



OCTOBER 2021

**NATIONAL VOLUNTARY
ORGANIZATIONS ACTIVE IN DISASTER**

TRIENNIAL MEMBER REVIEW 2021

VOAD MOVEMENT IN FOCUS

Much has changed since the last National Voluntary Organizations Active in Disaster (National VOAD) Triennial Review was published in 2018. Natural disasters are occurring at a higher rate, and with greater intensity, than ever before due to the effects of climate change. This fact has forced our membership to adapt quickly in order to serve the needs of communities across the United States and its territories.

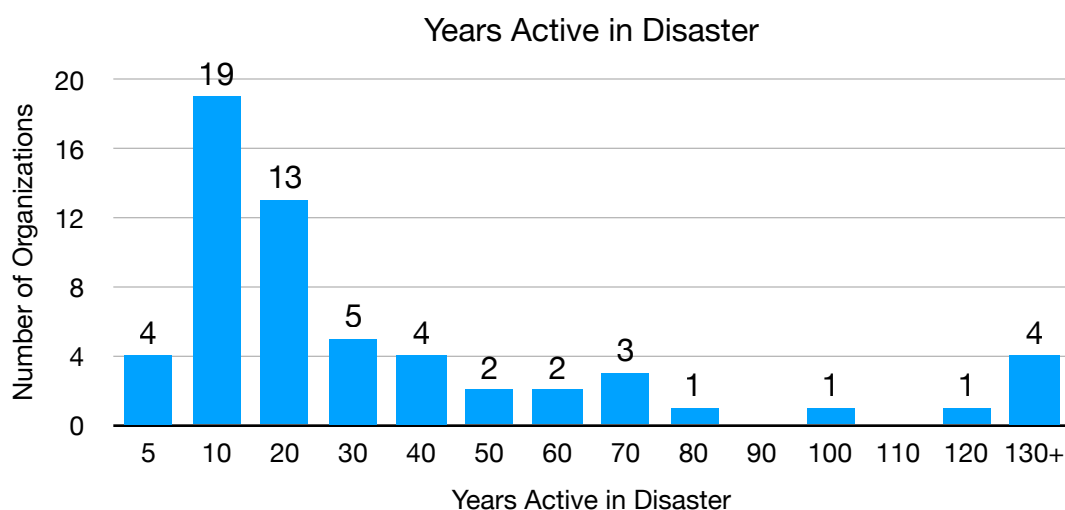
The report and graphs within this report represent this new reality, and highlights the impact of the VOAD Movement and the ways that our members are involved in the wider disaster sector. Thank you to all of the members that participated in this effort. Participation in the 2021 Triennial Review included 61 National Members (81% of the total) and 39 State/Territory VOADs (71% of the total), which provides a significant sample of the National VOAD Membership. Data requested covers the years 2017-2019, and is intended to show the impact of the VOAD movement as a whole.



NATIONAL MEMBERS

YEARS ACTIVE IN DISASTER

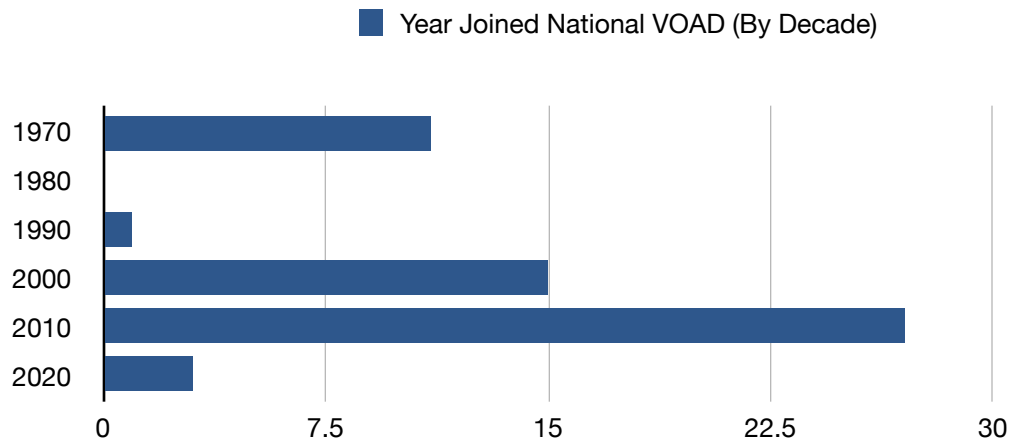
The graph displayed below shows the number of years that each National VOAD member agency has been active in the disaster sector. Similar to the 2018 Triennial Review, the majority of reporting agencies indicated that they have been active in disaster for ten to twenty years. Many of our members began their work in this field following the September 11th, 2001 terrorist attacks, or following Hurricane Katrina in 2005. Only 17 agencies have been active between 30 and 100 years. Perhaps the most surprising



finding however, is that 4 of our member agencies have been active in disaster for 130 years or longer. This data set highlights the wide range of experience and expertise that National VOAD Members bring to the communities they serve. While we have a significant number of members with long histories, there is a fresh wave of agencies that are emerging in the sector that bring invaluable capabilities to our movement.

