



**National
Voluntary Organizations
Active in Disaster**

COOPERATION | COMMUNICATION | COORDINATION | COLLABORATION



National VOAD

Guide to Developing a VOAD in your Country



International Committee

31 March, 2015

COOPERATION | COMMUNICATION | COORDINATION | COLLABORATION

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FOREWARD

National Voluntary Organizations Active in Disaster (National VOAD) is a nonprofit, nonpartisan membership-based organization that serves as the forum where organizations share knowledge and resources throughout the disaster cycle – preparation, response, recovery and mitigation – to help communities prepare for and recover from disasters.

The National VOAD coalition of over 100 member organizations includes over 50 of the country’s most reputable national faith-based, community-based and other non-governmental organizations who represent the diverse population of the United States.

National VOAD is dedicated to whole community engagement and recognizes that all sectors of our diverse cultural, linguistic and faith-based society must work together to foster more resilient communities nationwide. We welcome partnerships with emergency management and public health agencies, as well as with for-profit corporations, foundations, educational and research institutions, associations and other nongovernmental organizations.

When visting delegations from outside the United States ask for guidance on ways that they can develop a similar organziation in their country, we offer this document as a first step in organizing their Natonal VOAD. National VOAD also recognizes that different countries speak different languages and have different meanings for various terms such as “VOAD” and “volunteer.”

Throughout this document, we reference several key terms, as well as our values and principles. To assist you with the translation of these terms, we suggest you utilize the following website: <http://translate.google.com/>. Keep in mind that when applying this tool, words may not always translate literally and/or have the same connotations as in English. It is helpful to consider the terminology within the context of this document. If you have any

additional questions or need further assistance, please do not hesitate to contact staff at our National VOAD International Committee.

We would like to thank the National VOAD International Committee for their work on this guide along with special recognition to Jessica Bettinger and Kevin Peach. Without their help, this guide would not have been accomplished.

Sincerely,

Amy Mintz

Chair, NVOAD International Committee 2014-15

Other references and resources for free translation can be found here.

<http://translation2.paralink.com/>

<http://www.freetranslation.com/http://translation.babylon.com/>

<http://imtranslator.net/translation/>

<http://translate.reference.com/>



INTRODUCTION

Over the past several decades, like-minded countries have been inspired by the accomplishments of the National VOAD movement in the United States and have begun to think about how to form similar structures in their own countries to enhance resilience and preparedness. This guide is intended to educate and share how to effectively and strategically apply values, principles and convening mechanisms to your culture of preparedness, response, recovery and mitigation.

Our goal is to help you continue to succeed in supporting your communities in the most effective manner possible. That's why we're providing you this overview and general awareness of what information, tools and resources are available to you to develop a stakeholder coalition and continue to sustain and add value to your country.

In this document, we will introduce National VOAD values and guiding principles. We will then discuss the origin of National VOAD as well as the composition of membership. Next, we will address the functionality of the mechanisms employed prior to, during and after a disaster. Lastly, we will discuss how government and nongovernment agencies in the United States foster whole community engagement as well as emergency planning.

NATIONAL VOAD VALUES

- ❖ Our commitment to caring and compassion for all people is the foundation for all we do.
- ❖ A coordinated, inclusive approach provides the basis for a nurturing environment in which disaster response agencies will flourish.
- ❖ The quest for excellence in National VOAD programs by encouraging best practices and mutual accountability results in operational collaboration.
- ❖ Our work will be accomplished in a respectful, non-judgemental and non-discriminatory manner.
- ❖ Trust, mutual respect and equal partnership of community service providers are essential elements of our work.
- ❖ Providing hope (making a difference or providing opportunities for true collaboration) is the lifeblood and soul of any organization.



We understand that different cultures and faith-based groups have unique values systems, however, in the United States, we have found that these values are most effective in convening organizations who help communities prepare for and recover from disasters. These values are the cornerstone of the National VOAD Guiding Principles explained in the next section.

NATIONAL VOAD GUIDING PRINCIPLES

To eliminate duplication and achieve effective resource coordination – money, materials, and manpower – the National VOAD collaborative practices the 4C’s – Cooperation, Communication, Coordination and Collaboration – as guiding principles for how we operate and work as partners to serve our communities and nation. Through the core values of Cooperation, Communication, Coordination and Collaboration, National VOAD is dedicated to “whole community,” integrated and efficient emergency management planning, and fostering more resilient, self-reliant communities across the United States. In our experience, we have found the 4C’s strategy to serve as a strong foundation for developing a stakeholder coalition, and each “C” is fundamental to the values and principles of National VOAD.

Note: *The “4C’s” are derived from abbreviating the first letter of each principle which all happen to start with C, hence the “4C’s.” Please recognize that these concepts, specifically the “4C’s,” may not directly translate into other languages.*

Cooperation: *We work together to overcome challenges.*

Recognizing that no single organization has all the answers for all the challenges that arise during disasters, it is important to understand that common goals for a community can be best achieved by working or acting together with a common purpose.

Communication: *We develop and maintain effective channels for sharing information.*

Members and partners foster a climate of openness to promote the regular sharing of information about and between our member organizations – their capacities, accomplishments, limitations and commitments. Members develop and maintain effective channels for sharing information, listen carefully to each other, and deal openly with concerns.

Coordination: *We effectively utilize resources to help communities prepare and recover.*

Member organizations commit to working together, in a non-competitive manner, toward the goal of effective service delivery throughout the disaster cycle. Through careful planning and preparation, National VOAD member organizations form tactical partnerships to work in a coordinated, predictive fashion to more effectively utilize resources to accomplish a set of tasks.

Collaboration: *We identify common goals and create shared solutions.*

Member organizations establish shared goals and actively work together to achieve specific goals and undertake specific projects throughout the disaster cycle. We form strategic partnerships throughout the disaster cycle.

4C's in Practice

National VOAD consistently demonstrates expertise in fostering Cooperation, Communication, Coordination, and Collaboration nationwide to facilitate the engagement of broad cross-sector organizations to achieve national resiliency.

- ✓ National VOAD is a nongovernmental, nonpartisan membership organization that serves as the forum where organizations share knowledge and resources throughout the disaster cycle – preparation, response, recovery and mitigation – to help communities prepare for and recover from disasters.



- ✓ The National VOAD coalition of 111 member organizations (July 2013) includes 55 of the country's most diverse and reputable national faith-based, community-based and other nongovernmental organizations, and 56 state/territory VOAD coalitions, representing local/regional VOADs and hundreds of additional member organizations throughout the country.
- ✓ This National VOAD coalition of members, along with its partners, includes a dynamic combination of faith-based, community-based, academic, and other nonprofit, nongovernmental, and governmental organizations representing thousands of professional staff and volunteers with unique skills and resources.
- ✓ National VOAD's members are actively involved in emergency preparedness, response and recovery activities throughout the nation, serving in all 50 states, five territories and the District of Columbia.
- ✓ National VOAD coordinates and facilitates routine meetings/conferences with members and committees to ensure broad-based issues are discussed and best practices are shared among members.

- ✓ National VOAD is the only nonprofit collaborative in the country actively bringing emergency management and public health organizations together with various disciplines and roles and responsibilities in emergency preparedness, response and recovery to foster the sharing of lessons learned and to actively leverage knowledge and resources from an on-the-scene, local perspective.



HISTORY

To fulfill this mission, National VOAD fosters more effective service to people affected by disaster through convening mechanisms, outreach, advocacy, and as a champion and facilitator for the application of our values and core principles.

With a unique ability and experience in representing and convening a diverse group of highly competent emergency service organizations across state, territory, local and regional levels, National VOAD is able to assist with planning and coordination efforts between national cross-sector stakeholders.

Prompted by Hurricane Camille, the seven founding organizations met on July 15, 1970 in the National American Red Cross headquarters to establish a unified response to national disasters, fostering the 4C's to better serve people impacted by disasters.

Original Founding Organizations:

- ✓ American Red Cross
- ✓ Christian Reformed World Relief Committee (World Renew)
- ✓ Mennonite Disaster Service
- ✓ National Disaster Relief Office of the Roman Catholic Church
- ✓ Seventh-day Adventist Church
- ✓ Southern Baptist Convention
- ✓ St. Vincent de Paul Society

Currently, the membership of National VOAD is representative of the changing face of the United States and includes diverse groups of faith-based, community and nonprofit organizations. The unique flexibility of the National VOAD has permitted consultation and referral among our current membership regarding international needs after disasters.

