The Missouri Model: Triad of Service

*Modeling Best Practices
at the Local Level*

COOPERATION | COMMUNICATION | COORDINATION | COLLABORATION

- All disasters start locally and end locally

- Working relationships are vital to success

- Emphasize Emergency Human Services

- Invest in PEOPLE and Relationships

Key Ingredients

- Partner Agency Relationships with SEMA

- FEMA

- The Governor's Faith-based and Community Service Partnership for Disaster Recovery

- Missouri Voluntary Organizations Active in Disaster

- Community Organizations Active in Disaster

Key Ingredients

- Local Emergency Management Agencies

- AmeriCorps St. Louis

- Corporation for National and Community Service

- SEMA Emergency Human Services Branch

- Missouri Committee Structures

- Incident Support Teams
  (currently building a strong EHS component)

COAD stands for:

Community **O**rganizations **A**ctive in **D**isasters

- A COAD is an organization, based within a community or geographic area, that is composed of representatives from public, private and not for-profit agencies.

- A COAD will enhance the community's ability to mitigate, prepare, respond and recover from disasters thus ensuring that human needs inherent in a disaster situation are evaluated and addressed.

Missouri VOAD Committees

- State Mass Care Committee

- Donations and Volunteers Committee

- Animals in Disaster Advisory Committee

- Missouri Emergency Amateur Radio Communications Committee

- COAD / LTRC Committee

- Government Relations (Joint committee with The Partnership)

- Training and Exercise Committee

State Ingredient; EHS In MO

Governor's Faith-Based and Community Service Partnership for Disaster Recovery Committees

- Faith-Based Organization Disaster Initiative Committee

- Disaster Case Management Committee

- Access and Functional Needs Committee

- Government Relations (Joint committee with MO VOAD)

- Emotional and Spiritual Care Committee

- Citizen Corps Program Committee

- Missouri Community Recovery Coalition (ESF#14)

National Ingredient; The VOAD MOVEMENT

Where does the "Triad" fit into?

National Voluntary Organizations Active in Disaster (National VOAD):

Founded over 40 years ago in response to the challenges many disaster organizations experienced following Hurricane Camille, a category 5 storm that hit the Gulf Coast in 1969.

As an outcome, National VOAD was formed with a Mission to be the forum where

organizations share knowledge and resources throughout the disaster cycle—preparation, response and recovery—to help disaster survivors and their communities.

VOAD Movement
The Possibilities?

The ability for a community to be more resilient, mitigating the impact of a disaster both before and after, will determine the healthy viability of and options for achieving a desired future.

A VOAD is unit of transformation for the collaborative structuring of communities we aspire to deliver Hope in time of need and inspire Confidence that we can overcome challenges and become stronger by working together.

The vitality and *connectedness* of our communities will determine the strength of our democracy.

The VOAD Movement is both **advocating** for rallying traditional American values and building a new American democratic institution for resolving conflict (disaster) and strengthening our reslient, aspirational nature as Americans.

The Partnership

The mission of the Governor's Faith-Based and Community Service Partnership for Disaster Recovery is to aid Missourians' recovery plans by developing and implementing a **holistic approach to disaster recovery**, **maximizing public and private resources** to facilitate an efficient integrated system addressing human services, housing, infrastructure, community and economic development issues.

MOVOAD

The purpose and objective of Missouri Voluntary Organizations Active in Disaster (MO VOAD) is to **coordinate planning efforts** of the many voluntary organizations responding to, preparing for, recovering from and mitigating against disaster.

Member organizations provide more effective and less duplicative services by organizing efforts before disaster strikes.

MIDRO

The Missouri Interfaith Disaster Response Organization provides inter-faith coordination for disaster response in Missouri. Specifically, it is the mission of MIDRO:

To provide a communication link for people, churches, and communities following a disaster event

To match identified needs with available financial and personnel resources

To be a partner of the secular disaster relief networks in Missouri

To provide assistance to people and communities regardless of race, religion, sex, or legal status, particularly the needs which will be unmet by other relief programs

Missouri Partnerships

The "SILO" Mentality

Mass Care

Government

Case Management

Rebuilding
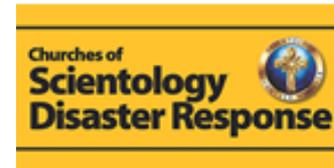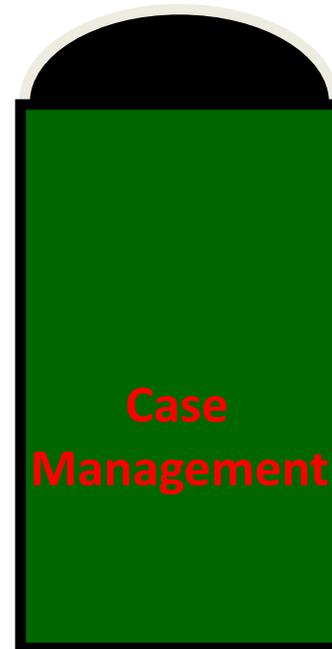
Beyond The "Silo" Mentality

META – LEADERSHIP*

LEADERSHIP

Mass Care

Government

Case Management

Rebuilding

Building Connectivity
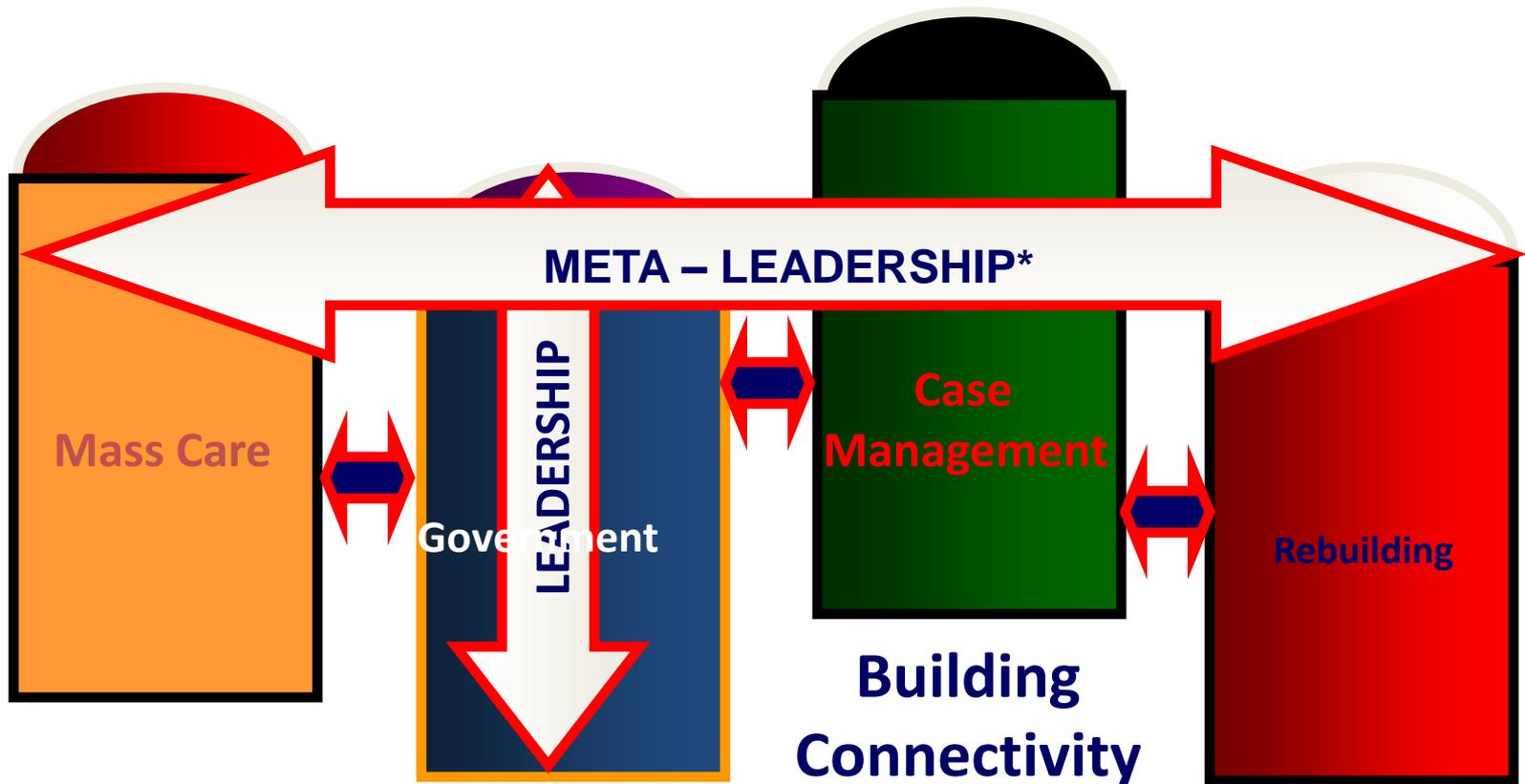
For more on Meta-Leadership, see http://www.asph.org/userfiles/Competencies-Resources/24_Harvard5D.pdf

