CADRE Strategic Plan
2021-2024

CADRE
Collaborating Agencies'
Disaster Relief Effort

Developed by Kelle Kroll Group

Table of Contents

I. Overview

Facing an unprecedented fire season across the Western United States, COVID-19 and its variants, ongoing PG&E Shutoff events, and the potential for a large-scale earthquake in the Bay Area, Collaborating Agencies' Disaster Relief Effort (CADRE) is in a unique position to serve a vital function for the coordination of services to Santa Clara County's most vulnerable populations.

CADRE's day-to-day activities have revolved around providing free educational opportunities for nonprofit and government agencies to facilitate disaster coordination and resilience. CADRE is a leading network of organizations providing community services that are essential in times of disaster in Santa Clara County. CADRE coordinates organizational preparedness planning in non-disaster times and activates to respond and to support essential service delivery 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 training. CADRE partners are nonprofits, faith-based, community-based, private sector, schools, colleges, special districts and government.

Given the magnitude of threats facing Santa Clara County and the critical need for the services CADRE provides, CADRE engaged in a strategic planning process with generous funding from the Silicon Valley Community Foundation to prepare for what lies ahead. CADRE last embarked upon a strategic planning process and developed a plan in 2010; this process seeks to identify CADRE's priorities for the next three years to guide its efforts on how to support the needs for SCC organizations, and the residents they serve, before, during, and after times of disaster.

II. CADRE's Purpose, Mission, Vision and History

Purpose

CADRE's purpose is to facilitate a coordinated disaster response of nonprofit and faith-based organizations, to support local government and the community. CADRE also encourages organizational preparedness planning in non-disaster times through training and exercises.

Mission

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

Vision

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

As part of this Strategic Planning process, CADRE underwent visioning and brainstorming sessions with both its board and partner agencies. ***The graphics in this document represent direct comments from participants during the visioning session utilizing Google Jamboards***. Participants were asked:

- ➢ How do YOU envision CADRE 5 years from now in terms of:
    - ○ Organizational Structure
    - ○ Service Delivery
    - ○ Partners and Allies
- ➢ What new roles may CADRE play in the future to meet evolving needs in the disaster landscape?
- ➢ What are strategies to increase CADRE's diversity, both on the Board and with its partner agencies?
- ➢ What are CADRE's greatest accomplishments?
- ➢ How would you describe CADRE in one word?

Responses to these questions and more Jamboard brainstorming can be found in the Jamboard link for April 13th in the references section of this document.

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

Recommendation:
- ➔ Revisit and update the current purpose, mission, and vision statements in first year of the Strategic Planning Process implementation.

Organizational History

1989 Origin

The Santa Clara County Collaborating Agencies' Disaster Relief Effort (CADRE) emerged from the 1989 Loma Prieta earthquake. One of the primary goals of CADRE was to create a support system to better serve the many vulnerable populations in Santa Clara County and create a system to organize the different types of CBOs who may help with response and recovery in a disaster. CADRE formed an "umbrella" organization to identify and bring together 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.

2004 Revitalization

In the post 9/11 period during 2004, the Santa Clara County Emergency Managers' Association decided to designate Homeland Security Grant Program project funds to serve the needs of vulnerable populations. These funds helped renew CADRE's efforts and committed a limited amount of staff and consultant time to the CADRE Network under the leadership of the Volunteer Center Silicon Valley.

This emerging CADRE 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 2: CADRE Katrina Executive Summary and Attachment 3: CADRE Cold Weather Alert). CADRE's response in these two events helped to further support the re-emergence of the Network and define its operational abilities. In 2007, CADRE was awarded grant funding for 2008 to further develop its written operational protocols to support Santa Clara County response and recovery efforts.