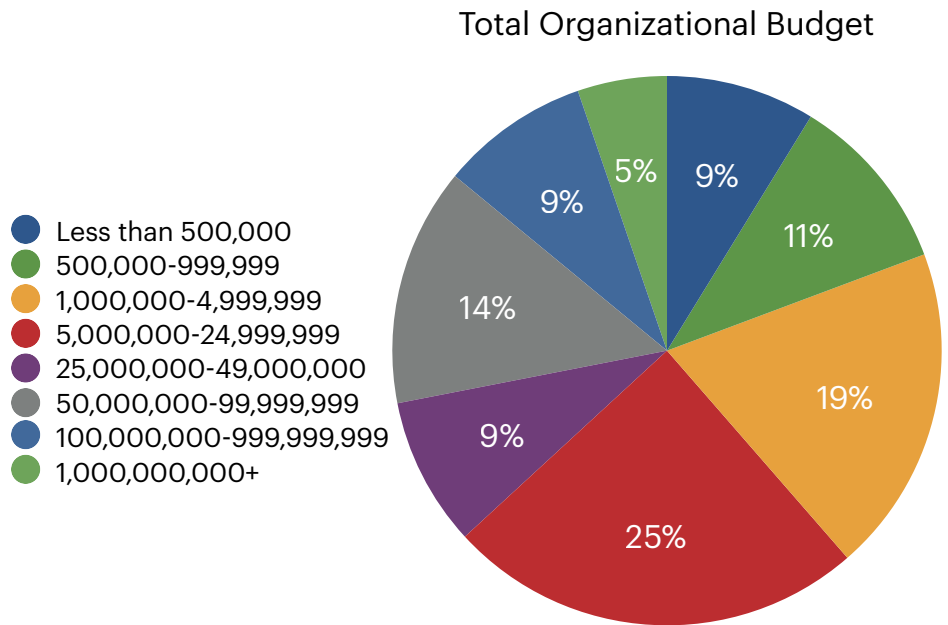
MEMBERSHIP ENGAGEMENT & GROWTH

National VOAD was established in 1970 by seven agencies, but in the past 50 years our membership has continued to grow. Despite a relative quiet period between 1979 and 1999, our membership has exploded in the past 20 years. As of 2021, National VOAD has a roster of 74 National Members, with 45 joining since 2000, an increase of 158%.



BUDGET BY BRACKETS

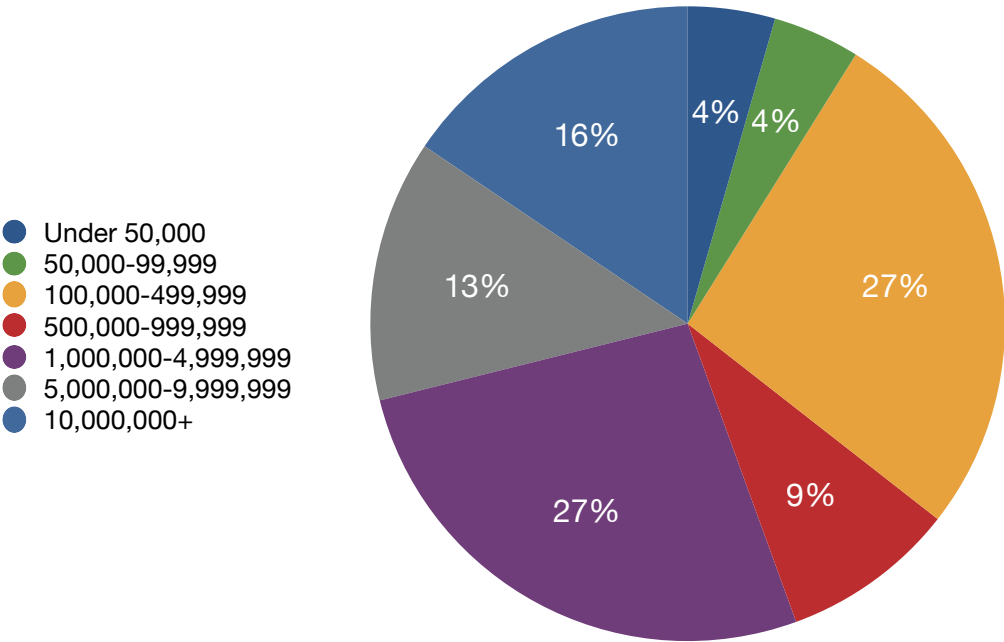
National Members were once again requested to provide two types of financial records: the agency’s annual organizational budget, as well as the agency’s annual disaster budget. Regarding their total organizational budget, members were placed into one of eight categories representing a wide monetary range. Similar to the wide range of experience in the field, our members have a wide range of budget. The lowest category is for organizations with an overall annual budget of less than \$500,000. The highest category is for organizations with an overall annual budget of greater than \$1 billion dollars each year. Similar to the information gathered in 2018, National VOAD members continue to show a wide range when it comes to organizational budgets. A significant number of respondents indicated an organizational budget between \$1 million and \$25 million dollars (44%), with a majority falling between \$1 and \$50 million dollars (53%). Only 5 organizations indicated a total organizational budget of less than \$500,000, and only 3 with a budget in excess of \$1 billion.





The data is similarly segmented when it comes to domestic disaster budget. Respondents were placed into one of seven categories representing the monetary range of their disaster budget, the amount allocated to disaster response and recovery from their organizational budget. The information gathered in this triennial review is entirely different from the 2018 triennial review, where 48% of agencies had a disaster budget of \$1 million to just under \$5 million. As of 2021, only 27% fell into that category, with a significant number of respondents (29%) indicating a disaster specific budget between \$5 million and \$10 million or higher. This shows the increasing need for resources in disaster response and recover nationally. As the number of disasters increase, along with the severity of those events, our members are responding by dedicating larger portions of their organizational budgets to their disaster response and recovery arms.