Dis-Connectivity

THE DILEMMA OF THE CUBE

Peep Hole B
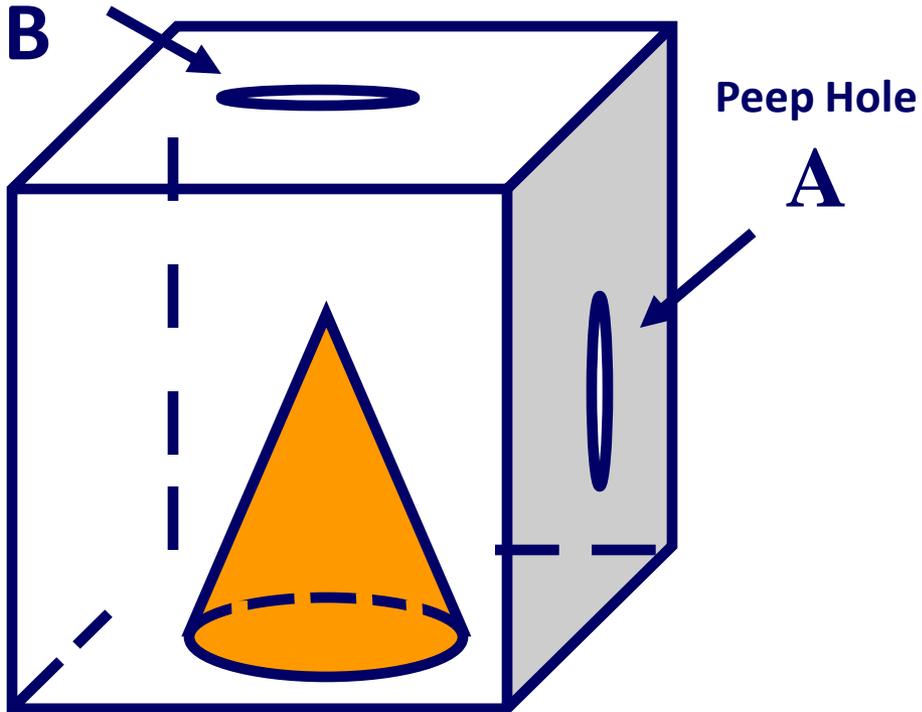
Peep Hole A

Peep Hole A

Peep Hole B
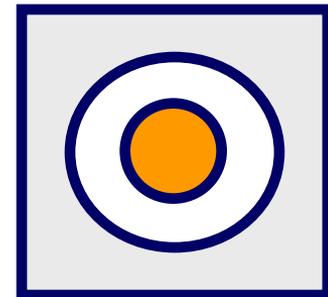
Meta-Leaders Align
Silos for Preparedness, Response, Recovery

META-LEADERSHIP

Mass Care

Government

Case Management

Rebuilding

Building Connectivity

What's Different?

