org.

**Historical Note:**

- **Fast Facts**
  - 75 Registrants
  - 48 Organizations
  - October 27th, 2015
  - 9:30 am – 12:00 pm
  - American Red Cross Silicon Valley

- **Takeaways**
  - Religious Literacy Primer: for Crises, Disasters, and Public Health Emergencies
  - A Field Guide Companion for Religious Literacy and Competency
  - Competency Guidelines: Sheltering & Mass Care for: Buddhists, Hindus, Jews, Sikhs and Muslims

- **Participant Feedback**
  - CADRE (Collaborating Agencies’ Disaster Relief Effort) is a leading network of organizations that provide essential services for people in times of disaster.
  - CADRE works closely with Santa Clara County’s emergency management community to build disaster resilience among service organizations through communication, coordination and preparedness training.
  - 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.
IX. APPENDIX 1 – CALIFORNIA DISASTER ASSISTANCE ACT (CDA) PRIVATE NONPROFIT (PNP) REIMBURSEMENT INFORMATION

See details at http://www.caloes.ca.gov/cal-oes-divisions/recovery/disaster-mitigation-technical-support/technical-assistance/state-private-nonprofit-organizations-assistance-program

Fact Sheet

PNP Organization Assistance Program

The Private Non-Profit Organization Assistance Program (PNP) Title 19 regulations were developed to be consistent with the current practices for California Disaster Assistance Act (CDA) program reimbursement to local jurisdictions while providing the specificity and flexibility necessary for PNP to recoup extraordinary costs for emergency or disaster activities.

Applicant Eligibility

In order to qualify for this reimbursement program the Governor must proclaim a state of emergency and a PNP must meet all of the conditions as listed:

- Be compliant with 44 Code of Federal Regulation Section 206.221(e) having:
  1. An effective ruling letter from the U.S. Internal Revenue Service, granting tax exemption, or
  2. Evidence from the State that the nonrevenue producing entity is a non-profit organization or business under California state law
- Provide services at the request of the local jurisdiction or the State
- Provide essential community services within the affected area

A PNP will not be deemed eligible if it uses public funds for religious means while performing emergency assistance activities.

Activities Eligibility

To be eligible for state financial assistance, PNP activities must meet all the following criteria:

- Be requested by a local jurisdiction or the State
- Be completed within the timeframe set by the requesting agency
- Relate directly to a state of emergency as proclaimed by the Governor
- Support the community affected by the emergency or disaster
- Comply with state and federal civil rights laws that prohibit discrimination, and the First Amendment to the United States Constitution with regard to the use of public funds for religious activities

The definition of essential community services is specifically designed to:

1. Relate to direct services. The reimbursement would be limited to providing direct services, which by definition would exclude assessments, coordination or monitoring.
2. Focus on the affected community. Since it was not the intent of the law to develop a social services program or an individual assistance program, the definition of essential community services is designed to narrow the eligible activities performed by the PNP to those services provided to the community as a whole.
Fact Sheet

PNP Organization Assistance Program - Continued

Cost Eligibility

Eligible activities must result in documented extraordinary costs. Extraordinary costs are defined as costs over and above normal operating cost and must be incurred performing activities requested by a local jurisdiction or the State and provided to the community affected by the proclaimed emergency or disaster. This may include, but not limited to the following:

- Overtime
- Travel related expenditures
- Temporary staff hired for the proclaimed event only
- Reasonable equal value replacement costs for documented pre-inventory

Ineligible Costs

Costs as described below are ineligible for reimbursement under the PNP program:

- Costs or expenditures prohibited by the federal or state constitution, federal or state law, or federal and state regulation
- Donated resources received by the PNP on or after the first day of the incident period as specified by in the Cal OES
- Donated or volunteer labor
- Vouchers, debit cards, or other monetary relief provided to the affected community
- Damages caused by negligence or intentional acts
- Activities or resources already funded by federal or state funds
- Mitigation, repair or permanent restoration to facilities or real property

Ineligible Activities

Activities described below are not eligible for reimbursement:

- Activities resulting from self-deployment will be ineligible for reimbursement
- Activities that occur 6 months after the date of the Governor's proclamation will not be reimbursed (must have prior written approval from the Cal OES)

FOR MORE INFORMATION, PLEASE CONTACT:

Carol Walker
PNP Assistance Coordinator
Desk: 916.845.8244
Cell: 916.333.6164
Email: Carol.Walker@caloes.ca.gov

3650 SCHRIEVER AVENUE, MATHER, CA 95655
(916) 845-8506 TELEPHONE (916) 845-8511 FAX
APPENDIX 2 --CALIFORNIA VOAD COORDINATION REPORTING INFO

See details on VOAD Website at http://www.calvoad.org/information-resources/sit-stat-procedures/

Interagency Coordination and Reporting Procedures
California Voluntary Organizations Active in Disaster
April 25, 2012