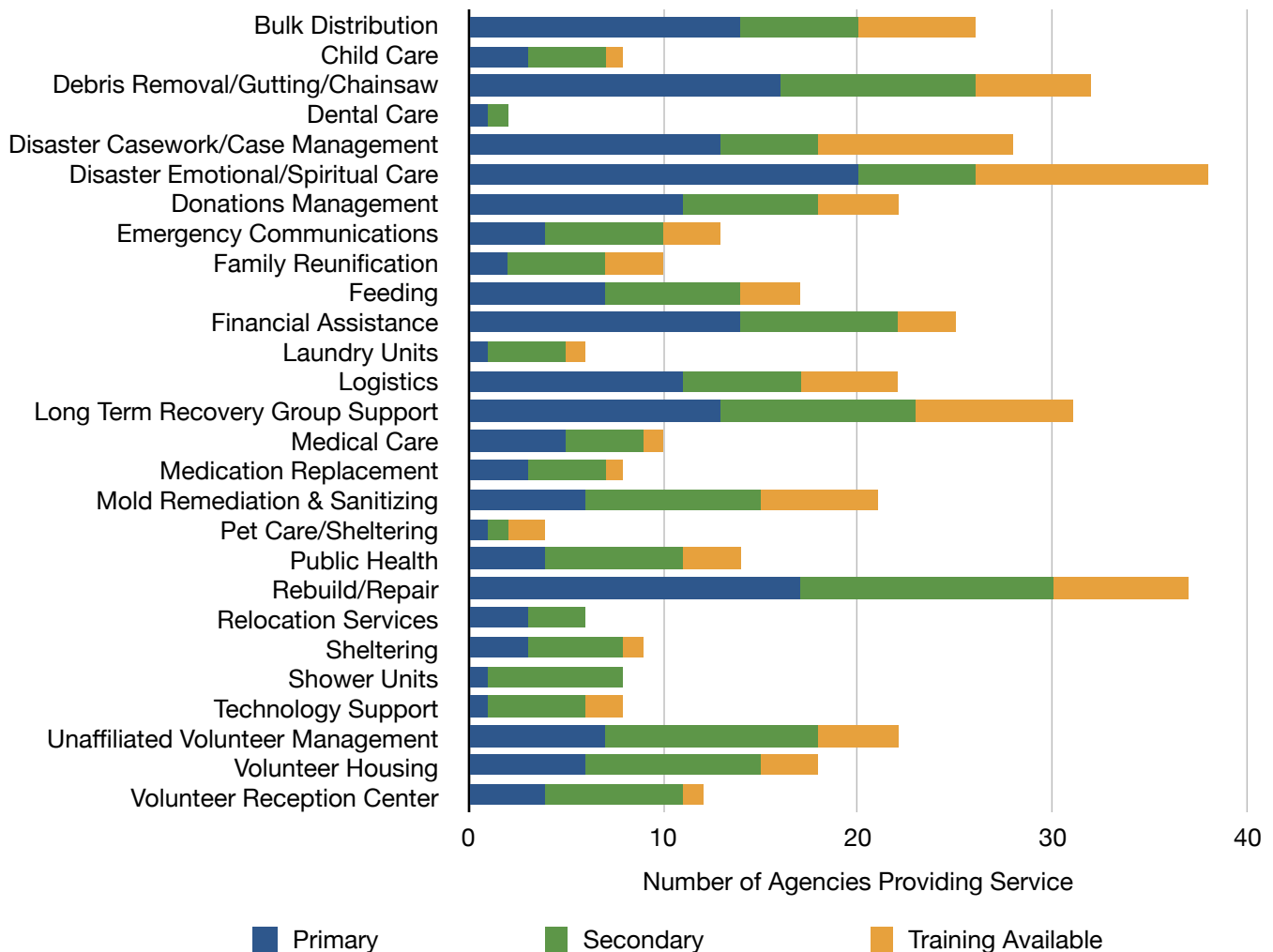
Domestic Disaster Budget



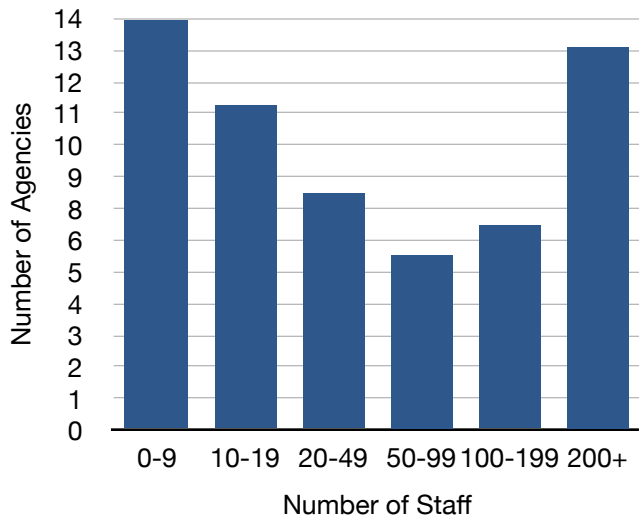
CAPABILITY MATRIX

National VOAD members provide a wide variety of services and trainings to their affiliates, National VOAD partners, and the public. The VOAD Movement is truly a national movement and this graph is proof of our efforts. Similar to the data collected in 2018, disaster emotional and spiritual care is the most prominent capability amongst the National VOAD membership. One of the largest increases between these two data sets is the number of member organizations providing rebuild/repair services. In 2018, 25 organizations indicated these capabilities, whereas 37 now indicate this capability, an increase of 48%.

Other services commonly provided by our membership are debris removal, disaster casework, and distribution. As was the case in 2018, room for growth can be found in the provision of shower and laundry units, medical care, and tech support. The lower number of agencies providing sheltering services can be attributed to larger organizations (American Red Cross, The Salvation Army, among others) providing the bulk of this service.