For example, National VOAD members worked in close alliance with Japan, Mexico and Southeast Asia during the 2011 tsunami and with El Salvador during the 2001 earthquake. These consultations resulted in the creation and development of organizations similar to National VOAD in several countries.



MEMBERSHIP

National VOAD is a coalition of America's most diverse reputable organizations (faith-based, community-based and other nongovernment organizations). Each state/territory also has a VOAD¹. National VOAD members sign a membership agreement² and abide by minimum criteria³. They are the leaders who do the work to make our communities stronger and more resilient through their core competencies⁴. In time of need, they deliver hope for a more positive future.

VOADs enjoy full access to the programs and membership activities of National VOAD. This includes participation in committees, on task forces and at the annual National VOAD Conference, access to training events and materials, and inclusion in pertinent planning discussions with government agencies. Within these venues, VOADs have the opportunity to impact the development of policies, standards and program-related procedures connected with disaster response and recovery

NATIONAL VOAD FUNCTIONALITY

Leveraging the values and principles of National VOAD, we have developed convening mechanisms for our member organizations to build relationships. Members and partners gather or convene around topical issues and programmatic activities to improve the delivery of services throughout the disaster cycle, and to further create a climate for cooperation.

Since the founding of National VOAD in 1970, many lessons have been learned, skills developed and best practices shared. This has resulted in the establishment of **Points of Consensus**⁵, documents that entail agreed upon protocols for guiding our individual and collective work.

One way National VOAD finds these solutions is through the work of our **National VOAD committees**⁶ and **task forces**⁷. Both committees and task forces are made up of subject matter experts in their respective fields to develop best practices and lessons learned. For example, National VOAD has the following twelve (12) committees:

¹ See **Appendix E**: VOAD Network Visual

² See **Appendix F**: Membership Agreement

³ See **Appendix G**: Minimum Criteria Template

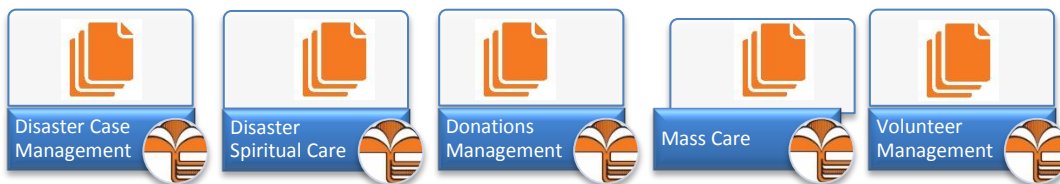
⁴ See **Appendix H**: VOAD Core Competency Matrix

⁵ http://www.nvoad.org/library/cat_view/9-points-of-consensus

⁶ <http://www.nvoad.org/committees>

⁷ <http://www.nvoad.org/task-forces>

- ❖ Advocacy
- ❖ Communications
- ❖ Community Preparedness
- ❖ Disaster Case Management
- ❖ Disaster Health
- ❖ Donations Management
- ❖ Emotional and Spiritual Care
- ❖ Housing
- ❖ International
- ❖ Long Term Recovery
- ❖ Mass Care
- ❖ US Islands and Alaska
- ❖ Volunteer Management



National VOAD Task Forces are developed on an as-needed basis to support agreed upon initiatives throughout the membership. Currently, two task forces exist. They are:

- ❖ Drought Task Force
- ❖ Training Task Force

Training is a critical element to disaster response and provides an opportunity for members and partners, members of other national, state or local organizations that collaborate in times of disasters, but whose focus is not primarily disasters, to collaborate and learn from each other and share best practices.

A second convening mechanism that has proven to be effective is to host **conferences**⁸ and **convenings**⁹. For example, National VOAD hosts an annual conference in different regions of the country, allowing members to gather and discuss current challenges and future opportunities for collaboration. Additionally, convenings are held throughout the year to discuss strategy for future events or to discuss current disaster scenarios.

⁸ <http://www.thefreedictionary.com/conferences>

⁹ <http://www.thefreedictionary.com/convening>

STARTING A STAKEHOLDER COALITION

Whether your country is composed of just a handful of non-governmental organizations (NGOs) or has robust representation, our experience has shown that developing a stakeholder coalition¹⁰ and understanding the resources at your disposal can do more to ensure your nation's resilience and preparedness than just about anything else you can do. Fundamentals and principles of developing a strong stakeholder coalition are¹¹:

- ✓ Agreeing to share information, gain situational awareness, and resolve challenges that disaster brings to communities
- ✓ Creating a forum to share information and resolve conflict, being inclusive and respectful
- ✓ Establishing a convening mechanism that brings people together to have universally accepted values relative to your culture to meet the needs of your community at both the local and national levels
- ✓ Involving all stakeholders in ownership. It is important for community leaders to champion this cause and take the lead in these initiatives.
- ✓ Leveraging community leadership or joint leadership appropriately
- ✓ Understanding that collective ownership cannot be imposed and must be an independent choice
- ✓ Agreeing on points of consensus to achieve common goals
- ✓ Creating a mechanism for governance including a convener or chair, committee, and executive committee
- ✓ Developing a governing structure to grant transparency, inclusion and understanding of how to interface
- ✓ Continuously identifying who is not at the table that should be



Note: For additional information and definitions, please see the *Common Terms and Definitions*¹² and *Other References and Resources*¹³ in the Appendix.

¹⁰ See **Appendix A:** Quick Guide for Stakeholder Coalitions

¹¹ See **Appendix B:** National Stakeholder Coalition Work Plan

¹² See **Appendix C:** Common Terms and Definitions

¹³ See **Appendix D:** Other References and Resources

WHOLE COMMUNITY ENGAGEMENT

National VOAD promotes whole community collaborative relationships and practices throughout the disaster cycle. Recognizing that all sectors of society must work together to foster more resilient, self-reliant communities nationwide, we facilitate partnerships with government agencies, for-profit corporations, foundations, educational and research institutions, and other governmental agencies¹⁴.

National VOAD recognizes that all sectors of society must work together to foster more resilient communities nationwide. We welcome substantive partnerships with federal disaster management and public health agencies with emergency support functions or roles, as well as with for-profit corporations, foundations, educational and research institutions, associations and other nongovernmental organizations irrespective of linguistic, cultural, or faith diversity. Additionally, it is important to understand the benefits of partnership through cross-sector collaboration with governments, private sector and public sector entities¹⁵.



Cross-Sector Collaboration with Government

Maintaining dynamic relationships with government partners is critical to the success of a stakeholder coalition. The partnership between VOAD and Emergency Management Agencies (EMA) remains an important element at all development stages. VOAD and EMA routinely share information, technical expertise and resources. In addition, EMA partners can offer assistance with administrative logistics, such as mailing, copying, teleconferencing and providing meeting or training space.

In the United States, those who provide leadership and are responsible to make, implement and evaluate the decisions made by the VOAD must be members of organizations that are representative of the community (cultural, linguistic or faith), not-for-profit, voluntary agency, and meet the other guidelines of membership. **Government partners do not supervise, prepare agendas for, serve as voting officers, or direct the activity of the VOAD.** On occasion, the US government or local EMA provide funding for focused activities after a disaster.

Cross-sector Collaboration with Private Sector

Engaging the private sector is critical to all four phases of emergency management. The private sector, often times, has the ability to provide resources that both government partners and the public sector do not have. Developing strategic partnerships with private sector can make your nation more prepared and resilient by having all stakeholders at the table.

