

Donation and Volunteer Coordination Teams and Colorado Voluntary Organizations Active in Disasters

Improvement Plan –DRAFT *Internal Planning Document*

Last Updated February 11, 2013

Notes regarding columns:

Lead: Primary party for ensuring recommendation is addressed – in coordination with other parties as appropriate

Priority: 1= highest priority, 5 = lowest priority

Effort: Amount of time/effort to complete a task, 1 = lowest effort, 5= maximum effort

Due: Goal date for completing derivable

Issue	Observations	Recommendations	Lead	Priority (1-5)	Effort (1-5)	Outputs/Deliverables	Ideal Due Date
Internal Planning and Preparedness							
EOC Liaison Program	<ul style="list-style-type: none"> EOC Liaisons program proved very helpful in coordinating efforts and providing support to local jurisdictions. When possible, use local Liaisons 	<ul style="list-style-type: none"> Continue with Liaison program and recruit from various regions of state to increase geographical coverage 	DVCT and COVOAD	2	4	Ongoing support to program and increase recruitment	On-going
	<ul style="list-style-type: none"> Liaisons in need of more training to increase capacity 	<ul style="list-style-type: none"> Provide more structured training program for Liaisons - including developing training manual and training schedule for 2013 	DVCT and COVOAD (Robyn, Jannette, Sandy, Jen)	2	4	EOC Liaison training manual. Training Schedule 2013	May 2013
	<ul style="list-style-type: none"> Limited number of EOC Liaisons resulted in some 	<ul style="list-style-type: none"> Identify/train more individuals as EOC Liaisons, including some to 	DVCT and COVOAD	2	4	Increase number of	May 2013

	staffing challenges (especially with multiple fires in several EOCs)	serve at local level				trained DVCT Liaisons (minimum 6-10)	
	<ul style="list-style-type: none"> Liaison support at State EOC helpful in supporting cities/counties – need to further develop capacity at state EOC 	<ul style="list-style-type: none"> Ensure support at State EOC is developed into model going forward 	DVCT and COVOAD	2	4	Incorporate into EOC SOP	
	<ul style="list-style-type: none"> Multiple events in state challenged existing model with limited Liaisons. Need scalable model that better maximizes resources. 	<ul style="list-style-type: none"> Develop model/structure for handling multiple events to maximize limited resources, provide greater clarity on roles/responsibilities for specific support positions, and increasing overall efficiency 	DVCT and COVOAD	2	4	Incorporate into EOC SOP - include triggers	May 2013
	<ul style="list-style-type: none"> Limited number of 2-1-1 EOC representatives resulted in some staffing challenges (especially with multiple fires) 	<ul style="list-style-type: none"> Identify/train more 2-1-1 staff as EOC Liaisons, including at local level for minimum of two 2-1-1 staff for all shifts 	2-1-1 (Tracy and Bryan)	2	4	Increase number of trained 2-1-1 Liaisons	On-going
	<ul style="list-style-type: none"> EOC support documents provided guidance on procedures and processes to those staffing EOCs 	<ul style="list-style-type: none"> Ensure Liaisons are trained on documents/processes 	DVCT (Sandy, Jeannette, Robyn, Oct 15 th)	2	4	Ensure all EOC Liaisons trained on tools and processes	June 2013
Voluntary Agency Reporting – Process and Template	<ul style="list-style-type: none"> No clear reporting process or standard form for capturing goods and services provided by voluntary agencies. Need process/form for general documentation as well as for potential federal reimbursement. 	<ul style="list-style-type: none"> Develop reporting template and process for capturing goods and services provided. Ensure compliance with FEMA requirements for federal reimbursements. Need to incorporate reporting template into trainings and exercises for DVCT and COVOAD. 	DVCT and COVOAD (Bryan, Jen and Robyn)	1	2	Outline process and develop reporting form with COVOAD. Share/Train at Annual Conference. Include in EOC SOP	Jan-Feb 2013
		<ul style="list-style-type: none"> Develop guidelines on process and 	OEM and	1	2	Incorporate into	Feb

