

DESIGN FOR SUCCESS

Development Tool for
Effective VOAD's

Voluntary Organizations Active in Disaster



National Voluntary Organizations Active in Disaster

Design for Success

Introduction

In March 2000, the National Voluntary Organizations Active in Disaster (NVOAD) Board of Directors initiated a conversation with its Federal Emergency Management Agency (FEMA) partners—both headquarters staff and Regional Voluntary Agency Liaisons (VALs)—on ways “*to promote optimal effectiveness of voluntary organizations in preparing for, responding to, and recovering from disasters by enhancing the growth and strength of the VOAD movement.*” At that time, the decision was made to create an easy-to-use document that VOADs could use to develop and design their own road to success.

The resulting *Design for Success* matrix, narratives, and appendices are meant to serve as a developmental roadmap for VOADs. The narrative descriptions supporting each section of the matrix are largely drawn from existing documents, including the *VOAD Organizing Manual*, and other resources available in their entirety on the NVOAD website. The Appendices include many tools, such as boilerplate Bylaws, agendas, rosters, position descriptions, and sample plans, intended to support a VOAD in each of the developmental stages. Also included are resource lists to aid in building partnerships with State and Federal government agencies, and voluntary and community-based organizations.

References: are noted by web hyperlinks such as [NVOAD](#) in blue and underlined. With the mouse pointer click on the [WORD](#) and it will hyperlink the reader directly to the web site.

Appendices are noted in red and italicized so if the document is printed in black and white it can still be identified.

	STRUCTURE	CAPABILITIES	ACTIVITIES	PARTICIPATION	RESOURCES
EMERGING	Jurisdiction-level NVOAD member agency participation	Recognize key agencies and contacts in disaster relief	<p>Convene regular meetings</p> <p>Develop structure and <u>Growth Plan</u></p> <p>Conduct surveys of disaster relief agencies</p> <p>Develop a membership roster</p> <p>Develop an identity</p>	<p>FEMA Voluntary Agency Liaison (VAL) Participation</p> <p>State, jurisdiction, & tribal Emergency Management (EMA) Agency participation</p>	<p>NVOAD</p> <p>State EMA</p> <p>FEMA VAL</p> <p>Independent Study Course Role of Voluntary Agencies in Emergency Management</p> <p>Click here:http://www.fema.gov/emi/is288.htm</p>
DEVELOPING	<p>Maintain leadership positions</p> <p>Initiate NVOAD agreement</p>	<p>Retain & recognize members</p> <p>Know NVOAD structure & resources</p> <p>Convene during disasters & share resources</p> <p>Compile and distribute minutes, agendas, & meeting reminders</p> <p>Participate in Annual VOAD Conference</p>	<p>Facilitate inter-agency training</p> <p>Develop working sub-committees</p> <p>Develop goals & objectives</p> <p>Broaden & build membership base</p> <p>Maintain dynamic relationship with government partners</p> <p>Develop & maintain membership roster and resource directory</p> <p>Complete VOAD <u>Disaster Plan</u></p>	<p>Voluntary, private-sector and government partners</p>	<p>Annual VOAD Conference</p> <p>NVOAD website</p> <p>NVOAD member organization websites</p> <p>Electronic discussion groups/list-serves</p> <p>Professional Emergency Management organizations</p>
SUSTAINING	<p>Maintain working sub-committees</p> <p>Renew NVOAD/VOAD <u>Cooperative Agreement</u></p> <p>Adapt leadership structure to meet demands of evolving organization</p>	<p>Support local VOADs</p> <p>Maintain financial integrity, sound budgeting, & accurate reporting</p> <p>Able to host Annual VOAD Conference</p> <p>Host annual training conference</p> <p>Develop a <u>Long Term Recovery Plan</u></p>	<p>Convene during disasters</p> <p>Involvement in mitigation programs</p> <p>Advocate for & conduct exercises</p> <p>Review <u>Goals & Objectives</u></p> <p>Publish regular newsletter</p>	<p>Local VOAD representation</p>	<p>Long-Term Recovery Manual</p>

UNIT 1

Emerging

STRUCTURE	CAPABILITIES	ACTIVITIES	PARTICIPATION	RESOURCES
Jurisdiction-level NVOAD member agency participation	Recognize key agencies and contacts in disaster relief	<p>Convene regular meetings</p> <p>Develop structure and Growth Plan</p> <p>Conduct surveys of disaster relief agencies</p> <p>Develop membership roster</p> <p>Develop an identity</p>	<p>FEMA Voluntary Agency Liaison (VAL) Participation</p> <p>State, jurisdictional, & tribal Emergency Management Agency (EMA) Participation</p>	<p>NVOAD</p> <p>State, jurisdictional & tribal Emergency Management Agencies</p> <p>FEMA VAL</p> <p>Independent Study Course Role of Voluntary Agencies in Emergency Management http://www.fema.gov/emi/is288.htm</p>

EMERGING – STRUCTURE

Jurisdiction-level NVOAD member participation.

Develop a structure that is consistent with the [membership guidance](#) provided by NVOAD. There are three NVOAD membership categories:

1. **National Member:** Extended to organizations that are:
 - a. National in scope and purpose.
 - b. Voluntary, that is, which have voluntary membership or constituencies, and have a not-for-profit structure and tax-exempt status under Section 501(c)(3) of the Internal Revenue Code of the United States.
 - c. Active in Disaster, that is, have a documented disaster response program and a written policy for commitment of resources (personnel, funds, and equipment) to meet the needs of people affected by disaster, without regard to race, creed, gender, or age.

2. **Associate Member:** Associate membership in NVOAD is non-voting, and automatically extended to VOADs through the signing of a renewable three-year [Cooperative Agreement](#). VOADs are not required to limit their members to organizations holding national membership in NVOAD. *APPENDIX 1– Cooperative Agreement*

3. **Affiliate Member:** Affiliate membership is non-voting, and extended to government organizations, businesses, and others.

While NVOAD member organizations are the driving force behind VOAD development, membership ideally will expand to include many groups and organizations. It is recommended that the emerging organization also include the appropriate emergency management entity and the Federal Emergency Management Agency (FEMA) Regional Voluntary Agency Liaison (VAL).

EMERGING – CAPABILITIES

Recognize key agencies and contacts in disaster relief.

Through coordination with Emergency Management Agencies and volunteer groups an emerging VOAD will learn to recognize and network with other key agencies and contacts in the field of disaster preparedness, response, and recovery. A list of National VOAD agencies can be found in FEMA's Independent Study Course [Roles and Responsibilities of Voluntary Agencies in Disaster](#), or by contacting your [EMA](#) training officer.