2010 CADRE 3.0

CADRE 3.0 emerged in 2010, following the demise of the Volunteer Center Silicon Valley in 2009. Led by a partnership of American Red Cross Silicon Valley, United Way Silicon Valley and Swardenski Consulting, the efforts focused on stabilizing the CADRE Network, developing a three-year Strategic Plan to guide future program and planning efforts and continued education and training for CADRE member agencies.

In October 2019, CADRE received its 501(c)3 tax exempt nonprofit status and, in the midst of COVID 19, began to build an organization to address the unique needs of our county.

III.   Strategic Planning Priorities

Match the symbol and symbol color of the recommendation to the symbol and color of the goal in the chart to see how the recommendation is addressed by the correlating goals in the chart on pages 18 & 19.
For example:

"Recommendation ♠ Evaluate Board and function team structure to provide a stronger leadership base".
This correlates with:

Evaluate Board and function team structure to provide a stronger leadership base.	♠		

A.   Increase Diversity, Equity, and Inclusion on CADRE's Board of Directors

To strengthen the social safety net of SCC's most vulnerable populations in a disaster

Diversity, Equity, and Inclusion (DE&I) are central to the process of planning for equality and access to resources in disasters. Setting higher standards for disaster planning, participation and inclusion will help address historic injustices facing communities of color, people with disabilities, and other underrepresented groups.

Vulnerable populations are often the communities most impacted by a disaster. They are frequently the first to lose jobs, homes, access to healthcare, and many other resources needed for a healthy recovery after a disaster. COVID-19 has already highlighted that black and brown populations are disproportionately impacted more significantly than the general population. This inequity is real for other disasters, including the Northern California wildfires in 2017 2019, and 2020 which hit during harvest season in the wine country. Latinx communities were dramatically impacted, with many members lacking access to traditional aid from sources such as FEMA, especially undocumented workers. CADRE can provide DE&I training for its Board and partner agencies to help tackle some of these challenging issues and enhance the nonprofit community's ability to be more inclusive of the diverse populations it serves during disasters. The Society for Human Resource

Management provides training and How-to-Guides on increasing DE&I in organizational environments.

CADRE is uniquely positioned to educate nonprofits about DE&I and provide resources to help them develop more diverse, equitable, and inclusive workplace environments and the clients they serve.

As a 501(c)(3), CADRE's governing board should include not just representatives of CADRE partner agencies, but also have government representatives. Even if the Emergency Management departments of local government are at the table, there is value in including other government entities such as schools, colleges, special districts, First Five, Public Health, Immigrant Relations, Social Services, etc. Additionally, CADRE's board would benefit from representation from the corporate/private sector and philanthropy. The goal would be to create support and buy-in from the broader community for funding and building relationships with corporations. Non-member agencies would bring an independent voice to the board. It will be necessary to examine CADRE's Board structure to determine how to include all voices.

Recommendation:

➔ ♣ Develop an outreach and targeted plan to increase board diversity with actionable steps to make it happen. There is competition for diversity on nonprofit boards right now; CADRE will need to create a plan with measurable outcomes and allocate resources for this to become a reality. One suggestion from an interviewee is to reach out to the America Leadership Forum for additional resources on diversifying the CADRE Board.

➔ ♦ Develop targeted outreach to agencies who provide services to vulnerable and diverse communities to engage them with CADRE

➔ ♠ Evaluate Board and function team structure to provide a stronger leadership base.

B. Strengthen the Network Organizational Structure

Strong network of committed organizations and partners

In 2019, CADRE became a 501(c)(3) organization, which was one of its 2010 Strategic Plan goals. This helped meet the goal of increasing CADRE's capabilities to provide more sustainable services into the long-term future. These capabilities include funding for staffing, board development, and redundancy of critical positions. As CADRE grows, a vision has grown to include a dynamic team of board members, function teams, volunteers, and staff.

One of the issues that arose during the COVID-19 response was that CADRE did not have funding available to provide services they would have liked to, such as staffing a position in local government EOCs. CADRE would benefit from seeking disaster contingency funding and develop a plan to quickly onboard staff to support the disaster response efforts on an as-needed basis.