		requirements for potential federal reimbursement	DVCT			EOC SOP	2013
Lead Agency - Activation of Resources and MOUs	<ul style="list-style-type: none"> No clear process in place for activation of donations management Lead Agency (ACSDR) 	<ul style="list-style-type: none"> Clarify process for activating ACSDR (or other donations management partners) for various levels of activation 	DVCT and ACSDR	1	3	Develop clearer process for activation. Incorporate into: EOC SOP MOU, Menu of Options	May 2013
	<ul style="list-style-type: none"> No clear process in place for activation of volunteer management Lead Agency (CVCN) 	<ul style="list-style-type: none"> Clarify process for activating CVCN for various levels of activation 	DVCT and CVCN (Adam, and Jen)	1	3	Develop clearer process for activation. Incorporate into EOC SOP MOUs, Menu of Options	May 2013
	<ul style="list-style-type: none"> Some MOUs not in place in advance and others were in need of updating 	<ul style="list-style-type: none"> Update MOUs at state level with ACSDR, CVCN and 2-1-1. Share MOUs with local jurisdiction for guidance 	DVCT and OEM (Iain and Jen)	1	3	Revised MOUs	May 2013
	<ul style="list-style-type: none"> More non-profit agencies need to exercise plans before event 	<ul style="list-style-type: none"> Coordinate exercise for non-profit partners to exercise plans. Include EOC exercises. 	DVCT and COVOAD	2	3	Schedule/ execute exercise	April 2013
Intake Form Template	<ul style="list-style-type: none"> There is a need to have a template 'intake form, (including release of information) at onset of event to expedite process 	<ul style="list-style-type: none"> Develop a draft template 'intake form' and release of information that could be made available to local communities 	DVCT and COVOAD	4	4	Develop intake template and release of information form	2014
Internal Communication and Coordination							
COVOAD Leadership ((Officers, Coordinator, EOC	<ul style="list-style-type: none"> Leadership pulled in many directions (i.e. work for own agency, other job demands, etc...). Need for 	<ul style="list-style-type: none"> Identify COVOAD leadership able to facilitate the '4 Cs' in event, and/or have other members lined-up to serve in leadership capacity. Ensure 	COVOAD Leadership			COVOAD leadership/ members identified and	

Liaisons, other identified leaders...)	greater capacity of COVOAD leadership during disasters to facilitate the '4 Cs'.	they have needed resources/ tools/ training				trained	
	<ul style="list-style-type: none"> Need clearer coordination and communication protocol for COVOAD leadership (Officers, Coordinator, EOC Liaisons, other identified leaders...) to ensure more effective communication flow and enhanced situational awareness. 	<ul style="list-style-type: none"> Develop clear coordination and communication plan to facilitate the '4 Cs'. Include plan for daily/weekly calls for leadership and other key players as appropriate (State OEM, DVCT Leadership, FEMA VAL) and other means of ensuring improved situational awareness 	COVOAD Leadership and other key players			Outline chain of command and plan for improved situational awareness	
Process for requesting support	<ul style="list-style-type: none"> Not always clear how requests for support to DVCT and COVOAD EOC Liaisons should be made. Some duplication of/gaps in support due to unclear process for submitting/responding to requests. Need clearer process/chain of command 	<ul style="list-style-type: none"> Develop clear process for how to submit, respond to, and track requests to DVCT and COVOAD EOC Liaisons (for both VOAD and EM partners). Provide training to partners. 	DVCT	1	2	Incorporate into EOC SOP and train at annual conference	Feb 2013
	<ul style="list-style-type: none"> Some confusion regarding process for how to request/fulfill agency volunteer needs 	<ul style="list-style-type: none"> Develop clear process for how agencies request/fulfill volunteer needs 	DVCT and CVCN	1	2	Incorporate into EOC SOP	
Managing Food Offers	<ul style="list-style-type: none"> No standard process in place for managing food offers (including those in NDMN) - not clear how DVCT, ACSDR, 2-1-1, mass care, and local emergency management coordinate offers 	<ul style="list-style-type: none"> Develop guidelines/options for management of food offers for use by DVCT EOC Liaison when discussing how to manage food offers with local EM. Incorporate management of food offers into EOC SOP 	DVCT	1	2	Incorporate into EOC SOP and work with local EM at onset of event	Mar 2013

