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CADRE Toolkit for Local Government Jurisdictions

A Guide for Enhancing the Coordination Efforts
of Local Emergency Operations Center (EOC) Staff
with CADRE Leadership and Member Agencies

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Publication Note

This Toolkit is designed as a best practice for continuous improvement by local jurisdictions in Santa Clara County. It is intended to assist planning efforts that will lead to greater coordination between local government and CADRE with its network of organizations that serve clients and consumers during and after emergencies and disasters.

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Introduction

Purpose of the Toolkit

The purpose of this toolkit is to enhance the ability of local government in Santa Clara County to respond to human needs in emergencies and disasters. CADRE (Collaborating Agencies' Disaster Relief Effort), with its network of community-based and faith-based organizations (CBOs and FBOs), is uniquely equipped to support government's efforts. One call to CADRE connects local government with the expertise needed to help solve disaster-related response and relief concerns.

The toolkit contains key information, tools and guidance designed to help local government engage, coordinate with and request resources from CADRE in disasters. Portions of the toolkit can be integrated into a jurisdiction's Emergency Operations Plan (EOP), annexes, Emergency Operations Center (EOC) checklists, resource lists and other documents. Alternatively, the toolkit can be used in whole as an annex to a jurisdiction's EOP.

While best incorporated in local government planning and operational procedures prior to an emergency or disaster, its tools can be implemented at the time of an event.

Rationale

Staffing turnover and changing priorities within jurisdictions can make it challenging to keep current with knowledge of CADRE and its efforts. The toolkit provides for a more enduring method of capturing information about CADRE and how local government can partner with CADRE to address community needs. Integrating its contents into local government planning and procedures will help institutionalize the county's and cities' critical relationships with CADRE.

Assumptions

Key assumptions of this toolkit are as follows:

- Local government may need private nonprofit resources to meet community needs arising from emergencies and disasters
- Local government may not have knowledge of the most useful or appropriate nonprofit agencies for meeting community disaster needs
- Local government does not have the capacity or expertise to coordinate multiple private nonprofits
- Local government benefits from a coordinated set of private nonprofits to meet complex needs

What Is CADRE – Collaborating Agencies’ Disaster Relief Effort?

CADRE Is a Network of Agencies

While founded in the 1980s, CADRE is not a 501(c)(3) organization. It is an unincorporated network of nonprofit agencies committed to helping the community in a disaster or emergency. Hundreds of network agencies have participated in CADRE training, exercises, conferences and other events since its founding. CADRE is poised to partner with local government in disasters to meet the needs of those who have been affected.

CADRE Is Organized and Ready to Respond

In order to ensure a timely response to any emergency or disaster, CADRE’s rotating Duty Officer is on call 24/7/365. Any representative of local government may contact the CADRE Duty Officer at any time to request information, resources or activation of the CADRE network for an emergency or disaster.

CADRE has a crew of trained liaisons ready to be deployed to the EOC of the Operational Area or any city. Once in place, the CADRE Liaison becomes the primary point of contact for coordination with CADRE.

CADRE also has function-based teams of agencies ready to respond to certain types of community needs. Each team (there are four as of 2018) has a Coordinating Agency, which can be contacted directly to request resources (see **Attachment 1—CADRE Key Contacts**). The four teams and their Coordinating Agencies are as follows:

- Food Sourcing and Distribution – Second Harvest Food Bank of Santa Clara and San Mateo Counties
- Access and Functional Needs (AFN) – Silicon Valley Independent Living Center
- Disaster Case Management – Catholic Charities of Santa Clara County
- Donations Management – Goodwill of Silicon Valley

CADRE Is Professionally Managed

CADRE is managed day to day by the CADRE Leadership Council, a group of highly qualified professionals who voluntarily serve and provide guidance to the overall network. Most council members are executive level staff of leading nonprofits and are respected community leaders. The council also includes representatives of local government agencies. The team meets monthly for planning purposes and to manage CADRE’s business.

CADRE Has Disaster Experience

The ability of CADRE and its network to respond has been tested numerous times, including CADRE's activation and coordination efforts for the 2017 Coyote Creek Flood in San Jose. In 2016 CADRE activated to assist the City of Sunnyvale with its response to an 86-unit apartment fire which displaced veterans, seniors and low-income families. CADRE has also responded to several weather emergencies. In 2005, CADRE partnered with the county to respond to Hurricane Katrina evacuees who arrived with needs for housing and many other resources. In addition to these activations, CADRE has participated in a number of Operational Area activities, including the Operational Area EOC exercise in 2017 and the SuperBowl 2016 activation.