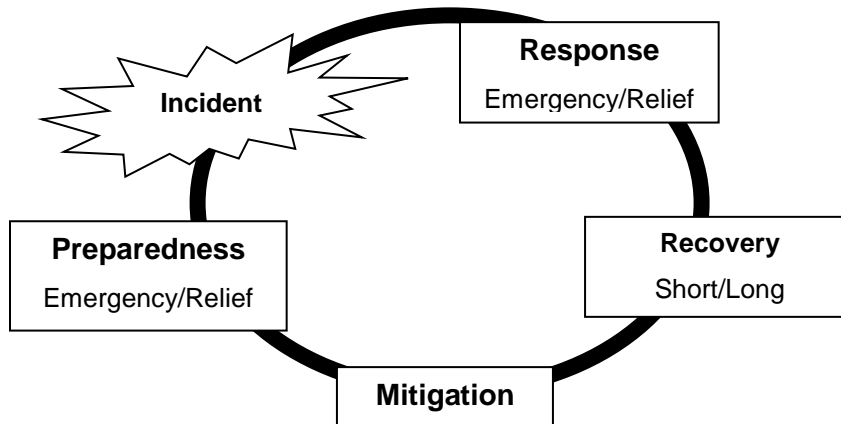
¹⁴ See **Appendix I:** Strategic Outreach

¹⁵ See **Appendix J:** Cross-sector Collaboration Matrix

EMERGENCY PLANNING

Four Phases of Emergency Management

Communities are always in one of the phases of disaster, which often overlap or intertwine – preparedness, response, recovery and mitigation¹⁶.



Preparedness

Preparedness includes activities that seek to prevent casualties, expedite response activities and minimize property damage in the event of a disaster. It is a continuous process for communities as they constantly strive to improve their readiness. Some examples of preparedness activities are:

- ❖ Community education and awareness
- ❖ Assessment of community hazards and risks
- ❖ Identification, recruitment and training of volunteers in disaster response and recovery
- ❖ Development and possible implementation of evacuation plans

¹⁶ See Appendix K: Four Phases of Emergency Management

Response

Response includes activities that sometimes start before impact and cover the period during and immediately following the event. There are two phases of response:

Emergency Response

- ❖ First responders in the emergency phase will be local fire and police departments, as well as search and rescue teams. Evacuation plans may be implemented, depending upon the type of disaster.
- ❖ Others who may initially respond include family, neighbors, and faith-based and community-based organizations. The emergency response is characterized by activities focusing on the preservation of life.

Relief Response

- ❖ Basic human needs are addressed, such as medical services and the provision of food, bulk distribution, clothing and temporary shelter.
- ❖ Initiation of emotional and spiritual care begins in this phase and continues throughout the entire recovery process.
- ❖ Basic cleanup of homes, businesses and streets begins.
- ❖ Work is done to minimize additional damage to property.
- ❖ Utilities begin to be restored.
- ❖ Application for assistance begins.
- ❖ People begin moving into temporary housing or return home.
- ❖ Human, material and financial resources begin to flow into the community.

Recovery

The goal of recovery is to bring a community back to a new feeling of normalcy after it has been devastated by a disaster.

According to the Federal Emergency Management Agency's National Disaster Recovery Framework, there are two phases of recovery:

Short-term recovery

- ❖ Many emergency and relief programs complete their work.
- ❖ Restoration of infrastructure and vital life support systems happen in this phase.
- ❖ The community identifies local resources to form a long-term recovery group (LTRG), and initiation of plans for permanent housing begins.

Long-term recovery

- ❖ Transition occurs between the presence of national organizations and the local community.

- ❖ Implementation begins for disaster case management and recovery initiatives administered by the local community.
- ❖ Construction activities to include repairing, rebuilding and/or relocation of homes proceed during this phase.
- ❖ Resumption of the routines of daily life characterizes this phase.

Mitigation

Mitigation includes activities that reduce the severity of a future disaster’s effects on a community. As with preparedness, mitigation is a continuous process. Some examples are:

- ❖ Community education and awareness of hazards within the community
- ❖ Relocation of homes and businesses away from high-risk areas
- ❖ Development of a long-term strategy that promotes sound building design / construction practices that improve the community’s ability to withstand the impact of future disasters
- ❖ Provision of help to local communities adopting flood plain ordinances
- ❖ Elevation or relocation of crucial utilities/appliances to safer places within the home

ORGANIZING COMMUNITIES NATIONWIDE

Currently, National VOAD has 56 state/territory VOADs mirrored off of the map of the United States¹⁷. Each state/territory VOAD is comprised of a board of directors (chair/president, vice chair/vice president, secretary and treasurer) or executive committee to ensure that the VOAD has what it needs to carry out its mission. Within a state/territory VOAD, there may be local or regional VOADs that coordinate with the state VOAD. Additionally, two or more state VOADs that share common hazard profiles, geography and disaster-related challenges may plan, train, exercise and coordinate together. We call these multi-state VOADs¹⁸.

The Federal Emergency Management Agency (FEMA) is composed of ten regions¹⁹. Each region has a FEMA Voluntary Agency Liaison (VAL). FEMA VALs build relationships among federal, state and tribal governments and are inclusive of all voluntary, faith-based and community-based organizations represented in a community by:

- ✓ Reporting to and from FEMA and other government agencies on programs of voluntary organizations active during disasters
- ✓ Providing information and guidance to organizations
- ✓ Assisting states in strengthening state VOADs

¹⁷ **See Appendix L:** Map of United States Divided by State and Territory

¹⁸ **See Appendix M:** Map of Multi-State VOADs

¹⁹ **See Appendix N:** Map of FEMA Regions

Below are the 10 FEMA Regions and the states/territories that comprise each region.

- ❖ Region I (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)
- ❖ Region II (New Jersey, New York, Puerto Rico, and the Virgin Islands)
- ❖ Region III (Delaware, District of Columbia, Maryland, Pennsylvania, Virginia and W. Virginia)
- ❖ Region IV (Alabama, Florida, Georgia, Kentucky, Mississippi, N. Carolina, S. Carolina and Tennessee)
- ❖ Region V (Illinois, Indiana, Michigan, Minnesota, Ohio and Wisconsin)
- ❖ Region VI (Arkansas, Louisiana, New Mexico, Oklahoma and Texas)
- ❖ Region VII (Iowa, Kansas, Missouri and Nebraska)
- ❖ Region VIII (Colorado, Montana, N. Dakota, S. Dakota, Utah and Wyoming)
- ❖ Region IX (Arizona, California, Hawaii, Nevada, American Samoa, Guam, Commonwealth of the Northern Mariana Islands, Republic of the Marshall Islands, and Federated States of Micronesia)
- ❖ Region X (Alaska, Idaho, Oregon and Washington)

NOTE: Please note that the concepts throughout this guidance document reflect the best practices and lessons learned regarding how emergency systems can be leveraged to achieve preparedness and resiliency in the United States. The unique characteristics of the United States sectors (government, private, and public) may not accurately reflect your country's characteristics. This document is meant to be used as a starting point – a framework – for you to build upon.

Appendix A: QUICK GUIDE FOR STAKEHOLDER COALITIONS

OBJECTIVE: This quick guide is designed to help local/regional organizations establish a nonpartisan membership-based organization that serves as the forum where organizations share knowledge and resources throughout the disaster cycle—preparation, response, recovery and mitigation—to help disaster survivors and their communities.

STEP	ACTION
<i>Visit</i>	The National VOAD website www.nvoad.org to learn more about the National VOAD Movement.
<i>Contact</i>	All stakeholders that could potentially contribute resources and information to the collective.
<i>Attend</i>	Community meeting to gauge the interest of organizations to participate in the stakeholder coalition.
<i>The 4C's</i>	Cooperation, Communication, Coordination, and Collaboration are the guiding principles of National VOAD and should be applied in the establishment and sustainment of a stakeholder coalition.
<i>Identify</i>	<p>Potential local member and partner organizations that are involved in the disaster cycle (preparedness, response, recovery and mitigation). Remember that VOADs should be inclusive of the "Whole Community." Some example organizations include but are not limited to:</p> <ul style="list-style-type: none"> • Community-based organizations • Ethnic/cultural organizations • Faith-based organizations in culturally and linguistically diverse communities • Faith-based disaster response organizations • Fire Department/Police • Food banks • Health departments • Houses of worship • Local governmental emergency management agency (if applicable) • Mental health organizations • Ministerial alliances/interfaiths • National VOAD members (http://www.nvoad.org/members) • Organizations serving people with disabilities • Private businesses • Schools and higher educational institutions • Service clubs • Social service organizations