Staffing

CADRE's goal is to maintain and grow a consistent staffing structure and have the capability to retain subject matter experts as needed, such as legal services, risk management, translation services, etc. CADRE's current staff structure includes the following:

- Interim Executive Director – .5 FTE
- Director of Planning, Training and Community Resilience - .5 FTE
- Office Manager - .5 FTE
- Marketing/Communications - .5 FTE
- Bookkeeper - .5 FTE
- Encore Fellow - .5 FTE
- Visionlink Support - .25 FTE
- Website Support .25 FTE
- Liaison and Duty Officers to staff local Emergency Operations Centers as requested by local government (voluntary only at this point)

CADRE is seeking to form an established staffing plan as one of the goals for the strategic plan, such as moving from an Interim Executive Director to a full-time Executive Director.

Recommendation:

➔ ♣ Develop an ideal staffing plan for CADRE to present to funders to meet the needs of CADRE'S mission and vision with a focus on upcoming potential concurrent threats.

➔ ◆ Create a model to provide compensation for a Liaison or Duty Officer to represent CADRE in local Emergency Operations Centers during an activation.

➔ ♠ Hire a fundraising or development consultant.

Board of Directors

Please note that recommendations for the Board of Directors are addressed in the "Increase Diversity, Equity, and Inclusion on CADRE's Board of Directors" section of this plan.

C. Develop a Fundraising Plan

CADRE has traditionally received very generous funding for training programs from the Homeland Security Grant Program, the County's Emergency Management Performance Grant Program, and Urban Areas Security Initiative (UASI). However, those funds have been significantly reduced over the last five years based on local government priorities.

Functional teams deeper, stronger, somewhat independent, funded for ongoing staffing

A key strategic goal is to develop a comprehensive funding strategy for CADRE, which includes multiple funding sources and taps into Silicon Valley's private sector, an area not yet explored by CADRE.

Participants suggested that CADRE explore and potentially build funding relationships with:

Silicon Valley Leadership Group
The Silicon Valley Social Venture Fund (SV2)
Corporate Community Relations Consortium (CCRC), a group of local corporate responsibility and philanthropy practitioners
Corporate and private foundations

This effort would be in addition to seeking current philanthropic and government funding to create a diverse and sustainable funding base for CADRE. CADRE should continue to seek new funding sources such as grants from nonprofit organizations and funding directly from State and Federal government sources.

Recommendation:

➔ ♣ ♦ ♠ Develop a three-year fundraising plan and assign staff and board members different roles to execute it. Tap into Networks with connections to some of the organizations listed above.

D. Increase Communication and Coordination with Local Government

CADRE recently conducted an After-Action Report on its response to COVID-19, the SCU and CZU Fires and the PG&E Power Shut-off events. Some of the learnings from local government included a desire to increase communication and coordination between CADRE and local government. While emergency management is typically the primary point, CADRE would benefit from having multiple sources of connections with local government, including individual departments, especially those responsible for mass care and shelter, elected officials, County CERT Leadership team, etc. CADRE's participation with the local Emergency Management Association will help strengthen these relationships and ties to local government. In addition, CADRE could host networking events. For example, a former Director for the Office of Emergency Management in the City of San Jose shared that she became interested in CADRE at such an event.

Coordination between nonprofits and government to support the whole community

Recommendation:

→ ♣ ♦ ♠ During the development of the After-Action Report for CADRE's response to events in 2020, a learning which emerged from government and partner agencies regarding the benefits of conducting exercises with CADRE. This recommendation came from smaller cities, such as Morgan Hill, to Santa Clara County's largest, San Jose, and many key nonprofits. If CADRE is not invited to exercise with local government agencies, as resources allow, CADRE may initiate multi-agency and multi-jurisdictional exercises to better educate each other on roles and responsibilities, and how CADRE can help establish better communication and coordination. CADRE can also initiate outreach to local government partners and enquire about exercise participation in their exercises as time and opportunities allow. Many noted they would like to see exercises especially focused on the response phase of a disaster, and some noted exercises focused on long term recovery resources. There was a noted desire for both table-top and functional exercises.