Roles and responsibilities of EOC support positions	<ul style="list-style-type: none"> Roles and responsibilities of EOC support positions (2-1-1, DVCT, COVOAD) not always clear - resulting in some confusion and duplication 	<ul style="list-style-type: none"> Clearly define roles and responsibilities of EOC support positions as they relate to EOC support/ activities 	DVCT, 2-1-1 and COVOAD	1	2	Incorporate into EOC SOP	
State OEM Liaison to COVOAD and DVCT	<ul style="list-style-type: none"> Having individual from State OEM identified as liaison to COVOAD and DVCT helpful 	<ul style="list-style-type: none"> Ensure plans include a State level position to serve as liaison to COVOAD and DVCT during incidents (with depth of at least 2-3 personnel). Clarify organizational structure for how DVCT and COVOAD connect with state OEM/EOC. 	OEM, DVCT and COVOAD	2	2	Incorporate into EOC SOP, and State plans	May 2013
Contact sheet	<ul style="list-style-type: none"> Lack of central place for contact info for responding agencies and key individuals created some challenges. Especially difficult with changes of staff in EOCs 	<ul style="list-style-type: none"> Create central place on web (Google Docs or other) to capture and share contact information for agencies/individuals engaged in event. Identify party responsible for updating document including responsible party 	DVCT and COVOAD	1.5	2	Create place on web (Google Docs). Incorporate process into EOC SOP	Feb 2013
Conference calls	<ul style="list-style-type: none"> Daily conference calls with DVCT and COVOAD members/partners helped in coordination of activities 	<ul style="list-style-type: none"> Continue daily conference calls for DVCT and COVOAD members/partners 	DVCT and COVOAD	1.5		Incorporate into EOC SOP	May 2013
	<ul style="list-style-type: none"> Multiple conference calls created some confusion (how does DVCT/COVOAD call differ from Recovery Task Force calls, how do we avoid redundancy on two calls yet still ensure important information relayed from one call to other...). Representation 	<ul style="list-style-type: none"> Develop clear strategy for ensuring DVCT/COVOAD calls have clear objectives, are distinct from Recovery calls, and that key info is effectively communicated between the two calls 	DVCT and COVOAD	1.5		Incorporate into EOC SOP	May 2013

	for COVOAD and DVCT on Recovery call not consistent						
		<ul style="list-style-type: none"> Need clarity on who will represent DVCT and COVOAD on Recovery calls and role of representative (process for reporting key issues between calls). Ensure note taker for each call 	DVCT and COVOAD			Incorporate into EOC SOP	
	<ul style="list-style-type: none"> Greater representation from impacted communities/local agencies on DVCT/COVOAD calls would have facilitated improved coordination and effectiveness 	<ul style="list-style-type: none"> Develop plan to ensure the right people from impacted communities/responding agencies are aware of DVCT/COVOAD call 	DVCT and COVOAD	2	1	Incorporate into EOC SOP	
	<ul style="list-style-type: none"> Need process to address urgent volunteers needs, utilizing unaffiliated volunteer offers into web tool 	<ul style="list-style-type: none"> Develop plan for rapid identification and matching of volunteer offers made into tool 	CVCN and DVCT			Incorporate into EOC SOP and Menu of Options	
	<ul style="list-style-type: none"> CVCN not fully utilized as a resource – need to improve clarity on capabilities and potential role 	<ul style="list-style-type: none"> Identify opportunities to further maximize CVCN as a resource to local communities, including administration of web-based tool 	DVCT and CVCN	1	2	Incorporate into EOC SOP and Menu of options	
Coordination with Incident Management Team	<ul style="list-style-type: none"> Not clear how Incident Management Team (IMT) fits into DVCT and COVOAD structures 	<ul style="list-style-type: none"> Clarify and document how IMT position coordinates with DVCT and COVOAD 	DVCT and COVOAD	5	3	Incorporate into organizational chart and EOC SOP	2014
NDMN (or other web tool) and CDVMN							
Use of NDMN	<ul style="list-style-type: none"> Helped greatly in 	<ul style="list-style-type: none"> Ensure ongoing use of NDMN (or 	DVCT	1	1	MOU in place	Ongoi

