

2016 – 2020 Strategic Plan

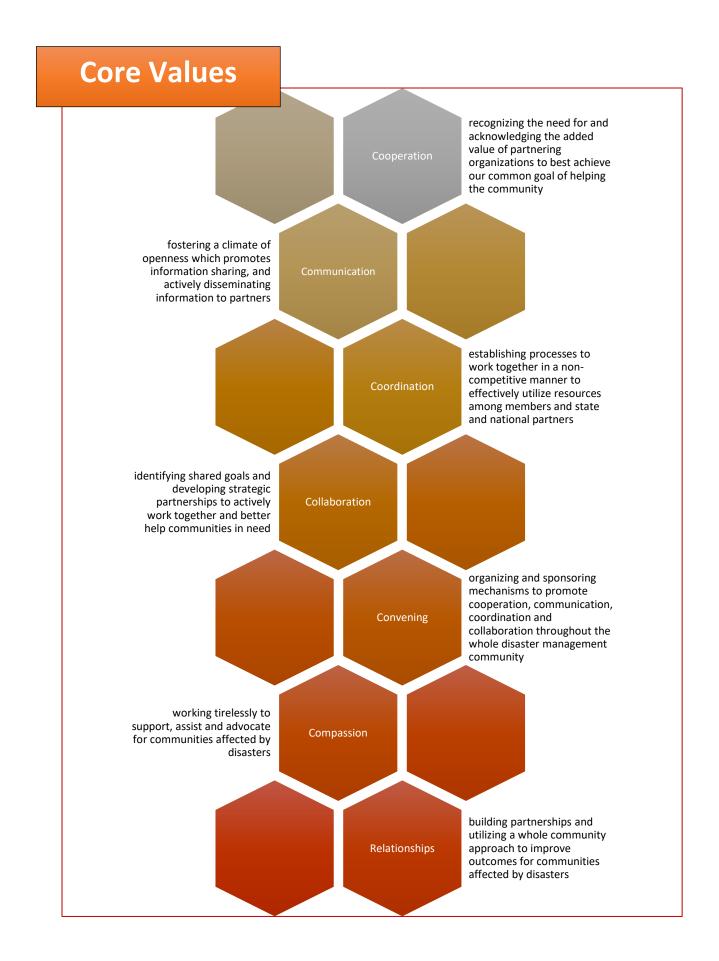
•NJVOAD's mission is to bring together New Jersey organizations active in disaster assistance, and to foster cooperation and coordination in preparedness, response, and recovery in order to offer more effective services to people and communities affected by disaster.

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.



Internal & External Assessment

	Futowed
Internal	External
Strengths	Opportunities
Information gathering and disseminating	One-of-a-kind organization
Coordinating & Convening	Increasing need for collaboration amongst sectors
Strong Relationships	Linking with other state VOADs to collaborate and grow
Respected Leadership	Continued support from and partnership with the State
Weaknesses	Threats
Lack of visibility	Lack of understanding of VOAD movement
Sustainability	Diminishing resources for disaster services
Lack of Private sector member organizations	Siloed government departments and sector organizations
Lack of committee structure	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

2016 - 2020 Strategic Plan: Overview

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				
ltem #	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 / Regior	nal Representative to Board of Truste	es.		
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	s' information, resources and templat	tes.		
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 m	embers.			
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		

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. Identification of which resources and	12/1/2015 - 12/31/2020		
1.4.3	Strengthen commitment from public sector.	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 Marketing2.0Clearly define and communicate NJVOAD's brand and vision.					