CLIENTS

CHAPTERS SAF ISD

Divisions

LINES OF BUSINESS

Disaster Svcs, SAF, Dev.,
Intl Services, PHSS

SUPPORT FUNCTIONS

HR, Fin, Mktg., IT,
Pub Aff/Comm

**Pres.
HS**

**Information,
Needs,
And feedback
Flow Down**

**Support and
Programs
Flow Up**
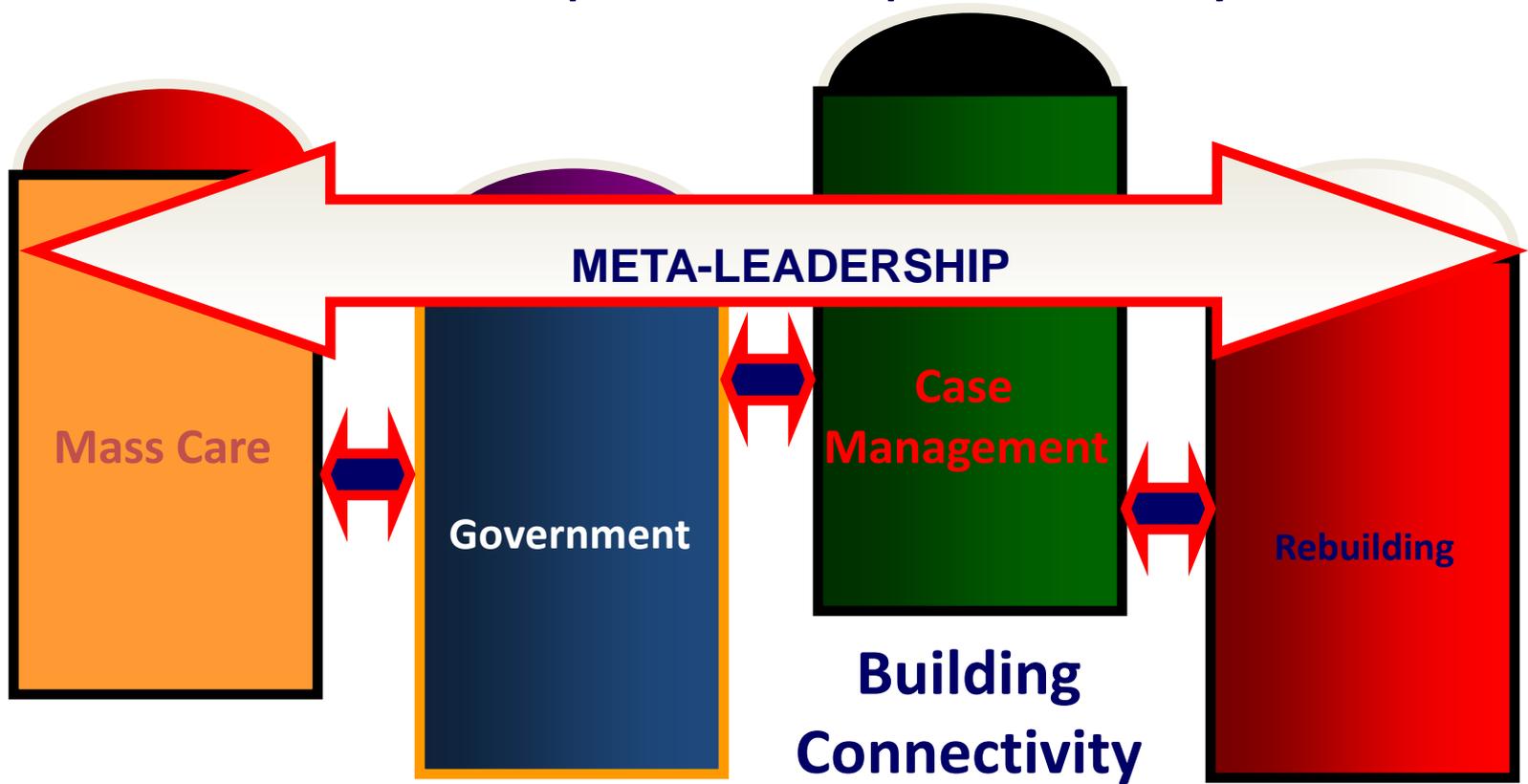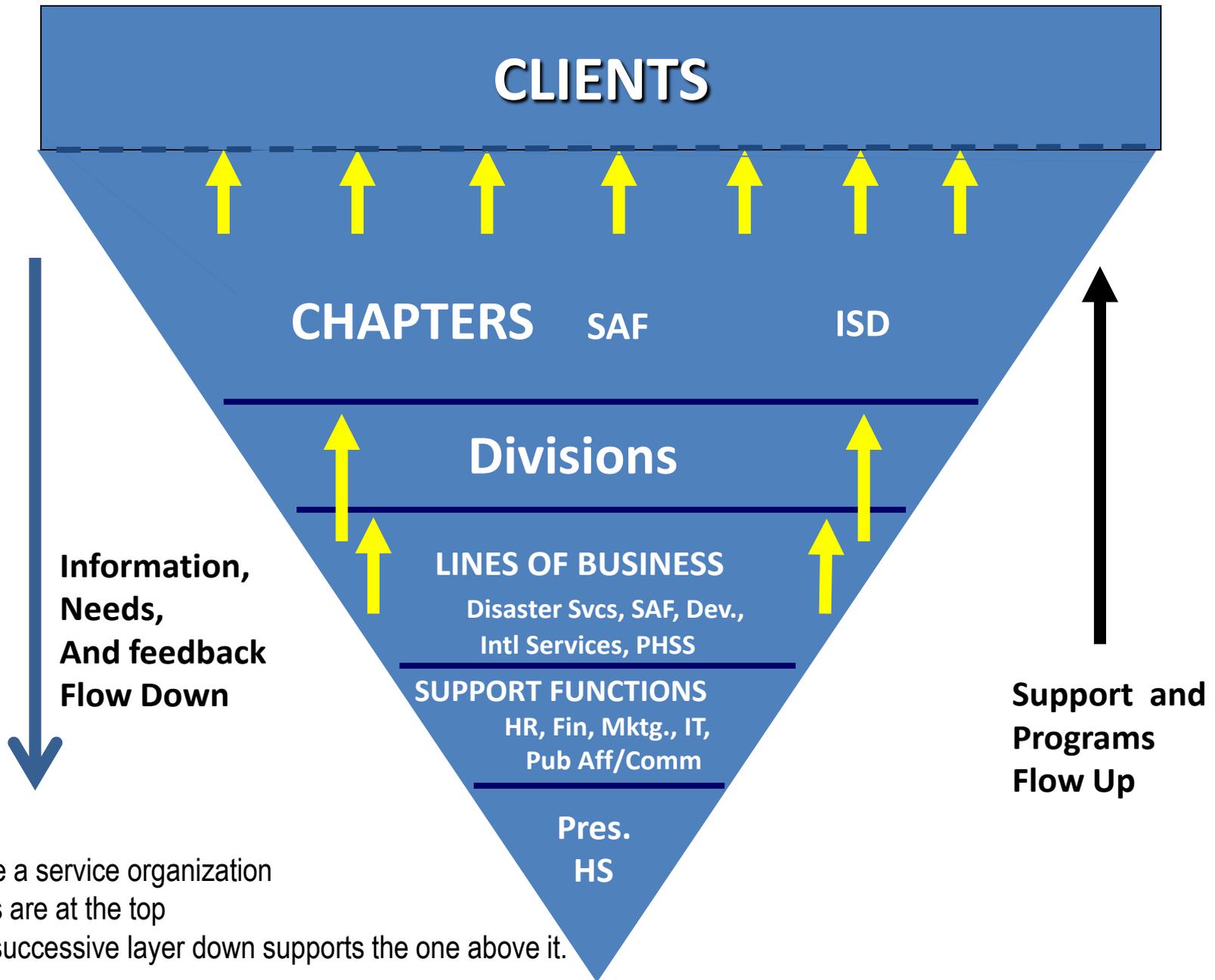
We are a service organization
Clients are at the top
Each successive layer down supports the one above it.

GRAVITY

Consistent Themes Across All Red Cross Needs to:

- Be *Reliable*.

- Deliver *Consistent & High Quality* services.

- Be *Active Across All phases* of the Disaster Cycle.

- *Allow flexibility* at the local level to *meet local needs.*

INPUTS → THE PROCESS → OUTPUTS

Outputs - 1. Principles

- Focus on needs of clients/stakeholders/communities
  - ***CLIENTS* first – then *PROCESS* – then *STRUCTURE***

- Services span the <u>entire disaster cycle</u>; **predictable and repeatable** ; applied <u>consistently</u> across the country.

- Red Cross is a **facilitative leader** across the disaster cycle: <u>aligned with government;</u> enable <u>the entire community</u> to participate in all phases of the disaster cycle

- Design a system that <u>preserves and builds on</u> **existing local commitments, capabilities and relationships.**

- Ensure effective and efficient **decision making at the level <u>closest to the client</u>**

- Need to be able to **measure impact**.

INPUTS → THE PROCESS → OUTPUTS

What's Different?