Tool	minimizing unneeded donations and SUVs from 'showing-up,' and facilitated matching of needs with offers	similar tool) for use in disasters for capturing both donations and volunteer offers; ensure tool/link is available to public on www.HelpColoradoNow.org				with Aidmatrix Foundation (or other provider) and link available on HCN	ng
Maximizing Usefulness of NDMN (or other web tool)	<ul style="list-style-type: none"> Need to 'fine tune' how we use/administer tool to maximize its effectiveness 	<ul style="list-style-type: none"> Develop SOP on some key administrative aspects of tool (sending bulk emails, generating reports, messaging on site, protocols on sharing data...) 	DVCT (Jen and Donna)	4	3	Administrator SOP and/or user manual	Late 2013
	<ul style="list-style-type: none"> Recipient Agencies not always clear on how to most effectively use tool and coordinate with Allocators 	<ul style="list-style-type: none"> Develop guidance to users on: how to use tool, coordinate with Allocators, how to manage offer emails, how to 'accept' offers, and Just in Time training 	DVCT Jen/ Donna	3	2	Develop Recipient Agency Manual	Late 2013
	<ul style="list-style-type: none"> Some agencies too busy with response to adopt/use tool 	<ul style="list-style-type: none"> Need to develop system to better support Recipient Agencies wanting to accept offers but don't have time/resources to focus on tool 	DVCT	3	2	Incorporate into Recipient Agency Manual, Allocator Manual, and EOC SOP	Late 2013
Allocators and Training	<ul style="list-style-type: none"> Dedicated Allocators for NDMN (or other web based tool) helpful - need more depth and greater constancy in how Allocators operate 	<ul style="list-style-type: none"> Have more Allocators identified and pre-trained 	DVCT	2	3	Identify more Allocators (min 5-8)	May 2013
	<ul style="list-style-type: none"> Need guidelines/manual for use by Allocators to ensure continuity 	<ul style="list-style-type: none"> Develop manual for Allocators to ensure consistent: use of tool, support to recipient agencies, documentation etc.... 	DVCT	2	3	Develop Allocator Manual - including JIT	May 2013
	<ul style="list-style-type: none"> 'Just in Time' training was useful and critical 	<ul style="list-style-type: none"> Have 'Just in Time' training program/plan for training new Allocators during events 	DVCT	2		Create JIT training plan - incorporate into Allocator	May 2013

						Manual	
Business Engagement	<ul style="list-style-type: none"> Business and restaurant offers helpful 	<ul style="list-style-type: none"> Develop messaging to increase private sector offers into tool 	DVCT	3	1	Create pre-scripted messaging	May 2013
		<ul style="list-style-type: none"> Develop plan for outreach of messaging to business sector 	DVCT	3	3	Develop outreach plan for messaging	2014
Protocol for Using NDMN Tool	<ul style="list-style-type: none"> Need clarity on how to use/share volunteer data on tool 	<ul style="list-style-type: none"> Review/revise protocols on use of tool, distribute to all users, and provide training 	DVCT	3	3	Review/revise protocols, distribute/ train	May 2013
Application Process for CDVMN	<ul style="list-style-type: none"> Some confusion from local agencies regarding approval process for CDVMN and HelpColoradoNow list. Need for more transparent process, outreach plan so that specific agencies don't get blamed for lack of inclusion 	<ul style="list-style-type: none"> Review/revise protocols and process for agencies wanting to become involved in CDVMN 	DVCT (Jen, Stephanie, Tracy)	3	1	Revise existing application form and protocol. Make readily available to partners/on line	Apr 2013
Building partnerships with Local Emergency Management / Responding Agencies	<ul style="list-style-type: none"> Challenges due to: 1) limited pre-existing relationship with local emergency management/ communities; 2) limited awareness of available resources through DVCT and COVOAD; 3) lack of clarity for how to obtain resources. 	<ul style="list-style-type: none"> Develop strategy to do outreach and education (during non-disaster times) with local jurisdictions regarding capabilities and resources available, as well as develop guidelines for enhanced coordination and communication during an event 	DVCT and COVOAD	1	5	Development of outreach plan	
Partnerships and External Relations / Communication							
Building partnerships	<ul style="list-style-type: none"> Challenges due to: 1) limited pre-existing 	<ul style="list-style-type: none"> Develop strategy to do outreach and education (during non-disaster 	DVCT and COVOAD	1	5	Development of outreach plan	2013 Sched

