



Ensuring Organizational Sustainability

Background

The Orfalea Fund and the Santa Barbara County VOAD Executive Committee agree that implementing a sustainability plan is a key goal for the third year (2010–2011) of the SBCVOAD development project. Three essential objectives of this plan are (a) reconfiguring the VOAD Coordinator position from full-time to part-time, (b) transferring responsibilities that are critical to the ongoing success of SBCVOAD from the Coordinator to VOAD members and Executive Committee members, and (c) developing a sustainable long-term financial plan.

In response to SBCVOAD’s grant request for 2010-2011, Javier Moreno stated in an email message on August 10 to Kathy Hayes, the Chair of the VOAD Executive Committee, “I am pleased to inform you that the Orfalea Fund Board of Directors has approved your funding request of \$78,177 [with contingencies] . . . [and] an additional allotment of funding to assist in the transitioning of the program. . . . The additional granted funds of \$39,089 (for a total of \$117,266) have some flexibility in apportionment towards the compensation for the VOAD Coordinator.”

In an email message to Kathy on September 9, 2010, Javier stated, “We plan on disseminating partial funds once we are confident that VOAD is clearly on a track to sustainability and operability from within the existing structure.” To address this issue, Javier asked SBCVOAD to provide:

- Specific goals and objectives for the transition of the organization into Year 4 and 5.
- A timeline of the transitioning out of the Coordinator and how granted funds will be allocated throughout the transition.
- A line-item budget of how the additional funds will be utilized during the transition.

Strategic Considerations

SBCVOAD is committed to providing sustained value to its members and to the residents of Santa Barbara County over the long term. The greatest challenge to SBCVOAD’s sustained vitality arises from the fact that Santa Barbara County experiences large-scale disasters only intermittently, and only a relatively small number of residents are severely impacted. As a result, the ongoing sense of urgency that sustains VOADs in other parts of the country where large-scale disasters are more frequent and widespread is generally missing in Santa Barbara County. In addition, most SBCVOAD organizations are understaffed and overcommitted. As a result of these factors, developing, exercising, and improving disaster response and recovery capabilities is a much lower priority for most SBCVOAD members than meeting the persistent, urgent demands of day-to-day operations.

Given these practical realities, the SBCVOAD Executive Committee has concluded that maintaining the VOAD Coordinator as a part-time position through Year 4 and 5 and beyond is vital strategy for long-

term sustainability. Doing so will ensure that the administrative tasks critical to SBCVOAD's ongoing success will be consistently executed, irrespective of the varying priorities of its members.

To extend the funding from the Orfalea Fund for the VOAD Coordinator position farther into the future, the VOAD Executive Committee proposes reconfiguring the position as a part-time position more quickly than originally proposed and allocating the funds saved in 2010-2011 towards future years. The accelerated schedule is defined in the "Timeline" section later in this document.

Transition Goals

Listed below are the organizational functions essential to the ongoing success of Santa Barbara County VOAD. During the fiscal year 2010 – 2011, the Executive Committee will recruit VOAD members to form the committees listed below and task them with carrying out their assigned functions, which will significantly reduce the workload of the VOAD Coordinator.

VOAD Member Committees

Membership Committee

- Develop VOAD promotional campaigns and materials.
- Reach out to prospects and recruit new members.
- Develop new subcommittees as needed, including identifying potential members, recruiting members, and developing SOPs.

Education and Training Committee

- Ascertain training needs and determine training topics.
- Develop/acquire training resources, including materials and facilitators.
- Promote training events and register participants.
- Plan meetings, including preparing and disseminating agendas and minutes.

Funding Evaluation Committee

The Executive Committee plans to assume responsibility for this function.

- Review, evaluate, and prioritize funding requests from nonprofit organizations that are within the scope of the Aware and Prepare Initiative.

Executive Committee

- Set goals, formulate plans, and manage execution of Member Committee tasks.
- Manage finances, including developing budgets, managing expenditures, and controlling costs.
- Raise funds, including recruiting sustaining members, acquiring corporate sponsorships, and applying for grants.

VOAD Coordinator

The VOAD Coordinator may form member committees to assist with some of the following functions.

Information Management

- Maintain VOAD operating guidelines, disaster procedures and other SOPs, membership roster, subcommittee assignments, disaster resource directory, and website.
- Prepare grant applications and other documents under the direction of the Executive Committee.
- Support the VOAD Member Committees as needed.