VOADs work best when they have good relationships with government disaster response organizations. A VOAD should seek the expertise of its Emergency Management Agency (EMA) for information regarding disaster history, hazard assessments, response capabilities, training suggestions, and donations management issues. In addition, the VOAD is encouraged to invite a representative from EMA to serve as a liaison.

FEMA Voluntary Agency Liaisons (VAL) operate on a regional and national level, and are an organizational resource for VOADs. VOAD leadership is encouraged to be in regular contact with their VAL and to utilize that person as an organizational consultant and resource. When disaster occurs volunteer groups and their government partners will work together more effectively when good relationships are already in place. *APPENDIX 2- FEMA VAL Description*

EMERGING - ACTIVITIES

Convene regular meetings.

At this stage, monthly meetings are encouraged to maintain momentum and continuity, and to lay the foundation for a strong organization. Emerging VOADs meet to discuss state networking capabilities and needs, develop an organizational structure, assess agencies involved in disaster relief within the state, and build relationships with EMA and FEMA Regional staff. *APPENDIX 5– Sample Meeting Agenda APPENDIX 3 - Sample Bylaws*

Develop structure and Growth Plan.

As a loose affiliation of organizations, VOAD will help build understanding and respect among members. However, when the VOAD has elected leaders, meets regularly, has written and approved bylaws, and procedures for times of disaster, it has brought about the cooperation, collaboration, communication, and coordination NVOAD promotes.

To ensure success, it is important for an emerging VOAD to have a plan for their growth and direction. At this stage the plan can be formal or informal, but should outline forward-looking steps to include the development of [bylaws](#), rosters and resource directories, leadership structure, and target dates to invite new members.

Conduct surveys of disaster relief agencies.

The members involved should work on completing a jurisdiction-wide assessment of voluntary organization and agency preparedness and response capabilities. It is helpful to include agencies not normally considered disaster responders. Contacts for non-traditional agencies that may have resources in a disaster should also be included (for example: Elder Services, Bureau of Indian Affairs, and State Department of Health and Human Services). Obtaining a demographic study of the VOAD's jurisdiction would also be helpful in determining organizations that may be needed during disaster.

Develop a membership roster.

During this stage the VOAD should begin to maintain a roster with agency names, addresses, e-mail and web site addresses, business phone numbers, after-hour emergency numbers, and primary and alternate points-of-contact (POC). Rosters should be updated at least twice a year, by phone, mail, or at a meeting when most members are present.

For planning and notification purposes, a chain-of-command roster may also be developed. Begin by listing the VOAD's first point-of-contact in a telephone chain. Most VOAD's use their President (or Chair) as the first POC, vice-president as back up, and so on.

Develop an identity.

VOADs are encouraged to take several steps to establish themselves as visible and credible participants in the disaster response arena. (Depending on a VOAD's resources, several of these activities may be more appropriate for the "Developing" or "Sustaining" stages.)

- **Establish a mailing address.** PO Boxes may be used for this purpose.
- **Obtain your own stationery.** Personalized stationery creates an impression of permanence. The printing cost of your letterhead paper and envelopes can be met by a contribution from one of the participating organizations or as a budgeted item paid for by membership dues.
- **Develop a logo.** If your VOAD would like to have its own logo, please contact NVOAD for guidance and recommendations before finalizing the design. NVOAD believes a similarity of design among VOAD logos is desirable. Using the logo on all VOAD communications can promote the organization's visibility and name recognition.
- **Publish a newsletter.** Newsletters are an excellent vehicle to share information and enhance communication among member organizations and other groups.
- **Establish a website.** Some VOADs have utilized their partnerships with private industry or government to provide web-design or web-hosting. The NVOAD website also has links to free web-hosting sites. This is an excellent way to let membership, partners, and the larger community know about the goals and activities of VOAD.
- **Keep media representatives informed.** Get to know someone at the local newspapers, radio, and TV stations. At a minimum, send editors or reporters press releases and your newsletter. Let them know about your VOAD's existence and activities before, during, and after a disaster.

EMERGING - PARTICIPATION

FEMA Voluntary Agency Liaison (VAL) Participation.

The VAL provides expertise concerning the voluntary agency sector as it relates to preparedness, response, recovery, and mitigation activities. The VAL can also assist in the development of bylaws, resource directories, and a formal NVOAD agreement. *APPENDIX 2 – VAL Description*

State, Jurisdictional, Tribal Emergency Management Agency (EMA) Participation.

[Emergency Management Agencies](#) are a useful and reliable tool for the VOAD. In most Emergency Management organizations a staff member has been assigned responsibility for voluntary agency support. A consistent relationship with this liaison is beneficial to both agencies.

EMERGING - RESOURCES

The resources to call upon are numerous. They include:

- FEMA VAL.
- State, Jurisdictional, or Tribal Emergency Management Agency.
- [NVOAD](#) web site.
- [NVOAD Organizational manual](#).
- [IS-288 Role of Voluntary Agencies in Emergency Management](#), an Independent Study course offered by FEMA. There is no cost for this course, or for any of [FEMA's Independent Study](#) courses. All Independent Study Courses are available online.

UNIT 2

Developing

STRUCTURE	CAPABILITIES	ACTIVITIES	PARTICIPATION	RESOURCES
Maintain leadership positions	Retain & recognize members	Facilitate interagency training	Voluntary, private sector and government partners	Annual VOAD Conference NVOAD website
Initiate NVOAD agreement	Know NVOAD structure & resources Convene during disasters & share resources Compile and distribute minutes, agendas, & meeting reminders Participate in Annual VOAD Conference	Develop working sub-committees Develop goals & objectives Broaden & build membership base Maintain dynamic relationship with government partners Develop & maintain membership roster and resource directory Compile VOAD Disaster Plan		NVOAD member organization websites Electronic discussion Groups/list-serves Professional Emergency Management websites

DEVELOPING – STRUCTURE

Maintain leadership positions.

A clear leadership structure and a committed team are essential to maintain a strong, effective, and sustainable VOAD. In developing VOADs, [bylaws](#) can be used to support the organization, allowing for elections and defined leadership positions. *APPENDIX 4 - Position Descriptions*

While the needs of individual VOADs may vary, critical elected positions may include:

- President (or Chair)
- Vice-President (or Vice-Chair)
- Treasurer
- Secretary

Initiate NVOAD agreement.

When a VOAD seeks membership in NVOAD, they agree to work together by signing a [Cooperative Agreement](#). *APPENDIX 1 – NVOAD Cooperative Agreement*

VOAD membership in NVOAD fosters good will and cooperation among as many disaster response and recovery organizations as possible. By becoming part of the national effort, VOADs benefit by:

- coordinating their work with that of NVOAD by participating in the Annual VOAD Conference and becoming part of an information-sharing network of disaster response professionals and volunteers.
- gaining clarity regarding disaster-related issues and government programs. NVOAD accepts the leadership role as liaison to FEMA Headquarters, and each VOAD accepts the leadership role as liaison to the Regional FEMA Voluntary Agency Liaison (VAL) and appropriate state, jurisdictional, or tribal emergency management entities.
- sharing with NVOAD the development and sponsorship of training programs.