History of CADRE Relationship with Local Government

CADRE began to work formally with local government in 1994. Since then, through annual funding from the Santa Clara County Operational Area, the county's community-based organizations (CBOs) and faith-based organizations (FBOs) have benefited from training on emergency planning, exercises, annual conferences/workdays and other forms of support. All of these efforts have been conducted by CADRE consultants in partnership with local government. In the past, CADRE has received funds to build a website and to strengthen its organizational structure, operational capacity and readiness to respond.

CADRE Is Part of the VOAD Network

CADRE is Santa Clara County's local VOAD. VOAD stands for Voluntary Organizations Active in Disaster and is a local, state and national network that brings CBOs and FBOs together with their government partners for coordinated disaster preparedness, response and recovery.

National VOAD (NVOAD) is a formal association of national organizations that provide disaster services. Its members include American Red Cross, The Salvation Army, Lutheran Social Services, Southern Baptists and many others.

NVOAD has a chapter in every state and US Territory. Northern CA VOAD (NorCal VOAD) and Southern CA VOAD (SoCal VOAD) convene separately but act as one for national coordination purposes. NorCal VOAD members include organizations that play either a regional, state, or wider-range role in disasters, as well as CADRE and other local VOADs in the region.

Understanding CADRE Resources

CADRE Network Resources

CADRE network agencies represent a vast array of local resources available to directly address disaster-related needs that include the following:

Access and Functional Needs Adult or Elder Care Animal Services Child Care Clothing Communications Crisis Counseling and Mental Health Disaster Case Management Donations – Monetary Donations Management – Bulk Goods Donations Management – Household & Material Goods	Emergency Relief Supplies/ Point of Distribution Emotional and Spiritual Care Employment Services/ Training Feeding Financial Assistance Food and Food Distribution Funding and Material Donations Health Services Immigrant Assistance	Information and Referral Interim Housing Legal Services Recovery Clean-up and Construction Shelter and Housing Translation Services Transportation Veteran Assistance Volunteer Training/ Management
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CADRE Function-based Teams

CADRE has four teams of agencies, each one organized around a specific type of function or need, as follows:

- Access and Functional Needs
- Case management
- Donations management
- Food sourcing and distribution

Each team is composed of multiple agencies, with one agency acting as the team’s Coordinating Agency. The Coordinating Agency is the primary contact for local government and coordinates the efforts of team members to address specific needs related to that team’s focus. Having a single point of contact frees local jurisdictions from having to coordinate multiple agencies to accomplish a specific task.

See **Attachment 1—CADRE Key Contacts** for names of and contact information for Coordinating Agencies of function-based teams.

How CADRE Coordinates Resources

During disasters, CADRE coordinates and supports member agencies and their resources in several ways:

- The CADRE website (www.cadresv.org) posts information about any current activation.
- CADRE Resource Coordination meetings keep members up to date on the disaster situation and on what resources have been active and what is still needed.
- CADRE assists with the formation of new function-based teams as needed.
- CADRE facilitates connections between network agencies and local government.

Resources Outside the CADRE Network

When the situation warrants, CADRE is able to access resources outside its network, for example: It can reach out to non-CADRE member agencies in Santa Clara County.

- CADRE member agencies with broader affiliations, e.g., American Red Cross, Second Harvest Food Bank, can reach out to their regional/state/national networks.
- As a local VOAD chapter, CADRE can reach out to NorCal VOAD and NVOAD, as well as other local VOADs in the region.

Working with CADRE in Disasters

How Does Your Jurisdiction Contact CADRE?

Any representative of city or county government may contact the CADRE Duty Officer (available 24/7/365) by voice or email – to initiate communication, to request CADRE resources, and/or to request that CADRE activate. For contact information, see **Attachment 1—CADRE Key Contacts**.

When Should Your Jurisdiction Reach out to CADRE?

Reach out to CADRE when there’s a disaster or emergency in your jurisdiction where human-related needs exceed, or may exceed, your jurisdiction’s capacity to fill them.

What Should Your Jurisdiction Request of CADRE?

Reaching out to CADRE is recommended for any situation, whether it’s a local emergency, major event or something in between. In most cases, you will be asking for resources to respond to identified needs and CADRE member agencies can often help. For larger events where many resources are needed, CADRE activation is the best course – it will enable access to CADRE’s broader network of agencies and many other resource coordination benefits. The table below summarizes whom to contact and what to ask for according to your situation.