Disaster Response Coordination

- Develop and maintain a team of trained VOAD EOC Liaisons.
- Oversee the VOAD EOC Liaisons to coordinate disaster response and recovery efforts of VOAD members, government agencies, and other organizations active in disasters.
- Maintain Emergency Volunteer Center in a state of readiness, including SOPs, MOUs with sponsoring organizations, EVC staff rosters, and activation “go kits.”

Organizational Partnerships

- Cultivate relationships and facilitate communication with NVOAD, SoCal VOAD, and local VOADS in neighboring counties.
- Maintain a cooperative working relationship with the County Office of Emergency Services.

Timeline

The Executive Committee proposes the following milestones for transferring responsibilities from the VOAD Coordinator to VOAD members and Executive Committee members.

Year 3

- **December 7, 2010.** At the December All-Member Meeting, the Executive Committee will:
 - Announce that the VOAD Coordinator will become a three-quarters-time position on January 1, 2011.
 - Invite members to form the Membership Committee and the Training and Education Committee.
 - Announce the establishment of the Funding Evaluation Committee and explain how it will evaluate and prioritize Aware and Prepare funding requests from nonprofit organizations in Santa Barbara County.
- **January 1, 2011.** The VOAD Coordinator will become a three-quarters-time position.
- **January – July, 2011.** The VOAD Coordinator will:
 - Work with the Membership Committee, Training and Education Committee, and Funding Evaluation Committee to develop and document standard operating procedures, objectives, and task assignments.
 - Work with the Executive Committee to devise and implement a collaborative task management system that the Executive Committee can use to ensure that the committees execute their assigned tasks and achieve their objectives in a timely fashion.
 - Work with the Training and Education Committee to inaugurate:
 - Business Continuity Planning workshops for VOAD members and other nonprofit organizations in the county.
 - A VOAD EOC Liaison Training program for VOAD members.
 - A plan to develop and conduct at least one table-top exercise and one drill for VOAD members in 2011.

Year 4

- **August 1, 2011.** The VOAD Coordinator will become a half-time position.
- **August 2011 – July 2012.** The VOAD Coordinator will:
 - Work with the membership committees and the Executive Committee to evaluate, improve, and complete all standard operating procedures.
 - Work with the Executive Committee to devise plans for supporting the VOAD Coordinator as a long-term part-time position.

Year 5

- **August 1, 2012.** The VOAD Coordinator will become a quarter-time position.
- **August 2012 – July 2013.** The VOAD Coordinator will:
 - Support and assist the Executive Committee and other VOAD members in fulfilling their responsibilities, with a special focus on preparing to secure additional corporate sponsorships in Year 6.

Year 6

- **August 1, 2013.** The VOAD Coordinator will become a 20% time position (one day per week).
- **August 2012 – July 2013.** The VOAD Coordinator will:
 - Support the Executive Committee and other VOAD members in fulfilling their responsibilities, with a special focus on securing additional corporate sponsorships.

Allocation of Funds

See the attached document, "Santa Barbara County VOAD Budget for 2010 – 2015."

**Santa Barbara County VOAD
Budget for 2010 - 2015
September 29, 2010**

Period	Original Budget	2011 Year 3		2012 Year 4	2013 Year 5	2014 Year 6	2015 Year 7
From	8/1/2010	8/1/2010	1/1/2011	8/1/2011	8/1/2012	8/1/2013	8/1/2014
To	7/31/2011	12/31/2010	7/31/2011	7/31/2012	7/31/2013	7/1/2014	7/1/2015
Number of months	12	5	7	12	12	12	12