E. Enhance CADRE's Public Information and Communications Capabilities

There is a critical need to communicate and coordinate with CADRE partner agencies, local government, state and federal government agencies, and support nonprofit organizations' communication with their clients and consumers, especially their most vulnerable populations. Given these priorities, enhancing CADRE's Communications and

Public Information functions is critical. One key goal is to strengthen CADRE's interpretation and translation capabilities. Another goal is to strengthen CADRE's connection to local government.

Coordination of information and resources across government, CBOs, FBOs and Businesses.

Recommendations:

➔ ♥ ♠ Establish a Communications Function Team to initiate communication policies, including outreach and translation services.

➔ ♣ Identify communication priorities and create a customized communications plan for different audiences (i.e., strategic vs. operational). Develop a plan for proactive communications with targeted outreach, measurable goals, and objectives. Create a timeline and strategy to implement the plan.

➔ ♠ Recruit someone from local media or a person with a communications background to join CADRE's Board to be the Public Information Officer

➔ * Develop a live resource directory and/or live disaster page with links to resources on the CADRE website, which can be activated and populated on an ongoing basis as agencies define the roles and resources they have to offer.

➔ ♣ Create mediums for CADRE communications and resources. These mediums may include but are not limited to:
- ◆ Maintain translators and Interpreters on call available for response events. Consider contracting for Video Remote Interpreting (VRI) services. VRI is an alternative to on-site interpreting utilizing web cameras or videophones to provide sign language or spoken language interpreting services. This service enables those that are deaf or hard of hearing to communicate with a hearing person at the same site.
- ◆ Put in place multi-lingual and pictorial communications templates that can be adapted and readily posted in a disaster - email, website resources page, press releases, social media, mobile devices, etc.
- ◆ Develop materials identifying CADRE's role in all phases of disaster, especially the response and recovery phases. CADRE would greatly benefit from bringing in skilled professional services to help guide this

process. CADRE underwent a visioning and marketing process in 2007, but CADRE has changed to meet a changing landscape and evolving community needs. Therefore, undertaking a new visioning process and creating new materials would help create better access to understand the resources CADRE brings to the table in all phases of disaster.

◆ Develop a strategy for social media and news outreach

◆ Update and create protocols, checklists, roadmaps, or other tools to define CADRE's role and capabilities for each phase of a disaster. As CADRE's infrastructure grows and changes, these documents will need to be updated annually at a minimum.

◆ Develop a communication network of organizations, as trusted sources to their communities, who can push information deeper into neighborhoods in languages appropriate to each group.

F. Increase Engagement and Expand the Network

The section on enhancing *CADRE's Public Information and Communication Capabilities* touches on many points related to increasing communication and coordination with partner agencies. Developing outreach strategies and identifying key players or sectors missing from the CADRE network will help enhance CADRE's representation of the whole community.

nonprofits and faith-based organizations need a good link to government who can help advocate and share needs

Areas for potential outreach include immigrant and refugee groups, legal aid services, mental health services, organizations supporting access and functional needs and faith-based communities.

Some examples include targeted outreach campaigns which approach existing collaboratives, attend their respective meetings to involve agencies who have not yet engaged with CADRE but may benefit from community-wide communication and collaboration. Keeping a solid web presence and current information available will also enhance CADRE's ability to attract and engage more partner agencies.

Faith-based agencies have long held the position of trusted providers with their congregations, parishioners, and members. In the current political environment of the past five years, many populations - immigrants, undocumented workers, etc. have hesitated and avoided seeking any form of relief from government resources.