with Local Emergency Management / Responding Agencies	relationship with local emergency management/ communities; 2) limited awareness of available resources through DVCT and COVOAD; 3) lack of clarity for how to obtain resources.	times) with local jurisdictions regarding capabilities and resources available, as well as develop guidelines for enhanced coordination and communication during an event				and presentation/ training (based on G288).	ule with regions at conference
Donation and Volunteer Management – Menu of Options for Local Jurisdictions	<ul style="list-style-type: none"> No clearly defined summary of options available to local jurisdictions for resources available in volunteer and donations management 	<ul style="list-style-type: none"> Develop Menu of Options outlining various resources and options available to local jurisdictions in donations and volunteer management depending on size of event, local capacity, and donations/ volunteer management needs 	DVCT (Iain, Michael, Jen)	1	4	Create ‘Menu of Options’ document	Draft Feb 2013
	<ul style="list-style-type: none"> State in need of key talking points on donations and volunteer management 	<ul style="list-style-type: none"> Develop key talking points to work in conjunction with above ‘Menu of Options’ to assist State staff in communicating options to local jurisdictions 	DVCT (Iain, Michael, Jen)	1	4	Creation of talking points for use by State personnel	Draft Feb 2013
Communicating with Local Jurisdictions	<ul style="list-style-type: none"> When initial contact with local communities was established, the message of “we want to know how we can help you and your community” was appreciated. In addition to offering support and resources it left no ambiguity of who was in charge 	<ul style="list-style-type: none"> Ensure initial contact from State, DVCT, and COVOAD clearly states that local community will remain ‘in charge’ and that we are offering support and resources to assist local efforts 	DVCT and COVOAD	1	2	Incorporate into, EOC SOP, Menu of Options and Talking Points	Draft Feb 2013
	<ul style="list-style-type: none"> Conversation around expectations and roles/responsibilities important and helpful 	<ul style="list-style-type: none"> Ensure roles and responsibilities of various parties are clearly outlined at onset of event 	DVCT	1	2	EOC SOP and Talking Points	Draft Jan 2013
	<ul style="list-style-type: none"> Local jurisdictions not 	<ul style="list-style-type: none"> Ensure process is clear for how local 	DVCT	1	2	Define structure	

	always clear on who to contact at State EOC for DVCT and COVOAD support	jurisdictions can access DVCT and/or COVOAD support to via State EOC	(Jen and Iain)			and incorporate into materials (EOC SOP,,ICS 207, Menu of Options)	
Review, Revise and Create Marketing Materials for Outreach	<ul style="list-style-type: none"> Need for improved marketing materials for local emergency management / communities 	<ul style="list-style-type: none"> Develop and design basic marketing materials to communicate resources available 	DVCT	1	3	Review/revise existing materials. Create new materials as needed – Menu of Option	Feb 2013
COVOAD – ARC issue OEM - exercises	<ul style="list-style-type: none"> Presence of various agencies providing services at Evacuation Center helpful 	<ul style="list-style-type: none"> Ensure multiple agencies continue to have ability to establish presence at Evacuation Center 	COVOAD, Red Cross				
Engagement of National VOAD Partners	<ul style="list-style-type: none"> Limited clarity regarding best way to engage with national VOAD partners to ensure coordination with local efforts/authorities. 	<ul style="list-style-type: none"> Develop process for liaising with NVOAD agencies to ensure streamlined process and coordination at state and local level 	COVOAD				
Engagement of Local Voluntary Agencies	<ul style="list-style-type: none"> Coordination with local volunteer agencies not always as effective as they could have been – local agencies not always aware of coordination opportunities with DVCT and COVOAD 	<ul style="list-style-type: none"> Develop process for liaising with local voluntary agencies to ensure streamlined process and improving coordination with DVCT and COVOAD agencies 	DVCT and COVOAD	3	2	EOC SOP	
Partnerships with Americorps and NCCC	<ul style="list-style-type: none"> Proved to be a useful resource and assisted in increasing personnel capacity 	<ul style="list-style-type: none"> Draft guidelines and process (MOU) for securing Americorp and NCCC resources 	DVCT	3	3	Incorporate into, EOC SOP	June 2013
Guidance on	<ul style="list-style-type: none"> Outpouring of offers from 	<ul style="list-style-type: none"> Develop guide/checklist of things 	DVCT and	5	4	Develop draft	2014