See
Notes

EXPENSES							
VOAD Coordinator							
Annualized FTE	\$45,880	\$45,880		\$48,174	\$50,583	\$53,112	\$55,767
Percent employment	100%	100%	75%	50%	25%	20%	20%
Subtotal Coordinator Cost	\$45,880	\$19,117	\$20,073	\$24,087	\$12,646	\$10,622	\$11,153
Overhead							
Utilities, maint., janitorial, etc.	\$4,225	\$4,225		\$2,113	\$1,056	\$845	\$845
Supplies							
Postage	\$540	\$540		\$100	\$100	\$100	\$100
Promo mtl., office supplies, etc.	\$1,500	\$1,500		\$300	\$300	\$300	\$300
EVC supplies	\$1,000	\$1,000		\$0	\$0	\$300	\$300
Training supplies & services	\$1,000	\$1,000		\$1,000	\$1,000	\$1,000	\$1,000
Promotional events	\$1,200	\$1,200		\$240	\$240	\$240	\$240
Communication Equipment & Services							
Coordinator mobile phone	\$792	\$792		\$792	\$792	\$792	\$792
EVC mobile phone service	\$2,665	\$2,665		\$0	\$0	\$0	\$0
Satellite phone service	\$11,000	\$11,000		\$0	\$0	\$0	\$0
Web hosting and registration	\$3,150	\$3,150		\$0	\$0	\$0	\$0
Meetings & Transportation							
SCVOAD & NVOAD meetings	\$3,500	\$3,500		\$300	\$300	\$300	\$300
Coordinator auto mileage	\$6,350	\$6,350		\$1,200	\$1,200	\$1,200	\$1,200
SCVOAD dues	\$100	\$100		\$100	\$100	\$100	\$100
Subtotal Other Expenses	\$37,022	\$37,022	\$6,145	\$5,088	\$5,177	\$5,177	\$5,177
Total Expenses	\$82,902	\$76,211	\$30,232	\$17,734	\$15,799	\$16,330	\$16,330

Note 1

Note 2

Note 3

Note 4

Note 5

Note 6

Note 7

INCOME							
Member dues	\$6,500	\$6,500		\$6,500	\$6,500	\$6,500	\$6,500
Corporate sponsorships	\$4,000	\$4,000		\$4,000	\$4,000	\$4,000	\$9,000
Overhead donated by Red Cross	\$4,225	\$4,225		\$2,113	\$1,056	\$845	\$845
Orfalea Fund	\$68,177	\$68,177	\$22,000	\$11,000	\$6,000	\$0	\$0
Total Income	\$82,902	\$82,902	\$34,613	\$22,556	\$17,345	\$16,345	\$16,345

Note 8

Note 9

Note 10

Note 11

Income - Expenses	\$0	\$6,691	\$4,381	\$4,822	\$1,546	\$15	\$15
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VOAD Account Balance							
Income - Expenses	\$0	\$6,691		\$4,381	\$4,822	\$1,546	\$15
Retained Income (from prior year)	\$0	\$0		\$6,691	\$11,072	\$15,894	\$17,440
End-of-Year Account Balance	\$0	\$6,691	\$11,072	\$15,894	\$17,440	\$17,454	\$17,454

Note 12

See Notes on next page

**Santa Barbara County VOAD
Budget for 2010 - 2015**

Notes

1. VOAD Coordinator position reduced to 75% FTE in second half of Year 3. Funds saved will be allocated to extend compensation for 20% FTE into Year 6. After Year 6, VOAD will be financially self-sustaining.
2. Reduce cost of promotional events after Year 3.
3. Four mobile phones activated as needed for disasters. Amount in Year 3 (\$2,665) will be allocated over 5 years.
4. \$37/mo * 5 phones * 12 months = \$2,200. Amount in Year 3 ((\$11,000) will be allocated over 5 years.
5. Wild Apricot website and membership management system @ \$50/mo; domain registration @ \$30/yr, for 5 years. Amount in Year 3 will be allocated over 5 years.
6. Registration fees & travel costs to NVOAD conference in Year 3 and SCOVID conferences in Years 3 - 7.
7. Coordinator travel will be cut by 80% after Year 3.
8. Based on continuing the 70% collection rate from regular members and \$4,000 from Sustaining Members that were established in Year 2.
9. The Executive Committee will begin approaching corporate sponsors in Year 3 and will expand outreach after Year 6.
10. Total amount of funds awarded in the 2010 grant is \$107,266. Total of awarded funds allocated in this budget is \$107,117. Funding from Orfalea Fund stops after Year 6.
11. After Orfalea funding stops in Year 6, the annual income (\$16,345) is larger than the expenses (\$16,330), ensuring financial sustainability.
12. At the end of Year 7, almost 90% of the VOAD Account Balance (\$17,454) can be attributed to Member Dues & Corporate Sponsorships. This amount will be allocated toward the cost of Communication Equipment and Services for the next 5 years (\$17,607).