This role as a trusted provider serves multiple and important facets in disaster response, relief, and recovery, such as:

- Providing trusted and accurate information about the disaster and potential relief services
- Serving as a distribution point for supplies such as water, food, gift cards, PPE, etc.
- Providing for Spiritual and Emotional Care
- Standing up Cooling and Warming Centers during extreme weather conditions
- Providing Mass Care and Shelter
- Providing a gathering place in times of distress
- Helping to address unmet needs in the Recovery process

Many of the roles and services faith-based organizations offer in disaster are congruent with the types of services CADRE agencies are providing. CADRE's mission of communication, collaboration, coordination, and cooperation would benefit Santa Clara County greatly if there was stronger interaction, planning, and engagement with faith-based organizations. Because many faith-based organizations are not regularly participating in CADRE activities, interviewees for this strategic plan suggested a targeted and robust outreach campaign. This was a strategy to support Katrina evacuees and was highly effective.

Recommendation:

➔ ♣ CADRE would benefit significantly by making intentional connections and outreach to existing collaboratives such as the Santa Clara County Interfaith Council on Economics and Justice (ICEJ), Emergency Assistance Network (EAN), and the Santa Clara County Continuum of Care (CoC), among others.

➔ ♣ Board members and function teams could reach out to their own networks and faith communities. CADRE could schedule a presentation about CADRE resources to the Santa Clara County Interfaith Council on Economic and Justice (ICEJ), composed of faith leaders throughout the county. Besides direct outreach, many local government agencies work with their faith-based agencies and could help CADRE connect to individual faith communities.

G. Establish CADRE's Role in Long Term Recovery

With the increasing frequency and number of disasters in California, VOADs across the State are becoming more engaged in planning for long term recovery to meet client needs immediately following a disaster. When a Long-Term Recovery Group needs to be established with no prior structure in place after a disaster, many clients and consumers with unmet needs are gone by the time a Long-Term Recovery Group is able

Long term commitment to unmet needs in the community

to stand up. This was a critical lesson learned from the Woolsey fires in Los Angeles, the Tubb's Fire in Sonoma County, and the CZU Complex fire in Santa Cruz County.

When CADRE created its last Strategic Plan in 2010, it addressed the need to establish Long Term Recovery protocols.

As CADRE's infrastructure has strengthened over the past year, the interest and desire to plan for Long Term Recovery has become more prevalent. Catholic Charities is the lead agency for Long Term Recovery for Case Management for the SCU Fire and reported that they are still struggling to find survivors. This is consistent with issues experienced by some other counties around the State.

The additional tool of adding Visionlink, a case management software will accelerate these efforts. CADRE, partnering with Santa Cruz County Long-Term Recovery Group to purchase Visionlink, a software system for case management. As recently as the 2017 Coyote Creek flood in San Jose, CADRE and the City of San Jose identified a need that has existed for many years.

- Nonprofits did not share client information with one another, so duplication of benefits was likely.
- Nonprofits weren't always aware of other organizations' resources, so their clients miss out on some benefits.
- There was no way to know whether all individuals entitled to assistance were being helped by at least one organization.
- It was extremely frustrating for individuals to fill out paperwork and "tell their story" to multiple nonprofits to determine if they were qualified to receive services.

A Long-Term Recovery Group is bigger than CADRE and receives its funding from other sources, including national VOAD resources. This group includes government, nonprofits, philanthropy, and businesses committed to making the community whole again. The Long-Term Recovery Group becomes a stand-alone organization for the duration of recovery (two or many more years). New Orleans is still in the recovery phase from Hurricane Katrina.

Acquiring Visionlink will enable CADRE to be the system owner/administrator to support users and keep the system ready to:

- Be activated, at the moment of the disaster, with government and nonprofits posting links to registration pages on websites - in multiple languages.
- Allow government agencies to input damage assessment information to help nonprofits confirm which addresses are impacted.

