



**NJVOAD**

New Jersey Voluntary Organizations Active in Disaster

*Building Resilient New Jersey Communities*

# 2022-2025 Strategic Plan

Adopted November 4, 2021

## Mission

**New Jersey VOAD** – a coalition of organizations that contribute to developing and sustaining community resiliency throughout the disaster cycle – facilitates and fosters cooperation, communication, coordination and collaboration among members and partners to improve preparedness, resilience, response, and recovery resulting in more effective outcomes.

## 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. NJVOAD is a statewide partnership of organizations and entities that have a role in preparedness, resilience, response or recovery. Membership in NJVOAD provides the benefit of accumulated expertise of local, regional and national partners to deliver more effective and efficient response services.

## Strategic Planning

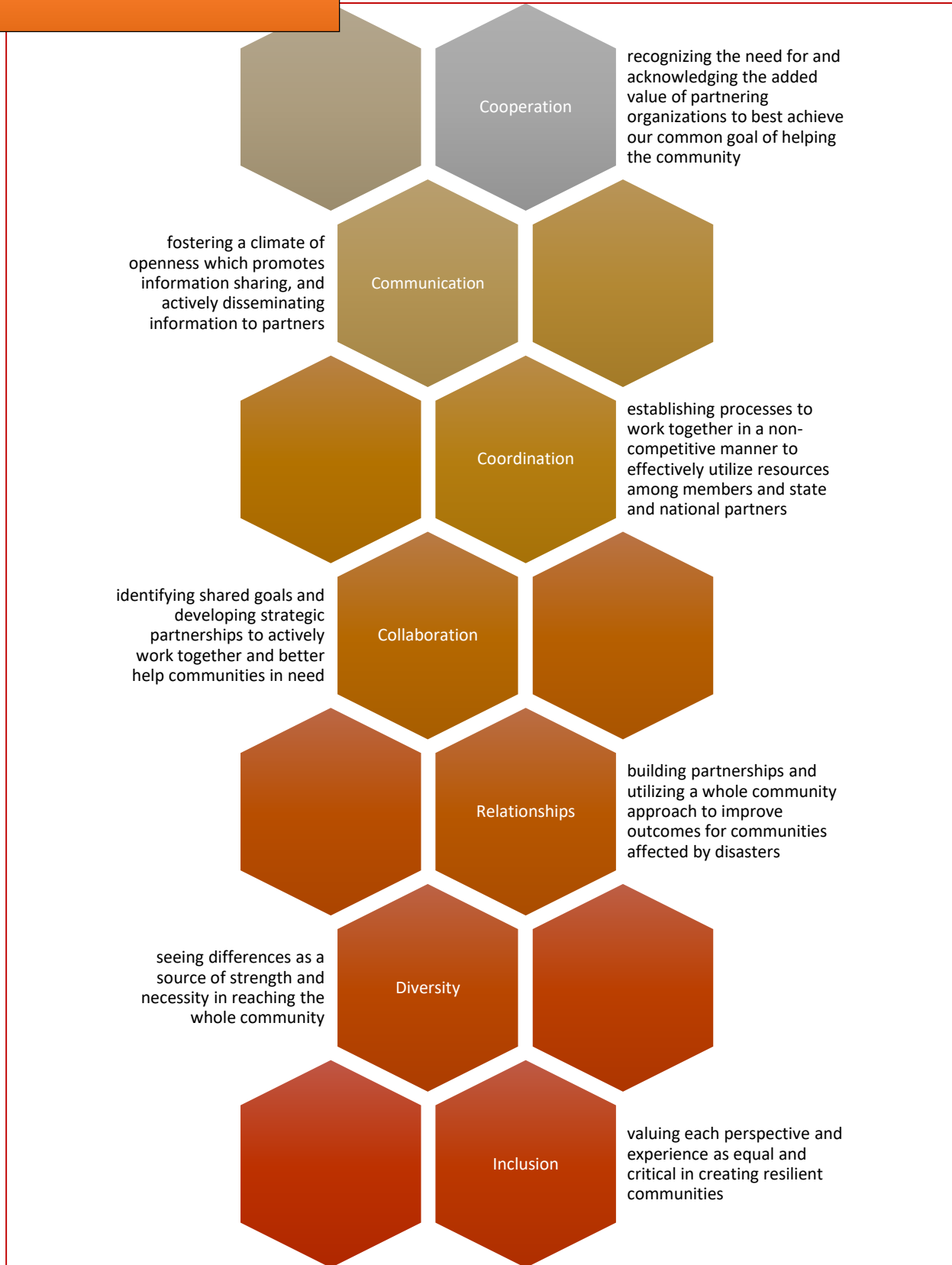
Strategic planning reconnects us with the vision and mission of the organization, increases interest and engagement, meets changing needs and identifies opportunities, defines our common success, and ensures we are all going in the same direction.

