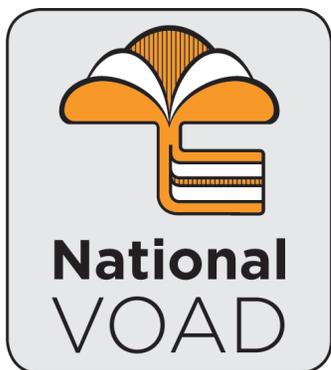


# National VOAD 2019 – 2023 Strategic Plan



Throughout the VOAD movement, we are dedicated to working effectively together and rising to the challenges of our times. The strategic planning process was engaged by the National VOAD Board in 2018 and invited broad input from membership and key stakeholders. This allowed our organization to tap the wisdom of our collective experiences and ground truth our assumptions in order to shape our goals and strategies. Focus group discussions of National and State members, Partners, staff, and Board fleshed out key trends in our context and lessons learned from past responses. A report and visioning session at the National Conference shared those results and collected input from membership into overarching goals. Diverse working groups of members then took those results and shaped them into relevant benchmarks. The Board assessed our challenges, and shaped the strategies provided by these groups into achievable/measurable goals. Here is a summary of the strategic plan. It highlights our efforts toward our long term practical vision.

## Practical Vision

*Our vision for the period of 2019 – 2023 includes the below overarching goals for the movement, to build our collective effectiveness and impact. We recognize that in order to achieve these goals we must honestly address some of the circumstances, culture and beliefs that contradict our efforts.*

A THRIVING NATIONAL ORGANIZATION	SHARED KNOWLEDGE THROUGH TRAINING, TECHNOLOGY & TOOLS	COMPREHENSIVE RELATIONSHIPS MANAGEMENT AND DEVELOPMENT
<b><i>THE FOUNDATION</i></b>	<b><i>THE CONTENT</i></b>	<b><i>THE PEOPLE</i></b>
<ul style="list-style-type: none"> <li>• Leadership developed and supported at community, State and National Levels</li> <li>• Funding sustainability allows for staffing needs and scalability for response and recovery</li> <li>• Inclusive voice and platforms to serve and support diverse communities</li> <li>• Measurements that convey the impacts of our services with survivors</li> </ul>	<ul style="list-style-type: none"> <li>• A streamlined online toolkit for VOAD members is operational</li> <li>• Disaster Agency Response Technology (DART), a multi-use tech solution, has been launched for use by National VOAD members</li> <li>• Revamped National VOAD website and State VOAD websites</li> </ul>	<ul style="list-style-type: none"> <li>• Relationship mechanisms that promote learning and communication throughout the disaster cycle</li> <li>• Roster and process for peer mentorship throughout the disaster cycle</li> <li>• Expanded external relationships to leverage support for survivors</li> </ul>

# Underlying Challenges

We recognize that in order to achieve these goals we must honestly address some of the circumstances, culture and beliefs that contradict our efforts. we recognize the following

- Habit of being driven by history and fear of exposure to risk can undermine these.
- Conflicting priorities that require hard choices will always frustrate ease of decision making
- Legacy of reactionary systems in place
- Perceived competition challenges innovation in fundraising
- Hesitancy to codify our identity and shift expectations

# Strategic Initiatives

In order to address our contradictions and move towards our overarching goals, we will work in the following four strategic initiative areas. Each of these initiatives have implementation plans for the coming two years. Listed here are the anticipated deliverables from the first two years.

## Leadership Development Throughout the Movement

- Focus on State Supports
- Reinvigorate Leadership Programs
- Strengthen NVOAD Board, Staff & Committees



- LEAD 2.0 Re-launched.
- Roster and process for peer mentorship program established.

- Broader leadership development efforts piloted.
- A dedicated staff person to support State

## Technology and Data to Promote the 4Cs and Tell Our Story

- Providing Quality Tech to Promote Collaboration
- Quantifying Our Impact



- Updated website is a resource library and communication hub.
- DART dashboard is live and includes a mapping platform of member activity.

- Audit results in standard measurements to convey impact.

## Strengthening Our Collective Identity and Relationships

- Institutional Equity throughout the Movement
- Clarify and Manage Expectations of the Movement



- Task force and strategy to support institutional approaches to diversity. Increase in membership representing diverse populations.

- Membership benefits and obligations codified.

## Funding Sustainable Growth

- Fully resourced for programmatic, operational, and staff health



- Fundraising policies updated. Staff increased.
- Cultivation strategy for vetted donor prospects.

- Scalable response plan, including emergency response fund.