2.0 2.1	Develop and implement a c				
2.1	Develop a communication	oniniunication strategy.			
2.1.1	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 NJ	VOAD 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		
	Organizat	ional Capacity and Structure			
3.0	Ensure the sustainability of				
3.1	The second second second second second second second				
		asures 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		

funding from 2017 onward.operations.12/31/2020Explore feasibility of charging for conferences and otherImproved attendance as participants are financially invested, as well as additional revenue source.4/1/2016 - 8/31/20163.1.4events 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 - 8/31/20163.1.5Work with outside expertise to conduct an independent mancial audit.Audit statement which will demonstrate sound business practices which position NIVOAD for seeking additional funding.2/1/2017 - 4/30/20173.2.1Identify and implement measures to ensure structural sustainability. Develop disaster response procedures with clear expectations for HELPNINOW.ORG.Documented and consistent response procedures with clear expectations for improved ability to ramp up post- disaster.1/15/2016 - 1/15/2016 - 1/12/20163.2.1Identify and secure staff- based resources needed to maintain ongoing functioning of HELPNINOW.ORG.Maintain current systems with improved ability to ramp up post- disaster.7/1/2016 - 10/31/20164.1Develop work groups to strengthen and continue the work of NIVOAD.Create structure of work groups and identify tasks and projects targeted for discussion.Implementation of lessons learned from Sandy and improved 12/1/2015 - 12/31/20204.2.2Pevelop work groups.Organized system to collect, report and devance the VOAD movement.11/1/2015 - 12/31/20204.2.1Facilitate training and educational opportunities to	3.1.3	Identify and approach potential funders to secure	Ample funding to support and sustain current and future systems and	9/1/2016 -	
3.1.4 for conferences and other 3.1.4 events to offset expenses and support NIVOAD operations, as needed. additional revenue source. 8/31/2016 3.1.5 Work with outside expertise to conduct an independent financial audit. Audit statement which will demostrate sound business practices which position NIVOAD for seeking 2/1/2017 3.1.5 Work with outside expertise to conduct an independent financial audit. Audit statement which will demostrate sound business practices which position NIVOAD for seeking 2/1/2017 3.2.1 Develop disaster response prococols to include launching of HELPNINOW.ORG. Documented and consistent response procedures with clear expectations for all parties. 3.2.2 Maintain ongoing functioning Maintain current systems with improved ability to ramp up post-disaster. 7/1/2016 - 10/31/2016 3.2.2 Develop work groups to strengthen and sustain NIVOAD. Create structure of work groups to strengthen and continue the work of NIVOAD. 4.1 Develop work groups to strengthen and collexters. 12/1/2015 - 12/31/2020 4.1.1 Develop procedures and reporting expectations for work groups. Implementation of lessons learned from Sandy and improved cordination for future disasters. 4.1.2 Develop procedures and educational opportunities to support NIVOAD members and advance the VOAD movement. 12/1/2015 - 12/31/2020 4.2.2 F		funding from 2017 onward.	operations.	12/31/2020	
operations, as needed.additional revenue source.8/31/20163.1.5Work with outside expertise to conduct an independent financial audit.Audit statement which will demonstrate sound business practices which position NVOAD for seeking additional funding.2/1/2017 - 4/30/20173.2Identify and implement measures to ensure structural sustainability.Develop disaster response 	3.1.4	Explore feasibility of charging for conferences and other events to offset expenses		4/1/2016 -	
3.1.5 Work with outside expertise to conduct an independent financial audit. Audit statement which will demonstrate sound business practices which position NIVOAD for seeking additional funding. 2/1/2017 - 4/30/2017 3.2 Identify and implement measures to ensure structural sustainability. Develop disaster response protocols to include launching of HELPNINOW.ORG. Documented and consistent response procedures with clear expectations for 1/15/2016 - 5/30/2016 3.2.1 Identify and secure staff-based resources needed to maintain ongoing functioning for Source opportunities to strengthen and sustain NJVOAD. 7/1/2016 - 10/31/2016 4.0 Utilize collaborative opportunities to strengthen and sustain NJVOAD. Collaboration 4.1.1 Develop work groups to strengthen and continue the work of NJVOAD. Create structure of work groups to strengthen and continue the work of NJVOAD. 4.1.2 reporting expectations for work groups. Organized system to collect, report al/2/12/2015 - 2/31/2020 4.2.1 Facilitate training and educational opportunities to support NJVOAD members and advance the VOAD movement. 11/1/2015 - 12/31/2020 4.2.2 Host regional training Education, networking and outreach for current and potential partners. 5/1/2016 - 12/31/2020 4.3.1 Coordinate and partners to collaboratin and porting in advin			-		
3.1.5 Work with outside expertise to conduct an independent financial audit. 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. Develop disaster response protocols to include launching of Documented and consistent response procedures with clear expectations for 1/15/2016 - 5/30/2016 3.2.1 Identify and secure staff- based resources needed to maintain ongoing functioning of NIVOAD and Maintain current systems with improved ability to ramp up post- disaster. 7/1/2016 - 10/31/2016 4.0 Utilize collaborative opportunities to strengthen and sustain NIVOAD. 4.1 Develop work groups to strengthen and continue the work of NIVOAD. 4.1.1 projects targeted for discussion. Implementation of lessons learned from Sandy and improved discussion. 12/1/2015 - 2/15/2016 4.2.2 Facilitate training and educational opportunities to support NIVOAD members and advance the VOAD movement. 11/1/2015 - 12/31/2020 4.2.2 Host regional training workshops as needed. For current and potential partners. 12/1/2015 - 12/31/2020 4.3.1 and Region 3 partners to collaborate and share information and resources. Strong partnerships across state lines to support in blue sky and grey sky 7/1/2015 - 12/31/2020 12/31/2020					