Shift from a linear structure …
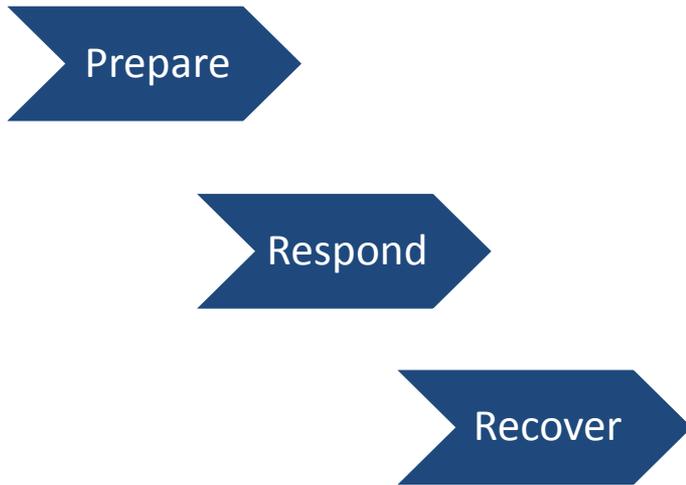
To One Disaster Cycle
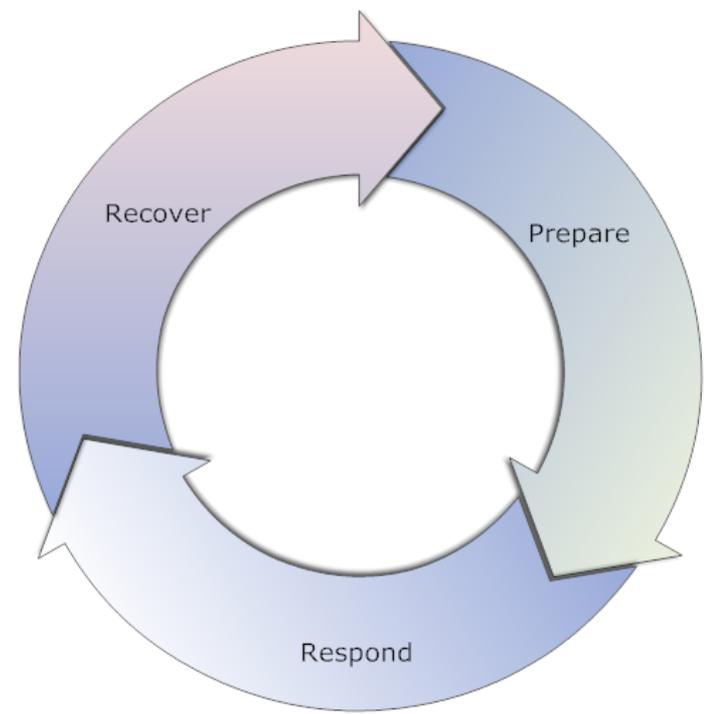
What is the Disaster Cycle?

All work is accomplished through processes

Three core processes deliver services to the client

Five pillar processes support the three core processes

Recover

Prepare

Respond

Engage Volunteers and Employees

Mobilize Community

Align with Government

Information Management and Situational Awareness

Deploy Material Resources and Technology

**Pillar Processes**

American Red Cross
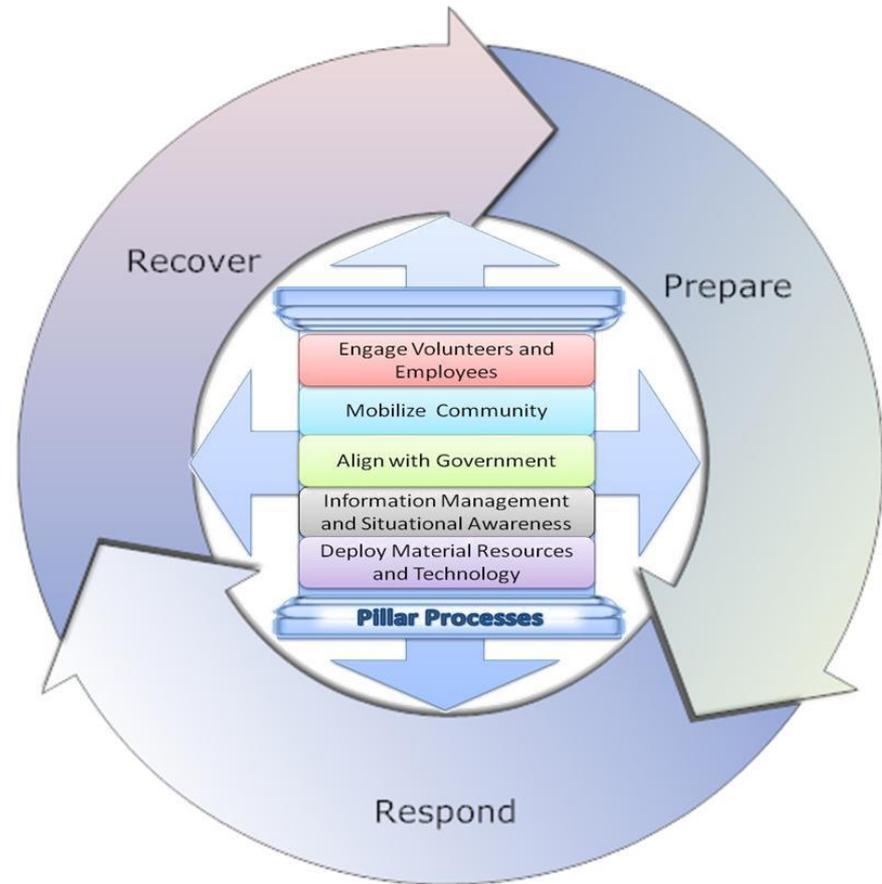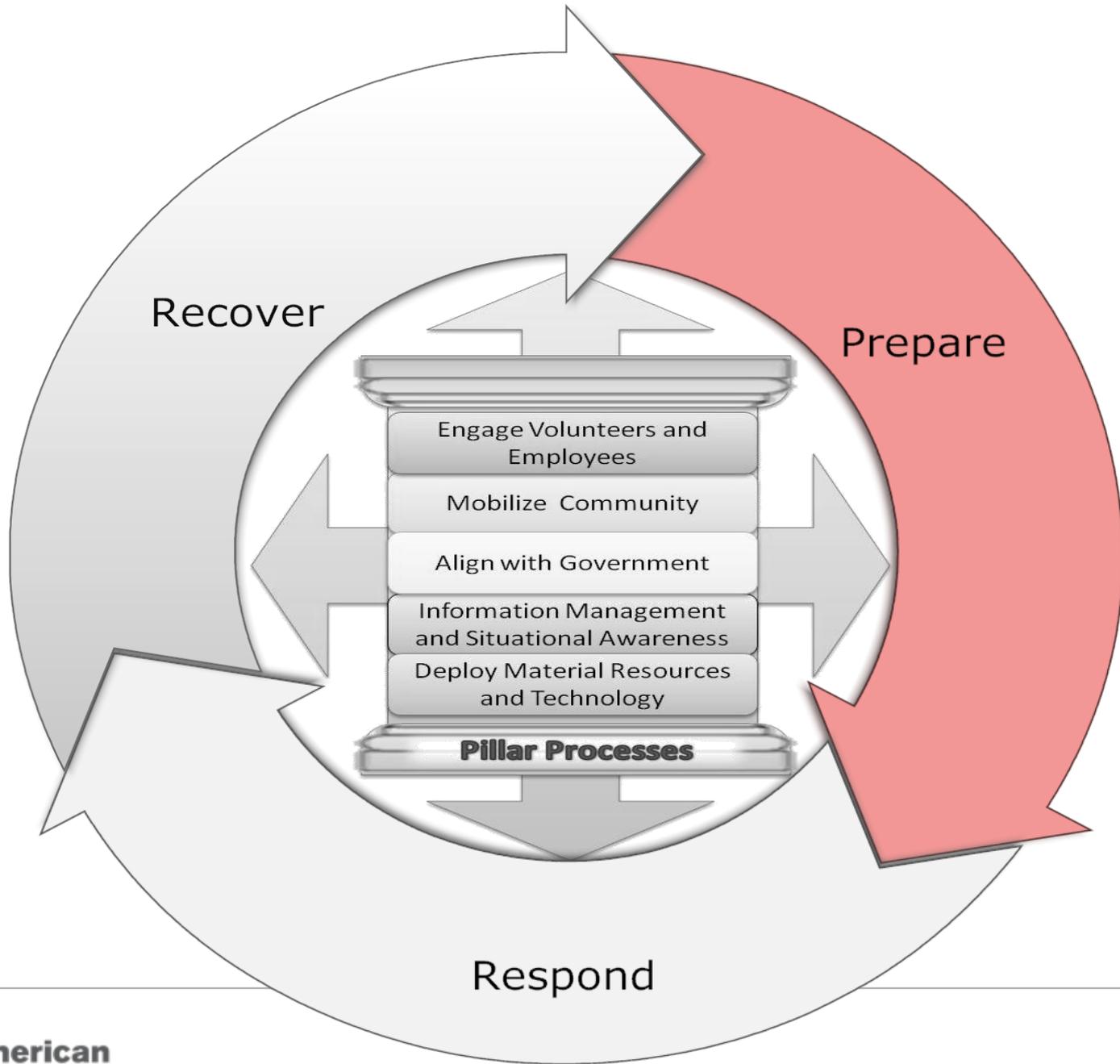
Prepare