Situation	Small, local emergency 1-2 resources needed	Larger, more complex event Multiple resources needed	Not sure?
Whom to Contact	CADRE Duty Officer	CADRE Duty Officer	CADRE Duty Officer
What to Request	Needed resources	Needed resources; CADRE activation	Discussion of situation
Be Prepared to Provide	What kind of resources are needed, for how many people, for how long, etc.	Summary of the situation, who’s affected, how many, what kind of resources are needed, for how long, etc.	Description of the situation

NOTE: If you know of agencies (whether members of the CADRE network or not) that could provide the resources you need, you may contact them directly. The point of contacting CADRE is to enlist CADRE’s help in reaching out to agencies for needed resources and to gain access to all the benefits of CADRE when it is activated.

What Happens When You Request Resources?

When you've made a request for resources, the Duty Officer will contact the agencies most likely to help out and facilitate a connection between them and you.

Initial requests for resources to CADRE can be oral or written; if oral, follow them up with a written request that documents pertinent details about what is needed and who is making the request.

Eventually you may be making resource requests after CADRE has activated. If a CADRE Liaison to your EOC has been appointed, you should submit your requests to the Liaison. Otherwise, continue to submit them to the Duty Officer.

What Happens When You Request CADRE to Activate?

The decision to activate is made by the CADRE Leadership Council. Within 24 hours of your request for CADRE activation, a CADRE Leadership Council meeting/conference call will be held for a discussion on whether to activate. The decision will be relayed back to you by either a Leadership Council member or the Duty Officer.

Once CADRE has determined that CADRE network activation is needed, a number of other actions may be taken by CADRE from the following menu of possibilities:

- Send a liaison to your EOC if desired by your jurisdiction
- Notify its network of agencies (all or part, depending on situation and needs) of CADRE activation
- Convene an initial Resource Coordination meeting of CADRE member agencies within 72 hours
- Deploy existing function-based teams and form new teams to address event-specific needs
- Develop an event-specific resource directory
- Welcome into the CADRE network any and all non-CADRE agencies that are providing relief services
- Provide information to relief agencies on cost-tracking and cost reimbursement strategies
- Coordinate and assist CADRE member agencies' participation in government Local Assistance Centers (LACs) and/or resource fairs
- Help facilitate the formation of a long-term recovery group

If CADRE Activates, What Is Expected of Your Jurisdiction?

When CADRE activates in response to a request from your jurisdiction, you will be asked to:

- Document the request in writing
- Maintain communication and coordination with CADRE via the CADRE Liaison to your EOC
- Participate in any Resource Coordination meetings called by CADRE

How Do You Document a Request to CADRE to Activate?

To document a request to CADRE to activate, send the request via email, fax or other means to the CADRE Duty Officer. Include the following information

- date/time of request
- name of requesting agency
- point of contact with contact information
- services requested
- anticipated duration of need, if known

What's Your Jurisdiction's Role in CADRE Resource Coordination Meetings?

CADRE Resource Coordination meetings are important tools for government/non-government coordination. They include reports from the nonprofit organizations about the current situation from their perspective as well as what they are doing to meet the needs of affected people.

The role of the jurisdiction in CADRE Resource Coordination meetings is to send an EOC representative to provide an oral situation status report from the government's perspective and to become better informed about what the nonprofits are seeing and doing.

See **Attachment 2—CADRE Resource Coordination Meeting Agenda Template** for a draft agenda and what elements are desired for the EOC situation status report.

CADRE in Your Emergency Operations Center (EOC)

Where Does CADRE Fit in Your EOC?

CADRE has a seat in the Operational Area EOC in the Management Section through the Liaison Officer. Many other local VOADs in Northern CA send liaisons to their respective Operational Area EOCs; locations tend to vary—from Management to Operations to Logistics.

Here are a few planning considerations for your jurisdiction:

- In which EOC section would the CADRE Liaison be most effective?
- Who would be the designated Point of Contact for the CADRE Liaison?
- How would the CADRE Liaison be kept abreast of Information in the EOC?
- Is training needed for the CADRE Liaison to work in your EOC?

Adding CADRE Content to Your EOC Checklists

A key feature of this toolkit is the inclusion of CADRE-related tasks that jurisdictions can add to or incorporate in their EOC checklists. These tasks may be included as stand-alone sets or integrated as individual items into appropriate section checklists.