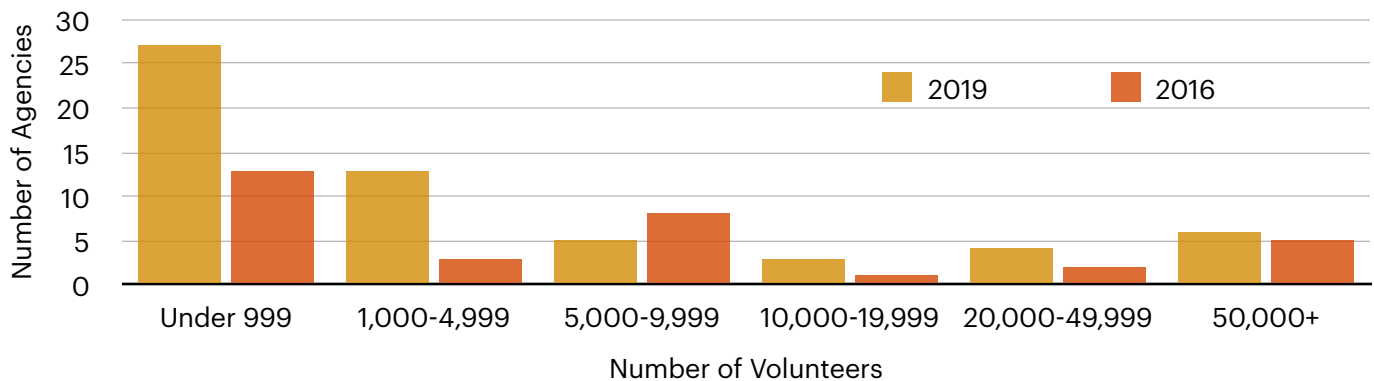


STAFF



National Members were once again asked to report on the size of their agency by providing the number of staff members employed across their organization. 14 agencies operate with a staff of 0-9 individuals, with the second highest number of agencies operating with over 200 individuals employed. This graph shows the ability of National members to operate at a high level with a low number of staff. The largest increase between 2018 and 2021 was in the 50-99 range, growing from 1 to 6 agencies.

VOLUNTEERS

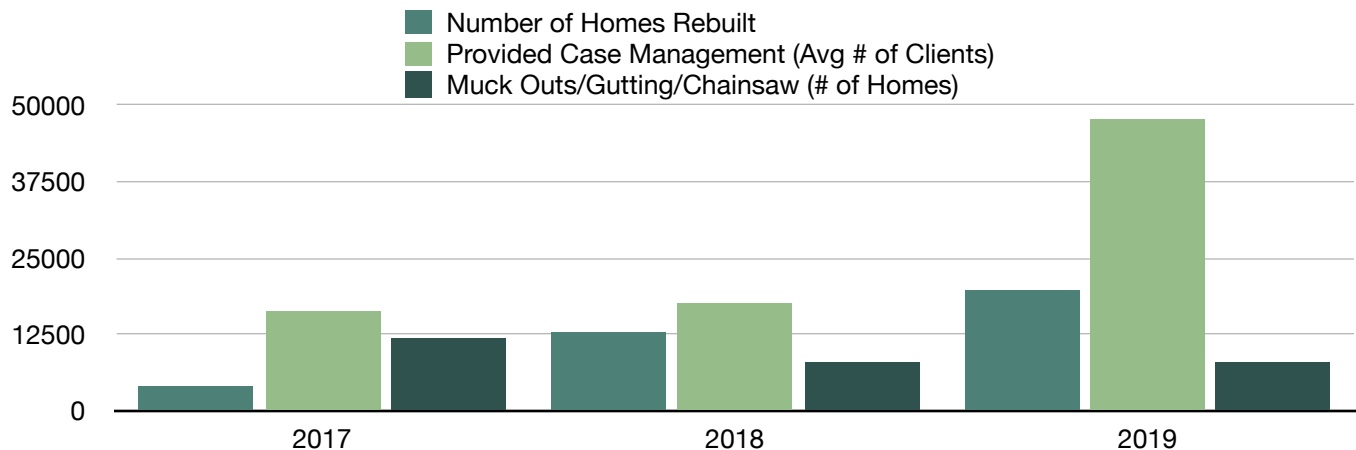


In 2019, National VOAD members utilized 9,907,071 volunteers who contributed 48,129,263 volunteer hours. That equates to a value of over \$1.3 billion in donated labor to response and recovery efforts across the United States in 2019 alone (volunteer hour valued at \$28.54¹ according to Independent Sector).



