



ORGANIZATIONAL ANALYSIS

Mission: The mission statement will be updated to reflect what ENLA is currently doing and to make it more consistent with the NVOAD mission. (The NVOAD mission: The purpose and objectives of the Corporation shall be to foster more effective service to people affected by disaster through communication, coordination, cooperation, collaboration, convening mechanisms and outreach.)

Current mission statement: The mission of ENLA is to enhance preparedness for and coordinate response to disasters by facilitating linkages among Los Angeles County community based organizations and government and the private sector.

Suggested change:

By-laws

There will be changes in structure and membership that will require by-law changes. The changes will address the following:

Number of board members – currently is at least 11 and no more than 25. There may be a need to expand membership.

Committee structure

The By-laws currently have no standing committees. They will need to be revised to (at the minimum) reflect the governance role of the board. “Great governance is an effective and efficient process to develop policies that set the strategic directions for the enterprise, and then assembles and allocates resources for the successful implementation of the plan.”* Standing committees should include an Executive committee empowered to make decisions when full board action is not feasible.

*The Governance Institute, San Diego, CA

Other recommended committees:

Resource development –concerned with resource development, fundraising and marketing

Program – concerned with program effectiveness (member satisfaction, strategic planning, evaluation)

Nominations – concerned with determining the membership needs of the board and recruiting, screening and nominating potential board members

As ENLA grows, it also might consider an Operations/Administrative committee to oversee finances, operations, legal issues, etc.

Changing the by-laws – currently the by-laws give authority to the membership to change or amend them. It might make more sense for that authority to be given to the board subject to a vote of the membership.

There also may be changes to “clean up” the by-laws and make them easier to understand.

Unrelated to the by-laws, roles and responsibilities of board members need to be clarified by creating job descriptions for officers, board members and committee chairs

Preliminary partner analysis, needs and capabilities

Partners of ENLA include Public Health, County 211, County Office of Emergency Service and Response and County Office of Emergency Management.

The various partners need ENLA to serve as the single point of contact with nonprofit, faith based and non governmental agencies during an emergency or disaster, such as pandemic flu. They would like ENLA to be the communications hub. In addition, the expectation is that ENLA will participate in drills and exercises as well as help to organize training and exercises. They would like to see a more robust organization with an expanded board and expanded membership. Further, the county would like to create a formal MOU with ENLA, creating a clear understanding of expectations.

The OEM would like ENLA to become more geographically dispersed, with training and exercises taking place in areas of L.A. County other than the city of L.A.

In order to capitalize on the current strengths and capabilities of ENLA while minimizing the impact of ENLA's vulnerabilities and challenges, the membership and the board were asked to identify both.

Strengths/capabilities

Identified by membership:

- It's a group that connects the other response groups.
- It trains organizations how to shelter/network in place! And also teaching/knowing who to call.
- Provides contacts and networking opportunities.
- Provides pre-disaster training opportunities
- It lets people know what's going on in the county.
- It provides opportunities to work with more (numerical) organizations [en masse] as a cohesive response group.
- It brings NGOs together and provides core classes to get everyone on the same page with the same language.
- Its neutrality.
- It's a coalition based on geographic area at the grass roots level, and it can become stronger.
- It knows how to tell people to prepare.
- It has credibility, i.e., with city and county information and support agencies, [thus creating] the necessity to centralize communication with localized responses, [assisting with the provision of] resources out of the blue.
- It provides procedural streamlining with city and county agencies.
- It enhances the chances of a coordinated response to disasters.
- It is good in making member organizations aware of chances of [or changes to] a disaster through response info.
- It can serve as a communication hub during emergencies, helping to identify resources available to NGOs

Identified by Board members

- The relationships that ENLA has built over the past 14 years:
 - Los Angeles County OEM
 - Los Angeles City Office of Emergency Management
 - Red Cross
 - Salvation Army
 - Info Line/211
 - Los Angeles Regional Food bank
- Dedicated volunteer board of directors.
- Local government recognition of ENLA by:
 - Los Angeles County OEM
 - Los Angeles City Office of Emergency Management
 - Los Angeles County Public Health