- Share client information in a secure platform, so organizations can collaborate on cases and make referrals.
- Allow nonprofits with existing case management software to upload their data through a spreadsheet or API. Different levels of access to information may be granted by organizations to protect client identity.
- Generate reports needed to support grants.
- Create a standardized format for information reporting.

Recommendations:

➔ ♣ CADRE should consider setting up a Long-Term Recovery Committee or assign staff within CADRE so that the tracking of survivors and needs starts immediately after a disaster. This committee would help create more ease of transitioning to a Long-Term Recovery Group and track unmet needs, gaps, and duplication of services. Currently, VOADs in Los Angeles, Sonoma, and Napa have incorporated this model into their VOADs with the goal of meeting survivors needs as soon as possible. Ultimately, CADRE can provide the linkages to expedite the Long-Term Recovery process in Santa Clara County by embedding long term recovery planning into CADRE's infrastructure, whether by adding staff to support these efforts or creating a Long Term Recovery Function Team.

➔ ♦ Explore supporting Long-Term Recovery Groups, statewide, using Visionlink.

H. Determine CADRE's role in Volunteer and Donations Management

Many VOADs were established to coordinate with local government and amongst the nonprofit community, often after a disaster occurs in their community.

In an interview with a former CADRE Board member who was the Emergency Manager for the City of San Jose, volunteer management was cited as a critical function for the City's support of CADRE. Since the demise of Santa Clara County's Emergency Volunteer Center program, it has been unclear who will lead volunteer management in different events.

Impact of disaster reduced because roles and responsibilities are clearly defined. Organizations work together for the greater good.

16

Recommendation:

➜ ♣ CADRE should initiate discussions with partner agencies who may take on this volunteer coordinator role and get a better sense of roles and responsibilities within the community. People will come forward to volunteer and having an established system for organizing and deploying volunteers will enhance community capabilities to expedite recovery. In the absence of such a system, untrained and unaffiliated volunteers can hinder the efforts of first responders, put themselves in harm's way and create the "Disaster within the Disaster."

➜ ♣ The explosion of in-kind donations can also create the "Disaster within the Disaster." CADRE previously helped to engage several organizations in the County and distribute the workload amongst different agencies such as the Salvation Army, Hope Services, and Goodwill. Without a plan, organizing in-kind donations and often unwanted donations dumped at shelter sites can create a tremendous workload and take agencies away from the more significant response efforts of providing humanitarian care.

➜ ♣ Coordinating financial donations has often been the Silicon Valley Community Foundation's role; however, other organizations have collected and dispersed monetary donations in recent years.

➜ ♣ Revisit previous planning efforts with Partner agencies to develop shared understandings of roles and responsibilities for managing financial and in-kind donations, including identifying lead agencies.

IV. Strategic Plan Annual Goals

(Goals not listed in order of priority)

CADRE 3 Year Strategic Goal Projections				
Category	**Goal**	**2022**	**2023**	**2024**
Increase Diversity, Equity, and Inclusion on CADRE's Board of Directors	Set targeted outreach goals to diversify the Board to be more representative of Santa Clara County's communities, including communities of color	♣	♣	
	Develop targeted outreach to agencies who provide services to vulnerable and diverse communities to engage them with CADRE	♦	♦	
	Evaluate Board and function team structure to provide a stronger leadership base.	♠		
Strengthen the Network Organizational Structure	Develop an ideal staffing plan for CADRE to present to funders to meet the needs of CADRE'S mission and vision with a focus on upcoming potential concurrent threats.	♣		
	Create a model to provide compensation for a Liaison or Duty Officer to represent CADRE in local Emergency Operations Centers during an activation.	♦		
	Hire a fundraising or development consultant.	♠		
Develop a Fundraising Plan	Create a solid and diversified funding plan for CADRE, including engagement of new funders	♣	♣	♣
	Create a reserve fund to meet immediate needs upon a disaster activation	♦		
	Develop funding to explore requirements of a local volunteer management system to manage EVC (since County has no plans for this)		♠	
Increase Communication and Coordination with Local Government	Greatly strengthen and increase communication and coordination with local government - Emergency Services, EOC and city/county staff, first responders, elected officials, etc.	♣		