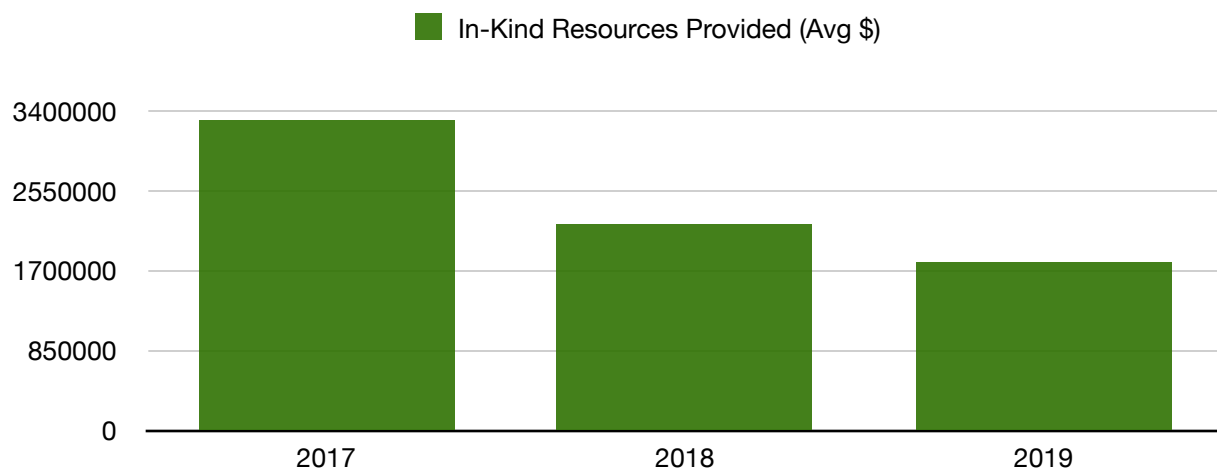
YEAR OVER YEAR

The graphs displayed below indicate how our members have changed their responses over the past three years of reporting (2017-2019). National VOAD members have increased the number of homes they have rebuilt, which aligns with the data displayed in the capabilities matrix above. This is due to responses to Hurricane Harvey, Hurricane Michael, California wildfires, and other devastating disasters that caused significant loss of homes, and personal property.



In addition, National members have steadily increased the number of clients they have provided with case management services. This is likely due to the work of our National members, their affiliates, and partners on Project Comeback Texas, a Disaster Case Management Project supported by FEMA.

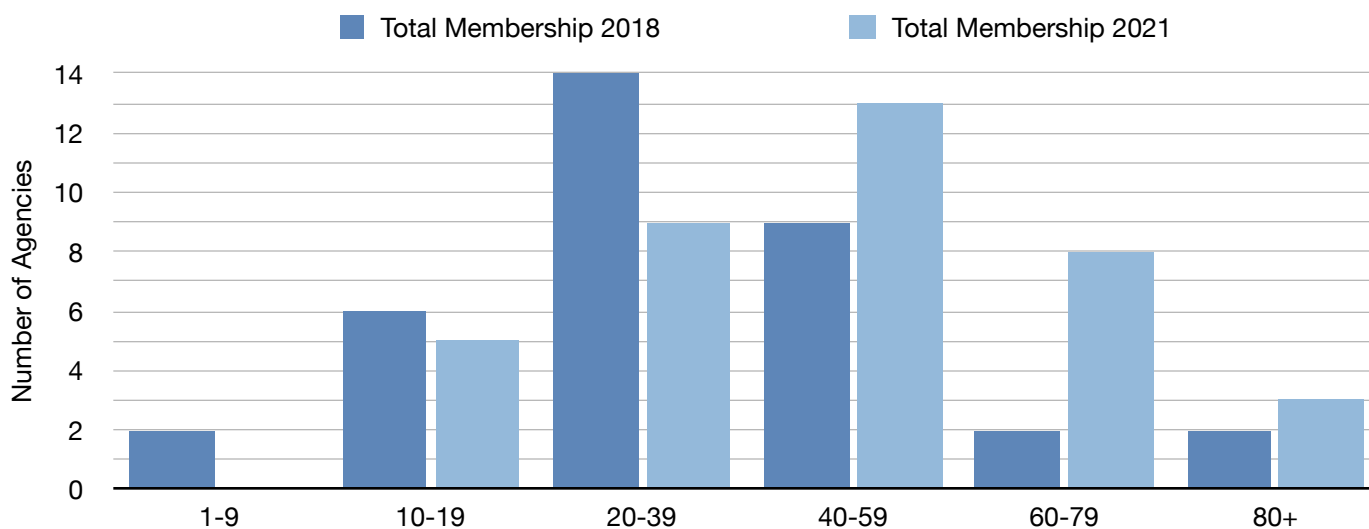
One area where our members reported a decline was in the average dollar amount of in-kind resources provided to communities across the country. As displayed in the graph below, National VOAD members went from providing an average of \$3.3 million dollars of resources in 2017, to \$1.8 million dollars in 2019.





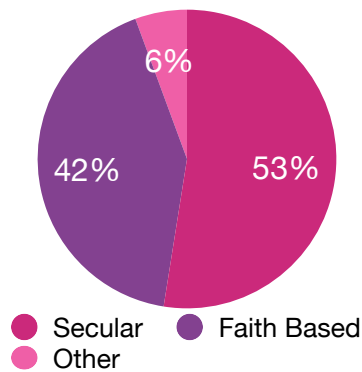
STATE/TERRITORY VOADS

STATE/TERRITORY VOAD MEMBERSHIP



State/Territory VOADS are the backbone of the VOAD movement. We asked our State/Territory VOADS to identify their membership, including the specific number of National

VOAD members on their rosters. In 2018, 14 State/Territory VOADs reported a membership roster between 20-39, with the second largest between 40-59 members. As you can see, since 2018 State/Territory VOADs have done great work in increasing their total membership, with a majority now reporting a total membership between 40-59 members. The State/Territory VOADs that responded to the triennial review indicated a total membership of 2,075, with 824 of those members reporting an affiliation with National VOAD. This number has increased from 2018, when there were 1,342 total members reported, with 511 of those members reporting an affiliation with National VOAD. Therefore, approximately 40% of State/Territory VOAD members in 2021 are also National VOAD members, an increase of 2% from 2018.