The checklist tasks included in this toolkit (see **Attachment 3—EOC-CADRE Checklist Items**) cover how to contact CADRE, CADRE activation, CADRE operations, the resource requesting process and documentation. Each item listed is noted as appropriate for one or more EOC sections – Management, Operations, Planning, Logistics and Finance/Administration.

CADRE Assistance with Jurisdiction's Cost Recovery

What should jurisdictions know about capturing data on private nonprofit contributions to disasters?

CADRE will encourage agencies to track resources, volunteer hours and supplies used to support agency services rendered to the jurisdiction at the jurisdiction's request. If properly documented, the value of these donated resources can be used to assist local government with cost recovery.

The EOC Finance/Administration Section should be made aware of the potential offered by CADRE and its member agencies to assist local government with cost recovery.

Other Ways to Integrate CADRE

There are numerous ways in which CADRE can be integrated into your jurisdiction's emergency plans and procedures. While this toolkit describes some of those ways, there are others that will enhance the jurisdiction's partnership with CADRE, such as:

- Include CADRE representatives in your jurisdiction's training and exercises
- Participate in appropriate CADRE training and exercises
- Help plan and execute CADRE training and exercises
- Attend a CADRE Leadership Council meeting to meet CADRE leaders and strengthen relationships

Attachment 1 – CADRE Key Contacts

For use by local government for activating CADRE and/or requesting CADRE resources in times of emergency or disaster

CADRE Activation

To request CADRE network activation, contact the CADRE Duty Officer by phone or email.

Organization	Position	Telephone	Email	Notes
CADRE	Duty Officer	408-622-0822	cadreEOC@cadresv.org	Contact anytime 24/7/365

Requesting CADRE Resources

To request CADRE resources, contact the Coordinating Agency for the appropriate function-based team or the CADRE Duty Officer. Note posted time restrictions.

Team	Coordinating Agency/Contact	Telephone	Email	Notes
Food Sourcing and Distribution	Second Harvest Food Bank/ Bruno Pillet	408-266-8866 x276	bpillet@shfb.org	M-F, 9-5 only
Access and Functional Needs	Silicon Valley Independent Living Center/ Sheri Burns	408-894-9041 X214	sherib@svilc.org	M-F, 9-5 only
Disaster Case Management	Catholic Charities/ Lindsey Guerrero	408-755-5114 408-325-5228	lcaldwell@catholiccharitiesscc.org	M-F, 9-5 only
Donations Management	Goodwill of Silicon Valley/ Trish Dorsey	408-869-9231	trishd@goodwillsv.org	M-F, 9-5 only

--or--

CADRE	Duty Officer	408-622-0822	cadreEOC@cadresv.org	Contact anytime 24/7/365
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*** contact info updated as of August 2020

Attachment 2 – CADRE Resource Coordination Meeting Agenda Template

CADRE Resource Coordination Meeting for _____ (event name)

PROPOSED MEETING AGENDA

Date and Time

- 1) Welcome and Introductions**
- 2) Meeting objectives**
 - a. Identify resources needed by affected populations
 - b. Identify resources available for this event/disaster
 - c. Form teams and subcommittees to address incident-specific needs
 - d. Establish communication and coordination between community agencies and _____ (name of jurisdiction)
- 3) Situation Status Report from Jurisdiction**
 - a. The event and its impact
 - b. What are the needs of the affected populations?
 - c. What is being planned to address needs of impacted populations (Local Assistance Center or other efforts)?
 - d. County Operational Area report, if appropriate
 - e. State OES report, if appropriate
- 4) American Red Cross Report**
 - a. Status of sheltering operations
 - b. Client intake and what needs are known
- 5) CADRE Function Team Reports on Known Activities, Needs and Resources**
 - a. Disaster Case Management
 - b. Access and Functional Needs
 - c. Food Sourcing and Distribution
 - d. Donations Management
- 6) Open Floor for Attendees**
 - a. Community needs being seen or anticipated
 - b. Resources available to offer
 - c. Areas that need further discussion or exploration
- 7) Issue-based Breakout Discussion**
 - a. Network or problem-solve against identified issues
 - b. Form teams and identify leadership/report out to large group
- 8) Next Steps/Next Meeting Date**

Attachment 3 – EOC-CADRE Checklist Items

The following tasks are offered for consideration for inclusion in your jurisdiction’s EOC checklists. The aim is to ensure improved coordination with CADRE for meeting the community’s disaster-related needs.

