Beyond the Intent of Collaboration: EOC/VOAD Coordination That Works
Help emergency managers, their human services leads, VOAD responders and liaisons expected to coordinate in Emergency Operations Centers perform at a higher level using proven methodology and tools refined by the Red Cross and VOAD partners...

Workshop Purpose
Traditional Responses

- Service Delivery Gap
- Resource Efficiency Gap

People & Needs

Time

2/13/2012

Disaster
The Case for Disaster Preparedness in EOCs

• Challenges in addressing human need are rising along with the expectations of our country
• Meeting such expectations increasingly involves investment in pre-disaster infrastructure, pre-planning, resources & training/exercises
• Service delivery is expected to be conducted with clear mutual support by emergency management and VOAD partners
• Large-scale disaster relief efforts typically integrate many providers that organize themselves in decentralized information networks with little or no pre-planning
Diverse Players

• Government – Federal, Regional, State, Local, Tribal
• Voluntary Organizations Active in Disaster (VOAD)
• Private Sector Corporations
• Faith-Based Organizations
• Mission-Shifting Organizations (e.g. food pantries)
• Emergent disaster-specific organizations
Structural Barriers to Collaboration

American Red Cross

United Way

Southern Baptist Convention

The Salvation Army

Federal

State

Local

Private Sector Corporation
Barriers to Collaboration

• Organizational behavior in disaster is heavily constrained by time
• Organizations internal procedures are usually not designed to integrate with those of others
• Designing how we integrate during an event is very difficult
Barriers to Collaboration

Familiarity and Trust is Often Insufficient

• We often seem to assume that the major barriers to collaboration primarily involve communication and understanding each other at the agency level.

• And then proceed to behave as if with familiarity, great communication and good intentions, that joint action will occur.

• At minimum resources must be devoted, and business processes connected.
What is Coordination?

• De-conflicting resources & activities
• Issues addressed through coordination:
  – Resource allocation
  – Information sharing
  – Performance monitoring
  – Monetary issues (donations and compensation)
  – Trust & reputation
  – Activity synchronization
Coordination Strategies

• Orchestration
• Choreography
• Ad-Hoc Facilitation
• Improvisation
 Coordination Strategy Matrix

![Diagram showing Coordination Strategy Matrix with Centralized and Decentralized, Minimal Structure and Minimal Rules, Pre-Planed Rules, Ad-Hoc Facilitation, Orchestration, Improvisation, and Choreography.]

**Centralized**
- Ad-Hoc Facilitation
- Orchestration

**Decentralized**
- Improvisation
- Choreography

**Pre-Planed Rules**
- Minimal Structure
- Minimal Rules

**Structure**
- Centralized
- Decentralized
Emergencies, Capacity, & Coordination

Partnerships & Relationships

Pre-Planned Rules:

- Orchestration
- Choreography
- Ad-Hoc Facilitation
- Improvisation
Do You Have a Voluntary Agency Liaison?

A VAL has the ability to:

• Work with the local community (all phases)
• Help focus on issues/challenges based on risk
• Develops and maintains relations
• Supports collaborative associations
• Prepares for effective use of agency resources
• Develops community partner capacities
Voluntary Agency Liaison
Job Description: Readiness

- Liaison to voluntary agencies/FBOs
- Plans for donations & volunteer management
- Liaison to Human Services and other government sectors
- Recovery planning
Voluntary Agency Liaison
Job Description: Readiness

- Human Services- Information and Referral (see Disaster Services Matrix)
- Training Coordinator for:
  - WebEOC or other systems
  - Donations Management
  - Community Mass Care
  - Developing or managing volunteers
  - Functional Needs planning
  - Resource management
  - Volunteer reception centers
  - Disaster exercises
Voluntary Agency Liaison
Job Description: Response

- ESF6 Point of Contact
- Coordinator of donations & volunteers
- Liaison to Human Services and other government sectors
- Coordination of Citizen Corps resources
- Liaison and coordinator for Functional Needs & Household Pet planning
Voluntary Agency Liaison
Job Description: Response