<p>Collaborate with other organizations to plan and schedule a kickoff meeting</p>	<ul style="list-style-type: none"> • Allow time for advance notice. • Find an organization to host the meeting. • Invite interested organizations from the local community. • Invite local emergency management or government. • Invite a VOAD representative to give overview/presentation on <ul style="list-style-type: none"> ○ VOAD Movement ○ Best Practices ○ Benefits of VOAD • Develop handout with agenda and objectives for the meeting.
<p>Hold kickoff meeting</p>	<ul style="list-style-type: none"> • Capture names and contact info on all that attend with a sign-in sheet. • Take meeting notes – assign a scribe. • Facilitate discussion. • Define geographical coverage of the local/regional VOAD. • Define goals and what the group would like to address, accomplish, etc. • Survey participants for interest in joining the VOAD and committee participation. • Discuss meeting frequency. • Have interested organizations complete a questionnaire that describes who they are and what services they provide, and names a point of contact. This can be used to eventually form a resource directory for the VOAD. • Set time and place for the next meeting.
<p>Follow-up meeting</p>	<ul style="list-style-type: none"> • Establish an executive committee. • Elect interim officers. • Appoint a subcommittee to develop bylaws. • Explore creating other standing and ad hoc committees such as: <ul style="list-style-type: none"> - Membership - Training & Education - Communications - Mass Care - Donations & Volunteers - Long-Term Recovery
<p>Executive Leadership Development</p>	<p>Executive committee members are important as they help preform the functions of a VOAD. Since VOADs are composed of all volunteers, the executive committee needs to support the chair or president in order for the VOAD to be effective.</p> <ul style="list-style-type: none"> • Decide what responsibilities and tasks the executive committee will perform, e.g., planning for presentations at meetings, member recruitment and retention, publishing agendas and meeting minutes, treasury responsibilities, developing disaster response protocols.
<p>Keep it going</p>	<p>Sustaining momentum can be a challenge. To keep the meetings interesting, think out of the box. Host trainings, schedule a member tour, request presentations from agencies like the community organizations, and participate in government conversations and meetings, or partner with a government agency or community organization to hold a joint meeting.</p>

Appendix B: NATIONAL STAKEHOLDER COALITION WORK PLAN

OBJECTIVE 1:

Identify Stakeholders with a “Whole Community Approach”

- Identify an outreach strategy to engage all stakeholders (NGO, business, and government)²⁰
- Customize National VOAD principles and fundamentals into digital and print materials for member recruitment

OBJECTIVE 2:

Establish a National Convening Mechanism

- Develop a Work Plan²¹ and timeline.
- Outline how participants and partners will be engaged in the development, design, evaluation and planning process.
- Identify and recruit stakeholders.

OBJECTIVE 3:

Organize, host, and record meetings

- Organize, host and support the governance group and stakeholder meetings (in-person and via conference call/webinar).
- Provide leadership and facilitation of governance groups reflecting broad cross-sector, cross-agency and expertise.
- Address the level of communication expected throughout the engagement, including monthly, quarterly and annual reporting requirements.
- Ensure all meeting feedback is incorporated and provided in a document.
- Include viewpoints and feedback from the broader preparedness community including cross-sector partners, subject matter experts and individuals to ensure functional development at the local and national levels.

OBJECTIVE 4:

Maintain governance documents, membership rosters, committee, and work group activity

- Support the development of various committees and workgroups.
- Document membership contact information, attendance, participation and progress for each committee and workgroup.

OBJECTIVE 5:

Develop and maintain a website, including a mechanism for gathering feedback, with compilation and assessment of that feedback when necessary

- Support the development of a user-friendly and secure project website.

²⁰ See Appendix F for information on which stakeholders to include

²¹ See Appendix G for Quick Guide for Organizing Stakeholder Coalitions

- Identify a mechanism for aggregating committee and workgroup feedback, and organize into reports.
- Document membership contact information, attendance, participation and progress.

OBJECTIVE 6:

Provide a unified point of engagement between NGOs, government, and community

- Facilitate meetings and workgroups.
- Serve as a moderator.

OBJECTIVE 7:

Engage and collaborate with other applicable partners to enhance membership and maintain functional collaborative structure and representation

- Promote and support agreements and understandings across the membership and sectors.
- Increase collaborations with stakeholders to strengthen the coalition, increase buy-in and bolster cooperation.

OBJECTIVE 8:

Support development, design and maintenance of local/regional coalitions

- Promote and support the development of local/regional stakeholder coalitions to improve response functionality at the local and national levels.

Appendix C: COMMON TERMS AND DEFINITIONS

Advocacy: Pleading the client's cause or getting support for the client.

Affected Structure: A structure that received damage but is usable for its intended purpose.

Applicant: An individual or family who submits an application or request for disaster assistance.

Articles of Incorporation: A legal document that creates a specific type of organization, a corporation, under the laws of a particular state.

Assessment: The evaluation and interpretation of measurement and other information to provide a basis of decision-making.

Base Flood: A flood having a one percent chance of being equaled or exceeded in any given year; also known as the 100-year flood plain.

Base Flood Elevation (BFE): This elevation is the basis of the insurance and floodplain management requirements of the National Flood Insurance Program (NFIP).

Building Code: Set of regulations intended to set a mandatory standard for construction.

Building Inspection: An examination(s) to ensure the building's structural and mechanical integrity based on local building code.

Building Permit: A document obtained from the local Building Inspections Department, and records the construction activities.

Buyout: The property acquisition after a disaster in which the community buys private property, acquires title to it, and then clears it.

Bylaws: As the mission statement helps define the need, the philosophy and the actions the group will take, a set of bylaws (even informal) will help the group identify how it intends to operate and relate within and outside of itself.

Coordinated Assistance Network (CAN): A web-based network of people, information and tools to assist agency collaboration. Tools include: Client Registry, Resource Database, Community Calendar, Disaster Library, Forums and Content Management.

Construction Management: The process of overseeing repair or rebuilding of client homes.

Crisis Counseling: The application of individual and group treatment procedures that are designed to improve the mental and emotional health and their subsequent short or long-term psychological and behavioral conditions resulting from a major disaster or its aftermath.

Deferred Maintenance: An existing need for normal repair and rehabilitation that has been postponed, unfulfilled or delayed causing a decline in a structure's physical condition and thus value of the structure, prior to the disaster.

Disaster Casework: Early intervention to disaster survivors including accurate and timely information and referral, resources for urgent needs, and screening for disaster program eligibility, including long-term disaster case management.

Disaster Case Management: A time-limited process by which a skilled helper (Disaster Case Manager) partners with a disaster affected individual or family (Client) in order to plan for and achieve realistic goals for recovery following a disaster. This comprehensive and holistic Disaster Case Management approach to recovery extends beyond providing relief, providing a service, or meeting urgent needs.

Disaster Mental Health: Services that take into consideration the unique aspects of trauma by natural or human-caused disaster.

Disaster Recovery Unmet Need: Any un-resourced item, support or assistance that has been assessed and verified by representatives of voluntary organizations as being *necessary in order for the survivor to recover* from the disaster.

Donations: Voluntary offerings by the public, businesses or organizations for the benefit of the disaster-affected area. Donations may be classified as “financial donations” or “in-kind” donations.

Donations Management: The capability to effectively coordinate the use of donated goods in support of the response and long-term recovery phases of disaster management.

Duplication of Benefits (DOB): Duplication of Benefits occurs when assistance is granted to a disaster victim for which other designated resources are available. Example 1: payment of home repair costs when personal insurance would have taken care of the cost. Example 2: payment of costs that a federal or state assistance program would have addressed. When public money is involved, DOB may be a legal issue. When voluntary agency money is involved, DOB will take already limited resources.

Eligible Community (or Participating Community): A community for which the Federal Insurance Administrator has authorized the sale of flood insurance under the National Flood Insurance Program.

Emergency Operations Center (EOC): The protected site from which civil governmental officials (municipal, county, state or federal) exercise direction and control in an emergency.

Emotional Spiritual Care: Assessing and providing for the emotional and spiritual needs of individuals, families, and communities by nurturing spiritual and emotional needs with respect for cultural and religious diversity.

Federal Disaster Assistance: Aid to disaster victims or local or state governments by federal agencies under provisions of the Disaster Relief Act of 1974 as amended.

Floodplain: Low lands adjoining the channel of a river, stream, watercourse, ocean, lake or other body of water, which have been or may be inundated by floodwater, and those other areas subject to flooding (FEMA Higher Education Project).