Preparedness/Prevention	Possible EOC Section/s ¹
<ul style="list-style-type: none"> • Add CADRE Duty Officer phone number, email and website to appropriate checklists – see Attachment 1/CADRE Key Contacts 	Appropriate sections
<ul style="list-style-type: none"> • Include CADRE representatives in your jurisdiction’s training and exercises 	Management
<ul style="list-style-type: none"> • Attend CADRE workshops specific to your function 	All
<ul style="list-style-type: none"> • Participate in CADRE exercises 	All
<ul style="list-style-type: none"> • Help plan and execute CADRE training and exercises 	All
<ul style="list-style-type: none"> • Attend a CADRE Leadership Council meeting to meet CADRE leaders and enhance relationship with CADRE 	Appropriate sections

Response	Possible EOC Section/s
<ul style="list-style-type: none"> • Contact CADRE Duty Officer to establish communication and coordination – see Attachment 1/CADRE Key Contacts 	Management, Operations, Logistics
<ul style="list-style-type: none"> • If needed, request CADRE activation as early as possible (<i>Note: It may take up to 72 hours to mobilize CADRE resources</i>) 	Management, Operations
<ul style="list-style-type: none"> • When CADRE activates, assess whether a CADRE Liaison for EOC is needed 	Management
<ul style="list-style-type: none"> • Include CADRE Liaison in Action Plan meetings 	Planning
<ul style="list-style-type: none"> • Include CADRE Liaison in appropriate Section meetings 	Management, Operations, Logistics
<ul style="list-style-type: none"> • Request CADRE resources as needed, including: <ul style="list-style-type: none"> ○ Shelter/Shelter Support ○ Translation/Interpretation ○ Food ○ Access and Functional Needs ○ Casework ○ Donations Management ○ Local Assistance Center 	Operations, Logistics

¹ EOC sections involved with CADRE will vary from jurisdiction to jurisdiction and will also depend on the nature of a given task. The named EOC sections are suggestions for your consideration.

<ul style="list-style-type: none"> • Coordinate needs and activities with specific CADRE organizations. Confirm if they can fund their activities or if assistance fee for service agreement is needed 	Operations, Logistics
<ul style="list-style-type: none"> • Work with CADRE to track participating nonprofits and contact information 	Operations, Planning, Logistics
<ul style="list-style-type: none"> • Establish a process to track volunteer hours. Ensure organizations are tracking hours according to FEMA requirements 	Finance/Admin
<ul style="list-style-type: none"> • Prepare vendor contracts with CADRE member agencies as needed 	Finance/Admin
<ul style="list-style-type: none"> • Coordinate with CADRE Liaison (or Duty Officer if there is no Liaison) on jurisdiction participation in CADRE Resource Coordination meetings 	Management, Operations
<ul style="list-style-type: none"> • Prepare and deliver situation status report at CADRE Resource Coordination meetings 	Management, Planning
<ul style="list-style-type: none"> • If system is saturated with in-kind donations, work with CADRE Donations Management team to reduce or redirect inflow 	Logistics
<ul style="list-style-type: none"> • Gather volunteer time logs as soon as possible. Verify that they have all information required by FEMA 	Finance/Admin

Recovery	
<ul style="list-style-type: none"> • Include CADRE leadership in Recovery team meetings 	
<ul style="list-style-type: none"> • Ensure that nonprofits that assisted with or were impacted by the disaster attend applicant briefings 	
<ul style="list-style-type: none"> • Invite all organizations to participate in After Action Report discussions 	

Attachment 4 – Abbreviations and Acronyms

AFN – Access and Functional Needs

CADRE – Collaborating Agencies' Disaster Relief Effort

CBO – Community-based Organization

CDA – California Disaster Assistance Act

EOC – Emergency Operations Center

EOP – Emergency Operations Plan

FBO – Faith-based Organization

FEMA – Federal Emergency Management Agency

NGO – Non-governmental Organization

NorCal VOAD – Northern California Voluntary Organizations Active in Disaster

NVOAD – National Voluntary Organizations Action in Disaster

OES – Office of Emergency Services

PNP – Private Non-profit

SHFB – Second Harvest Food Bank

SoCal VOAD – Southern California Voluntary Organizations Active in Disaster

SVILC – Silicon Valley Independent Living Center

TTX – Tabletop Exercise

VAL – Voluntary Agency Liaison

VOAD – Voluntary Organizations Active in Disaster



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