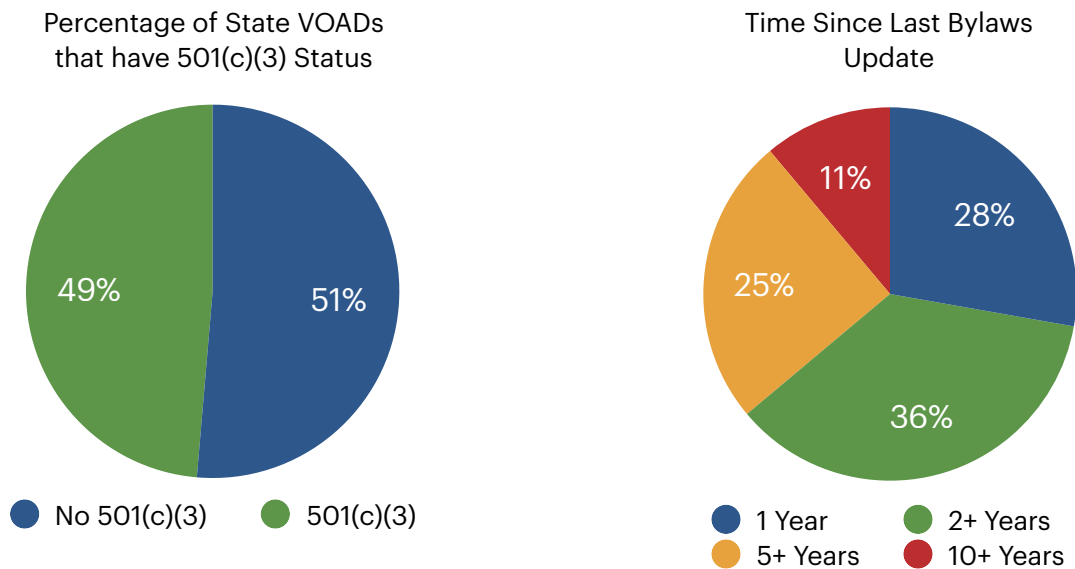
State/Territory VOADs were also asked to segment their membership roster into secular, faith based, and Other categories. As can be seen in the graph below, State/Territory VOADs report a slight majority of their membership identify as secular organizations. This aligns with National VOADs own membership, with a near split between secular and faith based organizations. Diversity is a major strength of the VOAD movement, and it can be seen in the denominations of secular organizations as well as the identification of secular vs faith based organizations.

GOVERNANCE

This is the second triennial review in National VOADs 50+ year history to include State/Territory VOADs. The data collected regarding the governance processes of these organizations is providing invaluable insights that will improve the collaboration and coordination between our National members and our State/Territory VOAD members, as well as the day to day operations and capabilities of our State/Territory VOAD members. State/Territory VOADs were asked a number of questions that shed light on their governance practices, including 501(c)(3) status, if there is a dedicated fiscal agent for the VOAD, frequency of meetings and the last time the State/Territory VOAD's bylaws were updated.

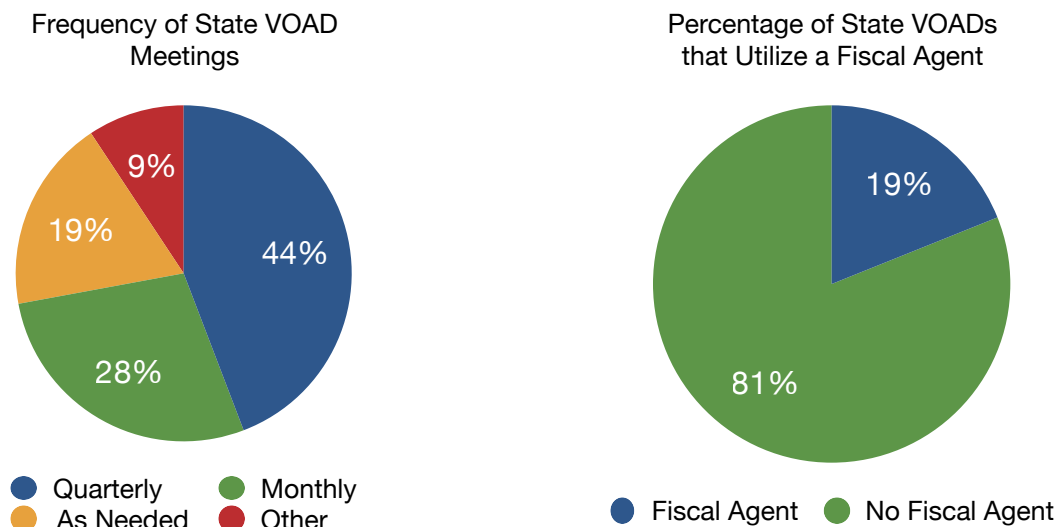
State/Territory VOAD respondents reported a near even split in 501(c)(3) status, with 19 VOADs reporting no 501(c)(3) status, and 18 reporting yes. This is a significant

improvement from 2018, where there was a nearly 70%/30% difference, with only 30% of respondents reporting a 501(c)(3) tax exempt status. State/Territory VOADs dedicated volunteers and leadership, along with National VOADs direct efforts to increase their capacity and capabilities through various initiatives, has led to this increase in reported 501(c)(3) status.