Hazard Mitigation: Any cost-effective measure that will reduce the potential for damage to a facility from a disaster event.

Incident Command System (ICS): A formal understanding of coordinating response to an event by delineating tasks/functions and the person(s) who have the authority/responsibility to carry out those tasks.

Individual Assistance (IA): Supplementary federal assistance provided pursuant to a presidential declaration of emergency or major disaster under the Stafford Act to individuals and families adversely affected.

Individuals and Households Program (IHP): Under presidentially declared disasters, the program that enables families and individuals to receive assistance for eligible disaster-related expenses such as essential home repairs.

Interfaith: Local congregations and worshipping communities working together for long-term recovery.

Major Damage: A structure that has received substantial damage and will require considerable time to repair but is technically and economically feasible to repair.

Minor Damage: A structure that has received such damage that it is no longer usable for its basic purpose but can be easily repaired and made useable in a short time.

National Donations Management: National Donations Management is a web-based donations management network for use during times of disaster response and recovery. This system streamlines the process by which unsolicited donations are offered, accepted, processed, tracked, distributed and acknowledged. The Network's virtual approach allows government and nonprofit users to see in real time the in-kind donations offers available for immediate distribution.

National Emergency Management Information System (NEMIS): An integrated database system providing local processing support for FEMA assistance programs and support activities.

National Voluntary Organizations Active in Disaster (National VOAD): A partnership in disaster response and planning, National VOAD has 59 national member organizations, 56 state and territorial VOADs and a growing number of local VOADs and COADs. *See also Voluntary Organizations Active in Disaster.*

Preliminary Disaster Assessment: A damage assessment by a team of governmental (federal, state, local) inspectors viewing the disaster impact for purposes of projecting impact relative to various declaration requirements.

Nonprofit Organization: Any nongovernmental agency or entity that currently has either

- An effective ruling letter from the U.S. Internal Revenue Service, granting tax exemption under Section 501(c), (d), or (e) of the Internal Revenue Code of 1954, or
- Satisfactory evidence from the state that the non-revenue producing organization or entity is a nonprofit organized or doing business under state law.

Recovery Plan: The disaster recovery plan outlines time-limited tasks for both client and disaster case manager.

Resiliency: The ability of an individual, organization or community to quickly recover from change or misfortune. It is commonly thought of as an ability to "bounce back."

Right of Entry: Usually associated with a document a client will sign indicating others may enter the premises

Services Provided: Material or non-material resources or services delivered to a client.

Situation Report (SITREP): A document that is developed and distributed during response as a means for disseminating a current situation assessment.

Small Business Administration (SBA): Provides loans for disaster-related damage at lower than market rate for home rebuilding or replacement, business rebuilding, personal property loss, or economic injury disaster loss

Social Service Block Grant (SSBG): Social Service Block Grant/Title XX of the Social Security Act that provides funds to states for a broad range of social services. Example: adoption assistance; foster care placement; home-based services for the elderly and the disabled such as Meals on Wheels; adult daycare; and domestic violence counseling

Stafford Act: Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707, signed into law November 23, 1988; amended the Disaster Relief Act of 1974, PL 93-288. This Act constitutes the statutory authority for most federal disaster response activities especially as they pertain to FEMA and FEMA programs.

Substantial Damage: Damage of any origin sustained by a structure whereby the cost of restoring the structure to its before-damaged condition would equal or exceed 50% of the market value of the structure before the damage occurred.

Temporary Housing: Housing accommodation provided on a temporary basis by the federal government to eligible individuals or families made homeless by a major disaster or emergency.

Tribal Government: Any federally-recognized governing body of an Native American Indian or Alaska Native tribe, band, nation, pueblo, village, or community that the Secretary of Interior acknowledges to exist as an Indian tribe under the Federally Recognized Tribe List Act of 1994, 25 U.S.C 479a. This does not include Alaska Native corporations, the ownership of which is vested in private individuals.

Urgent Need: Any basic need which, if unmet, may pose a threat to an individual's or family's immediate health and safety.

Voluntary Organizations Active in Disaster (VOAD): A network that provides the venue for voluntary organizations with disaster response and recovery operations to collaborate, coordinate, cooperate and communicate. State VOADs work in non-disaster times to promote training and preparedness; they work in times of disaster to facilitate coordination of response and recovery efforts. VOADs are present at national, state and sub-state levels.

At the state level, the VOAD may include local member agencies that do not have a national program. The state VOAD often serves as advocate and liaison between member agencies and the state government agencies. Recognized states VOADs have a charter and agreement with the National VOAD. *See National Voluntary Organizations Active in Disaster.*

Volunteer Reception Center (VRC): The Volunteer Reception Center is activated following a disaster, and serves as the starting point for both volunteers and people or agencies needing volunteer assistance.

Appendix D: OTHER REFERENCES AND RESOURCES

International Council of Voluntary Agencies (ICVA)

Website: <https://icvanetwork.org/>

ICVA's role in leading NGO thinking and dialogue on policy and practice starts with bringing members, non-member NGOs, and other partners together in a continuous dialogue on policy and practice. ICVA's convening role fits well with providing the membership with information and analyses on the relevance or potential implications of new trends and developments in the humanitarian sector. The added value of the ICVA network for its members is being able to influence humanitarian policy based on the collective work of NGOs in the country. For non-NGO partners, ICVA is a key interlocutor, as it can play a representational role for NGO thinking on key humanitarian issues.

Sphere Project (SPHERE)

Website: <http://www.sphereproject.org/>

The Sphere Project is a voluntary initiative that brings a wide range of humanitarian agencies together around a common aim: to improve the quality of humanitarian assistance and the accountability of humanitarian actors to their constituents, donors and affected populations.

The Sphere Handbook, Humanitarian Charter and Minimum Standards in Humanitarian Response, are one of the most widely known and internationally recognized sets of common principles and universal minimum standards in life-saving areas of humanitarian response.

Established in 1997, the Sphere Project is not a membership organization. Governed by a board composed of representatives of global networks of humanitarian agencies, the Sphere Project today is a vibrant community of humanitarian response practitioners.

Voluntary Organizations in Cooperation in Emergencies (VOICE)

Website: www.ngovoice.org

VOICE is a network representing 83 NGOs active in humanitarian aid worldwide, who are based in 18 European countries. Unlike its members, VOICE is not operational.

The overall vision of VOICE is a collective European NGO response to humanitarian crises.

The mission of VOICE is to enhance the collective influence of the network within the European Union (EU), including its member states, as well as to promote the humanitarian principles and the quality and effectiveness of humanitarian action. VOICE is the main NGO interlocutor with the EU on emergency aid and disaster risk reduction, and it promotes the values of humanitarian NGOs.

Also Including are the following organizations and groups that working in the international relief field:

Action Against Hunger (AAH)

<http://www.aah-usa.org/>

Develops and runs emergency programs in nutrition, health, water and food security for countries in need. Also provides disaster preparedness programs with the goal of anticipating and preventing humanitarian crises.

CARE

<http://www.careusa.org/>

CARE is one of the world's largest private international humanitarian organizations, committed to helping families in poor communities improve their lives and achieve lasting victories over poverty. Founded in 1945 to provide relief to survivors of World War II, CARE quickly became a trusted vehicle for the compassion and generosity of millions.

Caritas Internationalis

<http://www.caritas.org/>

Caritas Internationalis is a confederation of 162 Catholic relief, development and social service organizations working to build a better world, especially for the poor and oppressed, in over 200 countries and territories.

Catholic Relief Services (CRS - USCC)

<http://www.crs.org/>

Catholic Relief Services was founded in 1943 by the Catholic Bishops of the United States to assist the poor and disadvantaged outside the country. Working through local offices and an extensive network of partners, CRS operates on 5 continents and in over 90 countries. They aid the poor by first providing direct assistance where needed, then encouraging these people to help with their own development. Together, this fosters secure, productive, just communities that enable people to realize their potential.

Doctors Without Borders

<http://www.dwb.org/>

Doctors Without Borders delivers medical help to populations endangered by war, civil strife, epidemics or natural disasters. Each year over 2,000 volunteer doctors representing 45 nationalities work worldwide in front-line hospitals, refugee camps, disaster sites, towns and villages providing primary health care, performing surgery, vaccinating children, operating emergency nutrition and sanitation programs and training local medical staff.