DEVELOPING - CAPABILITIES

Retain and recognize members.

The retention of members is essential to the success of the VOAD. To maintain vitality, the VOAD should provide opportunities that allow for information-sharing, networking, planning, and exercising. Recognition of member-agency activities or individuals may be done through events, newsletters, information releases, or the VOAD's website.

As the VOAD develops, it may choose to include a subcommittee that focuses on membership retention and recognition.

Know NVOAD structure & resources.

NVOAD has several resources to help VOADs become effective organizations. NVOAD supports the development of new and existing VOADs, and may provide expert advice and resource materials. NVOAD

also maintains a file and roster on all VOADs, as well as attends meetings of the Board of Directors, s/he is able to present a broad view of the VOAD movement and vision. As time and funds are available, NVOAD leadership may attend VOAD meetings.

The members of NVOAD's Board of Directors are available as time permits to make presentations, lead training sessions, and provide consultation. Responsibility for travel-related expenses should be negotiated in advance.

In addition, [NVOAD](#) maintains a website with many resources, including:

- web-based newsletter containing information on the current activities of NVOAD and its members.
- Information on list-serves: NVOAD-SR (for situation reports) and VOADNET (for general discussion).
- Links to member agency and emergency management websites.
- Links to VOAD websites.

For more information on any of these resources or to subscribe to the newsletter, contact NVOAD.

Convene during disasters and share resources.

The role of the VOAD is one of coordination. It is for the member groups of VOAD to perform and deliver actual disaster response services. There are no VOAD feeding canteens, donated goods distribution centers, or shelters. However, this does *not* mean the VOAD has no role once disaster strikes. Indeed, the VOAD has a critical and active role of coordination. VOADs are encouraged to:

- Gather brief reports from member organizations concerning their disaster activities to share with other members.
- Convene a meeting of all voluntary agency representatives at or near the disaster site during state-level and/or federally-declared disasters.
- Identify an agency or organization to guide the long-term recovery.
- Convene a special VOAD meeting when the recovery is well underway to maintain the momentum created by the disaster. This is an excellent time to recruit new members, discuss lessons learned and best practices, revise plans, and strengthen preparedness.

Compile & distribute minutes, agendas, and meeting reminders.

Administrative items such as minutes, agendas, and meeting reminders are important to a developing VOAD as this reinforces the validity of their

activities and maintains continuity among the members. *APPENDIX 5 - Sample Agenda*

Participate in Annual VOAD Conference.

[NVOAD](#) sponsors an Annual VOAD Conference (AVC) for the support and training of all VOAD members. VOADs bear their own costs for participation, while NVOAD takes overall responsibility for the event and assumes financial responsibility for the conference.

DEVELOPING – ACTIVITIES

Facilitate interagency training.

Offering some sort of training or education opportunity at each meeting is encouraged. Consider arranging presentations by experts in emergency management, volunteerism, human needs, meteorology, catastrophic events, or other pertinent topics. (To pay the presenter, consider asking one or more of the VOAD organizations to provide the funding. If no funding is available, inform the presenter of that fact but let him or her know that the event may provide an opportunity to meet leaders in the nonprofit sector who do regularly hire trainers and consultants.) Perhaps the group could watch a training video produced by FEMA or by a member organization of NVOAD.

Develop working sub-committees.

VOADs are encouraged to capitalize on the talent, knowledge, and experience of their membership by establishing subcommittees to maintain organizational integrity, vitality, and continuity. Depending on VOAD capacity and need, standing or ad hoc sub-committees may include: Donations Management, Communications, Recruitment and Retention, and Fundraising.

Develop goals & objectives.

A developing VOAD is encouraged to develop written goals and objectives to facilitate organizational growth and accountability.

Broaden and build membership base.

In keeping with NVOAD's [Policy on Inclusiveness](#), the VOAD is strongly encouraged to broaden and build its membership base to include a variety of disaster, faith, community-based and non-profit agencies, and businesses. In addition, VOAD should strive to include organizations that represent the demographics of the state.

The mission of NVOAD and the VOAD movement is to foster, through cooperation in mitigation and response, more effective service to people

affected by disaster. It does this by focusing its efforts on the following priorities: cooperation, coordination, communication, education, mitigation, convening mechanisms, and outreach. As the catalyst and keeper of the VOAD concept, NVOAD establishes inclusiveness as a basic tenet of the movement. The greater the number of organizations that adopt the principles of VOAD and work to fulfill its mission, the more effective and comprehensive will be the services delivered by each.

All VOADs are expected to offer membership to any and all organizations that meet the criteria defined in each membership category. An organization at the local level may not be disqualified because of its lack of representation in the levels of VOAD above that to which it is applying.

Maintain dynamic relationship with government partners.

The partnership between the VOAD and [Emergency Management](#) remains an important element at all developmental 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.

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 nonprofit, voluntary, and meet the other guidelines of membership. Government partners should not supervise, prepare agenda for, chair, or direct the activity of the VOAD.

Develop and maintain membership roster and resource directory.

The membership roster should be updated annually to accommodate changes or additions. In addition, the developing VOAD is encouraged to compile a resource directory listing agency capabilities and assets.

Complete VOAD Disaster Plan.

In the *NVOAD/VOAD Cooperative Agreement*, each VOAD agrees to prepare and provide NVOAD with a copy of a VOAD Disaster Response Plan. VOADs should have a plan that identifies the primary resources of their member organizations and the roles members will fill in time of disaster. For example, "Group A will handle all clothing donations, Groups B-D will provide emergency food and shelter, Group E will supply volunteers for clean-up but cannot purchase any materials, and Group F will donate cash assistance." The plan should also specify the role of the VOAD in time of disaster.

DEVELOPING - PARTICIPATION

Voluntary, private-sector and government partners.

As the VOAD develops they should work to identify other organizations that would enhance their ability to coordinate before and during disasters, and assist with long-term recovery efforts. These organizations may not be traditional NVOAD members or even disaster-responders, and might include groups such as United Way, State Health & Human Services, businesses, foundations, and community-based organizations.

Demographic information available from [EMA](#) can also assist in identifying populations that may need special assistance during disasters. Agencies that work with these communities should be invited to the VOAD table, and may prove to be especially helpful during recovery efforts.

DEVELOPING – RESOURCES

- Annual VOAD Conference.
- [NVOAD](#) website.
- [NVOAD member organization](#) websites (links available on NVOAD site).
- Electronic discussion groups/list-serves.
- Professional emergency management organizations, such as [International Association of Emergency Managers \(IAEM\)](#), and [National Emergency Management Association \(NEMA\)](#) websites.