3.1.5 to conduct an independent financial audit. which position NJVOAD for seeking additional funding. 2/1/2017 - 4/30/2017 3.2 Identify and implement measures to ensure structural sustainability. Develop disaster response protocols to include launching of HELPNINOW.ORG. Documented and consistent response procedures with clear expectations for HELPNINOW.ORG. 1/15/2016 - 5/30/2016 3.2.2 maintain ongoing functioning of NJVOAD and HELPNINOW ORG. Maintain current systems with improved ability to ramp up post- disaster. 7/1/2016 - 10/31/2016 4.0 Utilize collaborative opportunities to strengthen and sustain NJVOAD. Collaboration 4.1.1 groups and identify tasks and projects targeted for discussion. Implementation of lessons learned from Sandy and improved coordination for future disasters. 1/2/1/2015 - 12/31/2020 4.1.2 Develop procedures and reporting expectations for work groups. Organized system to collect, report and advance the VOAD movement. 4.2.1 Plan and execute annual statewide conference. Education, networking and outreach for current and potential partners. 1/1/2015 - 12/31/2020 4.3.2 Host regional training information and resources. Strong partnerships across state lines to support in blue sky and grey sky 12/31/2020 4.3.1 and Region 3 partners to collaborate and spartner to strong partnerships across state lines to support in blue sky and grey sky 12/3		Work with outside expertise			
3.2 Identify and implement measures to ensure structural sustainability. 3.2.1 Develop disaster response protocols to include launching of HELPNINOW.ORG. all parties. Documented and consistent response procedures with clear expectations for 1/15/2016 - 5/30/2016 3.2.1 Identify and secure staff-based resources needed to maintain ongoing functioning of NJVOAD and HELPNINOW.ORG. Maintain current systems with improved ability to ramp up post-7/1/2016 - 10/31/2016 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 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 12/1/2015 - 2/15/2016 4.1.2 Develop procedures and reporting expectations for work groups. Organized system to collect, report 12/1/2015 - 2/15/2016 4.2.1 Plan and execute annual state training and educational opportunities to support NJVOAD members and advance the VOAD movement. 11/1/2015 - 1/2/31/2020 4.2.2 Host regional training with VOADs in neighboring states / cities. Strong partnerships across state lines to support in blue sky and grey sky 7/1/2015 - i1/3/1/2020 4.3.1 And Region 3 partners to collaborate and barare in formation and resources. periods.	3.1.5		-	2/1/2017 -	
3.2.1 Develop disaster response protocols to include launching of HELPNINOW.ORG. Documented and consistent response procedures with clear expectations for HELPNINOW.ORG. 1/15/2016 - 5/30/2016 3.2.2 Identify and secure staff- based resources needed to maintain ongoing functioning of NIVOAD and HELPNINOW.ORG. Maintain current systems with improved ability to ramp up post- disaster. 7/1/2016 - 10/31/2016 4.0 Utilize collaborative opportunities to strengthen and sustain NIVOAD. 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 - 12/1/2015 - 2/15/2016 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 4.2.1 Facilitate training and educational opportunities to support NJVOAD members and advance the VOAD movement. 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 4.3.1 Coordinate and partner with VOADs in neighboring states / cities. Vork 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 7/1/2015 - 12/31/2020		financial audit.	additional funding.	4/30/2017	
3.2.1protocols to include launching of HELPNINOW.ORG.Documented and consistent response procedures with clear expectations for all parties.1/15/2016 - 5/30/20163.2.2Identify and secure staff- based resources needed to maintain ongoing functioning of NJVOAD and HELPNINOW.ORG.Maintain current systems with improved ability to ramp up post- disaster.7/1/2016 - 10/31/2016Collaboration4.0Utilize collaborative opportunities to strengthen and sustain NJVOAD.Collaboration4.1.1Develop work groups to strengthen and continue the work of NIVOAD.Collaboration12/1/2015 - 12/1/2015 - 12/1/2016 - 12/1/2015 - 12/1/2016 -4.2.1 Plan and execute annual statewide conference. Host regional training workshog as needed.Coordinate and partner with VOADs in neighboring states / cities.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 7/1/2015 - 12/31/2020A.3.1<	3.2	Identify and implement me	asures to ensure structural sustainab	ility.	
3.2.1Iaunching of HELPNINOW.ORG.procedures with clear expectations for all parties.1/15/2016 - 5/30/20163.2.2Identify 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 - 10/31/20164.0Utilize collaborative opportunities to strengthen and sustain NJVOAD.4.1Develop work groups to strengthen and continue the work of NIVOAD.4.1.1groups and identify tasks and projects targeted for discussion.Implementation of lessons learned from Sandy and improved coordination for future disasters.4.1.2Develop procedures and reporting expectations for work groups.Organized system to collect, report and monitor progress.12/1/2015 - 2/15/20164.2.1Plan and execute annual statewide conference.Education, networking and outreach for current and potential partners.11/1/2015 - 12/31/20204.3.2Host regional training workshops as needed.Education, networking and outreach for current and potential partners.5/1/2016 - 12/31/20204.3.1and Region 3 partners to collaborate and share information and resources.Strong partnerships across state lines to support in blue sky and grey sky 7/1/2015 - 12/31/20204.3.2Host regional training Host regional trainingStrong partnerships across state lines to support in blue sky and grey sky priods.7/1/2015 - 12/31/2020		Develop disaster response			
launching of HELPNINOW.ORG.procedures with clear expectations for all parties.1/15/2016 - 5/30/2016Jaurenting of HELPNINOW.ORG.all parties.5/30/2016Jaurenting of NJVOAD and HELPNINOW.ORG.Maintain current systems with improved ability to ramp up post- disaster.7/1/2016 - 10/31/2016Jaurenting of NJVOAD and HELPNINOW.ORG.Maintain current systems with improved ability to ramp up post- disaster.7/1/2016 - 10/31/2016Jaurenting of NJVOAD and HELPNINOW.ORG.Collaborative opportunities to strengthen and sustain NJVOAD.Jaurenting of vortice groups and identify tasks and projects targeted for discussion.Implementation of lessons learned from Sandy and improved coordination for future disasters.12/1/2015 - 12/1/2015 - 12/31/2020Jaurenting expectations for work groups.Organized system to collect, report 	3 2 1	•	Documented and consistent response		