fundraising events	businesses/public wanting to do fundraising events challenging for local community	local community should consider with fundraising events (including guidance on tax deductions, legal issues, etc...).	COVOAD			guidelines	
Public Messaging /HelpColorado Now.org							
Coordinating Messaging Between DVCT, 2-1-1, State, and Local Community	<ul style="list-style-type: none"> Process for developing and updating public messaging on donations and volunteers not always clear. Absence of defined process sometimes created delays and confusion in decision-making. 	<ul style="list-style-type: none"> Need clearer process, with identified POCs, for quick decision-making. Ensure PIOs are aware of, and trained on, process 	DVCT and (Robyn to coordinate with Micki)	2	3	Develop process for creating messaging on donations and volunteer management. Training for PIOs @ ESPIOC conference in September	June 2013
	<ul style="list-style-type: none"> Process for distributing and posting public messaging on donations and volunteers, once developed/revised, not always clear 	<ul style="list-style-type: none"> Need process for ensuring public messaging is distributed to PIOs and other public messaging POCs and communicated to public (via HelpColoradoNow.org, State, local jurisdictions, 2-1-1, Governor's office...) when developed/revised. May want to identify a lead for ensuring consistent messaging. 	DVCT (with OEM PIO and 2-1-1)	2	3	Develop process for distributing and posting messaging - incorporate into EOC SOP	June 2013
	<ul style="list-style-type: none"> Notices/flyers on services available, hours of operation of facilities, and times of when agencies will be coming to homes helpful. 	<ul style="list-style-type: none"> Work with local community to create/distribute flyers, including door to door in impacted areas. 	DVCT, COVOAD and OEM	3	1	Develop templates	2013
HelpColorado Now.org	<ul style="list-style-type: none"> Site very helpful in directing public on how to 	<ul style="list-style-type: none"> Ensure site continues to be linked to NDMN tool (or other web based 	DVCT	1	1	Link to NDMN ongoing and	On-going

	help. Link to NDMN for donation and volunteer offers critical	database) to capture offers along with appropriate messaging				messaging timely	
	<ul style="list-style-type: none"> Updates to website experienced few delays was extremely helpful. Need to ensure system in place for continued rapid updates in future. 	<ul style="list-style-type: none"> Have small cadre of 'Web Masters' trained in advance on how to update HCN website 	DVCT (Robyn to ask Sarah Werner)	2	2	Identify and train 4-8 'Web Masters' on tool.	Mar 2013
		<ul style="list-style-type: none"> Develop 'quick reference guide' on how to update HCN website as resources for Web Masters 	DVCT	2	2	Create 'Quick Reference Guide'	Mar 2013
		<ul style="list-style-type: none"> Develop protocol for requesting/making updates to website 	DVCT	2	2	Draft protocol	Mar 2013
	<ul style="list-style-type: none"> Pre-scripted messaging on site in need of some fine-tuning 	<ul style="list-style-type: none"> Fine-tune prescript messaging on site 	DVCT (Stephanie, Cathy)	2	2	Update site	Mar 2013
Expectations management on financial contributions	<ul style="list-style-type: none"> Public often does not understand why funds are not distributed immediately - can create frustration and negative media attention 	<ul style="list-style-type: none"> Need to educate public that not all funds will be used right away and that longer-term needs need to be considered 	DVCT	3	2	Include in public messaging	July 2013
		<ul style="list-style-type: none"> Need to ensure agencies included in HelpColoradoNow.org list agree to be transparent in use of funds collected for event - and are willing to share report on use of funds if asked. 	DVCT	3	1	Incorporate into CDVMN application agreement	July 2013