- **Facilitate a person, business, organization, or community to take action before, during or after an emergency to limit the impact of the emergency.**

- **Increase number of individuals and families who have taken steps to be more prepared.**

- **Calls-to-action:**

  - **Download preparedness app and make an emergency plan**

  - **Encourage membership/partnership as a Ready When the Time Comes Partner**

- **Strengthen the public's awareness of preparedness and their participation in Red Cross programs**

Recover · Prepare · Respond

Engage Volunteers and Employees

Mobilize Community

Align with Government

Information Management and Situational Awareness

Deploy Material Resources and Technology

Pillar Processes

American Red Cross
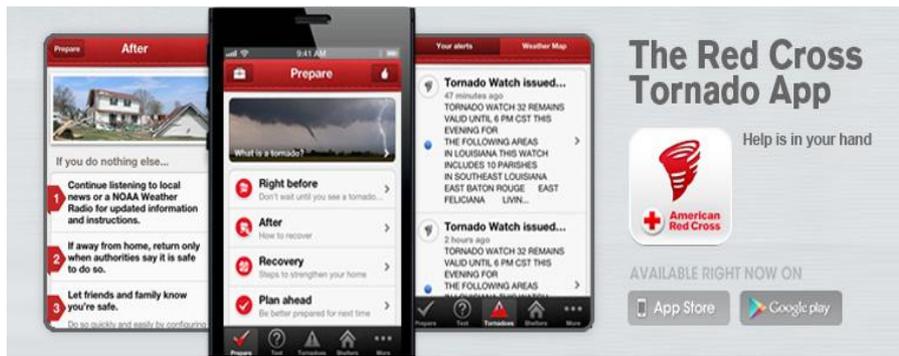
Respond

- **Build on the readiness and community mobilization work of our field units**

- **Capitalize on the spontaneous outpouring of goodwill and assistance**

- **Work more closely with government on response activities**

- **National Headquarters' role is to support field units, where Regional and Divisional units manage event with support from DOCC as needed. Think INVERTED pyramid!**

Recover

Prepare

Respond

Pillar Processes

Engage Volunteers and Employees

Mobilize Community

Align with Government

Information Management and Situational Awareness

Deploy Material Resources and Technology

American Red Cross
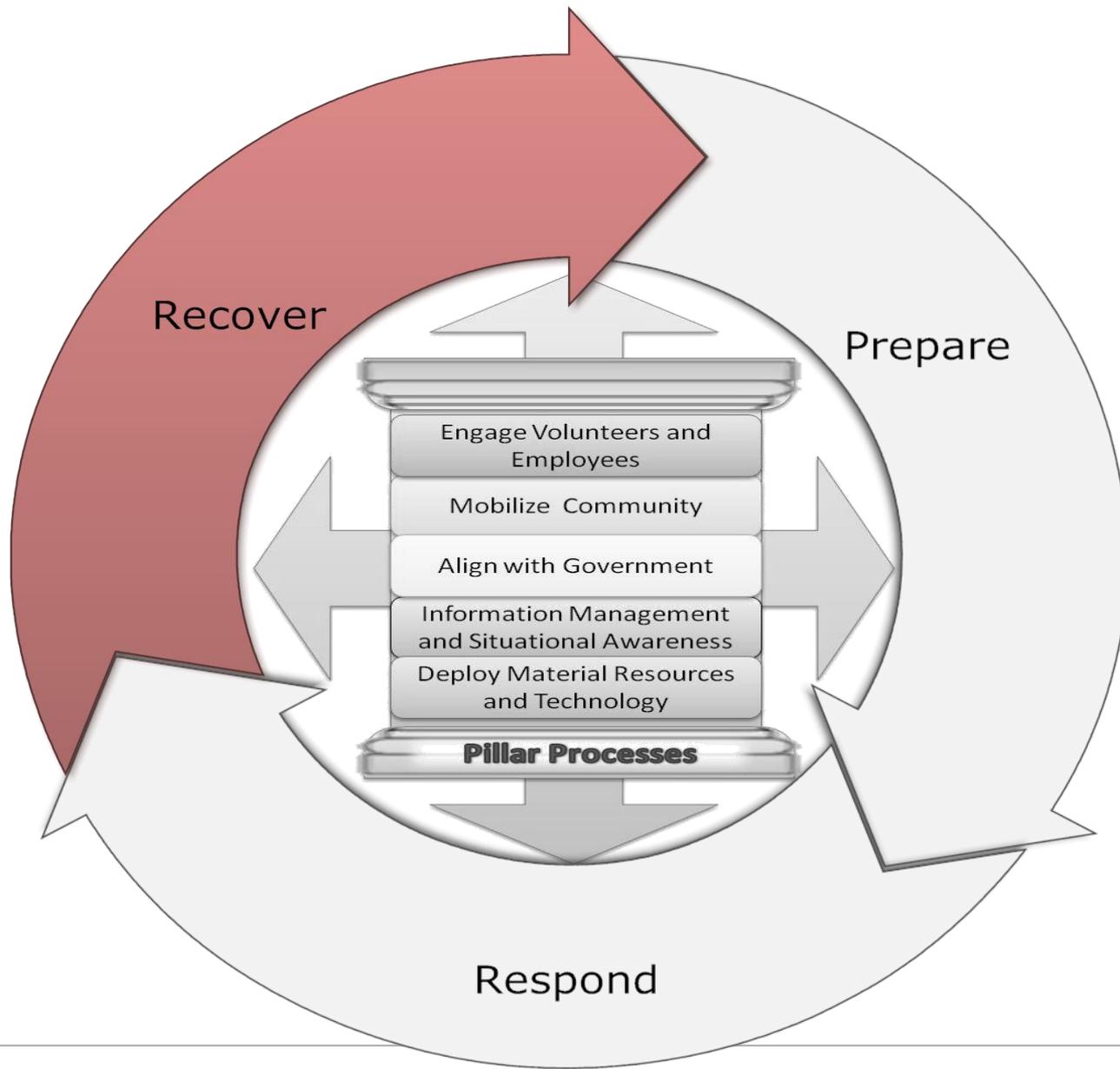
Recover

- **Begins when emergency needs have been met**

- **Base services on clients and community needs**

- **Make decisions at the level closest to the client**

- **Serve as a convener of community resources to meet client's short and long term needs**