UNIT 3

Sustaining

STRUCTURE	CAPABILITIES	ACTIVITIES	PARTICIPATION	RESOURCES
Bylaws Maintain working sub-committees Renew NVOAD/VOAD Cooperative Agreement Adapt leadership structure	Support local VOAD's Maintain financial integrity, sound budgeting, & accurate reporting Able to host Annual VOAD Conference Host annual training conference Develop a Long Term Recovery Plan	Convene during disasters Involvement in mitigation programs Advocate for & conduct exercises Review Goals & Objectives Publish regular newsletter	Local VOAD representation	Long-Term Recovery manual

SUSTAINING – STRUCTURE

Complete Bylaws.

[Bylaws](#) provide structure and organization to state VOADs. Bylaws detail the organization's mission, leadership and committee structure, provisions for membership, meeting schedules, and procedures. *APPENDIX 3 – Sample Bylaws*

Maintain working sub-committees.

VOADs are encouraged to capitalize on the talent, knowledge, and experience of their membership by establishing subcommittees to maintain organizational integrity, vitality, and continuity. Depending on VOAD capacity and need, standing or ad hoc sub-committees may include: Donations, Communications, Recruitment and Retention, and Fundraising.

Renew NVOAD/VOAD Cooperative Agreement.

To remain a recognized member of NVOAD, the NVOAD/VOAD [Cooperative Agreement](#) must be updated every three years. *APPENDIX 1 – NVOAD Cooperative Agreement*

Adapt Leadership Structure.

VOADs are dynamic entities. As a result, it may be necessary to enhance or refine the leadership structure periodically to meet the demands of the evolving organization. Examples may include adding or eliminating subcommittees, incorporating local VOAD representation, and developing or expanding the Executive Committee. *APPENDIX 6 – Sample Structure*

SUSTAINING - CAPABILITIES

Support local VOADs.

The development of local VOADs enhances coordination and response at the community level. In addition, it ensures better utilization of limited resources, ensures a wider range of voluntary and human service agency involvement, and allows for better overall preparedness, response, and recovery.

The relationship between VOADs and their local counterparts is similar to that between NVOAD and VOADs. Because the goal of all VOADs is to maximize cooperation among agencies so that people hurt by disasters may receive help as effectively and efficiently as possible, VOADs and local VOADs will function best when they have close working relationships.

Several examples of how the organizations can help each other include:

- VOADs helping disaster response providers in a particular area decide if they should form a local VOAD.
- VOADs notifying their member organizations of the formation of local VOADs, encouraging them to assign representatives to attend meetings.
- VOADs and local VOADs co-sponsoring disaster-specific trainings.

When local VOADs join the larger VOAD organization, they are tied to a communication network and have increased opportunities to collaborate. In the same way that NVOAD and VOADs enter official agreements that facilitate communication and spell out the principles of the group's work in disaster response, VOADs and their local counterparts should formalize their relationships in writing.

Maintain financial integrity, sound budgeting, and accurate reporting.

It is appropriate to assess annual dues to VOAD members to cover administrative and operational costs. Usually, member agencies cover the cost of their representative's VOAD-related activities, such as travel, meals, copying, postage, telephone, and record keeping.

Each VOAD should establish a yearly budget to facilitate fiscal responsibility. Planning a budget helps to define the group's goals, show where additional resources are needed, focus the group on finding resources to meet its needs, and create a balance between needs and resources.

If the VOAD seeks donations or grants from outside sources, it must keep in mind two important factors:

- Fundraising efforts of the VOAD must never compete with those of its member agencies.
- Funding must not restrict the independence of the VOAD to make decisions in the interest of its member organizations.

At the outset of VOAD budget planning, remember that it is a political process. The more all constituent groups are involved in the process, the more they will understand the line items in the budget, and the more likely they will be to participate in finding or supplying the needed funds. The budget becomes a guidepost for expenditures and income targets throughout the year. The members review the budget quarterly or semi-annually.

When VOADs are interested in becoming incorporated and filing for tax-exempt status they are encouraged to first contact the NVOAD staff for current information and guidance. *APPENDIX 7 – Sample Budget*

Able to host Annual VOAD Conference.

“Sustaining” VOADs are encouraged to host the Annual VOAD Conference (AVC). NVOAD and the host VOAD share responsibility for the planning of the conferences.

Host annual training conference.

VOADs are encouraged to conduct and or collaborate with Emergency Management on annual training conferences. Membership resources (national, state, and community-based faith, voluntary, and governmental agencies, philanthropic/advocacy groups, and business partners) should be utilized to give feedback and advice, examples of best practices, and to facilitate and lead portions of the conference.

Develop a Long-Term Recovery Plan.

The role of the VOAD is to identify an organization or agency to guide and support long-term recovery efforts. The plan shall identify the role of VOAD in determining the need for and initiation of long-term recovery efforts. It shall also outline the role of VOAD to support the [long-term recovery efforts](#) with contacts (emergency managers and National

Voluntary Agencies members) and resources (directories, rosters, and member agency assets. *APPENDIX 8 – Long Term Recovery Fact Sheet*

SUSTAINING – ACTIVITIES

Convene during disasters.

The role of the VOAD is one of coordination, not response. It is for the *member agencies* of VOAD to perform and deliver actual disaster response services. There are no VOAD feeding canteens, donated goods distribution centers, or shelters. However, this does not mean that the VOAD has no role once the disaster strikes. Indeed, the VOAD has a critical and active role of coordination. VOADs are encouraged to:

- Gather brief reports from member organizations concerning their disaster activities to share with other members.
- Convene a meeting of all voluntary agency representatives at or near the disaster site during state-level and/or federally-declared disasters.
- Identify an agency or organization to guide the long-term recovery.
- Convene a special VOAD meeting when the recovery is well underway to maintain the momentum created by the disaster. This is an excellent time to recruit new members, discuss lessons learned and best practices, revise plans, and review preparedness activities.

The VOAD may be asked by Emergency Management to provide a representative to the Emergency Operations Center (EOC). It is important to remember that the role of VOAD in an EOC is to act only as a liaison between government and the VOAD member organizations.

Involvement in mitigation programs.

VOADs at this level are encouraged to actively participate in mitigation activities. A “sustaining” VOAD supports the efforts of Federal, State, and local organizations and government. Additionally, they will support and advocate mitigation legislation, and are encouraged to participate in Project Impact and other programs. The promotion of mitigation is beneficial to all agencies involved in disaster relief, as it decreases costs and impact to the community.

Advocate for and conduct exercises.