		Col 1	Col 2	Col 3
	Explore and potentially establish pre-existing contracts with local government	♦ (green)	♦ (green)	
	Develop a multi-year Training and Exercise Program - conduct tabletop and semi-functional exercises with local governments and partner agencies		♠ (green)	♠ (green)
Enhance CADRE's Public Information and Communications Capabilities	Develop marketing and educational materials to help partners understand what CADRE is and what we do, including new agencies and funders	♣ (blue)	♣ (blue)	
	Maintain CADRE's Training program and search out new training topics and opportunities to reach more nonprofits and CBOs and identify opportunities and funding to provide technical assistance. Add capacity to provide more trainers and technical assistance to nonprofits.	♦ (blue)	♦ (blue)	
	Identify a Communications/PIO function for CADRE, whether an outside vendor or led from CADRE membership by a Board member or as a Function Team		♠ (blue)	
	Strengthen function teams by bringing in new partners, facilitating coordination and planning meetings and identifying additional support needs.	♥ (blue)	♥ (blue)	
	Develop a live Resource Directory that can be turnkey for individual incidents and stand alone in non-disaster times; this is likely possible on the new website	✳ (blue)		
Increase Engagement and Expand the Network	Create active outreach strategies for membership to faith-based partner agencies, corporate/private sector, and philanthropy. Identify gap areas in membership and outline benefits of membership, especially for those who represent diverse communities in Santa Clara County who may be under-represented in CADRE's current membership		♣ (gold)	
Establish CADRE's Role in Long Term Recovery	Develop human infrastructure by identifying necessary staff positions, developing position descriptions for these roles, hiring staff, and building out succession planning for key staff and board members	♣ (red)		
	Explore CADRE's role in Long Term Recovery and possibly create an "Unmet Needs" Function or Committee for CADRE	♦ (red)	♦ (red)	
Determine CADRE's role in Volunteer and Donations Management	Develop funding to explore requirements of a local volunteer management system to manage EVC		♣ (purple)	♣ (purple)

V.   References

- CADRE Strategic Plan Board Visioning Exercise, April 13th, 2021
  https://jamboard.google.com/d/14mcBvZWQ-
  g_V8rjSzUHpVni0ECwd5eyBbrX35QIMJ6k/viewer?f=0

- CADRE Strategic Planning Workshop with Partner Agencies, May 11, 2021
  https://jamboard.google.com/d/1i8J3p7IUUBQXW0AQ8I5qKsb6K_FWgjLGcH8jBIF6-
  oU/viewer?f=0

- Strategic Plan Interviewees:

    - Greg Kepferle, CEO, Catholic Charities
    - Tracy Weatherby, Vice President of Strategy and Advocacy, Second Harvest Food Bank
    - Michele Lew, CEO, The Health Trust
    - Kyra Kazantzis, CEO, Silicon Valley Council of Nonprofits
    - Gene Sawyer, former CADRE Board Chair and Fire Chief for the City of Santa Clara
    - Frannie Edwards, Former Emergency Manager for the City of San Jose and Professor at San Jose State University
    - Tom Busk, Former Disaster Director for American Red Cross, Santa Clara County

- United Policyholders 2020 CZU Wildfire Survey Report: Recovery status at six months

- CADRE Mid-Operational Assessment of COVID, The SCU and CZU wildfires and PG&E Power Shut-off events.

- A Menu of Approaches for Developing a Napa Valley COAD/VOAD, August 2016

- The Disaster within the Disaster - Managing Spontaneous Volunteers
  https://www.fema.gov/pdf/donations/ManagingSpontaneousVolunteers.pdf