American Red Cross

Recover

Prepare

Respond

Engage Volunteers and Employees

Mobilize Community

Align with Government

Information Management and Situational Awareness

Deploy Material Resources and Technology

Pillar Processes

American Red Cross
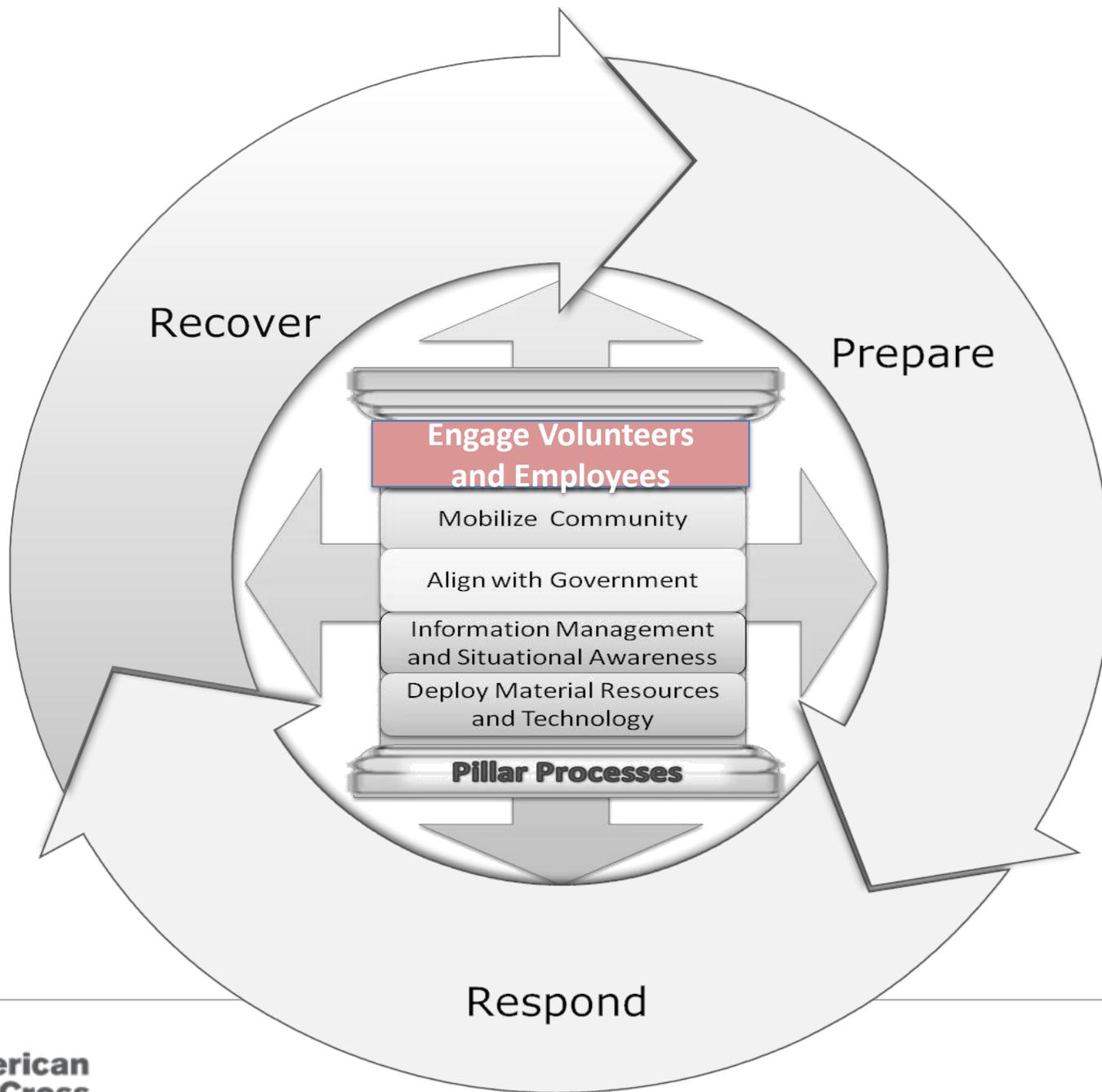
# Engage Volunteers & Employees

- **Size and skill of volunteer workforce**

- **Division & region based leadership teams**

- **Proactively recruit and engage event based volunteers**

- **Volunteers can offset state and local costs (e.g., Sandy, Joplin)**

Recover

Prepare

Respond

Engage Volunteers and Employees

Mobilize Community

Align with Government

Information Management and Situational Awareness

Deploy Material Resources and Technology

Pillar Processes

American Red Cross
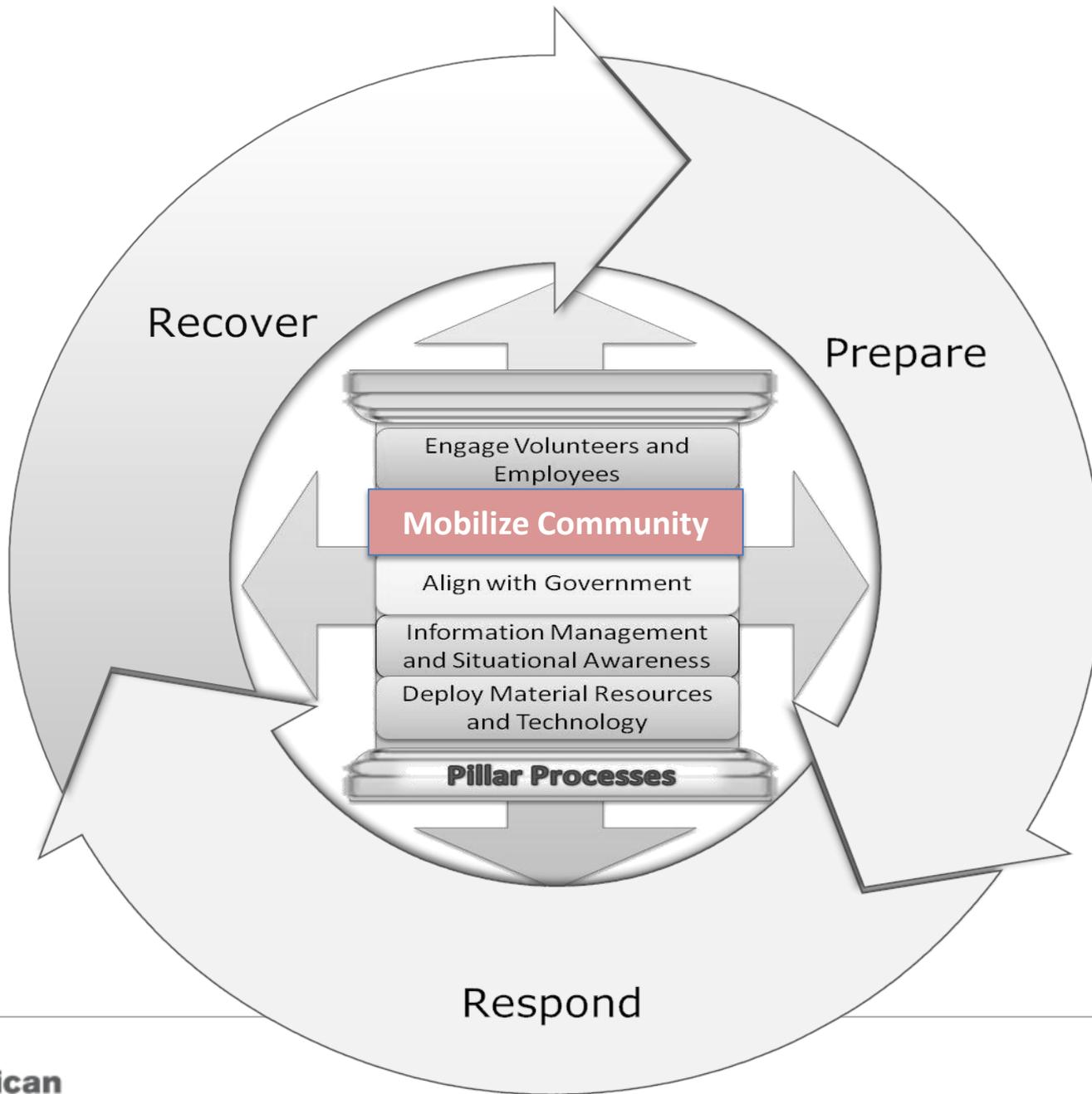
Mobilize the Community