Emergency Nutrition Network (ENN)

<http://www.ennonline.net/>

Independently funded organization based in Dublin, Ireland UK. Works to improve the effectiveness of emergency food and nutrition interventions by providing a means of information exchange between field staff, humanitarian institutions, academics and researchers.

Food For The Hungry International (FHI)

<http://www.fh.org/>

Food For The Hungry is an international relief and development organization of Christian motivation, committed to working with poor people to overcome hunger and poverty through integrated self-development and relief programs.

Hunger Plus, Inc.

<http://www.hungerplus.org/>

Not-for-profit relief agency that provides food and related supplies for emergency use. Partners with individuals, NGOs, government agencies, church and civic groups. Projects in self sufficiency focus on food preservation, agriculture, water, health, education, housing and technology.

Interaction

<http://www.interaction.org/>

InterAction is a coalition of over 150 US-based nonprofit organizations which are usually the first to respond to a crisis. InterAction coordinates and promotes relief aid programs. With more than 160 members operating in every developing country, they work to overcome poverty, exclusion and suffering by advancing social justice and basic dignity for all.

International Committee of the Red Cross (ICRC)

<http://www.icrc.org/eng>

The ICRC, independent of all governments and international organizations, endeavors to promote international humanitarian law and the fundamental human values underlying that law. The ICRC was founded by Geneva citizens in 1863 and has its headquarters in Geneva.

International Federation of Red Cross and Red Crescent Societies (IFRC)

<http://www.ifrc.org/>

The IFRC is one part of the International Red Cross and Red Crescent Movement, which comprises National Red Cross or Red Crescent Societies, the International Federation of Red Cross and Red Crescent Societies (the Federation), and the ICRC. The IFRC is the permanent liaison body of the National Societies and acts as their representative internationally. It organizes and coordinates international disaster response in support of the actions of the affected National Societies, encourages the creation of new National Societies and assists them in developing their structures and programs. The IFRC Secretariat in Geneva is staffed by more than 245 people of some 30 different nationalities.

International Organization for Migration (IOM)

<http://www.iom.int/>

The IOM is committed to the principle that humane and orderly migration benefits migrants and society. As an intergovernmental body, IOM acts with its partners in the international community to: Assist in meeting the operational challenges of migration; Advance understanding of migration issues; Encourage social and economic development through migration; Uphold the human dignity and well-being of migrants.

International Rescue Committee (IRC)

<http://www.theirc.org/>

Founded in 1933, the International Rescue Committee is the voluntary organization involved in resettlement assistance, global emergency relief, rehabilitation, and advocacy for refugees. The IRC delivers lifesaving aid in emergencies, rebuilds shattered communities, cares for war traumatized children, rehabilitates health care, water and sanitation systems, reunites separated families, restores lost livelihoods, establishes schools, trains teachers, strengthens the capacity of local organizations and supports civil society and good-governance initiatives. For refugees afforded sanctuary in the United States, IRC offices across the country provide a range of assistance aimed at helping new arrivals get settled, adjust and acquire the skills to become self-sufficient. Committed to restoring dignity and self-reliance, the IRC is a global symbol of hope

and renewal for those who have taken flight in search of freedom.

Islamic Relief USA

www.irusa.org

Islamic Relief USA is a member of National VOAD, which serves as a voice for nonprofit organizations and volunteers that work in all phases of disaster.

Lutheran World Federation

<http://www.lutheranworld.org/>

Specializing in emergency relief linked to disaster preparedness (risk management) and sustainable development.

Mennonite Central Committee (MCC)

<http://www.mennonitecc.ca/>

Relief and development arm of the North American Mennonite and Brethren in Christ churches. MCC sends people, food and material goods to communities recovering from war and natural disasters.

Mercy Corps (MC)

<http://www.mercycorps.org/>

Nonprofit organization providing emergency relief and supporting development programs in agriculture, economic development, health, housing and infrastructure, and strengthening local organizations.

Overseas Development Institute (ODI)

<http://www.odi.org.uk/>

Independent think-tank on international development and humanitarian issues.

Oxfam

<http://www.oxfam.org/>

Oxfam is a development and relief agency working to end poverty. Oxfam International is a confederation of 12 organizations working together with over 3,000 partners in more than 100 countries to find lasting solutions to poverty, suffering and injustice.

Refugees International

<http://www.refintl.org/>

Refugees International generates lifesaving humanitarian assistance and protection for displaced people around the world and works to end the conditions that create displacement. Refugees International advocates for refugees through diplomacy and the press.

Relief International

<http://www.ri.org/>

Founded in 1990, Relief International provides emergency, rehabilitation and development services that empower beneficiaries in the process. RI's programs include health, shelter construction, education, community development, agriculture, food, income-generation, and conflict resolution.

Save the Children

<http://www.savethechildren.org/>

Save the Children is the leading independent organization creating real and lasting change for children in need in the United States and around the world. It is a member of the International

Save the Children Alliance, comprising 27 national Save the Children organizations working in more than 100 countries to ensure the well-being of children. Save the Children responds to any emergency that puts at great risk the survival, protection, and well-being of significant numbers of children, where addressing the needs and well-being of those children is beyond the indigenous coping capacity, and where Save the Children is able to mobilize the financial and human resources to take urgent action on their behalf.

The Office of U.S. Foreign Disaster Assistance (OFDA)

http://www.usaid.gov/our_work/humanitarian_assistance/disaster_assistance/

OFDA is the office within USAID responsible for providing non-food humanitarian assistance in response to international crises and disasters. Responsible for facilitating and coordinating U.S. Government emergency assistance overseas and to provide humanitarian assistance to save lives, alleviate human suffering, and reduce the social and economic impact of natural and man-made disasters worldwide.

United Nations Children's Fund (UNICEF)

<http://www.unicef.org/>

While working to ensure the survival, protection and development of children and advocating a high priority for them in the allocation of resources at all times, UNICEF continues to give relief and rehabilitation assistance in emergencies. The agency was awarded the Nobel Peace Prize in 1965.

United Nations High Commissioner for Refugees (UNHCR)

<http://www.unhcr.org/cgi-bin/texis/vtx/home>

The UNHCR provides protection and assistance to the world's refugees. Today, the UNHCR is one of the world's principal humanitarian agencies, with headquarters in Geneva, and offices in some 115 countries. More than 80 percent of UNHCR's 5,000-member staff work in the field, often in isolated, dangerous and difficult conditions. The UNHCR has twice been awarded the Nobel Peace Prize for its work.

United Nations Office for the Coordination of Humanitarian Affairs (OCHA)