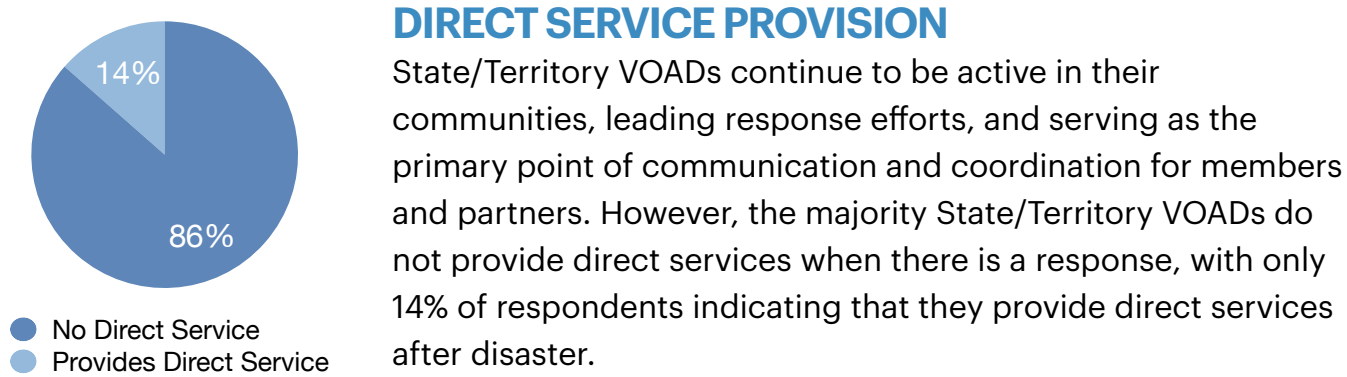


State/Territory VOADs augmented capabilities can also be seen in the increase in the number of bylaws updates in the past 5 years. In 2018, only 21% of State/Territory bylaws had been updated within the past year, whereas in 2021, that number had increased to 28%, with over 50% having been updated in the past 4 years.

State/Territory VOADs continue to meet primarily quarterly (52% in 2018, 44% in 2021), with biggest increase in meeting frequency seen in monthly meetings (21% in 2018, 28% in 2021).

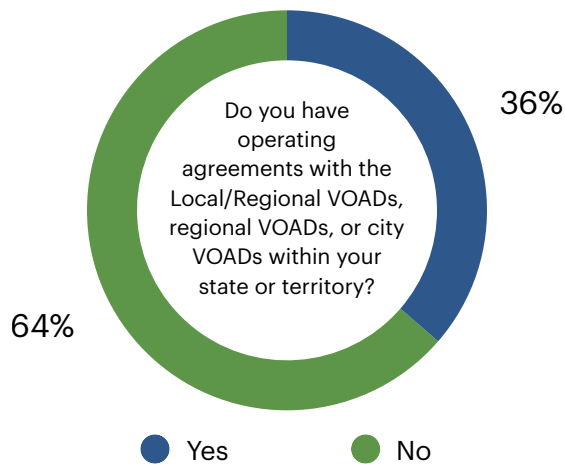


Finally, one area where there has been a decrease in capability is in the utilization of a fiscal agent. In 2018, 27% of State/Territory VOADs reported the use of a fiscal agent, whereas in 2021, that number has fallen to 19%. This decrease can be attributed to the increase in the number of State/Territory VOADs that report as having 501(c)(3) status. Typically, State/Territory VOADs only use fiscal agents if they do not have this status.



LOCAL VOADS

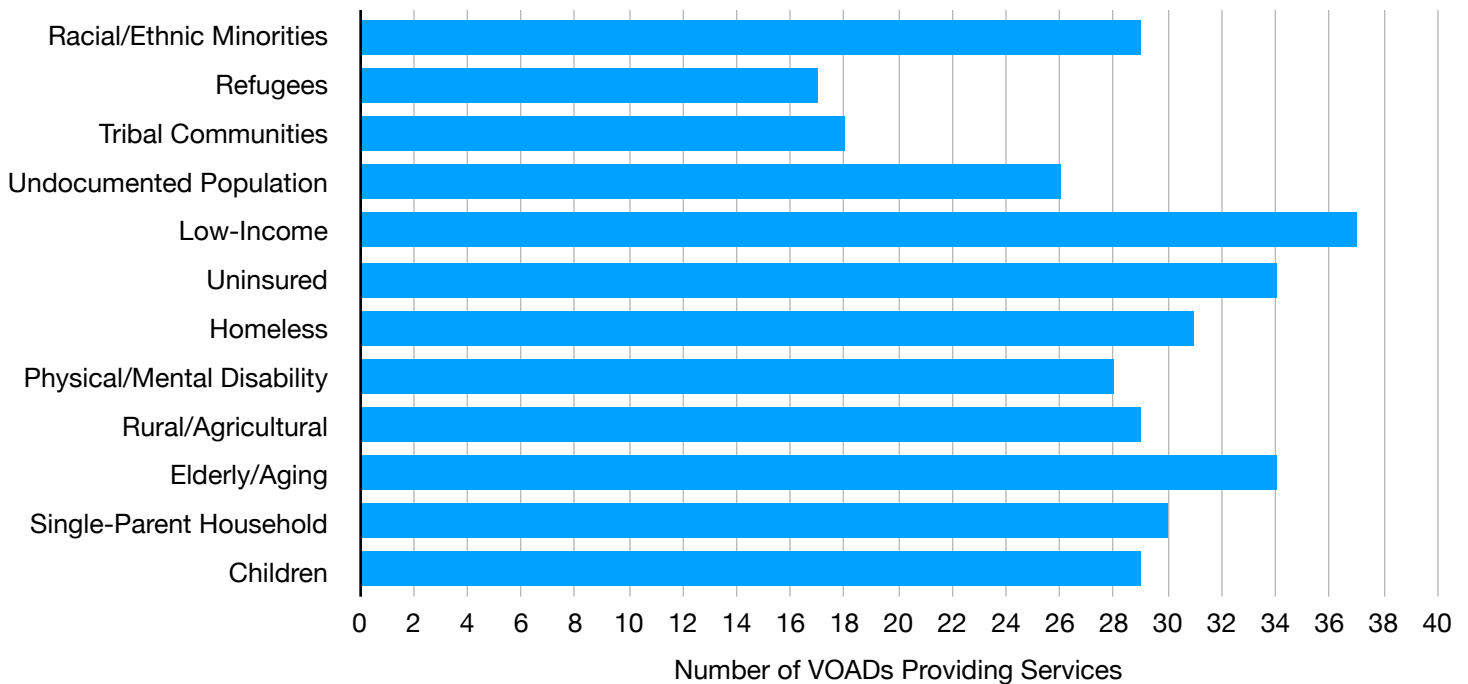
Local VOADs play a crucial role in the VOAD movement. State/Territory VOADs often have close relationships with local VOADs, and long-term recovery groups (LTRGs) in order to increase coordination share resources at the local level, or effective delivery of services throughout a State/Territory. We posed the question to our respondents in 2018, only 5% of respondents indicated that they had an operating agreement with their local/regional VOADs, whereas in 2021 that number has jumped to 36%. This will greatly improve outcomes for communities following disaster due to increased collaboration at the local level.