- **Focus on convening of stakeholders and being a facilitative leader**

- **Weave community mobilization into all 3 phases, not just response**
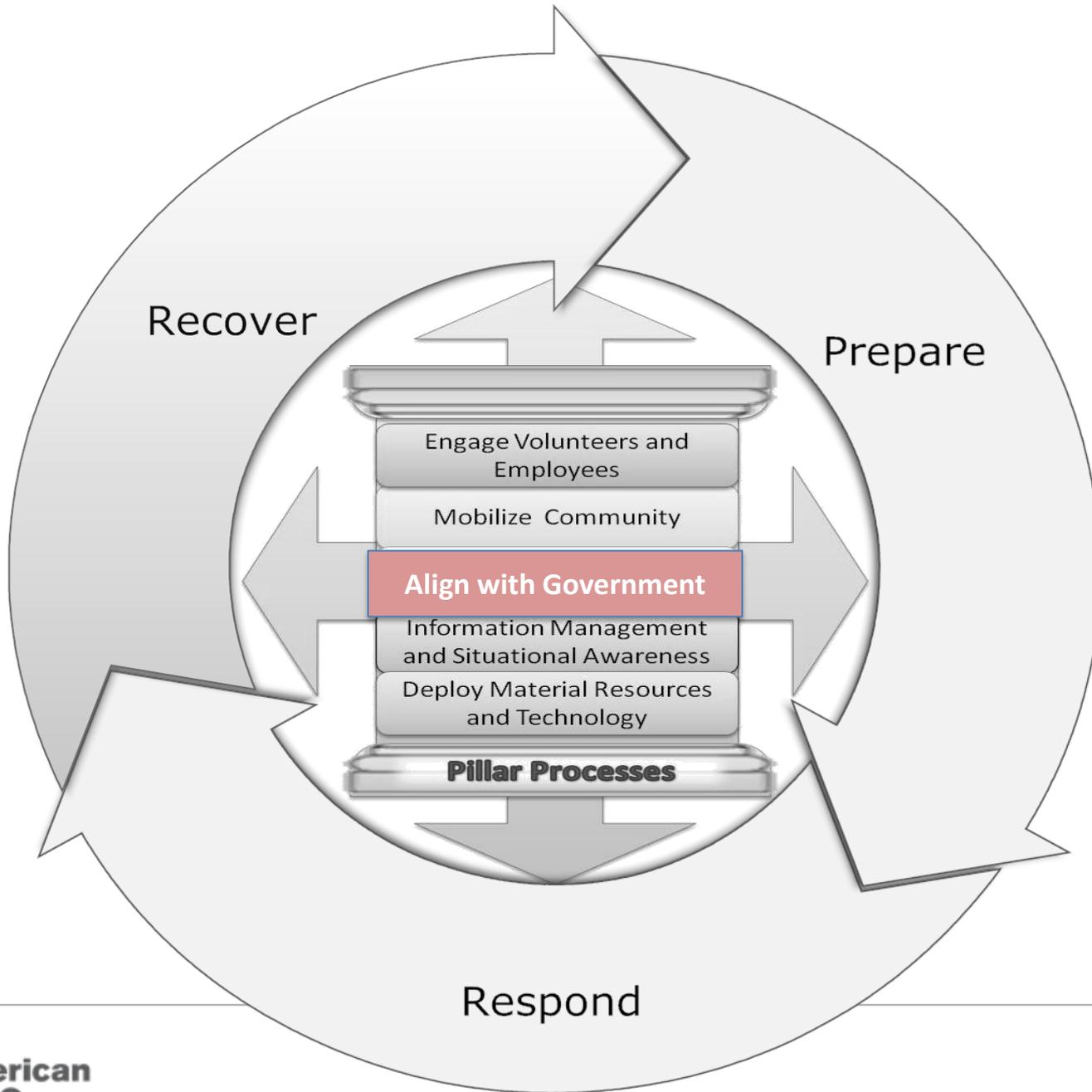
Align with Government

- **Increasing communication and partnership with government partners**

- **Sharing and leveraging resources**

- **Better coordination in service delivery**

Align with Government – Examples

- **Maintain current MOU with States**

- **Conduct joint planning (preparedness efforts, mass care, recovery) and align with State EOP**

- **Build state leadership team capacity**

- **Train and conduct exercises together**

- **Mobilize and convene community stakeholders with government**

- **Develop strong volunteer government liaisons and staff EOCs at the Local, State & Federal levels**