Identify and secure staff-based resources needed to Maintain current systems with 3.2.2 maintain ongoing functioning of NJVOAD and Maintain current systems with of NJVOAD and improved ability to ramp up post-disaster. 10/31/2016 Collaboration 4.0 Utilize collaborative opportunities to strengthen and sustain NJVOAD. A.1 Develop work groups to strengthen and continue the work of NJVOAD. Create structure of work groups and identify tasks and projects targeted for discussion. Implementation of lessons learned from Sandy and improved 12/1/2015 - 12/31/2020 A.1.2 Develop procedures and reporting expectations for work groups. Addivance the VOAD movement. 4.2.1 Plan and execute annual statewide conference. Adducation, networking and outreach for current and potential partners. 12/31/2020 4.2.2 Work with FEMA Region 2 and Region 3 partners to support in blue sky and grey sky of 2/31/2020 4.3.1 Advance the VOAD movement. 4.2.2 Plan and execute annual statewide conference. <td>5.2.1</td> <td>.</td> <td></td> <td></td>	5.2.1	.			
3.2.2based 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 - 10/31/20164.0Utilize collaborative opportunities to strengthen and sustain NJVOAD.4.1Develop work groups to strengthen and continue the work of NJVOAD.4.1.1Greate structure of work groups and identify tasks and projects targeted for discussion.Implementation of lessons learned from Sandy and improved coordination for future disasters.4.1.2Develop procedures and reporting expectations for work groups.Organized system to collect, report and monitor progress.12/1/2015 - 2/15/20164.2.1Plan and execute annual statewide conference.Education, networking and outreach for current and potential partners.11/1/2015 - 12/31/20204.2.2Work 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.7/1/2016 -4.3.2Host regional training And 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			all parties.	5/30/2016	
3.2.2maintain ongoing functioning of NJVOAD and HELPNJNOW.ORG.Maintain current systems with improved ability to ramp up post- disaster.7/1/2016 - 10/31/20164.0Utilize collaborative opportunities to strengthen and sustain NJVOAD.4.1Develop work groups to strengthen and continue the work of NJVOAD.4.1.1Create 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 - 12/1/2015 - 12/31/20204.1.2Develop procedures and reporting expectations for work groups.Organized system to collect, report and monitor progress.12/1/2015 - 2/15/20164.2.1Facilitate training and educational opportunities to support NJVOAD members and advance the VOAD movement.11/1/2015 - 12/31/20204.2.2Host regional training workshops as needed.Education, networking and outreach for current and potential partners.5/1/2016 - 12/31/20204.3.1More 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		,			
of NJVOAD and HELPNJNOW.ORG.improved ability to ramp up post- disaster.7/1/2016 - 10/31/20164.0Utilize collaborative opportunities to strengthen and sustain NJVOAD.4.1Develop work groups to strengthen and continue the work of NJVOAD.4.1.1Create 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 - 12/31/20204.1.2Develop procedures and reporting expectations for work groups.Organized system to collect, report and monitor progress.12/1/2015 - 2/15/20164.2.1Facilitate training and educational opportunities to support NJVOAD members and advance the VOAD movement.11/1/2015 - 12/31/20204.2.1Plan and execute annual statewide conference.Education, networking and outreach for current and potential partners.12/31/20204.2.2Work 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 - 12/31/20204.3.2Host regional training Host regional trainingStrong partnerships across state lines to support in blue sky and grey sky periods.7/1/2015 - 12/31/2020					
HELPNJNOW.ORG.disaster.10/31/2016Collaboration4.0Utilize collaborative opportunities to strengthen and sustain NJVOAD.4.1Develop work groups to strengthen and continue the work of NIVOAD.4.1.1Create 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 - 12/31/20204.1.2Develop procedures and reporting expectations for work groups.Organized system to collect, report and monitor progress.12/1/2015 - 2/15/20164.2Facilitate training and educational opportunities to support NJVOAD members and advance the VOAD movement.11/1/2015 - 12/31/20204.2.1Plan and execute annual statewide conference.Education, networking and outreach for current and potential partners.11/1/2016 - 12/31/20204.2.2Work 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 - 12/31/20204.3.2Host regional training Host regional trainingStrong partnerships across state lines to support in blue sky and grey sky periods.7/1/2015 - 12/31/2020	3.2.2		-		
Collaboration4.0Utilize collaborative opportunities to strengthen and sustain NJVOAD.4.1Develop work groups to strengthen and continue the work of NJVOAD.4.1.1Create 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 - 12/31/20204.1.2Develop procedures and reporting expectations for work groups.Organized system to collect, report and monitor progress.12/1/2015 - 2/15/20164.2.1Facilitate training and educational opportunities to support NJVOAD members and advance the VOAD movement.11/1/2015 - 12/31/20204.2.1Plan and execute annual statewide conference.Education, networking and outreach for current and potential partners.11/1/2015 - 12/31/20204.2.2Work 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 - 12/31/20204.3.2Host regional training Host regional training Education, networking and outreach for current in blue sky and grey sky periods.7/1/2015 - 12/31/2020					