- Potential network
- ENLA has a long and rich history
- We're in a "perfect storm" situation—ENLA is in a timely position to re-tool itself given the landscape and public attention on disaster preparedness
- Survey going out will help to inform us how relevant ENLA is to nonprofit needs
- Collectively, the seated nonprofits represent the best (and the brightest), the informed. They have knowledge of the players, the products and services in the disaster world. The Ex-Officio government representatives bring the City of LA, LA County, The State of California and the Federal Government perspective to relief and recovery and keep the board informed of current trends and developments.
- Communication is also a strength. Knowing and having access to the players; who to call, when to call, the reason to call is key to collaboration and coordination.
- Flawed though it is, the communication system of ENLA is still functional. The website, email blast and the terrific partnership with 211LA County has expanded our limited system.

Challenges/vulnerabilities

Identified by members

- Lack of [continuity] – there is no guidance between meetings and workshops, etc.
- There are too many other organizations to belong to and attending meetings lessens [their] service delivery.
- Paid membership only? ENLA should include more [targeted] pre-disaster response organizations in the loop.
- [There has been} no staff. Volunteers can't be put in charge of something so important.
- Location – ENLA should have its own offices, rather than being hosted by the Red Cross
- Poor funding
- Lack of communication between their membership liaison and the organization's executive officers & higher ups. There was up "upstream" line of communication with them internally [and perhaps with ENLA as well].
- It hasn't found or explored other/more alternative housing arrangements that need emergency training.
- Public relations! Particularly in the animal world so people know who [they] are.
- Inconsistency in [ENLA's] outreach re: lead time notice on events (need one month minimum).

- ENLA events need to be geographically closer [relatively speaking to all organizations].
- Not enough CBOs and FBOs are aware of ENLA and what it does

Identified by Board

- No paid staff means ENLA chair and its board do outreach, handle operations while holding down a full time jobs. Outreach is needed to increase the membership, but more to the point raise awareness and provide information and trainings to vulnerable and underserved populations.
- ENLA relies totally on membership dues, without which there would be no telephone service, representative to the National Convention, or incidentals
- Communication-internal & external, disaster and pre-disaster
- Current network—not large or inclusive enough (diversity of organizations)
- Board size,
- Organization structure
- Potential network lacks knowledge about ENLA
- ENLA is LA city-centric—we need to do a better job of reaching out to nonprofits in all corners of L.A. County.
- Infrastructure (website up to date in content and resources; staffing continuity could be an issue if multi-year funding not secured)
- ENLA does not have a formal MOU with City or County
- Formal training/orientation needed for new board members around how ENLA operates year-round and when and how it mobilizes during a disaster.

Major challenges:

De-centralization – empowering local Disaster Management Areas.

Insufficient coordination with DMA County coordinators

Current service committees are not functioning well or at all

Animal Services

Faith-Based

Food

Shelter and Housing

Medical Health Services

Mental Health Services

Increasing membership and general awareness of ENLA

Identification of what each member agency can provide during a disaster or for disaster preparedness; what response capabilities they have.

Ensuring that training is provided that meets the needs of agencies

Identification of gaps in services, particularly for special needs populations

Continuity of funding for capacity building, including maintaining staff

Board governance

Updating website to be more interactive and to help volunteers during a disaster to know which local agencies could use help during a disaster.

A more formalized relationship with both L. A. County and the City of L. A. that spells out expectations for ENLA

Image of ENLA

For those who are aware of ENLA, the image appears positive, although with some reservations. The reservations are concerned with the belief that ENLA could/should be doing more, particularly in terms of outreach.

There are too many organizations that have never heard of ENLA. There is a belief that there are not enough member/affiliate organizations, and that ENLA is too focused on the city of L.A. The membership survey is still being conducted which will no doubt identify other issues.

To address these issues, the strategic plan will include:

A marketing strategy consisting of updating the website and written materials (brochures, fact sheet, etc.) conducting more trainings in areas other than area H (City of Los Angeles) and having networking events throughout the county.

A process of empowering local areas to assist them in creating local networks, so that each DMA has its own list of community resources and is connected to the County DMA coordinator.

A development plan to address funding

A plan to reactivate (and possibly redefine) service committees

A committee structure for board governance