UNDERSERVED POPULATIONS

National VOAD and our members are committed to providing services without discrimination as well as providing culturally appropriate forums and services honoring all individuals from different backgrounds. This is reflected in the communities that our State/Territory VOADs serve. We asked our State/Territory VOAD respondents to identify underserved groups that they routinely serve following disaster. Low-income and elderly/aging populations are served by a high number of respondents whereas tribal communities and refugee populations are groups that our State/Territory VOADs can increase focus on moving forward.

Underserved Populations Served by State/Territory VOADs



LANGUAGES SERVED

State/Territory VOADs serve in a wide variety of communities, with different needs and different languages to express those needs. This word map below highlights the diversity of the communities that our members serve. English and Spanish were the primary languages reported, but Arabic, Vietnamese, Korean, Chinese, Portuguese, and Tagalog were also identified by our membership.

APPENDIX A: PARTICIPATING ORGANIZATIONS

THANK YOU TO ALL OF OUR MEMBER ORGANIZATIONS WHO PARTICIPATED IN THIS CRUCIAL STUDY OF THE VOAD MOVEMENT.

Adventist Community Services
Alaska VOAD
All Hands and Hearts
Alliance of Information and Referral Systems (AIRS)
American Red Cross
American Samoa VOAD
Americares Foundation, Inc.
Arizona VOAD
Arkansas VOAD
Billy Graham Evangelistic Association Rapid Response Team
Brethren Disaster Ministries
Buddhist Tzu Chi Foundation
California VOAD
Catholic Charities USA
Christian Church (Disciples of Christ) - Week of Compassion
Church World Service
Churches of Scientology Disaster Response
Colorado VOAD
Convoy of Hope
Delaware VOAD
Direct Relief
Disaster Services Corp St Vincent de Paul USA
District of Columbia VOAD

Endeavors
Episcopal Relief & Development
Feed the Children
Florida VOAD
Foundation for Advancement in Conservation
Friends of Disabled Adults and Children
Fuller Center Disaster ReBuilders
Georgia VOAD
Habitat for Humanity International
Hawaii VOAD
Headwaters Relief Organization
Heart to Heart International
HOPE Animal-Assisted Crisis Response (AACR)
Hope Force International
ICNA Relief USA Programs
Indiana VOAD
Information Technology Disaster Resource Center (ITDRC)
International Fellowship of Chaplains / IFOC
International Orthodox Christian Charities (IOCC)
Iowa VOAD
IsraAID
Jewish Federations of North America
Kansas VOAD
Kentucky VOAD
Legal Services Corporation
Louisiana VOAD
Lutheran Disaster Response, a ministry of the Evangelical Lutheran Church in America

Maine VOAD
MAP International
Maryland VOAD
Mennonite Disaster Service
Mercy Corps Northwest
Minnesota VOAD
Missouri VOAD
Montana VOAD
Nebraska VOAD
NECHAMA- Jewish Response to Disaster
New Jersey VOAD
New Mexico VOAD
North Carolina VOAD
North Dakota VOAD
Oklahoma VOAD
Operation BBQ Relief
Operation Blessing
Operation HOPE, Inc.
Oregon VOAD
Partnership With Native Americans
Pennsylvania VOAD
Points of Light
Presbyterian Disaster Assistance
Puerto Rico VOAD
Reach Out America
Reach Out WorldWide
Rebuilding Together

Rhode Island VOAD
Samaritan's Purse
SBP
Send Relief-Southern Baptist Disaster Relief
South Carolina VOAD
Team Rubicon
Tennessee VOAD
Texas VOAD
The Humane Society of the United States
The National Organization for Victim Assistance (NOVA)
The Salvation Army- National Headquarters
ToolBank USA
UMCOR
United Church of Christ Global HOPE Disaster Ministries
United Policyholders
United Way Worldwide
Vermont VOAD
Vibrant Emotional Health
Virgin Islands VOAD
Virginia VOAD
West Virginia VOAD
World Renew
Wyoming VOAD

APPENDIX B: SERVICE METRICS DATA

Service Metrics	2017	2018	2019
Meals Served	19150822	5106683	866938
Fixed Feeding Sites	497	309	245
Mobile Feeding Units	698	512	181
Number of Kitchens	82	43	15
Number of Emergency Response Vehicles	954	599	411
Clean Up Kits Distributed	217,460	165543	102474
Relief Supplies Distributed	32768947	20083859	429268279
Number of Medical Supplies/Aid Stations	6075	44723	21462
Muck Outs/Gutting/Chainsaw (Number of Homes)	11885	8084	7839
Provided Casework (Number of Clients)	1069402	330872	791815
Provided Case Management (Number of Clients)	177123	245385	619765
Number of Shelters Opened	1171	836	558
Number of Shelter Clients	602147	292800	64800
Number of Animals Sheltered	519	317	406

Service Metrics	2017	2018	2019
Number of Homes Rebuilt	4011	12856	19781
Number of Home Repairs Made	4876	14887	23751
In-Kind Resources \$ (Not including relief supplies)	\$36283298.68	\$26325137	\$19834093.9
Direct Financial Assistance \$	\$227959186	\$509218069	\$440783372