



NJVOAD

New Jersey Voluntary Organizations Active in Disaster
Cooperation - Communication - Coordination - Collaboration

2016 – 2020 Strategic Plan

Mission

- NJVOAD's mission is to bring together New Jersey organizations active in disaster assistance, and to foster cooperation and coordination in preparedness, response, and recovery in order to offer more effective services to people and communities affected by disaster.

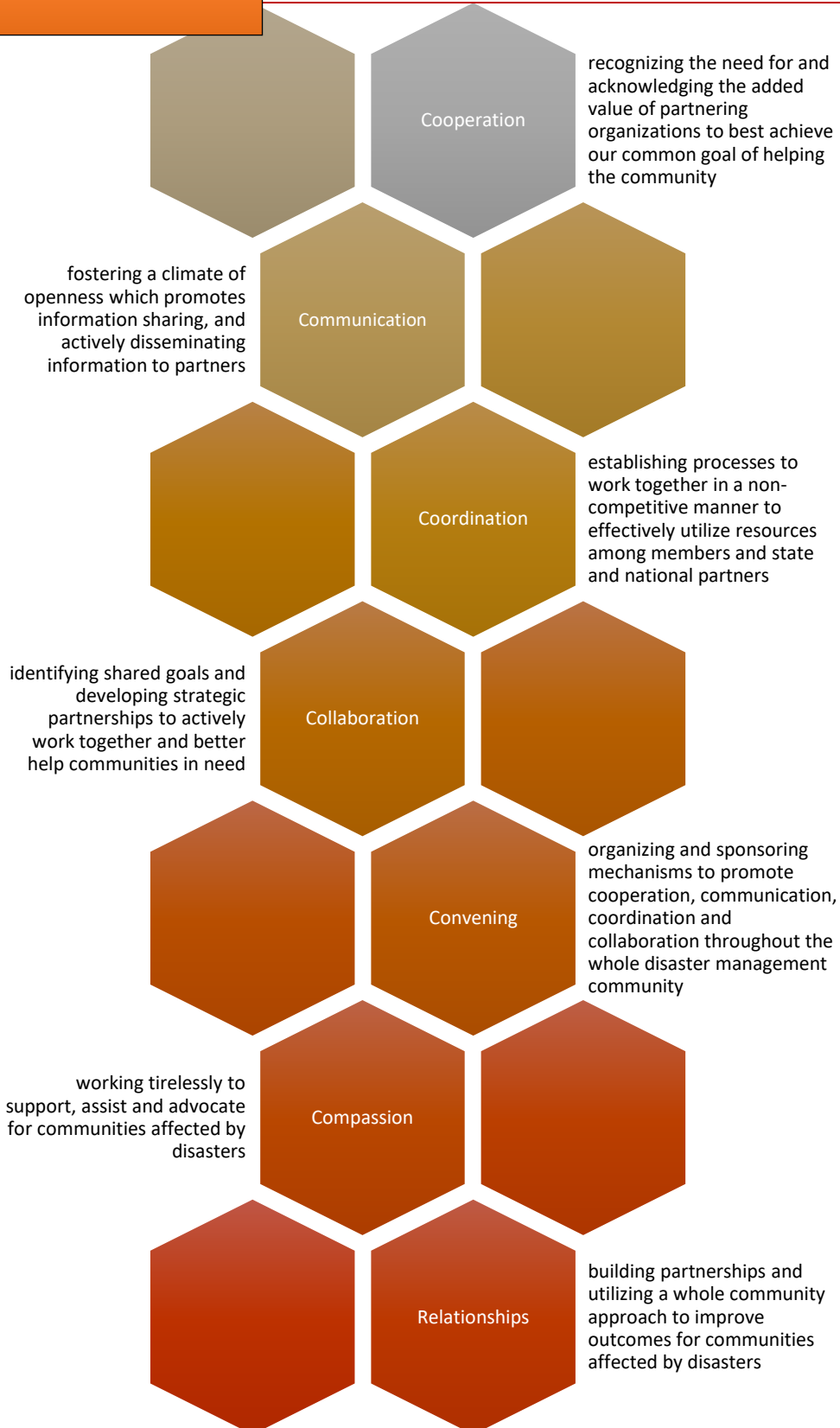
Purpose

- The foundation of the VOAD (Voluntary Organizations Active in Disaster) movement is relationships. VOAD builds partnerships to improve outcomes for people and communities affected by disasters by facilitating cooperation, communication, coordination and collaboration among nonprofit organizations, community-based groups, government agencies and for-profit companies. Disasters begin and end in the community; that is why the VOAD movement is dedicated to engaging the whole community in the disaster efforts.
- NJVOAD (New Jersey Voluntary Organizations Active in Disaster) is a statewide partnership of organizations and entities that respond to disaster as part of their overall mission. Membership in VOAD provides the benefit of accumulated expertise of local, regional and national partners to deliver more effective and efficient response services. NJVOAD seeks to foster a more resilient state by facilitating the connection of those organizations and resources before, during and after a disaster occurs.
- In the wake of Hurricane Sandy, NJVOAD worked tirelessly to aid in the recovery of New Jersey communities affected by the storm. It received funding from the American Red Cross, Public Service Enterprise Group and the Robert Wood Johnson Foundation to hire staff and coordinate a statewide AmeriCorps VISTA project to build capacity in active LTRGs (Long Term Recovery Groups) and establish or strengthen county and regional VOADs/COADs (Community Organizations Active in Disaster). With the memory of Hurricane Sandy fading away for those not actively involved in ongoing recovery, NJVOAD seeks to keep the momentum and connections built after Sandy from also diminishing by creating a five-year strategic plan.

Strategic Planning Goals

- NJVOAD's strategic planning process began in June 2015. To gather input from the whole organization, a SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis was done by conducting interviews with NJVOAD membership, as well as key community stakeholders, throughout the months of August and September. Twenty-seven interviews were conducted during that time, and the information received from these interviews was then analyzed and compiled to create the whole of the strategic plan.
- After conducting this strategic plan, the goal of NJVOAD remains as it always has: to increase New Jersey's resiliency after times of disasters by focusing on individual and community preparedness. This will be accomplished through mutual respect, open communication and sagacious collaboration with any and all organizations that represent the whole community during times of disaster.