4.0Utilize collaborative opportunities to strengthen and sustain NJVOAD.4.1Develop work groups to strengthen and continue the work of NJVOAD.4.1.1Create 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 - 12/31/20204.1.2Develop procedures and reporting expectations for work groups.Organized system to collect, report and monitor progress.12/1/2015 - 2/15/20164.2Facilitate training and educational opportunities to support NJVOAD members and advance the VOAD movement.11/1/2015 - 12/31/20204.2.1Plan and execute annual statewide conference.Education, networking and outreach for current and potential partners.11/1/2015 - 12/31/20204.2.2Host regional training workshops as needed.Education, networking and outreach for current and potential partners.5/1/2016 - 12/31/20204.3.1Work 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 - 12/31/20204.3.2Host regional training key ond resources.Strong partnerships across state lines to support in blue sky and grey sky periods.7/1/2015 - 12/31/2020		HELPNJNOW.ORG.		10/31/2016	
4.1Develop work groups to strengthen and continue the work of NJVOAD.4.1.1Create structure of work groups and identify tasks and projects targeted for discussion.Implementation of lessons learned from Sandy and improved4.1.1Develop procedures and reporting expectations for work groups.Implementation for future disasters.4.1.2Develop procedures and reporting expectations for work groups.Organized system to collect, report and monitor progress.4.1.2Facilitate training and educational opportunities to support NJVOAD members and advance the VOAD movement.4.2.1Plan and execute annual statewide conference.Education, networking and outreach for current and potential partners.11/1/2015 - 12/31/20204.2.2Host regional training workshops as needed.Education, networking and outreach for current and potential partners.5/1/2016 - 12/31/20204.3.1Work 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	Collaboration				
4.1.1Create 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 - 12/31/20204.1.2Develop procedures and reporting expectations for work groups.Organized system to collect, report and monitor progress.12/1/2015 - 2/15/20164.2Facilitate training and educational opportunities to support NJVOAD members and advance the VOAD movement.11/1/2015 - 12/31/20204.2.1Plan and execute annual statewide conference.Education, networking and outreach for current and potential partners.11/1/2015 - 12/31/20204.2.2Host regional training workshops as needed.Education, networking and outreach for current and potential partners.5/1/2016 - 12/31/20204.3.1Work 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 - 12/31/20204.3.2Host regional training key on the second state of support in blue sky and grey sky periods.5/1/2016 - 12/31/2020				_	
4.1.1groups and identify tasks and projects targeted for discussion.Implementation of lessons learned from Sandy and improved coordination for future disasters.12/1/2015 - 12/31/20204.1.2Develop procedures and reporting expectations for work groups.Organized system to collect, report and monitor progress.12/1/2015 - 2/15/20164.2Facilitate training and educational opportunities to support NJVOAD members and advance the VOAD movement.11/1/2015 - 12/31/20204.2.1Plan and execute annual statewide conference.Education, networking and outreach for current and potential partners.11/1/2015 - 12/31/20204.2.2Host regional training workshops as needed.Education, networking and outreach for current and potential partners.5/1/2016 - 12/31/20204.3.1Work 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 - 12/31/20204.3.2Host regional training kitegional trainingStrong partnerships across state lines to support in blue sky and grey sky periods.7/1/2015 - 12/31/2020					
4.1.1projects targeted for discussion.from Sandy and improved coordination for future disasters.12/1/2015 - 12/31/20204.1.2Develop procedures and reporting expectations for work groups.Organized system to collect, report and monitor progress.12/1/2015 - 2/15/20164.2Facilitate training and educational opportunities to support NJVOAD members and advance the VOAD movement.11/1/2015 - 12/31/20204.2.1Plan and execute annual statewide conference.Education, networking and outreach for current and potential partners.11/1/2015 - 12/31/20204.2.2Host regional training workshops as needed.Education, networking and outreach for current and potential partners.5/1/2016 - 12/31/20204.3.1Work 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 - 12/31/20204.3.2Host regional training kith regional training bord and resources.Strong partnerships across state lines to support in blue sky and grey sky periods.7/1/2015 - 12/31/2020		Develop work groups to str			
discussion.coordination for future disasters.12/31/20204.1.2Develop procedures and reporting expectations for work groups.Organized system to collect, report and monitor progress.12/1/2015 - 2/15/20164.2Facilitate training and educational opportunities to support NJVOAD members and advance the VOAD movement.11/1/2015 - 12/31/20204.2.1Plan and execute annual statewide conference.Education, networking and outreach for current and potential partners.11/1/2015 - 12/31/20204.2.2Host regional training workshops as needed.Education, networking and outreach for current and potential partners.5/1/2016 - 12/31/20204.3.1Work 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 - 12/31/20204.3.2Host regional training bring the regional training 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		Develop work groups to structure of work	engthen and continue the work of NJ		
4.1.2Develop procedures and reporting expectations for work groups.Organized system to collect, report and monitor progress.12/1/2015 - 2/15/20164.2Facilitate training and educational opportunities to support NJVOAD members and advance the VOAD movement.Education, networking and outreach for current and potential partners.11/1/2015 - 12/31/20204.2.1Plan and execute annual statewide conference.Education, networking and outreach for current and potential partners.11/1/2015 - 12/31/20204.2.2Host regional training workshops as needed.Education, networking and outreach for current and potential partners.5/1/2016 - 12/31/20204.3.1Work 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 - 12/31/20204.3.2Host regional training information and resources.Strong partnerships and outreach to support in blue sky and grey sky periods.7/1/2015 - 12/31/2020	4.1	Develop work groups to structure of work groups and identify tasks and	engthen and continue the work of NJ Implementation of lessons learned	VOAD.	