The completed plan allows us to evaluate our ongoing work, helping us to know if we're effective; make improvements to operations and programs; make good decisions about allocating resources; effectively market our programs; attract funders who want to invest in proven strategies; hold each other accountable; and take risks.

## Strategic Planning Process

- Process/Board Brief/Organizational Review was completed by the Staff and Board in May 2021.
- Stakeholder questionnaires addressing key focus areas were sent to members, COAD leadership, government and corporate partners, and donors in June 2021. A total of 34 responses were received. Topics included:
  - Clarity of Mission Statement
  - Organizational values
  - Provided services
  - SWOT analysis of organizations
  - Membership requirements
  - Committees/workgroups
  - COAD support
- Five focus group sessions, with 58 representatives of NJVOAD stakeholders, were conducted in July 2021. Our questions included:
  - Considering current communications trends, what is working/what could be improved?
  - What kind of marketing/messaging is needed for the VOAD?
  - What would you like to see in the future around workgroups or regional collaborations?
  - What value do you see in the work NJVOAD has done around volunteer recruitment?
  - How can we maintain and increase member interest/participation? What would add value to meetings/trainings?
  - What role do you think the VOAD should have in Individual & Community Preparedness?
  - [COADs] What challenges (if any) are you experiencing with community engagement?
  - [COADs] What support is needed to strengthen COADs, individually and on a network level?
  - [COADs] What type of educational or leadership training (if any) is desired?
- Data review/first draft of the strategic plan was prepared by the Staff in August 2021.
- The strategic plan was presented to the Board for review and was adopted in November 2021.

# Core Values



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# Internal & External Assessment

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## Internal

## External

### Strengths



- Statewide cross-sector communication & resource sharing; platforms for coordination & collaborations
- Diverse & inclusive membership
- Strong leadership & support of membership
- Consistency, responsiveness & availability

### Opportunities



- Focus on resiliency, along with disasters
- Marketing & communication platforms to reach new populations
- Advocacy on state level
- Conferences & trainings from outside organizations

### Weaknesses



- Lack of visibility
- Sustainability
- Varying health of COADs
- Lack of participation & accountability of absent membership

### Threats



- Major, multi-state disasters that pull resources and members out on deployment
- Burnout/fatigue due to frequency, length and intensity of emergency events
- Competing/conflicting goals of partner organizations
- Misinformation

# Goals

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## Relationships

Relationships are at the foundation of our work. We are 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 and partners are critical to the success of our organization, we will continue to invest in and build strong relationships between our members, partners, and communities.

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, we will strive to clearly communicate our purpose and vision throughout all phases of the disaster cycle.

## Marketing & Communications

## Organizational Capacity & Structure

Key to the success of NJVOAD's mission and programs is a solid and lasting foundation.

Therefore, to ensure the continued growth and momentum of recent years, we will actively invest in our network and organizational capabilities.

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 intentionally utilize collaborative opportunities to strengthen and sustain growth.

## Collaboration

# Objectives

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## *Relationships*

- 1.0 Invest in and build strong relationships between our members, partners, and communities.**
  - 1.1 Continue to support and strengthen our COAD networks.
  - 1.2 Intentionally seek opportunities to increase engagement with community organizations to expand the COAD/VOAD network.
  - 1.3 Strengthen and expand relationships with government and private partners.

## *Marketing & Communications*

- 2.0 Clearly communicate our purpose and vision throughout all phases of the disaster cycle.**
  - 2.1 Create marketing and materials that provide a concise and accurate description of who we are and what we do.
  - 2.2 Utilize multi-media platforms to effectively message the importance of disaster resiliency and connecting community assets.

## *Organizational Capacity & Structure*

- 3.0 Invest in network and organizational capabilities.**
  - 3.1 Identify and implement measures to ensure long term financial sustainability.
  - 3.2 Invest in staffing to strengthen and support our network.
  - 3.3 Invest in resources to increase the success of our members' and partners' work throughout the disaster cycle.
  - 3.4 Encourage and increase meaningful member engagement.

## *Collaboration*

- 4.0 Utilize collaborative opportunities to strengthen and sustain growth.**
  - 4.1 Convene workgroups focused on developing solutions and providing opportunities for collaboration for improving outcomes.
  - 4.2 Facilitate membership networking and education through webinars, workshops, meetings and conferences.
  - 4.3 Communicate and collaborate with VOADs throughout the United States.