<http://ochaonline.un.org/>

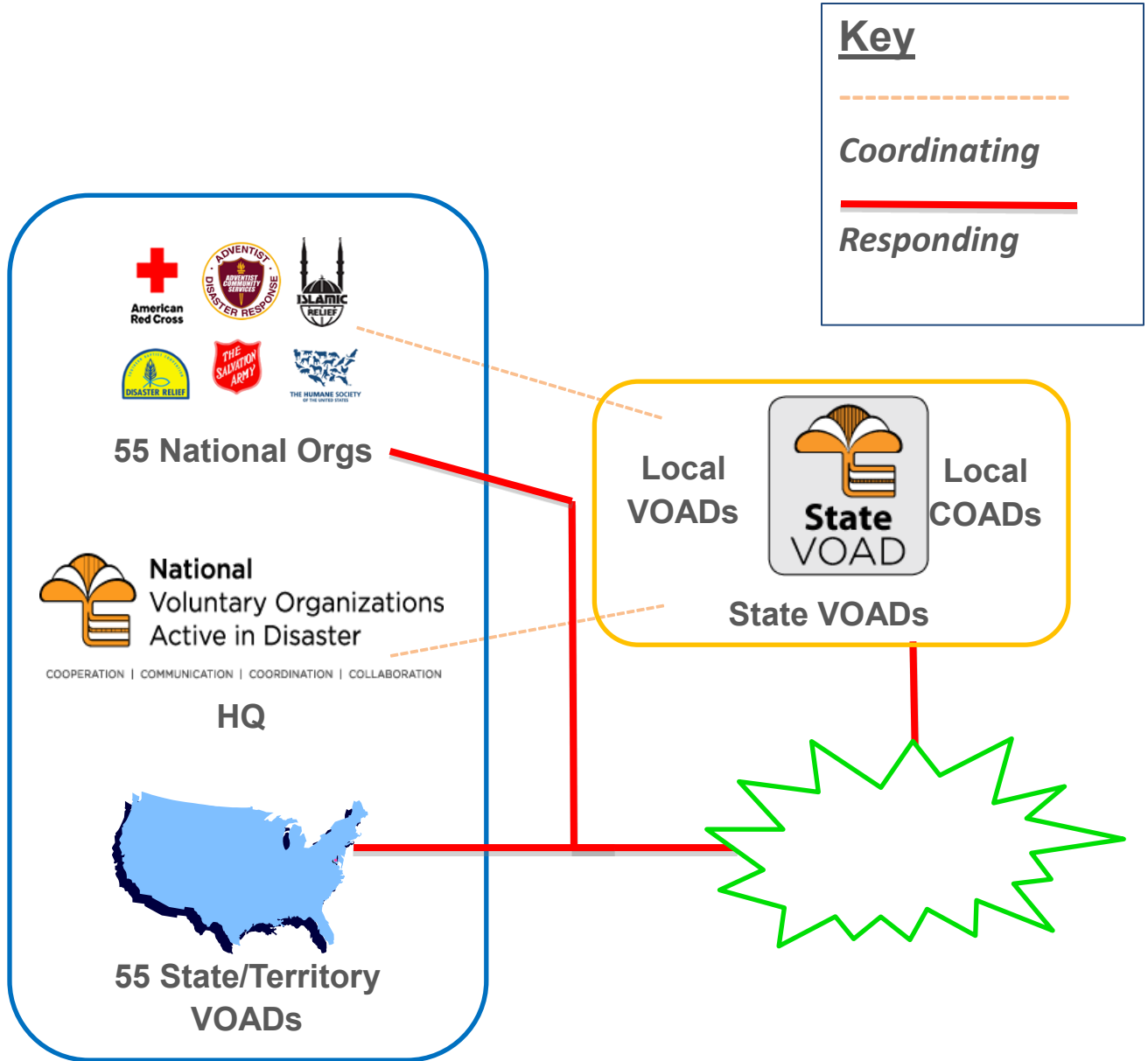
OCHA is mandated to mobilize and coordinate the collective efforts of the international community, in particular those of the UN system, to meet in a coherent and timely manner the needs of those exposed to human suffering and material destruction in disasters and emergencies.

World Vision International

<http://www.worldvision.org/>

World Vision is a Christian relief and development organization dedicated to helping children and their communities worldwide reach their full potential by tackling the causes of poverty. In addition to these resources, ReliefWeb (<http://www.reliefweb.int/>) provides a comprehensive Directory of Humanitarian Organisations.

Appendix E: VOAD NETWORK VISUAL



Appendix F: MEMBERSHIP AGREEMENT
A MEMBERSHIP AGREEMENT

Between _____ **(Name of Organization)**

1. We acknowledge that _____ (Name of Organization) is a separate entity from (Stakeholder Coalition Name). We further acknowledge (Stakeholder Coalition Name's) organization and governance as a model for our organization while reserving the right to establish a local structure.
2. We accept the mission, principals, values, policies, and points of consensus of (Stakeholder Coalition Name).
3. We agree to be recognized as the sole (Name of Organization) _____. We will provide the opportunity of participating and attending meetings along with nominating representatives to (Stakeholder Coalition Name) committees; we share together with (Stakeholder Coalition Name) the responsibilities and obligations for such programs.
4. We agree the finances and assets of (Stakeholder Coalition Name) and _____(Name of Organization) are separate from each other; that (Stakeholder Coalition Name) and _____(Name of Organization) cannot hold the other to any binding contracts or as agents of the other. Further, _____(Name of Organization) is responsible for obtaining its own tax exemption and filing its own tax return or securing its own fiscal agents.
5. We, the _____(Name of Organization), agree to use the (Stakeholder Coalition Name) logo for identification purposes consistent with the license and guidelines articulated in the (Stakeholder Coalition Name) Branding Standards, Policies and Procedures.
6. We jointly agree that (Stakeholder Coalition Name) and _____(Name of Organization) will provide to each other copies of our Organizational Bylaws, Disaster Response Protocols, Member Directories, and Meeting Minutes. (Stakeholder Coalition Name) will provide guidance and technical assistance to the _____(Name of Organization), as requested.
7. We jointly accept our responsibilities to maintain a membership roster and resource matrix and will provide copies of these documents annually on or before April 1st of each calendar year. Membership rosters will include participating organizations and their designated representative(s) including current contact information. We agree to advise each other of any changes within thirty (30) calendar days.
8. We, _____(Name of Organization), acknowledge that to remain a member of the (Stakeholder Coalition Name), it is our responsibility to pay annual dues in accordance with the bylaws of (Stakeholder Coalition Name).
9. (Stakeholder Coalition Name) and _____(Name of Organization) both retain the right to terminate this Membership Agreement with 60 days written notice. Termination of membership revokes all rights, privileges and responsibilities afforded.
10. Neither (Stakeholder Coalition Name) nor _____(Name of Organization) will disclose confidential information except as permitted in writing or as required under compulsion of law.
11. This is a three year agreement effective (Insert Date), _____.

Signature and Date (Name of Organization)

Signature and Date (Stakeholder Coalition Name)

Appendix G: MINIMUM CRITERIA FOR MEMBERSHIP

The overview of VOAD Criteria describes the duties, functions and activities of a highly prepared and resilient VOAD. The Minimum Criteria are requirements set by the National VOAD Board of Directors for VOADs in order to ensure optimal service to all members and their communities. The Minimum Criteria must be carried out by the VOADs to maintain their status as a National VOAD member in good standing.

Minimum Criteria for VOADs in Good Standing:

1. Accept and apply the mission, principles, values, policies and points of consensus of National VOAD
2. Adopt bylaws consistent with National VOAD bylaws
3. Pay annual dues in accordance with National VOAD bylaws
4. Sign and submit the Membership Agreement and supporting documents to National VOAD Headquarters every three (3) years:
 - a. Current bylaws
 - b. Disaster Response Protocols
 - c. Articles of Incorporation (if applicable)
5. Send to National VOAD Headquarters on or before April 1st of each calendar year, as outlined in the Membership Agreement:
 - a. Membership roster, including designated representatives' contact information
 - b. Meeting Minutes
6. Nominate and elect in person or by written proxy state/territory representation to the National VOAD Board of Directors
7. Participate in National VOAD Committees
8. Use the name VOAD or Voluntary Organizations Active in Disaster
9. Agree to use the specified VOAD state/territory logo for identification purposes consistent with license and guidelines articulated in the National VOAD Branding Standards, Policies and Procedures.
10. Maintain a current VOAD website
11. Elect officers according to bylaws
12. Convene members or conduct a timely conference call in preparation for or response to a state-level or federally declared disaster
13. Promote "Whole Community" by recruiting new members and partners
14. Work closely with the State Emergency Management Agency, FEMA, and other state government agencies
15. Establish standing and/or ad hoc sub-committees
16. Develop and implement a plan for organizing and/or supporting local/regional VOADs, COADs, and LTRGs

Appendix H: VOAD CORE COMPETENCY MATRIX

VOAD CORE COMPETENCIES	
CORE COMPETENCY	DEFINITION
Community Preparedness & Advocacy	
Communications	
Disaster Case Management	
Disaster Health	
Donations Management	
Emotional and Spiritual Care	
Housing	
Long Term Recovery	
Mass Care	

NOTE: *We have found that the best way to coordinate response and recovery is through developing committees based off of VOAD Core Competencies. Committees can then propose, develop, and publish Points of Consensus, which are guiding principles that all organizations abide by.*

Appendix I: STRATEGIC OUTREACH

A suggested structure to establish a stakeholder coalition that reflects broad cross-sector and subject matter expert representation that serve to achieve goals and objectives identified by the membership. An effective coalition structure includes NGOs with vast experience and backgrounds to:

- ✓ Span the breadth of the disaster related services to include other entities (i.e., government agencies, state and local health, NGOs, and subject matter experts);
 - Community-Based Organizations
 - Faith-Based Organizations
 - Voluntary Organizations
 - Civic Clubs
 - Social Service Organizations
 - Local Businesses
 - Local/State/Federal Government Agencies
- ✓ Include viewpoints and feedback from the broader preparedness community including cross-sector partners, subject matter experts, and individuals to ensure functional development at both the local and national levels; and
- ✓ Identify and embrace already established, relevant and applicable data collection and assessment techniques.