4.1.2reporting expectations for work groups.Organized system to collect, report and monitor progress.12/1/2015 - 2/15/20164.2Facilitate training and educational opportunities to support NJVOAD members 	4.1	Develop work groups to structure of work groups and identify tasks and projects targeted for	engthen and continue the work of NJ Implementation of lessons learned from Sandy and improved	VOAD. 12/1/2015 -	
work groups.and monitor progress.2/15/20164.2Facilitate training and educational opportunities to support NJVOAD members and advance the VOAD movement.11/1/2015 - 12/31/20204.2.1Plan and execute annual statewide conference.Education, networking and outreach for current and potential partners.11/1/2015 - 12/31/20204.2.2Host regional training workshops as needed.Education, networking and outreach for current and potential partners.5/1/2016 - 12/31/20204.3Coordinate and partner with VOADs in neighboring states / cities.4.3.1Work 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 - 12/31/20204.3.2Host regional trainingEducation, networking and outreach to support in blue sky and grey sky 	4.1	Develop work groups to structure of work groups and identify tasks and projects targeted for discussion.	engthen and continue the work of NJ Implementation of lessons learned from Sandy and improved	VOAD. 12/1/2015 -	
4.2Facilitate training and educational opportunities to support NJVOAD members and advance the VOAD movement.4.2.1Plan and execute annual statewide conference.Education, networking and outreach for current and potential partners.11/1/2015 - 12/31/20204.2.2Host regional training workshops as needed.Education, networking and outreach for current and potential partners.5/1/2016 - 12/31/20204.3Coordinate and partner with VOADs in neighboring states / cities.4.3.1Work 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.4.3.2Host regional trainingEducation, networking and outreach for current and potential partners.	4.1 4.1.1	Develop work groups to structure of work groups and identify tasks and projects targeted for discussion. Develop procedures and	engthen and continue the work of NJ Implementation of lessons learned from Sandy and improved coordination for future disasters.	VOAD. 12/1/2015 - 12/31/2020	
4.2and advance the VOAD movement.4.2.1Plan and execute annual statewide conference.Education, networking and outreach for current and potential partners.11/1/2015 - 12/31/20204.2.2Host regional training workshops as needed.Education, networking and outreach for current and potential partners.5/1/2016 - 12/31/20204.3Coordinate and partner with VOADs in neighboring states / cities.4.3.1Work 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 - 12/31/20204.3.2Host regional trainingEducation, networking and outreach for current and potential partners.5/1/2016 -	4.1 4.1.1	Develop work groups to structure of work groups and identify tasks and projects targeted for discussion. Develop procedures and reporting expectations for	engthen and continue the work of NJ Implementation of lessons learned from Sandy and improved coordination for future disasters. Organized system to collect, report	VOAD. 12/1/2015 - 12/31/2020 12/1/2015 -	
4.2.1Plan and execute annual statewide conference.Education, networking and outreach for current and potential partners.11/1/2015 - 12/31/20204.2.2Host regional training workshops as needed.Education, networking and outreach for current and potential partners.5/1/2016 - 12/31/20204.3Coordinate and partner with VOADs in neighboring states / cities.4.3.1Work 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 - 12/31/20204.3.2Host regional trainingEducation, networking and outreach 5/1/2016 -5/1/2016 -	4.1 4.1.1	Develop work groups to structure of work groups and identify tasks and projects targeted for discussion. Develop procedures and reporting expectations for work groups.	engthen and continue the work of NJ Implementation of lessons learned from Sandy and improved coordination for future disasters. Organized system to collect, report and monitor progress.	VOAD. 12/1/2015 - 12/31/2020 12/1/2015 - 2/15/2016	
4.2.1statewide conference.for current and potential partners.12/31/20204.2.2Host regional training workshops as needed.Education, networking and outreach for current and potential partners.5/1/2016 - 12/31/20204.3Coordinate and partner with VOADs in neighboring states / cities.4.3.1Work 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.4.3.2Host regional trainingEducation, networking and outreach 5/1/2015 - 12/31/2020	4.1 4.1.1 4.1.2	Develop work groups to structure of work groups and identify tasks and projects targeted for discussion. Develop procedures and reporting expectations for work groups. Facilitate training and educt	engthen and continue the work of NJ Implementation of lessons learned from Sandy and improved coordination for future disasters. Organized system to collect, report and monitor progress. ational opportunities to support NJVC	VOAD. 12/1/2015 - 12/31/2020 12/1/2015 - 2/15/2016	