Recover

Prepare

Respond

Engage Volunteers and Employees

Mobilize Community

Align with Government

Information Management and Situational Awareness

Deploy Material Resources and Technology

Pillar Processes

American Red Cross
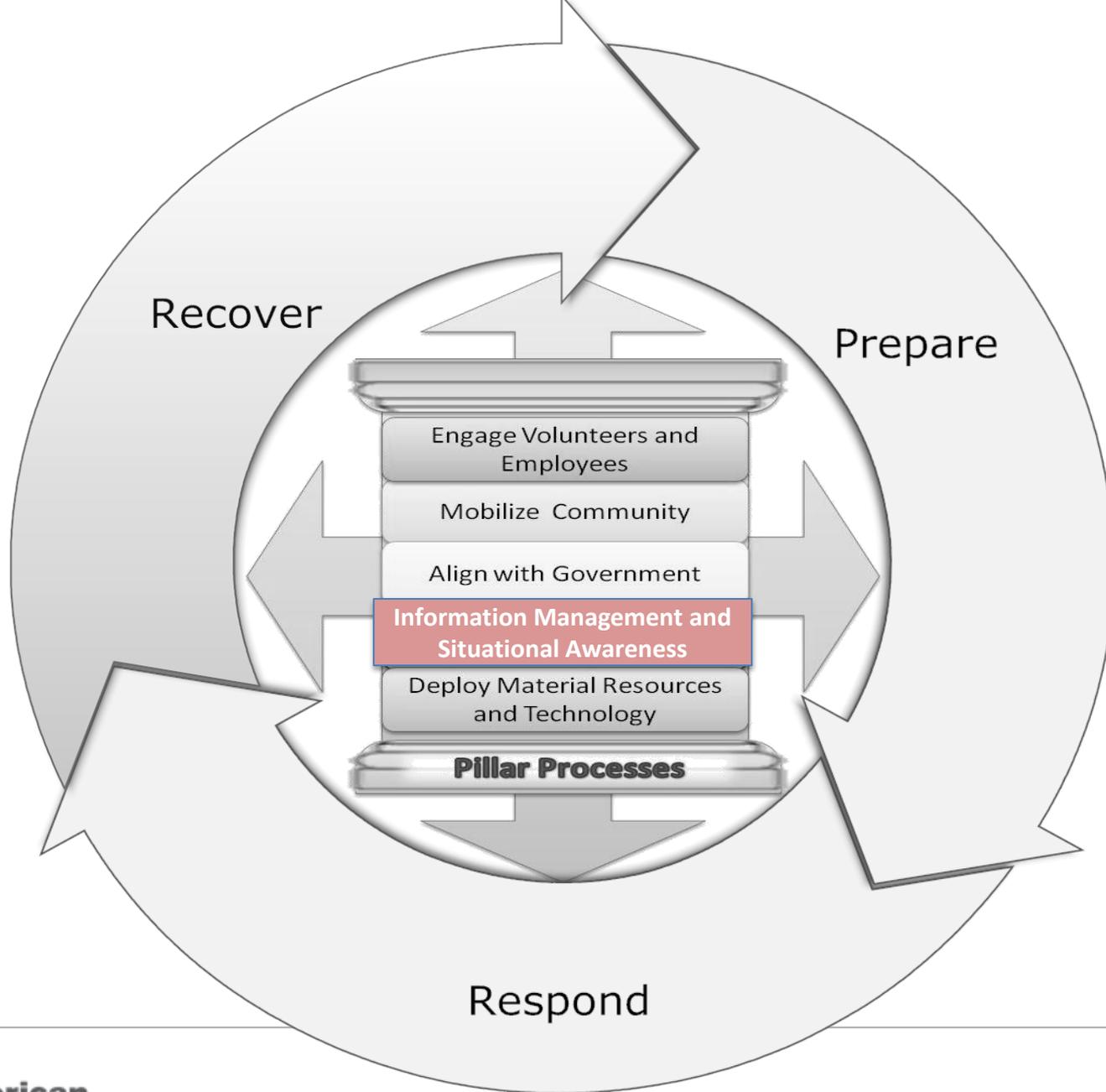
Information Management & Situational Awareness

- **Developing new tools:**
  - ✓ **Apps**
    - ❖ **Team Red Cross**
    - ❖ **Hurricane**
  - ✓ **DigiDoc**
  - ✓ **Virtual teams**
- **Focusing on increasing timeliness and efficiency of information reporting and sharing while improving quality**

American Red Cross

Recover

Prepare

Engage Volunteers and Employees

Mobilize Community

Align with Government

Information Management and Situational Awareness

Deploy Material Resources and Technology

Pillar Processes

Respond

American Red Cross
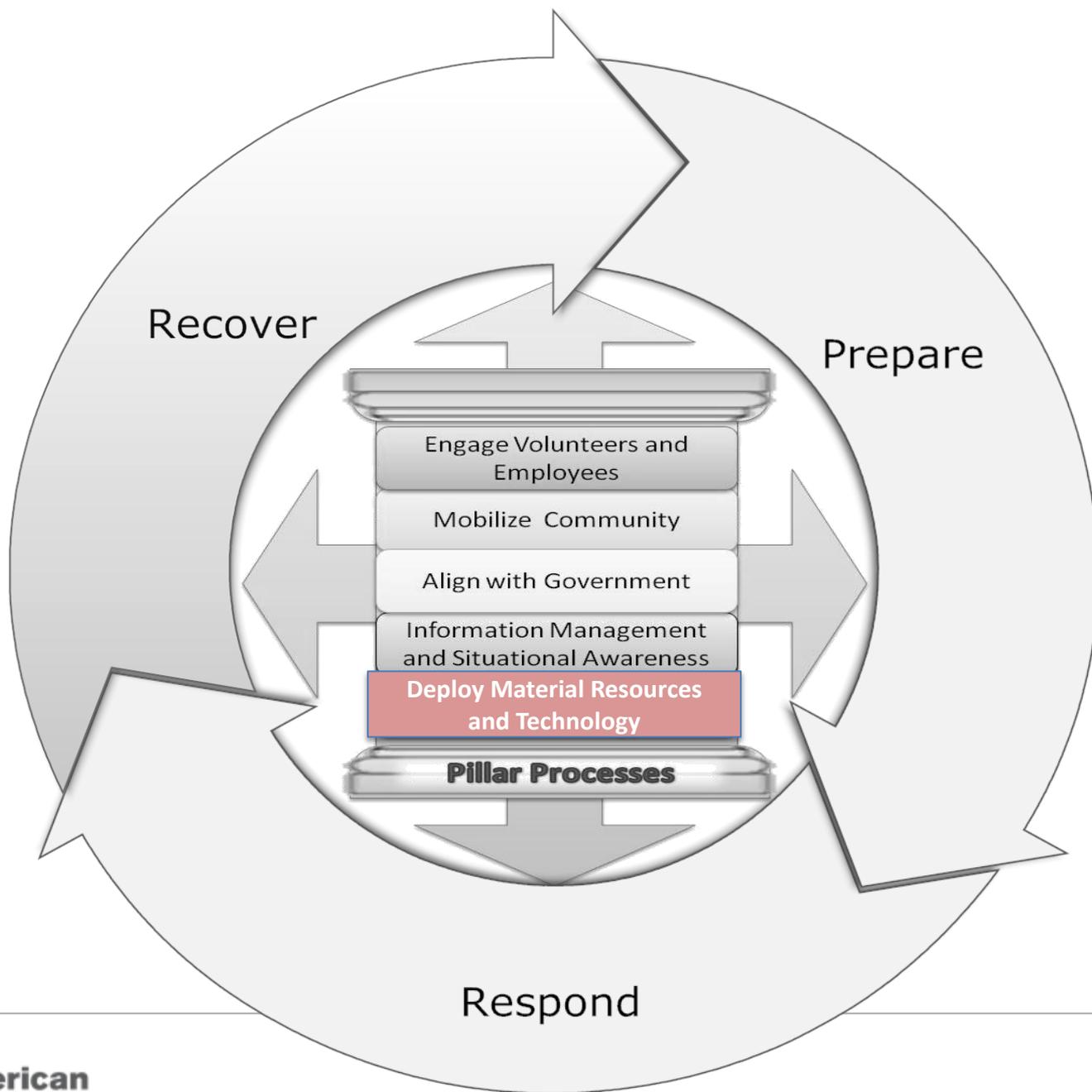
Deploy Material Resources & Technology

- **Increased visibility & coordination of assets within Red Cross will:**

  - ✓ **Enhance coordination with government and partners**

  - ✓ **Minimize duplication of efforts**

  - ✓ **Expedite information sharing and resource requests**

American Red Cross

Questions?

American Red Cross