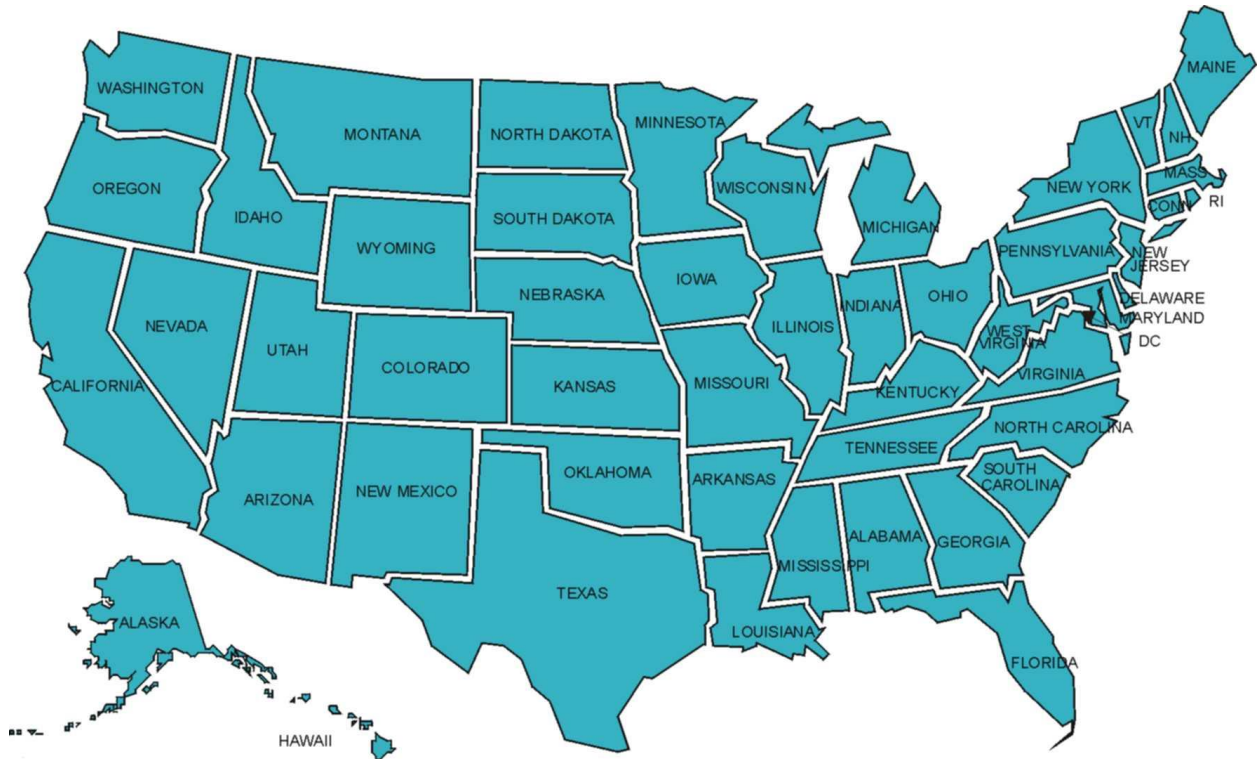
Appendix J: CROSS-SECTOR COLLABORATION MATRIX

Cross-Sector Collaboration Matrix Throughout the Disaster Cycle					
Four Phases of the Disaster Cycle			Government	Private	Public
	Mitigation	Function			
		Resources			
	Preparedness	Function			
		Resources			
	Response	Function			
		Resources			
	Recovery	Function			
		Resources			

Appendix K: FOUR PHASES OF EMERGENCY MANAGEMENT

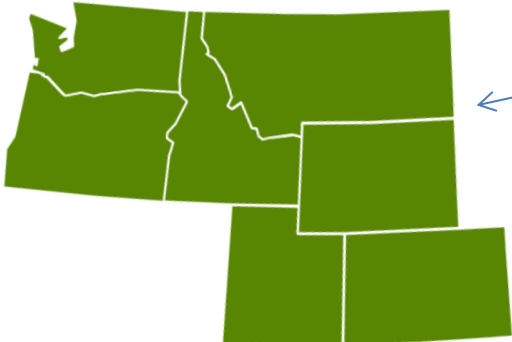
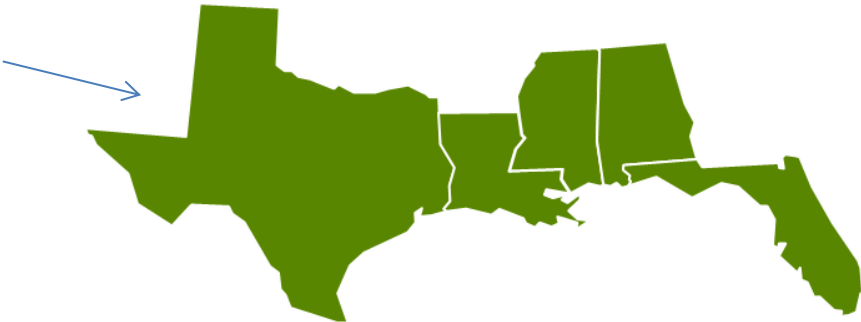
Four Phases of Emergency Management	
<p style="text-align: center;">Mitigation <i>Preventing future emergencies or minimizing their effects</i></p>	<ul style="list-style-type: none"> ✓ Includes any activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. ✓ Buying flood and fire insurance for your home is a mitigation activity. ✓ Mitigation activities take place before and after emergencies.
<p style="text-align: center;">Preparedness <i>Preparing to handle an emergency</i></p>	<ul style="list-style-type: none"> ✓ Includes plans or preparations made to save lives and to help response and rescue operations. ✓ Evacuation plans and stocking food and water are both examples of preparedness. ✓ Preparedness activities take place before an emergency occurs.
<p style="text-align: center;">Response <i>Responding safely to an emergency</i></p>	<ul style="list-style-type: none"> ✓ Includes actions taken to save lives and prevent further property damage in an emergency situation. Response is putting your preparedness plans into action. ✓ Seeking shelter from a tornado or turning off gas valves in an earthquake are both response activities. ✓ Response activities take place during an emergency.
<p style="text-align: center;">Recovery <i>Recovering from an emergency</i></p>	<ul style="list-style-type: none"> ✓ Includes actions taken to return to a normal or an even safer situation following an emergency. ✓ Recovery includes getting financial assistance to help pay for the repairs. ✓ Recovery activities take place after an emergency.

Appendix L: MAP OF THE UNITED STATES DIVIDED BY STATES AND TERRITORIES



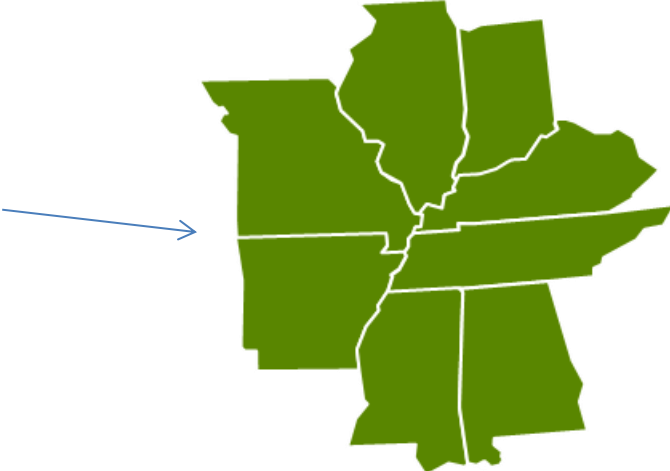
Appendix M: MAP OF MULTI-STATE VOADS

GULF STATES VOAD



MOUNTAIN WEST VOAD

Eight State VOAD Consortium



Appendix N: MAP OF THE UNITED STATES DIVIDED BY FEMA REGION