• Coordinate Mass Care
• Convene partners
• Serve as Human Services Branch Director
• Ensure emergency assistance
• Monitor functional & medical needs
• Ensure bridge to Recovery
• Build collaborative systems in communities
• Support Individual Assistance programs
FEMA-Red Cross MOA

• A new agreement was signed on October 22, 2010 by FEMA Administrator Fugate and ARC President Gail McGovern

• The agreement recognizes ARC as a subject matter expert in the area of mass care, it does not change the Red Cross role as a service provider

• This agreement formally designates ARC as co-lead with FEMA for the mass care component of ESF-6
  – FEMA will retain the overall leadership of ESF-6 including the responsibility and authority for coordinating and directing Federal assets
  – American Red Cross remains a support agency to the other functions of ESF-6, Emergency Assistance, Housing and Human Services
Agreement Goals

• Enhance coordination, pool our expertise and ensure the best possible support to states to build their Mass Care response capability

• Strengthen response capacity by developing a *National Mass Care Strategy* through a broad-based collaboration between government, the non-profit and faith-based communities and the private sector

• Enhance collaboration between voluntary organizations and their government response partners
One Key Agreement Element

• ARC will continue to take a leadership role in bringing together other NGOs and the private sector to assist with mass care planning, preparedness and response efforts

• Mass Care = Sheltering, Feeding, Bulk-distribution of relief supplies, First aid and Family Reunification
# Create a Disaster Services Matrix

## Matrix of Disaster Services With Primary and Support Agencies

<table>
<thead>
<tr>
<th>Service</th>
<th>American Red Cross</th>
<th>Federal Government</th>
<th>State Government</th>
<th>Local Government</th>
<th>First Responders (Police, Fire, EMT)</th>
<th>Other Organizations*</th>
<th>Private Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evacuations</td>
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<tr>
<td>Sheltering</td>
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<tr>
<td>Mass Feeding</td>
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<tr>
<td>Animal Welfare/Pet Sheltering</td>
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<tr>
<td>Distribution of Cleanup Supplies</td>
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<tr>
<td>Emergency Medical Care</td>
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<td>Search and Rescue</td>
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<td>Debris Clearance</td>
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<tr>
<td>Home Repairs/Rebuilding</td>
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<tr>
<td>Mental Health Counseling</td>
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<tr>
<td>Collection/Distribution of Used Clothing</td>
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<tr>
<td>Family Reconnection/Welfare Information</td>
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<tr>
<td>Fatality Information</td>
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</tbody>
</table>

* Other Organizations includes non-governmental organizations, faith-based groups, civic groups and professional associations
American Red Cross Can Help

- ARC planning resources: Mass Care, Functional Needs, ADA Compliance, Recovery Planning & Assistance
- Multi-agency Feeding Plan Template
- National Shelter System
- Mega-shelter Planning
- Safe & Well System
- VOAD Convener
- ESF6 Co-primary Coordination
Goals of Collaboration Groups

- Establish Coordination, Collaboration, Cooperation and Communication within the group
- Enhance the community’s ability to prepare, respond, recover and mitigate
- Ease the suffering caused by disasters
- Coordinate human services
- Develop comprehensive plans, train and exercise for disaster operations
Keys to Successful Operations

• Early and on-going communication with pre-identified and emergent community partners
• Community involvement
• Creative initiatives
• Inclusion and partnerships, especially with VOADs and faith-based groups
From a Traditional Response, to...

Service Delivery Gap

Resource Efficiency Gap

People & Needs

2/13/2012

Disaster
Our Vision

![Graph showing Service Delivery Gap and Resource Efficiency Gap over time with People & Needs on the y-axis and Time on the x-axis. The graph highlights a disaster event with IAEM logos.]
THANK YOU!

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I appreciate your time and attention!