VOADs need to regularly test, evaluate, and appropriately modify their existing disaster plans by advocating for the participation of voluntary agencies in local and state exercises. This enables the VOAD to test its ability to convene in a timely and coordinated manner following a disaster.

In addition, it strengthens the VOAD's position and increases credibility, allowing the VOAD and its government partners to appropriately utilize voluntary agency resources.

Review Goals and Objectives.

Each VOAD is encouraged to establish yearly goals and objectives as a discipline to achieve measurable results. A yearly evaluation helps the VOAD determine whether particular goals have been achieved. An annual report is a way to record your organization's activities, providing an historical record for the benefit of members and other interested parties.

Publish regular newsletter.

A newsletter is an excellent vehicle to share information and enhance communication among member organizations and other groups. This helps a VOAD establish themselves as participants in the disaster response arena. Some items of interest to include might be training opportunities, member-agency activities, updates on ongoing response or recovery efforts, and upcoming events and meetings.

SUSTAINING - PARTICIPATION

Local VOAD representation.

Participation and inclusion of local VOAD leadership is strongly encouraged to ensure that all aspects of the voluntary community are represented. Communication is facilitated at all levels, enhancing the flow of information, strengthening relationships between all levels of VOAD organizations and the emergency management community.

SUSTAINING – RESOURCES

- [Long-Term Recovery Manual.](#)

APPENDIX

APPENDIX-1

A Cooperative Agreement between _____ VOAD and NVOAD

The Voluntary Organizations Active in Disaster (VOAD) for the state of _____ would like to work cooperatively with the National Organizations Active in Disaster (NVOAD).

1. We accept the purpose and program of NVOAD and subscribe to the same principles of membership for our state organizations.
2. We accept the NVOAD structure as a model for our organization and wish to use the NVOAD logo for identification purposes.
3. We have adopted a corresponding set of principles and plan of organization and submit a copy to NVOAD with this agreement.
4. We seek recognition as a state VOAD and an opportunity to share in the purposes and programs of NVOAD. We will participate in annual leadership conferences and other meetings and share with NVOAD the responsibilities and obligations for such programs.
5. We accept our responsibility to maintain and provide NVOAD with a copy of our state VOAD membership roster. That roster will include participating organizations and designated representative(s) including address, phone and fax numbers, and e-mail addresses. We agree to keep NVOAD advised of changes.
6. As a state VOAD, we will prepare and provide NVOAD with a copy of our State VOAD Disaster Response Plan.
7. We as a state VOAD understand that this is a three-year agreement effective _____ and scheduled to be renewed _____.

APPENDIX-2

FEMA Voluntary Agency Liaison

FACT SHEET

The FEMA Voluntary Agency Liaison (VAL) serves as a liaison between the FEMA Regional offices, the Pacific Area Division, Puerto Rico and the Virgin Island the National Emergency Training Center, and the broad community of non-profit disaster relief organizations including but not limited to State and local emergency management and Voluntary Organizations Active in Disaster (VOAD).

Serve as the lead Voluntary Agency Group Leader in the FEMA Human Services Unit on disaster operations, as appropriate, to provide consultative support to voluntary agency leadership and encourage collaboration among voluntary agencies. Also, provide or make available to the voluntary agencies information on the status of Federal and State response and recovery programs and activities.

Assist with the collection and dissemination of information concerning emergency incidents, including initial damage assessment, emergency response activities, and continued response and long-term recovery activities/plans of voluntary agencies.

Monitor human need service activity on declared and non-declared disasters and coordinate and collaborate with voluntary agencies providing such services, to include the appropriate collection and dissemination of information for inclusion in regional and sometimes national reports.

Provide technical advice to FEMA Regional and Area Offices, other federal agencies, and State emergency management officials regarding the roles and responsibilities of all VOAD members, and other voluntary agencies active in disaster and emergency situations.

Assist voluntary agencies in the development and promotion of State and local VOADs and other coalitions such as unmet needs/resource coordination committees for long-term recovery.

Initiate and maintain a close working relationship between FEMA and voluntary agencies including soliciting participation of the voluntary agencies in preparedness activities such as training and exercises to improve response and recovery capacity.

Assist and collaborate with the FEMA Regional and Area Offices and State emergency management agencies in the development and maintenance of emergency response and recovery plans to ensure that voluntary agencies capabilities, specifically as they relate to emergency assistance, mass shelter and feeding, donations management, and other voluntary agency disaster relief activities are recognized in the plans.

Improves the capacity of the voluntary agencies' response to emergency and disaster incidents, and facilitates the coordination, collaboration and delivery of assistance to individuals and families, leading the development and sustainability of Long Term Recovery Committees.

Reviews, analyzes, and interprets policies, procedures, and other documents pertaining to all voluntary agency and government programs.

Mediates conflicts and develop resolutions necessary to develop cooperation among various organizations during preparedness and operational activities.

Develop collaborative and cooperative efforts between Federal, State, and local governments, as well as various voluntary agencies.

FEMA Voluntary Agency Liaisons

REGION	NAME	OFFICE ADDRESS/ PHONE #/FAX #
I	Jennifer Yunker jennifer.yunker@fema.gov 1-800-SKY-PAGE Pin #1732422	J.W. McCormack Post Office & Courthouse, Rm. 432 Boston, MA 02109 (617) 223-9532 (617) 223-9507 FAX
II	Ken Curtin ken.curtin@fema.gov 1-800-SKY-PAGE Pin #1701541	26 Federal Plaza, Rm 1337 New York, NY 10278 (212) 225-7705 (212) 225-7005 FAX
II-CAO Caribbean Area Office Division	Josué Díaz-Miranda Josue.diaz@fema.gov 1-800-SKY-PAGE Pin# 1161801	FEMA-CAO P.O. Box 70105 San Juan, PR 00936 (787) 296-3526 (787) 296-3640 FAX
III	Liz Monahan-Gibson 1-800-759-8888 Pin# 4851292	One Independence Mall, Sixth Fl 615 Chestnut Street Philadelphia, PA 19106-4404 (215) 931-5632 (215) 931-5664 FAX
IV	Ken Skalitzky Ken.skalitzky@fema.gov VM 1116	3003 Chamblee-Tucker Road Atlanta, GA 30341 (770) 220-5220 (770) 220-5344 FAX
V	Susan Jensen 1-800-SKY-PAGE Pin# 2161824 susan.jensen@fema.gov	536 S. Clark Street, 6th Floor Chicago, IL 60605 (312) 408-5337 (312) 408-5599 FAX