4.2.2Host regional training workshops as needed.Education, networking and outreach for current and potential partners.5/1/2016 - 12/31/20204.3Coordinate and partner with VOADs in neighboring states / cities.Strong partnerships across state lines to support in blue sky and grey sky periods.7/1/2015 - 12/31/20204.3.1Host regional trainingEducation, networking and outreach for current and potential partners.5/1/2016 - 12/31/20204.3.1Host regional trainingEducation, networking and outreach periods.5/1/2016 -	4.1 4.1.1 4.1.2	Develop work groups to structure of work groups and identify tasks and projects targeted for discussion. Develop procedures and reporting expectations for work groups. Facilitate training and educt	engthen and continue the work of NJ Implementation of lessons learned from Sandy and improved coordination for future disasters. Organized system to collect, report and monitor progress. ational opportunities to support NJVC vement.	VOAD. 12/1/2015 - 12/31/2020 12/1/2015 - 2/15/2016 DAD members	
4.2.2workshops as needed.for current and potential partners.12/31/20204.3Coordinate and partner with VOADs in neighboring states / cities.4.3.1Work 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 - 12/31/20204.3.2Host regional trainingEducation, networking and outreach5/1/2016 -	 4.1 4.1.1 4.1.2 4.2 	Develop work groups to structure of work groups and identify tasks and projects targeted for discussion. Develop procedures and reporting expectations for work groups. Facilitate training and educt and advance the VOAD move Plan and execute annual	engthen and continue the work of NJ Implementation of lessons learned from Sandy and improved coordination for future disasters. Organized system to collect, report and monitor progress. ational opportunities to support NJVO vement. Education, networking and outreach	VOAD. 12/1/2015 - 12/31/2020 12/1/2015 - 2/15/2016 DAD members 11/1/2015 -	
4.3Coordinate and partner with VOADs in neighboring states / cities.4.3.1Work 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 - 12/31/20204.3.2Host regional trainingEducation, networking and outreach5/1/2016 -	 4.1 4.1.1 4.1.2 4.2.1 	Develop work groups to structure of work groups and identify tasks and projects targeted for discussion. Develop procedures and reporting expectations for work groups. Facilitate training and educt and advance the VOAD move Plan and execute annual statewide conference.	engthen and continue the work of NJ Implementation of lessons learned from Sandy and improved coordination for future disasters. Organized system to collect, report and monitor progress. ational opportunities to support NJVC vement. Education, networking and outreach for current and potential partners.	VOAD. 12/1/2015 - 12/31/2020 12/1/2015 - 2/15/2016 DAD members 11/1/2015 - 12/31/2020	
4.3.1Work 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 - 12/31/20204.3.2Host regional trainingEducation, networking and outreach5/1/2016 -	 4.1 4.1.1 4.1.2 4.2.1 	Develop work groups to structure of work groups and identify tasks and projects targeted for discussion. Develop procedures and reporting expectations for work groups. Facilitate training and educt and advance the VOAD mov Plan and execute annual statewide conference. Host regional training	engthen and continue the work of NJ Implementation of lessons learned from Sandy and improved coordination for future disasters. Organized system to collect, report and monitor progress. ational opportunities to support NJVO /ement. Education, networking and outreach for current and potential partners. Education, networking and outreach	VOAD. 12/1/2015 - 12/31/2020 12/1/2015 - 2/15/2016 DAD members 11/1/2015 - 12/31/2020 5/1/2016 -	
4.3.1and 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 - 12/31/20204.3.2Host regional trainingEducation, networking and outreach5/1/2016 -	 4.1 4.1.1 4.1.2 4.2.1 4.2.2 	Develop work groups to structure of work groups and identify tasks and projects targeted for discussion. Develop procedures and reporting expectations for work groups. Facilitate training and educt and advance the VOAD mov Plan and execute annual statewide conference. Host regional training workshops as needed.	engthen and continue the work of NJ Implementation of lessons learned from Sandy and improved coordination for future disasters. Organized system to collect, report and monitor progress. ational opportunities to support NJVO vement. Education, networking and outreach for current and potential partners. Education, networking and outreach for current and potential partners.	VOAD. 12/1/2015 - 12/31/2020 12/1/2015 - 2/15/2016 DAD members 11/1/2015 - 12/31/2020 5/1/2016 - 12/31/2020	