Core Values



Internal & External Assessment

Internal

External

Strengths



- Information gathering and disseminating
- Coordinating & Convening
- Strong Relationships
- Respected Leadership

Opportunities



- One-of-a-kind organization
- Increasing need for collaboration amongst sectors
- Linking with other state VOADs to collaborate and grow
- Continued support from and partnership with the State

Weaknesses



- Lack of visibility
- Sustainability
- Lack of Private sector member organizations
- Lack of committee structure

Threats



- Lack of understanding of VOAD movement
- Diminishing resources for disaster services
- Siloed government departments and sector organizations
- Complacency in non-disaster times

Membership

NJVOAD is made up of many different organizations, each with their own strengths and resources. However, it is when we join together that we are able to reach our greatest potential and do the most good. To reinforce that our members are the foundation and livelihood of the organization, we will:

- Add a new seat on the Board of Trustees to represent the county VOAD/COADs
- Sustain and increase information and resource support for all members
- Conduct targeted outreach to new partnering organizations

Effective communication is one of the most important aspects of disaster services. Having a consistent and clear message is essential for an organization to be able to provide services efficiently. In order to present a more unified and meaningful message about NJVOAD, we will:

- Develop a communications plan that provides a concise and accurate description of who and what NJVOAD is
- Create a social media strategy that reinforces our messaging
- Update the NJVOAD logo

Marketing & Branding

Organizational Capacity & Structure

No structure can stand without a solid foundation and sustentation. The same is true of NJVOAD. Therefore, to maintain the momentum of recent years, and to bolster current successful practices, we will:

- Identify and implement measures to ensure financial stability
- Obtain funding for future staffing and projects
- Refine protocols for emergency procedures

NJVOAD's greatest strength is its dedication to convening organizations from all aspects of the community to create a more resilient New Jersey. Increasing involvement and preparedness of these organizations ensures a wider net and stronger bonds for disaster survivors to lean on when they are in need. In order to accomplish this, we will:

- Convene working groups to seek solutions to specific questions and issues raised in the field
- Facilitate membership trainings through webinars, workshops and conferences
- Coordinate and partner with VOADs in neighboring states

Collaboration

Membership

1.0 Strengthen NJVOAD through support and increased involvement of current membership and outreach and expansion to include new members.