VI	Harry Noftsker 1-800-SKY-PAGE Pin #2614083 VM-2170 harry.noftsker@fema.gov	Federal Center 800 North Loop 288 Denton, TX 76201 (940) 898-5115 (940) 898-5163 FAX (800) 426-5460, ext. 5115
VII	Bernadette Frerker 1-800-759-8888 Pin# 1788336 bernadette.frerker@fema.gov	2323 Grand Avenue, Suite 900 Kansas City, MO 64108 (816) 283-7078 (816) 283-7042 FAX 816-283-7060 24hours
VIII	Art Storey 1-800-SKY-PAGE Pin# 1734279 Art.storey@fema.gov	Federal Regional Center Building 710 Denver, CO 80225 (303) 235-4724 (303) 235-4939 FAX
IX	Laura Hokenstad 1-800-SKY-PAGE Pin #1301191	Building 105 P.O. Box 29998 Presidio of San Francisco,

Cont.-

	VM-2167 Laura.hokenstad@fema.gov v	CA 94129-1250 (415) 923-7107 (415) 923-7192 FAX
IX PAO Pacific Area Office	Marilyn Shigetani 1-800-759-8888 Pin# 2078682 VM-2165 marilyn.shigetani@fema.gov v	Building T112, Stop 120 Fort Shafter, Hawaii 96858-5000 (808) 851-7909 (808) 851-7940 FAX
X	Richard Balnicky NO PAGER VM-2166 dick.balnicky@fema.gov	Federal Regional Center 130-228th St, S.W. Bothell, WA 98021-9796 (425) 487-4733 (425) 487-4741 FAX

APPENDIX-3

Model State VOAD Bylaws

Article I: Name and Relationships

- A. The name of this organization is the (insert state name) State Voluntary Organizations Active in Disaster (state abbreviation VOAD). This organization is an integral sub-division of the National Voluntary Organizations Active in Disaster (NVOAD). It shall operate under the authority and corporate capabilities of said national Organization.
- B. The business address of the organization shall be:
(insert address)
- C. (Include jurisdiction covered by the VOAD).

Article II: Mission

The mission of the (--VOAD) is to be a consortium of the organizations which will foster more effective service to those imperiled, or impacted, by disaster through cooperation in the mitigating (encouraging governmental actions for disaster prevention and/or limitation) and response (aid to disaster effected persons). This organization is to coordinate and educate agencies and facilitate communications between them in reaching the common goal. This organization takes no role in providing direct services to anyone. Direct services are provided by the member organizations.

Article III: Purpose

The purpose of this organization shall be to bring together voluntary organizations active in disaster services to foster more effective response to the people of (jurisdiction of VOAD) in times of disaster through:

1. Cooperation - creating a climate for cooperation and information exchange.
2. Coordination - fostering a common understanding and providing a liaison with public offices.
3. Communication - publishing and disseminating information.
4. Education - increasing mutual awareness and understanding of each organization and encouraging effective disaster relief.
5. Convening mechanisms - arranging meetings, conferences and training as necessary.
6. Mitigation - cooperating and encouraging governmental bodies at all levels to take necessary action to prevent or minimize potential disasters and their effect on the (VOAD jurisdiction) people.

Article IV: Memberships

- A. --VOAD is not intended to be a competing agency but an umbrella organization of existing agencies. Each member organization maintains its own identity and independence, yet works closely with other organizations to improve service and eliminate unnecessary duplication.
- B. Organizations eligible for membership are those with not-for-profit structures. Those qualified under the Internal Revenue Service Code 501c(3), or similar status, with a stated policy of commitment of resources to meet the needs of people affected by a disaster.

- C. Interested governmental agencies, both state and local, may maintain an associate membership without vote or financial contribution.
- D. Membership in --VOAD shall be at least, but not limited to, one representative from each of the organizations present in the state that are members of NVOAD. Additional voluntary organizations in (VOAD jurisdiction) may be accepted as approved by the membership. Any number of representatives may attend regular and annual meetings with voice, with the provision that each member organization will have only one (1) vote.
- E. Each non-governmental organization, becoming a member of --VOAD shall make an annual contribution to help cover operating costs.
- F. There are three classes for membership:
 - Regular Membership*
 1. Shall include those organizations, which are designees by members of NVOAD, together with organizations, which are similar in scope and purpose.
 2. Voluntary in the sense that they depend upon volunteers for the provisions of their services and have a non-profit structure.
 3. Are active in disaster in that they maintain the policies and programs for commitment of resources to the needs of people affected by disaster.
 4. State in writing their agreement with the purposes and principals of --VOAD.
 5. Encourage their members to participate in --VOAD activities
 6. Made a good attempt to have representation at the annual --VOAD meeting.
 - Associate membership* - Governmental bodies who are:
 1. Active in disaster in that they maintain the policies and programs for commitment of resources to the needs of people affected by disaster.
 2. Encourage their members to participate in --VOAD activities.
 3. Attempt to have representation at the annual --VOAD membership meetings.
 - Affiliate Membership* - Shall be those who do not qualify to be regular or associate members, but evidence, to the satisfaction of the Board of Directors, their desire to participate in the --VOAD activities.
- G. Maintaining membership - Organizations that continue to meet the conditions for membership are automatically retained as members. The Board of Directors, on recommendation of the vice-chairperson, may periodically request of member organizations evidence that they continue to meet the conditions of membership. Organizations which, during the previous year, have not met one or more of the conditions of membership will be reminded in writing by the vice-chairperson of the need to do so; and, that if the condition(s) remain unmet during the following year, their membership will be terminated.
- H. Terminating Membership - membership in --VOAD may be terminated by:
 1. Voluntary withdrawal of an organization through a letter of separation.

2. Failure to meet the conditions of membership for two consecutive years.

Article V: Meetings

- A. There will be (insert number) of regular board meetings of --VOAD per calendar year. (One meeting should be determined to be the annual meeting). Participation in either board or membership meetings may be by telephone conference call. There will be no proxy voting. Members or directors may join in the consent given for the holding of a meeting and/or individual resolutions adopted at said meeting by virtue of written consent attached to the minutes of said meeting.
- B. Mailed notice of no less than two (2) weeks in advance to all members shall constitute proper notice of the conduct of business at any regular or annual meeting. Each member organization may have an unlimited representation but only one (1) vote at each meeting.
- C. This organization will attempt to reach a consensus on all questions. Decisions reached by consensus shall be so indicated in the minutes of the meeting. If a vote is taken on any question, the proposition may be passed by a majority vote of member organizations present. The next meeting site and date may be decided as a final act of business at each current meeting or delegated to the decision of the --VOAD officers if no decision is reached.
- D. Unless otherwise stated by the Bylaws, Robert's Rules of Order shall be considered the general rules for the conduct of meetings.
- E. Minutes will be taken by the --VOAD secretary or a member designated by the chairperson in the secretary's absence. Said minutes shall be distributed by mail, fax, or e-mail and approved at the next regular meeting.