This document describes strategies and procedures for increased inter-organizational coordination and status reporting in disaster response and recovery operations between local and regional VOAD associations, their member agencies, and their government partners, including local emergency managers, Cal EMA, California Volunteers, and FEMA. It contains separate sections for each of the following audiences:

- Local VOAD Associations
- Regional VOAD Associations
- Government Partners

Assumptions
To ensure success in implementing the strategies and procedures described in this document, several assumptions have been made:

- VOAD associations in California have a diverse range of organizational structures and activities.
- Most VOAD associations in California are managed voluntarily by representatives of their member agencies, have no staff, and have little or no budget.
- Because local and regional VOAD organizations are unincorporated voluntary associations, communications policies and procedures can be agreed upon, but reporting during a disaster is subject to their abilities and limitations.
- The accuracy, completeness, and timeliness of information that VOAD associations provide to their government partners will depend entirely on the accuracy, completeness, and timeliness of information provided by local VOAD member agencies.
- The aggregation of data into reports must be automated to whatever extent possible.

Given these factors, regional and local VOAD leaders, VOAD member agency representatives, and their government partners are asked to follow the procedures in this document to the extent possible.
California VOAD Agency Disaster Status Report

This form is intended to help your agency report on services provided, seek help in meeting additional needs, and coordinate activities with other agencies for more effective and efficient delivery of services. Submit this form to your local VOAD Status Reporting Leader, whose contact information should be listed below.

<table>
<thead>
<tr>
<th>Local VOAD Status Reporting Leader</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Name:</td>
<td></td>
</tr>
<tr>
<td>Email:</td>
<td></td>
</tr>
<tr>
<td>Phone:</td>
<td></td>
</tr>
<tr>
<td>Fax:</td>
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<table>
<thead>
<tr>
<th>Incident</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Name:</td>
<td></td>
</tr>
<tr>
<td>Number:</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>Reporting Period</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>From:</td>
<td></td>
</tr>
<tr>
<td>To:</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>Organization</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Name:</td>
<td></td>
</tr>
<tr>
<td>Street Address:</td>
<td></td>
</tr>
<tr>
<td>City / Zip:</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Point of Contact</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Name:</td>
<td></td>
</tr>
<tr>
<td>Office phone:</td>
<td></td>
</tr>
<tr>
<td>Mobile phone:</td>
<td></td>
</tr>
<tr>
<td>Accept text messages?: (Yes/No)</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Volunteers</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td># Mobilized for this event during this reporting period:</td>
<td></td>
</tr>
<tr>
<td># Volunteer hours during this period:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operational Status</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(full/Partial/Nonoperational)</td>
<td></td>
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</tbody>
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<table>
<thead>
<tr>
<th>Services your agency is providing</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Codes:</td>
<td></td>
</tr>
<tr>
<td>Service</td>
<td>Code</td>
</tr>
<tr>
<td>--------</td>
<td>------</td>
</tr>
<tr>
<td>AMB = Animal Services</td>
<td></td>
</tr>
<tr>
<td>DCM = Disaster Case Management</td>
<td></td>
</tr>
<tr>
<td>DCH = Disaster Case Work</td>
<td></td>
</tr>
<tr>
<td>EMC = Emergency Communications</td>
<td></td>
</tr>
<tr>
<td>ESC = Emotional/Spiritual Care</td>
<td></td>
</tr>
<tr>
<td>MCR = Home Cleanup &amp; Repair</td>
<td></td>
</tr>
<tr>
<td>TED = In-Kind Donations</td>
<td></td>
</tr>
<tr>
<td>MTF = Mass Care-Feeding</td>
<td></td>
</tr>
<tr>
<td>MCS = Mass Care-Sheltering</td>
<td></td>
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<tr>
<td>TRA = Transportation</td>
<td></td>
</tr>
<tr>
<td>VRL = Volunteer Registration</td>
<td></td>
</tr>
<tr>
<td>OTR = Other (describe in address field)</td>
<td></td>
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<table>
<thead>
<tr>
<th>Resource shortfall or other operating problems:</th>
<th></th>
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</thead>
</table>

Contact your local EOC Liaison to determine the appropriate method for requesting resources. This report does not constitute an official resource request.

<table>
<thead>
<tr>
<th>Unmet needs/problems you have observed in the community:</th>
<th></th>
</tr>
</thead>
</table>

Communicate urgent unmet community needs directly to the EOC or designated representative.

<table>
<thead>
<tr>
<th>Resources your agency can share:</th>
<th></th>
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</thead>
</table>

<table>
<thead>
<tr>
<th>Report Preparer</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td></td>
</tr>
<tr>
<td>Email</td>
<td></td>
</tr>
<tr>
<td>Phone</td>
<td></td>
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<tr>
<td>Fax</td>
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</table>

April 25, 2012