4.3.1collaborate and share information and resources.to support in blue sky and grey sky periods.7/1/2015 - 12/31/20204.3.2Host regional trainingEducation, networking and outreach5/1/2016 -	 4.1 4.1.1 4.1.2 4.2.1 4.2.2 	Develop work groups to structure of work groups and identify tasks and projects targeted for discussion. Develop procedures and reporting expectations for work groups. Facilitate training and educt and advance the VOAD move Plan and execute annual statewide conference. Host regional training workshops as needed. Coordinate and partner wit	engthen and continue the work of NJ Implementation of lessons learned from Sandy and improved coordination for future disasters. Organized system to collect, report and monitor progress. ational opportunities to support NJVO vement. Education, networking and outreach for current and potential partners. Education, networking and outreach for current and potential partners.	VOAD. 12/1/2015 - 12/31/2020 12/1/2015 - 2/15/2016 DAD members 11/1/2015 - 12/31/2020 5/1/2016 - 12/31/2020	
information and resources.periods.12/31/20204.3.2Host regional trainingEducation, networking and outreach5/1/2016 -	 4.1 4.1.1 4.1.2 4.2.1 4.2.2 4.3 	Develop work groups to structure of work groups and identify tasks and projects targeted for discussion. Develop procedures and reporting expectations for work groups. Facilitate training and educt and advance the VOAD move Plan and execute annual statewide conference. Host regional training workshops as needed. Coordinate and partner wit Work with FEMA Region 2	engthen and continue the work of NJ Implementation of lessons learned from Sandy and improved coordination for future disasters. Organized system to collect, report and monitor progress. ational opportunities to support NJVC vement. Education, networking and outreach for current and potential partners. Education, networking and outreach for current and potential partners. h VOADs in neighboring states / cities	VOAD. 12/1/2015 - 12/31/2020 12/1/2015 - 2/15/2016 DAD members 11/1/2015 - 12/31/2020 5/1/2016 - 12/31/2020	
4 3 2 Host regional training Education, networking and outreach 5/1/2016 -	 4.1 4.1.1 4.1.2 4.2.1 4.2.2 4.3 	Develop work groups to structure of work groups and identify tasks and projects targeted for discussion. Develop procedures and reporting expectations for work groups. Facilitate training and educt and advance the VOAD mov Plan and execute annual statewide conference. Host regional training workshops as needed. Coordinate and partner witt Work with FEMA Region 2 and Region 3 partners to	engthen and continue the work of NJ Implementation of lessons learned from Sandy and improved coordination for future disasters. Organized system to collect, report and monitor progress. ational opportunities to support NJVO vement. Education, networking and outreach for current and potential partners. Education, networking and outreach for current and potential partners. h VOADs in neighboring states / cities Strong partnerships across state lines	VOAD. 12/1/2015 - 12/31/2020 12/1/2015 - 2/15/2016 DAD members 11/1/2015 - 12/31/2020 5/1/2016 - 12/31/2020 S.	
	 4.1 4.1.1 4.1.2 4.2.1 4.2.2 4.3 	Develop work groups to structure of work groups and identify tasks and projects targeted for discussion. Develop procedures and reporting expectations for work groups. Facilitate training and educt and advance the VOAD move Plan and execute annual statewide conference. Host regional training workshops as needed. Coordinate and partner witt Work with FEMA Region 2 and Region 3 partners to collaborate and share	engthen and continue the work of NJ Implementation of lessons learned from Sandy and improved coordination for future disasters. Organized system to collect, report and monitor progress. ational opportunities to support NJVO /ement. Education, networking and outreach for current and potential partners. Education, networking and outreach for current and potential partners. h VOADs in neighboring states / cities Strong partnerships across state lines to support in blue sky and grey sky	VOAD. 12/1/2015 - 12/31/2020 12/1/2015 - 2/15/2016 DAD members 11/1/2015 - 12/31/2020 5/1/2016 - 12/31/2020 S. 7/1/2015 -	
	 4.1 4.1.1 4.1.2 4.2.1 4.2.1 4.2.2 4.3 4.3.1 	Develop work groups to structure of work groups and identify tasks and projects targeted for discussion. Develop procedures and reporting expectations for work groups. Facilitate training and educt and advance the VOAD move Plan and execute annual statewide conference. Host regional training workshops as needed. Coordinate and partner witt Work with FEMA Region 2 and Region 3 partners to collaborate and share information and resources.	engthen and continue the work of NJ Implementation of lessons learned from Sandy and improved coordination for future disasters. Organized system to collect, report and monitor progress. ational opportunities to support NJVO vement. Education, networking and outreach for current and potential partners. Education, networking and outreach for current and potential partners. h VOADs in neighboring states / cities Strong partnerships across state lines to support in blue sky and grey sky periods.	VOAD. 12/1/2015 - 12/31/2020 12/1/2015 - 2/15/2016 DAD members 11/1/2015 - 12/31/2020 5/1/2016 - 12/31/2020 5. 7/1/2015 - 12/31/2020	