Article VI: Function in disaster

Meetings will be held in preparation for potential disasters. In the event of an actual disaster, the purpose of --VOAD is to bring together voluntary organizations active in disaster services to foster more effective response to the people of (VOAD jurisdiction) in times of disaster.

The purpose and mission statement of the NVOAD and the Bylaws of --VOAD specifically prevent this organization from providing direct disaster service to victims, as this would then make NVOAD and --VOAD another response agency.

--VOAD shall respond to disasters (list political jurisdictions appropriate) in the following manner: (the list below are suggestions that should be considered and included if appropriate).

- A. The chairperson, or their designee, will report to the Emergency Operations Center (EOC) and become the liaison for all --VOAD members not then represented in the EOC.
- B. (Describe the mechanism that will be utilized to call and facilitate a voluntary agencies meeting as soon as possible).
- C. The chairperson, or their designee, will provide updated reports of volunteer agency activities to the State EMA Operations Office at regular intervals or when necessitated by changes in service or location.

(Considerations include member agency representatives who may be fulfilling a similar function for their organization and if the disaster becomes federally declared a FEMA VAL may be assigned to the operation. Coordination should occur between the --VOAD and the VAL).

- D. At the close of an operation, the chairperson, or their designee, will prepare a consolidated report of all voluntary organizations assisting in disaster response. This report should include recommendations that will enable --VOAD to encourage and implement corrective action that will enhance the future performance of voluntary organizations working together in disaster response.

Article VII: Nominations

- A. A nominating committee shall consist of three (3) persons appointed by the chairperson, or designated chair, at a regular meeting of --VOAD.
- B. The nominating committee will serve only until an election takes place.

Article VIII: Board of Directors

- A. The Board of Directors shall consist of five (5) or more persons elected from the voting membership. As much as possible, there will be a representative from different organizations.
- B. The Board of Directors shall elect from its own members a chairperson, vice-chairperson, secretary and treasurer. The term of office is for one year with a maximum of three consecutive terms.
- C. The Board of Directors shall have the power to fill vacancies that may occur between annual meetings.
- D. The Board of directors shall meet when called by the chairperson as necessary to conduct business or by any two members of the Board of Directors.
- E. The Board of Directors shall have the power to act for --VOAD between regular meetings within the adopted guidelines of the organization.

Article IX: Budget and Finance

- A. --VOAD is not a fund-raising or disbursing organization. Any funds collected will be used to meet the administrative expenses of the organization.
- B. --VOAD funds can be withdrawn by proper signature of the treasurer with prior concurrence of the Board of Directors.
- C. In the event of the dissolution of --VOAD, any remaining funds shall be disbursed to NVOAD Headquarters.

Article X: Amendments

- A. Proposed amendments must be distributed by mail no less than two weeks prior to a meeting at which the amendments will be considered.
- B. Amendments to these Bylaws may be made by a two-thirds (2/3) majority vote at any regular membership meeting.

Formally adopted and approved at (city, state) this (date)

Sample Position Descriptions

President

Position Description:

The VOAD President at meetings, acts as a spokesperson and representative, delegates tasks and provides general leadership. If requested, the Committee Chair is the official representative of the VOAD in the Emergency Operations Center (EOC).

Key Responsibilities:

1. Convene all official VOAD meetings.
2. Develop and nurture effective working relationships between VOAD member agencies.
3. Develop and implement VOAD Bylaws.
4. Develop and implement VOAD Goals and Objectives.
5. Guide development of the VOAD Disaster Plan.
6. Represent VOAD in the State EOC, if requested.
7. Serve as VOAD liaison to State Emergency Management Agency.
8. Serve as VOAD liaison to the FEMA Voluntary Agency Liaison.

Qualifications:

1. Strong written and oral communication skills.
2. Strong facilitative leadership and problem-solving skills.
3. Experience in disaster response and recovery.
4. Strong commitment to volunteerism.
5. Ability to effectively network with government, voluntary agency, and community-based organization representatives.
6. Ability to work effectively and productively with diverse communities.
7. Availability to provide VOAD leadership during disasters.

Vice President

Position Description:

The VOAD Vice-Chair acts on behalf of the Chairperson in his/her absence, and monitors relationships with member organizations for adherence to VOAD's principles of membership.

Key Responsibilities:

1. In the absence of the Chair, will convene all official VOAD meetings.
2. Assist in the development of and adherence to VOAD Bylaws.
3. In the absence of the Chair, initiate the VOAD Disaster Plan.
4. In the absence of the Chair, represent VOAD in the State Emergency Operations Center (EOC), as requested.
5. In the absence of the Chair, serve as the official liaison to State Emergency Management Agency.
6. In the absence of the Chair, serve as the official liaison to the FEMA Voluntary Agency Liaison.

Qualifications:

1. Strong written and oral communication skills.
2. Strong leadership and problem-solving skills.
3. Experience in disaster response and recovery.
4. Strong commitment to volunteerism.
5. Ability to effectively network with government, voluntary agency, and community-based organization representatives.
6. Ability to work effectively and productively with diverse communities.
7. Available to assist the VOAD Chair, as needed, during disasters.

Secretary-Treasurer

Position Description:

The VOAD Secretary-Treasurer maintains organizational records, correspondence, committee minutes, and financial records.

Key Responsibilities:

1. Records and files VOAD Committee minutes and correspondence. Distributes VOAD Committee minutes to the membership in a timely manner.
2. Maintains financial records for VOAD, and provides quarterly accounting of these funds to the full committee.
3. Maintains a current VOAD Committee mailing list and emergency notification list.

Qualifications:

1. Strong written and oral communication skills.
2. Working knowledge of bookkeeping standard practices.
3. Strong commitment to volunteerism.
4. Ability to work effectively and productively with diverse communities.