- 1.1 Addition of County / Regional Representative to Board of Trustees.
- 1.2 Sharing of NJVOAD partners' information, resources and templates.
- 1.3 Orientation plan for new members.
- 1.4 Increase new membership through targeted outreach.

Branding & Marketing

2.0 Clearly define and communicate NJVOAD's brand and vision.

- 2.1 Develop and implement a communication strategy.
- 2.2 Create and launch a new NJVOAD logo.

Organizational Capacity & Structure

3.0 Ensure the sustainability of NJVOAD.

- 3.1 Identify and implement measures to ensure fiscal sustainability.
- 3.2 Identify and implement measures to ensure structural sustainability.

Collaboration

4.0 Utilize collaborative opportunities to strengthen and sustain NJVOAD.

- 4.1 Develop work groups to strengthen and continue the work of NJVOAD.
- 4.2 Facilitate training and educational opportunities to support NJVOAD members and advance the VOAD movement.
- 4.3 Coordinate and partner with VOADs in neighboring states / cities.

2016 - 2020 Strategic Plan: Detail

| NJVOAD 5-Year Strategic Plan | | | |
|------------------------------|---|---|-------------------------|
| Item # | Objectives / Tasks | Anticipated Outcomes / Deliverables | Target Start / End Date |
| Membership | | | |
| 1.0 | Strengthen NJVOAD through support and increased involvement of current membership and outreach and expansion to include new members. | | |
| 1.1 | Addition of County / Regional Representative to Board of Trustees. | | |
| 1.1.1 | Add a seat to the Board of Trustees to represent the county and regional COADs/VOADs. | Increased involvement of county and regional COADs/VOADs in ongoing VOAD activities. | 10/1/2015 - 12/31/2015 |
| 1.2 | Sharing of NJVOAD partners' information, resources and templates. | | |
| 1.2.1 | Develop, implement and maintain member resource directory. | Critical information about the NJVOAD network of members available electronically and otherwise. | 10/1/2015 - 12/31/2015 |
| 1.2.2 | Create plan / schedule to update organizational contact and resource information. | Maintain current information on all NJVOAD members for routine correspondence and disaster response needs. | 1/1/2016 - 1/30/2016 |
| 1.2.3 | Create location on website to store links for resources and information. | Central repository for information and resources. | 12/1/2015 - 3/15/2016 |
| 1.3 | Orientation plan for new members. | | |
| 1.3.1 | Develop welcome packet for new member organizations. | Greater awareness of VOAD resources, partners, vision and priorities among all member organizations. | 11/1/2015 - 12/31/2015 |
| 1.3.2 | Provide opportunity for new members to share about organization's mission and resources at full-membership meeting. | Increased knowledge of new organizational resources and services. | 9/15/2015 - 12/31/2020 |
| 1.4 | Increase new membership through targeted outreach. | | |
| 1.4.1 | Recruit members from private sector/for-profit community; specifically utility companies, philanthropies and corporations. | Identification of resources and supports which strengthen NJVOAD's network and ability to respond to disasters. | 1/1/2016 - 12/31/2020 |