APPENDIX-5

**EXAMPLE AGENDA
STATE VOLUNTARY ORGANIZATIONS
ACTIVE IN DISASTERS**

**Monthly Meeting Agenda
(Advanced)**

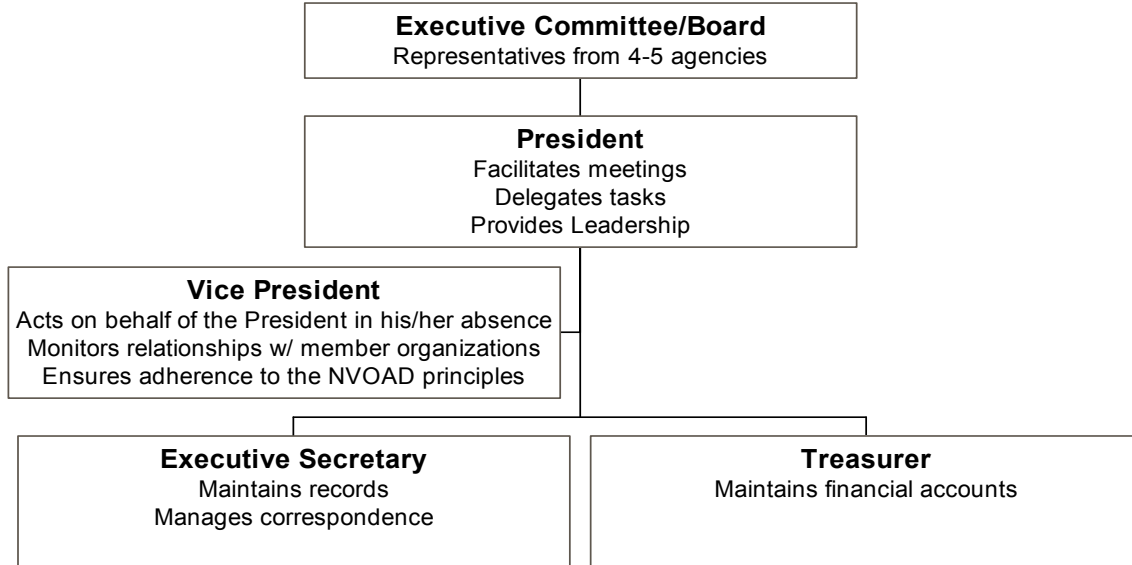
LOCATION: State Red Cross Headquarters
Meeting Time: 9 A.M. and adjourn on or before 12 Noon.

NOTE: Via a separate message VOAD Secretary will send directions to meeting location.

1. Call meeting to order at 9 A.M.
2. Review and approve this agenda for processing at this meeting
3. COOPERATION:
 - A. Reading of STATEVOAD Mission and Vision Statements
 - B. Membership and Guests including Bank of America Disaster Preparedness presentation
 - C. Treasurer's and Membership Report
 - D. VOAD Leadership Conference - Atlanta -Oct. 29-31
 - E. STATEVOAD Leadership Development report
4. COORDINATION:
 - A. State Donations Management Plan - New information -
 - B. Update scheduled presentations for State Agencies Mtgs.
 - C. Disaster Response - B. City and East Side Co-Long term recovery plans including Unmet Needs that require immediate attention.
5. COMMUNICATIONS:
 - A. August 3, 2000 Minutes -
 - B. Report on the development of new STATEVOAD Resources Directory-
 - C. STATE VOAD's Disaster Response Plan
 - D. NVOAD Newsletter and -accessing our STATEVOAD website
6. COLLABORATION:
 - A. STATE VOAD and STATE EMA
 - C. Development of our Local VOADs
 - D. Business Organizations - Processing new contacts and memberships
 - B. STATE EMD, FEMA and all neighboring State VOAD reports
7. OTHER BUSINESS-including State-wide member agency mitigation projects
8. Confirm date and place for next meeting: .—STATE EM EOC.
9. ADJOURN THIS MEETING ON OR BEFORE 12 NOON

APPENDIX-6

Sample Structure



APPENDIX 8

HELPFUL WEBSITES

www.ain.lsc.gov/pguide/pdir.htm (Directory) The United States Congress established the Legal Services Corporation to provide low-income Americans access to civil legal aid. To carry out this responsibility, the Corporation provides grants to approximately 260 local legal aid programs, which serve every county in the nation. These local programs offer legal assistance to financially eligible clients.

www.airs.org AIRS is the professional association for nearly 1,000 programs throughout North America that provide information and referral on human services in their respective communities.

www.cfda.gov/default.htm is a government-wide compendium of Federal programs, projects, services, and activities which provide assistance or benefits to the American public. It contains financial and nonfinancial assistance programs administered by departments and establishments of the Federal government.

www.colorado.edu/hazards/ The [Natural Hazards Center](#) is a national and international clearinghouse for information on natural hazards and human adjustments to hazards and disasters.

www.disasternews.net Disaster News Network (DNN) is a news service that tells the story of disaster response and suggests appropriate ways the public can help survivors. It also facilitates information sharing among disaster responders.

<http://epipgateway.com> Emergency Preparedness Information Project (EPIP) Emergency Gateway! This website is designed to reach minority communities, particularly African American communities with information about creating disaster resistant families, communities, institutions, businesses and organizations.

www.fsa.usda.gov/pas/disaster/default.htm Natural disaster is a constant threat to America's farmers and ranchers. From drought to flood, freeze, tornadoes, or other calamity, natural events can severely hurt even the best run agricultural operation. But farmers don't have to face a natural disaster alone. If your farming or ranching operation has suffered a loss due to a natural disaster, you may be eligible for assistance under one or more of the following FSA programs:

www.farmresource.net The Farm Disaster ResourceNet provides information and referral assistance to family farmers who need help as a result of natural or technological disasters. In addition, it offers news and information on farm disasters and the response to them in the United States.

www.fema.gov The FEMA web site is updated 24-hours per day, 7-days per week so you'll always have the latest information relevant to national emergencies. FEMA web pages are organized into several major sections, each with its own main subject or homepage page.

www.nvoad.org NVOAD coordinates planning efforts by many voluntary organizations responding to disaster. Member organizations provide more effective and less duplication in service by getting together before disasters strike. Once disasters occur, NVOAD or an affiliated state VOAD encourages members and other voluntary agencies to convene on site. NVOAD site has links to FEMA, NEMA, IAEM, and EMA as well member organization sites.

www.rurdev.usda.gov/rd/index.html USDA Rural Development

www.sba.gov/disaster/ The purpose of the SBA's Disaster Loan Program is to offer financial assistance to those who are trying to rebuild their homes and businesses in the aftermath of a disaster. By offering low-interest loans, the SBA is committed to long-term recovery efforts.

<http://www.nemaweb.org/index.cfm> NEMA is the professional association of state and pacific Caribbean insular state emergency management directors committed to: Providing national leadership and expertise in comprehensive emergency management; Serving as a vital information and assistance resource for state and territorial directors and their governors; and Forging strategic partnerships to advance continuous improvements in emergency management.

<http://www.iaem.com> IAEM is a non-profit educational organization dedicated to promoting the goals of saving lives and protecting property during emergencies and disasters.

<http://www.interaction.org> This web-site is particularly helpful in the event of foreign disasters in providing detailed information about disaster relief organizations working in foreign disasters. InterAction is a coalition of over 165 non-profit organizations working world-wide and the US's leading advocate for sustainable development, refugee assistance, and disaster assistance and humanitarian aid.

<http://www.cidi.org> The Center for International Disaster Information is a part of another organization called Volunteers in Technical Assistance (VITA) which is a National VOAD member. CIDI's mission is to Provide Information and Guidance in Support of Appropriate International Disaster Relief. Its website carries useful guidance regarding donated goods and services.