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| 1.4.2 | Recruit additional members from non-profit sector. | Identification of resources and supports which strengthen NJVOAD's network and ability to respond to disasters. | 12/1/2015 - 12/31/2020 |
| 1.4.3 | Strengthen commitment from public sector. | Identification of which resources and supports are most in need throughout the state to strengthen NJVOAD's ability to respond to disasters. | 1/1/2016 - 12/31/2020 |
| Branding and Marketing | | | |
| 2.0 | Clearly define and communicate NJVOAD's brand and vision. | | |
| 2.1 | Develop and implement a communication strategy. | | |
| 2.1.1 | Develop a communication strategy, including designation of authorized spokespersons. | Consistency in messaging will promote better understanding of NJVOAD's mission and vision. | 1/1/2016 - 5/31/2016 |
| 2.1.2 | Develop a coordinated message for NJVOAD members to use when describing the function of NJVOAD. | Consistency in messaging will promote better understanding of NJVOAD's mission and vision. | 2/1/2016 - 6/30/2016 |
| 2.1.3 | Create social media guidelines and strategy. | Consistency in messaging will promote better understanding of NJVOAD's mission and vision. | 2/15/2016 - 5/31/2016 |
| 2.2 | Create and launch a new NJVOAD logo. | | |
| 2.2.1 | Identify and implement the best method for creation of a new logo. | Updated logo which is more reflective of VOAD movement. | 2/1/2016 - 4/30/2016 |
| 2.2.2 | Update NJVOAD website, social media and print materials to reflect new logo design. | Consistency in marketing and materials. | 5/1/2016 - 9/30/2016 |
| Organizational Capacity and Structure | | | |
| 3.0 | Ensure the sustainability of NJVOAD. | | |
| 3.1 | Identify and implement measures to ensure fiscal sustainability. | | |
| 3.1.1 | Develop financial systems and procedures to ensure accurate accounting and management of grant funds utilizing sound business practices. | Sound business practices which will be regarded favorably by potential funders. | 12/1/2015 - 2/15/2016 |
| 3.1.2 | Develop an annual budget of operating costs to ensure ongoing support of critical NJVOAD resources and systems. | Understanding of minimal funds needed to sustain current systems and resources. | 6/1/2016 - 8/31/2016 |

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| 3.1.3 | Identify and approach potential funders to secure funding from 2017 onward. | Ample funding to support and sustain current and future systems and operations. | 9/1/2016 - 12/31/2020 |
| 3.1.4 | Explore feasibility of charging for conferences and other events to offset expenses and support NJVOAD operations, as needed. | Improved attendance as participants are financially invested, as well as additional revenue source. | 4/1/2016 - 8/31/2016 |
| 3.1.5 | Work with outside expertise to conduct an independent financial audit. | Audit statement which will demonstrate sound business practices which position NJVOAD for seeking additional funding. | 2/1/2017 - 4/30/2017 |
| 3.2 | Identify and implement measures to ensure structural sustainability. | | |
| 3.2.1 | Develop disaster response protocols to include launching of HELPNJNOW.ORG. | Documented and consistent response procedures with clear expectations for all parties. | 1/15/2016 - 5/30/2016 |
| 3.2.2 | Identify and secure staff-based resources needed to maintain ongoing functioning of NJVOAD and HELPNJNOW.ORG. | Maintain current systems with improved ability to ramp up post-disaster. | 7/1/2016 - 10/31/2016 |
| Collaboration | | | |
| 4.0 | Utilize collaborative opportunities to strengthen and sustain NJVOAD. | | |
| 4.1 | Develop work groups to strengthen and continue the work of NJVOAD. | | |
| 4.1.1 | Create structure of work groups and identify tasks and projects targeted for discussion. | Implementation of lessons learned from Sandy and improved coordination for future disasters. | 12/1/2015 - 12/31/2020 |
| 4.1.2 | Develop procedures and reporting expectations for work groups. | Organized system to collect, report and monitor progress. | 12/1/2015 - 2/15/2016 |
| 4.2 | Facilitate training and educational opportunities to support NJVOAD members and advance the VOAD movement. | | |
| 4.2.1 | Plan and execute annual statewide conference. | Education, networking and outreach for current and potential partners. | 11/1/2015 - 12/31/2020 |
| 4.2.2 | Host regional training workshops as needed. | Education, networking and outreach for current and potential partners. | 5/1/2016 - 12/31/2020 |
| 4.3 | Coordinate and partner with VOADs in neighboring states / cities. | | |
| 4.3.1 | Work with FEMA Region 2 and Region 3 partners to collaborate and share information and resources. | Strong partnerships across state lines to support in blue sky and grey sky periods. | 7/1/2015 - 12/31/2020 |
| 4.3.2 | Host regional training workshops as needed. | Education, networking and outreach for current and potential partners. | 5/1/2016 - 12/31/2020 |